Case Study: Regional change management to support the implementation of an electronic Advance Care Plan

What: Regional guidance to support DHBs through the change management required to successfully implement the electronic Advance Care Plan (ACPlan) in Health Connect South (HCS) / HealthOne

Background: In 2016, the South Island Alliance (SIA) Project Office contracted Orion to develop a regional IT solution (building on systems already in use in Canterbury DHB) to create and share ACPlans using the new national ACPlan document 'My Advance Care Plan and Guide' as the template.

The *Statement of Work* and *Project Mandate* made it clear the change management required to support the successful implementation of the product was out of the project scope. The SIA would lead the coordination and development of the regional electronic ACP solution but it was the local DHBs' responsibility to make decisions around:

- when the electronic solution (the digital ACP form) is turned on (ie, made available in each district)

- how the deployment of ACP will be rolled out in each area

- the development and maintenance of processes to support local users to create and update ACPs

- the process in each DHB for finalising/publishing an electronic ACP (ie, will there be a stepped validation/review process or will all health professionals loading a plan have permissions that enable them to finalise/publish an ACP?)

- distribution of ACP resources

- ACP reporting.

As the project progressed, regional meetings and feedback from DHBs highlighted that the majority of the questions raised were not around the electronic solution, but related to the systems and processes required to support a successful implementation.

Why/rationale: To optimise the introduction of the electronic ACPlan, the SIA recognised the need for regional guidance to help South Island DHBs establish systems and processes needed to support successful implementation.

Who: South Island (lead by the SIA)

Benefits/value added:

- Opportunity for the region to take a coordinated approach to the implementation of the electronic ACPlan and develop 'broadly similar' systems and processes.

- Encouraging and fostering regional relationships through workshops attendance.
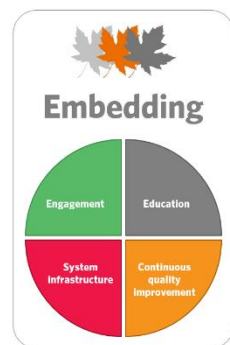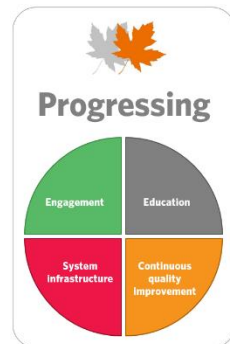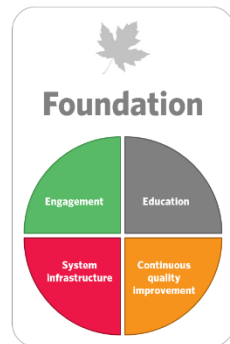
- Consistent messaging to ensure all districts have access to the same information and resources, by having one workshop with representatives from each DHB.

Risks/challenges:

- One or more DHBs may not see value in regional approach and choose not to engage with process.

- All South Island DHBs were invited. Risk one or more may not see value and choose not to attend and/or not be able to access funding to attend, which will:
  - o reduce consistency of message
  - o reduce opportunity for regional cohesion and a 'broadly similar' approach.

Steps: How this looked on the ground

Aims of regional approach

When embarking on a new project, people are often unaware of the complexities that may be involved. The aim of the regional guidance was to give DHBs an opportunity to consider their approach to implementing electronic ACPlans with their 'eyes wide open' by building on the collective experiences and identifying the impact different approaches may have on a successful implementation.

We chose a two-pronged approach and:

1. facilitated a workshop for the key ACP leads in each DHB
2. created a workbook resource with examples, suggestions and considerations to help DHBs plan their local approach.

Workshop

Using the *National Implementation Model* as the framework, a five-hour workshop was created to support DHBs to:

- consider planning and action required prior to 'Go Live' of the electronic ACPsystem

- ensure the ACP system delivers for consumers and health professionals

- encourage the SI systems to adopt broadly similar approaches

- share ideas and support each other.

It included four sessions brainstorming on:

1. deployment

2. 'a managed system – risks and benefits'

3. measures

4. system implementation.

As well as input and sessions led by the regional IT team involved in the electronic ACP development and implementation in Canterbury.

See the Agenda here.

See the PDF of workshop Power Point here.

Workbook

The workbook was written to supplement the workshop content and provide additional resources and examples to help DHBs develop local solutions, systems and processes to support the introduction of electronic ACPs in their area.

A number of the examples included in the workbook are based on Canterbury DHB's experience of implementing a system-wide approach to ACP. These examples were not intended as a prescription but rather a chance to give each district the opportunity to consider the issues and challenges they might face implementing ACP and see examples of the systems that one DHB has adopted. Hopefully the workbook would provide some strategies and suggestions for DHBs to reference and to build on existing experiences, rather than everyone starting from scratch and reinventing the wheel.

See the workbook here.

Impact

- All attendees at the workshop indicated they were keen for further opportunities to come together as a region for ACP implementation planning and to foster support networks.

Future opportunities:

- We received positive feedback at the end of the workshop and the attendees said they gained value from participating, which was fed back to the national ACP team. Plans have been made for similar workshops in other New Zealand regions to support implementation.