BEACONS FOR CHANGE

A national project focusing on organisational change in primary health care

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Centre for Development and

Innovation in Health on behalf of the National Beacons for Change Consortium

Public Health Association Conference 1998

The Consortium

◆ Centre for Development and Innovation in Health

◆ Mackay Mental Health Service

◆ Parks Community Health Centre

◆ North Richmond Community Health Centre

Local level projects

◆ Mackay CMHS
  - To establish a mobile mental health assessment team.

◆ North Richmond CHC
  - To develop and establish a high quality accessible shared-care midwifery service between St George's hospital and North Richmond CHC for women of NESB.

◆ Parks CHS
  - To improve access by Aboriginal people to mainstream services.

National level project

- CDIH
  - To produce credible benchmarks of primary health care practice in relation to organisational change in health care delivery.

- Benchmarks
  - draw on experience of the 3 local level projects
  - cast at more general and widely applicable level.

CDIH'S Data Collection from 3 Project Sites

- Assisted in development of project plans
- Site visits
- Detailed notes and tapes of presentations at 3 national workshops
- Participation in meetings
- 17 1 hour interviews with key project staff
- Substantive phone discussions with project co-ordinators
- Participation in benchmarking meetings
- Reviewed and analysed documentation from each project.

Analysis

- crystallised the main "stories" that the change agent/practitioner was telling themselves about the situation:
  - description
  - explanation
  - critique
  - strategies
- identified some of the broader discourses informing the stories of individual practice.

Elements of a "Benchmark"

- descriptive title

- brief account of background and context

- brief overview of the episode of practice and the style of practice being showcased and the evidence that this style of practice has contributed to excellent outcomes

- selected quotes from the practitioner/s to convey how they conceived their own practice

- a brief conclusion about wider applicability.

Eight benchmarks of organisational change practice in primary health care

- Modelling and mentoring
- Active listening across difference
- Reflexivity about our own practice
- Strategic flexibility
- Building a common language
- Affirming consumer sovereignty
- Ensuring community accountability
- Addressing reflexively the colonial continuities.