

"PUTTING THE WHEELS BACK ON"

Mobility Solutions: The Journey so far

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WHAT IS MOBILITY SOLUTIONS

- Mobility Solutions holds a contract with the NZ Ministry of Health to provide assessments for complex and specialist seating and mobility equipment.

THE "FLATTIE" FACTS

HOW BAD WAS IT IN JANUARY 2006?

Contract status	Ministry did not want to renew the contract; ADHB did not want a renewal
Client satisfaction	Ministerial complaints received weekly
Waiting list	Total list not clear, at least 82 urgent cases
Stakeholder satisfaction	At rock bottom
Staffing	Resignations fortnightly, no applicants.

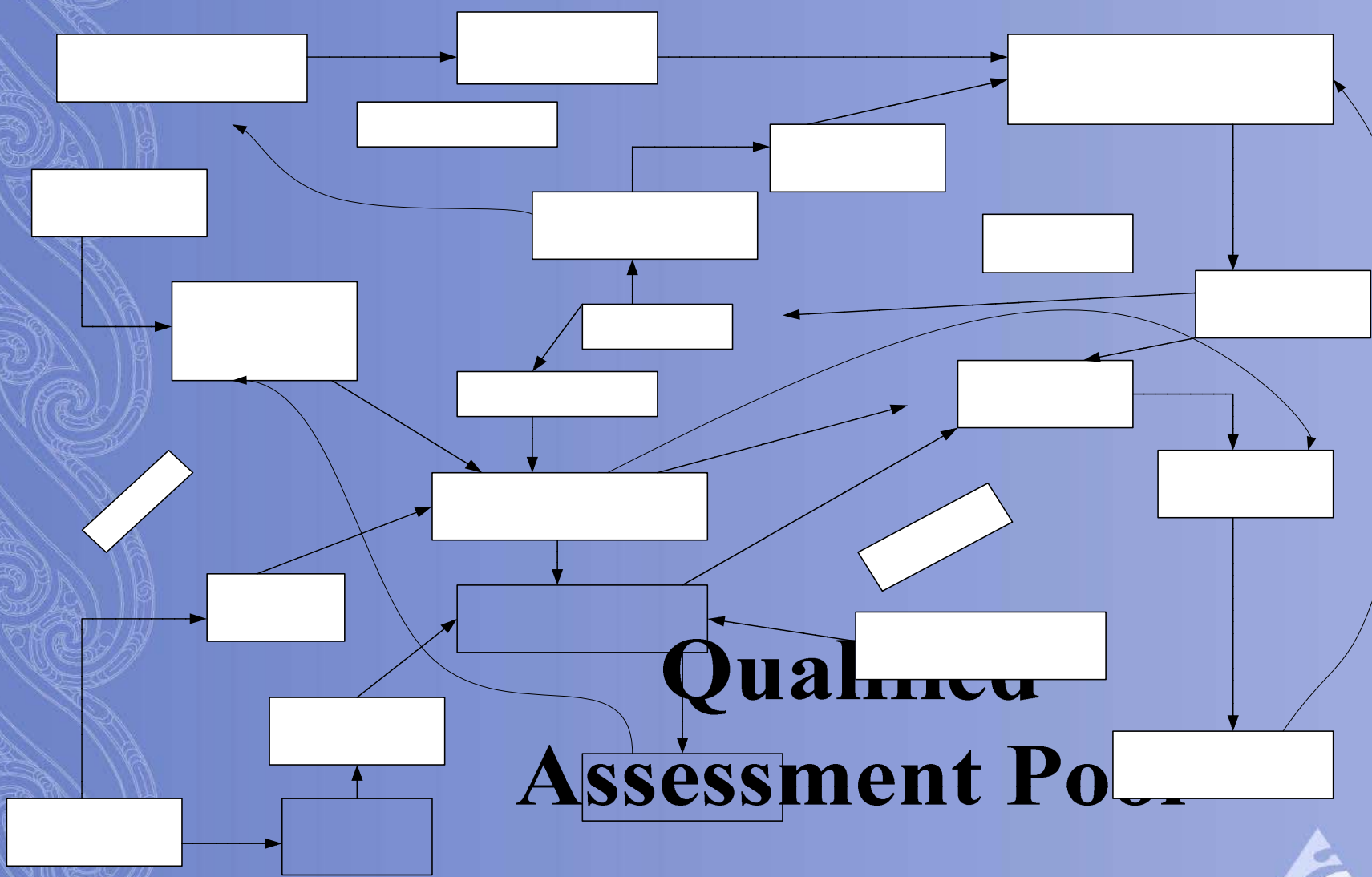
WHERE DID WE START?

- We undertook a thorough Systems Thinking analysis
- Systems Thinking is the pursuit of simple answers to complex issues (Peter Senge)
- Systems Thinking helps us understand the world through the dynamics of relationships, and to anticipate the unintended consequences of our decisions, actions and policies. (Kambiz Maani)

SYSTEMS THINKING AS A LANGUAGE

- Systems Thinking is a language for understanding complexity, uncertainty and change, it can create alignment of thoughts and harmony of actions in organisations (Kambiz Maani)

WHAT DID WE FIND?



**Qualified
Assessment Pool**

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SO WHAT NEXT?

- Used the model to show the Ministry we could not get a solution on our own
- Renegotiated contract
 - Agreement that clear entry criteria would be developed
 - Agreement that we could adopt flexible service delivery models
 - Agreement that the range of equipment options would be reduced
 - Agreement that the contract value would increase 25%.
- Employed an experienced Team Leader

WHOSE SHOULDERS ARE AT THE WHEEL: STAKEHOLDERS

- Client/Families
- Ministry of Health
- Community/ Therapists
- Schools
- Accessable/Funder of equipment
- Suppliers

TEAM ENVIRONMENT APRIL 2006

- Shrinking team
- Uncertainty
- Low Morale
- Dysfunction
- Isolated/Tribal
- Non collaborative
- No Vision
- Lack of clinical direction
- Lack of learning
- Loss of professional identity

REGIONAL ENVIRONMENT

APRIL 2006

- Anger/ Resentment
- Aggressive/ confrontational
- Frustrated
- Tribal
- Antipathy

WHAT WE DID NEXT

- Identified leadership capabilities
- Applied a set of Values
- Addressed Internal Environment
- Addressed the external environment

CAPABILITIES OF COLLABORATION

- Attitude
- Strategic thinking
- Systems thinking
- Visionary
- Communicative
- Value Difference
- Flexible and open
- Reflective
- Accountable

INTERWOVEN ADHB VALUES

- Integrity
- Respect
- Innovation
- Effectiveness

SOME OF THE PROJECTS

- Referral system
- Clinics
- Reviews
- Clinical Guidelines for referral
- Consultation project
- Web site development
- MND project
- Prioritisation and screening tool
- Orientation project
- Education and training
- Screening and ICF application

WHERE ARE WE NOW, IN JUNE 2007?

	THEN	NOW
Contract status	Ministry did not want to renew the contract; ADHB did not want a renewal	Ministry have rolled over the contract for three years, maintaining the 25% increase in contract value
Client satisfaction	Ministerial complaints received weekly	No complaints at all for 5 months Now receive unsolicited positive feedback

WHERE ARE WE NOW, IN JUNE 2007?

	THEN	NOW
Waiting list	Total list not clear, at least 82 urgent cases	The waitlist is currently 150. Numbers of referrals are up 13%.
Stakeholder satisfaction	At rock bottom	Now receive unsolicited positive feedback
Staffing	Resignations fortnightly, no applicants.	Now at previous establishment, note: have only just tapped into new money

WHERE TO NOW THE WHEELS ARE ON

- A cup of Tea.
- Relentless
- Access the funding
- Plan and project
- Ensure Client directedness
- Remain rigorous in moving away from a reductionist approach

REFERENCES

- Maani, KE + Cavana, RY (2000) *Systems Thinking and Modelling: Understanding Change and Complexity*. Pearson Educational, New Zealand.
- Senge, P. (1990). *The Fifth Discipline: the art and practice of the learning organisation*, Doubleday, New York.