

Tasmanian Dept. of Health and Human Services (DHHS)

KAZ helps DHHS transform health service delivery

The Community Health Services (CHS) group of DHHS provides a wide range of services across the state in primary health, population health, oral health, mental health and statewide specialist services. Within this group, the two services of Mental Health and Statewide Specialist Services operate in the residential, inpatient and community settings to provide early intervention, continuity of care and recovery.



DEPARTMENT of
HEALTH and
HUMAN SERVICES

Tasmania

With a history of regional independence, the services were using different assessment tools, client documentation and business processes. Consequently, service delivery was constrained by manual processes which duplicated information gathering, yet ironically impeded access to relevant information. Both services were committed to implementing better case management and risk management practices to improve the delivery of health services. They engaged KAZ Consulting Services to help transform their business processes, service delivery and information management.

The Challenge

One of the main challenges facing both services was the current practice of collating and recording client information manually. Ros Hill, Manager E Health Strategy & Investment explains: "We recognised that our documentation practices were cumbersome, labour intensive and duplicated across areas. Client information is only accessible if the paper records are available, significantly limiting information availability. This is all the more significant, given the number of different staff and health professionals who may be involved in providing services to the client."

To address this critical issue, a major objective was to establish individual care plans for mental health clients and their circle of care which could be shared by all staff who provided services to the clients. This would aim to deliver

major improvements to the delivery of services, the coordination of care among the various health professionals involved and the planning and management of services.

"KAZ Consulting had undertaken strategic planning work for comparable organisations in other states which provided a solid understanding of the environment in which we operate. These clients were very pleased with the quality of their work, their understanding of the business environment and their capacity to bridge the gap between business needs and information needs."

Ros Hill

Manager E Health Strategy & Investment

Another challenge identified early in the project was the range of stakeholders, the diversity of services being provided and the limited technology understanding of clinicians, health professionals and administrative staff. Health

professionals with the leadership and vision to define key processes and requirements were critical to the success of the project.

Our Solution

One of KAZ's first priorities was to establish a clinical leadership group with a cross section of executives, managers and health professionals who could define what was needed to transform their services. Effort could have been devoted to articulating the current business processes. Instead, KAZ concentrated on determining the proposed processes needed to achieve effective service delivery. Risk management was also a strong focus.

KAZ consultants worked with the clinical leadership group using a diagrammatic, business process modelling approach to define the new business flows. Process mapping has proved an effective way for people to visualise future processes as well as identify emerging change management issues. This promoted a growing understanding and enthusiasm for the proposed system which would be critical to achieving the objectives of their reform agenda.

A consistent set of business processes covering the end-to-end lifecycle for both Mental Health and Statewide Specialist Services clients were documented and formed the basis for determining business requirements. Electronic client care and health records were an integral part of the proposed processes. These would incorporate reporting and alert processes to ensure quality and reliability of service delivery.

The Result

KAZ extensively re-engineered business processes to deliver consistent, state-wide practices and improved care planning. KAZ also created electronic health records so CHS could provide better quality services to clients.

Clear business requirements are now available to provide a basis for configuring a preferred product to better meet current and future needs.

A common business model has been created to underpin standardised processes and functions across the services. This enables stakeholders to understand how a system might support their business processes as well as identify areas that have significant variations from the common model.

"This investment provided a solid foundation for all subsequent stages of the project – the product evaluation, customisation, acceptance testing and implementation planning phases – by having a solid business based document as the reference point for subsequent project activities."

*Assoc. Professor Des Graham
Director, Mental Health Services*

CHS selected KAZ due to their depth of experience in health and human services, and particularly their understanding of community health services. KAZ's reputation for focusing on business outcomes rather than technology solutions was also a factor. The successful resolution of the project demonstrated that CHS had made an astute decision in engaging KAZ.

Key Benefits

- Collaborative approach
- Focused on business outcomes
- Strong change management skills
- Broad human services experience
- Improved quality of service

More information: www.kaz-group.com
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