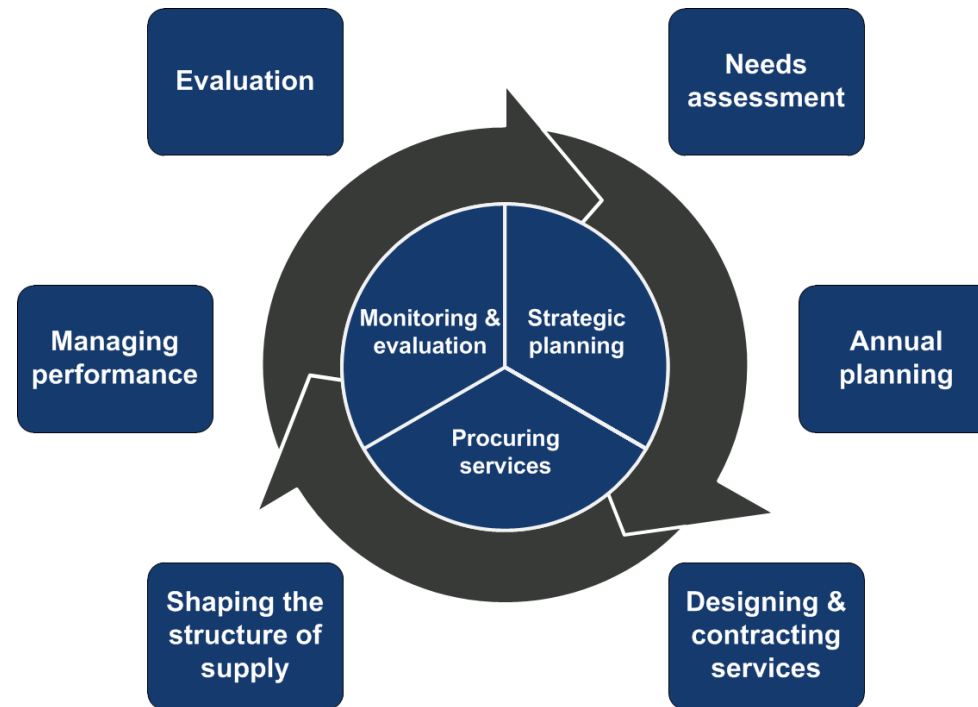




Change Management and Commissioning Competencies Resources Toolkit



July 2018

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Opinions expressed in this document are those of the authors and not necessarily those of the Australian Government Department of Health. Data may be subject to revision.

Note

This toolkit does not override the requirements set out in the PHN Funding Agreement.

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1 Overview

1.1 Purpose

This document provides a list of tools and resources that relate to key commissioning competencies that PHNs may choose to draw upon in developing their capability in commissioning primary health care. This list does not attempt to identify all tools that are available, but identifies some key tools that could be useful to PHNs.

1.2 Structure

This document contains a table of tools and resources that includes a column which corresponds to the key commissioning competencies referred to in the 2018 *Change Management and Commissioning Competencies Guidance*.

Other guidance and toolkits that have been written for PHNs (available at: <http://www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources>) that can be used in the development of commissioning competencies include:

- 2018 Market Making and Development Guidance
- 2018 Market Making and Development Toolkit
- 2018 Change Management and Commissioning Competencies Guidance
- 2018 Change Management and Commissioning Competencies Toolkit
- 2018 PHN Commissioning Competencies Self-Assessment Tool (*unpublished*)
- 2018 Monitoring and Evaluation Guidance
- 2018 Monitoring and Evaluation Toolkit¹

¹ Australian Government Department of Health. (2018). *PHN Commissioning Resources*. Available at: <http://www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources>

2 List of tools and resources

All references marked 'Accessed online 2018' do not have a specific date when the article/reference was published.

Table 1: List of tools and resources

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Cultural Respect Framework 2016-2026 for Aboriginal and Torres Strait Islander Health	Leadership and change management	Australian Health Ministers' Advisory Council	2016	www.coaghealthcouncil.gov.au/Publications/Reports	Developed specifically for the health sector this resource provides a framework to guide strategies to improve culturally respectful services	In all aspects of the commissioning process when working with Aboriginal or Torres Strait Islander people or communities
Cultural competency in the delivery of health services for indigenous people. Issues Paper No. 13	Leadership and change management	Bainbridge R, McCalman J, Clifford A, and Tsey K.	2015	aifs.gov.au/publications/cultural-competency-delivery-health-services-indigenous-people	Examination of evidence on cultural competence in health care settings to identify approaches and strategies that can contribute to the development and implementation of indigenous health services and programs	In all aspects of the commissioning process when working with Aboriginal or Torres Strait Islander people or communities
Using change concepts for improvement	Leadership and change management	Institute for Healthcare Improvement (US)	Accessed online 2018	www.ihl.org/resources/Pages/Changes/UsingChangeConceptsforImprovement.aspx	An overview of key change concepts that can be adopted by PHNs to help both individuals and teams make improvements in leadership and change management	In implementing changes aimed at improvement
Change management toolkit	Leadership and change management	University of Bath (UK)	Accessed online 2018	www.bath.ac.uk/hr/learning/change-kit/index.html	A change management toolkit that sets out what PHNs will need to consider at all stages of a change process	In leading and managing change across the primary health system
Your change management toolkit	Leadership and change management	Mind Tools (US)	Accessed online 2018	www.mindtools.com/pages/article/newPPM_87.htm	A suite of change management tools for PHNs to consider: <ul style="list-style-type: none"> • A method for identifying, prioritising and understanding PHN stakeholders • A training needs assessment • Impact of a proposed change on suppliers, inputs, processes, outputs and customers • Actions to identify the components of change and support those impacted by change 	In understanding, planning, implementing and communicating change

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Managing change index	Leadership and change management	The University of Sheffield (UK)	Accessed online 2018	www.sheffield.ac.uk/hr/guidance/change/toolkit/managingchange	Tips, guidance, flow charts and templates for change management, particularly in avoiding duplication in restructuring. Suggested tools that may be relevant to PHNs include organisation change management plan template, change wellbeing risk assessment template, more specific timeline and checklists for restructuring and duplication which may be relevant to decommissioning and organisational change	Restructuring of the PHN or decommissioning
Experience based co-design toolkit	Co-design and community engagement	Australian Healthcare & Hospitals Association	2017	ahha.asn.au/experience-based-co-design-toolkit	Brings together existing co-design resources from the UK and NZ (particularly the two tools below) and contextualises them using Australian case studies	For applying an experience based co-design approach in the Australian context
Practice guide to co-design	Co-design and community engagement	Central and Eastern Sydney PHN	2016	https://www.cesphn.org.au/preview/our-region/1270-commissioning-mental-health-services-a-practical-guide-to-co-design-august-2016/file	A detailed guide on how to carry out a co-design workshop for commissioning mental health services	Conducting a co-design workshop, particularly for commissioning of mental health services
Co-Design Toolkit	Co-design and community engagement	WA Council of Social Service	2017	wacoss.org.au/library/wacoss-co-design-toolkit/	Contains a range of practical tools for effectively engaging funders, community service organisations and the users of community services in the co-design of programs and services	When engaging funders, community service organisations and the users of community services in the co-design process
Cultural safety evaluation tool	Co-design and community engagement	Western Health Alliance Limited (AUS)	2017	www.wnswphn.org.au/uploads/documents/corporate%20documents/WHAL%20Cultural%20Safety%20Framework_Part2_User%20Guide.pdf	Guidance for primary health care organisations to assess levels of cultural safety	To assess the cultural capability of tenderers for the provision of primary health care and related services

List of tools and resources

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Working with Aboriginal people and communities	Co-design and community engagement	NSW Department of Community Services	2009	www.community.nsw.gov.au/__data/assets/pdf_file/0017/321308/working_with_aboriginal.pdf	A practice guide to engaging and working with Aboriginal and Torres Strait Islander people and communities in a culturally aware and responsive manner	When engaging with Aboriginal and Torres Strait Islander people and communities
Public Participation Spectrum	Co-design and community engagement	International Association for Public Participation Australasia	2014	www.iap2.org.au/Tenant/C0000004/00000001/files/IAP2_Public_Participation_Spectrum.pdf	This tool helps define the community's role in public participation processes in a similar format to a RACI (Responsible, Accountable, Consulted, and Informed)	When including the community in the commissioning process
Health service co-design	Co-design and community engagement	Waitemata District Health Board (NZ)	2010	www.healthcodesign.org.nz/index.html	Interactive step by step guide and tips for effective co-design. It includes a range of flexible tools, such as templates for running workshops, patient outcomes statement, patient mapping, experience based survey, prototype selection, service blueprint and story guide for interviews	Implementing an effective co-design approach when working with patients in service improvements
Experience based co-design toolkit	Co-design and community engagement	Point of Care Foundation (UK)	Accessed online 2018	www.pointofcarefoundation.org.uk/resource/experience-based-co-design-ebcd-toolkit/	Step by step guide to carrying out experience based co-design, including short videos from staff and patients involved	For applying an experienced based co-design approach
Patient and Public Engagement Toolkit	Co-design and community engagement	South Central WCC Collaborative PPI Programme (UK)	2013	localdemocracyandhealth.files.wordpress.com/2013/09/ppe-toolkit-south-central.pdf	Practical guidance to enable PHNs to engage patients and public in how services are planned, developed and delivered. It provides a more proactive, developmental approach to engaging people, including establishing long-term mechanisms for engagements and highlights examples of good practice	Engaging with patients and the public as part of commissioning, particularly 'hard to reach' groups
Planning in a Commissioning Environment	Applying a population health approach	Australian Government Department of Health	2016	www.health.gov.au/internet/main/publishing.nsf/Content/PHNCommissioningResources	Outlines some of the characteristics relevant to planning by PHNs in a commissioning environment	As part of the annual planning phase

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Population Health Approaches to Planning (Victorian Healthcare Association)	Applying a population health approach	Monash University	2012	vha.org.au/docs/20121003--position-statement--phap.pdf vha.org.au/docs/population-health-planning-framework_creating-the-leadership-team.pdf vha.org.au/docs/population-health-planning-framework_analyse-the-planning-context.pdf vha.org.au/docs/population-health-planning-framework_identify-and-prioritise-the-issues.pdf vha.org.au/docs/population-health-planning-framework_identify-and-prioritise-action.pdf vha.org.au/docs/population-health-planning-framework_taking-action.pdf vha.org.au/docs/population-health-planning-framework_evaluate-the-outcomes.pdf	<p>Steps and guiding principles in developing an effective population health planning approach</p> <p>Step 1: Creating the leadership team</p> <p>Step 2: Analysing the planning context</p> <p>Step 3: Identifying and prioritising the issues</p> <p>Step 4: Identifying and prioritising actions</p> <p>Step 5: Taking action</p> <p>Step 6: Evaluating the outcomes</p>	In applying a population health planning approach throughout the commissioning framework

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
A Diagnostic Framework for Addressing Inequalities in Outcome at Population Level from Evidence-based Alcohol Harm Reduction Interventions	Applying a population health approach	Department of Health (UK)	2011	www.gov.uk/government/uploads/system/uploads/attachment_data/file/215394/dh_130530.pdf	Example of carrying out a population health approach to addressing inequalities in outcomes at a population level. The example is for addressing the impact of harmful and hazardous alcohol use on recognised inequalities in health, including in relation to cancer, stroke and coronary heart disease	It may be used to carry out a stocktake or to run a facilitated workshop that provides advice on achieving best outcomes at a population level
Wider determinants of health	Applying a population health approach	Public Health England (UK)	2017	fingertips.phe.org.uk/profile/wider-determinants/data#page/0/gid/1938133043/pat/6/par/E12000004/ati/102/are/E06000015	Example of a data visualisation tool used to identify and assess the wider determinants of health in the UK	In considering the wider determinants of health and how they could be factored into PHNs' commissioning processes
The Collective Impact framework	Collaborative arrangements	John Kania, Mark Kramer and Collaboration for impact (Australia)	Accessed online 2018	www.collaborationforimpact.com/collective-impact/	An innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change	To tackle deeply entrenched and complex social problems
Partnerships analysis tool	Collaborative arrangements	VicHealth (AUS)	2016	www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/General/The-partnerships-analysis-tool/The-partnerships-analysis-tool.doc?la=en&hash=3D6CED6E3A4EFC5A9722B8D8F6D096A51A3EBA2D	A tool for establishing, developing and maintaining partnerships for health promotion	For PHNs entering into or working as a partnership, this tool helps assess, monitor and maximise the partnership's ongoing effectiveness

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Partnership assessment tool	Collaborative arrangements	Canadian Coalition for Global Health Research (Canada)	2009	www.ccghr.ca/wp-content/uploads/2013/05/PAT_Interactive_e-1.pdf	The tool is composed of a series of questions and exercises that, through subsequent discussions, will equip parties entering into health research partnerships with the means of assessing their partnership. It assesses the partnership through four stages: Inception, Implementation, Dissemination and “Good endings and new beginnings”	Assessing PHN's partnerships at inception, their ongoing operations and at the end
Assessment scale for collaboratives	Collaborative engagements	Institute for Healthcare Improvement (USA)	2018	www.ihl.org/resources/Pages/Tools/AssessmentScaleforCollaboratives.aspx	This scale provides a basic template to assess a team's progress throughout an IHI Breakthrough Series Collaborative or other improvement project	The template can be used by PHNs as a guide to create an assessment scale to evaluate project teams when planning an improvement project
Collaborative commissioning framework	Collaborative arrangements	National Health Service (NHS) (UK)	2012	www.england.nhs.uk/wp-content/uploads/2012/03/collab-commiss-frame.pdf	The framework has a series of questions to help decide what arrangements are needed for collaborative commissioning, and when. It also considers the advantages and disadvantages of various collaborative commissioning models	Commissioning with other PHNs or commissioners
The partnership assessment tool	Collaborative arrangements	Nuffield Institute for Health, Strategic Partnering Workforce (UK)	2003	www.iape.org.il/upload/AssessingStrategicPartnership.pdf	A tool for assessing the effectiveness of a partnership, by identifying problem areas	PHNs wanting to develop their partnerships (not for assessing local partner performance)
Review of Australian Government Health Workforce Programs	Market management	Australian Government Department of Health	2013	www.health.gov.au/internet/main/publishing.nsf/content/review-australian-government-health-workforce-programs	Provides detailed analysis of programs to develop healthcare workforces	In engaging current and future workforces

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Health Workforce Programmes	Market management	Australian Government Department of Health	2016	www.health.gov.au/internet/main/publishing.nsf/Content/work-prog	A list of Australian Government programs to improve the adequacy, quality and distribution of Australia's health workforce	In engaging current and future workforces
Market Shaping Toolkit	Market management	Institute of Public Care at Oxford Brookes University (UK)	2015	ipc.brookes.ac.uk/what-we-do/what-we-do/market-shaping/market-shaping-toolkit.html	The toolkit gives some new ideas and suggestions about who to engage with, why and how, in local care markets. It has 5 tools: <ul style="list-style-type: none"> • Guide to care provider business • What is a market position statement and why is it important to providers • Fostering innovation in care and support • Good practice for engagement with Subject Matter Experts (SMEs) • A checklist for SME procurement 	In engaging in market shaping, and to work together to develop innovative practice to meet local needs
Stronger partnerships for better outcomes: A protocol for market relations	Market management	Dr Sam Bennett, Groundswell Partnership on behalf of Think Local Act Personal (UK)	2012	www.thinklocalactpersonal.org.uk/_assets/NMDF/StrongerPartnerships_final.pdf	A set of principles and behaviours that will enhance the environment in which good adult social care and support is developed and sustained	In understanding, engaging and intervening in markets (noting its focus on social care in the UK context)
Assessing social care market and provider sustainability	Market management	CordisBright (UK)	2015	www.cordisbright.co.uk/news/post.php?s=social-care-market-sustainability	A toolkit that helps: <ul style="list-style-type: none"> • Determine local market segmentation • Evaluate external indicators • Evaluate sub market composition indicators • Form a judgement on sustainability and decide which 'hard to replace' providers to monitor • Understand and monitor the sustainability of 'hard to replace' providers 	In evaluating and monitoring markets (noting its focus on social care in the UK context)

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Commissioning for market diversity	Market management	Think Local Act Personal (UK)	2015	www.thinklocalactpersonal.org.uk/_assets/Resources/NMDF/TLAPTopTips.pdf	Tips and case studies of commissioning for market diversity in the social care market	In developing greater market diversity (noting its focus on social care in the UK context)
Working with Care Providers to Understand Costs	Market management	The Chartered Institute of Public Finance & Accountancy (UK)	2017	www.cipfa.org/policy-and-guidance/reports/working-with-care-providers-to-understand-costs	Examples of collaborative and innovative approaches to costing, and identified means of generating efficiency savings in, commissioning care	When PHNs work with providers to better understand costs and move towards more advanced payment regimes in a sustainable manner
Developing a Market Position Statement: A Commissioner's Toolkit	Market management	Institute of Public Care at Oxford Brookes University (UK)	2014	ipc.brookes.ac.uk/publications/140312_MPS_Toolkit_2014_English_inc_links_PDF.pdf	Guidance for commissioners of adult and children's social care on how to develop a market position statement	In developing a market position statement, which could build on a PHN's needs assessment (noting its focus on social care in the UK context)
A practical guide to workforce shaping and commissioning for better outcomes	Market management	Skills for Care (UK)	2017	www.skillsforcare.org.uk/Documents/Leadership-and-management/Workforce-commissioning/Workforce-shaping-and-commissioning-for-better-outcomes.pdf	The key steps and processes needed to commission the right workforce. This includes the steps to 'analyse, plan, implement and review' the workforce requirements required within your local area. It provides prompts for discussion and can be adapted to local circumstances	In shaping the local workforce to develop a flourishing market. It can be used by PHNs for any workforce transformation, from short term redesign of a single service to developing long-term integrated services across an area
Decommissioning Toolkit	Market management	UK National Audit Office (UK)	2011	www.nao.org.uk/decommissioning/	Toolkit with underlying principles and some pre-conditions for successful decommissioning. It includes a staged approach to the issues that arise and good practice that should be applied at different stages of decommissioning	Planning for and managing the decommissioning of public services delivered by not for profit organisations

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Good Governance Principles and Guidance for Not-for-Profit Organisations	Organisational capability	Australian Institute of company Directors (AICD) (Aus)	2013	aicd.companydirectors.com.au/~media/cd2/resources/director-resources/nfp/pdf/nfp-principles-and-guidance-131015.ashx	Principles and guidance designed to promote and facilitate conversations and activities of not-for-profit organisations to achieve good governance	In assessing the PHN Board, Clinical Council and Community Advisory Committee
Conflicts of interest	Organisational capability	Australian Charities and Not-for-Profits Commission	2018	www.acnc.gov.au/ACNC/Publications/COIguide/COIguide8.aspx	A variety of templates such as declarations of interests	In managing conflicts of interest, including declaring interests by governance groups
Conflicts of interest	Organisational capability	NHS (UK)	2017	www.england.nhs.uk/commissioning/pc-co-comms/coi/	A variety of templates such as declarations of interests	In managing conflicts of interest, including declaring interests by governance groups
Good governance	Organisational capability	GGI Limited, NHS England (UK)	2015	www.ccgovernance.org/	A suite of tools developed for UK Clinical Commissioning Groups to test whether they are achieving good governance outcomes including: <ul style="list-style-type: none"> • A maturity matrix to guide self-assessment against good governance outcomes • A survey and peer review guide to learn from the views of stakeholders on good governance • An observation guide to review meetings • A standards and evidence tool to document the achievement of good governance 	In assessing the PHN Board, Clinical Council and Community Advisory Committee

Title	Competency	Author	Year	Link	Description	How/when a PHN would use this
Workforce capacity planning Model	Organisational capability	Skills for Care and the National Skills Academy for Social Care (UK)	2014	www.skillsforcare.org.uk/Documents/Standards-legislation/Care-Act/Workforce-capacity-planning/Workforce-capacity-planning-model.pdf	Six inter-linked activities that use a set of prescribed questions to identify workforce capacity issues	In analysing the PHN's workforce capacity and making informed decisions about how the workforce might need to change
Project planning form	Organisational capability	Institute for Healthcare Improvement (UK)	2018	www.ihl.org/resources/Pages/Tools/ProjectPlanningForm.aspx	The form allows teams to identify drivers, goals measures and actions to plan for an improvement project	A project management tool for use by PHNs at the beginning of an improvement project to plan for implementation
Online Library of Quality, Service Improvement and Redesign Tools	Organisational capability	NHS (UK)	2017	improvement.nhs.uk/resources/managing-conflict/	A range of brief simple tools that can be used throughout commissioning health care services, broken down by the 6 stages of project management. A few tools to note include project management and conflicts of interest tools	In applying project management throughout the commissioning framework