Chronic disease management: the contribution of organisational development

Stream 10 Fellowship

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What is OD?

- OD is the application of behavioural science action research and systems theory to human systems, to increase the internal and external effectiveness of the organisation, especially in managing change, using participative processes that involve all those affected.

Rothwell & Sullivan (2005) Practising Organizational Development: A Guide for Consultants. John Wiley & Sons.

Policy Context

- The burden of chronic disease is increasing rapidly. General practice has a central role in prevention, detection and management.
- Implementation will require considerable change in how teams work in general practice. (NHHRC 14.1)
- OD aims to improve how individuals and organisations perform in achieving organisational objectives.

Six Core Competencies (NHHRC 14.5)

- Patient Care
- Medical Knowledge
- Practice-Based Learning and Improvement
- Interpersonal and Communication Skills
- Professionalism
- Systems-Based Practice

Meso system performance at VA

- Performance measurement
- Electronic medical records
- Equifinality for implementation of new interventions
- National, regional and local oversight of performance
- Incentives for managers based on performance
- Linking the efforts of operations, research and management
- Linking quality and performance
- Trialling good ideas and then operationalising them

From RCT to the Bronx in five years

- ‘Distribution money’
- Training
  - How to..
  - Using implementers
  - Tools
  - Measures
- EMR and performance management
- OD

Key findings

- Efforts to change clinical practice by influencing individuals have proved ineffective unless the organisation within which they work is ready to change.
- Performance in healthcare organisations is inextricably linked to leadership, culture, climate and collaboration which can be improved by OD.
- We have focused on how OD can contribute to delivering better outcomes in chronic disease management because that is where the need is greatest and the evidence is strong.

Key Findings (NHHRC 2.0)

- Remuneration systems matter.
- Collaboratives methodology used in Australia, Canada, Netherlands and UK has been shown to improve chronic disease management,

  but
- The underdeveloped state of practice teams has limited performance and sustainability.
- Systems matter.

Policy Implications

In chronic disease management, aspects that would benefit from OD are:

- managing change towards multidisciplinary care;
- team development, leadership, performance;
- care planning, coordination, and review;
- integrated primary healthcare networks;
- adopting standard procedures for referral;
- focusing services away from acute care onto chronic disease management; and
- developing strategic partnerships at regional and local level.

Policy Recommendations

The establishment of small, expert centres for clinical leadership

- to work with leading Divisions and practices on real change problems in real time;
- to optimise the delivery of chronic disease management across organisational boundaries; and
- to adapt the Quality Team Development program for Australia.

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