



Collaborative
Pairs Australia

A Consumers Health Forum Partnership

**COLLABORATIVE PAIRS AUSTRALIA
National Pilot: Virtual Program Delivery**

**EXPRESSION OF INTEREST
Stage one: Sponsoring Organisations**

**DUE DATE:
1 APRIL 2021**

Participants applications will be invited in April for selection and course commencement in June
2021

SECTION 1: BACKGROUND INFORMATION

Overview of Collaborative Pairs

Collaborative Pairs Australia is a transformational leadership initiative that integrates consumer and clinical leadership and decision-making within a collaborative change framework. This evidence-based program brings together pairs of health professional and consumer leaders to develop their collaborative leadership skills to drive system improvement. Participants explore theories, frameworks and big ideas about power, conflict and politics in health. They identify a project through which they can apply their learnings, test their assumptions and which will provide a tangible opportunity to practice new skills.

The Consumers Health Forum of Australia (CHF) in its position paper *Shifting Gears*, released in 2018 <https://chf.org.au/publications/shifting-gears-consumers-transforming-health> emphasises the need for fundamental shifts in the way health care is conceived, financed and organised. Contributors to the paper including consumers, researchers, clinicians, and policy leaders have highlighted the value and critical importance of consumer insights and lived experience as ‘hidden assets in shaping a better health system’ that is fit-for-purpose, provides better experiences, and meets community needs and expectations.

CHF is pioneering the implementation of the Collaborative Pairs Program in Australia as it provides a tool or an enabler for organisations to genuinely progress their commitment to position consumers as the centre of health care in Australia and reconceptualises consumer leadership as “agents of change”.

Policy Imperative to Partner with Consumers

Increasingly, policy reform in health in Australia and internationally, places importance on person-centred care, partnering with consumers, integrated and place-based care. Currently, in Australia there are national and state-wide policy frameworks that require organisations to partner with consumers. These include:

National Standards for Health Services (Australian Commission for Safety and Quality in Health Care) <https://www.safetyandquality.gov.au/standards/nsqhs-standards/partnering-consumers-standard>

- Standards developed by ACSQHC demonstrate its priority to consumer leadership,
- One of its key national standards: *Partnering with Consumers* recognises the importance of involving patients in their own care.

Review of key attributes of High Performing Person-Centred Organisations (Australian Commission for Safety and Quality in Health Care)

This review found that there is a growing evidence that person-centred care contributes to the positive outcomes and experiences for patients, workforces and health services including:

- better patient and community experience
- better workforce experience and improved wellbeing
- better clinical outcomes, safety and quality
- better value care through lower costs of care

Partnering in Health Care Framework (Safer Care Victoria (SCV))

<https://www.bettersafecare.vic.gov.au/publications/partnering-in-healthcare>

SCV recognises that better health outcomes happen when health professionals and services work in partnership with consumers, patients, carers and communities. SCV developed a framework which supports the partnership and consumer participation approach to drive positive change in healthcare and is aligned with the National Standards for Health Services. This framework applies to all Victorian public health services.

Elevating the Human Experience (NSW Health)

<https://www.nsw.health.gov.au>

This state-wide policy framework released from NSW Health highlights the importance of the patient experience in system reform. It states that patient experience needs to be developed in partnership with consumers, carers and families, is person-centred and elevates consumers as “movers and shakers”, not just “choosers and users”.

PHN Guidelines

https://www1.health.gov.au/internet/main/publishing.nsf/Content/PHN-Program_Guidelines

These policy frameworks capture the essence of reconceptualised consumer leadership working in partnership with clinicians, managers, policy makers and funders to develop better policy, research, services, experiences and outcomes with and for communities.

Evidence

Consumer leadership is a powerful tool for change within health systems, services and organisations. There is growing evidence that shows when consumers are involved at every level, care decisions and health outcomes improve and resources are allocated more efficiently and effectively. The evidence base on which the Collaborative Pairs Program has been developed indicates that when consumers are involved, decisions are better, health and health outcomes improve, and resources are allocated more efficiently. The evidence is summarised well in the King’s Fund 2014 publication “**People in control of their own health and care**”.

<https://www.kingsfund.org.uk/publications/people-control-their-own-health-and-care>

The paper makes a clear distinction between the critical role for patients being involved in their own care – self leadership – and the role of patients working with other leaders (e.g. clinical, managerial, community) to engage in leadership tasks such as visioning, governance, strategic planning, decision making and service redesign. Whilst these two roles share some of the same capabilities, there are also some different implications for how health organisations will need to work with patients and citizens to fulfil these different roles.

In 2013 The King's Fund began exploring the concept of consumer leadership with a view to understanding how they could support its growth and development within the health system. It became apparent that consumer leadership required a whole-of-system approach which goes beyond a deficit-based approach of simply building the capacity of consumers and citizens as leaders to one that supports **culture change and a new relational paradigm** for consumers and health care professionals. In the current context the **role of consumer leaders needs to be reconceptualised** to include improving health and wellbeing in the community and /or improving health and social care services.

This is achieved through consumers working with others to influence decision-making. Two broad categories of consumer leaders have been identified within this new paradigm: **System influencers** (ie those seeking to influence health and social care design and delivery) and **community enablers** (ie those seeking to promote health and wellbeing in the community). In order to achieve the cultural change required for transformational change in the health system, health organisations need to embed consumer leadership at all levels: policy, planning, service delivery, research, governance and quality improvement. The underlying principle of the program, based on the evidence is that **consumers, managers and service providers are all equal in an effective health system.**

CHF undertook a national demonstration trial of the Collaborative Pairs program in Australia in 2018-19 with funding from four Primary Health Networks and the Australian Commission on Safety and Quality in Health (ACSQHC). Seven programs were delivered across four PHN regions and over 40 pairs completed the program. The key findings were that the program was relevant to the Australian context, participants benefited enormously from the program and it required some further refinement and strengthening. A literature review was also undertaken by the University of NSW and Curtin University that provides a comprehensive analysis and review of consumer leadership, collaborative decision-making and consumer participation and its impacts. The summary of the Evaluation Report and the Literature review can be found at <https://chf.org.au/collaborative-pairs>

Benefits to Organisations from participating in the Collaborative Pairs Program

There is a clear gap between the policy aspirations and the health sector's current capabilities and capacity to enact the policy intent of consumer -centred care at every level of our health system. Consumers and professionals need to be equipped for these new roles and Collaborative Pairs is a tool for building capacity of consumer and clinical/policy/research leaders to work in partnership, to engage in collaborative practice and to effect change. Genuine collaborative practice is the foundation for effective co-design. Organisations are at various stages on their journey with consumer participation and engagement.

By participating in the Collaborative Pairs Program, the benefits to organisations will be:

- developing a readiness for implementing consumer-centred leadership practices
- capacity to implement and apply shared decision-making, co-design and collaborative leadership
- capacity to integrate "lived experience" perspectives within the organisation

- capacity to develop genuine partnerships
- capacity to lead cultural change

SECTION 2: INFORMATION ABOUT THE PROGRAM

“*Collaborative Pairs*” is a transformational leadership development program, initially developed by the King’s Fund in the UK, and introduced into Australia by the Consumers Health Forum of Australia. The program brings together a consumer or community leader to work together in partnership with a health professional /service provider, clinician, manager, policy maker or researcher to develop new ways of working together to improve consumer and community outcomes.

More information on this program can be found at <https://chf.org.au/collaborative-pairs>

Who is it for?

This program has been designed for leadership pairs from a health or health related organisation to undertake the program together. One partner in the pair will be a consumer or community leader with lived experience of the health system; and the other partner a clinician or manager (a clinical or service provider leader), both wanting to explore new and more collaborative ways of working together.

This program will be beneficial to consumers and health professionals who want to make a difference in their local health service systems and communities, enhance their leadership skills, build effective partnerships and develop new and innovative ways of working. It will equip them with the skills and knowledge to work in partnership together and they will work on a shared work challenge for the duration of the program.

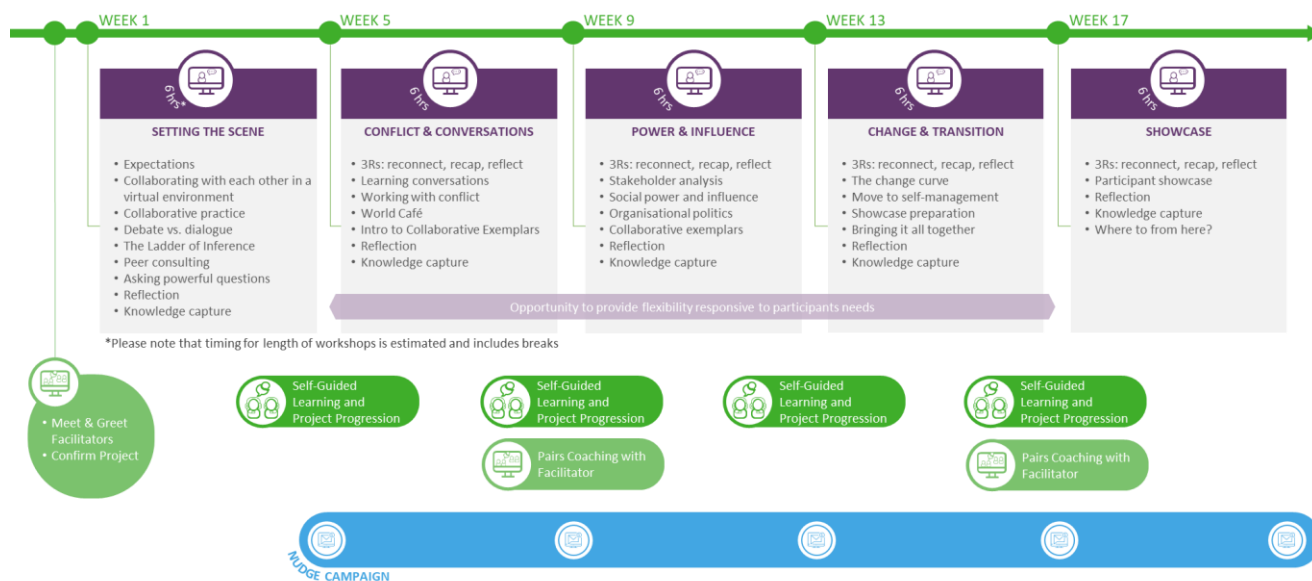
For organisations, this program provides an opportunity to invest in developing **collaborative leaders** who can **champion collaborative practice** and **lead cultural change**.

The Program

Due to COVID 19 and associated contact restrictions and the recommendations from the External Evaluation of the National Demonstration Trial, the Collaborative Pairs Australia program has been redesigned to be delivered in a virtual format. It will be delivered over five Zoom sessions spaced with several weeks in between. The program will commence in June 2021 and will be completed by October 2021.

Each pair will be required to bring a healthcare challenge or project to work on together over the duration of the program. The program involves reflection and analysis, input from facilitators and experiential and interactive exercises. The approach is one of “learning through doing.” During the program, each pair will have the opportunity to participate in two coaching sessions with the facilitators to put their knowledge into practice. It has been designed to be flexible and responsive to participant needs. All sessions will run for 6 hours which includes an hour of breaks and will be delivered via Zoom.

The following diagram shows the content and format of the program:



Facilitators



Debra Kay



Paresh Dawda

Debra is a consumer, carer and consumer representative. She has worked for many years in community health partnerships to build accessible, inclusive, safe and effective health care. She has worked in and led consumer organisations; developed accredited consumer engagement training; and holds a number of roles in governance and advocacy.

Paresh is a GP who came to Australia from the UK and has a wealth of experience with a diverse portfolio of roles and interests. The golden thread uniting these are a passion for patient centred care. Paresh has the ambition and drive to facilitate the redesign and reorientation of services to be genuinely focused on consumers and their needs.

Both are actively involved in the safety and quality of healthcare agenda through roles at local, national and international levels where each brings their unique perspective. Debra brings the rich and critical consumer lens, and Paresh strives to realise the aspiration of an authentic consumer centred health care system, through exercising his influence as a clinician, an academic and a leader with relevant subject matter expertise.

Both Debra and Paresh were trained in the UK by the King's Fund and are engaged by the Consumers Health Forum of Australia to deliver the Collaborative Pairs Program in Australia.

Program Advisor



Mark Doughty

Mark Doughty is the co-author and architect of the Collaborative Pairs Programme at the Kings Fund,(UK), developed the training program for the facilitators delivering the program in Australia and an adviser to the Collaborative Pairs Australia program including the recent redesign into a virtual program.

Mark currently works at the King's Fund in the UK where he supports VCSE/Third Sector health and care leaders, including citizen leaders to effectively work with other key organisations and statutory bodies to achieve personal, place based and system change. At the heart of this work is the development of collaborative and partnership relationships and working practices involving co-production and social design.

As well as Program Advisor for CHF in the implementation of Collaborative Pairs in Australia, Mark has also worked with the NSW Agency for Clinical Innovation coaching a team working on developing collaborative partnerships working with patients/consumers. He is also a member of NSW Agency for Clinical Innovations International Expert Advisory Committee

Mark is himself a consumer, having become disabled in his mid 20's. Mark has a long history of working as a consumer advocate in the UK and in recent years, was involved in co-founding the Centre for Patient Leadership where he supported those who wished to develop their confidence and competence as patient leaders largely within the context and remit of the UK National Health Service. He is also a qualified and accredited executive coach and has been coaching senior and emerging leaders for the last 20 years.

His role as Program Advisor is to provide support, advice and coaching to the facilitators delivering the program in Australia as well as Expert Adviser to CHF in the development and implementation of the Collaborative Pairs Australia Program.

Cost

The cost is **\$10, 000 per pair** which includes 5 full day virtual workshops, 2 coaching sessions and project work. All pairs will receive a participant workbook, journal for reflection and stationery. The cost does not include remuneration for consumers participating in the program. All pairs will need access to a computer, laptop or ipad.

Evaluation of the Inaugural Fully Virtual Program.

This program is the inaugural fully virtual Collaborative Pairs program delivered anywhere in the world. The Australian Commission on Safety and Quality in Health Care (ACSQHC) have provided funding to the CHF to evaluate the pilot. The University of NSW and Curtin University have been selected as the evaluators; they also undertook the evaluation of the National Demonstration Trial. The aim of the evaluation is to assess whether the fully virtual program can achieve the objectives of the program. This represents a great opportunity to be part of and shape collaborative leadership training to be delivered virtually across Australia – and more widely.

SECTION 3: EXPRESSION OF INTEREST PROCESS

This will be a two- stage process. The first stage is seeking organisations willing to sponsor one or more pairs to participate in the pilot. Once the organisations have been selected, the next stage will be to identify the pairs who will then need to complete an application form. This process will occur after the organisations have been confirmed and there will be a further few weeks following that to nominate the pair/s.

The initial Organisation Expression of Interest needs to provide the following information:

- How many pairs are you wanting to sponsor?
- Profile of the organisation: type, size, core business, location (200 words)
- What does your organisation understand by “collaborative leadership” and why is it important to the organisation? (100 words)
- How does your organisation hope to benefit from sponsoring a pair/s to participate? (100 words)
- What strategies, policy, workforce etc have been put in place to develop and support a culture of collaborative practice? (500 words)
- Do you have existing networks of consumers and clinicians to recruit a pair from? Please describe how you will recruit your pair?(400 words)
- How will your pair be supported both during and after the program to work collaboratively? (200 words)

Each EOI **MUST** also include the following:

Name of organisation:

Address:

Key Contact:

Email:

Mobile:

The word limit is a guide and your EOI will be assessed on your answers to these questions. Organisations can be government, not for profit or private, state-wide, national or local. It is important to provide this information when describing your organisation’s profile. EOIs will be assessed on the following criteria:

- Your organisation’s understanding of collaborative leadership

- The extent to which there is strong executive leadership and commitment to collaborative practice within the organisation
- Evidence of strategy, policy and other organisational features that demonstrate commitment to developing and embedding a culture of collaborative practice
- Capacity to recruit a pair that can drive change in your organisation through participating in this program

All organisations that are selected must be willing to pay the sponsorship fee prior to the commencement of the program.

Please email the EOI ensuring you have answered all the questions and provided the necessary organisational information to Jennie Parham, Project Lead, Collaborative Pairs Australia by **COB Thursday 1 April, 2021**

Enquiries: Jennie Parham on 0421 050 401 or email: jennie@jennieparhamconsulting.com.au