



Introducing Computers in Residential Aged Care

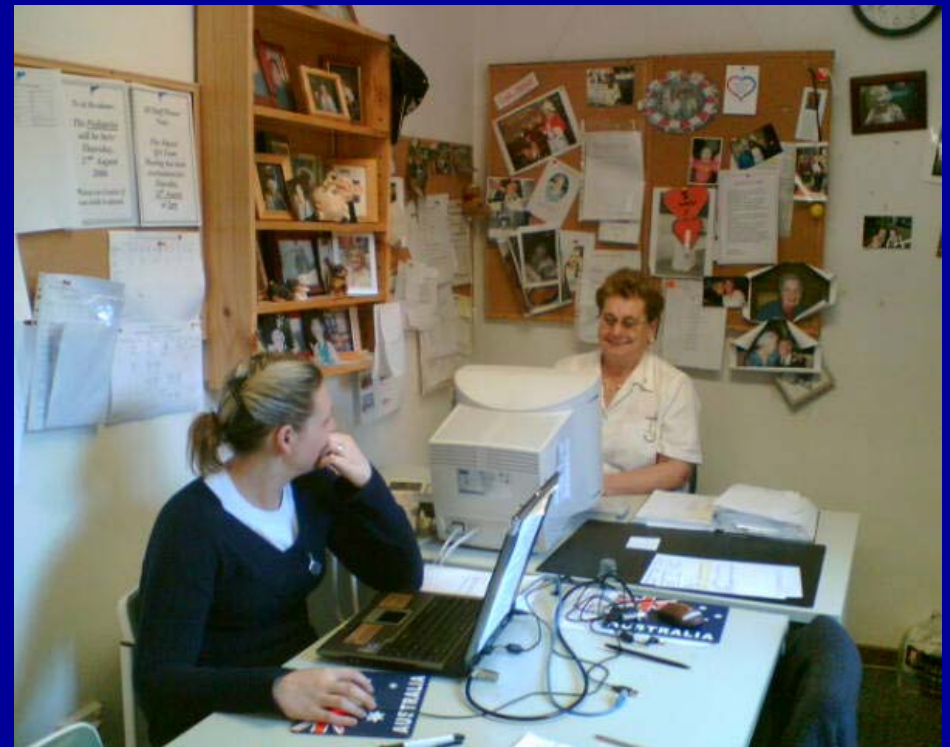
*Growing, implementing change and
embedding our “Culture of Care”*

- A vision and purpose
- A planned project
- A structured and managed change process
- Involving people throughout the process

IBIS
care



AutumnCare





IBIS Care

- Operates 5 facilities with 310 places
- Manage additional 3 facilities with 281 places
- Located in NSW, Victoria, Tasmania & South Australia
- In 2006, with support from ANZ Bank, a growth plan to a minimum of 1000 places
- IBIS Care's services are based on significant values which foster and support our person focused care



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- The change program was developed using the IBIS Care Values to guide planning and initiatives:

*Respect, Innovation, People, Team work,
Professionalism, Systems*



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Imperatives for change

- Improve quality of care to our residents
- Improve our staff skills and get them back “on the floor” delivering high quality care
- Develop a high quality common system of assessment tools which would ensure our funding streams consistently match care provided
- Providing a systemic approach to achieving and sustaining quality care documentation



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Critical success factors:

- Planning
- Software
- Hardware
- Resources
- Users
- Implementation



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For each critical success factor, a project planning approach was applied:

- Identification
- Assessment and Analysis
- Decision Making
- Implementation Issues



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SOFTWARE

Essentially the system of choice had to:

- Be capable of delivering and gathering data where it is generated and needed
- Be robust and flexible
- Meet our organisation's current and future on-going operations
- Have an enterprise technical architecture that would meet our current and future growth plans



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SOFTWARE

- Our professional staff would be able to contribute and enhance our opportunities for innovation
- Provide flexibility to allow our “best practice” to be inherent in the program
- Enable IBIS Care to maintain and develop their system



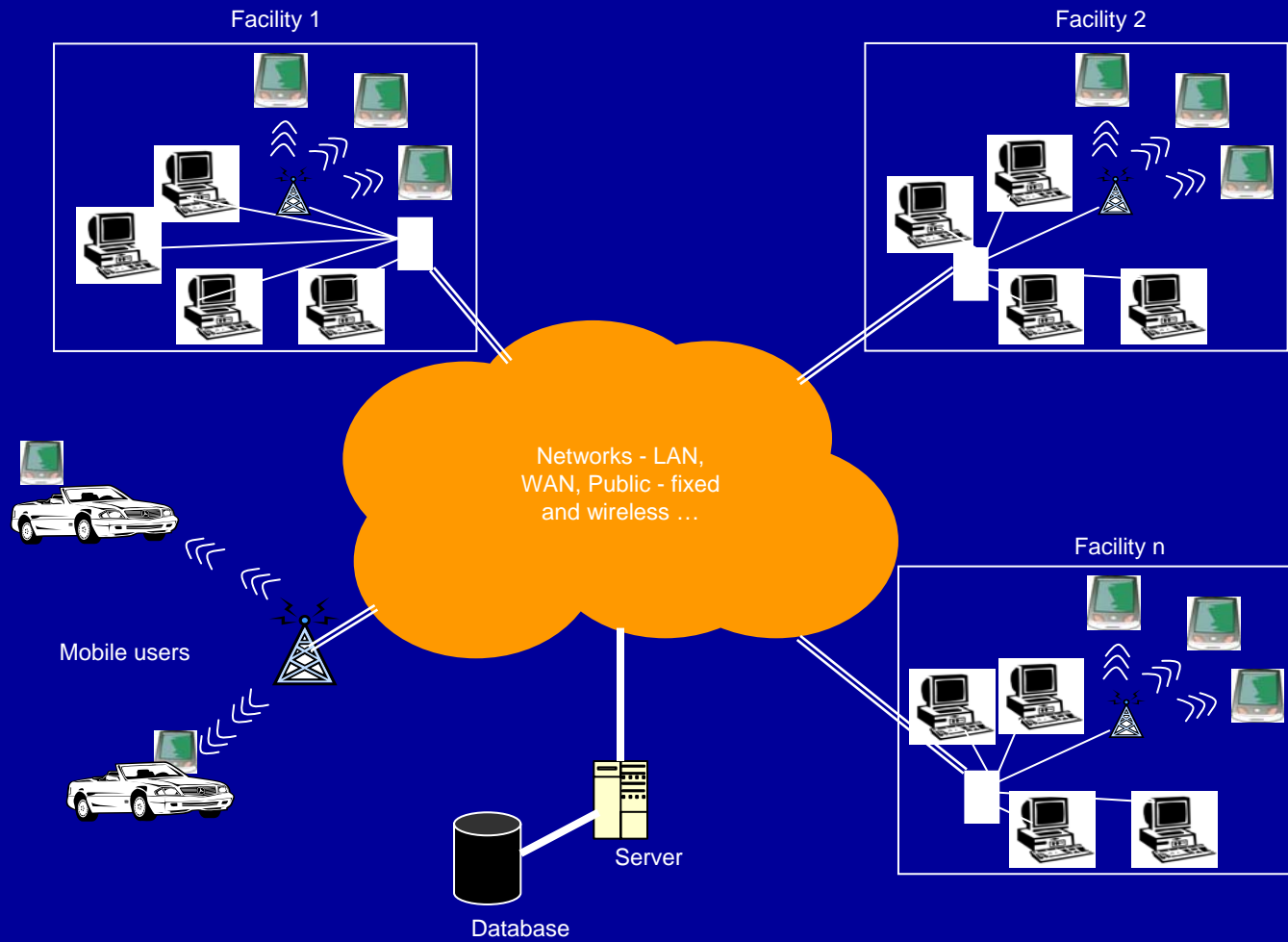
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HARDWARE

- Sought expert advice from our IT contractor and AutumnCare Advisors.
- As a national organisation we established:
 - Server in Sydney Head Office
 - Operates on a web service network



System Architecture





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RESOURCES

- Full support from CEO and Board
- Development of overall Project Budget
- Individual budgets for each facility
- Project Manager established with project responsibility and authority within defined budgetary and project parameters



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Change Management Assumptions

- Changes in one component of the system can effect other areas of the business
- Approached the change by keeping most things the same – Incremental change to **MANAGE** the change
- Keep most things the same



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USERS

- Care staff and eventually all staff required to use computers to document
- Staff skills varied
 - Little or no use of computer technology
 - Fear of computers (only smart people use them)
 - Resistance to change
 - Limited competence with spoken and written English
 - Mature, mainly women, with little/no desire to learn something new



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FEARS

- Temporary incompetence
- Punishment for incompetence
- Loss of personal identity
- Loss of group membership

DEFENSIVE RESPONSES

- Denial
- Scapegoat-ing
- Passing the buck
- Dodging
- Maneuvering
- Bargaining



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THE REAL CHANGE – OUR STAFF

- Focussed on our staff (users) to effect real change
- Minimise the number of changes made to work flow
- Enhance skills, provide positive leadership
- An incremental change process



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Change strategies:

- A compelling positive vision
- Formal training
- Involvement of the learner
- Informal training of groups and teams
- Practice fields, coaches and feedback
- Positive role-models
- Support groups



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CHANGE STRATEGIES

- Communication Plan
- Consultation
- TAFE Education – all locations provided with a TAFE Teacher under the WELL program funded by Dept Education, Science & Training



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- Provision of computers for practice
- Staff Mentors
- Train the Trainer model
- Policies and procedures updates

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IMPLEMENTATION

- Established a Design Team of clinical experts
- Design the software over several workshops
- Design Team receive and test the software over 4 phases



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- Implementation at each site
 - Load-up data and essential forms
 - Training using a computer lab environment
 - Declare a “Go Live” date
 - Implement gradually
 - Progressive input of care plans using a planned approach

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Measurables and Feedback to date

- Reduced time taken in developing care plans
- A significant reduction in the time taken to locate information
- Documentation is legible and concise



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- Documentation is easy to evaluate and update changes as they occur
- Easier to assess workloads and track what staff are doing and any outstanding work requirements
- Each resident has an easy to manage diary which provides messages and reminders to the residents carer



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Growing, implementing change and embedding our “Culture of Care”

- Computers always seen as the domain of “smart people”, staff have increased self esteem since undergoing training
- Staff now have the skills and feel empowered



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SUMMARY

- Understand the need for change
- Embed Values and Mission in the change management program
- Using a change management framework utilising Critical Success Factors – each assessed and analysed



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Further reading on change management

*Edgar Schein, Organisational Culture and
Leadership, 3rd Edition, Jossey-Bass, 2002*

*Stephen P Robbins, Organisational Behaviour;
Concepts, Controversies, Applications, 7th
edition, Prentice Hall, 1996*

