

# Organisational Strategy for Improvement Matrix (OSIM)

Domains, criteria and measurement

## The Organisational Strategy for Improvement Matrix (OSIM) helps healthcare organisations to enhance local conditions for continuous improvement

It is designed to help health services identify, measure and monitor organisational accelerators and barriers to improvement. In other words, it can help health services find out how supportive of improvement or ‘change friendly’ their organisation is at a point in time.

The OSIM takes the form of a **facilitated review** of a set of four organisational domains that support the conditions for continuous improvement.

## OSIM domains and criteria

### A. Organisational systems and structures

An organisation is a system comprising people and interconnected sub-systems, structures and processes, working together to achieve one or more objectives. This domain explores how a health service’s systems, structures and processes support improvement.

|  | Criterion                                       | Definition   |
|--|---|--|
| A1  | <b>Framework for improvement</b>                | The organisation’s standard approach to engaging in improvement activities to instigate, implement and sustain change, used as a mechanism to develop workforce capability.                    |
| A2  | <b>Prioritisation of improvement activities</b> | The decision-making process that directs improvement initiatives to achieve organisational goals, including use of metrics, business cases and learnings from previous improvement activities. |
| A3  | <b>Strategic alignment</b>                      | The way people, processes and systems support the organisation’s strategic goals, and alignment of resources to strategic priorities.  |
| A4  | <b>Systems approach to improvement</b>          | The application of systems thinking – the interdependence and interaction of areas within and between organisations to understand relationships, context, behaviours and impacts.              |
| A5  | <b>Knowledge management and exchange</b>        | The approach to capturing, sharing and maintaining insights and information across the organisation so that successful solutions and interventions are shared and adopted.                     |
| A6  | <b>Governance of improvement</b>                | The arrangements in place that control and direct the organisation and its improvement activities.   |

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## B. Culture and behaviours

Culture and behaviours are critical components of organisational capability for improvement. This domain explores areas that foster an improvement culture, expectations and actions of leadership and staff, and the health service's capacity to learn from past improvement project outcomes.

|  | Criterion                                    | Definition  |
|--|--|---|
|  B1 | <b>Staff role in improvement</b>             | The expectations of everyone in an organisation to both do their work and improve their work, and availability of time and opportunity to participate in improvement activities.          |
|  B2 | <b>Reward and recognition</b>                | The mechanisms used to motivate people to participate in improvement activities and acknowledge their actions and behaviour.  |
|  B3 | <b>Environment supportive of improvement</b> | The level of resilience, energy, effort and initiative that people bring to improvement activities, and the conditions for encouraging and enabling people to participate in improvement. |
|  B4 | <b>Leadership</b>                            | The creation and sharing of a common vision, provision of resources to fulfil that vision, and the capabilities to influence behaviours and, ultimately, outcomes.                        |

## C. Workforce capability and development

Workforce capability and development explores the depth and breadth of improvement awareness, knowledge and skills, and the opportunities to develop and apply this to improvement activities. Development of improvement capability across all levels of staff is critical to embedding and sustaining improvement practice across health services.

|  | Criterion  | Definition   |
|--|--|--|
|  C1 | <b>People development</b>                                      | The approach to engaging people in improvement to achieve the right skill mix to deliver the strategic vision, including position descriptions, orientation and performance plans. |
|  C2 | <b>Training and professional development in improvement</b>    | The embedding of improvement education and mentoring in an organisational people strategy and capability framework, and access to improvement skills development opportunities.    |
|  C3 | <b>Depth of improvement expertise</b>                          | Improvement experts embedded in the organisation with the skills required by the organisation's improvement framework to provide subject matter expertise, coaching and mentoring. |
|  C4 | <b>Breadth of improvement knowledge, skills and experience</b> | The number and range of people across the organisation who have the knowledge, skills and experience necessary to enable improvements.   |

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## D. Results and system impact

The results and systems impact domain explores the application of measurement systems, operational information and data, and project outcomes to drive decision-making, ownership and improvement across the health service.

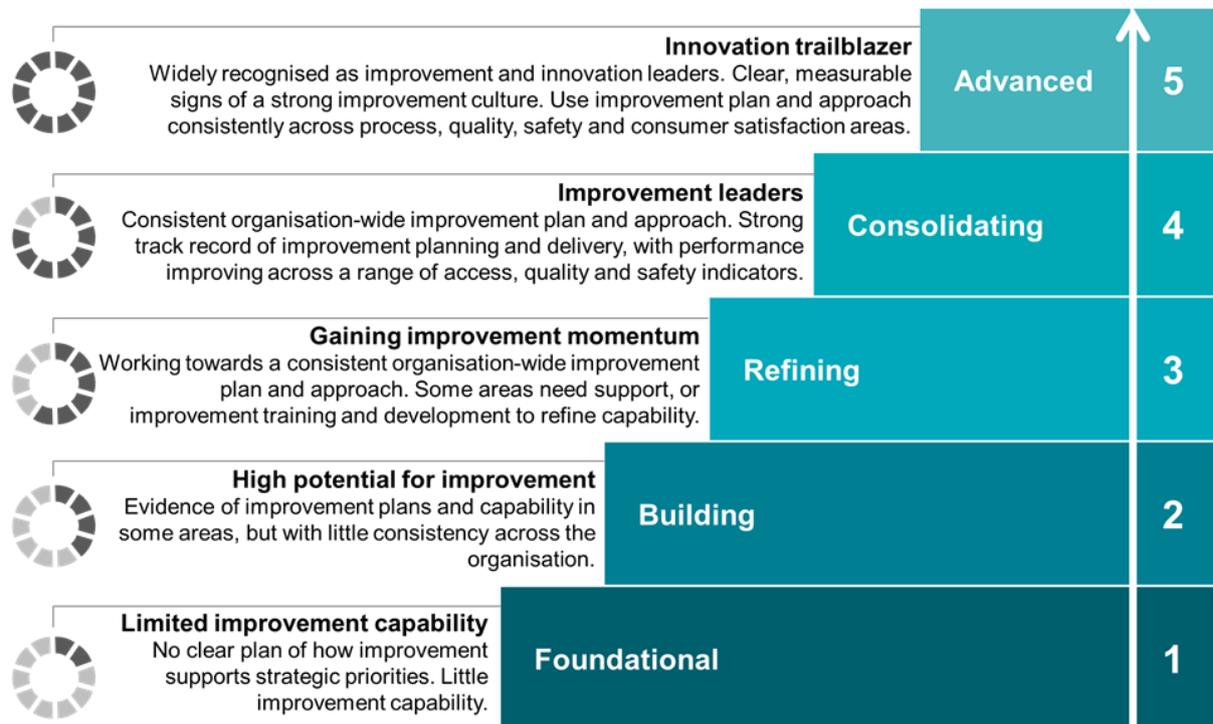
|  | Criterion                              | Definition  |
|--|--|---|
| <br>D1  | <b>Measurement system</b>              | The mechanisms to measure, monitor and communicate operational metrics and organisational performance, critical for identifying areas for improvement and the impact of change. |
| <br>D2  | <b>Analysis of operational metrics</b> | The use of data from measurement systems to understand the current state of performance and make decisions about improvement priorities.  |
| <br>D3  | <b>Improvement outcomes</b>            | The approach to delivering and monitoring outcomes of improvement activities against pre-determined operational, process and balancing/check measures.                          |
| <br>D4 | <b>Impact on organisational KPIs</b>   | The relationship between improvement activities and organisational KPIs, and approach to mapping and monitoring outcomes and impacts.   |

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## The OSIM maturity levels

The OSIM comprises 18 criteria, spread across the 4 domains. Each criterion has specific descriptors at each of 5 levels of maturity from Foundational to Advanced. The 5 maturity levels are intended to reflect the level of consistency and spread for the elements in each of the criteria and can be characterised as:



## Contact

For more information regarding the OSIM, please contact the [Organisational Development and Human Factors](#) team, or visit the [website](#).

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