

Organisational Strategy for Improvement Matrix (OSIM)

Participant Information Sheet

What is the OSIM?

The OSIM is grounded on the premise that innovation and excellence in patient care predominantly emerges from the service level, led by the teams that deliver patient care.

The OSIM is a diagnostic process to highlight the organisational conditions for quality improvement. The results indicate how the organisation may take a strategic approach to become wired for improvement. Meaning, how the organisation can make it easy for local teams to initiate, test and develop their local improvement ideas.

The OSIM involves a **facilitated review** of four domains comprised of 18 criteria that describe the organisational conditions, capability and readiness for continuous improvement.

The OSIM is not intended to compare the performance of LHDs.

The OSIM tool is a collaboration between the CEC and Safer Care Victoria.

What is the OSIM process?

The OSIM has 3 equally important stages

1. Preparation

Local leaders consider their context and how OSIM can be used to support existing goals. This is a critical step so organisational leaders can communicate WHY the OSIM is important and HOW it will be used to add value.

Based on the organisation's purpose for the OSIM, the most appropriate participants are identified, invited and provided with preparatory information.

The preparation stage is where the initial follow-through steps are defined to reinforce momentum and follow-through beyond the workshop.

- 2. Workshop:** The workshop is a 6-hour commitment for approximately 30 leaders across the organisation. The most appropriate participants will be determined by the local context, and will typically include representation from senior executives, clinical governance, quality and improvement, workforce, and operations. Put simply, leaders who are capable of driving sustainable change for safety and quality are invited to participate in the OSIM workshop.

The workshop is co-facilitated between the CEC and selected local leaders. The organisation selects these local leaders based on their facilitation expertise and ability to understand the safety and quality needs.

Participants are engaged in small group conversations in a World's Café format. This format enables every participant to contribute to a discussion on all 18 criteria in an efficient manner. Based on the outcome of these discussions, participants identify priority areas, draw linkages between priority areas and consider early ideas for action.

- 3. Follow-through:** Preparation and the workshop are critical to enable good follow-through. Without successful follow-through, no value is realised for the significant organisational effort invested in the OSIM.

The CEC remains connected to the organisation in this stage as a support and guide, but the process to finalise and integrate priorities, and commence improvement initiatives is done locally.

All workshop participants have the opportunity to add value in the follow-through stage, either by initiating local changes in their own teams, or contributing the organisation-level initiatives that Executive leaders sponsor.

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How do I get prepared for the workshop?

There is no need to do extensive pre-work, but here are four ways to prepare yourself for the workshop:

1. Protect time in your schedule from competing priorities on the day of the workshop. OSIM is a significant investment of time and mental energy for participants and the organisation. It is valuable for participants not feel pressured directly before or after the workshop.
2. Familiarise yourself with the OSIM process, as described in this document.
3. Familiarise yourself with the OSIM domains, criteria and maturity levels that will be discussed in the workshop (see *OSIM Domains* document)
On the day, you will be asked to **review and feed back your perspective** to arrive at an accurate representation of your LHD's organisational conditions.
4. Review your organisation's most recent OSIM workshop summary. This offers an understanding of the previous discussion and the identified priority areas.

For more information on the OSIM, please contact:
cec-organisationaldevelopment@health.nsw.gov.au

Or find further information on the web:
<http://www.cec.health.nsw.gov.au/quality-improvement/organisational-development/osim>

What will happen after the workshop?

The CEC will remain connected with your organisation during the follow-through phase and support any requests for further assistance as required.

At the workshop your organisation's senior leaders will articulate the next steps of how the organisation plans to use the OSIM outputs and how you may be involved in that process.

The day after the workshop you will receive an online questionnaire seeking your feedback on the workshop process and the value you believe it delivered. The CEC uses this information to regularly improve the OSIM.

Within 7 days of the workshop, your organisation will receive a draft workshop summary. This document captures the conversation on the day and the identified priority areas.

The CEC recommends that each organisation share the workshop summary with participants and test the output with other important target groups. The intent is not to exhaustively consult, but rather to build organisational awareness, connection and confidence in the process and the change ideas that follow.

Approximately 3 months after the workshop you will receive a second online questionnaire, seeking feedback on follow-through and value generated from the OSIM workshop.

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