



The Organisational Learning Research Group would like to invite you to an evening talk and discussion on 'health system reform' with Professor Rick Iedema.



**Wednesday 15 June**

Talk

**Large systems transformation: A study of three state-wide health system reform initiatives**

**5.30-6.30 pm**

Room 217  
Arts Two Building  
Mile End campus

**Complimentary drinks reception**

**6.30-7 pm**

Foyer Arts Two Building

## Overview:

### Large systems transformation: A study of three state-wide health system reform initiatives

This paper presents the findings of a study of three state-wide research translation initiatives: a stroke protocol project standardising stroke care; a hip fracture care model of care promoting multi-disciplinary care coordination, and a delirium guideline seeking to limit the use of psychotropics and restraints in favour of communication with delirious patients and their families. Commissioned by the NSW Agency of Clinical Innovation (ACI), this study sought to describe and assess the workings and success of three ACI implementation initiatives to strengthen its understanding of how to optimise the effectiveness and sustainability of its state-wide implementation initiatives. Ethnographic in orientation, this study involved conducting interviews, observations and focus groups. The study further drew on documents published by the three initiatives, such as project reports and team presentations. The study found that, notwithstanding comparable resourcing, planning and preparation, implementation initiatives face high levels of variability and complexity across various dimensions, including: nature of the change sought, achieved and maintained; management support and sponsorship; staff responsiveness and commitment, and degree of contextual fit. Study findings led to the formulation of recommendations for optimising research translation by implementation agencies and stakeholders in reform centring on:

- 1) detailed assessments of site readiness and staff preparedness
- 2) complexity-sensitive implementation project designs
- 3) complexity-accommodating implementation of and approach to systems and practice transformation
- 4) project accountability and evaluation demonstrating cognisance of implementation initiatives encountering high levels of site-internal and cross-site variability and complexity.