An organizational change method for practice development in mental health

A summary of

How to cite this NCCMT summary:

Categories: Method, Adapt, Implement, Communication, Knowledge exchange, Organizational change

Method

Relevance For Public Health
The authors believe that the processes are easily transferable to other organizations within health care. In order for public health to achieve practice development, a thorough understanding of the workplace is necessary. Multidisciplinary teams within public health need to work collaboratively to achieve desired goals and sustainable outcomes. While the method still requires to be evaluated to measure the impact of effect, it does demonstrate that a small group of individuals can act as a powerful vehicle for change within in organization.

Description
In the workplace of mental health, a framework to effect positive change is outlined. This article outlines a mental health units approach and experience of implementing collaborative practice development processes which identify values and beliefs and enable the development of a framework of action to effect positive change. A participatory action research design was used to engage participants in exploring and critiquing relevant workplace culture issues.

Stage 1: Values clarification
Values clarification exercises are argued to be useful in enabling individuals to agree upon a set of common and shared values and beliefs, to transform or facilitate change to ward culture.

- I believe our purpose on the unit is. . . .?
- I believe this purpose can be achieved by. . . .?
- I believe an effective health care team is. . . .?
- I believe individuals within a team feel valued by. . . .?
- I believe the factors that enable us are. . . .?
- I believe the factors that inhibit us are. . . .?

Stage 2: Claims, concerns, and issues
Participants state any claims (favourable assertions), concerns (unfavourable assertions) and issues (relevant questions asked to address issues) relating to practices or behaviours.

Stage 3: Barriers, enablers, and actions
This process involves discussing barriers which impede desired practice, enablers which support desired practice, and actions which will ultimately develop or sustain areas of practice.

Stage 4: Action planning
This stage involved critiquing the suggested action items which arose from stage 3.

Implementing the Tool

Who is Involved?

These summaries are written by the NCCMT to condense and to provide an overview of the resources listed in the Registry of Methods and Tools and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.
A clinical nurse consultant and all multidisciplinary members of the mental health unit.

Steps for Using Tool

One of the first priorities of practice development was to engage in a process of values clarification. It was considered that a clearly defined set of shared goals and principles were absent within the unit, and that if positive change was to occur and there was to be an improvement in morale, the fostering of innovation and a sense of inter-professional cohesion, then the articulation of the units values would be an important starting point. Consequently, the project was divided into four chronological stages, with records of discussions, planning, and actions retained to allow for an audit trail of the mapping process.

Evaluation and Measurement Characteristics

Evaluation
Has not been evaluated

Validity
Not applicable

Reliability
Not applicable

Methodological Rating
N/A Not applicable

Tool Development

Developers
Scott Lamont
Peter Walker
Scott Brunero

Method of Development

A qualitative participatory action research design was used. All multidisciplinary members of the unit were invited, via e-mail, to be part of the process. Focus groups were convened with participating members divided into three groups. A range of nurses, psychologists, social workers, welfare officers, psychiatrists, and occupational therapists participated in the subsequent processes over an eight-month period.

Release Date
2009

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<table>
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