

# Workforce Innovation and Reform: Demonstration projects

National evaluation framework

November 2008

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# 1 Purpose

The purpose of this evaluation framework and template is to ensure a consistent nation-wide approach to prospective evaluation of National Health Workforce Taskforce (NHWT) Demonstration Projects.

The framework will also facilitate project conceptualisation, planning and at the outset of the project, the application process will assist organisations identify the key objectives, indicators, measures of success and sustainability.

## 2 Background

### National Health Workforce Taskforce

In 2006, the Council of Australian Governments (COAG) agreed to a significant national health workforce reform package to enable the health workforce to respond better to the evolving care needs of the Australian community, while maintaining the quality and safety of health services. The COAG package included the establishment of the NHWT to undertake projects which inform development of practical solutions on workforce innovation and reform.

The NHWT is a national body created under the Australian Health Ministers' Advisory Council (AHMAC) committee structures and reports directly to the Chair of AHMAC's Health Workforce Principal Committee.

### National Health Workforce Strategic Framework

The NHWT operates broadly within the National Health Workforce Strategic Framework endorsed by COAG in February 2006. Information about this framework is available at [www.nhwt.gov.au](http://www.nhwt.gov.au). The Framework's strategic principles are summarised as:

- Ensuring and sustaining supply (see Principle 1)
- Workforce distribution that optimises access to health care and meets the health needs of all people (see Principle 2)
- Health environments being places in which people want to work (see Principle 3)
- Ensuring the health workforce is always skilled and competent (see Principle 4)
- Optimal use of skills and workforce adaptability (see Principle 5)
- Recognising that health workforce policy and planning must be informed by the best available evidence and linked to the broader health system (see Principle 6)
- Recognising that health workforce policy involves all stakeholders working collaboratively with a commitment to the vision, principles and strategies outlined in this framework (see Principle 7)

### Workforce innovation and reform

The Productivity Commission's 2005 investigation into Australia's health workforce identified that Australia is experiencing workforce shortages across a number of health professions despite a significant and growing reliance on overseas trained health workers. These shortages are even more acute in rural and remote areas and in certain sectors such as aged care. It is therefore critical to increase the efficiency and effectiveness of the available health workforce, to improve its distribution and to make it more sustainable and responsive, while maintaining a commitment to high quality and safe health outcomes. The Productivity Commission also identified that there is a need to support local innovations, and objectively evaluate, facilitate and drive those of national significance (Productivity Commission 2005: 14).

Drivers for workforce redesign include:

- Continuing workforce shortages despite effort and resource invested in retention and recruitment, recent increases in health education training places and overseas recruitment; these will not, of themselves, be sufficient to provide ongoing workforce requirements.
- An increasing proportion of consumers with higher acuity and more complex conditions in all settings, requiring adjustment to the mix of clinicians and skills required to enhance quality, safety and efficiency.
- Poorer outcomes are reported as a result of: long waits and delays in emergency; difficulties in accessing GPs and specialists; and risks associated with unnecessary admissions. Poorer outcomes translate, in terms of workforce impact, to consumers requiring higher levels of care (either ongoing or temporarily) than may otherwise have been required.
- Both consumers and government have increasing expectations about the standards, quality, health and wellbeing outcomes of care. The April 2008 report of the National Health and Hospitals Reform Commission, *Beyond the Blame Game: accountability and benchmarks for the next Australian Health Care Agreements*, sets out expectations about performance across health.

### 3 Project Planning and Evaluation Template

This template has been prepared by to assist prospective applicants with project planning and evaluation of demonstration projects.

Projects are commissioned to determine 'what works' in relation to workforce innovation. Accordingly, specific attention must focus upon clear specification of 'what was done' and 'what was achieved' by each project. In order to do this effectively, attention must be placed upon the activities undertaken by each project, the degree to which they can be successfully implemented, and their ultimate influence upon project objectives. Particular attention must focus upon how project activities, rather than other competing factors, have influenced these objectives in order to determine the relative value of implementing project activities in an ongoing basis, or in other organisations.

In order to achieve this goal, nine minimum specifications for demonstration project planning and evaluation will be required from prospective applicants, relating to:

- The **rationale** or need for the project
- The **key activities** to be implemented as part of the project
- The **key objectives** that are to be achieved from the project
- The **resources** planned and allocated to the project
- The **indicators** used to monitor the degree of project implementation and impact
- The **additional factors** likely to influence project implementation and impact
- The **method of managing risks** to project implementation
- The **method of proving the impact of project activities** from other factors
- The **sustainability and generalisability** of project activities to other contexts

Part A of this template outlines methods for specifying the project rationale, key activities and the objectives that are to be achieved.

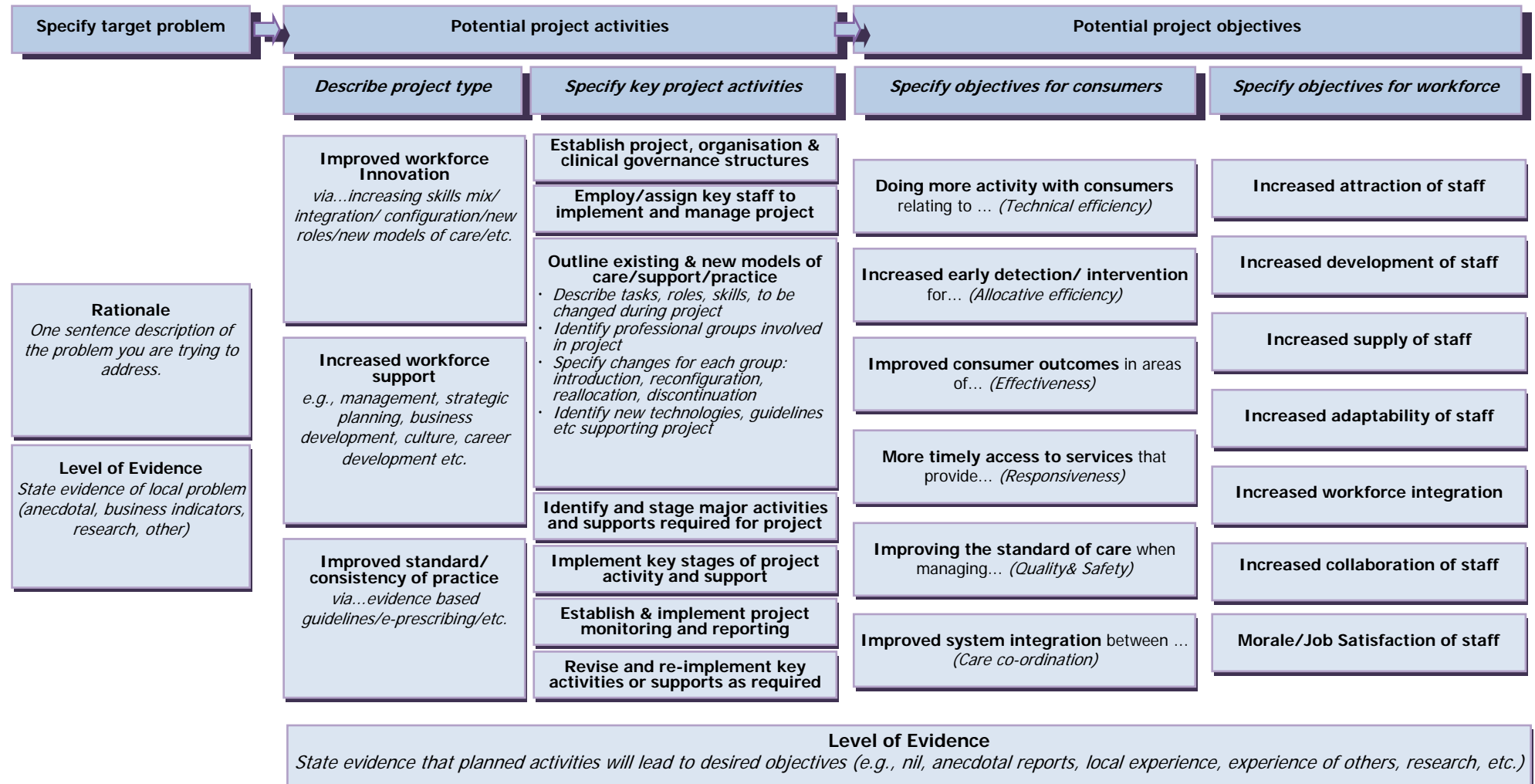
Part B of this template outlines methods for specifying project resources, indicators to monitor the implementation of project activities, and indicators to measure the degree to which key project objectives have been achieved.

Part C of this template outlines methods of describing other factors that may impact upon the level of achievement of project activities and objectives. Methods of managing risks to project implementation are outlined together with and methods of proving that project activities (rather than other factors) were responsible for achievement of objectives.

Part D of this template outlines methods for estimating the likely sustainability of the project in the current workplace, the anticipated generalisability of the project to other workplaces, and the areas that should be a focus of attention in any ongoing project development or improvement.

## Part A: Rationale, key activities and objectives of demonstration project

Instructions: Describe the problem to be addressed by the project, the key activities you will undertake as part of your project, and the objectives you wish to achieve *selecting relevant categories outlined in the diagram below*. Also state the level of evidence demonstrating the existence of the problem you wish to address together with the level of evidence linking your activities to the objectives you are trying to achieve. Please specify in Attachment 1.



## Part B: Resources, outputs and indicators for monitoring project progress and impact

Instructions: Please identify and describe the type and level of project resources that you anticipate, together with appropriate outputs you will use to monitor the implementation of project activities, and indicators to monitor the degree to which you are achieving your desired project objectives. You may select from examples provided below, or create new indicators within the appropriate categories specified below. Please specify in Attachment 1.

Specify project resources*	Specify outputs to be recorded for activities	Specify indicators for key objectives																			
<p><b>Total salary &amp; related costs</b></p> <table border="0"> <tr><td>0.0 EFT Manager</td><td>\$00,000</td></tr> <tr><td>0.0 EFT Div 1 Nurse</td><td>\$00,000</td></tr> <tr><td>0.0 EFT Div 2 Nurse</td><td>\$00,000</td></tr> <tr><td>0.0 EFT Other</td><td>\$00,000</td></tr> <tr><td><b>Subtotal</b></td><td><b>\$00,000</b></td></tr> </table>	0.0 EFT Manager	\$00,000	0.0 EFT Div 1 Nurse	\$00,000	0.0 EFT Div 2 Nurse	\$00,000	0.0 EFT Other	\$00,000	<b>Subtotal</b>	<b>\$00,000</b>	<p><b># &amp; nature of governance arrangements supporting project</b></p> <p><b>Improved workforce Innovation</b></p> <ul style="list-style-type: none"> <li>• # &amp; type of tasks introduced, reconfigured, or discontinued</li> <li>• # &amp; type of roles introduced, re-allocated, or discontinued</li> <li>• # &amp; type of skills targeted</li> <li>• # &amp; type of professionals involved</li> <li>• # &amp; type of technologies introduced</li> <li>• % of tasks successfully introduced, reconfigured, or discontinued</li> <li>• Time to successfully introduce, reconfigure or discontinue tasks</li> </ul>	<p><b>Doing more activity with consumers</b></p> <p>% increase in monitoring/screening/referral/assessment/intervention /interaction, etc.</p>	<p><b>Increased attraction of staff</b></p> <p># of vacancies, duration of vacancies, # of applications, peer feedback, etc.</p>								
0.0 EFT Manager	\$00,000																				
0.0 EFT Div 1 Nurse	\$00,000																				
0.0 EFT Div 2 Nurse	\$00,000																				
0.0 EFT Other	\$00,000																				
<b>Subtotal</b>	<b>\$00,000</b>																				
<p><b>Non-salary operating costs</b></p> <table border="0"> <tr><td>Printing</td><td>\$000</td></tr> <tr><td>Stationery</td><td>\$000</td></tr> <tr><td>Telephone</td><td>\$000</td></tr> <tr><td>Education/ training</td><td>\$000</td></tr> <tr><td>Motor vehicle operating</td><td>\$000</td></tr> <tr><td>Travel &amp; accommodation</td><td>\$000</td></tr> <tr><td>Interpreter fees</td><td>\$000</td></tr> <tr><td>Other</td><td>\$000</td></tr> <tr><td><b>Subtotal</b></td><td><b>\$00,000</b></td></tr> </table>	Printing	\$000	Stationery	\$000	Telephone	\$000	Education/ training	\$000	Motor vehicle operating	\$000	Travel & accommodation	\$000	Interpreter fees	\$000	Other	\$000	<b>Subtotal</b>	<b>\$00,000</b>	<p><b>Increased workforce support</b></p> <ul style="list-style-type: none"> <li>• # &amp; type of strategic, operational, cultural, professional development activities implemented for staff</li> <li>• Time to implement activities</li> </ul>	<p><b>Increased early intervention</b></p> <p>% increase in focus upon risk assessment/ early detection/early intervention</p>	<p><b>Increased development of staff</b></p> <p># of training opportunities/attendances, no. competencies/skills developed per staff, etc</p>
Printing	\$000																				
Stationery	\$000																				
Telephone	\$000																				
Education/ training	\$000																				
Motor vehicle operating	\$000																				
Travel & accommodation	\$000																				
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Other	\$000																				
<b>Subtotal</b>	<b>\$00,000</b>																				
<p><b>Non-salary overhead costs</b></p> <table border="0"> <tr><td>Insurance</td><td>\$000</td></tr> <tr><td>Room rental</td><td>\$000</td></tr> <tr><td>Utilities</td><td>\$000</td></tr> <tr><td>Other</td><td>\$000</td></tr> <tr><td><b>Subtotal</b></td><td><b>\$00,000</b></td></tr> </table>	Insurance	\$000	Room rental	\$000	Utilities	\$000	Other	\$000	<b>Subtotal</b>	<b>\$00,000</b>	<p><b>Increased standard/consistency of practice</b></p> <ul style="list-style-type: none"> <li>• # &amp; type of guidelines adopted/ practices changed across staff</li> <li>• Time to successfully implement guidelines/practice changes</li> </ul>	<p><b>Improved consumer outcomes</b></p> <p>% improvement in health and well being/quality of life/consumer or carer satisfaction</p>	<p><b>Increased supply of staff</b></p> <p>#/type/level of training positions offered/completed, # retained in workforce, etc.</p>								
Insurance	\$000																				
Room rental	\$000																				
Utilities	\$000																				
Other	\$000																				
<b>Subtotal</b>	<b>\$00,000</b>																				
<p><b>Total Costs</b>                      <b>\$00,000</b></p>	<p><b># &amp; nature of supports to implement key project activities</b></p>	<p><b>More timely access to services</b></p> <p>% increase in no. of consumers accessing services, % decrease in time to access services for new/existing consumers</p>	<p><b>Increased adaptability of staff</b></p> <p>#/type of shared skills, &amp; #/type of shared activities across different professions</p>																		
<p><i>Use * to denote matched funding</i></p>	<p><b># &amp; nature of changes to implement key project activities and supports</b></p>	<p><b>Improving the standard of care</b></p> <p>% quantifiable increase in any accreditation standard</p>	<p><b>Increased workforce integration</b></p> <p>#/type of staff entering/leaving from/to other areas of health workforce</p>																		
		<p><b>Improved system integration</b></p> <p>% increase in active case management and inter-agency care co-ordination</p>	<p><b>Increased collaboration of staff</b></p> <p># of staff and professional groups involved in project activities</p>																		
			<p><b>Morale/Job Satisfaction of staff</b></p> <p>% staff satisfaction with key work activities, consumer care, culture, organisational governance, clinical governance etc.</p>																		

## Part C: Influencing factors, risk management and method of evaluating project

Instruction: Please list other factors likely to impact upon implementation of each area of project activities, together with strategies to manage these risks.

Project activity	Influencing factor	Strategy to control

Instruction: Please list other factors likely to impact upon the achievement of your each project objectives (either positively or negatively), together with strategies to control these influences (if this is possible).

Project objective	Influencing factor	Strategy to control

Instruction: Please examine the following table and identify the best method you can arrange for collecting key indicators to measure the objectives of your project.

Method of collecting indicators for key project objectives							
Rating	Organisation where project activities are being implemented			Similar organisation where project is <u>not</u> implemented			Study type
	Before	During	After	Before	During	After	Description
★★★★★	✓	✓	✓	✓	✓	✓	Baseline, implementation & follow-up comparison
★★★★		✓	✓		✓	✓	Implementation & follow-up comparison
★★★		✓			✓		Implementation comparison
★★★	✓	✓	✓				Baseline, implementation & follow-up
★★		✓	✓				Implementation & follow-up
★		✓					Implementation only

Please state your proposed method:

## Part D: Strategies to promote sustainability and generalisability to other organisations

Instruction: Please list any *external factors to your organisation* that may promote the sustainability of project outcomes within your organisation. Examples may include relevant national or state regulations, local community issues etc.

### External characteristics likely to promote sustainability

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Instruction: Please list key *organisational characteristics* that may promote the sustainability of project outcomes within your organisation. Examples may include particular organisational or clinical structures or governance arrangements, key staff with an organisational track record of completing similar projects etc.

### Organisational characteristics likely to promote sustainability

- 
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Instruction: Please list *project-specific strategies* you intend to employ to promote the sustainability of project outcomes within your organisation. Examples may include key 'champions' for organisational change, changes to organisational policies and procedures, ongoing monitoring and reporting through key organisational structures, publication and dissemination of findings to professional peers, etc.

### Project strategies to promote sustainability

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## Attachment 1: Specification of project rationale, activities, objectives and indicators

Rationale for project	Evidence of need
<ul style="list-style-type: none"> <li>▪ State problem to be addressed here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State evidence demonstrating problem</li> </ul>

Key project activities	Key outputs arising from activities
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ State key project activity here</li> </ul>	<ul style="list-style-type: none"> <li>▪ State outputs used to monitor activity</li> </ul>

Rationale for selection of activities	Evidence that activities will work
<ul style="list-style-type: none"> <li>▪ State how selected activities will influence desired objectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ State sources of evidence showing a link between selected activities and project objectives</li> </ul>

Resources	Estimated costs
<ul style="list-style-type: none"> <li>▪ Salary-related items               <ul style="list-style-type: none"> <li>- State salary-related item here</li> <li>- State salary-related item here</li> <li>- State salary-related item here</li> <li>- Subtotal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- State salary and related cost here</li> <li>- State salary and related cost here</li> <li>- State salary and related cost here</li> <li>- State subtotal costs here</li> </ul>
<ul style="list-style-type: none"> <li>▪ Non-salary operating items               <ul style="list-style-type: none"> <li>- State non-salary operating item here</li> <li>- State non-salary operating item here</li> <li>- State non-salary operating item here</li> <li>- Subtotal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- State non-salary operating cost here</li> <li>- State non-salary operating cost here</li> <li>- State non-salary operating cost here</li> <li>- State subtotal costs here</li> </ul>

Resources	Estimated costs
<ul style="list-style-type: none"> <li>▪ Non-salary overhead items                             <ul style="list-style-type: none"> <li>- State non-salary overhead item here</li> <li>- State non-salary overhead item here</li> <li>- State non-salary overhead item here</li> <li>- Subtotal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- State non-salary overhead cost here</li> <li>- State non-salary overhead cost here</li> <li>- State non-salary overhead cost here</li> <li>- Subtotal</li> </ul>
▪ Total matched funding*	▪ State total matched project costs here*
▪ Total requested project funding	▪ State total requested project costs here

Key consumer objectives	Key indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives

Key workforce objectives	Key indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives
▪ State key objectives here	▪ State indicators to monitor objectives



Australian Health Ministers' Advisory Council  
Health Workforce Principal Committee