**Marker Guide 9**

**CERTIFICATE III OF HEALTH ADMINISTRATION**

Support Continuous Improvement Systems and Processes

BSBFLM309



First Edition, November 2023

Copyright ownership: Australian Institute of Professional Counsellors Pty Ltd

ACN 077 738 035

This book is copyright protected under the Berne Convention.

All rights reserved. No reproduction without permission.

Australian Institute of Professional Counsellors

Head Office

47 Baxter St., Fortitude Valley, QLD 4006.

This book is protected by copyright and may not be reproduced or copied either in part or in whole nor used for financial gain without the express approval in writing of the owner (Australian Institute of Professional Counsellors Pty Ltd (ACN 077 738 035) of the copyright.

SHORT RESPONSE QUESTIONS

SECTION 1

Contribute to Continuous Improvement Systems and processes

Communicating Continuous Improvement Processes to Individuals and Teams

1.1 Outline three (3) principles for continuous improvement. (Your response should be approximately 35 words.)

|  |
| --- |
| Student’s response must reference how continuous improvement is a never-ending process, incremental in nature, and involve the skills and knowledge of workers.Responses may include, but are not limited to: * Continuous improvement is a never-ending process. It is incremental in nature, where improvements are made step-by-step. Improvements should also involve the skills and knowledge of all workers withing the organisations.
 |

1.2 What does best-practice involve? (Your response should be approximately 30 words.)

|  |
| --- |
| Student’s response must reference improved client outcomes and a sustained effort to meet client needs. Responses may include, but are not limited to:* Best-practice involves ensuring optional practice that leads to improved client outcomes. It also involved a sustained effort to improve procedures to meet client needs.
 |

1.3 Describe how benchmarking is used by healthcare organisations. (Your response should be approximately 40 words.)

|  |
| --- |
| Student’s response must include comparing organisation performance to industry standards. Responses may include, but are not limited to:* Healthcare organisations use benchmarking to compare organisation performance, processes, and outcomes to industry standards. Industry standards can be used as a baseline, thus allowing organisation to identify gaps and inefficiencies for improvement.
 |

1.4 List three (3) benefits of continuous improvement. (Your response should be approximately 20 words.)

|  |
| --- |
| Student’s response must include benefits of continuous improvement.Responses may include, but are not limited to:* Lower costs
* Improved client health and safety
* Employee engagement and wellbeing
* Reduced employee turn-over rate
 |

1.5 Imagine that you are a team leader of a continuous improvement project. You are tasked to improve client record keeping processes by investigating the faults of the current records management system to inform the creation of a new system. You notice that the workers on your team appeared hesitant about the project as they were already familiar with the old records management system and did not know how the new system might benefit them.

 You are aware that the goal for the project is to streamline the records management process. Furthermore, the old records management system required workers to over record information and slowed the process down.

1. Based on this scenario, outline a potential barrier of continuous improvement you might face. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must reference a lack of clear goals or feelings uncertainty. Responses may include, but are not limited to:* A lack of clearly defined goals could be a potential barrier.
* Feelings of uncertainty about the project could be a potential barrier.
 |

1. Discuss how you could overcome the identified barrier to continuous improvement. (Your response should be approximately 50 words.)

|  |
| --- |
| Student’s response must include how barriers can be overcome by communicating the objectives of continuous improvement and clearly defining goals.* To overcome this, I would communicate the objectives of continuous improvement where workers should aim to identify problems before they occur, I would also clearly define the goal of the project and communicate this to team members, while giving them their opportunity to share their concerns.
 |

1. Using the Shewhart Cycle, what would you say to your team members to introduce the project and help them understand the cycle of continuous improvement? (Your response should be approximately 75 words.)

|  |
| --- |
| Student’s response must include stages of the Shewhart Cycle: Plan, Do, Check, and Act.Responses may include, but are not limited to:* We will start the project by looking at issues we currently face with the current records management system. Then, we will aim to make small scale changes to improve the system. Once implemented, we will then observe the effects and assess the effectiveness of the changes made. Next, we will assess if further refinements need to be made. This cycle is repeated to ensure the continuous improvement of our processes.
 |

Mentoring and Coaching

1.6 In the table below, identify the skill or service area that requires the worker to seeking mentoring and coaching in.

|  |
| --- |
| Student’s response must identify the appropriate service area. |
| Scenario | **Service Area that Requires Mentoring and Coaching** |
| 1. A client asks a worker about a new treatment that the clinic is offering. However, the worker is unsure about this.
 | Knowledge of products or services offered |
| 1. A worker is tasked to order protective equipment for a clinic. When placing the order, the worker had under-estimated the amount required.
 | Supply chain management |
| 1. A worker is discussing with a client whether the client would prefer a tele-health or in-person consultation appointment. The worker is unsure about how she may best support the client to make the decision that suits the client needs.
 | Client centred care |
| 1. A worker is collecting information on the client’s personal details. While inputting these details on the records management system, the worker is unsure about how the client’s information should be saved on the system.
 | Record keeping |

1.7 Imagine that you are a worker at a clinic. You notice that you and your team have difficulties supporting clients with choosing the appropriate services. Workers reported difficulties with letting the client lead the decision-making process. They also reported being unclear about the various services provided by the clinic.

 The clinic’s management engages a coach to support the team. What areas of service would you tell the coach to focus on? (Your response should be approximately 20 words.)

|  |
| --- |
| Student’s response should include knowledge of services provided and client centred care. * I would tell the coach to focus on knowledge of services provided and client centred care.
 |

Participating in Decision Making, Assuming Responsibility, and Exercising Initiative

1.8 Lucy is tasked by her manager to improve the process of gathering client feedback. The aim of this project is to improve service delivery and identify relevant training opportunities for workers. Lucy instructs the workers that they will begin handing out feedback forms to clients after appointments and these forms will be sent directly to the manager. Upon hearing this plan, the workers expressed they were hesitant about the project and were worried that the client feedback would be used negatively against them.

1. Identify what Lucy had failed to communicate in this situation that led to workers not wishing to take part in the project. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must include the failure the communicate the intent of the project. Responses may include, but are not limited to:* Lucy did not communicate the project’s intent to the workers.
 |

1. In response to the worker’s concerns, what could Lucy say to the workers to address their concerns and encourage workers to participate in the decision-making process. (Your response should be approximately 50 words.)

|  |
| --- |
| Student’s response must reference the intent of the project and demonstrate ability to encourage freedom and creativity.Responses may include, but are not limited to:* I understand that everyone is unsure about this project. I hope to clarify that the project aims to improve service delivery and support workers by identifying the relevant training opportunities. Workers will also have the opportunity to share their ideas and take part in the decision-making.
 |

SECTION 2

Monitor and Report Specified Outcomes

Utilising Organisation Systems and Technology to Monitor Team Progress

2.1 List two (2) methods of quality approaches workers can take when identifying areas for improvement. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must reference identifying client expectations and streamlining organisation processes. Responses may include, but are not limited to:* Workers may identify whether client expectations are met and streamline organisation processes.
 |

2.2 Imagine that you are a worker at a physiotherapy clinic. A client had just finished an appointment and you begin assisting her payment. She expresses that she not satisfied with the appointment as she felt that her concerns had been diminished.

 a) In an effort to identify client expectations, which area of client expectation was not met in this scenario? (Your response should be approximately 10 words.)

|  |
| --- |
| Student’s response must include respect for the client’s values and preferences.* Expectations surrounding respect for their values and preferences were not met.
 |

 b) How would the use of systems and technology assist in this scenario to log the client’s feedback for future improvement? (Your response should be approximately 25 words.)

|  |
| --- |
| Student’s response must include the use of customer relationship management systems.* A customer relationship management system would allow the organisation to monitor client interactions and feedback, thus allowing the organisation to make the necessary improvements.
 |

2.3 Imagine that you are a worker at hospital reception. You and you co-worker are tasked to improve the process for coordinating multiple appointments for a client across multiple healthcare services available in the hospital.

1. As there are multiple steps involved in the process of scheduling appointments, how can the Failure Mode and Effects Analysis be applied in this situation? (Your response should be approximately 60 words.)

|  |
| --- |
| Student’s response must include identifying how processes could fail, evaluating the likelihood and severity of failure and evaluating processes that may lead to failure.Response may include, but are not limited to:* The processes involved in appointment scheduling will be documented with a flow chart. We would then identify multiple ways in which step may fail and list he consequence of failure. We would identify the root causes of failure and evaluate the severity of each consequence. This would allow us to prioritise improving the steps that contribute severe failure.
 |

1. What are two (2) questions you could use to facilitate your discussion when evaluating the possible failure of each step of the process? (Your response should be approximately 20 words.)

|  |
| --- |
| Student’s response must demonstrate the use of questions to facilitate the evaluation on how a step may fail.Responses may include, but are not limited to:* How likely is this step going to fail?
* What is the probability of failure?
* How severe would the consequences be if this step were to fail?
 |

Applying Continuous Improvement Techniques and Processes

2.4 When applying the Lean process, how would a worker differentiate between value added and non-value-added activities? (Your response should be approximately 25 words.)

|  |
| --- |
| Student’s reference must include the difference between value added and non-value-added activities. Responses may include, but are not limited to:* Value-added activities contribute to the client’s satisfaction, while non-value activities take up time and resources without contributing to the client’s needs.
 |

2.5 The 5S method involved sorting, storing, shining, standardising, and sustaining.

1. Briefly describe how the 5S method can contribute to continuous improvement. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must reference how 5S contributes to continuous improvement.Responses may include, but are not limited to:* The 5s methods reduces wastes as streamlines processes through improved workplace organisation and visual management.
 |

1. Jim is tasked to organise client intake and consent forms. Jim begins the process by removing forms that are out of date. He then places the commonly used intake form at the clinic’s front desk and the less commonly used forms in a storage cabinet. Referencing the 5S method, identify the two (2) methods Jim had used to improve form storage for the organisation. (Your response should be approximately 10 words.)

|  |
| --- |
| Student’s response must reference the methods “Sort” and “Set in Order”.Responses may include, but are not limited to:* The methods sort and set in order were used.
 |

Integrating Your Knowledge

The following questions require you to draw upon all of the knowledge and skills you have learned throughout this section of the Study Guide.

2.6 Imagine that you are a worker at a clinic’s reception. Based on client feedback through an online survey, it was suggested that the intake for new clients takes too long to complete. Clients felt that they were having to provide the same information multiple times throughout the form and that workers were also taking too long to process the information. Furthermore, the long intake process has led to clients delayed to their appointments, thus contributing longer waiting times for clients overall.

1. Identify the method or technology that was used in this scenario to monitor how the organisation was progressing. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must reference the use of the online survey.* An online survey was used to determine whether client expectations were met.
 |

1. With reference to the Lean technique, identify two (2) non-value processes in this scenario. (Your response should be approximately 10 words.)

|  |
| --- |
| Student’s response must include overprocessing and waiting. Responses may include, but are not limited to:* The non-value processes are overprocessing and waiting
 |

1. You are tasked to improve intake process with you co-worker. As you have identified areas of waste, discuss how you and your co-worker could apply the Lean process in this scenario to create an improvement plan. (Your response should be approximately 70 words.)

|  |
| --- |
| Student’s response must reference the steps involved in the Lean process in relation to the scenario.Responses may include, but are not limited to:* After identifying areas of waste, we would document each step of the intake process and the time it takes for each step and the total time need for client intake. We will then imagine a “flow” stage where all the steps occur without interruptions. This would help us brainstorm new ideas on how the intake process could be streamlined and eliminate any non-value steps involved in storing client information.
 |

SECTION 3

Support Opportunities for Future Improvement

Communicate Agreed Recommendations for Improvements

3.1 Janet is a team leader of a project aimed to improve employee wellbeing. She believes that transparent communication is key to ensure workers are receiving enough information about the project and to avoid information. She prints out a lengthy manual on the project and distributes it to her team members. However, upon receiving this manual, her team members were still unsure of the project’s intent and were feeling overwhelmed by the amount of information provided.

1. Based on this scenario, identify one (1) barrier which prevented the workers from understanding the project’s intent. (Your response should be approximately 10 words.)

|  |
| --- |
| Student’s response must include too much information was provided to workers.Responses may include, but are not limited to:* Janet had provided too much information to the workers.
 |

1. How could Janet overcome this barrier when communicating recommendations for improvements? (Your response should be approximately 30 words)

|  |
| --- |
| Student’s response must reference participatory transparency.Responses may include, but are not limited to:* Janet should provide information that is most relevant to the worker’s needs. This can be done by consulting workers to understand what information they would like to receive.
 |

3.2 Briefly describe what collaborative practice involves when communicating recommendations for improvements. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must include working towards a common goal.Responses may include, but are not limited to:* Team collaboration involves multiples individuals interacting with each other towards a common goal.
 |

3.3 Claire is a leader of a continuous improvement project aimed to improve service delivery for clients. When communicating the recommendations to be made to her team members, Claire encourages each team member to share information about their role and discuss how they could contribute to the project. Claire then assigns each team member into smaller groups and distributes the workload equally.

Based on this scenario, identify two (2) elements Claire had fulfilled to ensure collaboration among her team members when communicating recommendations. (Your response should be approximately 10 words.)

|  |
| --- |
| Student’s response must include cooperation and partnerships. Responses may include, but are not limited to:* Claire had fulfilled the elements of cooperation and partnerships.
 |

Document and Use Work Performance to Identify Opportunities

3.4 When documenting work performance, how often should performance be measured? (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response must include performance should be measured on a weekly or daily basis. Responses may include, but are not limited to:* Performance should be measured on a weekly or daily basis.
 |

3.5 Imagine that you are a worker at a clinic. clients have provided feedback that treatment costs and poor standard of care. There has also been an increase in safety hazard reports. You are tasked to oversee a continuous improvement project aimed to reduce the overall treatment costs for clients, while upholding high safety and quality of care standards.

As a team leader, you are tasked to document and monitor the progress of a continuous improvement project that was recently implemented.

Upon further investigation, your team found that the clinic has been ordering too much inventory leading to high costs. The poor standard of care was due to long waiting times. Furthermore, there was a poor understanding of work health and safety procedures among workers.

To address these concerns, you plan to mentor workers on managing inventories and work health safety. You also plan to review the appointment scheduling process.

Document your progress using the continuous improvement plan below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Issues Identified** | **Planned Action** | **Planned Completion Date** | **Measured Outcomes** |
| Excess inventory | Mentor workers on managing inventories | xx-xx-xxxx | Cost of inventory |
| Long wait times | Review appointment scheduling process | xx-xx-xxxx | Average appointment wait time |
| Poor safety standards | Mentor works on work health and safety procedures | xx-xx-xxxx | Number of safety hazard reports |

3.6 Daily huddles can be used as an opportunity to identify opportunities for further improvement. A worker wishes to discuss how record keeping processes can be improved due to a recent confidentiality breach. You note that this discussion may take more than thirty minutes.

Would a daily huddle be the appropriate setting to resolve this concern? Provide a justification for your response. (Your response should be approximately 25 words.)

|  |
| --- |
| Student’s response should include that daily huddles are not the appropriate setting for the issues to be resolved due to time constraints. Responses may include, but are not limited to: * It is not the appropriate setting as the discussion would take longer than the five to ten minutes duration of the huddle.
 |

Maintain Records, Reports and Recommendations for Improvements

3.7 Outline the benefits of ensuring proper documentation and recording the progress of continuous improvement projects. (Your response should be approximately 15 words.)

|  |
| --- |
| Student’s response should reference an increase in accountability and efficiency. Responses may include, but are not limited to:* Benefits include an increase in accountability and efficiency as records can be easily accessed.
 |

3.8 Briefly outline how the Kaizen card can be used to document continuous improvement progress. (Your response should be approximately 20 words.)

|  |
| --- |
| Student’s response should include the recording of communication that has taken place and when updates have occurred. Responses may include, but are not limited to:* Workers would record when changes or recommendations have been communicated to relevant stakeholders and when changes have been implemented.
 |

3.9 Laura is a worker at a clinic and is tasked to report how recommendations made to improve client safety have been implemented to the relevant stakeholders. This includes the various health care professionals in the clinic and clients. The project is a training program for current workers to improve their skills and knowledge on client safety, thus benefiting both workers and clients.

She completes a report and sends the report out via email to current clients and the various healthcare professionals involved in the project. The report also detailed how conflict of interest was managed and included the roles and responsibilities of each stakeholder.

 Identify two (2) actions Laura had taken to ensure that her project had achieved meaningful stakeholder engagement. (Your response should be approximately 30 words.)

|  |
| --- |
| Student’s response must reference how the project benefits all stakeholders and reporting how conflict of interest was managed.Responses may include, but are not limited to:* Laura’s project was beneficial to all stakeholders.
* Laura had provided a report on how conflict of interest was managed.
* Laura’s report outlined the roles and responsibilities of each stakeholder.
 |

Integrating Your Knowledge

The following questions require you to draw upon all of the knowledge and skills you have learned throughout this section of the Study Guide.

3.10 Imagine that you are a worker at an occupational therapy clinic. You are tasked to lead a continuous improvement project that aims to improve client understanding of the various equipment used during therapy and safety when using the equipment.

1. To monitor the current process of providing clients information about the equipment and safety, you plan to gather information on how client’s felt about the current process. Outline how you may use systems or technology to assist you with this process? (Your response should be approximately 20 words.)

|  |
| --- |
| Student’s response must reference the use of the appropriate technology.Responses may include, but are not limited to:* I would use an online survey platform survey platform to record client feedback.
* I would use a customer relationship manager system to assist with this.
 |

1. After examining the processes involved, you found that clients get a short verbal explanation and were having difficulties remembering this information. To address this, you and your team recommend providing clients with pamphlets containing relevant information to serve as a reminder.

Complete the continuous improvement plan below:

|  |
| --- |
| Student’s response should demonstrate ability to complete a continuous improvement plan.  |
| **Issues Identified** | **Planned Action** | **Planned Completion Date** | **Measured Outcomes** |
| Clients have a poor understanding of equipment information | Provide clients with pamphlets containing relevant information | xx-xx-xxxx | Number/percentage of clients who understand equipment instructionsNumber of reported accidents when using equipment |

1. Once your team has designed the pamphlet, your team seeks input and approval from your manager before handing this out to clients. To document this process, complete the kaizen card below: (Your response should be approximately 70 words.)

|  |
| --- |
| Student’s response must demonstrate their ability to complete a kaizen card.  |
| **Problem:** Clients have difficulty remembering information about equipment and safety**Idea:** Designing a pamphlet containing relevant information to help clients remember information about equipment and safety.**Date originated:** x/x/xxxx**Expected Benefits:** Improve client safety and understanding of equipment.**Input Needed From:** Manager**Implementation Steps:** We first gathered client feedback on how they understand equipment use and safety. We investigated the process involved when explaining this information to clients. We designed a pamphlet to help clients remember the relevant information.  |