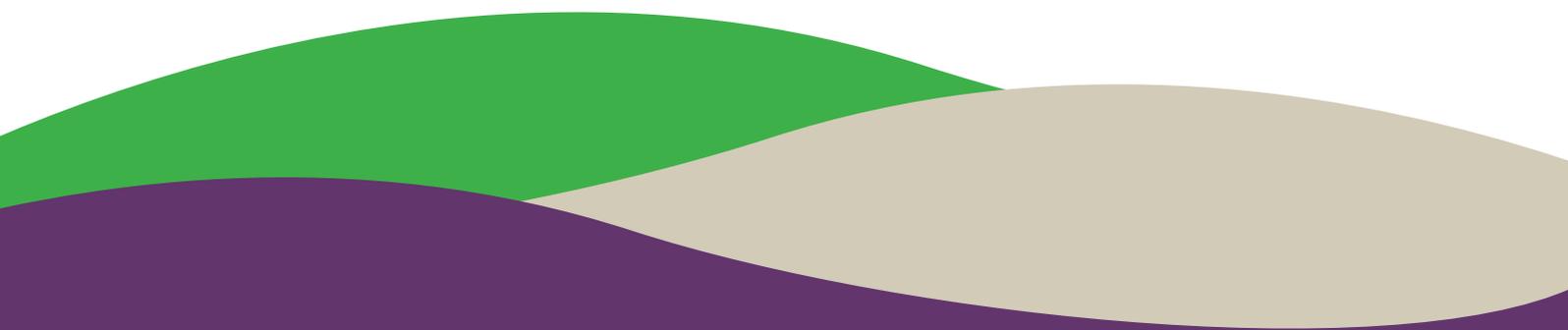




Consumers Health
Forum **OF** Australia

TheKingsFund>

Developing Leaders»

A decorative graphic consisting of three overlapping, wavy shapes. The top shape is green, the middle is a light beige, and the bottom is a dark purple. The purple shape extends across the bottom of the page.

COLLABORATIVE PAIRS AUSTRALIA
An Overview

WHAT IS COLLABORATIVE PAIRS?

Collaborative Pairs is a leadership training program that supports the development of the mindset and practices that underpin the culture of shared leadership and partnership and, specifically, joint clinician-patient approaches to program and service development in health and improvement in regional and service delivery settings. It was developed by the King's Fund in the UK and has now become one of their flagship programs. The King's Fund is an UK independent charity that works to improve health and care. This unique program is designed to assist clinicians, managers, patients and consumers to learn together to build productive relationships and to appreciate and practice how different roles and perspectives can be a constructive force for change. The program's objectives are to build skills in developing collaborative partnerships and to break down the cultural barriers that often exist between those providing the services and those receiving them.

The program is undertaken in pairs over a 5 day period, usually 1 day every 4 to 6 weeks to allow the pairs to work on projects in between sessions.

The *Collaborative Pairs* program includes:

- developing knowledge and skills of dialogic communication and other models to support collaborative and partnership working
- skills associated with holding critical conversations
- developing influencing and negotiating skills
- managing difficult behaviour and conflict management
- political intelligence and stakeholder relationships
- understanding the health context.

Participants also practice Action Learning and Peer Consulting as models for developing effective partnerships. Appreciative Inquiry, Open Space and World Cafe methodologies are also introduced and practiced and their advantages and disadvantages are explored.

The point of difference between this program and other programs currently available in Australia is that it brings consumers and health service providers together to address the relational issues in working collaboratively.

WHO IS THE PROGRAM DESIGNED FOR?

This program has been designed for pairs from the same local health area or region to work together on a shared challenge. One half of the pair will be a patient or consumer leader and the other half of the pair will be a clinician or health service provider who wants to find new ways of working with consumers. Potential pairs for the Australian context are: Commissioning Director or Manager from a PHN with a Director of Clinical Services, Community Engagement lead from a PHN with a senior therapist, GP in Primary Care with a chair or member of a Consumer or Community Advisory Committee, community leader with a clinical director, Board member of an NGO or PHN with a consumer advocate, community elder and/or a patient. Projects could span the development of shared decision making; increasing health literacy; developing local needs assessments; developing new models of care; developing a consultation strategy and redesigning services.

WHAT IS THE EVIDENCE BASE AND PRINCIPLES UNDERPINNING THE PROGRAM?

The evidence base on which the program has been developed indicates that when consumers are involved, decisions are better, health and health outcomes improve, and resources are allocated more efficiently.

The evidence is summarised well in the King's Fund 2014 publication **"People in control of their own health and care"**. The paper makes a clear distinction between the critical role for patients being involved in their own care – self leadership – and the role of patients working with other leaders (e.g. clinical, managerial, community) to engage in leadership tasks such as visioning, governance, strategic planning, decision making and service redesign. Whilst these two roles share some of the same capabilities, there are also some different implications for how health organisations will need to work with patients and citizens to fulfil these different roles.

In 2013 The King's Fund began exploring the concept of consumer leadership with a view to understanding how they could support its growth and development within the health system. It became apparent that consumer leadership requires a whole-of-system approach which goes beyond a deficit based approach of simply building the capacity of consumers and citizens as leaders to one that supports **culture change and a new relational paradigm** for consumers and health care professionals.

In the current context the **role of consumer leaders needs to be reconceptualised** to include improving health and wellbeing in the community and /or improving health and social care services. This is achieved through consumers working with others to influence decision-making. Two broad categories of consumer leaders have been identified within this new paradigm: System-influencers (ie those seeking to influence health and social care design and delivery) and community enablers (ie those seeking to promote health and wellbeing in the community). In order to achieve the cultural change required for transformational change in the health system, health organisations need to embed consumer leadership at all levels: policy, planning, service delivery, research, governance and quality improvement.

The underlying principle of the program, based on the evidence is that **consumers, managers and service providers are all equal in an effective health system.**

In our collaborative pairs project, we established a collaborative, quality improvement working group of patients, carers, community and trust staff to review our current processes around shared decision-making for medicines. The group is evaluating the current evidence base; developing tools to support the process; agreeing how the tools will be evaluated; and will review the evaluation. If successful, the tools will be implemented across the organisation. This project is not only about a collaborative approach to decisionmaking but highlights the importance of collaboration in developing clinical processes. We hope to use it to springboard further collaborative work across the organisation until this becomes normal practice rather than the exception."

Chief Executive, West London Collaborative, and Chief Pharmacist, West London Mental Health Trust

WHAT ARE THE BENEFITS OF UNDERTAKING THE PROGRAM?

As a consumer leader you will:

- learn how to influence and build constructive relationships with health care professionals
- access a practical development opportunity to build your personal leadership and communication skills
- join a reflective peer community and work with other consumer leaders and health care professionals to explore your distinctive leadership role and contribution.

As a clinical leader you will:

- learn new ways of working with consumer leaders
- develop the skillset, communication practices and confidence to work collaboratively with consumer leaders and community stakeholders
- explore the challenge of shifting roles from manager/clinician to collaborative partner.

Together you will:

- learn in a practical and supportive environment to make progress on a real-time challenge for your organisation
- build a productive, collaborative relationship with a partner from your system
- join a network of collaborative pairs from across the country and contribute to national thinking about what a new relationship with patients and communities might look like.

We are embedding the collaborative pairs work within our patient experience and engagement strategy. Barts Health NHS Trust is large and spread across several sites and this approach ensures that the patients' voice is embedded at the most fundamental level."

Patient Experience Lead, Barts Health NHS Trust, and, Chair, Whipps Cross Patient Panel

Collaborative Pairs Australia is supported by the following organisations

**AUSTRALIAN
COMMISSION
ON SAFETY AND
QUALITY IN
HEALTH CARE**

phn
NORTH WESTERN
MELBOURNE
An Australian Government Initiative

phn
SOUTH EASTERN
MELBOURNE
An Australian Government Initiative

phn
WESTERN SYDNEY
An Australian Government Initiative

phn
WESTERN NSW
An Australian Government Initiative