

Strong and Modern: Allied Health clinical services

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Background

Allied Health organisational structures have become increasingly idiosyncratic and responsive to their parent health service organisational structures. Following a series of recent Gold Coast Hospital and Health Service restructures, there was anecdotal evidence that allied health service delivery models needed internal review. Instead of hiring an external consultant or leading an internal restructure, a project management methodology was used to develop a project plan for Strong and Modern: Evolving Allied Health Services. This aim of this project was to achieve agreement to develop an Allied Health structure that would meet strategic, operational and professional governance requirements, and support patient centred and interdisciplinary clinical work practices.

Methods

The project description was developed collaboratively by a multidisciplinary steering group. Internal expressions of interest were sought from within allied health staff for a 6 month full time project manager. A six month project plan was developed and signed off. Key tasks included the preparation of a literature review, development and implementation of a broad internal communication and consultation plan, external competitive analysis visits, and a final recommendation report.

Results

A structured process of data gathering has commenced, using focus groups of executive, senior and middle management staff. Key questions for the focus groups also informed an online survey which was open to all allied health clinical staff, who worked in the hospital and health service.

Discussion

This paper will report on key outcomes at all stages of this project, culminating in a justification for the key recommendations. In addition, key learnings from using an independent project management methodology to initiate organisational change will be summarised.

Theme: Workforce Development