

# Organisational Strategy for Improvement Matrix (OSIM)

## Sponsor Information Sheet

### What is the OSIM?

The OSIM is grounded on the premise that innovation and excellence in patient care predominantly emerges from the service level, led by the teams that deliver patient care.

The OSIM is a diagnostic process to highlight the organisational conditions for quality improvement. The results indicate how the organisation may take a strategic approach to become wired for improvement. Meaning, how the organisation can make it easy for local teams to initiate, test and develop their local improvement ideas.

The OSIM involves a **facilitated review** of four domains comprised of 18 criteria that describe the organisational conditions, capability and readiness for continuous improvement.

*The OSIM is not used to compare performance.*

The OSIM tool is a collaboration between the CEC and Safer Care Victoria.

### The role of Senior Leaders in setting up the OSIM?

The most important points for Senior leaders when setting up the OSIM in your organisation are to:

- Consider your purpose – what is the current context or strategic priorities in your organisation and how can you use the OSIM to support these
- Get the right people in the room that align with that purpose
- Clearly communicate the purpose to all participants, ensuring that there are easy feedback loops if they need to find out more
- Join the OSIM workshop as a participant for the entire agenda
- Agree and communicate a clear post-workshop follow-up process, and articulate how workshop participants will be involved
- Test the OSIM outputs more broadly than those in the room to ensure that the

conversation has been representative for your organisation.

- Share the OSIM outputs with your strategic decision-makers, e.g. senior executive, peak clinical committees, the Board (and relevant sub-committees)
- Drive the follow-through process, so that it delivers what was communicated to participants and value for the organisation

### What is the OSIM process?

The OSIM has 3 equally important stages

#### 1. Preparation

Local leaders consider their context and how OSIM can be used to support existing goals. This is a critical step so organisational leaders can communicate WHY the OSIM is important and HOW it will be used to add value. Based on the organisation's purpose for the OSIM, the most appropriate participants are identified, invited and provided with preparatory information. The preparation stage is where the initial follow-through steps are defined to reinforce momentum and follow-through beyond the workshop.

- 2. Workshop:** The workshop is a 6-hour commitment for approximately 30 leaders across the organisation. The most appropriate participants will be determined by the local context, and will typically include representation from senior executives, clinical governance, quality and improvement, workforce, and operations. Put simply, leaders who are capable of driving sustainable change for safety and quality are invited to participate in the OSIM workshop. The workshop is co-facilitated between the CEC and selected local leaders. The organisation selects these local leaders based on their facilitation expertise and ability to understand the safety and quality needs.

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Participants are engaged in small group conversations in a World's Café format. This format enables every participant to contribute to a discussion on all 18 criteria in an efficient manner. Based on the outcome of these discussions, participants identify priority areas, draw linkages between priority areas and consider early ideas for action.

- 3. Follow-through:** Preparation and the workshop are critical to enable good follow-through. Without successful follow-through, no value is realised for the significant organisational effort invested in the OSIM. The CEC remains connected to the organisation in this stage as a support and guide, but the process to finalise and integrate priorities, and commence improvement initiatives is done locally.

All workshop participants have the opportunity to add value in the follow-through stage, either by initiating local changes in their own teams, or contributing the organisation-level initiatives that Executive leaders sponsor.

## Who is involved in the OSIM?

It is critical that a senior executive member participates in and leads the OSIM process and that the Chief Executive communicates its value in supporting the organisation's strategic improvements.

Most workshops operate with approximately 30 participants. The number of participants, however, will vary depending upon the size and needs of an organisation.

When determining who to involve, it is useful to consider that the participants that are representative (but not exhaustive) of:

- Senior executive leadership for the OSIM process (ideally with the Chief Executive participating for the workshop entirety)
- Whole-of-organisation approach to improvement (e.g. clinical and corporate governance, workforce, finance, performance, operational and clinical leaders)
- Representation from the different service areas, units or settings of the organisation

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### The organisational domains

It is structured around four key areas, referred to as 'domains', determined based on an extensive literature review and analysis of operational excellence models including the Baldrige Award<sup>1</sup> and Shingo Prize<sup>2</sup>.

These four domains are recognised as common to high-performing organisations, and framed in the context of improvement include:

 <b>Organisational Systems and Structures</b>	 <b>Workforce Capability and Development</b>	 <b>Results and System Impact</b>	 <b>Culture and Behaviours</b>
The organisation's processes and management of processes, and its demonstrated ability to drive improvement.	The knowledge, skills and abilities of the workforce related to improving work processes and systems, and availability of training to build capability.	The means by which results are measured and tracked, and the emerging benefits communicated.	The mechanisms to support and embed a continuous improvement environment, including leaders' awareness of their role in driving improvement.

<sup>1</sup> Baldrige Award website <<http://www.baldrigepe.org/>>

<sup>2</sup> Shingo Prize website <<http://www.shingoprize.org/>>, accessed 16 May 2011.

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