ACHIEVING OUTCOMES
REFLECT AND DISCOVER

1.1 Engages with others to clarify a clear and compelling vision that is ambitious but achievable
1.1.1. Demonstrates a grounded appreciation of the current state, opportunities and challenges in fulfilling the vision
1.1.2. Draws on the vision, assessments of present realities, evidence and values to inform decision making

1.2 Creates shared clarity as to what it means to focus on patient and client outcomes as well as the service agreement
1.2.1. Creates shared clarity as to what it means to focus on patient and client outcomes as well as the service agreement
1.2.2. Draws forth the fullest contribution of people in achieving desired outcomes
1.2.3. Uses outcome measures and other data to inform and build momentum for improvement efforts

1.3 Builds shared meaning as to the most critical success factors
1.3.1. Builds shared meaning as to the most critical success factors
1.3.2. Aligns effort and resources to support advancement on critical success factors and key performance indicators
1.3.3. Notices and acts on factors that might lead to unexpected or unintended results

1.4 Demonstrates self-responsibility and encourages professional responsibility in others to achieve
1.4.1. Demonstrates self-responsibility and encourages professional responsibility in others to achieve
1.4.2. Discerns and makes explicit the contributions of all when celebrating results achieved
1.4.3. Seeks improvements that add value for patients and clients and improve efficiency

BEING ACCOUNTABLE FOR RESOURCES AND RESULTS

ACHIEVING OUTCOMES

FOCUSBING ON WHAT MAKES A DIFFERENCE TO RESULTS

BUILDING A COMMON VISION FOR FUTURE HEALTH OUTCOMES

USING OUTCOMES FOR PATIENTS & CLIENTS, AND SERVICE AGREEMENTS TO DRIVE PERFORMANCE

www.springboard.health.nsw.gov.au
Springboard is a joint initiative of HETI and other NSW Health organisations.
To help improve your ability to achieve outcomes:
• reflect on the questions below and how they apply to you
• use the Discover activities

REFLECT
1. What specific outcomes have been defined to measure how well you are doing in terms of moving toward your vision (relative to your role in the organisation)?
2. Are those outcomes balanced—ie, do they reflect measurement of patient results, provider engagement, efficiency of service and effectiveness of service? If not, what adjustments might be made?
3. Are those outcomes expressed in measurable terms, such that you can assess and evaluate how well your unit is doing relative to a goal, or target?
4. Is pertinent outcome data, commensurate with your role, easy for you to access? Can you access that data whenever you need to? If not, why not?
5. How often do you reflect on outcome performance and use it to make decisions, or to engage others in making decisions together?
6. How does your unit/department contribute to achieving the measures outlined in the service agreement of your organization? If you were to gauge the success of your unit with measures other than the service agreement measures, what might they be?

DISCOVER
1. Become clear about the differences between outputs, outcomes, and results. Look up the terms in the dictionary: what are the essential differences? Use the definitions to answer the question: Why do you think the HETI framework focuses on Achieving Outcomes, rather than achieving outputs, or achieving results?
2. Access a copy of the service agreement between your organisation and the government. Review the contents. To what extent does it provide measures to gauge progress re: patient outcomes; effectiveness of service delivery; efficiency of organisation; provider engagement? Make a list that shows the specific measures relative to each of the four categories.
3. Partner up with another colleague in your organisation. Take the Reflect questions (two at a time) and compare answers. Discuss similarities and differences. Try to agree on two actions both of you can individually take that would improve your ability to achieve outcomes. Meet on three different occasions to cover all six questions.
4. Read McDonald, Bob. (2012), A Review of the Use of the Balanced Scorecard in Healthcare. Find at least two examples of balanced scorecard use in the health system in Australia that are consistent with the four categories of outcomes outlined in the above description of the Achieving Outcomes domain.
5. Pair up with another leader in your organisation. Based on the following description, discuss the questions at the end. Agree on one thing the two of you could do to improve the environment for personal accountability. A fundamental leadership principle is that you should be accountable only for what you have the authority to bring about. For example, many physicians feel that ‘imposed accountability measures’ are unfair to them, because they are often—due to their legal responsibility—held solely accountable for results that they are not solely accountable to achieve. Discuss the following questions: You may have the responsibility for a particular outcome: but do you have the authority to achieve it? Are you comfortable delegating your responsibilities to others, but retaining accountability for the expected outcomes.