



AHP Workforce

The Easy PEASI  
Program Logic  
Worksheet

This worksheet guides you through the **AHP Workforce** approach called

# Easy PEASI program logic

**Problem** – **Enablers** – **Activities** – **Successes** – **Impacts**

The **Easy PEASI program logic** approach lets allied health professions clearly identify their workforce challenge, examine different solutions, and to build a project plan that can be implemented to solve the specific challenge.

To help you understand the contexts that need to be in place to drive change, we have also developed the

# I OG Context Model

**I**ndividual – **O**rganisational – **G**lobal

We use these two frameworks in tandem.

# Understanding contexts that enable change

## The IOG Context Model

Individual – Organisational – Global

Many people are put off trying to drive workforce change (or indeed any change) because all they can see is the barriers that feel as though they are beyond their control. We start this model by helping you to understand your ability to drive change in your work setting, so that you can understand what resources are needed to drive change at different levels, what you can control, and those areas you may need to access support.

To do this, we look at the workforce problem from three different perspectives: The individual, the organisation and globally (IOG) (Figure 1).

**-Individual:** This is what you, individually, have control over what you need to change to be able to address the problem. This can include skills, personal attributes and perspectives you might have. These could be addressed through various types of support such as training and mentorship.

**-Organisational:** The organisational environment in which you work have an institutional culture and shared norms that create opportunities (or barriers) to change. You need to be aware of these factors when you are trying to drive change. It is easy to become socialised into an institutional way of thinking that may need to be challenged if you want to drive change effectively.

**-Global:** You need to understand the wider systems and structures that shape your service and your organisation if you want to do things differently. From a workforce perspective, this can include legislation and regulation relating to the workforce as well as health policy and funding models. You are less likely to be able to directly address these, so you need to understand the way these global factors effect the context in which you want to drive change.



Figure 1. The IOG Context Model - Individual, Organisational, Global contexts

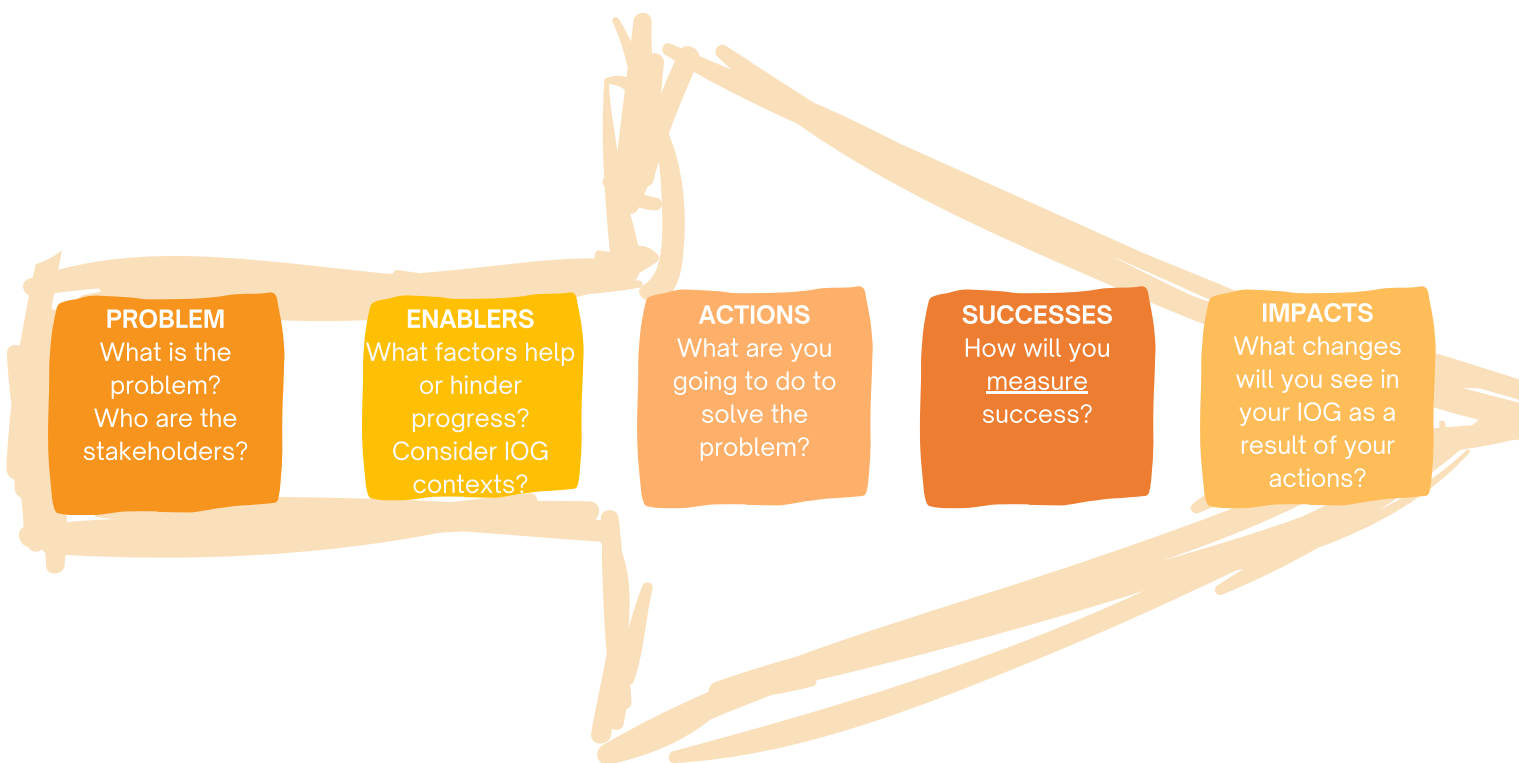


Figure 2. Easy PEASI program logic

# Easy PEASI Program Logic

**Problem – Enablers – Activities – Successes – Impacts**

Program logic is an approach that helps you unpack your workforce challenge into manageable chunks and identify workable solutions.

There are several different ways of achieving the same outcome, but we have used this tried and tested approach with over 50 allied health workforce projects, and we know it works.

Our approach uses five headings, **Problem – Enablers – Activities – Successes – Impacts** illustrated and explained in Figure 2.

While the logic is presented using the headings above, we go through these areas in a slightly different order to help you get clarity about the problem you are trying to solve.

Start by clearly defining the **PROBLEM**, and looking at the problem from the perspective of different people and groups that might be involved.

We will then look at the overall **IMPACT** you are trying to achieve at the Individual – Organisational and Global levels when you solve your problem.

Once you understand what you are trying to achieve, you can explore the **ENABLERS**, which are the individual, organisational and global contexts that help or hinder your desired outcomes.

What **ACTIVITIES** do you need to undertake to achieve the change? Think big and think outside the box. You won't necessarily undertake all of your identified activities, but it is a good idea to look at a wide range of options.

How will you know that your activities are moving in the right direction? Identify some clear measures of **SUCCESS** that demonstrate your progress towards your goal. These might also be called outputs or milestones.

Once you've identified all of these factors, we reconstruct them into your PEASI logic model, like the diagram in Figure 2.

# Let's start!

Problem – Enablers – Activities – Successes – Impacts

**1**

## Problem

**1.1** What is the problem you think you want to address?

**1.2** Why is it important to address this problem? What is driving or motivating you to solve this problem?

**1.3** What is the problem from the Individual (patient/client) and clinician perspective?

[Hint –talk your clients and gather stories of what their problem is and how it affects them. Ideally you would repeat this process with as many people as you can who have the same problem.]

**1.4** Consider who else will be affected by this problem (individuals, the organisation and globally)?

# 2

## Impacts

### 2.1 What is the impact of the problem? What outcome are you are trying to achieve from the perspective of the individual, the organisation, and globally?

For each stakeholder group, identify the impact the problem has and the best possible outcomes that could arise in the context of the problem you are trying to address. Be realistic here – for instance, a cure for cancer is an unlikely outcome of the problem you are investigating.

Table 1. Impacts and Outcomes

Stakeholder	Impact of the problem	Best possible outcome
INDIVIDUAL		
ORGANISATION		
GLOBAL		




## 2

## Impacts

### 2.2 Form a problem statement

Using the structure below, write a problem statement for each of the stakeholders you have identified above. Always start with your clients.

[very specific person/group] NEEDS [very specific verb from client/stakeholder narratives] BECAUSE [surprising insight from client / stakeholder narratives] results in OUTCOME



# 3

## Enablers

### 3.1 Consider the individual, organisational and global factors that help or hinder the achievement of the outcomes outlined above?

[Hint – ask this in your interviews with clients/staff/managers]

Consider the barriers and enablers to achieving the outcomes outlined above from three perspectives:

**-Individual (you):** what would enable you personally to achieve the outcomes above? This might include your professional skills, personal attributes, training etc.

**-Organisational:** What are the organisational and environmental factors needed to achieve the outcomes above? These may be out of your personal control, but need to be present to enable change?

**-Global:** What are the system and structural issues that are necessary to enable the changes you require? These might include policies, legislation and changes to funding models.

Table 2. IOG Contexts

# 3

## Enablers

**3.1 Consider the individual, organisational and global factors that help or hinder the achievement of the outcomes outlined above?**

[Hint – ask this in your interviews with clients/staff/managers]

Table 2. IOG Contexts

Perspective	Enablers/Barriers/Considerations
INDIVIDUAL	
ORGANISATION	
GLOBAL	

# 4

## Activities

### 4.1 Consider all possible solutions

By going through the steps above, you will have identified a number of possible solutions already.

We suggest you start with a long and ambitious list of possible solutions. We also strongly suggest that you think outside the box when you are developing your solutions. It is very easy to become institutionalised into fairly narrow ways of thinking. This is your opportunity to really consider some alternative solutions.

# 4

## Activities

### 4.2 Crazy solution brainstorm.

It is important to try to identify the best activities that will help you deliver your goals. The best activities may not be the most obvious, and it may require you to think outside the kinds of approaches that you would normally use.

To help you ‘think outside the box’, we suggest that you give yourself permission to consider as many wild and outlandish ideas as you possibly can. By letting your brain think more creatively, you come up with a gem of an idea to address the project theme that you would not have otherwise considered.

Use the prompts below to complete your crazy brainstorm. Don’t spend too long on each idea – one minute maximum. This exercise is best done in a team to generate lots of ideas for each topic.

Table 3. Crazy brainstorm activity

**Write your problem statement here**

Now write down a solution that would solve your problem using each of the perspectives below (the more outlandish the better)

An idea your Mum would come up with	
An idea the Minister would come up with	
An idea your boss would come up with	
Requires no internet	
An idea that would go viral	
Costs \$20 Million	
Costs nothing	

# 4

## Activities

### 4.3 Prioritise solutions

Go through your list of possible solutions and allocate them using the prioritisation framework below. Those solutions that fall into quadrants one and two are the most likely you will move forward with.

Table 4. Prioritisation Framework



**4**

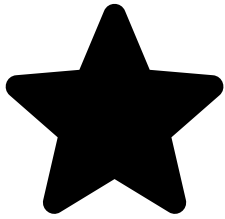
**Activities**

**4.3 Pick one realistic solution / intervention within your current resources**

**5**

**Successes**

**5.1 If you were to implement your solution, what is a realistic and measurable outcome to demonstrate that you have been successful?**



## Develop your PEASI framework

**Cut and paste your problem statement from above ... then add your solution and outcome statements.**

very specific person/group] NEEDS [very specific verbs from client/stakeholder narratives] BECAUSE [surprising insight from client / stakeholder narratives]

To address this we will [SOLUTION/INTERVENTION]. This will achieve [OUTCOME/DESIRED IMPACT]



PROBLEM	ENABLERS	ACTIVITIES	SUCCESSSES	IMPACTS
<p>What is your problem statement?</p> <p>What is the need for this change / intervention?</p> <p>What is the motivation behind this change / intervention?</p>	<p>What contexts do I need to be <b>aware of</b> that will influence the success of this change / intervention?</p> <p>What do I need to <b>action/address</b> in order for this change / intervention to be successful?</p> <p>Consider enablers and barriers at each level: Individual Organisational Global</p>	<p>What are the activities I will undertake that will solve my problem?</p> <p>What <b>do I need to action/address</b> in order for this change/intervention to be successful?</p> <p>Consider: Engagement mechanisms Resource mechanisms Project &amp; governance mechanisms</p>	<p>What <b>measures</b> will I use to know that I am on track to achieving my goals?</p> <p>What are the key <b>codifiable elements that will help</b> this project to be successful?</p> <p>Consider: Position Descriptions /Competencies Learning Materials Screening or Triage tools Referral pathways Care Pathways Service volume and quality measures Processes Procedures/Policies Systems</p>	<p>What difference will my activities make if they are successful?</p> <p>Consider this at the individual, organisational and global levels.</p>

PROBLEM	ENABLERS	ACTIVITIES	SUCCESSSES	IMPACT

Thanks for having a go  
at our Easy PEASI  
program logic plan!

We would love to know how you get on. Send  
us an email or connect with us via our socials.

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