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# Are we succeeding in population health planning in Victoria?

VHA

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## Overview of presentation

- Population health planning and Care in Your Community
- The Mersey Hospital experience – bringing the community with you
- Leadership in population health planning
- Partnerships for effective planning and service delivery
- Conclusions

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## Care in Your Community

- CiYC policy aim is to respond to increased demand for healthcare by strengthening community-based service delivery
- Established 31 planning areas across the state
- Trial of three planning networks in 2006-07 (Southern Metro, Eastern Metro and Gippsland)
- Intended outcomes:
  - recommendations on capital development and service growth priorities
  - a generic area-based planning methodology
  - program planning parameters for DHS funded programs, to inform subsequent area-based planning

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## Care in Your Community

Trials required to:

- Describe population health needs
- Address integration of services and coordination between service providers
- Propose new service settings and configurations to improve access to services

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## Care in Your Community

Issues

- Broadly-based planning networks for each Trial
- Different methodologies provided valuable insights
- DHS undertook project management and support
- The trial's task was large – the process is likely to be more effective when it is iterative and dynamic rather than episodic
- Service profiling was difficult (and can become competitive)

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## Care in Your Community

Issues

- Many boundary issues – different geographic boundaries for many organisations and programs
- Small and large organisational participants potentially could be required to participate in multiple networks
- ?role of DHS – facilitator and supporter, or equal participant
- Overlap with responsibilities of PCPHACs, PCPs, HARP-CDM alliances, local government municipal health plans

Issues

- Needs-based assessments and consumer consultation was most effective in informing service needs analysis – data analysis was complex, time consuming and generally did not reveal new concepts
- Potential to reduce duplication of core population health analyses
- DHS could expand access to routine information sets with data aggregated at a regional and sub-regional level

Issues

- DHS mandated program-based planning in the trials which was difficult to reconcile with population-based planning objective (but planning was most effective when policy and planning parameters were clearest)
- Some difficulty engaging local government and divisions of general practice in some trials
- Area-based planning is necessary but not sufficient to improve access to services in the community – needs to be complemented by policy and funding drivers

Issues

- There is a high resource use and a corresponding need to ensure it is efficient
- A more consistent approach across areas will be helpful in the future
- There were no proposals to move existing services into new governance arrangements
- There is a need for more work on the structure and operations of partnership arrangements – this is the future!

- Service system design is critical to quality health care
- Reconciling population desires with population needs and service capabilities is a key challenge
- Working with the community is not easy once positions have been taken!
- Evidence-based communication is not always enough



*"Responding to the clear voice of the local community .... the Commonwealth will .... support the establishment of a Mersey Community Hospital Trust, comprising regional local government, business and health profession leaders, to run the hospital on behalf of the community*

.....

*This plan has been put together by locals for locals. If the community consensus is to give it a go, and it involves no extra cost to the Tasmanian Government, I believe that this spirit of community self-help deserves encouragement and support."*

Prime Minister John Howard, 1/8/2007

## The Mersey Hospital experience



*"States reject hospital board proposal"*

*"State Health Ministers have resoundingly rejected Tony Abbott's proposal as a tired concept, a diversion.....  
The Health Ministers say putting local boards in charge of hospitals would simply add another level of bureaucracy to the system and drain the already limited resources.*

*They also point out that the system of hospital boards has been tested before and was generally found not to work."*

ABC radio, The World Today, 2/10/2007

## Leadership in health care planning



- Strategy and community engagement are governance responsibilities
- Boards and CEOs are essential to effective community engagement
- Community includes staff and government

## Leadership in health care planning



- Planning processes need to be:
  - Consistent
  - Collaborative
  - Communicated
  - Evidence-based
  - Patient
  - Flexible
  - Bottom-up and top-down
- There are many examples in rural Victoria where effective population-based planning is occurring in partnership with communities

## Leadership in health care planning



	<b>Accountability (conformance)</b>	<b>Leadership (performance)</b>
<b>External focus</b>	<b>External accountability</b>	<b>Strategy</b>
	<b>Appoint and work through CEO</b>	
<b>Internal focus</b>	<b>Monitoring and supervision</b>	<b>Policy making</b>
	<b>Past and present oriented</b>	<b>Future oriented</b>

Adapted from Robert I. Tricker, International Corporate Governance: Text Readings and Cases, New York: Prentice Hall, 1994, p.149

## Partnerships in health planning and service delivery



- Both planning and service delivery partnerships are important
- Traditional organisational and individual positions can be barriers to effective planning and collaborations
- Trust is important but partnerships need to be structured for sustainability -individual relationships are insufficient
- This requires a clear set of roles, responsibilities and agreed ways of working together

## Conclusions



- Planning for the needs of the population is essential for good health system design and quality health care delivery
- 'Market mechanisms' were tried as an alternative and failed in the public sector in Victoria
- Planning needs to be collaborative – the future is in partnerships
- Boards and CEOs have a critically important role
- Engaging the community is essential but can be very challenging
- Planning and service delivery partnerships are the way of the future – but they need to be structured for sustainability



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