

TRANSLATING INTERNATIONAL EVIDENCE IN A LOCAL CONTEXT

Integrating patient care on the Gold Coast

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Gold Coast Health
Building a healthier community



**Queensland
Government**

Centre for Health Innovation

- Redesign, innovation, research and provision of world class services
- Primary objective is to develop contemporary and innovative practices to improve clinical outcomes
- Priority area of work is to improve patient experience through whole system integration of the Gold Coast health system

Integrated care on the Gold Coast

To create an integrated, coordinated, seamless and streamlined world-class health system on the Gold Coast that strengthens the link between primary, secondary and tertiary care services to ensure a truly person-centred approach to service delivery.

International experience

- High performing integrated systems use capitated budgets for almost all care
- Their main focus is on population based budgets not disease or condition based budgets
- They specify the quality/outcomes they expect to be delivered
- They are not over-reliant on payment methods and financial incentives – other tools are also important, especially relationship building

Opportunities for improvement

- Changing the type of intervention
 - prevention rather than treatment, social support rather than drugs
- Changing who does what
 - allowing professional groups to operate ‘at the top of their licence’
- Changing where care is delivered
 - shifting care out of inconvenient, inappropriate facilities
- Improving coordination
 - sequencing interventions, managing transitions, planning capacity, avoiding delays

Engagement and commitment

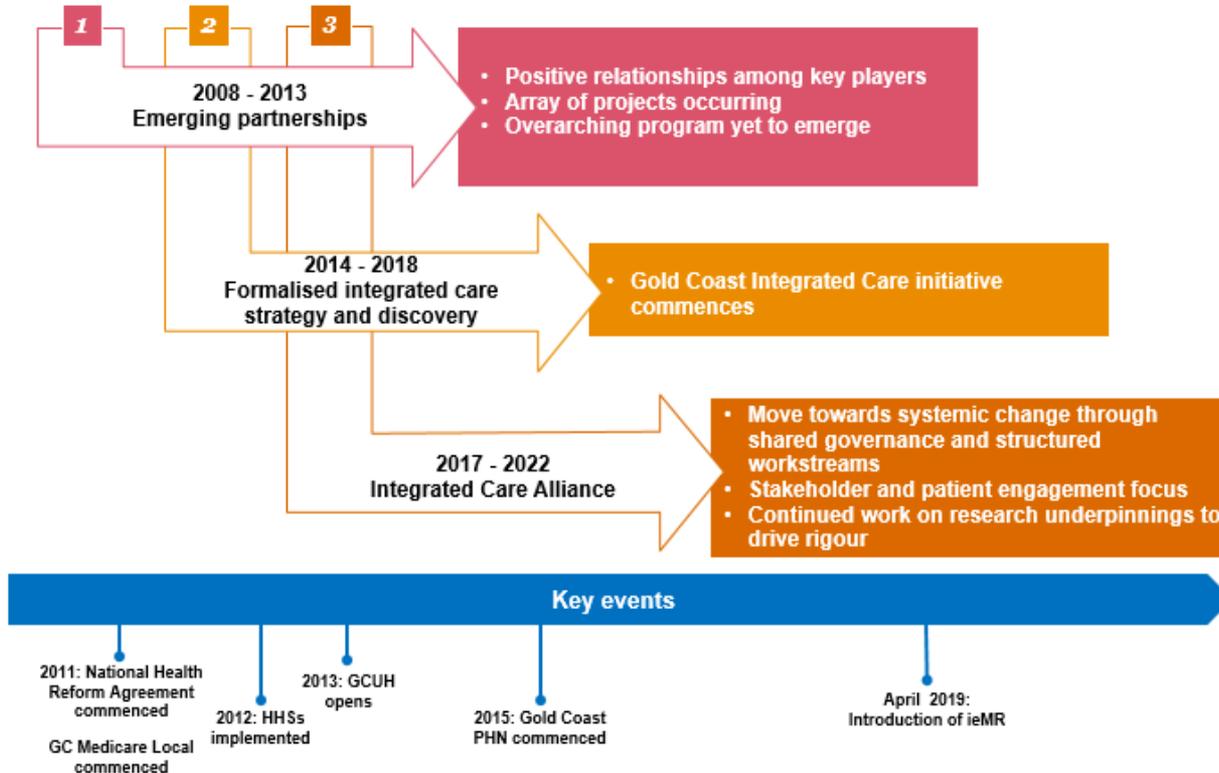
- Levers for change
 - Comparative data
 - Transparency
 - Appeals to competitiveness / peer pressure
 - Support and development
 - Removal from network and other sanctions
- Financial incentives:
 - Shared savings – individual and/or collective?
 - Bonuses and penalties?
 - Risk – business, brand and referrals
- Ingredients for success
 - Data and importance of IT – quality and utilisation
 - Clear, attributable, negotiated metrics

Accountability and managing risk

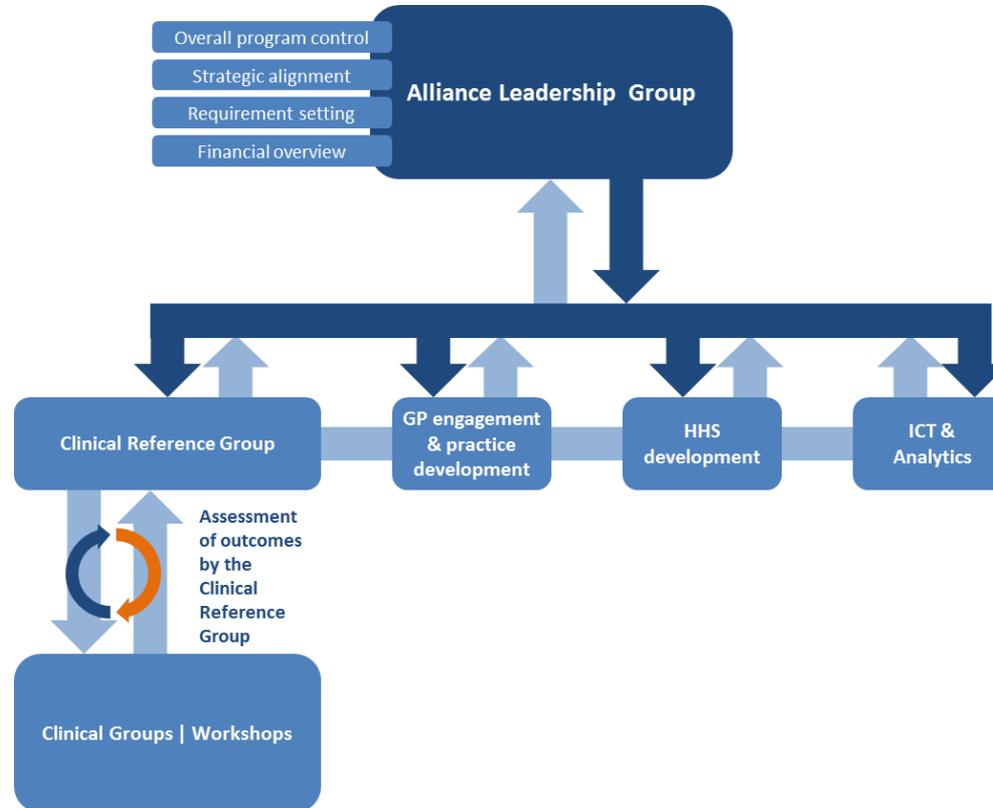
- Who's accountable for integration?
- Baby steps leading to problems in scope and boundaries
- Cost shifting and risk shifting
- New competencies – eg. supply chain management
- Defining a budget
- Choice and competition?



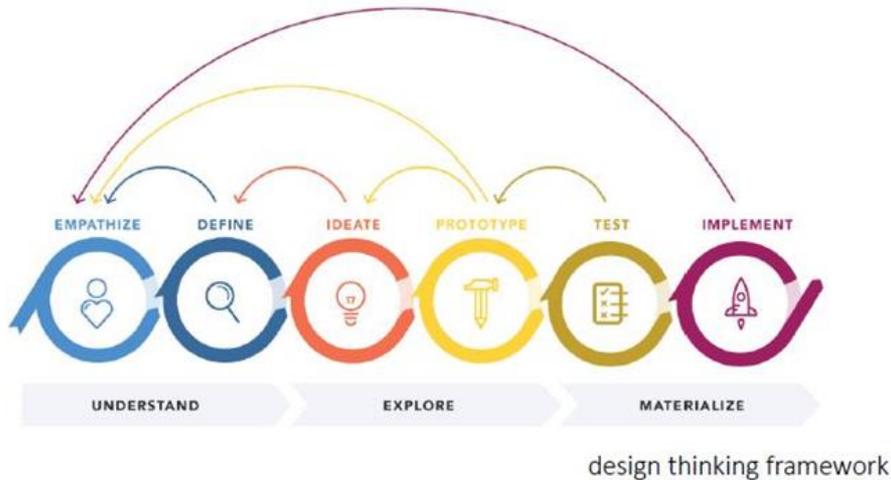
Integrated care on the Gold Coast



Integrated Care Alliance governance structure

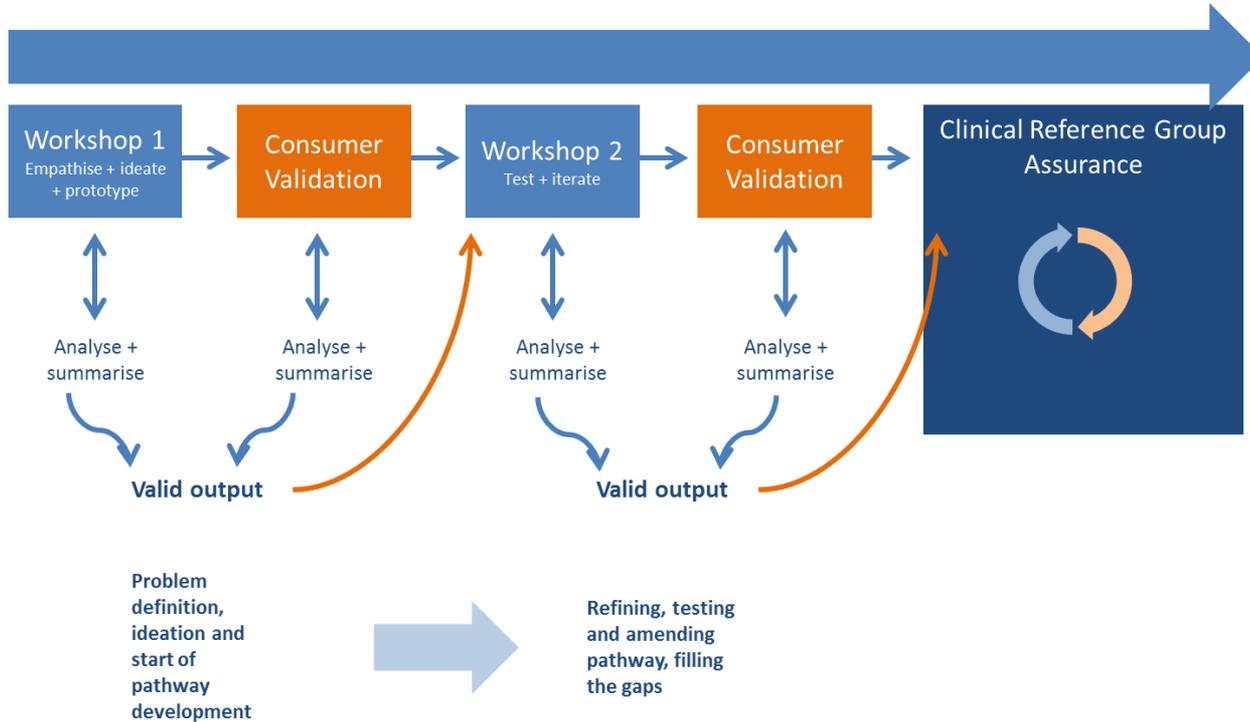


Engaging stakeholders

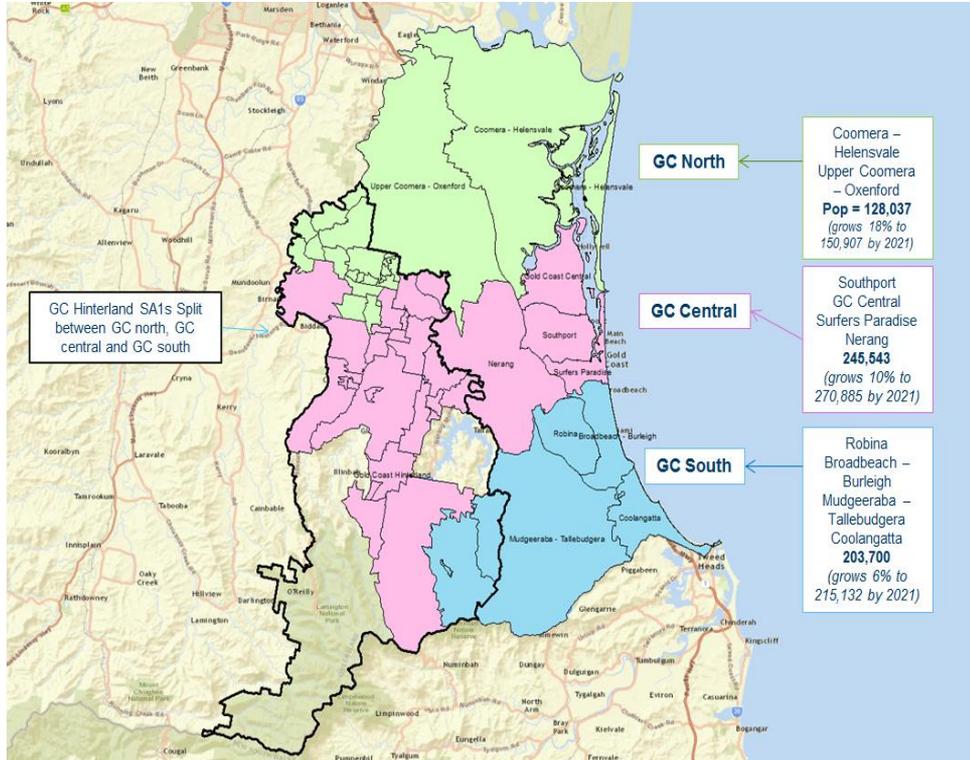


1	Back Pain
2	Uncomplicated pregnancy
3	Developmental delay in childhood
4	COPD
5	Palliative care (children + adults)
6	Atrial Fibrillation
7	Iron deficiency
8	Eating disorders
9	Diabetes (Type 1 and 2)
10	Chronic Headache
11	Biological agents / therapies for Complex Inflammatory Arthritis
12	Chronic Kidney Disease
13	Leg Ulcers, Complex Wounds
14	Cellulitis
15	Persistent Pain
16	Uncomplicated (closed, non-displaced) fractures
17	Obstructive sleep apnoea (OSA)
18	Complex admitted patients

Redesigning models of care



Hubs and zones



Next steps

Components

Models of
Care
refinement

AEP audit

Service
and
workforce
mapping

Complex
Care
Team

ICT &
Analytics
roadmap

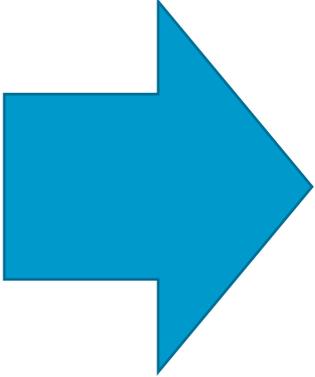
Enablers

Research and evaluation

Communication strategy

Relational Coordination

The future? From care delivery to the organisational infrastructure

- Population health and prevention
 - Care hubs and multidisciplinary teams
 - Intermediate care
 - Closer joint working with the hospital system
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- Budgets and payment systems
 - Where different forms of risk will lie in the system
 - Procurement processes
 - Alliances, joint ventures, transfers or mergers

Relevant lessons from the evidence

- No 'off the shelf' solution
- Build on and establish productive partnerships
- Develop a strong and transparent governance structure
- Engage clinical champions
- Support patients to manage their own health and wellbeing
- Quality outcomes that are attributable, measurable and challenging
- Risk stratification to focus on people who use health services a lot
- Case management and care coordination to support these people
- Information-sharing and investment in information technology