



Government of **Western Australia**
Department of Health

Sustainable Health Review Interim Report Progress Update

November 2018



Introduction

In June 2017, the WA State Government announced the Sustainable Health Review (SHR) to develop a more sustainable health system for Western Australia. The SHR aims to guide the direction of the health system to deliver patient-first, innovative and sustainable health care into the future and address significant challenges including unsustainable budget growth, an ageing population, chronic disease and inequity in health outcomes.

The SHR is a key election commitment and is central to the State Government's Putting Patients First policy.

Extensive consultation with consumers, carers, policy makers, frontline staff, the public and other stakeholders has been integral to the development of the SHR Interim and Final Reports. In 2017, more than 330 public submissions were received from individual members of the public, staff and organisations; 19 public forums and regional clinical sessions were held across the State; and a wide range of targeted sessions and events were held to engage stakeholders. Additionally, a Clinical Reference Group and a Consumer and Carer Reference Group were established and consulted throughout the review process.

The SHR Panel (the Panel) published its [Interim Report](#) on 27 February 2018. The purpose of the Interim Report was to reflect what the Panel had heard so far through consultation, test some preliminary directions and make recommendations for areas of work that could start immediately. It presented 12 Preliminary Directions and nine 'Recommendations for Immediate Action', and highlighted the need for waste reduction through more efficient provision of services, an increased focus on health prevention and promotion and improved care in the community.

This progress update outlines how the nine 'Recommendations for Immediate Action' will be delivered and provides an overview of progress achieved to date. The status of each recommendation milestone is provided according to the key below:

Milestone key:

 = Complete  = On schedule  = Slightly delayed  = Significantly delayed

Disclaimer

Please be aware that the information published in this document including milestones, outcomes and dates may be subject to change as more detailed project planning and the implementation of each recommendation takes place.



Sustainable Health Review Interim Report

Implementation Plan

Recommendations
for Immediate Action

1 Whole of Government Targets



Engage and collaborate with public sector agencies to develop and monitor indicators relating to curbing the rise of obesity in WA

June 2019

4 Mental Health Clinical Governance



An independent review of the clinical governance of public mental health services in WA will be undertaken

July 2019

7 Data Sharing



Trial a medical data management system pilot at FSH and deliver a project to enable publishing of pathology and diagnostic imaging reports and additional viewing capability in My Health Record

February 2019

2 Telehealth



Trial an Acute Telepsychiatry Service in partnership with a metropolitan Health Service Provider and evaluate its effectiveness in providing mental health care in areas where access to a mental health clinician is limited

February 2020

5 Public Reporting



Develop an interactive, dynamic and contemporary web-based reporting platform that will publicly report priority health information by health services, individual hospitals and specialities

September 2019

8 Streamlined Recruitment Processes



A novel candidate management and recruitment platform will be piloted in the Pilbara and Kimberley regions focused on filling nursing, midwifery and other non-medical health professional vacancies

March 2019

3 Mental Health Patient Flow Model



The East Metropolitan Health Service will lead a program of work to implement changes to the mental health patient flow process and support the change process across Health Service Providers

February 2019

6 Employee Survey



A series of annual WA health system staff surveys will be delivered and analysed to measure engagement and drive systemwide staff engagement programs

December 2019

9 Financial Sustainability



Continue to implement a range of measures to achieve financial sustainability for the WA health system

June 2022



1

Whole of Government Targets

Recommendation

The Department of Health should take an active leadership role across the public sector in developing whole of government targets with potential impact for better health outcomes, commencing with childhood obesity.

Action

The Department of Health will engage and collaborate with public sector agencies to develop and monitor indicators relating to curbing the rise of obesity in WA.

Key Milestones

Dec 2018

Map and produce a report on public sector agency policies and programs that align with or complement the Department of Health's obesity prevention agenda

Mar 2019

Develop a set of agreed indicators and a monitoring and reporting framework (in consultation with key public sector agencies and the broader WA health system)

Jun 2019

Establish a senior officers' group to support inter-agency engagement and sharing of information

Progress

Good progress is being made in meeting with key Government agencies to identify policy priorities and activities that are contributing to the health system's obesity prevention and broader preventive health goals. Preparation of a summary report which maps these areas of shared interest is underway.

To create a reporting framework and indicators for obesity prevention, the Department of Health is currently talking with other States and Territories about their approaches to similar frameworks.



Target Completion Date:
June 2019



2 Telehealth

Recommendation

Implement a pilot of the Emergency Telehealth Service Model in at least one other specialty in the country and metropolitan area.

Action

The WA Country Health Service (WACHS) will trial an Acute Telepsychiatry Service, in partnership with a metropolitan Health Service Provider, and evaluate its effectiveness in providing mental health care in areas where access to a mental health clinician is limited.

Key Milestones

Mar 2019

Identify opportunities for partnership and investigate current issues relating to access to mental health clinicians for acute presentations

Apr 2019

Consult key stakeholders, including consumers, and establish a project working group

May 2019

Develop a detailed project plan outlining workforce and infrastructure requirements, and referral pathway

Jun 2019

Implement an Acute Telepsychiatry Service at selected trial sites

Feb 2020

Evaluate outcomes and benefits of the trial and, if found to be effective, consider opportunities for service expansion

Progress

An acute telepsychiatry service will be trialled by WACHS based on the model and success of the Emergency Telehealth Service. Initial discussions and scoping work to pilot this new emergency telepsychiatry service have commenced.

Target Completion Date:
February 2020



3

Mental Health Patient Flow Model

Recommendation

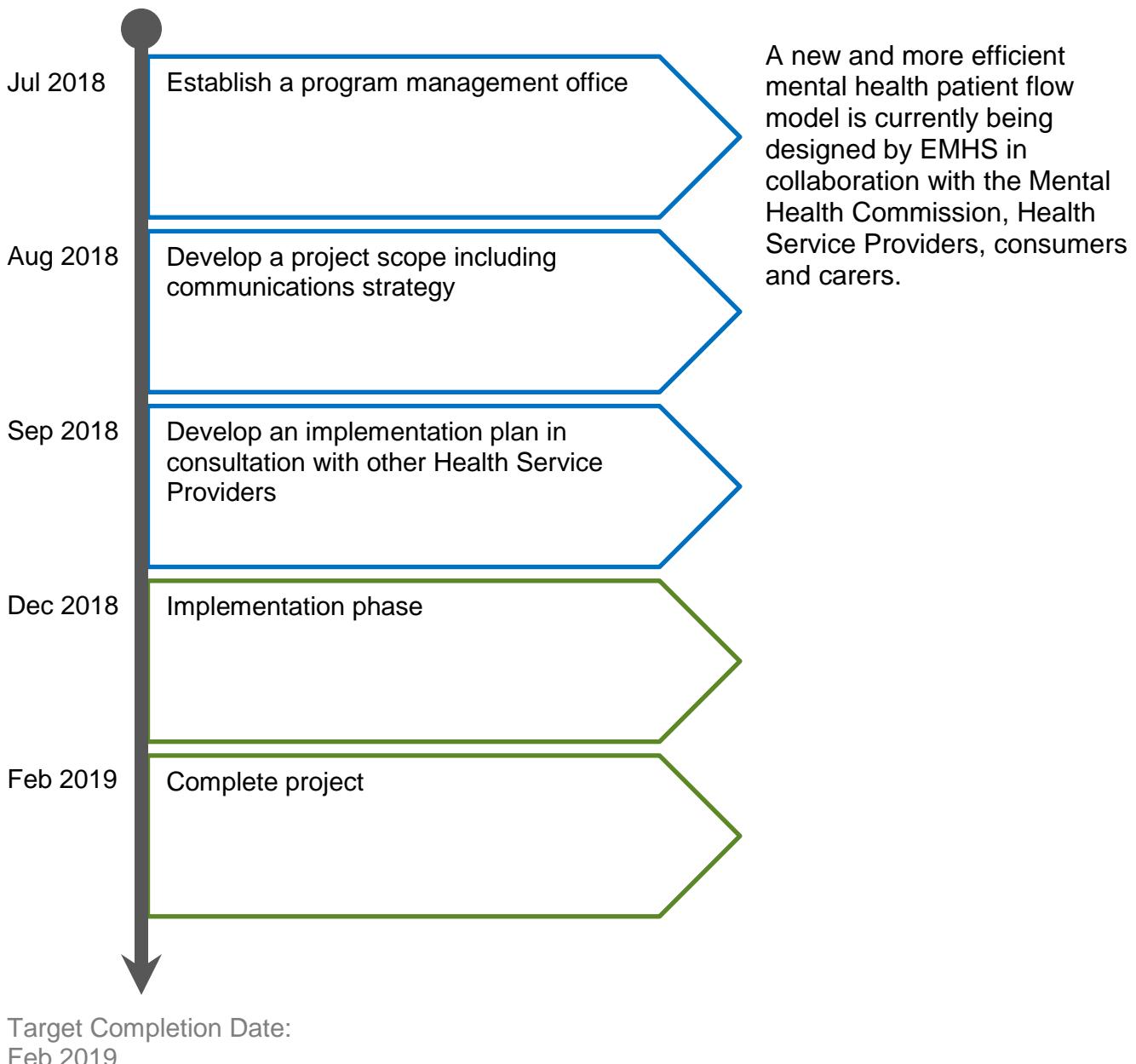
In collaboration with the Mental Health Commission, Department of Health, Health Service Providers, consumers and carers, immediately develop and then implement an effective and contemporary clinical needs-based model that enhances or replaces the current patient flow model across all health services.

Action

The East Metropolitan Health Service (EMHS) will lead a program of work to implement changes to the mental health patient flow process and support the change process across Health Service Providers.

Key Milestones

Progress





4

Mental Health Clinical Governance

Recommendation

Support the immediate review of mental health clinical governance as identified by Professor Hugo Mascie-Taylor in the 2017 *Review of Safety and Quality in the WA health system*.

Action

An independent Review of the Clinical Governance of Public Mental Health Services in WA will be undertaken.

Key Milestones

May 2018 Establish Terms of Reference for the review

Dec 2018 Liaison between the Department of Health, Mental Health Commission and the reviewer to determine funding, project management, research and secretariat requirements for the review

Jun 2019 Completion of review and submission of review report and recommendations to the Minister for Health/Minister for Mental Health

Progress

In response to Professor Hugo Mascie-Taylor's 2017 *Review of Safety and Quality in the WA health system*, the Department of Health and the Mental Health Commission will support an independent Review of the Clinical Governance of Public Mental Health Services in WA (the Review). The Review's Terms of Reference has been developed and initial planning activities are in progress.



Target Completion Date:
July 2019



5

Public Reporting

Recommendation

Identify and report publicly key system quality, safety, financial and performance information at the whole of system and hospital level as a priority; and further progress public reporting down to department and clinician level.

Action

The Department of Health will develop an interactive, dynamic and contemporary web-based reporting platform. The platform will be developed in collaboration with each of the Health Service Providers and will publicly report priority health information by health service, individual hospitals and specialities.

Key Milestones

Nov 2018 Relevant and available information identified and finalised

Feb 2019 Investigation of functionality, structural design and platforms

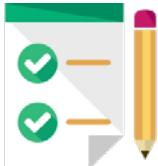
Aug 2019 Site development, testing and establishment of ongoing management and governance

Sep 2019 Site go-live

Progress

The Department of Health has completed an initial analysis of key quality, safety, financial and performance information available for the public health system. The necessary support systems to allow for public reporting of that information, at both whole of system and hospital levels are now being investigated. Elective surgery wait list data is currently available on the WA health system website.

Target Completion Date:
September 2019



6

Employee Survey

Recommendation

Implement a WA health systemwide employee survey process and benchmark findings to inform and drive systemwide staff engagement programs.

Action

A supplier will be engaged to deliver and analyse the results of up to five surveys over a five year period. The surveys will be administered to WA health system employees and will measure employee engagement.

Key Milestones

Progress

Nov 2018	Finalisation of tender process and awarding of contract; consultation and planning meeting with provider; system-wide communications plan and strategies; stakeholder engagement
Feb 2019	Communication to survey participants; Health Service Provider specific survey questions and participant establishment
Mar 2019	First survey opens
Apr 2019	First survey closes
Dec 2019	Survey results are collated and reported; ongoing reporting of 2019 survey results/action plans; 2020 survey preparation and benchmarking

The Department of Health has commenced planning for a systemwide employee survey to help improve staff engagement.

Target Completion Date:
December 2019



7

Data Sharing

Recommendation

Develop and implement innovative approaches to sharing of patient-level data across public/private providers, including a pilot to demonstrate necessary policy and technology approaches, commencing with pathology results, patient discharge information and medical imaging as an initial priority linked directly to work with the expansion of My Health Record.

Action

A trial of a medical data management system for viewing pathology results will be undertaken at Fiona Stanley Hospital (FSH). A project to support the WA health system's contribution to My Health Record has been established. This project will commence publishing of publicly provided diagnostic imaging and pathology reports to patients' My Health Record and enable viewing of My Health Record within existing key clinical applications.

Key Milestones

Dec 2018

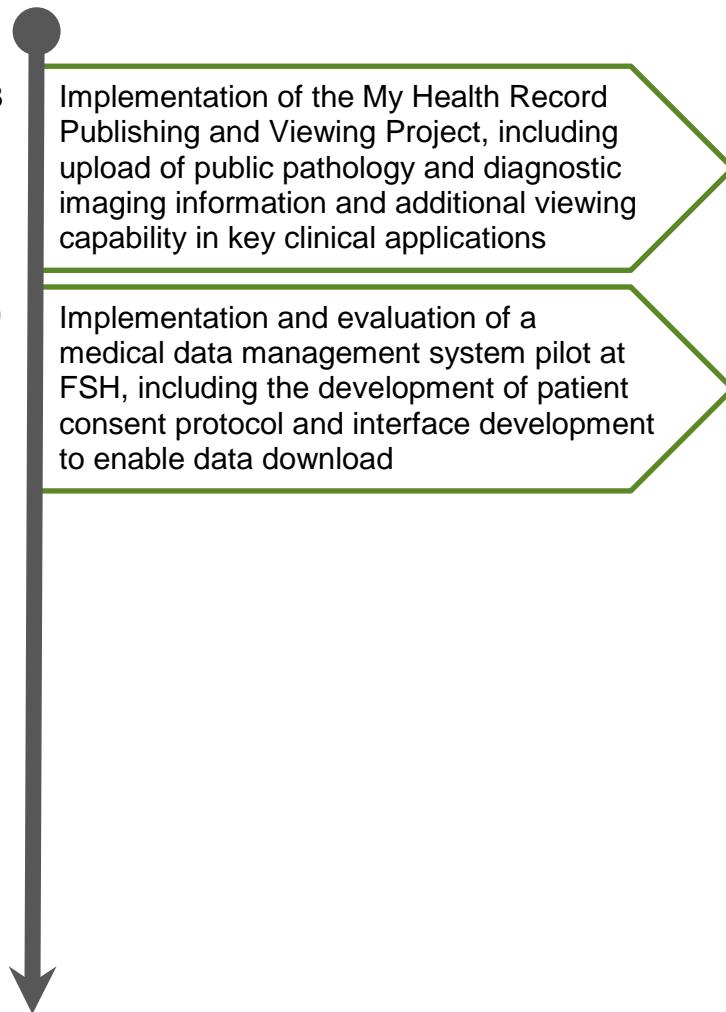
Implementation of the My Health Record Publishing and Viewing Project, including upload of public pathology and diagnostic imaging information and additional viewing capability in key clinical applications

Feb 2019

Implementation and evaluation of a medical data management system pilot at FSH, including the development of patient consent protocol and interface development to enable data download

Progress

To improve sharing of data across public and private health service providers, the Department of Health has been evaluating medical information systems, taking into account linkages to the My Health Record system and issues relating to patient privacy and consent. A system for sharing medical data will be trialled at FSH shortly. The trial will then be evaluated to inform future work.



Target Completion Date:
February 2019



8

Streamlined Recruitment Processes

Recommendation

Cut red tape to hasten the recruitment of staff and reduce unnecessary agency costs. Pilot the broader implementation of a streamlined recruitment process.

Action

A pilot of a novel candidate management and recruitment platform (the 'WACHS Talent Community') will be undertaken in the Pilbara and Kimberley regions. The pilot will aim to address current recruitment issues and will be focussed on filling nursing and midwifery vacancies, and will also include non-medical health professionals.

Key Milestones



Progress

To help make the recruitment of nursing, midwifery and other non-medical staff in the Pilbara and Kimberley regions simpler and faster, WACHS has completed preliminary work on a streamlined recruitment process, and is now working on the use of an electronic recruitment management system (the 'WACHS Talent Community') from which applicants can be quickly contacted to fill fixed term and casual vacancies. This will also help reduce costs and reliance on the use of agency staff.

Target Completion Date:
March 2019



9

Financial Sustainability

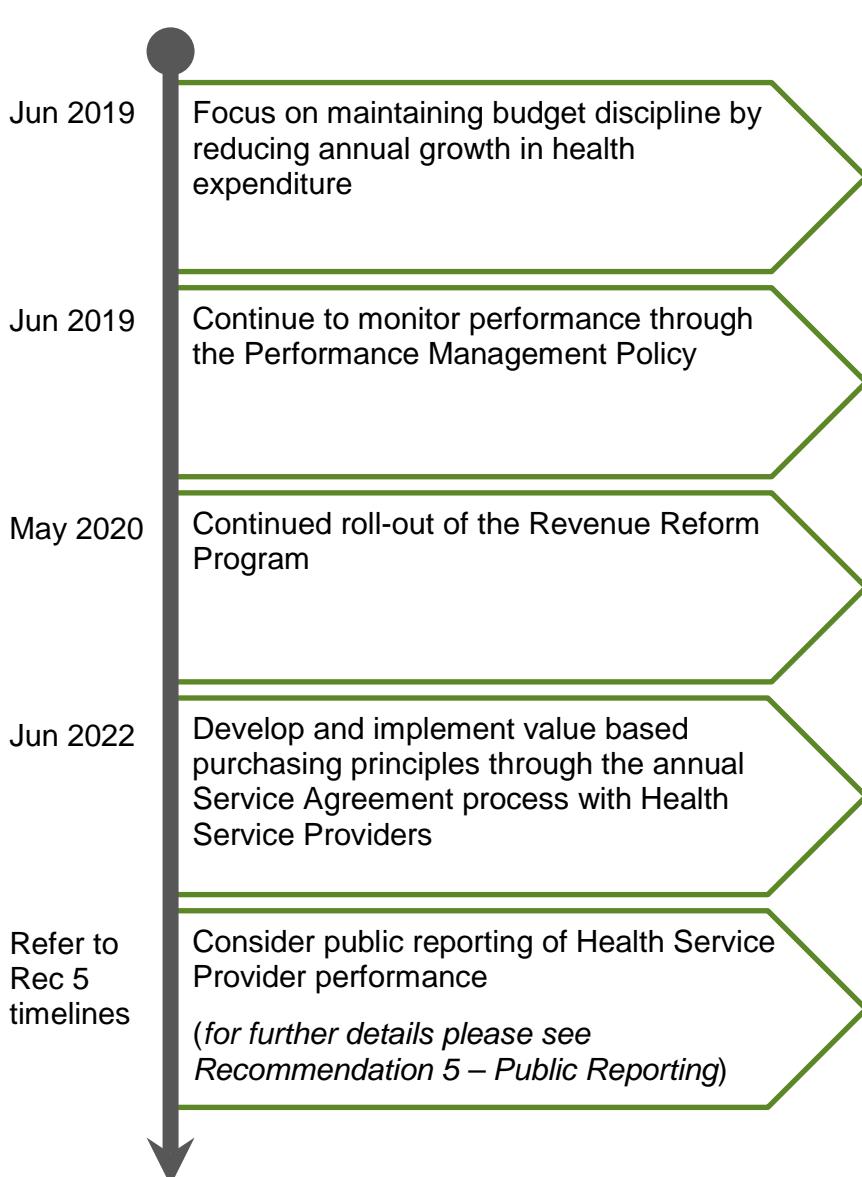
Recommendation

Continue implementation of financial sustainability measures ensuring budgetary transparency and enhanced Health Service Provider funding predictability.

Action

The Department of Health will continue to implement a range of measures to achieve financial sustainability for the WA health system.

Key Milestones



Progress

The Department of Health is continuing to implement several measures to improve the public health system's financial sustainability, and some improvements have already been made. For example, in 2017-18 the health system achieved the lowest expenditure growth rates in over 14 years (2% growth in 2017-18 compared to historical average annual growth of 9% in the last decade).

Target Completion Date:
June 2022

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