

## Public Submission Cover Sheet

Please complete this sheet and submit with any attachments to the Sustainable Health Review Secretariat

### Your Personal Details

*This information will be used only for contacting you in relation to this submission*

<b>Title</b>	Mr <input checked="" type="checkbox"/> Miss <input type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/> Dr <input type="checkbox"/> Other <input type="checkbox"/>
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### Publication of Submissions

*Please note all Public Submissions will be published unless otherwise selected below*

- I do not want my submission published
- I would like my submission to be published but remain anonymous

### Submission Guidance

**You are encouraged to address the following question:**

**In the context of the Sustainable Health Review Terms of Reference listed below, what is needed to develop a more sustainable, patient centred health system in WA?**

- Leveraging existing investment in Primary, Secondary and Tertiary healthcare, as well as new initiatives to improve patient centred service delivery, pathways and transition;
- The mix of services provided across the system, including gaps in service provision, sub-acute, step-down, community and other out-of-hospital services across WA to deliver care in the most appropriate setting and to maximise health outcomes and value to the public;
- Ways to encourage and drive digital innovation, the use of new technology, research and data to support patient centred care and improved performance;
- Opportunities to drive partnerships across sectors and all levels of government to reduce duplication and to deliver integrated and coordinated care;
- Ways to drive improvements in safety and quality for patients, value and financial sustainability, including cost drivers, allocative and technical efficiencies;
- The key enablers of new efficiencies and change, including, research, productivity, teaching and training, culture, leadership development, procurement and improved performance monitoring;
- Any further opportunities concerning patient centred service delivery and the sustainability of the WA health system.

### Submissions Response Field

*Please type your response into the field below. Alternatively you may provide your submissions as a separate attachment (Suggested Maximum 5 pages).*

Please see attachments.

## **1. Ways to improve patient journeys and transitions between services**

The Commonwealth and State approaches to health need to be integrated and coordinated to improve the patient journey across primary, secondary and tertiary settings.

In some instances in Western Australia, state funded health services have planned integrated healthcare across primary (historically, the Divisions of General Practice), secondary and tertiary care settings. Such integration impacts positively on the patient journey and transitions between services.

The WA Primary Health Alliance and WA Health should plan integrated and coordinated health services with the objective of improving the patient journey and facilitating transition between services.

The WA Health Networks can assist the planning of primary, secondary and tertiary health services across the private for profit, community managed and public health sectors.

There have been a number of approaches to planning, such as patient-centred participatory design, as used by Professor Helen Bevan (previously of the Leicester Royal Infirmary, UK) and the Rockingham Health Service in the 1990s that have improved the patient journey across primary care to secondary health services. Such approaches to health service redesign should be actively encouraged to support the development of a sustainable health system.

## **2. Delivery and care in the most appropriate setting**

Western Australians would benefit from an integrated approach to planning for future investment in the primary, secondary and tertiary healthcare systems.

Western Australia covers a large geographical area with significant health inequalities, particularly for Aboriginal people, which require focussed attention.

A particular challenge for Western Australia is that a significant amount of health provision in tertiary hospitals (level 6 hospitals) could be provided at less acute and specialised levels of care (such as level 4 and 5 hospitals, hospital in the home, day hospitals, subacute care, and community services).

Tertiary hospitals should focus on highly specialised tertiary care. To achieve this, greater emphasis is needed on building system capacity in secondary hospitals and in subacute, community/outpatient and primary health services to improve patient flow.

General Practice should be the keystone of a sustainable health system. The out-of-pocket cost for GPs who do not bulk bill is prohibitive for consumers on low incomes. This issue needs attention in order to improve timely access to primary health services and minimise avoidable morbidity and preventable hospitalisations.

## **3. Using Technology, Research and Digital innovation**

Technology can improve health outcomes, particularly for specific populations such as young people.

Electronic health records and online platforms for health information, health directories, and health service evaluation that are in use in other jurisdictions could be utilised in Western Australia. Such facilities could support appropriate synergies in data capture and utilisation for clinical and research purposes across the whole care system.

There are a number of excellent ehealth service models in other states and internationally that the Department of Health WA could review with a view to informing sustainable health service redesign for Western Australians. For example, young people utilise social media and have low rates of face-to-face service utilisation. WA Health could vastly improve its use of contemporary ehealth technology and platforms such as social media to improve health outcomes in young people.

Patient-focused research needs to be a standard component of service provision and have dedicated funds allocated apart from the present grants system. Dedicating an estimated 0.5% of the health budget to research and clinical evaluation would greatly improve the evidence base for the efficacy and sustainability of services provided to the population of Western Australia.

#### 4. Opportunities for partnerships across all sectors and levels of government

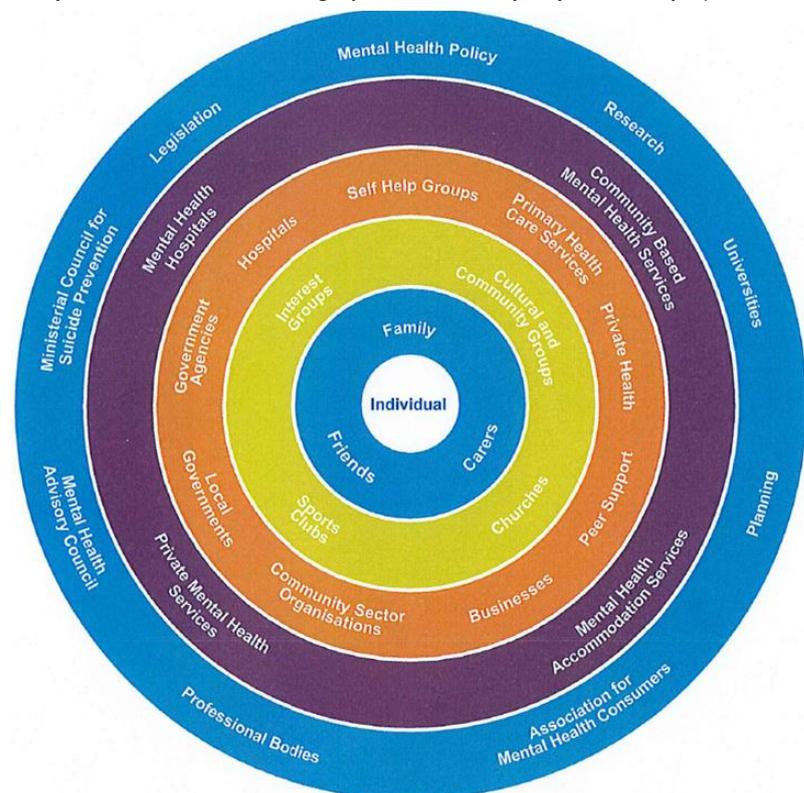
There are a number of partnerships that are essential in providing a sustainable health system and improving the health outcomes of Western Australians.

Cross government and cross sector planning is required to maximise health services and reduce duplication. For example, there are a number of people with complex and severe mental illness who experience improved health outcomes as a result of partnerships between health, housing, employment and educational agencies (illustrated in Figure 1).

The Western Australia Primary Health Alliance and WA Health could work together to improve metropolitan and regional health service planning for Western Australians.

The most critical partnership is with health consumers to ensure they have access to appropriate health care when required.

Figure 1: Ecomap of supports and services potentially available to people experiencing mental health problems and/or mental illness (from the WA Mental Health Strategic Policy, Mental Health 2020: Making it personal and everybody's business, p. 7).



#### 5. Driving improvements in Safety and Quality

WA Health has a range of services ranging from exemplar programs with international reputation to services that are not contemporary.

In some instances, an over-focus on local concerns to the exclusion of broader systemic considerations has driven adherence to the “status quo” in WA Health. As a consequence, opportunities for implementing innovations and improvements in health service delivery have been lost.

Benchmarking WA Health services against high performing national and international services could be highly beneficial for WA Health. Excellent services already in existence could be scaled up in service capacity or replicated to increase geographical coverage.

WA Health would benefit from reviewing key learnings from high performing sectors, such as the aircraft industry and high performing sports, to inform systemic approaches to driving significant improvements in service safety and quality.

A strategic approach to staff training can achieve significant improvements in health service provision.

The needs of patients and their families/carers must be the primary focus for improvements in service safety and quality.

## **6. Maximising health outcomes and financial sustainability**

### ***Integration between WA Health and the WA Primary Health Alliance***

The Child and Adolescent Health Service and East Metropolitan Health Service boards should be abolished and their services integrated within the remaining three Health Boards. This would achieve significant financial savings and improve capacity for integrated health care planning and service provision for Western Australia.

WA Health services should be aligned with the WA Primary Health Alliance to improve integrated planning and service provision through the remaining three Health Boards.

### ***Royal Perth Hospital***

The 'Reid Report' (A Healthy Future for Western Australians: Report of the Health Reform Committee, March 2004) focussed on improving Aboriginal health, improving community health and mental health services to reduce pressure on acute inpatient services and building capacity for less specialised (Level 4 and 5) hospital services. The plan was to have two major tertiary hospitals with capacity to provide Level 6 hospital services (one for the north and one for the south metropolitan regions).

Plans for the development of Fiona Stanley Hospital were predicated on the closure of Royal Perth Hospital. The retention of Royal Perth Hospital as a tertiary hospital has resulted in significant financial pressure on the WA Health system. Royal Perth Hospital should be either decommissioned or become a small inner city hospital servicing an inner city emergency department. This strategy would result in significant health savings.

### ***Dedicated youth stream***

All Western Australian health services should be reviewed to ensure they provide high quality care and health outcomes for the population they serve. There are significant populations, such as young people, who need particular attention. The Youth Mental Health Sub Network Report to the Mental Health Advisory Council should be fully implemented (Appendix 1).

The mental health outcomes of Western Australian youth would benefit from the dedicated youth stream for mental health, alcohol and other drug services as outlined in the Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025. Significant improvements in health outcomes for young people would be achieved through dedicated youth services that do not have barriers to access and that enable treatment of youth in areas separate from adults and children as recommended

in the 'Stokes Review' (Review of the admission or referral to and the discharge and transfer practices of public mental health facilities/services in Western Australia, July 2012).