Government of **Western Australia**
Department of **Health**

Sustainable
Health
Review

Sustainable Health Review

Outcomes, success and social impact

Health Consumers Council – Consumer workshop
19 October 2020

health.wa.gov.au

Contents

1. The Sustainable Health Review

The [Sustainable Health Review](#) will guide the direction of the WA health system to deliver patient-first, innovative and financially sustainable care.

Extracts from the Sustainable Health Review (SHR) Final Report:

"Western Australians expect to shape the health and wellbeing of the system they will potentially rely upon."

"The expectations of people using health services and their carers are changing. They want their views sought and respected. They want more knowledge about their health and the means to improve it, and to have both quality in life and dignity in death."

"Sustainability can only be achieved by a strong and enduring systemwide focus driven at a local level. The makings of a more sustainable health and social care system in WA are already emerging through the voices of the people receiving and providing care in and around the system."

"Consumer and carer engagement through partnership is recognised as the most effective and enduring catalyst for sustainable change"

Shaping a more sustainable health system

2. Sustainability of the health system

The Quadruple Aim of Healthcare is the anchor for sustainability and is organised around four pillars. Achieving these pillars requires the support of genuine partnerships with communities to shift the system.

Patient experience

- People have choices and care options.
- Care is inclusive for all people.
- People are accessing information and services through technology to suit their needs.
- Consumers, carers and health providers are partners in team based approaches to health and wellbeing.
- Patient experience and feedback shapes services and holds providers accountable.

Quality, Safety and population health

- Physically and mentally healthy Western Australians with a high quality of life.
- Inequity and inequality are reduced and the health and wellbeing of all Western Australians improved.
- The public health system provides safe, high quality care that achieves world-best standards.

Staff Engagement

- Health system staff are valued and respected for their expertise, contribution, and dedication.
- There is a strong identity and culture of innovation and continuous improvement to support sustainability.
- Training and education ensure a highly skilled, digitally ready workforce.
- The health system is transparent and collaborative, open and accountable.

Cost and Waste Reduction

- The health system 'lives within its means' so other essential services are not adversely impacted.
- The health system eliminates duplication, reduces waste, and minimises its environmental footprint.

3. The sustainability challenge is a 10 year journey

There are 8 Enduring Strategies and 30 Recommendations that will shift the health system from a reactive hospital-based system to one with a strong focus on prevention, with access to services at home and in the community through technology and innovation.

1 Commit and collaborate to address major public health issues
Recommendations
1–5

2 Improve mental health outcomes
Recommendations
6–7

3 Great beginnings and a dignified end of life
Recommendations
8–9

4 Person-centred, equitable, seamless access
Recommendations
10–15

5 Drive safety, quality, and value through transparency, funding and planning
Recommendations
16–20

6 Invest in digital healthcare and use data wisely
Recommendations
21–22

7 Culture and workforce to support new models of care
Recommendations
23–27

8 Innovate for sustainability
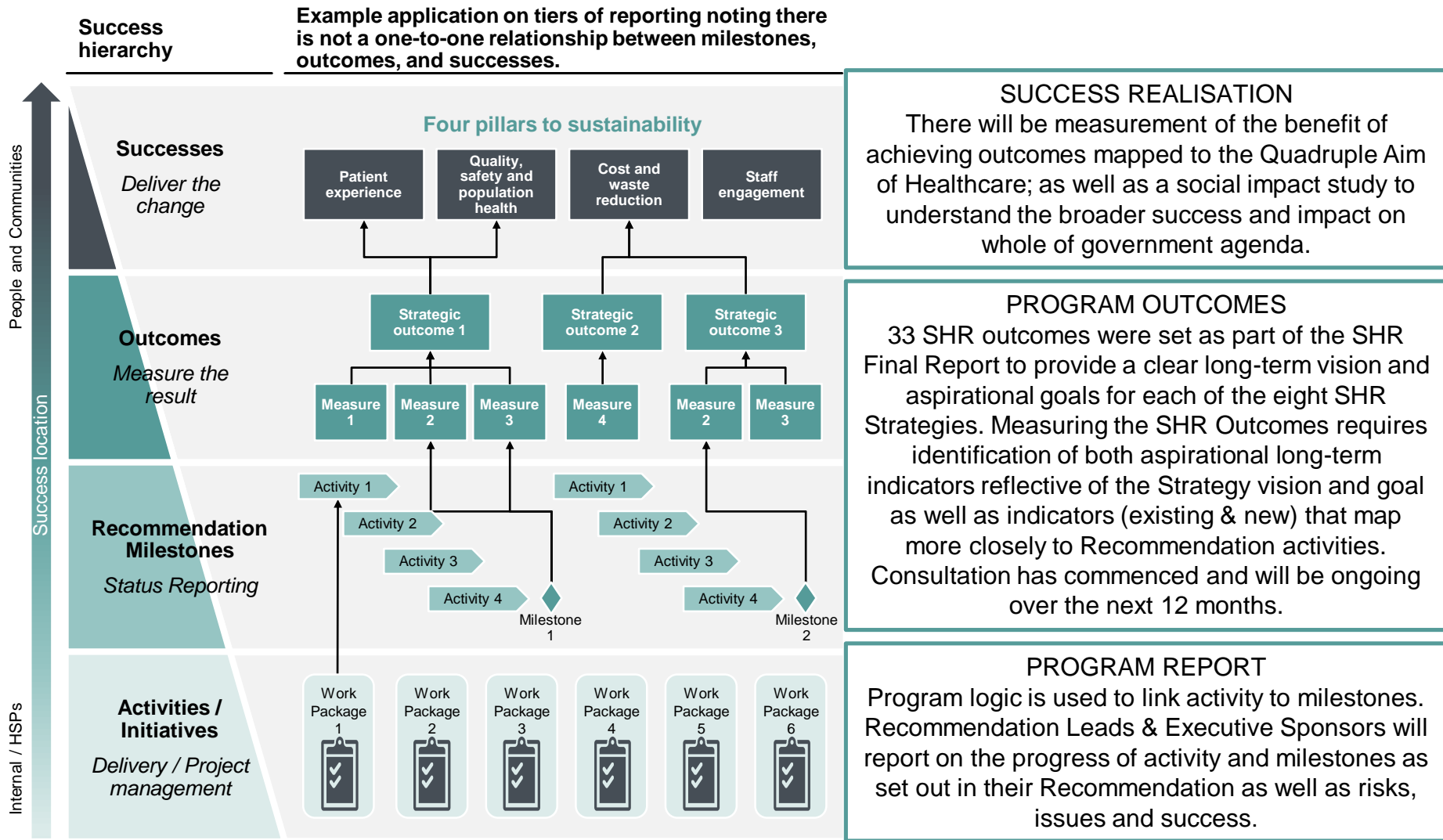Recommendations
28–29

4. Outcomes that focus on improving health and wellbeing

For success good health outcomes require the WA health system, partners and the community to work together bound by agreed outcomes.

Enduring Strategies 1-4	Outcomes	Enduring Strategies 5-8	Outcomes
1 - Commit and collaborate to address major public health issues	1. Population health outcomes improved for all 2. Obesity and harmful alcohol use reduced 3. Inequity reduced 4. Services are responsive to people's needs 5. An environmentally responsible health sector	**5 - Drive safety, quality and value through transparency, funding and planning**	19. People receive high value services 20. Funding system rewards high value care 21. Access to primary care and aged care increased 22. Health system is accountable 23. Health system capacity meets community needs
2 - Improve mental health outcomes	6. Improved mental and physical health outcomes 7. Care is person-centred and responsive 8. Connected and visible care pathways 9. People know where to go to access support	**6 - Invest in digital healthcare and use data wisely**	24. Enhanced clinical engagement with data and technology improving patient outcomes 25. Digitally enabled health services with care better coordinated 26. Accountability is increased
3 - Great beginnings and a dignified end of life	10. Children receive the best start to life 11. Early intervention where it is needed most 12. People choose the services they receive and where they die 13. People experience a dignified end of life	**7 - Culture and workforce to support new models of care**	27. Health workers' skills and capabilities are fully utilised 28. Workforce planning guides future investment 29. Community need shapes the health workforce training pipeline 30. Staff are engaged, empowered and productive
4 - Person-centred, equitable, seamless access	14. People are cared for in the most appropriate setting 15. Patient experience and quality of life is improved through integrated care 16. Hospital readmissions are reduced 17. Patients receive care closer to or at home 18. People's data follows them on their journey	**8 - Innovate for sustainability**	31. Innovation and experimentation in health care delivery 32. Research agenda responds to health system needs 33. Research translation improves patient care and outcomes

5. Metrics and transparency drive change.

"You cannot improve what you do not measure or fully understand."

Success hierarchy

Example application on tiers of reporting noting there is not a one-to-one relationship between milestones, outcomes, and successes.

People and Communities → Internal / HSPs (Success location)

Successes
Deliver the change

Four pillars to sustainability

Patient experience | Quality, safety and population health | Cost and waste reduction | Staff engagement

Outcomes
Measure the result

Strategic outcome 1 | Strategic outcome 2 | Strategic outcome 3

Measure 1 | Measure 2 | Measure 3 | Measure 4 | Measure 2 | Measure 3

Recommendation Milestones
Status Reporting

Activity 1 | Activity 2 | Activity 3 | Activity 4 — Milestone 1
Activity 1 | Activity 2 | Activity 3 | Activity 4 — Milestone 2

Activities / Initiatives
Delivery / Project management

Work Package 1 | Work Package 2 | Work Package 3 | Work Package 4 | Work Package 5 | Work Package 6

SUCCESS REALISATION
There will be measurement of the benefit of achieving outcomes mapped to the Quadruple Aim of Healthcare; as well as a social impact study to understand the broader success and impact on whole of government agenda.

PROGRAM OUTCOMES
33 SHR outcomes were set as part of the SHR Final Report to provide a clear long-term vision and aspirational goals for each of the eight SHR Strategies. Measuring the SHR Outcomes requires identification of both aspirational long-term indicators reflective of the Strategy vision and goal as well as indicators (existing & new) that map more closely to Recommendation activities. Consultation has commenced and will be ongoing over the next 12 months.

PROGRAM REPORT
Program logic is used to link activity to milestones. Recommendation Leads & Executive Sponsors will report on the progress of activity and milestones as set out in their Recommendation as well as risks, issues and success.

6. The journey so far

Metrics should be developed in partnership and be flexible, evidence-based, easily understood, end-user driven and transparent.

Measuring SHR Outcomes	• Measuring the SHR Outcomes requires identification of both aspirational long-term indicators reflective of the SHR Enduring Strategy vision and goal. • The Department of Health commissioned foundational work on how to measure the 33 SHR Outcomes. A suite of 131 indicators have been recommended. • Additional work is required to develop the full suite of 131 indicators. This will occur over a 12 month period. • Right now we are now ready to involve consumers in discussions about the outcome indicators that are most meaningful and important to health consumers and carers.
Demonstrating success	• Program success will be considered through the lens of the Quadruple Aim of Healthcare, and through broader measures for social impact. • Critical success factors need to be explored for each of these elements. • Through the discussions we are also keen to hear back from health consumers and carers on the critical success factors that are most meaningful and important to them.

Question 1	Would you like to participate in deeper discussions on the 33 SHR Outcomes and 131 indicators, if yes how?
Question 2	Hearing back from you on the 33 SHR Outcomes may take several discussions. Are you comfortable with that? How can we maximise your energy and time?
Call to action	If you would like to participate in deeper discussions, please email SHISU@health.wa.gov.au