



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



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Health for...

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Independent Governance Review of the Health Services Act 2016

The Minister for Health has appointed an expert panel to conduct an independent governance review of the [Health Services Act 2016](#) (the Act) ([external site](#)).

Independent Governance Review – HCC information session

APRIL 2022

CLARE MULLEN, DEPUTY DIRECTOR



Acknowledgement of Country



Source: Snapshots by Narelle Henry

We acknowledge that we are meeting on the traditional country of the Whadjuk people of the Noongar Nation and pay respect to Elders past, present and emerging. We acknowledge that they have occupied and cared for this country over countless generations and we celebrate their continuing contribution to the life of this region.



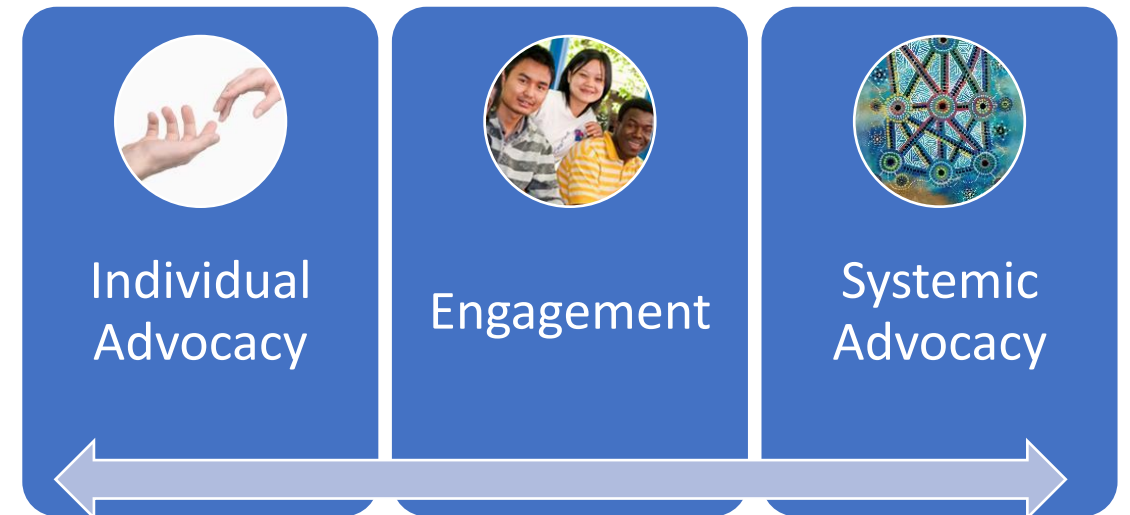
HEALTH CONSUMERS' COUNCIL

Vision

Equitable, person-centred, quality healthcare for all West Australians.

Purpose

To increase the capacity of all people to influence the future direction of health care and to make informed choices.



Today's session

Aims

- To raise awareness of the Review and how to have your say
- Highlight some background information that might be helpful
- To encourage you to make a submission or complete the survey if you wish
- Create a forum where consumers/community members can ask questions about the Review

Please note!

This information session has been initiated by Health Consumers' Council to try to demystify this Review and encourage submissions. This is not a communication that has been approved by the WA Department of Health, or the Review team.



Independent Governance Review of Health Services Act

- Statutory review of Health Services Act 2016
- Terms of reference include:
 - the culture of health service providers from the perspective of consumers and carers, staff and the community
 - the system's ability to manage, plan and implement key health reforms...
 - the system's ability to respond to emergency situations

<https://ww2.health.wa.gov.au/About-us/Department-of-Health/Independent-Governance-Review-of-the-Health-Services-Act-2016>



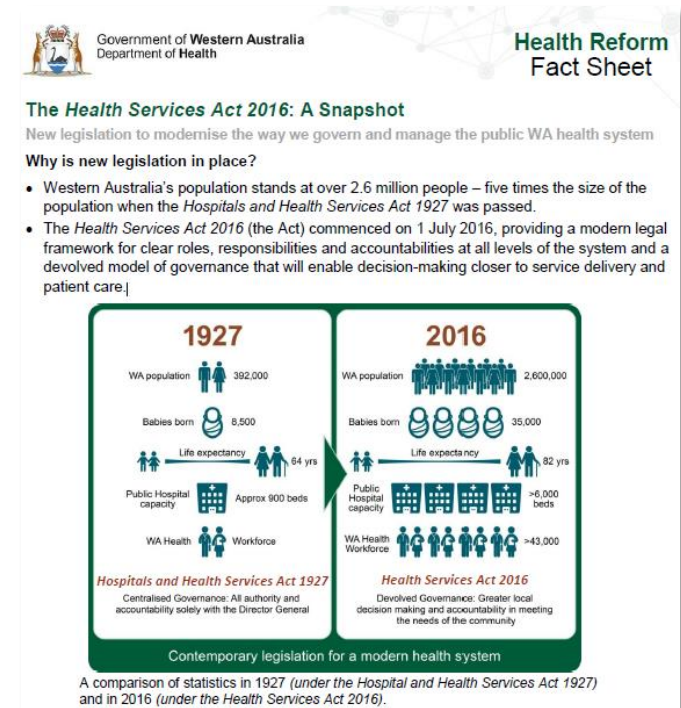


Two ways to have your say – by 6 May!

- Complete the survey <https://consultation.health.wa.gov.au/sgd-governance-system-support-directorate/independent-governance-review-survey>
 - Provide your feedback on review's focusing areas including: mental health, prevention and care in the community, patient and staff experience, roles and responsibilities and health system performance and emergency management
 - and/or...
 - Provide open comment about current governance arrangements.
- Upload a Submission on behalf of yourself and/or your organisation: <https://consultation.health.wa.gov.au/sgd-governance-system-support-directorate/independent-governance-review-submission-portal>

Background to the review – Health Services Act 2016

- “The Health Services Act 2016 (the Act) commenced on 1 July 2016, providing a modern legal framework for clear roles, responsibilities and accountabilities at all levels of the system and a devolved model of governance that will enable decision-making closer to service delivery and patient care.”
- See <https://ww2.health.wa.gov.au/Improving-WA-Health/Health-reform> for more details
- Including this fact sheet “The Health Services Act 2016 – A Snapshot:
<https://ww2.health.wa.gov.au/~media/Files/Corporate/general-documents/Health-Reform/Fact-Sheet---The-Health-Services-Act-2016---Snapshot.pdf>



Key features of the Act

The Act supports WA Health's vision to deliver a safe, high quality, sustainable health system for all Western Australians including:

- to **promote and protect the health status** of Western Australians
- to identify and respond to opportunities to **reduce inequities** in the health status
- to provide access to **safe, high quality, evidence-based health services**
- to promote a **patient-centred continuum of care** in the provision of health services
- to coordinate the provision of an **integrated system** of health services and health policies
- to promote **effectiveness, efficiency and innovation** in the **provision of health services and teaching, training, research and other services** within the available resources
- to **engage and support the health workforce** in the planning and provision of health services and teaching, training, research and other services.



“The Act defines clear roles, responsibilities and accountabilities across public WA health system”

- Department of Health, led by the Director General (DG), established as the **System Manager**
 - overall management, performance and strategic direction of WA Health
 - Director General issues **binding policy frameworks**, and enters into **service agreements** with health service providers
 - ensure the ongoing performance of all aspects of the WA Health
- Health Services established as **health service providers** (HSPs)
 - separate, board-governed statutory authorities
 - legally responsible and accountable for the delivery of health services for their local areas and communities
- Health Support Services (HSS) established as a health service provider
- Health Services and Health Support Services are separate employing authorities
- The DG and each HSP are legally required to enter into **Service Agreements** that set out the services to be delivered. These agreements establish a health service provider’s budget, performance measures and operational targets. (See them online <https://ww2.health.wa.gov.au/About-us/Service-agreements>)
- **Mental Health Commission** purchases mental health, alcohol and other drug services from the WA public health system.
- Other features of the Act include provisions to **safely and effectively share information** across WA Health for better care, and a consistent, transparent and equitable approach to staff performance consistent with public sector standards.

From: <https://ww2.health.wa.gov.au/~media/Files/Corporate/general-documents/Health-Reform/Fact-Sheet---The-Health-Services-Act-2016---Snapshot.pdf>



Terms of reference of the Review

- the **efficiency and effectiveness** of the **devolved governance structure**, the System Manager and Board-led Health Service Providers (HSPs)
- **the impact of the current governance structure on the culture of HSPs from the perspective of consumers and carers, staff and the community**
- whether the System Manager's role in planning and commissioning services and ensuring accountability is adequately enabled through existing mechanisms, such as mandatory policies, directions and Service Agreements
- whether the System Manager and the HSPs are fulfilling their respective roles as originally envisaged, including whether the System Manager is exercising available authority under the existing structure and the HSPs are responding accordingly
- **the system's ability to manage, plan and implement key health reforms and workforce requirements**
- **the system's ability to respond to emergency situations**
- any other related matters.

Context: Health system and services in WA

WA Health (state)

- Department of Health
- Five Health Service Providers (HSPs) covering multiple hospitals, sites and services
 - East Metro
 - North Metro
 - South Metro
 - WA Country Health Service
 - Child and Adolescent Health Service
- PathWest

Mental Health (state)

- Mental Health Commission
- Office of the Chief Psychiatrist

Primary care (Commonwealth)

- General Practices
- Allied health – physio, podiatrist, dentist etc
- Some mental health and AOD services
- Aboriginal Community Controlled Health Services
- WA Primary Health Alliance – commissions services

Community services (various)

- Non-government organisations (360 Health and Community, Ruah, Richmond Wellbeing, Silver Chain etc)

Other health

- Commonwealth Department of Health
- Australian Commission on Safety and Quality in Healthcare
- Australian Digital Health Agency
- Private hospitals

Other related services (various)

- Universities – training and research
- Aged care services
- National Disability Insurance Scheme and disability service providers

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- General Practices
- Allied health

It's complicated!

Community services (various)

- Non-government organisations (360 Health and Community, Ruah, Richmond Wellbeing, Silver Chain etc)

Other health

Health Department of
Commission on Safety
healthcare
Health Agency

Other related services (various)

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Health as a complex adaptive system

- Although some of the components of a health care organization may function as a simple or complicated system where interventions would yield the expected results, **many parts of it function as complex systems** within the organization.
- As such, it is not always possible to predict changes or the effects of interventions on these systems due to their complex nature. **Appreciation of the complex nature of health care systems and characteristics of these complex systems and their networks are necessary to manage health care organizations and changes in health care.**

> Health Care Manag (Frederick). Jan/Mar 2020;39(1):18-23. doi: 10.1097/HCM.0000000000000284.

Health Care Organizations as Complex Adaptive Systems

Savithiri Ratnapalan¹, Daniel Lang

Affiliations + expand

PMID: 31876589 DOI: 10.1097/HCM.0000000000000284

<https://pubmed.ncbi.nlm.nih.gov/31876589/>



Health as a complex adaptive system

- “‘Individual needs’, ‘localization’, ‘integrated care’, ‘partnership working’ and ‘equity’ are all key words in the current health policy rhetoric. They are highly desirable goals which will **require far more attention to whole system thinking** than has been the case so far. Change programmes, as currently configured, will find it hard to overcome **the contradiction between expectations for whole system reform and the current practice of operationalizing change uniquely through local, independent, performance metric targets.**
- While the theory of complex systems is appealing for understanding the behaviour of health care systems, the way it is usually used misses the important notion of scale. Currently numerous uncoordinated, parallel performance targets are introduced. **This may well achieve ‘whole system’ changes but in reality this is only at a ‘whole subsystem’ level.** It is essential that a clearer differentiation between targets for system behaviour and targets as performance monitoring is made.

Article PDF Available

Complexity and Whole-System Change Programmes

April 2010 · *Journal of Health Services Research & Policy* 15
Suppl 2(suppl 2):19-25

DOI: [10.1258/jhsrp.2009.009097](https://doi.org/10.1258/jhsrp.2009.009097)

Source · [PubMed](#)

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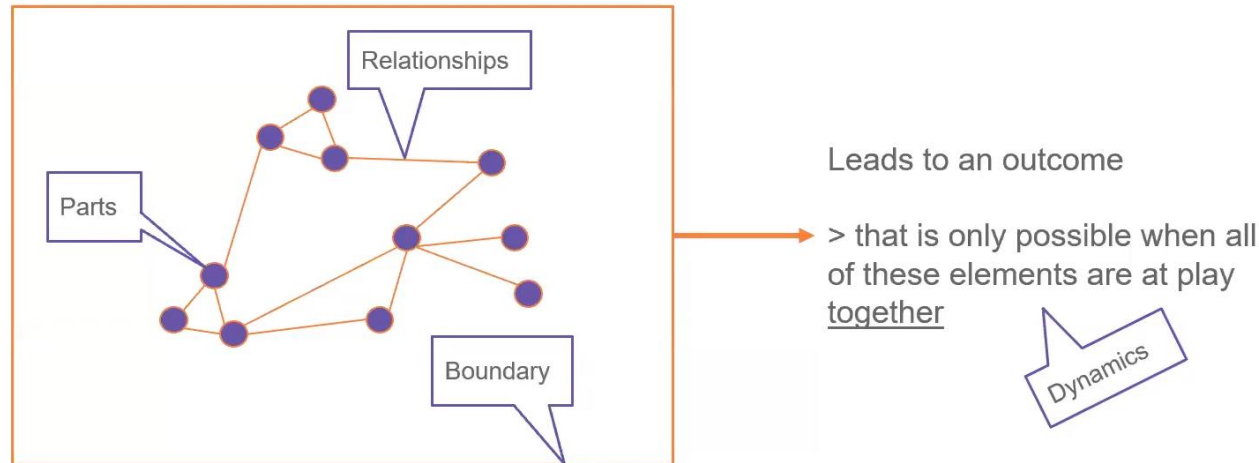
James G Barlow
Imperial College London

https://www.researchgate.net/publication/51442840_Complexity_and_Whole-System_Change_Programmes



Systems thinking

Systems thinking is a way to see the system



"a style of thinking that attends as much to the connections between things as to the things themselves, and to the connections between things and their wider context, and looks at things and their connections from more than one perspective."

<https://youtu.be/rUAKU2IewoA>

Policy and system issues

- Sustainable Health Review
- Review of Safety and Quality in the WA health system (Hugo Mascie-Taylor)
- Healthy Weight Action Plan
- Safety and Quality Health Service Standards
- Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015 -2025
- Western Australian Mental Health, Alcohol and Other Drug Workforce Strategic Framework 2019-2025
- Complaints and consumer feedback
- Health literacy
- Consent to treatment – pelvic mesh and other devices
- Climate change, health and sustainability
- Community-led health
- Social prescribing
- Digital health
- Others...
- And... COVID readiness!

Sustainable Health Review On A Page



8 Enduring Strategies, 30 recommendations



Sustainable Health Review



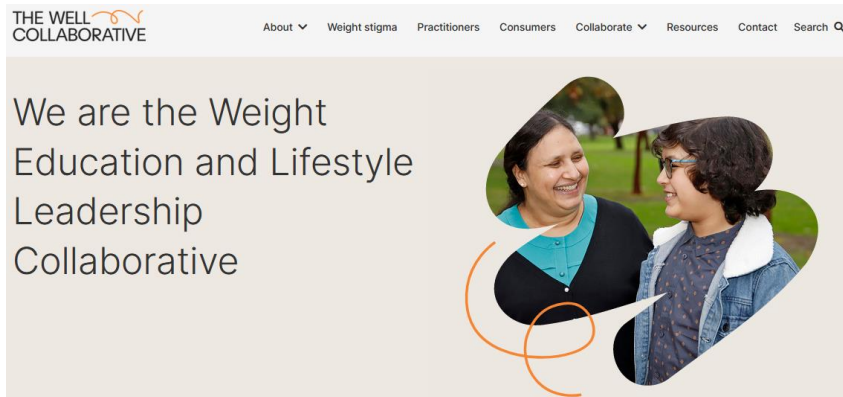
Enduring Strategy 1 - Commit and collaborate to address major public health issues



Recommendation Four:

Commit to new approaches to support citizen and community partnership in the design, delivery and evaluation of sustainable health and social care services and reported outcomes.

[Six priorities for implementation](#) on pages 54-55 of the report



The WELL Collaborative

- Weight Education and Lifestyle Leadership
- Community advisory group and involvement opportunities
- Join the mailing list www.thewellcollaborative.org.au
- Join the private consumer Facebook group <https://www.facebook.com/groups/PartnersinChangeHCCWA>
- HCC coordinating the backbone function for 2 years
- Keen to explore how to spark and connect communities looking at local community-led health activities



Other jurisdictions - NSW

Pillar Organisations

Agency for Clinical Innovation (ACI)

- Agency for Clinical Innovation is a board-governed statutory health corporation responsible for reviewing clinical variation and supporting clinical networks in clinical guideline/pathway development with encouragement toward standardised clinical approaches based on best evidence. The Agency for Clinical Innovation works with clinicians, consumers and managers to design and promote better healthcare for NSW.

Clinical Excellence Commission (CEC)

- Clinical Excellence Commission is a board-governed statutory health corporation, responsible for leading safety and quality improvement in the NSW public health system. It was established in 2004 to reduce adverse events in public hospitals, support improvements in transparency and review of these events in the health system and promote improved clinical care, safety and quality in health services across NSW.

<https://www.health.nsw.gov.au/about/nswhealth/Pages/structure.aspx>

And...

- Bureau of Health Information (BHI)
- Cancer Institute NSW
- Health Education and Training Institute (HETI)



Other jurisdictions

Queensland

- **Clinical Excellence Queensland**
 - Partnering with health services, clinicians and consumers to create solutions for better healthcare.
 - <https://clinicaexcellence.qld.gov.au/>
- **Health and Wellbeing Queensland**
 - Making healthy happen
 - “Through partnering we're turning skills, will and resources into preventive health action and policy.”
 - <https://hw.qld.gov.au/>

<https://www.health.qld.gov.au/system-governance/health-system/managing/org-structure>

Victoria

- **Vic Health**
 - “We aim to create a Victoria where everyone can enjoy better health and wellbeing.”
 - <https://www.vichealth.vic.gov.au/>

Consumer involvement opportunities

- Community or Consumer Advisory Councils (CACs)
- Consumer or community advisory groups (CAGs)
- District Health Advisory Councils (DHACs)
- Aboriginal Health Advisory Councils or Groups
- Aboriginal Health Community Advisory Groups
- Community Engagement Committee (WAPHA)
- Lived Experience Advisory Group (LEAG)
- Working groups and committees
- Consultations: surveys and focus groups
- Peer workers/peer support workers – mental health services
- Board members - some Health Services
- Non-government organisations
- National opportunities
 - Register at Consumers Health Forum for updates on committees and consultations
<https://chf.org.au/>
 - Australia's Health Panel
<https://chf.org.au/australias-health-panel-0>



Two ways to have your say – by 6 May!

- Complete the survey
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Consumer consultation sessions

- Details to be confirmed
- Possibly 4 May – afternoon and early evening

Any questions?

