

Vision of WestBay Primary Care Partnership

People in WestBay's catchment, no matter their age, gender or cultural background will have increased opportunities to lead a healthy lifestyle and a range of ways to input into how and what primary care services are delivered.

Primary care providers in the catchment will be responsive and inclusive in their approach and will work in partnership with each other and the community to make sure the primary care service system is well planned and coordinated.

Executive Summary

Westbay has met its goal of providing a Community Health Plan within the timelines, but we know it's still a work in progress. An enhanced edition will be complete in August and a version developed specifically for consumers and carers will be developed later in the year. Nevertheless, we are proud of our achievements to date, and look forward to moving on to implementation in the coming year.

Perhaps one of the most fundamental achievements has been the rebuilding of collaborative relationships between agencies. The traditional cooperative and supportive relationships between human service agencies, once renowned in the disadvantaged west, were a struggle to maintain during the era of highly competitive processes. The PCP Strategy, and the commitment of local primary care providers, has enabled the rebuilding of trust, confidence and cooperation between key agencies. This is an important step in the development of sustainable improvements to the service system and therefore the health and well-being of our community.

A number of achievements stand out. The coordination and good will that went into the cross alliance projects has been well rewarded. Consumer Charter and Engagement, Service Coordination and Planning frameworks are huge achievements that have been developed in the region to ensure consistency for consumers and providers alike. The local WestBay projects that ran alongside these developments helped ensure local responsiveness and practical outcomes for all concerned. A snapshot of the key findings for each area is listed below, followed overleaf by a description of the key achievements and the strategies to be implemented in the coming year.

Partnerships

We recognise that an essential element of successfully reaching our goals is change management in the individual member agencies. This requires leadership, resourcing, capacity building and communication. The importance of developing the primary care workforce in these areas cannot be underestimated. It is our belief that workforce development needs be added to the outcome areas of the Primary Care Partnership Strategy, as this would both symbolise its importance and also provide a coordinating mechanism for the various Program areas within DHS. It would also assist in the coordination of the rollout of workforce development strategies.

Service Coordination

We have had unprecedented cooperation in the move from informal arrangements to formal agreements and the development of a shared vision in the form of a model. Our five year strategic plan combines the BATS and IM initiatives and provides a firm basis on which to proceed. Agencies are looking for *action* in 2001/2002 - the PCP needs the resources to develop practical solutions and recognisable improvement in the next 12 months to maintain the momentum

Planning

The PCP Strategy generally, and the notion of Integrated Service Planning in particular, has made it possible to break new ground in developing a common understanding of the needs of our community at a regional, subregional and, eventually, at a local level. The continued success of this work will require a reorientation of data collection from the standard accountability requirements to incorporate the new emphasis on planning.

Key Achievements and Future Strategies — Partnership Area

Since being funded in April:

- the WestBay Alliance has employed an Alliance Manager
- reviewed its MOU
- developed policies and procedures for effective project management,
- built a structure for participation at different levels
- recruited affiliate members,
- established the cross alliance agreement
- participated in the development of a cross alliance consumer charter and engagement strategy
- undertaken a survey of current consumer participation strategies in member agencies,
- begun the development of a local consumer engagement strategy
- developed a GP engagement Strategy, sought to engage local MPs and established contact with other key networks in the West
- developed the following strategies (in table below) to guide implementation 2001/2002.

General	<ul style="list-style-type: none"> • Develop and launch a consumer friendly version of the community health plan • Continue regular planning and evaluation • Encourage individual member agencies to adopt develop and implement change management strategies
Consumer Engagement	<ul style="list-style-type: none"> • The building of skills and resources on the part of consumers to successfully engage with agencies and services • The building of skills and resources on the part of agencies and services to successfully engage with consumers • The building of commitment on the part of services and consumers to the engagement with each other. • The development of representative structures and processes to ensure active working involvement with consumer, carer and community representatives
GP Engagement	<ul style="list-style-type: none"> • Regular PCP contributions in Division newsletters, including from GPs participating in PCP projects • GP Change agent recruitment and involvement in core PCP projects • Include PCP activities in CME programs • Web based service directory • Increase EPC Utilisation Project
Service Linkage	<ul style="list-style-type: none"> • Identifying agencies and networks of agencies providing primary care services • Establishing contact with key agency networks in the west in the areas of education, welfare, disability, housing and employment • Recruiting affiliate members <ul style="list-style-type: none"> • Organisations playing a representative role on Governance body, ie MRC • Organisations representing specialists and or metro wide service providers on Governance body eg RFS, RDNS, Carers Victoria • Workshop for affiliates to explore issues of engagement and cooperation

Key Achievements and Future Strategies – Service Coordination Area

The WestBay Alliance has:

- undertaken an audit of current assessment and referral processes, and related business processes of member agencies
- developed and consulted on an assessment and referral model and relevant business processes that addresses all elements
- identified the steps required in a five year strategic plan
- developed a comprehensive understanding of new privacy requirements
- participated in the cross alliance service coordination project and assisted in development of cross alliance service coordination model and subsequent submission
- investigated service directory options and chosen a way forward
- developed the following projects (in table below) for implementation in the 2001/2002 year.

WestBay PCP Alliance Projects	Objectives
Project #1: Continuation of BATS Project Activity and Implementation of WestBay Intake, Referral, Assessment and Care Planning Model	<ul style="list-style-type: none"> • To support agencies within WestBay to trial and evaluate the INI and Care Planning Tools, and participate in other work initiated by the Department of Human Services • To facilitate the roll out of the WestBay Intake, Referral, Assessment and Care Planning Model • To construct and enhance links between the BATS, IDM initiatives and the Western Health Designing Care Project.
Project #2: IT Capacity	<ul style="list-style-type: none"> • To ensure that every WestBay Alliance agency has developed or is able to develop a rolling 3 year strategic plan for IT upgrade and ongoing maintenance and staff training.
Projects where WestBay PCP Alliance is the Lead (Cross Alliance projects)	<p style="text-align: center;">Objectives</p>
Project #3: Consumer Referral	<ul style="list-style-type: none"> • To develop and implement a referral system to support Initial Contact, INI and Care Planning at a regional and local level • To develop improved processes, protocols and systems to support consumer referral across the three western region PCPs. • To implement an agreed referral system across the western region through a staged process.
Project #4: Privacy and Confidentiality	<ul style="list-style-type: none"> • To ensure that consumer privacy is protected • To ensure that consumer data remains confidential through providers giving due consideration to: collection, management, storage, access, sharing and disposal of that data • To develop practice tools to assist primary care providers to audit current processes and practices • To implement policies and procedures to meet new privacy requirements across western region primary care providers • To provide a practical implementation tool to DHS for further promulgation across all funded primary care providers
Project #5: Comprehensive Service Information Facility	<ul style="list-style-type: none"> • To provide primary care providers across the western metropolitan region with comprehensive service and professional information and on line tools • To provide consumers with service and service access information

Key Achievements and Future Strategies - Planning Area

Westbay Alliance has taken the lead for cross alliance planning project, hosting a regional forum and developing the project brief and managing the project. In conjunction with the other alliances, it has developed and agreed on a framework for planning in the region and produced the cross alliance indicators. We have begun our Integrated Service Plan and completed an Integrated Health promotion Strategy and Learning Needs Assessment. We have maintained the momentum of the Integrated Disease Management Project despite recruitment problems and begun consideration of the quality improvement and evaluation strategies and developed the following action plan for implementation in the 2001/2002 year.

Action Item Planning	Steps
Community Validation of ISP priorities	The current content of the ISP will be validated by focus groups & consultations in the Westbay catchment. Steps include: <ul style="list-style-type: none"> • Carer/consumer focus groups in each LGA • Neighbourhood focus groups in each LGA • A catchment service provider's forum.
Essential Data Retrieval	The alliance will follow up on current commitments given by data holders for the provision of program based service utilisation data (to post code level as far as current systems enable).
Improve Data Quality and Accessibility	A Cross Alliance task group process will be established to seek planning focused improvements including standards setting for data collection systems applicable to the Western region as a whole. Westbay Alliance will establish a catchment plan to review standards for electronic storage of planning data by members (this initiative will also link to the IM Strategy)
Review Cross Alliance Indicators	A Cross Alliance Task Group Will review the efficacy of the Draft Alliance indicators and where appropriate make changes to the indicators and continue testing them in a field planning environments.
Refine Resource Allocation Formulas	The Alliance will work with the 7 LGAs through the Cross Alliance planning group to support further modelling which demonstrates the compounded impacts of disability experienced in socio economically disadvantaged communities and the increased demands these place upon service delivery.
Prepare an Evaluation Strategy	When initiatives have been completed to validate the ISP at community level, collect additional planning data, review the Cross Alliance indicators and further refine the ISP priorities, the Alliance will prepare s a strategy to evaluate the ISP in accord with the DHS guidelines.
Finalise the ISP	The ISP narrative has discussed the need to progressively refine the ISP in response to community input, additional planning data and testing of planning concepts. A comprehensive Westbay ISP will be completed within 6 months of lodgment of the first ISP report

Action Item	Steps
Health Promotion	
Adopt the Vision, Principles, Structure and Processes proposed in the Health Promotion Report	The first step would involve adoption by member organisations of the framework suggested in this report.
Support completion of interim Health Promotion strategy	The two local integrated health promotion projects should be supported by PCP member organisations, to complete and evaluate their work over the next 12 months..
Adopt health promotion coordinator proposal	The part time health promotion coordinator should be appointed as soon as possible to ensure that there is no loss of momentum in the health promotion activity already commenced.
Establish Health Promotion Forum	The Forum should be established as an ongoing structure within three months of this report..
Commence Strategy building and workforce development	The Forum would develop a three-year strategy including a Plan for workforce development. As indicated above this may involve a review of the Vision, Principles and Processes outlined in this report.
Action Item IDM	
IDM	Employ consultant to commence protocol development process Once Project Manager commences, begin full implementation.
Action Item Quality/Evaluation	
Quality/Evaluation	Continue the development of coordinated systems for feedback with added emphasis for consumers. Develop coordinated systems for taking action on feedback. Focus on demonstrable improvements for consumers and other stakeholders Aim for incremental and continuous improvement Continue the process of regular review and reflection Work closely with the DHS evaluation framework