

High-performing Primary Care

Strengthening general practice in Western Victoria

phn
WESTERN VICTORIA

An Australian Government Initiative

A Case for Change:

Transforming Primary Care



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Introduction

Western Victoria Primary Health Network (Western Victoria PHN) is committed to advocating and supporting innovation in primary care through high-performing primary care (HPPC) principles and their development in our region.

Western Victoria PHN delivers a range of valuable support services to general practices across Western Victoria.

Western Victoria PHN works with key partners on shared health priority areas to improve equity and health outcomes for the region's diverse communities.

From July 1, 2015 Western Victoria PHN took on the role as a Commonwealth Government health initiative, established with the key objective of increasing the efficiency and effectiveness of health services for patients, particularly those at risk of poor health outcomes, and improving coordination of care to ensure patients receive **the right care in the right place at the right time.**

Western Victoria PHN continued to develop strong working relationships with general practice and allied health leaders, local hospital networks, health sector peak bodies, consumers, community organisations, State Government, and national and international experts in primary care.

At the heart of this whole-of-system integration approach is improving capacity and capability in primary care and general practice.

Western Victoria PHN is focused on supporting practices to deliver on the underpinning principles of the 'Quadruple Aim' within a localised high-performing primary care model.



A Case for Change

Australia's health needs, particularly those in specific areas of western Victoria, continue to change across a diverse socio-economic landscape. The case for high-performing primary care has never been stronger - as repeatedly articulated in international literature and practice.

Challenges currently facing the Australian health care system include the rising burden of chronic disease, an ageing population, increasing costs of providing health care, health inequity and poor alignment of funding and incentives.

Transforming health care will require sustained efforts at all levels of the health system, but what is clear (validated by long term international evidence) is the way in which primary care development takes place really does matter.

Within this frame of comprehensive

primary care improvement, is the national redesign of the Practice Incentive Program (PIP) to include a Quality Improvement (QI) payment. This QI PIP will incentivise general practices to embed systems to continuously improve the quality, safety, performance and accountability of the care they provide to their patients.

Through close links with general practices by practice support (Practice Facilitators) teams, Western Victoria PHN will have a critical role in helping to guide general practices in the design and implementation of meaningful quality improvement activities under the QI PIP scheme.

Today

Treating Sickness/Episodic

Fragmented Care

Specialty Driven

Isolated Patient Files

Utilisation Management

Fee for Service

Payment for Volume

Adversarial Payer-Provider Relations

"Everyone for Themselves"

Future

● Managing Populations

● Collaborative Care

● Primary Care Driven

● Integrated Electronic Records

● Evidence-based Medicine

● Shared Risk/Reward

● Payment for Value

● Cooperative Payer-Provider Relations

● Joint Contracting

A range of opportunities and solutions are currently being explored across the sector, including innovative funding models that break down existing barriers to improved care, risk stratification, integrated care and patient centred medical home based models of primary care.

The High-performing Primary Care Model

The principles of high-performing primary care were developed in the United States of America in anticipation of the very same challenges we are facing in Australia today.

These principles are universal; they also reflect longstanding principles of quality general practice by colleges in Australia, the United Kingdom and elsewhere.

Many of these elements exist in our health system today. Western Victoria PHN's role is to comprehensively strengthen these principles and elements in close relationship with general practice, primary care and the broader health system.

	Feature	Definition
	Patient-Centred	Supports patients and families to manage and organise their care and participate as fully informed partners in health system transformation at the practice, community, and policy levels.
	Comprehensive	A team of care providers is wholly accountable for patient's physical and mental health care needs - includes prevention and wellness, acute care, chronic care.
	Coordinated	Ensures care is organised across all elements of broader health care system, including speciality care, hospitals, home health care, community services and supports, and public health.
	Accessible	Delivers consumer-friendly services with shorter wait-times, extended hours, 24/7 electronic or telephone access, and strong communication through health IT innovations.
	Committed to quality and safety	Demonstrates commitment to quality improvement through use of health IT and other tools to ensure patients and families make informed decisions.

The quality general practice of the future will continue to see its primary purpose as the provision of general practitioner led, patient centred, continuing, comprehensive, co-ordinated whole person care to individuals and families in their communities.

A Quality General Practice of the Future (Source: RACGP 2012)

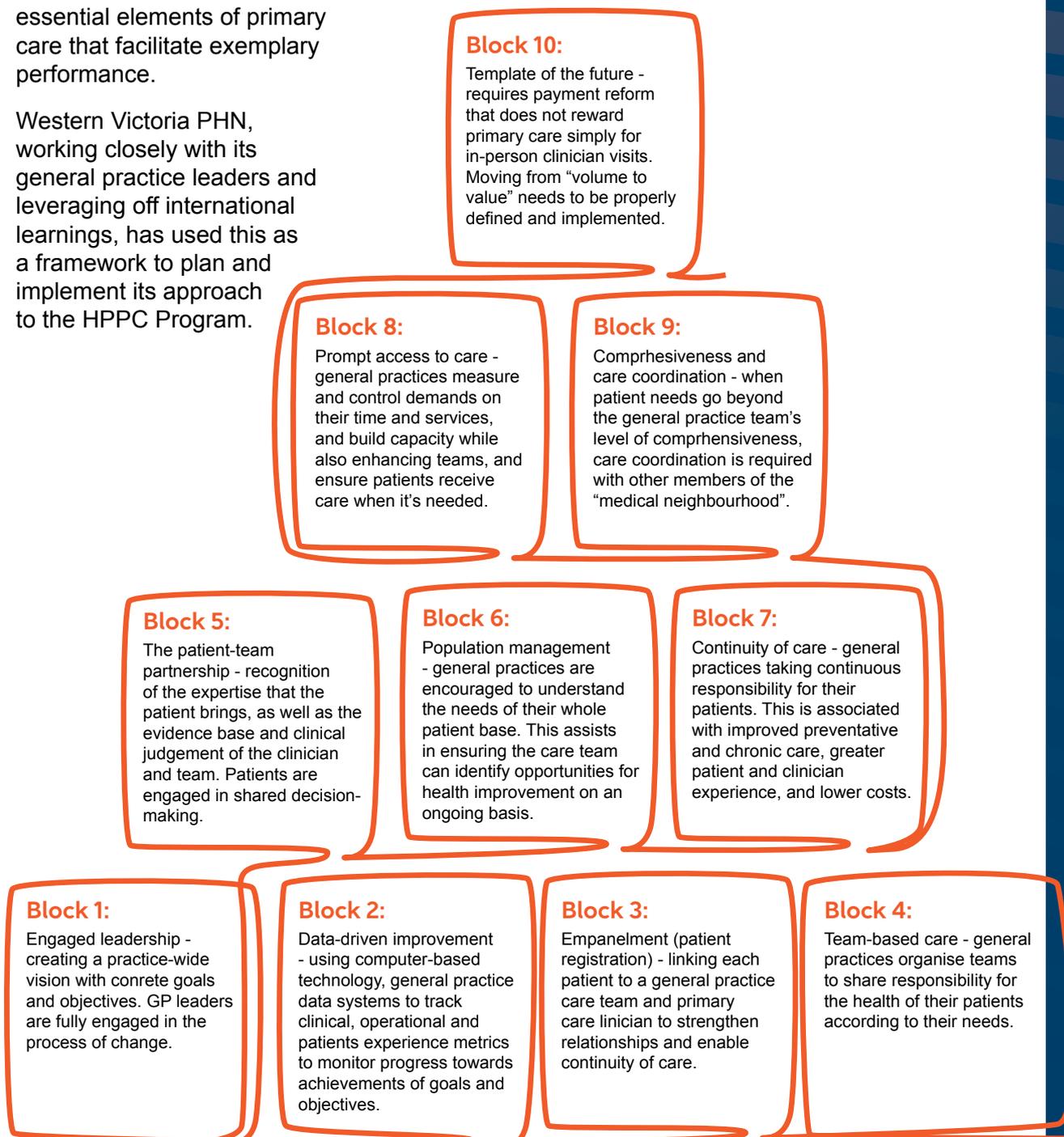


The 10 Building Blocks

The '10 building blocks of high-performing health care' is a conceptual model described by Bodenheimer et al.

It identifies and describes the essential elements of primary care that facilitate exemplary performance.

Western Victoria PHN, working closely with its general practice leaders and leveraging off international learnings, has used this as a framework to plan and implement its approach to the HPPC Program.



Transforming Primary Care

Western Victoria PHN is working at varying levels across the western Victorian primary care landscape with a long-term and sustainable focus. There is an enormous intensity of effort required to transform primary care to a HPPC based model, and this cannot be underestimated.

International evidence suggests that implementing the 10 Building Blocks within general practice is a significant investment that requires a long-term approach. Examples of using the Building Blocks as enablers to transition practices to a HPPC model include:

Building Block 1: **Engaged Leadership**

High performing practices have leaders fully engaged in the process of change. Even natural leaders learn the science of how to facilitate organisational transformation. High-performing practices have leadership at all levels of the organisation. GPs, practice nurses, practice managers, receptionists, allied health team members and other staff take on the mantle of changing how they and their colleagues do their work. Some engage patients in leadership roles calling upon them as experts in the health care experience to identify priorities for improvement. Leaders create measurable goals and objectives such as the percentage of patients with diabetes who have glycated haemoglobin (HbA1c) levels greater than 9% will decrease from 20% to 10% by a specified date.

Building Block 2: **Data Driven Improvement**

Successful HPPC practices are very focused on data-driven improvement by using their practice management software and the chosen Clinical Audit Tool to fully understand and continuously plan the needs of their patient population. The practice team collaborates around how they can most effectively respond to what the data tells them. Capability is extended and enhanced by installing linked My Health Records and shared care planning tools that make vital patient information available to team members not physically based at the practice.

Building Block 4: **Team Based Care**

Some Australian general practices are leading the way in the integration of allied health professions such as clinical pharmacists into their general practices as a team member. In practices where a practice pharmacist is included as part of the practice team, the pharmacist actively participates in some of the most fundamental preventative medication regimes, providing patient advice and options education, and reporting outcomes. Early signs and preliminary evaluation are demonstrating the effectiveness of enhancing the practice team with these skills.

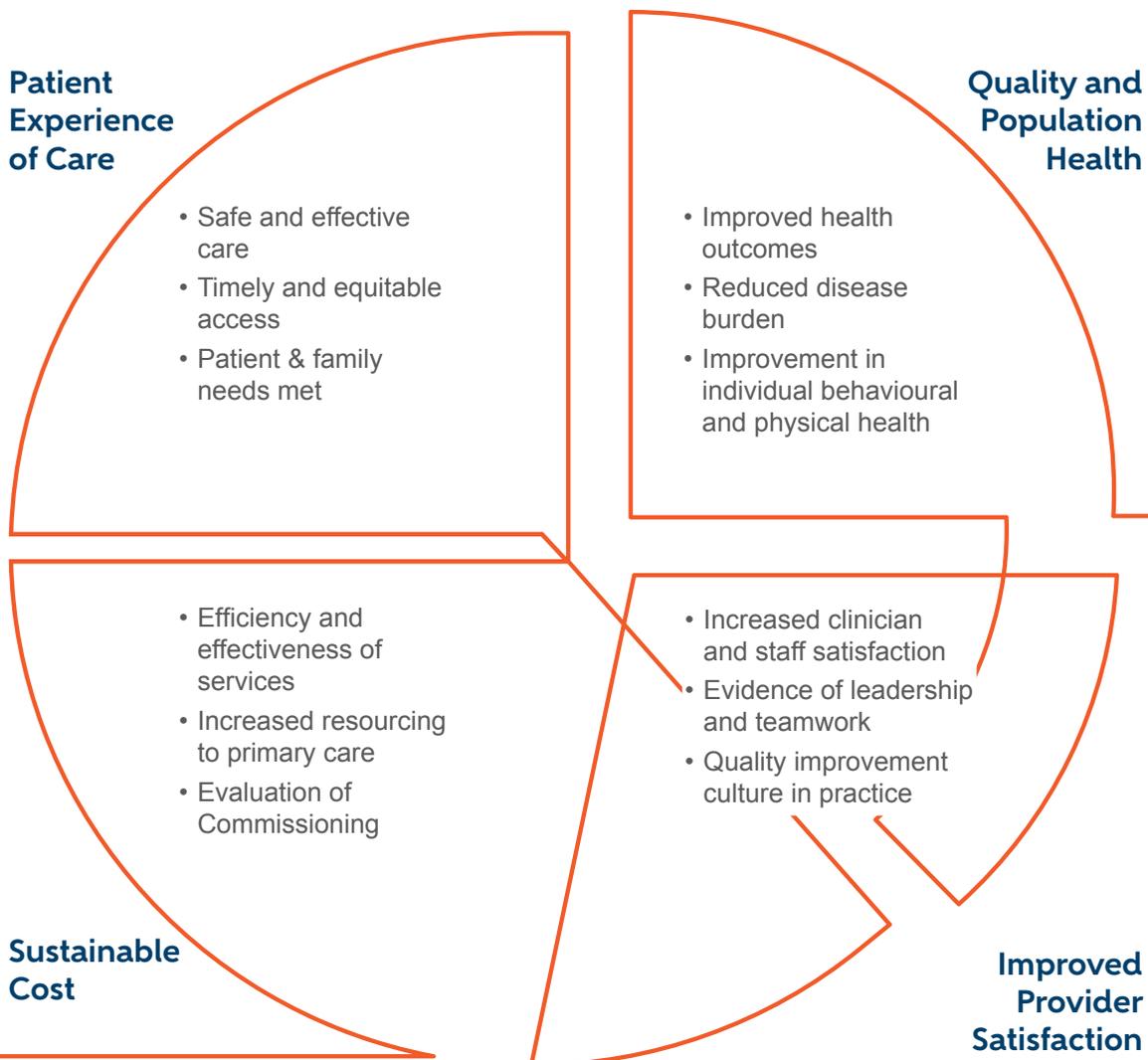


Measuring Outcomes

Measuring outcomes for Western Victoria PHN's investment in the development of the HPPC model within western Victoria general practice is an important consideration. This needs to consider the impact of both the Western Victoria PHNs' traditional approach to supporting general practice and also their responsibility, to now being broader than

general practice alone. In the context of HPPC, Western Victoria PHN has adopted the Quadruple Aim Framework founded in the work by the Institute for Healthcare Improvement, Triple Aim, and complemented by Bodenheimer and Sinsky's revised approach; From Triple to Quadruple Aim; Care of the Patient Requires Care of the Provider.

Defining the Quadruple Aim



What can we do?

HPPC based models of care have broad support from policy makers and growing support from providers (led by the RACGP). While the evidence base around the potential impacts of HPPC based models of care is unclear and untested in Australia, it is imperative that Primary Health Networks across Australia engage in the discussion, development and application of evidence.

Western Victoria PHN is committed to developing and enhancing the HPPC model across western Victoria. Western Victoria PHN has established valuable engagement with several PHNs across Australia that are also working towards the transitioning of practices to the HPPC model of care.

Western Victoria PHN is now working towards implementing the HPPC principles that underpin and model through:

Our approach to general practice engagement and support;

- Building the capacity of the primary healthcare sector through continuous quality improvement;
- Promoting patient-centred models and a health literacy-based approach to care;
- Promoting technology-based solutions, including My Health Record, GoShare and secure shared messaging;
- The collection, collation and reporting of clinical data.

Western Victoria PHN is well positioned to continue to support general practice to establish the foundations upon which HPPC can be implemented across western Victoria.

General practices from across the region will be invited to participate in the HPPC program through an expression of interest process.

If you are interested in finding out more, please contact your Practice Facilitator in your local western Victoria PHN.

Western Victoria Primary Health Network

t: 03 5222 0800

e: qi@westvicphn.com.au

Ballarat

101 Drummond Street North

Horsham

81 Hamilton Street

Geelong

131 Myers Street

Warrnambool

Bayside City Plaza,
24-36 Fairy Street

westvicphn.com.au

