Prepared for the Commonwealth Department of Health by Australian General Practice Accreditation Limited and *Quality Innovation Performance Limited (QIP)*

Health Care Homes Forum Outcomes Report Summary

8th – 9th November 2019
Melbourne Convention and Exhibition Centre

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Executive Summary

The HCH Forum, November 2019, provided an opportunity for all Primary Health Networks (PHNs) and the HCH involved in the implementation of the HCH Program to reflect on activities to date, identify successes and areas for improvement and consider next steps in the journey to continue person-centred and team-based care.

The Forum was well attended by 241 participants including representatives from participating practices and:
- GPs, PNs, practice managers from 91 of the 125 participating HCH
- Representatives from the 10 PHN regions involved in the implementation of the HCH program
- HCH Clinical Champions and members of the PAC
- Australian Primary Health Care Nurses Association, Royal Australian College of General Practitioners, Australia Association of Practice Management, Consumers Health Forum of Australia and the Aboriginal Medical Services Alliance Northern Territory (AMSANT)
- Australian General Practice Accreditation Limited (AGPAL) training team
- Health Policy Analysis (HPA) HCH Program Evaluation team
- The Department of Health, Primary Care Reform and Palliative Care Branch.

The Forum provided an opportunity for participants to learn from the HCH Clinical Champions, each other and invited speakers through a tailored program encompassing:
- Deep dives into key aspects of the HCH model and the Model for Improvement, skills and leadership development including for example: the development of a shared understanding of what it means to be a Health Care Home; ideas and processes for person-centred shared care planning; successes from across Australia; data, evidence and funding; team-based care and group interventions; leadership and change management; data driven improvement; emerging roles and empowering staff; utilising Nurses to the top of scope
- An overview of evaluation themes and an opportunity to inform the development of the next phase of the HCH Program Evaluation
- Keynote addresses covering topics including: the importance of shared purpose; person-centred care; lessons learned; training, education, tools and resources; Indigenous and rural health; the future of primary health care (PHC) in Australia and the work of the Primary Health Care Reform Group, and; the Department of Health's commitment to the HCH Program.
- Dr Ali Walker, motivational guest speaker on the benefits of authentic and distributed leadership and the need to harness personality and commitment.

All participants reported benefiting from the opportunity to network, share issues and challenges, strategies and solutions, noting this was the first time the HCH Community of Practice had been brought together. HCH Clinical Champions were available across the duration of the Forum to respond to participant queries. Given the evidence base behind the HCH training material, this content informed many of the keynote presentations and collaborative workshops.

The presentations, learnings, discussions and outcomes of each session, together with key recommendations were captured across the duration of the Forum.

Emergent themes reflected both the successes and challenges of service transformation and the development and integration of the HCH model. These encompassed:
- **Person-Centred Care** – This theme was embedded throughout every session with an emphasis on personalised care, coordinated care, patient enablement and care delivery founded on dignity, mutual respect and compassion.

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Health Care Homes Training and Educational Resources, developed by Australian General Practice Accreditation Limited (AGPAL)

- **Primary Benefit of the HCH Program** – Whilst many of the themes below highlight the benefits of the HCH model, the primary benefit of the HCH Program from the perspective of participants was that the bundled payment model allows HCH practices more flexibility in their staffing profiles (e.g. they can employ clinical nurses, care coordinators, registrars, data collection officers and medical practice assistants). The bundled payment model therefore enables practices to refocus on the importance of team-based care, scope of practice and the redistribution of roles, responsibilities and tasks, employing staff to do what they were trained to do.

- **Team-Based Care** – The importance of a shared purpose and understanding guided by adaptive and distributed leadership, effective teamwork and communication was emphasised. Furthermore, the need for well-trained clinical and non-clinical staff with access to appropriate education and training opportunities was stressed. The opportunity to share the workload and work at the top of scope was welcomed and the emergence of new roles such as medical practice assistant and practice pharmacist were considered. The opportunity to extend the role of the medical receptionist was also explored.

- **Patient Activation and Enablement** – The ability to spend an extended amount of quality time with patients who have chronic and complex illness was considered invaluable with the intent of keeping people well and out of hospital. The patient and health care team partnerships were considered central to the HCH model and the importance of shared decision making, patient advocacy, health literacy, self-management capability and confidence in self-care stressed. HCH practices felt that better use could be made of the Patient Activation Measure to better understand patients as individuals and their level of support needs.

- **Indigenous and Rural Health Perspective** – It was noted that Aboriginal Community Controlled Health Services (ACCHS) and Aboriginal Medical Services (AMS) already deliver team-based holistic and coordinated care for patients. The Australian primary care system can benefit from learnings from this model of care. Regarding the adoption of the HCH model, there had been significant variation in experiences ranging from those services that considered themselves "better off" under the bundled payment approach and those who considered themselves "worse off".

- **Innovation and Leadership** – Innovative and successful experiences of the HCH Program were shared through keynote addresses and breakout sessions, Vox Pops video vignettes and peer to peer conversations. Following the completion of patient enrolment, including the introduction of the bundled payment model and new technology, an opportunity now exists to enhance HCH learning and service transformation. HCH practices are well on the way to transforming the practice: carving out time to work "on the business" to enhance person-centred and team-based care.

- **The Continuous Learning Journey and the Future of Primary Care** – Learnings gleaned from participation in the HCH Forum, keynote addresses from industry leaders, clinical champions and likeminded system innovators were considered invaluable. The ability to network with peers to share and reflect on different perspectives, successes and failures to strengthen HCH transformation at a practice level was commended along with the opportunity to learn about PHC of the future.

- **Learning and Supports** – Although there are comprehensive training materials, including eleven online modules (with over 1,000 tools, resources and activities), developed and hosted by AGPAL through Australian Government funding, HCH practices perceived that they had limited capacity to undertake the training. Given the time and capacity devoted to the start-up and implementation of the HCH (e.g. HPOS, risk stratification, patient enrolment etc.), many practices have not optimised their use of the extensive resources that are readily available to them. Some participants from practices referred to their key barriers as being a 'lack of available time', 'being too busy setting up and enrolling patients' and the 'overwhelming amount of training.' Participants were reminded that the online learning was designed to be self-paced and

progressively completed with the support of the PHN Practice Facilitators (PFs), in line with the action plans of HCH practices. The role of the PF for coaching and supporting HCH in their transformation journey through the effective use of the training material was considered critical to success. The high turnover of previous PFs had in part weakened relationships between HCH practices and PHNs. With a large number of new PFs it is now opportune to strengthen the role through learning, coaching and peer supports to better support HCH practices in their transformational journey**.**

- **Data and Evidence** – The collection of data to monitor for improvement is a key component of the HCH transformational journey, providing the opportunity to manage change and identify and document success. Fear of change can be reduced amongst health professionals by demonstrating the benefits of the HCH model through data and evidence that supports claims of better value health services and reflects the quadruple aim.

Key concerns identified during the HCH Forum include:
- Making changes in a busy general practice environment is challenging and takes time. Making transformational change, is even more challenging and requires sustained efforts, shared purpose and commitment, adaptive and distributed leadership.
- General practices are not fully aware of or engaged with quality improvement approaches or how to undertake systematic quality improvement in practice. (Note: Module 4 – Data driven improvement). There is a need to enhance the role of the PHN PF to educate, guide, coach and support HCH practices during their change processes and transformational journey using the comprehensive training material available.

A full copy of the HCH Forum Outcomes Report has been provided to all participants.

An evaluation of the HCH Forum also provided valuable insight into the experiences of attendees, as well as their learnings and plans moving forward for their continuing transformational journey.

The Forum was considered a huge success. Participants left the Forum enthused by their attendance with opportunities for improvement in their ongoing transformational journey and the ongoing implementation of the HCH model.

Workshop Agenda

Time	Room	Session Title	Facilitator(s)
		Day 1	
8:30am – 9:30am	Foyer / Terrace	Registration / Arrival Tea & Coffee	N/A
9:30 – 10:30am	Large Conference Room (LCR)	Opening Speeches: **Welcome by MC (Dr Jammal)** • Acknowledgement of Country • Housekeeping • Outline of Sessions / Activities • Introductions **Update by Department (Ms Riley)** • HCH background/update • How we got to where we are today • Expectations for the next 2 years **Keynote Speech 1 (Dr Dawda and Dr Jammal)** • Towards a shared purpose for authentic person-centred care • Patient-centred Care focus • Creating Shared Purpose	Dr Walid Jammal Ms Louise Riley Dr Paresh Dawda
10:30am – 11:00am	Foyer / Terrace	Morning tea	N/A
11:00am – 12:15pm		**Get it off your chest session**	
		Breakout Room 1 – GPs Theme: The Continuous Learning Journey Facilitators: Paresh, Chris Bollen and Jane Cooper	**Breakout Room 2 – Nurses** Theme: The Continuous Learning Journey Facilitators: Kristie, Tamara, Jane B and Kylie F	**Breakout Room 3 – Practice Staff** Theme: The Continuous Learning Journey Facilitators: Madeline Jammal, Tracey Johnson and Ian A
	HCH are on the forefront of practice transformation. This session is designed to be an inspirational showcase of the learning journey we are all still on. We will listen to the practices and their patients about how they are transforming to a more patient-centred care model through the challenges they have overcome or are still facing. We will build a shared understanding of what it means to be a Health Care Home and wherever your practice is on this journey we are all here to help and learn from each other.		
12:15pm – 1:30pm	Foyer/ Terrace	Lunch	N/A

Time	Room	Session	Speakers
1:30pm – 2:30pm	LCR	Keynote Speech 2 Theme: HCH – Lessons learned – facilitated by Jane Cooper Following on from the previous workshop, HPA, AGPAL and CHF will outline what the key learnings have been from implementation and education so far.	Speakers: 1. HPA 2. AGPAL 3. CHF
2:30pm – 3:00pm	Foyer/ terrace	Afternoon Tea	N/A
3:00pm – 4:15pm	**Breakout Room 1** Theme: Patient-centred Care Title: Patient Reported Measures Facilitators: Madeline Jammal, ACI and WentWest Description: This workshop aims to highlight the use of PRMs and how they can be used to drive patient-centred care.	**Breakout Room 2** Theme: Team-based Care Title: Shared Care Planning Facilitators: Jane C, Paresh, Kristie and Kylie F Description: to draw out ideas and processes for patient-centred shared care planning What is best practice What does a real SCP look like? Skills required in doing SCPs.	**Breakout Room 3** Theme: Innovation and Leadership Title: Proudest Achievements in HCH Facilitators: Tasmin, Adele, Diane and Wally Description: A Pecha Kucha style workshop One practice per PHN outlines their proudest achievement in HCH in 7 minutes followed by one question from audience.
4:15pm – 4:30pm	LCR	First Day Summary & Close	Ms Louise Riley
6:30pm – 9:00pm	LCR	Dinner	Ali Walker PHD
Day 2			
7:30am – 8:30am	LCR	HPA Breakfast session Your experience as a Health Care Home Health Policy Analysis, the evaluators, are running a focus group to gather information about what you have done as a Health Care Home and are planning to do, and the challenges that you've had along the way. The evaluators want to hear what has worked for you, and where you still think you have a way to go. The information that you share will be used towards the evaluation and recommendations for HCH for the future.	HPA
8:30am – 8:45am	Foyer/ Terrace	Arrival Tea & Coffee	N/A
8:45am – 9:30am	LCR	Keynote 3 with Q&A Theme: Indigenous and Rural Health Perspective How innovative ideas around team-based care can help in the rural and indigenous health context.	Speakers: 1. Dr John Boffa

Time	Room		
9:30am – 10:45am	**Breakout Room 1** Theme: Patient-centred Care Title: Patient Reported Measures Facilitators: Madeline Jammal, ACI and WentWest Description: This workshop aims to highlight the use of PRMs and how they can be used to drive patient-centred care.	**Breakout Room 2** Theme: Team-based Care Title: Shared Care Planning Facilitators: Jane C, Paresh, Kristie and Kylie F Description: to draw out ideas and processes for patient-centred shared care planning What is best practice What does a real SCP look like? Skills required in doing SCPs.	**Breakout Room 3** Theme: Innovation and Leadership Title: Proudest Achievements in HCH Facilitators: Tamsin, Adele, Diane and Wally Description: A Pecha Kucha style workshop One practice per PHN outlines their proudest achievement in HCH in 7 minutes followed by one question from the audience.
10:45am – 11:15am	Foyer/ Terrace	Morning Tea	N/A
11:15am – 12:30pm	**Breakout Room 1** Theme: Data and Evidence Title: Data Driven Improvement Facilitators: Paresh and Chris Bollen Description: Facilitated discussion using a case study approach and the 7 basic tools of Quality Improvement.	**Breakout Room 2** Theme: Team-based Care Title: Emerging Roles and Empowering Practice Staff Facilitators: Jane C, Madeline Jammal, Tracey Johnson and Danny Haydon Description: This workshop will highlight and provide tips on emerging roles such as MPA and other staff like receptionists being used to top of scope. It will also involve leadership skills to do so.	**Breakout Room 3** Theme: Innovation and Leadership Title: Empowering Nurses Facilitators: Kristie, Tamara, Farrah and Jane Bollen Description: Communicating a team-based approach. Standing orders as a vehicle: how to agree and operationalise. Communication – realising value of huddles and structured communication.
12:30pm – 1:30pm	Foyer/ Terrace	Lunch	N/A
1:30pm – 2:30pm	LCR	Keynote Speech 4 The Future of Primary Health Care Departmental Thank you & Close for practice	Speakers: 1. Dr Steve Hambleton 2. Dr Wally Jammal 3. Prof Brendan Murphy 4. Ms Louise Riley
2:30pm – 3:00pm	Foyer/ Terrace	Afternoon Tea Practices free to leave	N/A
3:00pm – 5:30pm	LCR	PHN Facilitator Session PHN PFs (and Clinical Champions) only	AGPAL