

Public Submission Cover Sheet

Please complete this sheet and submit with any attachments to the Sustainable Health Review Secretariat

Your Personal Details

This information will be used only for contacting you in relation to this submission

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Publication of Submissions

Please note all Public Submissions will be published unless otherwise selected below

- I do not want my submission published
- I would like my submission to be published but remain anonymous

Submission Guidance

You are encouraged to address the following question:

In the context of the Sustainable Health Review Terms of Reference listed below, what is needed to develop a more sustainable, patient centred health system in WA?

- Leveraging existing investment in Primary, Secondary and Tertiary healthcare, as well as new initiatives to improve patient centred service delivery, pathways and transition;
- The mix of services provided across the system, including gaps in service provision, sub-acute, step-down, community and other out-of-hospital services across WA to deliver care in the most appropriate setting and to maximise health outcomes and value to the public;
- Ways to encourage and drive digital innovation, the use of new technology, research and data to support patient centred care and improved performance;
- Opportunities to drive partnerships across sectors and all levels of government to reduce duplication and to deliver integrated and coordinated care;
- Ways to drive improvements in safety and quality for patients, value and financial sustainability, including cost drivers, allocative and technical efficiencies;
- The key enablers of new efficiencies and change, including, research, productivity, teaching and training, culture, leadership development, procurement and improved performance monitoring;
- Any further opportunities concerning patient centred service delivery and the sustainability of the WA health system.

Submissions Response Field

Please type your response into the field below. Alternatively you may provide your submissions as a separate attachment (Suggested Maximum 5 pages).

Brightwater has been a sector leader in the delivery of aged care and disability services to the WA community for over 116 years. Brightwater's goal is to *enable more people to enjoy life's possibilities by actively engaging with individuals and communities to deliver innovative, connected and responsive services*. Throughout its history, Brightwater has maintained a strong association with WA Health as a key provider of a range of residential, home based, transition and specialist disability services.

Brightwater offers the following response to the question *'In the context of the Sustainable Health Review Terms of Reference listed below, what is needed to develop a more sustainable, patient centred health system in WA?'*

- **Leveraging existing investment in Primary, Secondary and Tertiary healthcare, as well as new initiatives to improve patient centred service delivery, pathways and transition;**

There is considerable opportunity for WA Health to leverage and increase existing investment in the non-government (NGO) sector to deliver safe, highly specialised, connected and efficient services that achieve high quality patient outcomes. Significantly, Brightwater understands the need for services that meet WA Health challenges including;

- Alleviating demand for beds
- Facilitating patient flow
- The requirement for specialisation and concentration of specialist resource in main stream hospital services (facilities, staff and specialist capacity) – particularly patients with challenging behaviours and complex needs.
- Activity Based Funding and bed day pressures
- The value of sub-acute and transition services
- Community based 'alternatives to admission' pathways
- Integration and coordination of specialist agencies and services to support wrap around care
- Cost pressures associated with award rates, staffing models and commercial services.
- Lack of clarity regarding lines of responsibility and lead agency status for patients serviced and funded by Health and those funded by other Government agencies including Disability and Mental Health.

Disability – Brightwater understands the importance of integrated approaches to care and is a market leader in designing and delivering solutions that reflect Commonwealth and State economic and health priorities.

The delivery of care to complex, behaviourally challenging and highly specialised patient groups

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within a general ward setting represents one of the greatest challenges and service gaps to WA hospitals. This cohort also presents enormous challenges for Health services delivering care in the community. Brightwater has established international efficacy with its Oats Street Brain Injury model of supported, cost effective, graduated and highly specialised rehabilitation services. This service has been evaluated with the following outcomes:

- Significantly reduced bed day cost when compared to a hospital treatment setting over the same time period.
- Improved care navigation and coordination across multiple agencies.
- Improved rehabilitation outcomes
- Improved care coordination between service providers
- Increased rehabilitation continuity with a range of supported accommodation options available on graduation from Oats Street.
- Reduced ED admissions and reduced hospital recidivism
- Improved NDIS eligibility, planning and funding outcomes.

Brightwater is in a strong position to extend their clinical and corporate expertise to develop the following programs identified by Health and the MH Commission as priorities:

- Dedicated State-wide Neuropsychiatry and Neurosciences assessment, inpatient, slow stream rehabilitation and community support programs.
- Transition Care for Young People.
- Neurodegenerative rehabilitation, residential and end stage care.
- Stroke rehabilitation
- Spinal injuries rehabilitation
- To progress the options above, Brightwater would require from Health the following:
 - Area Health based service prioritisation matrix that identifies populations and cohorts that require access to increased primary, secondary or tertiary services ie current service gaps.
 - An understanding of WA Health facility planning priorities and possible linkages with Brightwater property review and facility planning process.
 - A shared service planning process that ensures WA Health outcomes and Brightwater organisational outcomes are achieved.
 - Flexible and targeted procurement arrangements that support sector engagement with Health planners, Health finance and service leads to develop relevant and sustainable service models that inform the final agreed scope of services and facilities.
 - A commitment to exploring multiagency approaches that support colocation or

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integration options that improve care coordination and service navigation.

- Agreed funding models and targets with a health economics research emphasis to identify benefits in both financial and health outcomes. These funding models would ensure business processes that supported clear treatment and rehabilitation delineations between major fund holders including Health WA, NDIS, ICWA.
- Sector representation on Health WA boards and leading Health planning and finance committees to ensure a broader representation of ideas and linkages to manage and achieve Health WA priorities.
- Opportunities to consider facility and program co location on or adjacent to Health WA hospital sites.

Aged Care – Brightwater remains a market leader in the provision of Retirement, Residential Aged Care, Transition Care, At Home Care, HACC, Palliative and recently High Dependency Unit services. With specialist expertise in cohorts requiring High Care support including dementia, psychogeriatric patients, and individuals with challenging/complex behaviours and comorbidities, Brightwater continues to invest in new building design, research and contemporary programs that ensure efficient, safe, patient focused outcomes. Brightwater is in a strong position to extend their clinical and corporate expertise to develop and deliver services in Health areas identified as requiring increased access to primary, secondary and tertiary aged care services. Increased service options include;

- Dedicated Respite services
 - Dedicated Sub-acute services for aged cohorts with complex and challenging behaviours
 - Dedicated age appropriate residential services for under 65yo cohorts.
 - Dedicated HDU services
 - Dedicated services for young people living with Dementia.
- **Ways to encourage and drive digital innovation, the use of new technology, research and data to support patient centred care and improved performance;**

As a provider of transitional services enabling both young people with disability and those who are ageing to discharge from hospital to life time care and support options, Brightwater has a responsibility to ensure that those options are tailored around the person to achieve long term, sustainable health outcomes. These outcomes are assisted by access to comprehensive and reliable information regarding the individual's health journey. They are further enhanced by effective use of data to deliver learnings around issues and challenges that are consistently faced by people experiencing chronic disease.

To improve accessibility and use of information the following would be required:

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- Provider access to patient medical records prior to and after discharge
- Continuity of use of documents such as outcome measures, advance care directives and care coordination plans to enable care over of information
- Joint research projects utilising data linkage capability. Brightwater Research centre is a research partner in the WA Health Data Linkage project offering the advantage of analysing long term patient outcomes and how they are influenced through structured post hospital interventions.
- Partnered health economics research projects that demonstrates reduced treatment, rehabilitation and life time care costs for individuals with complex care needs.
- **Key enablers of new efficiencies and change, including research, productivity, teaching and training, culture, leadership development, procurement and improved performance monitoring**

To support improved performance and governance between Health WA and the Not for Profit Sector, Brightwater advocates for the following strategies:

- Clearly documented clinical pathways for specific and specialist diagnostic groups across the treatment and support spectrum. These pathways could also link relevant agencies within primary, secondary and tertiary settings to ensure coordinated, wrap around care planning.
- Flexible and targeted procurement processes that support program design, integration and development from conceptual stage through to fully procured services.
- Ensure sustainable funding commitments that contribute to NGO capital investment and service development.
- Ensure shared outcomes based reporting with flexible contract capacity to reprioritise service to reflect demand.
- The establishment of a capital investment program that supports NGO provision of contracted services.
- Inclusion of NGO services in direct care program design and delivery where service specialisation exists across the primary, secondary and tertiary settings.
- Inclusion in Health service planning and strategy for specialist cohorts.
- Co-led research that delivers clinical, process and health economics outcomes.
- Inclusion of other government departments where service outcomes are directly reliant on shared case management and coordination.