South West Queensland Primary Care Alliance Governance Framework

Vision

One integrated, high quality, and efficient system meeting the health care needs of South West Queensland communities.

Deliverables

1. An evidence-based 'whole of system' alliance governance approach for primary integrated care in South West Queensland
2. Accessible, well-integrated primary and secondary health care focussed on wellbeing
3. A sustainable, sufficient, and supported primary care workforce to deliver this care
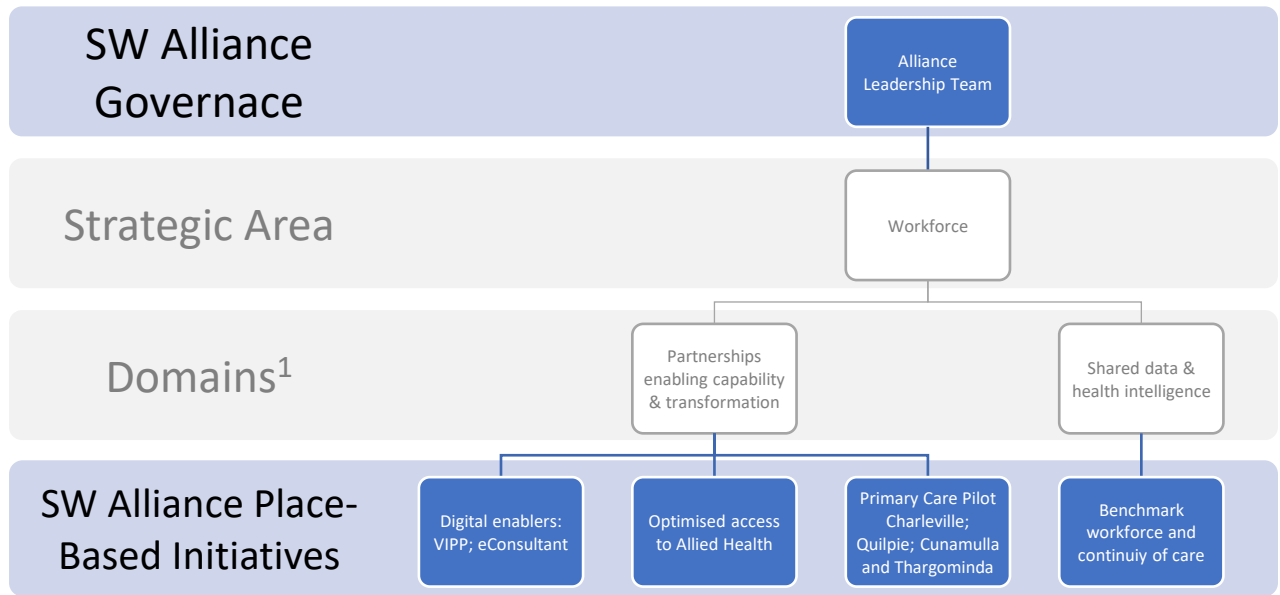4. A system responsive to patient needs and focussed on achieving the Quadruple Aim

Principles[1]

- We will strive for equitable health outcomes across our population through accessible, culturally appropriate services;
- We will support whole of system planning based on commitment and collaboration, working together as equal partners;
- We will strive to address diverse perspectives co-operatively, and wherever possible achieve consensus decisions, conducting ourselves with honesty and integrity and developing a high degree of trust;
- We will adopt a patient-centred, 'whole of system' approach where optimal care is delivered in the most appropriate setting by the most appropriate provider;
- We will agree to formal administrative and resource sharing with clear roles and responsibilities, including formal and legal control mechanisms;
- We will support the best use of finite resources, including pooled funding, to achieve agreed health outcomes for our population;
- We will promote an environment of high quality, performance and accountability, supported by appropriate data sharing, in aligning incentives to meet organisational and Alliance goals; and
- We will support change leadership and clinically led service development to foster innovation and value-based care.

Governance Structure & Membership

The overarching governance framework of the South West Queensland Primary Care Alliance is shown in Figure 1.

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[1] Nicholson C, Hepworth J, Burridge L, Marley J, Jackson C. (2018). Translating the elements of health governance for integrated care from theory to practice: a case study approach. International Journal of Integrated Care 18(1): 11, 1–13. DOI: https://doi.org/10.5334/ijic.3106

Figure 1: South West Queensland Primary Care Alliance governance framework

Objectives

Alliance Leadership Team (ALT)

1. Members include CEO's and representative from Alliance member organisations/group (SWHHS, WQPHN, CWAATSICH (representing Goondir & Cunnamulla), HWQ, CheckUp, RFDS, private general practice).
2. Provide leadership and overarching direction of the Alliance to enable a "one system focus" for the South West Queensland region.
3. Agree Alliance objectives and key results areas within the scope of Alliance activities, including systems and KPIs for assessing achievement of these.
4. Agree the work, activity and services that need to be provided to meet Alliance objectives.
5. Recommend the method and form of contracting to give effect to agreed priorities ad service delivery mechanisms.
6. Meet regularly to strategically review and endorse funding, deliverables, and performance metrics.
7. Harness relevant opportunities based on realistic assessment of resources and priorities.
8. Community advisors will be co-opted from time to time as required.

SW Alliance Place-Based Initiatives

1. Using a co-creation approach, focus on meeting the local health needs and improving the health outcomes of specific populations or groups in line with priorities identified.
2. Coordinate activities and provide day-to-day operational support, including program leadership and management to implement projects with appropriate governance and within reporting lines.

Appendices

Appendix 1 – List of Abbreviations

ALT: Alliance Leadership Team

CEO: Chief Executive Officer

CWAATSICH:

HWQ: Health Workforce Queensland

RFDS: Royal Flying Doctors Service

SWHHS: South West Hospital and Health Service

WQPHN: Western Queensland Primary Health Network

Appendix 2 – Success factors proposed by ALT / AST and incorporated into Alliance deliverables, principles and objectives

- Shared culture focussed on community/patient rather than organisation
- Founded on strong relationships based on mutual trust
- Shared risk and responsibility
- Leadership continuity
- Engagement of clinical/non-clinical staff
- Change management (how are we going to support teams/organisations to work differently)
- Performance measurement using state/nationally-relevant measures
- Data sharing
- Values perspective
- Shared focus on patient outcomes
- Community engagement and communication (keeping community informed)
- Sustainable non-government primary healthcare providers in place
- Improved access to integrated multidisciplinary primary health care providers

Appendix 3 – Timeline of SW Primary Care Alliance development

Feb/Mar 2021 — Emerged out of the SW Allied Health forum in Roma, 150 people, which a sparked call for action which Sandy garnered from the floor. Sandy took to Tony and they took on the call for action.

March 2021 — Alliance member meeting in Roma to describe the issues in the current state and explore solutions.

November 2021 — Alliance members to agree on Principles, Governance and scope of work.

May 2022 — SW Alliance framework development presentation – Sandy Gillies & Claire Jackson.

September 2022 —
- Workforce Working Group nominated persons – SV & AB, HWQ secretariat
  - Supported draft Alliance Governance Framework.

November 2022 —
- Alliance Leadership Team Charter formally adopted.
- Alliance Governance Framework adopted.
- Workforce implementation plan 2023 drafted.

May 2023 —
- Workforce implementation 18-month plan agreed with Reform Office project management support.