



New Zealand Productivity Commission

More effective social services – Draft report April 2015 Submission

Thank you for your opportunity to provide a submission on the Productivity Commission's draft report on More Effective Social Services. This submission particularly relates to the Canterbury Clinical Network (CCN) and our approach to integrating health and social services across the Canterbury.

Whilst the draft report provides a sound overview of the Canterbury Clinical Network, further information is provided below our alliance approach to redesigning health and social services, with a particular focus on:

- The objectives of the Canterbury Clinical Network and Canterbury health system journey towards transformation and integration.
- The Canterbury Clinical Network structure that includes the development of highly functional clinically led workstreams and service level alliances that are accountable for exploring, identifying and recommending new service delivery approaches to the Alliance Leadership Team.
- The leadership of the alliance through the Alliance Leadership Team (ALT).
- The importance of building trust and strong relationships across the system.
- The system's commitment to aligning all activity around a shared Outcomes Framework.

The Canterbury Clinical Network

The Canterbury Clinical Network (CCN) is redesigning the way it delivers health services, putting the patient at the centre and enabling clinically-led service design to improve health outcomes for our community. It's a whole of system approach to health care through a more integrated way of working based on an alliance framework. This involves healthcare providers – including general practice teams, pharmacy, allied health and broader primary, community and hospital clinicians, planners and funders, providers, community, consumers and manawhenua – operating collaboratively through a number of clinically-led work streams and service level alliances to ensure the right care is delivered, in the right place, at the right time.

Why did we do it?

The Canterbury Clinical Network's aspiration towards a patient-centric, whole of system approach aims to keep people well in their own homes and communities, through the development of primary and community-based services supported by specialist hospital based clinicians. When people are supported to stay well in the community, they need fewer hospital-level interventions and spend less time in hospital. This results in better health outcomes and frees up resources. Studies show countries with strong primary and community care systems achieve better health outcomes at a lower cost than countries with systems dependant on specialist level care. Building strong relationships is essential to achieving this and central to our alliancing strategy.

Why is it important?

The shared vision and Alliance Agreement was the result of extensive engagement and consultation across the health system and provided a platform for rapid redesign of the way Canterbury delivers health services. Central to this alliancing approach is highly functional, clinically-led workstreams and service level alliances that are accountable for exploring, identifying and recommending new service delivery approaches to the Alliance Leadership Team (ALT). The ALT is guided by an independent Chairperson, and is made up of clinical leaders, key health managers and other experts from across the Canterbury health system (not only health and business leaders as indicated in the report). Members bring a range of competencies and clinical and community perspectives, committing to act in good faith to reach consensus decisions on the basis of 'best for patient, best for system'.

The CCN workstreams and service level alliances have a clear scope, mandate, membership with a range of competencies and perspectives from across the system. Clinical leads work in partnership with health managers and planners and funders to lead and implement the change and ongoing monitoring of outcomes is through the Canterbury Outcomes Framework. The CCN is supported by a Programme Office and Alliance Support Team who coordinate alliance activities and ensure resourcing is available to support innovation and change on behalf of alliance partners.

Was it successful?

The CCN has successfully driven transformation towards an integrated health system that keeps people well in their own homes. Alliance partners recognise CCN as fundamental to the rapid design, implementation and delivery of services providing care closer to home. Through CCN innovations, Cantabrians are increasingly taking greater responsibility for their own health and accessing care in the community. For example, a range of conditions that were once treated purely or mainly in hospital are now being accessed in General Practice. As a result, there is reduced pressure on hospitals, shorter waits for care and higher rates of elective services. Despite the challenges faced with managing one of the country's biggest health systems, an ageing population comparable to no other NZ health system and a major natural disaster, Canterbury's acute medical admission rate is considerably lower than the national average.

Why was it successful?

Building trust in the alliance way of working and confidence that 'if it is the right thing to do then the funding will follow' has been fundamental to success. This involved trusting clinicians to make the right decisions, taking risks for long-term gain, removing barriers and perverse incentives, and encouraging innovative ideas big and small at all levels of the health system. High accountability for agreed outcomes and performance targets has been critical to success. This has been achieved with the development of a system-wide Outcomes Framework which identifies the key outcomes sought at a population level and tracks performance using an evolving set of indicators. It recognises that the desired outcomes are achieved through a range of integrated activity which collectively contributes to progress, and it allows everyone in the system to see how they contribute. This moved the health system away from tracking of inputs and means the resource of the wider system is more aligned to patient rather than provider outcomes.

What have we learned?

Despite achieving exceptional progress, we have learnt that transforming a health system takes time and the journey towards becoming a fully integrated system is still evolving. Enabling and trusting people to

do the right thing has been important in our alliance approach. A small number of leaders were at the heart of CCN's transformation, but this leadership rapidly became collective, shared and expanded. A key learning is the importance of investing in building trust and confidence and the development of strong partnerships between clinical and non-clinical staff. Without this basis, fast tracking implementation and embedding change across the system could be constrained. CCN learnt early on that engagement and transparency were key to success. Without the partnership with health managers, challenging the system for change would not have been as successful.

Our commitment to openness and transparency

By enabling better information sharing and a fuller picture of the system as a whole, CCN is empowering health professionals to make improved decisions for better outcomes. The system's commitment to working within an Alliance framework and enabling system-wide information sharing platforms is evidence of a commitment to openness and accountability.

By bringing agencies and professionals from across the system together to make consensus decisions under an Alliance framework, CCN is encouraging openness by encouraging information sharing across services, and accountability by taking a 'whole of system' approach to measuring success. This is strengthened with the system's commitment to aligning all activity around a shared Outcomes Framework.

Supporting this openness of information sharing, CCN has supported the development and roll out of a number of major information sharing platforms across the system to enable better access to and collaboration on information

Further information:

Since development of the draft report the CCN have launched a new website – www.ccn.health.nz. This site provides much more comprehensive information about the work and approach of the Canterbury Clinical Network.

Contact: Kim Sinclair-Morris, CCN Programme Director. kim@ccn.health.nz