

PCP optional case study 2017

Name of PCP	Gippsland PCPs
Case Study Title	A Regional approach to the Assessment of Chronic Illness Care (ACIC) and quality improvement across Gippsland
Which PCP program Logic domain does your case study relate to?	<input checked="" type="checkbox"/> Early Intervention and Integrated Care
What was the need?	<p>The GPCPs Strategic Plan states that GPCPs will work within the following 3 domains;</p> <ul style="list-style-type: none"> - Early Intervention and Integrated Care - Consumer and Community Empowerment - Prevention <p>Within the domain of Early Intervention and Integrated Care GPCPs role “is to strengthen the primary health system to deliver person centred and accessible early intervention and integrated care that aims to keep people as well as possible for as long as possible, particularly people with complex care needs”. (Department of Health (2013), Primary Care Partnership Reporting Requirements, Victoria).</p> <p>Since 2008, the Department of Health and Human Services (DHHS) have conducted an annual Service Coordination Survey, to support agencies to review their current practice and identify areas for improvement across service coordination and integrated chronic disease management. The survey provides tangible evidence that PCPs are systematically improving service coordination and integrated chronic disease management (ICDM) and the results enable PCPs to target support for service coordination and ICDM improvement across the catchment. In 2013-2014 it was determined by DHHS that PCPs would use a secondary measure to assess agency practice within integrated chronic disease management service delivery. The Assessment of Chronic Illness Care (ACIC) was selected as the framework PCPs would use with organisations to measure agency practice within the area of integrated chronic disease management. The ACIC is completed bi-annually with the Service Coordination Survey also being complete bi-annually, in alternating years.</p> <p>In September/October 2014 and September 2016 the Gippsland Primary Care Partnerships (GPCPs), as a part of reporting requirements to DHHS, were involved in engaging, educating and supporting primary health care agencies and community services within Gippsland region to complete the ACIC.</p> <p>The content of the ACIC strongly aligns with the Wagner Chronic Care Model and is inclusive of the six essential elements of best practice chronic care, being;</p> <ul style="list-style-type: none"> • Organisational Support • Community Linkages • Self-Management Support • Decision Support • Delivery Systems Design • Clinical Information Systems • Integration of Chronic Care Model Components
What was the aim of the initiative/action?	<p>The aim was to engage PCP member agencies to participate in the bi-annual ACIC survey, with consistent interpretation and application across the region. The ACIC is a measure to assess compliance with standards and guidelines</p>

	for best practice ICDM and service coordination. By participating in the ACIC agencies increase their awareness of the Chronic Care Model, integrated chronic disease management principles and service coordination best practice standards.
Who was the target group?	Staff of all levels of Gippsland health and human service organisations
What was the setting?	Health and human service organisations within the Gippsland Region
Who did you work with?	<p>Project participants were health and community agencies from various organisations across the Gippsland region. GPCPs invited all member agencies to participate in the ACIC via in-person conversations and email invitations. Organisations that indicated they were interested in participating then selected services within their organisation which the ACIC would be most relevant to. The person within each service who completed the ACIC was either a Manager or Team Leader.</p> <p>In 2016, 13 organisations and 36 services across Gippsland participated in the ACIC. Two PCPs (Central West and Wellington) conducted the ACIC audits and developed new quality improvement processes whilst the other two PCPS (East Gippsland and South Coast) developed ACIC improvement processes but not the ACIC audit directly. This ensured a place based approach could be taken with each of our members so that we could work with them on Chronic Illness care improvements most relevant to their current situations (i.e. some agencies did not feel ready to complete the ACIC audit again post their 2014 participation but were happy to work on updating their action plan).</p> <p>A list of the organisations that completed the ACIC in 2016 can be seen below:</p> <ul style="list-style-type: none"> • West Gippsland Healthcare Group • Latrobe Community Health Service • Baw Baw Shire Council • Quantum Support Services • Mental Illness Fellowship/Wellways • Central Gippsland Health • Yarram and District Health Service • Orbost Regional Health • Gippsland Lakes Community Health • Omeo District Health • Bass Coast Health • South Gippsland Hospital • Gippsland Southern Health Service
How did you do it?	<p>The ACIC is delivered within the context of an established quality improvement process for PCP member agencies: the Continuous Improvement Framework. This minimises the burden on agencies for data reporting to the Department of Health and Human Services and supports a continuous improvement approach. The ACIC results also provide evidence for existing agency and program specific quality assurance systems and accreditation processes. The commitment required to complete the ACIC is quite minimal for organisations. The time taken to complete the ACIC in a facilitated discussion ranged from 90 minutes through to 2 ½ hours depending on the size of the group.</p> <p>Anticipated benefits of participation in the ACIC at an organisational level include improved leadership in chronic illness care due to better understanding of the Wagner Model and elements to improve chronic illness care.</p> <p>Anticipated benefits of participation in the ACIC at a consumer level include</p>

improved client outcomes through the existence of a more integrated and coordinated service system.

Methodology

ACIC Supports

To support the implementation of the ACIC, the GPCP's developed strategies for effectively engaging member agencies in the ACIC process. The level of support provided by the GPCPs and the format and timeframes for the ACIC were tailored to each participating agency's needs.

These key project activities/strategies included;

- Engagement of member agencies to undertake the ACIC through in-person contact or emails to the CEOs and Directors/Managers
- Development and distribution of a resource pack to support the ACIC process (see appendix i.)
- Facilitated ACIC workshops and individual one-on-one ACIC sessions
- Development of catchment level ACIC and Improvement Plan, presented at the GPCPs ICDM Network meetings or equivalent
- Development of individual organisation Improvement Plans, distributed to each agency and person who participated in the ACIC
- In-house results workshops & discussion of areas for improvement, facilitated by GPCPs on request

Engagement of member agencies to undertake the ACIC through in-person contact or emails to the CEOs and Directors/Managers

The 4 GPCP developed and emailed a CEO ACIC letter. The CEO letter included;

- Benefits of conducting the ACIC
- Planning the ACIC process
- The importance of using the PCP to facilitate the process to ensure a consistent interpretation of ACIC questions
- Responding to ACIC results

This email was followed up with phone contact asking for a staff member to be nominated as the PCPs key contact for ACIC correspondence. The nominated staff member was then contacted by the PCP Executive Officer/staff member to schedule a time to complete the ACIC.

Development and distribution of a resource pack to support the ACIC process

The resource pack included supporting documentation that agencies may have needed to complete the ACIC. These documents included:

- Agency checklist for survey planning
- Background information about the survey, its history, how to complete it, etc.
- How the ACIC relates to the Chronic Care Model
- Copy of the ACIC (reformatted to make it easier to read)

The resource was provided to participants via email before the sessions and referred to during the facilitated sessions.

Facilitated sessions with agencies to complete the ACIC

GPCPs undertook facilitated ACIC sessions for each agency and service that completed the ACIC. The facilitated approach ensured a standardised interpretation of the questions across all organisations.

GPCPs used the first part of the facilitated session to refresh participants understanding of the Chronic Care Model and its components. The second part of the session involved guiding the participants through each element of the ACIC and providing interpretations of each question, using local examples of how this may be being done within their organisation.

In total GPCPs facilitated 11 sessions and had 13 organisations and 36 services participated in the ACIC.

	<p>Gippsland Interpretation of ACIC elements</p> <p>In 2014 a criticism of the ACIC implementation was that there was not a consistent understanding of the questions, nor was there a consistent methodology of implementation. Without these consistencies it was not possible to compare agency results across the different PCP catchments.</p> <p>In 2016, to mitigate these issues and ensure a robust and comparable data set for Gippsland, the GPCP's came to agreement on interpretation and developed processes to ensure a consistent approach was utilised. The Gippsland PCPs conducted an ACIC Community of Practice event with GPCPs staff to build competency and consistency in ACIC completion and implementation processes. This was followed by a meeting to review the ACIC elements to develop an 'Interpretation' document which provided all 4 Gippsland PCPs with a common understanding of terminology and a consistent interpretation to each ACIC element questions. For more information please refer to appendix ii.</p> <p>ACIC Results presentations</p> <p>The GPCPs delivered ACIC Results workshops between November 2016 and January 2017. The workshop provided examples of where the catchment had excelled in chronic care and also areas that needed improvement. The GPCPs then led a facilitated discussion around planning strategies to address the key improvement areas for our catchment, as identified in the ACIC results.</p> <p>In-House Results Presentation</p> <p>The GPCPs developed, in collaboration with agencies, individual agency ACIC Results presentations and Improvement Plans. These were presented to participating agencies in November and December of 2016. These presentations were also offered to participating agencies' CEOs, management teams and boards. Participating agencies were encouraged to utilise their individual agency ACIC results to guide internal system and practice improvements. GPCPs provide ongoing support to agencies to implement the quality improvement activities outlined in their Improvement Plans.</p>
<p>What was achieved? (Consider whether results were benefits for clients and/or for service providers and/or for the system)</p>	<p>The Gippsland PCPs implemented a robust approach to the ACIC across the region to ensure competency and consistency in ACIC completion and implementation processes. This included a common understanding of terminology and a consistent interpretation to each ACIC element and consistent planning and rollout across the 4 PCPs areas in Gippsland.</p> <p>In 2016, 13 organisations and 36 services across Gippsland participated in the ACIC, compared to 2014 when 16 organisations and 39 services across Gippsland participated in the ACIC.</p> <p>The average program score across Gippsland was 7.52, compared to the 2014 result of 7.30.</p> <p>The majority of ACIC elements showed an improvement in the 'range' of scores, meaning less organisations are operating at 'basic' levels and are instead now working at 'reasonably good support' levels for chronic disease management.</p> <p>Catchment level results assisted the GPCPs to target complex care initiatives. GPCPs have developed a regional Improvement Action Plan based on the six elements of care in the Chronic Care Model. These areas for improvement will be prioritised and broken down into small Plan Do Study Act (PDSA) cycles. Please see the GPCPs catchment based Improvement Action Plan in Appendix 3.</p> <p>Individualised organisational action plans were developed collaboratively with each of the participating services to provide them with a detailed plan on areas</p>

	for improvement to progress against.
<p>What is the status and sustainability?</p>	<p>Organisations utilise the results to identify if there are any gaps in chronic care, service coordination or service delivery and hence address these gaps. This leads to continuous quality improvement in service delivery which ultimately leads to improved services. Improving services leads to improving client outcomes in the long term and hence the ultimate goal of always keeping the client at the centre of care.</p> <p>GPCPs have ensured that the identified quality improvements activities are implemented and sustained through the following methods;</p> <ul style="list-style-type: none"> • Assessing progress against the quality improvement activities will be sustained through the continuous bi-annual delivery of the ACIC. • The quality improvement activities taking place as an outcome of the ACIC results will be sustained through the organisations' involvement in the GPCPs ICDM Working Groups where the GPCPs ACIC Improvement Plan will become the main focus of the agenda. • Agencies remain engaged with the GPCPs between ACIC periods, and continue to progress their quality improvement activities through their engagement in the PCP ICDM Working Groups and other GPCPs working groups such as the Care Planning clusters and Governance Groups. • GPCPs have linked the ACIC to agencies quality assurance and internal reporting. • GPCPs have embedded the ACIC into the annual reporting and quality improvement framework within member agencies • GPCPs have embedded the ACIC Improvement Plans into the GPCPs Operational Plan and will use the ACIC results to support and guide future improvement activities. <p>GPCPs will continue to look at ways to build links with member agencies, and reinforce the need for undertaking continuous quality improvement activities to ensure agencies are engaging in best practice.</p>
<p>What was the specific role of the PCP?</p>	<p>To support the implementation of the ACIC, the PCP developed strategies for effectively engaging member agencies in the ACIC process. The level of support provided by the GPCPs and the format and timeframes for the ACIC were tailored to each participating agency's needs.</p> <p>These key project activities/strategies included;</p> <ul style="list-style-type: none"> - Engagement of member agencies to undertake the ACIC through in-person contact or emails to the CEOs and Directors/Managers - Development and distribution of a resource pack to support the ACIC process (see appendix i.) - Facilitated ACIC workshops and individual one-on-one ACIC sessions - Development of catchment level ACIC and Improvement Plan, presented at the GPCPs ICDM Network meetings or equivalent - Development of individual organisation Improvement Plans, distributed to each agency and person who participated in the ACIC - In-house results workshops & discussion of areas for improvement, facilitated by GPCPs on request
<p>What lessons have you learnt?</p>	<p>In 2016 the GPCPs initiated the initial ACIC engagement with members earlier than in 2014. This ensured that member and non-member agencies had adequate time to prepare for the ACIC process and resulted in a much smoother completion of the ACIC.</p>

	Not to underestimate the importance of strong relationships and the need to have an authorising environment through the senior management to be successful in supporting organisations their continuous quality improvement pursuits.
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Position/Title	Executive Officers of the 4 Gippsland PCPs
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Appendix	<p>Appendix i. Resource Pack distributed to all member agencies to engage them in the ACIC process.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  ACIC Overview letter </div> <div style="text-align: center;">  ACIC planning checklist </div> </div> <p>ii. Gippsland Interpretation of ACIC elements</p> <div style="text-align: center; margin: 10px 0;">  Gippsland Interpretation of AC </div> <p>iii. GPCPs catchment based Improvement Action Plan</p> <div style="text-align: center; margin: 10px 0;">  GPCP ACIC Improvement Plan </div>
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