



Australian Healthcare and Hospitals Association

**JustHealth Consultants
Capability Statement**

Our Mission

The provision of quality, affordable advisory services to the AHHA membership, and more broadly across the sector.

Who we are

The AHHA launched JustHealth Consultants (JHC) in 2010 as a consultancy service to support Australian healthcare organisations at national, state, regional, hospital and community levels across all sectors to meet complex governance and organisational requirements of today's healthcare system.

JHC is committed to a high performing health industry with the patient at the centre of all activities. It aims to achieve this through disseminating knowledge and understanding of the healthcare system by connecting the diverse contributions of clinicians, academics, executives, managers, policy makers, governments and consumers. JHC places a healthcare specific focus on learning and provision of advisory services. Given AHHA's comprehensive knowledge of the industry, JHC is in an ideal position to be a leading provider of advice, training and mentoring on all aspects of corporate and clinical governance such as strategic planning, financial management, service improvement and workforce planning, human resource and facilities management, service delivery and engagement with the community.

The AHHA secretariat employs a professional team capable of managing large-scale, multi-stream projects. The secretariat provides a single point of contact for its consultants and specialist coordination and administration services which include processes for undertaking due diligence and quality assurance to ensure that high standards of delivery and reporting are met and maintained by consultants.

AHHA is ISO9001 accredited and all projects, internal and external, are governed by AHHA's rigorous quality assurance policies and procedures. AHHA is confident that services delivered by our consultants will be done so to achieve client satisfaction at the highest level.

How we can work with you

Whether you need a quality facilitator, a strategic thinker to assist with a particularly difficult issue, training for members of your staff or Board, secretariat services for your organisation or a complete review of a program or initiative – AHHA can provide a solution. AHHA can assemble a team of renowned professionals to undertake both large and small scale projects and provide seamless project coordination at a competitive rate.

AHHA is in the unique position to draw upon its membership base for stakeholder input and comment, to access participants for piloting, for communicating and marketing opportunities and for inclusion in our electronic and print-based publications.

Through AHHA's academic arm, the Deeble Institute for Health Policy Research, we are able to undertake rigorous, independent research on important national health policy problems, and then synthesise and translate the evidence into practical, evidence-based solutions.

Our expertise

Our services are provided by highly competent staff with contemporary skills and knowledge in areas including:

- Corporate and clinical governance training
- Activity-based funding training and advice
- Strategy and business planning and advice
- Organisation design and improvement
- Health services planning
- Management practices and communications advice
- Governance and reporting advice
- Service delivery improvement
- Board induction training
- Health economics research, advice and training
- Mentoring services
- Statistical methodologies and analysis
- Online training development
- Secretariat services

Our Projects:

My Health Record Training

Client: Australian Government – Department of Health

Services: Design and development of an online training package for healthcare providers

Context

The My Health Record, previously known as the Personally Controlled Electronic Health Record, is a secure online summary of an individual's health information. It is an initiative of the Commonwealth Government. The Department of Health required design and development for a nationally consistent, integrated and targeted education and training package for healthcare providers to support eHealth and My Health Record system outcomes, with the aim of achieving greater uptake and use of the system by healthcare providers.

Because of the AHHA's strong record of training development, reputation and industry knowledge, it was appointed to deliver the training package. The package targets clinical and non-clinical staff employed in general practices, and clinical and nonclinical staff in community pharmacies, residential aged care facilities, medical specialist, allied health and hospital settings.

This project has resulted in an online user-friendly, practical and engaging training and resources package designed to support clinical and non-clinical staff to understand the uses and functions of the My Health Record System.

Approach

The AHHA recognised that sectoral engagement was critical to the success of this project. The team conducted a desktop review and stakeholder survey to identify priority training needs of the different groups of health providers to inform the design and development of the My Health Record education and training package.

The online training portal was soft-launched at the end of April 2016, following an in-depth review by the Department of Health and to date over 750 participants have registered. Feedback on the training from both a client and participant point of view has been overwhelmingly positive.

Results

Throughout the development and delivery phase of the project, the AHHA team was able to demonstrate the significant capacity to quickly understand the legislative context in which the work was being undertaken, including details and nuances of the system, as well as the communications activities, risks and governance related to it. Throughout the course of the My Health Record project, the AHHA team has shown its ability to thrive under pressure, meet tight deadlines and delivery high-quality end product.

Palliative Care Online Training Portal

Client: Australian Government – Department of Health

Services: Development of a palliative care online training and information portal

Context

The National Palliative Care Strategy 2010 – Supporting Australians to Live Well at the End of Life represents the combined commitments of the Australian, state and territory governments, palliative care service providers and community-based organisations. It guides the development and implementation of palliative care policies, strategies and services across Australia.

The Department of Health required an experienced, well-credentialed provider to deliver comprehensive online training across Australia, to an expected 45,000 participants, by mid-2017. Over 28,000 participants have registered for the training to date.

Approach

AHHA is the lead organisation on this project, overseeing the governance, administration, consultation and engagement strategies, marketing and project management of the online portal. Based on the Guidelines for a Palliative Approach for Aged Care in the Community Setting, six online modules have been developed by a consortium of experts led by the AHHA. Final training materials were peer reviewed by key subject matter experts Australia wide, with a formal pilot study with 700 healthcare professionals to refine content and delivery.

Central to the development of the project has been AHHA's ability to engage with stakeholders from multiple disciplines to inform the development of the training. The majority of participants are drawn from residential aged care facilities, community aged care organisations, and the palliative care sector and the AHHA has engaged widely with practitioners providing care to older people in the community, including general practitioners, community care providers and support organisations.

Results

The training package has been evaluated as having considerable reach across a range of settings in both aged care and the community, and being very successful in increasing the knowledge of a palliative approach to care. It has achieved extremely high satisfaction rates, particularly given the diversity of participants. It has significantly increased the level of understanding of the palliative care in the community with almost all respondents rating their knowledge as excellent or significantly improved after completing the training. Participants expressed a high need for the package and a strong willingness to market the package to their employers and colleagues. The success of the program demonstrates the AHHA's capacity to develop and market educational programs and capitalise on its extensive networks to promote and deliver high-quality, evidence-based training.

The project has attracted national attention for its innovative approach to online learning and has received three national e-learning accolades for its innovative content, ease of use and adoption across the sector. Additionally, the strong advocacy leadership demonstrated by AHHA resulted in significant additional investment by the Commonwealth Department of Health in the project in the 2015 budget, at a time when health agencies generally experienced significant budget cuts.

COMPAC Guidelines Training Project

Client: Australian Government – Department of Health

Services: Development and delivery of palliative care training workshops

Context

The Department of Health leads and shapes Australia's health system through evidence-based policy, targeted programs and best practice regulation. As part of the Tasmanian Health Assistance Package, the Department needed an expert to develop and deliver targeted, innovative training that would improve access to community-based palliative care services across all regions of Tasmania.

The AHHA was engaged to create, pilot and deliver a multi-year, two-stream education package promoting the awareness and use of the Guidelines for a Palliative Approach for Aged Care in the Community Setting (COMPAC Guidelines). The team delivered a project which significantly improved the skills, confidence and expertise of professionals and volunteers who care for people who are dying and their families, and built and enhanced the provision of quality palliative care in the state.

Approach

With clinicians, health professionals, volunteers, carers and administrators across the health sector and beyond as users, it was essential for the AHHA to engage the diverse audience in developing the training packages. After an extensive research phase during which a literature review, online survey and mapping exercise were conducted, the AHHA undertook significant stakeholder consultation across all areas of Tasmania to inform the focus and level of the workshop content. A two-stream formal education module with an endorsement for continuing professional development, a live webinar delivery portal and post-education support was then developed. Local palliative care clinicians familiar with the Tasmania context were engaged to provide the training.

Results

All performance targets were fully achieved. The AHHA developed and delivered over 80 face-to-face workshops to over 900 people. Training was offered in metropolitan, regional and rural areas across the state, making it widely accessible. The AHHA brought training on-site to aged and community organisations at no cost and facilitated webinars for those unable to attend in person.

Evaluation data indicates that the program significantly improved participants' knowledge and skills, with over 80% reporting that the training had improved their ability to deliver palliative care. The workshops allowed a diverse audience to benefit from training about strategies which improve end of life care, explore new interventions for the management of pain and other symptoms, and better support the high-quality end of life care aligned with the desires of the patient. The workshops allowed participants who were not previously able to access training the opportunity to do so, and enhanced end of life care initiatives in the state.

Lighthouse Hospital Project

Client: Australian Government – Department of Health

Project sponsors: Australian Healthcare and Hospitals Association and The Heart Foundation

Services: Implementation of quality activities that improve care and outcomes for Aboriginal and Torres Strait Islander peoples experiencing coronary heart disease

Context

There are disproportionate numbers of deaths from coronary heart disease in Aboriginal and Torres Strait Islander peoples. It is the leading cause of death among this population, who are 60% more likely to die from this condition. Aboriginal and Torres Strait Islander Australians are also dying at a younger age, more likely to be admitted to hospital for Acute Coronary Syndrome episodes and more likely to die in a hospital or leave against medical advice. However, while in the hospital, they are less likely than Indigenous Australians to undergo coronary tests and procedures.

Hospitals have a critical role to play in improving access to evidence-based care and addressing disparities in care for Aboriginal and Torres Strait Islander peoples. It commissioned the AHTA and Heart Foundation to undertake the multi-stage Lighthouse Project, piloting a quality improvement toolkit in hospitals across the nation. The toolkit seeks to reduce the disparity in care and outcomes for Aboriginal and Torres Strait Islander people by supporting the development of organisational skill and capacity in the areas of governance, clinical quality, workforce and cultural competence.

Approach

Phase 1 involved reviewing the literature and learning from 10 healthcare services that were recognised by their peers as providing exemplary care. Four domains were identified as key to establishing best practice care. These included cultural competence, use of clinical pathways, a skilled workforce and appropriate governance. Phase 2 aims to drive change in eight pilot hospitals through the implementation of quality improvement activities across the four domains. The domains identified in Phase 1 along with elements such as better identification of Indigenous patients, effective partnerships with local Aboriginal and Torres Strait Islander communities, and expanding the Aboriginal health workforce, were developed into a toolkit.

Results

The toolkit provides health practitioners with practical activities that can drive change, address disparities and improve outcomes for Aboriginal and Torres Strait Islander people who present to hospital with ACS. Eight hospitals piloted the toolkit, including Liverpool Hospital, Coffs Harbour Health Campus and Tamworth Hospital in NSW, Bairnsdale Regional Health Service and St Vincent's in Victoria, Princess Alexandra Hospital in Queensland, Royal Perth Hospital in Western Australia and Flinders Medical Centre in South Australia. Each health facility has concentrated its efforts on one of more of the domains to improve access and appropriate care for Aboriginal and Torres Strait Islander patients with ACS.

There are encouraging signs that the toolkit is valuable in driving systemic change and there are calls from some pilot sites to extend the use of the four domains to assist with driving improvements for other chronic conditions. A formal evaluation is currently underway that will determine whether the

implementation of the toolkit has contributed to delivering improvements in cardiac care for Aboriginal and Torres Strait Islander patients. This evaluation will be completed in 2016.

National Oral Health Plan 2015-2024

Client: National Oral Health Monitoring Group

Services: Development of a draft national oral health plan

Context

This National Oral Health Plan (2015-2024) outlines a blueprint for united action by all state and territories in conjunction with Commonwealth services, with the goal of ensuring all Australians have healthy mouths.

With the first National Oral Health Plan reaching the end of its ten-year lifespan in 2013, the Standing Council on Health through the Australian Health Ministers' Advisory Council needed a new national plan for 2014-15. Working closely with the National Oral Health Plan Monitoring Group, the AHHA collaborated on the development of the new plan, including chairing the project and conducting and commissioning research and literature reviews.

Approach

The development of the National Oral Health Plan required a thorough examination of current issues and opportunities facing the dental and oral health sectors. The AHHA conducted an initial organisational needs analysis, which identified existing and future workforce issues and relevant legislation and regulation impacting on the delivery of effective and efficient oral health services.

The AHHA identified key stakeholders and established consultation and communication strategies to ensure optimal levels of engagement across a range of sectors. Regular reporting to stakeholders and the Standing Council of Health and its subsidiary committees was also carried out. This included a high level of negotiation and communication with relevant staff in the Department of Health

AHHA's Executive Director chaired the development of the new plan. This role incorporated project management, workshop facilitation, writing and editing, consultation and negotiation. The AHHA undertook coordination of communications, document design and development and liaison with politicians from all parties and senior bureaucrats.

Results

The National Oral Health Plan 2015-2024 was launched via the COAG Health Council in early 2016.

For more information, see:

<http://www.coaghealthcouncil.gov.au/Publications/Reports/ArtMID/514/ArticleID/81/Australias-National-Oral-Health-Plan-2015-2024>

Pharmacy Standards Review Project

Client: Pharmacy Practitioner Development Committee (PPDC)

Services: Literature review, background research and stakeholder consultation

Context

The PPDC is a profession-wide collaborative forum of eleven organisations focused on the development of pharmacist practitioners in Australia through consideration of competencies and scopes of practice. The PPDC reviews the national competency standards framework for pharmacists in Australia as part of its regular review cycles. The PPDC required consultancy services from an organisation with a strong track record in conducting research, experience in competency standards development and the ability to conduct national consultations.

The AHHA was appointed to conduct the background research and consultation work to inform the subsequent phases of the PPDC's current review process.

Approach

In the first stage of the project, competency frameworks developed for 32 pharmacy professions and services were considered to compare and contrast their features. An examination of the literature for the concepts and rationale supporting different features within these frameworks, as well as for current trends was then undertaken.

From this review, a consultation paper was developed to facilitate stakeholder discussion. Stakeholder feedback was obtained via electronic surveys, two consultation workshops held in Brisbane and Canberra, written submissions and telephone interviews with key stakeholders. The final report summarised the findings from the background research, literature review and stakeholder consultation, with 14 recommendations provided to inform the PPDC's review of the framework.

A key challenge for this project was engaging stakeholders from both within and beyond the pharmacy sector in engaging and contributing to the consultation. AHHA worked closely with the members of the PPDC to ensure the pharmacy sector, both organisations and individuals, were involved in the consultation. The team used the AHHA's extensive networks of health groups and individuals to provide sufficient and representative input from the health sector more broadly. This included aged care organisations, clinical peak bodies and professional colleges, consumer groups, accreditation councils, local hospital networks, private health insurers and state and territory health departments.

Results

The AHHA's findings, which included that the current framework is regarded to be comprehensive and is used for a full range of purposes, were accepted. The PPDC agreed that while fundamental change is not required, revisions are needed for contemporary practice and emerging and future pharmacist roles to be reflected.

The PPDC is progressing subsequent phases of this work, based on the recommendations made in AHHA's reports.

Breast Care Nurse Needs Assessment

Client: McGrath Foundation

Services: Research and consultation to inform a report on future breast care nurse requirements nationally

Context

The McGrath Foundation raises money to place breast care nurses in communities across all regions of Australia. The Foundation commissioned a study which would be used to inform its expansion strategy by identifying key gaps and priority areas requiring breast care nurse services.

The AHHA conducted an extensive qualitative and quantitative needs assessment to determine the level of breast care nurse services required in the future to ensure the Foundation's growth targets remained in line with the needs of new and existing patients and families.

Approach

The project included survey-based data collection, stakeholder interviews, and desktop research to achieve the outcomes of the study. These included the development of a comprehensive list of breast care nurse services available in Australia, a prioritised list of locations requiring the support of a dedicated McGrath breast care nurse and the overall number and full-time equivalency of dedicated breast care nurse positions required to meet the needs of all Australians diagnosed with breast cancer.

The AHHA team examined the evolution of the breast care nurse model of care in the past decade, reflecting changing technology, treatment strategies, increased survivorship and patient needs. Central to the approach was the understanding that until advances in the prevention and treatment of breast cancer are achieved, there will be a continual and growing demand for breast care nurse services.

Detailed analysis of the research and stakeholder survey data focused on identification of the impact of provider location, service type and breast care nurse status on variance in workload and service mix. The reported workloads and service characteristics were compared with the data contained in the NBCC Specialist breast nurses: an evidence-based model for Australian practice. This, in turn, informed the workload parameters incorporated in the workforce projections which were used to provide a basis for service planning and evaluation.

Results

The 10-month study contributed to the McGrath Foundation's report Keeping Abreast of Future Need: the Growing Demand for Breast Care Nurses, and released to coincide with the Foundation's 10th Anniversary. It found that increased breast cancer incidence, a surge of people living with breast cancer, an ageing population and increased patient contacts meant that demand for breast care nurses is expected to outstrip supply.

The McGrath Foundation is continuing to create new breast care nurse positions to address this demand.