
NSW MINISTRY OF HEALTH
COMPACKS PROGRAM FORUM
PAXTON PARTNERS COMPACKS ASSURANCE REVIEW PRESENTATION
27MARCH 2015

1. Background and overview

NSW Ministry of Health engaged Paxton Partners to carry out a review of the administrative systems and processes underpinning the services delivered by the ComPacks program.

The objectives of this project were to:

- Provide the MoH with a clearer understanding of the business processes undertaken at the Service provider level to deliver the ComPacks program for NSW Health.
- Conduct an end-to-end review of the business processes relating to ComPacks employed by MoH, LHDs and CSPs, including:
 - Identify areas for improving data recording and reporting functionality
 - Present MoH with an approach to reviewing ComPacks business processes in the future

Following this initial review Paxton Partners were then engaged to assist in developing a good practice toolkit to be made available to CSPs.

2. Process

A staged approach was adopted for the initial review in order to engage a wide variety of stakeholders including LHDs and CSPs as well as analysing the existing CMaRT (now CiMS) data, prior to providing a final report and recommendations to MoH.

The key stages of the project were:

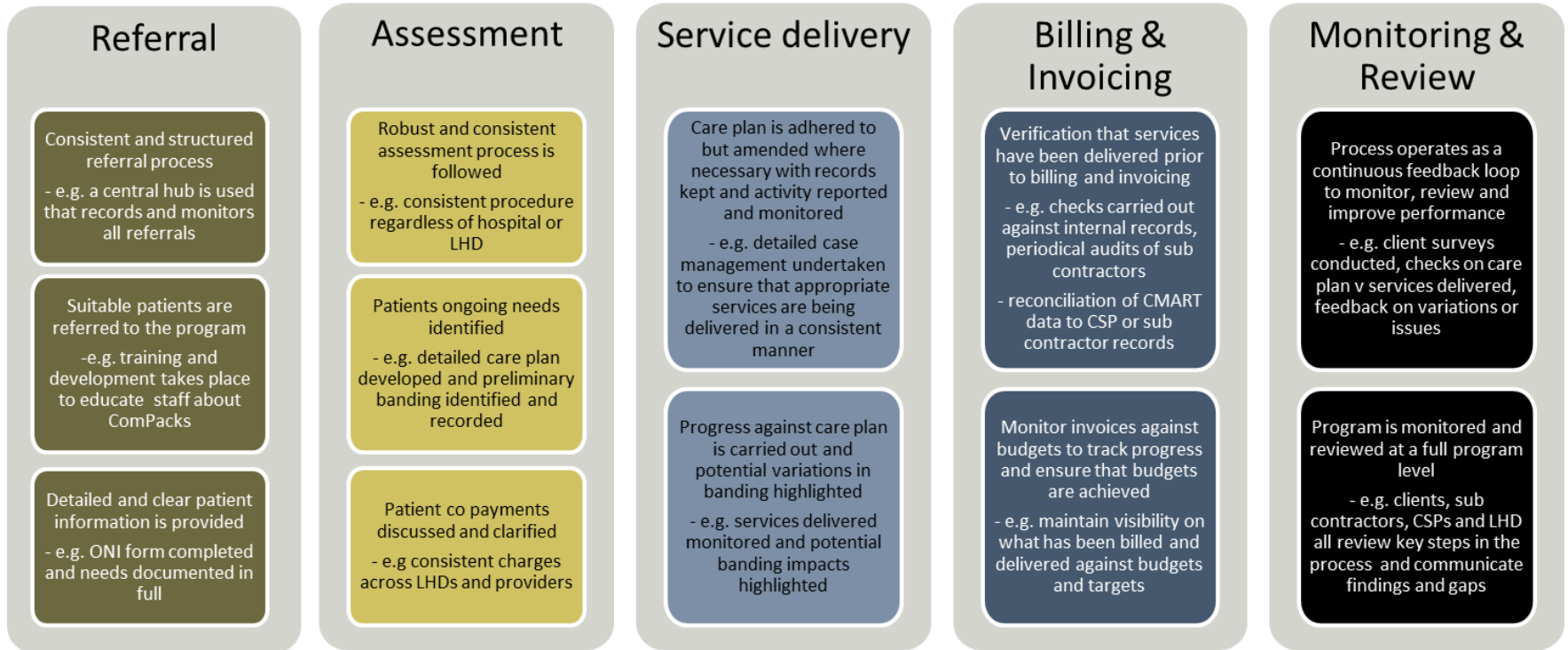
1. Initial consultation
2. Stakeholder surveys with all CSPs and LHDs
3. Analysis of financial and CMaRT data provided by MoH
4. Detailed transaction and process review.

3. Findings & good practice

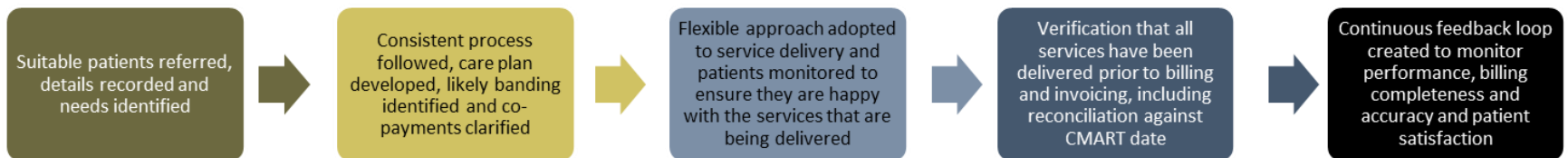
- Throughout the project all sites were open, supportive and generous with their time in allowing us to review existing systems and processes, and expressed a strong willingness to share their ComPacks processes
- All findings & good practice observations are based on the existing good practices that we identified with sites and LHDs
- These findings are a way of sharing some of the practices and processes that different CSPs and LHDs already have in place
- It is appreciated that implementing certain good practices will be dependent on the varying levels of existing systems, infrastructure and organisational requirements
- The optional toolkit was developed based on tools that CSPs currently have in place, tested in conjunction with CSPs and designed as a guide for CSPs

3. Findings & good practice

Suggested good practice processes and potential similarities, differences and gaps in the processes undertaken by the CSPs at the time of the review.



Good Practice Process Flow



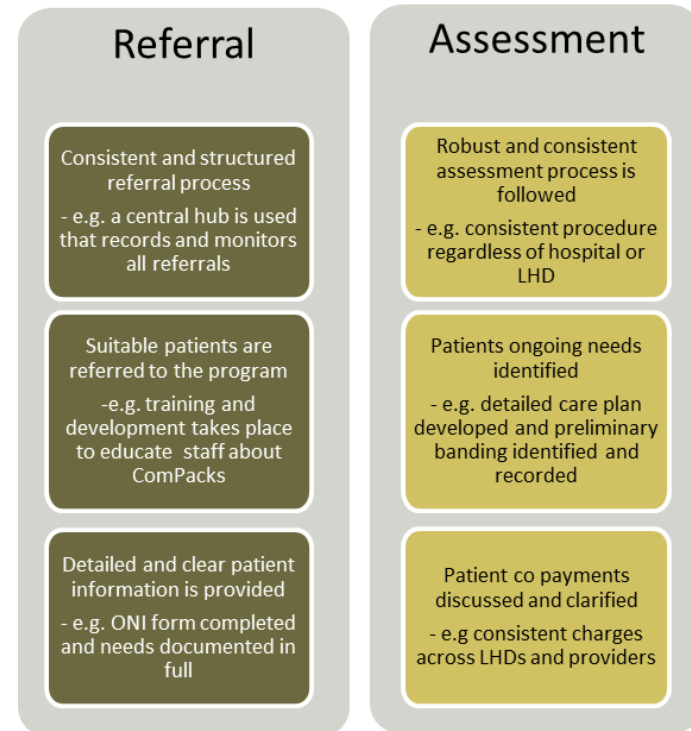
3. Findings & good practice

Referral

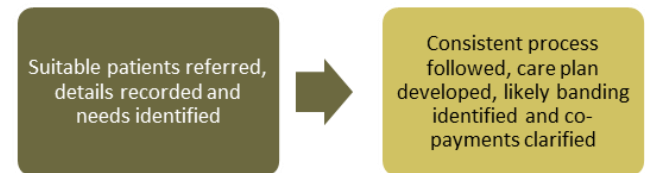
- Proactive communication between CSPs and hospitals/LHDs:
 - To improve knowledge of program, admission criteria (e.g. referral checklists)
 - To monitor & manage service performance / package availability
- Centralised hub / single contact point to record and monitor referrals
- Improved identification of out of area referrals

Assessment

- Pre-engagement agreements between the CSP & the client (e.g. detailed care plan)
- Documentation between CSP and sub-contractor providers



Good Practice Process Flow



3. Findings & good practice

Service delivery

- CSP case management notes of client activity
- Monitoring and reporting of services delivered to clients
- Clients monitored to ensure they are happy with services being delivered and that planned services have been received

Billing & Invoicing

- Standardised forms that summarise services provided & associated funding band
- Reconciliation of CiMS data to CSP records
- Record and review sub-contractor invoices against service agreements / delivery rosters

Service delivery

Care plan is adhered to but amended where necessary with records kept and activity reported and monitored

- e.g. detailed case management undertaken to ensure that appropriate services are being delivered in a consistent manner

Progress against care plan is carried out and potential variations in banding highlighted

- e.g. services delivered monitored and potential banding impacts highlighted

Flexible approach adopted to service delivery and patients monitored to ensure they are happy with the services that are being delivered

Billing & Invoicing

Verification that services have been delivered prior to billing and invoicing

- e.g. checks carried out against internal records, periodical audits of sub contractors
- reconciliation of CMART data to CSP or sub contractor records

Monitor invoices against budgets to track progress and ensure that budgets are achieved

- e.g. maintain visibility on what has been billed and delivered against budgets and targets

Verification that all services have been delivered prior to billing and invoicing, including reconciliation against CMART date

3. Findings & good practice

Monitoring & Review

- Proactive and regular communication by providers to hospitals and LHDs
- Feedback processes between clients and CSPs to confirm delivery of brokered services
- Structured and standardised reporting of activity and budget tracking between LHDs, CSPs and MoH
- Clarify the role and expectation of sub-contractors in submitting client package information back to CSPs

Monitoring & Review

Process operates as a continuous feedback loop to monitor, review and improve performance
- e.g. client surveys conducted, checks on care plan v services delivered, feedback on variations or issues

Program is monitored and reviewed at a full program level
- e.g. clients, sub contractors, CSPs and LHD all review key steps in the process and communicate findings and gaps



Continuous feedback loop created to monitor performance, billing completeness and accuracy and patient satisfaction

4. Good practice toolkit

The good practice toolkit was designed to assist CSPs in improving the accountability of services. It was not designed to be compulsory or to replace CSPs existing systems.

The two key components of the toolkit are:

- A pre-engagement (preferably signed) agreement between the CSP and the client
 - for internal use by CSPs to assist in substantiating services delivered, rates and costs by the providers of the care
- A standard template form to summarise the services provided to a client
 - for review and confirmation by clients to verify the type and volume of services that are planned for them and ultimately received.

It was designed with the following key criteria in mind:

- Improving the accountability & management oversight of the ComPacks program
- Creating a base level of data collection and program accountability for CSPs
- Minimising the administrative burden for CSPs
- Avoiding duplication of information and ensuring client records and services received are stored in a single place and are available for review.

5. Comments and questions

We would like to thank all of the participants in the project for their assistance and support

Questions?

If you have any questions in the future please feel free to contact us directly:



PAXTON PARTNERS

Phil Barcellona
Manager

Level 2, 448 St Kilda Rd, Melbourne, Victoria, 3004
Phone 03 9820 0333 **Mobile** 0408 466 748
Fax 03 9820 0777 **Email** philbarcellona@paxtonpartners.com.au



PAXTON PARTNERS

Sam Engineer
Senior Analyst

Level 2, 448 St Kilda Rd, Melbourne, Victoria, 3004
Phone 03 9820 0333 **Mobile** 0478 123 974
Fax 03 9820 0777 **Email** samengineer@paxtonpartners.com.au