



## Statewide initiative for diabetes management – Key findings from the statewide solution design workshop

This document summarises the key findings from the statewide initiative for diabetes management solution design workshop. It includes input from workshop participants and next steps for implementing the initiative.

### Working collaboratively to design a statewide initiative for diabetes management

#### Workshop aims and objectives

The NSW Ministry of Health (the Ministry) and the Agency for Clinical Innovation (ACI) held a statewide solution design workshop on 24 February 2020. Approximately 80 people attended the workshop, including key representatives from:

- Local health districts (LHDs)
- Specialist Health Networks (SHNs)
- Primary Health Networks (PHNs)
- Aboriginal Medical Services (AMSS)
- Non-government and community organisations.

The solution design workshop aimed to:

- clarify the key focus areas the statewide initiative could work towards and how success could be monitored and evaluated
- identify and agree to the key focus areas of a design that can be supported by LHDs, PHNs, key non-government organisations (NGOs) and other care providers.
- identify how that design can balance high-level statewide consistency while allowing for flexible local implementation
- establish an authorising environment to progress the agreed statewide initiative.

During the workshop, participants were asked to:

- identify a number of **activities** that can be implemented locally as part of the statewide initiative for diabetes management, as well as barriers and enablers to implementation
- anticipate certain **outputs** from the activities
- nominate short and medium term **outcomes** as a result of implementing the activities
- indicate measures for the statewide initiative or that they would commonly use to manage people with diabetes.

In these activities, participants raised a number of consistent themes and there was broad consensus on the goal of the statewide initiative for diabetes management. All groups agreed that the initiative should be:

- focused on the consumer
- team based
- planned
- integrated/ coordinated.

Participants also agreed on a number of key focus areas (see p2) and acknowledged that these will be the foundation for the statewide approach.

## Determining goals, activities, outputs and outcomes for the statewide initiative

The workshop began with a series of activities to identify common goals and outcomes for improving the coordination of diabetes management in the community. There were many references to the initiative supporting providers across different healthcare settings to function as though they were part of one health system. Based on participant feedback, the future vision for diabetes management in NSW can be summarised as:

The vision is for **empowered consumers** to be able to **access care** that is **appropriate to their needs**; that is provided in a **planned, coordinated and integrated manner**; by a **skilled team** made up of all **relevant health practitioners** (from acute, primary and community settings).

Participants agreed on ten key focus areas that should be addressed by organisations in the statewide initiative. **Leadership and governance** was considered to be an important **key enabler** to the overall success of how the initiative is implemented.

### Key focus areas

1. Patient identification and selection
2. Agreed and documented referral and treatment pathways and processes
3. Formalised service collaboration between specialist and primary health services
4. Empowered consumers
5. Accelerated treatment for identified consumers
6. Structured, partnered approaches support the delivery of services closer to consumers' homes and neighbourhoods
7. Building primary and community care capacity
8. Shared information and data
9. Tailored strategies for vulnerable communities
10. Access to specialist clinics.

There was strong support from participants to include **prevention and early intervention** as an additional focus area of the initiative. Following the workshop, the Ministry and ACI considered the suggestion to broaden the scope of the initiative. It was noted that there are a number of population health activities led by the Ministry of Health, the Commonwealth Department of Health, LHDs, PHNs and NGOs that are focused on diabetes primary prevention.

The Ministry recommends maintaining the original targeted scope of this initiative to address the specific issues identified in the case for change. Focusing on a more specific set of issues will support the system to make progress on key measurable outcomes together, while highlighting how the initiative links with and complements existing strategies. This includes primary and community services, as well as secondary prevention in acute care settings.

Analysis of the workshop outputs shows that the proposed outcomes for the statewide initiative closely align with the four essentials of value based healthcare:

1. People with diabetes have improved health outcomes and quality of life
2. Patients, carers and families have optimal experience of receiving care
3. Clinicians have optimal experience of providing care
4. The health system in NSW is more efficient and effective in the provision of care for people with diabetes.

A complete list of activities, outputs and nominated outcomes for each of these four categories are included in the detailed report. Contact MOH-VBHC@health.nsw.gov.au for a copy.

## Implementation – challenges, barriers and enablers

In the final part of the workshop, participants assessed their top give focus areas for impact and ease of implementation. They had to prioritise and identify any challenges to implementation and indicate how LHDs, PHNs and Aboriginal Controlled Community Health Organisations (ACCHOs) would be supported to address these issues.

### Challenges

There was varied assessment in relation to the ease of implementation. Participants identified six focus areas that were challenging to implement effectively – including:

- Patient identification and selection
- Leadership and governance
- Empowered consumers
- Formalised service collaboration between specialist and primary health services
- Building primary and community care capacity
- Shared information and data.

Participants also highlighted some key opportunities when implementing the initiative – including considering change management and highlighting that this is a long-term commitment.

### Enablers

Participant feedback was that the statewide initiative will ideally provide the centralised leadership and messaging that will help regional efforts to address issues that are statewide, system-based or reliant upon intergovernmental relationships. It was considered this leadership would enable regions to avoid both working at cross purposes and the duplication of effort, particularly where organisational roles and responsibilities intersect.

## Next steps

The Ministry and ACI will:

1. Develop a coordinated statewide initiative and determine approaches to support implementation. These will be presented to key stakeholders for feedback.
2. Develop a monitoring and evaluation plan and conduct an upfront economic appraisal to determine the potential economic impact on the system compared to current practice and inform potential resourcing.
3. With support from the NSW Health Secretary, present the initiative to the NSW Health Senior Executive Forum and gain endorsement from Chief Executives as a statewide initiative for the State's public health system, including 15 local health districts, three specialty networks, statewide services, statutory health corporations and the NSW Ministry of Health.
4. Present the initiative to the NSW Primary Health Network – NSW Health Statewide Committee and gain endorsement of the statewide initiative.

## For more information

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