

## **Symposium Title - Progress: Bringing Value Based Healthcare to life.**

**Chair:** Leanne Hides

**Chair's email:** [l.hides@uq.edu.au](mailto:l.hides@uq.edu.au)

### **Authors:**

KRISTIE MAMMEN<sup>1, 2, 3</sup>, MAUREEN STEELE<sup>1, 2, 3</sup>, JENNIFER HOLMES<sup>1, 2, 3</sup>, ANNIE MALCOLM<sup>1, 2, 3</sup>, LIBBY TOPP<sup>1, 2, 3</sup>, DEBBIE KAPLAN<sup>1, 2</sup>, RACHEL DEACON<sup>1, 2, 3, 4</sup>, NICHOLAS LINTZERIS<sup>2, 3, 4</sup>.

<sup>1</sup> *Centre for Alcohol and Other Drugs, NSW Ministry of Health, Australia*

<sup>2</sup> *Drug and Alcohol Research and Improvement Network, Sydney, Australia*

<sup>3</sup> *Drug and Alcohol Services, South Eastern Sydney Local Health District, Australia*

<sup>4</sup> *Discipline of Addiction Medicine, Central Clinical School, University of Sydney, Australia*

Presenter's email: [kristie.mammen@health.nsw.gov.au](mailto:kristie.mammen@health.nsw.gov.au)

### SUZIE HUDSON<sup>1,2</sup>

<sup>1</sup> *Centre for Alcohol and Other Drugs, NSW Ministry of Health, Australia*

<sup>2</sup> *National Drug and Alcohol Research Centre, University of NSW, Australia*

Presenter's email: [Suzie.Hudson@health.nsw.gov.au](mailto:Suzie.Hudson@health.nsw.gov.au)

ANNIE MALCOLM<sup>1, 2, 3</sup>, KRISTIE MAMMEN<sup>1, 2, 3</sup>, JENNIFER HOLMES<sup>1, 2, 3, 3</sup>, MAUREEN STEELE<sup>1, 2, 3</sup>, DURGA LIMBU<sup>1, 2, 3</sup>, DEBBIE KAPLAN<sup>1, 2</sup>, LIBBY TOPP<sup>1, 2</sup>, NICHOLAS LINTZERIS<sup>2, 3, 4</sup>,

<sup>1</sup> *Centre for Alcohol and Other Drugs, NSW Ministry of Health, Australia*

<sup>2</sup> *Drug and Alcohol Research and Improvement Network, Sydney, Australia*

<sup>3</sup> *Drug and Alcohol Services, South Eastern Sydney Local Health District, Australia*

<sup>4</sup> *Discipline of Addiction Medicine, Central Clinical School, University of Sydney, Australia*

Presenter's email: [annie.malcolm@health.nsw.gov.au](mailto:annie.malcolm@health.nsw.gov.au)

ROBERT STIRLING<sup>1, 2</sup>, MEI LIN LEE<sup>1, 3</sup>, SALLY NATHAN<sup>4</sup>, ALISON RITTER<sup>2</sup>

<sup>1</sup> *Network of Alcohol and other Drugs Agencies, Sydney, Australia*

<sup>2</sup> *Drug Policy Modelling Program, Social Policy Research Centre, UNSW Sydney, Australia*

<sup>3</sup> *Centre for Health Psychology Practice and Research and School of Psychology, University of Wollongong, Australia*

<sup>4</sup> *School of Population Health, UNSW Sydney, Australia,*

### **Aim:**

Value Based Healthcare (VBHC) provides an innovative framework for delivering high value Alcohol and Other Drug (AOD) treatment in NSW. Embedding standard processes of care into practice in a consistent way improves the quality of treatment and provides a platform to improve outcomes for people accessing treatment, for their communities and for those who deliver the specialised treatment. Specifically, it serves to elevate the experience of people reaching out for AOD treatment, many of whom have routinely been stigmatised and discriminated against, in spite of their healthcare needs and goals for support.

This symposium will explore in detail specific practices that engage clinicians in providing rewarding high-quality care, that includes the collection and application of self-reported measures central to VBHC, recognising that we must focus first on meaningful collection and application. Central to each presentation are the experiences of people and communities who access AOD treatment, and exploration of the approaches and tools that have national application.

**Disclosure of Interest Statement:** NIL disclosures

**PRESENTATION 1:**  
**Building the enablers of Value Based Healthcare in NSW AOD treatment**

**Presenting Authors:**  
*Kristie Mammen; Maureen Steele*

<sup>1</sup> *Centre for Alcohol and Other Drugs, NSW Ministry of Health, Australia*

<sup>2</sup> *Drug and Alcohol Research and Improvement Network, Sydney, Australia*

<sup>3</sup> *Drug and Alcohol Services, South Eastern Sydney Local Health District, Australia*

<sup>4</sup> *Discipline of Addiction Medicine, Central Clinical School, University of Sydney, Australia*

Presenter's email: [kristie.mammen@health.nsw.gov.au](mailto:kristie.mammen@health.nsw.gov.au)

**Introduction:**

VBHC invites us to re-examine the way healthcare is organized and evaluated. As a framework rather than a strict process or formula to be followed, it shifts the focus of health data collection and reporting from counting volume or activity (e.g., number of patients, number of beds), to routinely measuring and responding to outcomes and experience. VBHC is integrated into the NSW Health strategic frameworks and has potential benefits for AOD treatment services and the people accessing them

**Approach:**

Consistent with the NSW Health approach, the proposed NSW AOD Framework focuses on developing a treatment system that strives to deliver care that improves: health outcomes that matter to people in treatment, experiences of receiving care, experiences of providing care, and the effectiveness and efficiency of care. To achieve this, our enablers program builds on the existing work in NSW on outcomes and experiences to (i) define an AOD treatment Value Based Healthcare framework to provide direction and predictability for the sector; (ii) facilitate treatment provider integration of the Clinical Care Standards to improve the quality and safety of treatment; (iii) improve the use of Patient Reported Measures (PRMs) to review and improve treatment outcomes and enhance the experience of care, (iv) build capacity to access, interrogate, and interpret service VBHC data, including quality, PRMs and cost of delivery data, (iv) Establish a benchmarking program for AOD treatment as an enabler of continuous quality improvement. The framework prioritises person-centred care and our program aims for meaningful inclusion of people with Lived and Living experience throughout the program.

**Discussions and Conclusions:**

The program aims to engage services in collaborative measurement and benchmarking of their clinical processes and outcomes, with the long-term goal of ensuring high value AOD treatment in NSW.

**PRESENTATION 2:**

## **Inclusive and innovative implementation of the AOD Clinical Care Standards into practice**

**Suzie Hudson**<sup>1,2</sup>

<sup>1</sup>*Centre for Alcohol and Other Drugs, NSW Ministry of Health, Australia*

<sup>2</sup>*National Drug and Alcohol Research Centre, University of NSW, Australia*

Presenter's email: [Suzie.Hudson@health.nsw.gov.au](mailto:Suzie.Hudson@health.nsw.gov.au)

### **Background:**

The NSW Clinical Care Standards for Alcohol and Other Drug Treatment outline the core elements of care that underpin treatment within NSW alcohol and other drug (AOD) treatment services. The Standards have a strong focus on health equity, trauma informed practice and on improving the experience of receiving AOD treatment. People want and need a treatment system that they can engage with early, that provides treatment options where and when they need it and are tailored to the outcomes that matter to them.

### **Description of Model of Care/Intervention:**

The motivation for developing the Standards was to support people accessing AOD treatment and their communities to know what to expect at every step of the treatment journey and how they can partner with providers to achieve their goals. Adequate support for implementation, including training, is essential for embedding the Standards into practice. A collaborative implementation approach has been designed and tailored to each local health district in New South Wales. Drawing on principles of person-centred, trauma-informed care, the approach engages the whole of the workforce (for government, non-government providers) in each area, inclusive of local Aboriginal Community Controlled Organisations. Each workshop engages a presenter with lived and/or living experience of AOD treatment to reflect on their experiences and their advice on how to ensure the delivery of each Standard is person-centred.

### **Effectiveness/Acceptability/Implementation:**

An evaluation framework was developed and applied to each workshop to determine its acceptability and effectiveness. With a process of 3-month follow up to measure application in practice. These outcomes will be explored as part of the presentation.

### **Conclusion and Next Steps:**

This practice sharing presentation will explore the development of the NSW Clinical Care Standards for AOD Treatment, how all stakeholders were engaged, the implementation approach and the methods for evaluating the outcomes.

### **Implications for Practice or Policy:**

The NSW AOD Clinical Care Standards, and the model for implementation has utility for adaption in other states and territories across Australia.

### **Disclosure of Interest Statement: NIL to declare**

### **Presentation 3: The Workforce Development Package to support the NSW Clinical Care Standards and AOD Value Based Health Care (VBHC).**

ANNIE MALCOLM<sup>1,2</sup>, KRISTIE MAMMEN<sup>1,2</sup>, JENNIFER HOLMES<sup>1,2,3</sup>, LIBBY TOPP<sup>1,2</sup>, MAUREEN STEELE<sup>1,2</sup>, RACHEL DEACON<sup>1,2,4</sup>, DEBBIE KAPLAN<sup>1</sup>, NICHOLAS LINTZERIS<sup>1,2,4</sup>.

1Centre for Alcohol and Other Drugs NSW Ministry of Health, Sydney, Australia, 2Drug and Alcohol Services South Eastern Sydney Local Health District, Sydney, Australia, 3Drug and Alcohol Research and Improvement Network, Sydney, Australia, 4Discipline of Addiction Medicine, Central Clinical School, University of Sydney.

Presenter's email: [annie.malcolm@health.nsw.gov.au](mailto:annie.malcolm@health.nsw.gov.au)

### **Background:**

The NSW Clinical Care Standards (CCS): AOD Treatment outline six core components of treatment a person can and should expect when seeking treatment for substance use.

While supportive of the CCS, government, and non-government (NGO) AOD treatment services reported not having sufficient resources to develop training and induction assessments to ensure that clinicians are competent in practicing to the Standards.

NSW Health are piloting a Workforce Development (WFD) Package developed to support services implementing the CCS. By supporting staff in their practice and providing skills development where needed, the WFD Package aligns with AOD VBHC by aiming to:

- Improve client experience of AOD treatment by receiving care that is person centred and of consistent high quality across NSW.
- Improve clinician experience of providing care by clarifying expectations of the care they provide, acknowledging current practice and providing resources to increase knowledge and skills where need be.
- Improve clinicians' capability and confidence in the clinical use of outcome measures in their practice.

The WFD Package contains:

- Guides to support implementation at a Service, Workplace Assessor and Clinician level
- Competency-based workplace assessments against performance criteria for each Standard.
- Assessment tools for each Standard.
- Learning Pathways for each Standard.
- Training for workplace assessors

### **Approach:**

The WFD Package is being piloted for usability, validity, reliability, flexibility and fairness in 12 government and NGO AOD Treatment Services with a mix of different treatment modalities, clinician roles and experience and geographic locations.

### **Acceptability:**

Initial findings show the WFD Package is fit for purpose and that service managers, workplace assessors and clinicians agree workplace assessments should be implemented with all new and existing staff, and will lead to:

- Improved consistency in treatment delivery
- Improved safety and quality of treatment
- Improved client experiences of receiving treatment.
- Improved clinical experience of providing treatment.

### **Implications for Practice:**

The WFD Package will assist services to promote a culture of learning and feedback.

Workplace assessments have strong applicability when inducting clinicians new to the AOD specialty. They are also suitable for existing staff, especially when undertaking improvement activities, performance development, supervision/reflective practice or if practice performance issues have been identified.

## **PRESENTATION 4: Are we measuring what matters to those working on the frontline and people who receive care to assess value?**

### **Presenting Authors:**

**ROBERT STIRLING**<sup>1, 2</sup>, **MEI LIN LEE**<sup>1, 3</sup>, **SALLY NATHAN**<sup>4</sup>, **ALISON RITTER**<sup>2</sup>

<sup>1</sup> *Network of Alcohol and other Drugs Agencies, Sydney, Australia*

<sup>2</sup> *Drug Policy Modelling Program, Social Policy Research Centre, UNSW Sydney, Australia*

<sup>3</sup> *Centre for Health Psychology Practice and Research and School of Psychology, University of Wollongong, Australia*

<sup>4</sup> *School of Population Health, UNSW Sydney, Australia,*

Presenter's email: [Robert@nada.org.au](mailto:Robert@nada.org.au)

**Introduction:** The alcohol and other drug (AOD) sector are broadly supportive of the value-based healthcare (VBHC) agenda, in that it seeks to improve health outcomes that matter to people; assess the experience of receiving and providing care; and demonstrate the effectiveness and efficiency of that care. While much of the process of measurement implementation has taken place from the top down, those on the frontline and people receiving care often bear the brunt of data collection. This presentation will highlight the experiences of those implementing approaches, with a specific focus on those working on the frontline and people who receive care.

**Method:** The study draws on data from focus groups and a Delphi process with policymakers/funders, NGO providers and people with lived/ing experience against the quadruple aims of VBHC. It also outlines the consultation and mechanisms that have been undertaken to support the implementation of measurements against the aims of VBHC. Mechanisms have involved a range of data system and workforce supports.

**Results:** There is strong alignment from key players on what is important and meaningful to measure. Areas for measurement align with the quadruple aims of VBHC to improve health outcomes; ensure positive experiences of receiving and providing care; and demonstrate the effectiveness and efficiency of care. However, there are differing views on the specific data items and who the data is provided to, when, and for what purpose. Further, there are challenges with the mechanisms that support data collection, analysis and reporting.

**Discussions and Conclusions:** The significant involvement of those most impacted by the VBHC agenda can support the identification of what needs to be measured. While consistency in measurement has the potential to reduce reporting burden, inform system and service improvement and ultimately the quality of care, appropriate systems and supports need to be place.

**Implications for Practice or Policy:** Listening to the experiences of frontline workers and people receiving care on what is important can significantly improve the collection of data to demonstrate value. These experiences should inform future workforce support and data system development.

### **Discussion Section:**

Questions will be invited at the conclusion of each presentation and then a whole of panel discussion will be facilitated to explore the application of a value based healthcare approach at a national level. Discussion will explore key themes from the presentations and their implications for national policy and opportunities for wider implementation. Key takeaways will be drawn out and potential next steps for advancing clinician engagement, elevation of the experiences of people accessing AOD treatment and ensuring the collection of outcomes that matter to them.

Discussant: Professor Leanne Hides, Director of the CRE on Outcomes Measures

Discussant's email: [l.hides@uq.edu.au](mailto:l.hides@uq.edu.au)