



Centre for Health Systems
and Technology (CHeST)

Implementing Integrated Care

29 Aug 2017

Dunedin, New Zealand



Symposium Report

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Introduction

The 1st annual symposium of The Centre for Health Systems and Technology (CHeST) took place at the Hunter Centre, University of Otago, Dunedin, 29 August 2017. The theme of the symposium was *Implementing Integrated Care*.

The conference had following objectives:

- to showcase the Centre's activities and progress
- to highlight issues on implementing integrated health care in New Zealand, and
- to identify research gaps and opportunities in integrated care.

Over 40 participants attended, and included academics and researchers from different centres, departments, and schools of Otago University; health authorities, managers and experts from District Health Boards (DHBs) and various non-governmental organisations.



Proceedings

Opening Remarks

The opening session was addressed by Associate Professor Joanne Baxter, who welcomed all the Conference attendees on behalf of CHeST and on behalf of people of Ngāi Tahu.

Professor Robin Gauld spoke next giving a brief description of the selection of symposium theme *Implementing Integrated Care*, and the symposium programme. He mentioned that the symposium was a landmark event for CHeST as its first public showing after becoming an official research theme of the University of Otago. He then highlighted that today's health system is becoming more complex, needing a multi-faceted capacity to respond. CHeST has recently been recognised as a University theme, and its intention is to address this complexity by working collectively across schools and departments in the University. He emphasised

that one of the focus areas of CHeST is implementing integrated care research, which is an important issue globally and nationally. By addressing the implementation question of integrated care, we bring interface between primary and secondary care, among different departments in hospitals, patients and systems. He then briefly outlined the proceeding of symposium programme.

Session 1: A Brief Introduction of CHeST

The CHeST Theme Leaders, Professor Robin Gauld, Professor Tim Stokes, Associate Professor Joanne Baxter, and Associate Professor Sarah Derrett jointly presented this session.

CHeST Co-Director Professor Tim Stokes opened the presentation giving a brief overview, including the history and rationale of initiating the CHeST research theme, linkage of the research theme with the existing New Zealand Health Research Strategy, aims and key research themes of the Centre, and planned activities for coming years. He highlighted the key principles and priorities of New Zealand Health Research Strategy, explained that the strategy has a strong focus on funding and building research capacity, and how CHeST's work aligns with the strategy. He highlighted that CHeST, which is projected to grow and develop even wider connections, consists of departments and schools from both of the Otago Business School and Division of Health Sciences.



“There is a lack of research specifically aimed at translating research findings into policy and practice. Health services research, implementation research, behavioural studies, evaluation and technology assessments have received relatively little investment. New Zealand currently has limited capacities in these areas.” – New Zealand Health Strategy 2017- 2027

“We come together within the Centre’s five broad research themes, but we are not replicating silos, these [themes] are interrelated.” – Professor Tim Stokes

Following Professor Stokes’ talk, each of the theme leaders gave a brief outline of each of the five CHeST themes. He briefly highlighted that theme *health care and health service delivery* focuses on evaluating new ways of delivering health services for acute and chronic health conditions across the primary-community-secondary care interface. He also described existing research projects under this theme.

Professor Robin Gauld then presented about the theme, *Health System Architecture, Management, and Performance*, which focuses on system design and balance, new models of care, the redesign of current models, service-specific issues, and health service specific issues, e.g. health pathways and methods for performance assessment. He gave some examples of past (and ongoing) research projects, including a scorecard for health system performance.

“We never build a house without an overall design (Architecture). The health care system frequently seems to exist without such overall design.” – Professor Robin Gauld

Associate Professor Sarah Derrett spoke about the theme *Health Quality, Safety, and Community Engagement*, which focuses on quality, safety, patient centred services, health and disability services, preventing adverse events and improving

outcomes, and community engagement. She noted that although CHeST is located at the University of Otago, it works closely with external partners, such as the Southern District



Community Health Council and Clinical Council. She gave an example of a current project focused on paediatric patient and whānau experiences, pathways and quality improvement strategies in Otago.

Associate Professor Joanne Baxter gave a brief overview of the theme *Health Workforce*, which focuses on health workforce intelligence, equity and diversity of the health workforce, new roles and scopes of practice, and Māori health workforce development.

On behalf of Professor Stephen MacDonnell, Professor Stokes introduced the theme *Health Technology* which focuses on the development, deployment, adoption and use of smart informatics and analytics in health service delivery and uptake.

Session 2: Keynote speakers

This session featured three keynote speakers.

John MacDonald, Independent Chair, Mental Health and Addictions Network, Alliance South spoke about the Stepped Care model. His presentation *Integrated Care in the Real World* covered the following:

- What is integrated care?
- Stepped Care Model and challenges.

He underlined that the Stepped Care Model is a person-focused model of care where the whole system works as one team in a fully co-ordinated and integrated manner. The

Stepped Care system helps people know where and how to get the right health services at the right time and the right place, in a stigma-free setting. He stressed that the model is intended to provide care to patients closer to their home and addresses quality of care. He



highlighted that one of the biggest challenges are the ‘silos’ in the health system and lack of coordination across different providers. Additionally, a lack of trust and communication among different parts in the system, a changing DHB structure, and equitable access to people across different parts of the region are other challenges.

Professor Marshall Chin, Richard Parrillo Family Professor of Healthcare Ethics in the Department of Medicine, University of Chicago was the second keynote speaker and gave a presentation entitled *Integrated Care Models and Policies in the U.S.* His presentation focused on a model of integrated care in the U.S., including the drivers (clinical and financial), examples, and challenges of integrated care.



Associate Professor Joanne Baxter, Associate Dean for Māori Health, University of Otago was the final keynote speaker and gave a presentation on *Māori Health Workforce Development – impacts, challenges, and opportunities for the health sector*. She highlighted that there is a smaller proportion of Māori health professionals compared to the proportion of Māori in New Zealand’s population. She said in 2010 only 4% of students across the Division of Health Sciences were Māori.



The Māori Health Workforce Development Unit, led by Associate Professor Baxter, has a goal for across the Division of Health Sciences to reach 20% of the students being Māori by 2020. The Unit has a number of initiatives that are making a real difference including: the Outreach and Recruitment programme for Year 9-13 students, the Foundation Year Scholarship Programme, a Māori HSFY Support Programme, and the Māori Health Sciences Degree Support Programme. There is now an increased number of Māori students passing HSFY papers and gaining entry into Health Professional degrees compared with previous years. She also highlighted challenges to sustaining the momentum of increasing Māori student numbers, and ensuring the necessary funding supports.

Session 3: Panel discussion

Professor Robin Gauld facilitated the session and provided opportunities for the participants and speakers to discuss the issues of integrated care, research gaps, and implementation challenges. Dr Neil Houston a general practitioner from NHS Scotland, and leader of the successful Scottish primary care patient safety programme, also joined the panel members together with the keynote speakers and the



CHeST theme leaders. Key issues discussed:

- What are the key challenges of implementing integrated care?
- What we are doing?
- What are the existing research and research gaps?

The main challenges of implementing integrated care that emerged from the discussions were equity of care, the complexity of bringing different perspectives together, lack of a leadership role, and scaling up of small projects happening around the world.

Closing remarks

Professor Gauld gave the closing address, thanking all the participants for their time and interest. He reiterated that the symposium was called to bring together academics and practitioners to discuss and find solutions to the challenges of implementing integrated care. He concluded with a hope to hold a further symposium in the coming year.

Feedback

We asked participants to complete an online evaluation form; a summary of the feedback is provided below. The event received an overwhelmingly positive response from participants. In particular, they appreciated bringing together researchers and practitioners, opportunities to get an overview of CHeST, networking, the range of topics offered at the symposium, discussion opportunities, and the panel discussion.



“Best. Folk attempting to spread out from the academic environment to the implementing people.”

“Bringing everyone together; getting an overview of CHeST and meeting the main investigators; getting a feel for future research opportunities.”

“The easy approach, opportunities for questions, giving a clear description of CHeST activities.”

There was also constructive criticisms provided including room layout, and need for a bigger room/larger venue, and a desire for some workshop sessions.

“You will probably have to consider a larger venue next time.”

“Some workshops for the participants to engage at the next session. Maybe a presentation then small group work also a larger room with cafe style table settings.”

Some of the topics participants thought to see included at future symposium are as below:

- Leadership – creating environments for change
- More case studies of the implementation of integration
- An example of the Stepped Care Model working really well and what are the elements for this?
- Details about Integrated Care in action
- Integration and connection of services and systems is going to be very important going forward; perhaps something on co-design?
- Lean thinking and integration; supply chain management in healthcare
- A planning session to consider future collaborations between CHeST streams
- New Zealand examples of integrated care implementation
- Scoping what is already being done in this regard from members.

Annex 2: Symposium Programme

Tuesday 29 August 2017	
12:30 pm to 12:40 pm	Registration
12:40 pm to 12:50 pm	Mihi Whakatau
12:50 pm to 1:30pm	Centre for Health Systems and Technology (CHeST): A brief introduction Professor Robin Gauld Professor Tim Stokes Associate Professor Sarah Derrett Associate Professor Joanne Baxter Professor Stephen MacDonell
1:30 pm to 2:10 pm	Keynote Address: John MacDonald Integrating Care in the Real World
2:10 pm to 2:50 pm	Keynote Address: Professor Marshall Chin Integrated Care Models and Policies in the U.S.
2:50 pm to 3:20 pm	Afternoon tea
3:20 pm to 4:00 pm	Keynote Address: Associate Professor Joanne Baxter Māori Health Workforce Development – impacts, challenges and opportunities for the health sector
4:00 pm to 4:50 pm	Panel discussion Keynote speakers, CHeST theme leaders, Dr Neil Houston
4:50 pm to 5:00 pm	Closing