

West Metro Health Service Partnership

IMPACT REPORT 2023-2024

West Metro
Health Service
Partnership



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Message from the Chair and Executive Director



Professor Shelley Dolan
Chair, West Metro HSP



Suyin Ng
Executive Director, West Metro HSP

We are delighted to share the West Metro Health Service Partnership's Impact Report for FY23/24. The achievements and impact described in this report reflect the growing maturity and strength of the partnership. With a shared commitment to improving healthcare for the benefit of patients and a focus on creating the right conditions for collaboration, our partnership is delivering positive outcomes for patients, staff, health services and the system.

At the end of FY23/24 year, we finalised two major programs: the Better at Home Program and the Planned Surgery Program. Over the last three years, these Programs have provided the opportunity to create a strong Health Service Partnership – growing and strengthening cross-service relationships, improving information sharing and identifying and pursuing opportunities to work together for the benefit of patients. In FY23/24 alone, WMHSP delivered 29 projects across these two Programs. The impact of these Programs stands as a testament to our members' investment, quality leadership, and unwavering dedication to patient-centred care across all our health services.

As we look ahead to FY24/25, with a new set of priorities, we can be confident that whilst partnerships will always pose challenges, we have a vibrant and strong Health Service Partnership. We are excited to continue to work collaboratively with you in the upcoming year. Thank you for your continued support and commitment to our shared goal of improving healthcare outcomes for our community.



“As we look ahead to FY24/25, with a new set of priorities, we can be confident that whilst partnerships will always pose challenges, we have a vibrant and strong Health Service Partnership.”



About the West Metro Health Service Partnership

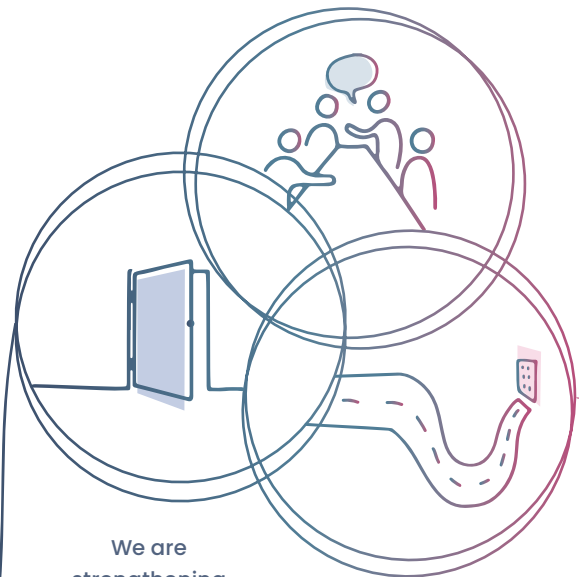
The West Metro Health Service Partnership (WMHSP) is part of a Victorian Government initiative aimed at building a resilient health system through collaboration and reform.

Our partnership brings together some of Victoria's leading health services and organisations, including Peter MacCallum Cancer Centre (Peter Mac), the Royal Children's Hospital (RCH), the Royal Melbourne Hospital (RMH), the Royal Women's Hospital (the Women's), Werribee Mercy Hospital and Western Health. Additionally, the North Western Melbourne Primary Health Network (NWMPHN) is an associate member of our partnership.

This year, the WMHSP delivered the Better at Home Program and the Planned Surgery Recovery and Reform Program, including evaluating the impact of key initiatives within those Programs. We also completed a regional Health Needs Assessment through our Population Health Project and commenced a project to help better understand and improve cultural safety for First Nations people in our emergency departments.

The role of the WMHSP team is to create the conditions for collaboration, opening up new possibilities to improve our health system for staff, patients and communities. In practice, this means providing resources, expertise and support for our health service members to connect, create enduring and effective relationships, share information and learning, and work together to improve the health system.

We are enhancing collaboration and communication among health service members



We are strengthening partnerships and engagement with stakeholders

We are driving innovation and excellence in healthcare delivery

Our Collaboration at a Glance

Across the Partnership, our health services are working together to reform and strengthen our services and the health system for the benefit of patients, their carers, and communities.

Filter Projects



**Our story is one of
partnership and
collaboration to
improve outcomes for
our patients, staff and
the communities we
serve.**



OUR IMPACT



Better At Home Program

This year, the **Better at Home Program** continued to expand access to home-based care and enhance patient experience and outcomes across our region. We achieved this by expanding access to Hospital in the Home (HITH) through innovative new pathways and processes; growing telehealth clinics in several specialties and fostering collaboration and sharing of knowledge across our health services.

The Better at Home Showcase, held in May 2024, highlighted some of the significant projects delivered across our partnership in the past year:

- Trialling Patient Reported Measures with HITH patients
- Delivering a shared, collaborative, after-hours telehealth support service across two health services
- Expanding the range of anticancer therapies that can be delivered at home
- Using HITH for palliative care service delivery and after day-stay procedures to reduce in-hospital stays
- Implementing early supported discharge programs
- New video resources featuring real-life stories of patients and carers receiving hospital care at home.



Improving patient care through Patient Reported Measures

PARTICIPATING HEALTH SERVICES

Peter MacCallum Cancer Centre

Royal Melbourne Hospital

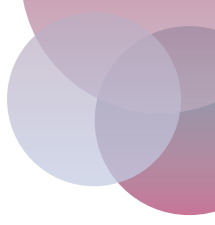
Western Health

Peter Mac, RMH and Western Health worked together to investigate the feasibility of using standardised Patient Reported Measures (PRMs) for different HITH patient groups.

An internationally validated patient outcomes survey and a bespoke experience survey were used for patients to report on their quality of life, aspects of their health and well-being and their experience of healthcare. **The information empowered health services to improve timeliness of care provision and better understand the outcomes that matter to patients.**

The pilot has been expanded to trial different tools and reach more patient groups. The health services are also embedding PRMs into business as usual processes to ensure they are sustainable.

By collaborating, the health services were able to compare outcomes and share information and learning. They have also created tools to support other health services to implement PRMs in the future.



Enhancing home-based care for Aged Care Home residents

PARTICIPATING HEALTH SERVICES & PARTNERS

-
Ambulance Victoria
-
North Western Melbourne
Primary Health Network
-
Royal Melbourne Hospital
-
Victorian Virtual Emergency
Department
-
Werribee Mercy Health
-
Western Health

Royal Melbourne Hospital, Werribee Mercy Health and Western Health collaborated with Ambulance Victoria (AV), the Victorian Virtual Emergency Department (VVED) and the NWMPHN to design and implement a pathway to support people who live in Residential Aged Care Homes (RACHs) to access non-life-threatening emergency and palliative care at home 24 hours a day, 7 days a week. The pathway helps RACH staff to choose who to call when a resident needs help, reducing unnecessary trips to hospital emergency departments afterhours.

An evaluation of the pathway was undertaken to understand its impact. **The evaluation found that the pathway has improved the ability for residents to receive care in their own home.** This means they are less likely to go to a hospital emergency department or be admitted overnight, which also reduces the likelihood of further complications. As intended, the pathway increased use of VVED and decreased use of AV in the afterhours period. There were also increased calls to hospital Residential-in-Reach (RiR) services within operational hours, suggesting the pathway is effectively helping RACH staff to understand who best to contact at particular times of the day and night. **84% of RiR staff surveyed agreed that working as a partnership had supported implementation and increased their knowledge of all the services involved.**

This project shows that virtual care represents an efficient way of supporting residents to remain in their home and demonstrates the power of working in partnership across the health system to effect change that improves care for patients.

Expanding telehealth access – Successful adaptation and growth of Telehealth Rapid Access Clinics

PARTICIPATING HEALTH SERVICES

Peter MacCallum Cancer Centre

Royal Melbourne Hospital

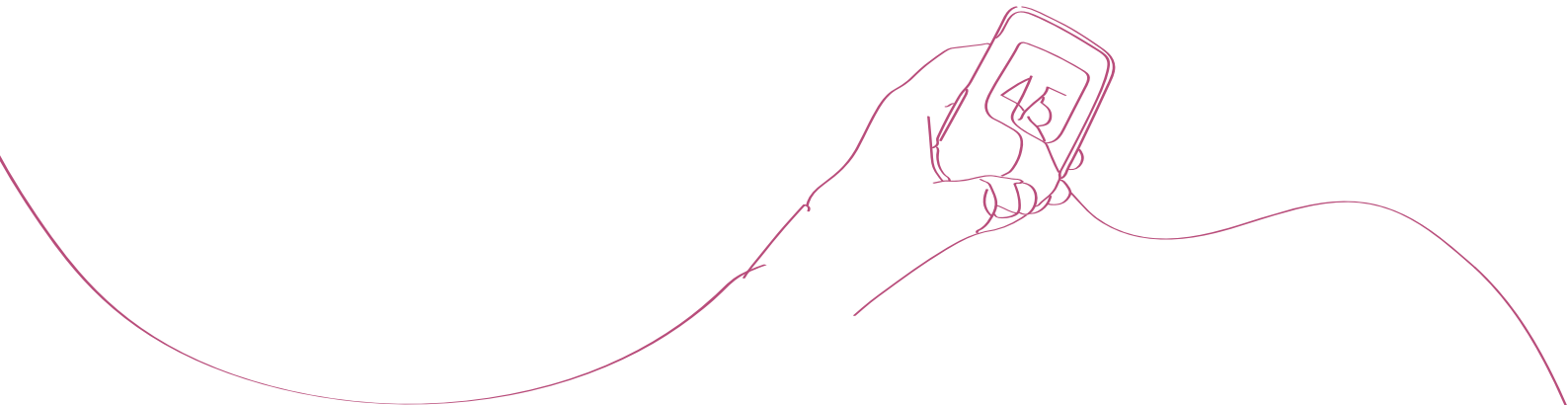
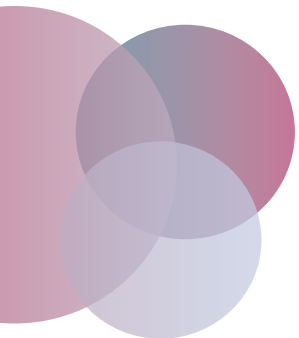
Royal Women's Hospital

Western Health

Building on the success of the Endocrinology Telehealth Rapid Access Clinics (Endo-TRACs) at RMH and Western Health, the Better at Home Program has funded and supported the adaptation and replication of the TRAC model across the WMHSP. This approach has demonstrated how a successful model of care can be adapted for new patient cohorts and settings.

RMH piloted a Diabetes Remission TRAC which utilised a multi-disciplinary approach to place patients recently diagnosed with Type 2 diabetes into remission. **More than 300 patients were seen between it launching in September 2023 and July 2024.** Peter Mac established Lung TRACs to provide rapid access to specialist care for patients with lung cancer. More than **100 consultations were provided between October 2023 and July 2024.** Western Health implemented a Gestational Diabetes TRAC to prevent progression to Type 2 diabetes for women in the post-partum period, **delivering more than 1015 consultations in its first year.** The Women's has also developed two new TRAC pathways which are planned to be implemented in FY24/25.

WMHSP's ability to adapt the TRAC model to new settings and efficiently share information and learning has significantly contributed to the prompt and successful establishment of these clinics. This partnership underscores the value of collaboration in enhancing patient outcomes and demonstrates the power of shared expertise in driving innovative healthcare solutions.



Increasing awareness and understanding of hospital care at home

PARTNERS WITH WMHSP

South East Metro Health Service Partnership

North East Metro Health Service Partnership

This collaborative project across three metropolitan Health Service Partnerships (HSP) – West Metro HSP, South East Metro HSP, and North East Metro HSP – **produced a compelling package of resources to improve awareness and understanding of hospital care at home.** The resources seek to empower patients, carers and clinicians with the knowledge and insights needed to embrace hospital care at home. They demystify hospital care at home, address common concerns, and highlight positive patient experiences.



The package of resources is made up of:

- Three videos featuring authentic patient and carer testimonials, available in six languages (English, Mandarin, Arabic, Greek, Italian, Vietnamese).
- Social media content designed for engagement across digital platforms.
- Tailored digital information resources for patients, hospital clinicians, and GPs. The patient resource is available in six languages.

The video and information resources were developed in a rigorous way, using market research undertaken by the three Health Service Partnerships (HSPs). Their development involved input from a range of stakeholders including a Clinical Advisory Group, consumers, and the North Western Melbourne Primary Health Network. This approach helped ensure that the resources resonate with their target audience and address their concerns and questions.

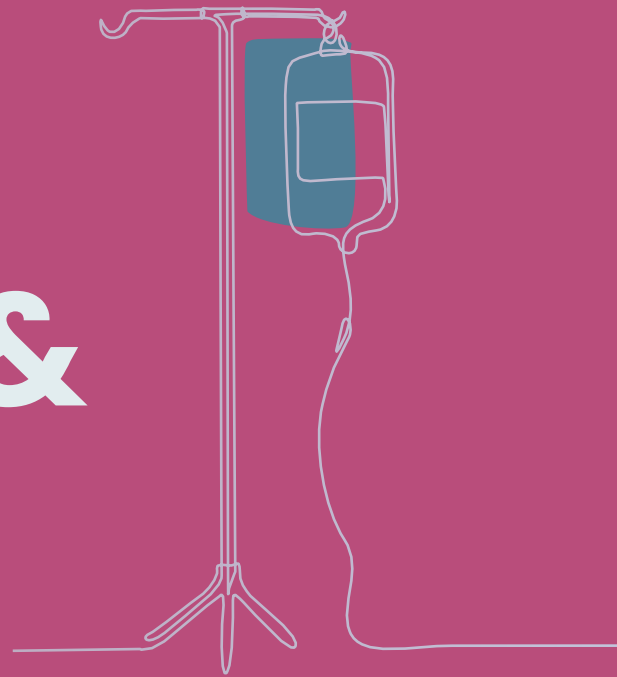
Feedback from the consumer review groups and the Clinical Advisory Group has been overwhelmingly positive, underscoring the effectiveness of patient and carer stories in conveying the benefits and realities of hospital care at home.

This collaboration addressed a common need across the health system by creating a single set of resources for the benefit of patients, carers, and clinicians across metropolitan Melbourne.

It stands as a testament to how a collaborative approach to addressing system-wide needs can effectively deliver innovative, patient-centric healthcare.

Click on image to play video.

Planned Surgery Recovery & Reform



Program

The end of FY23/24 marks the completion of the WMHSP **Planned Surgery Program**.

The Program has been instrumental in establishing relationships across our Health Service Partnership and provided a solid foundation for future collaboration in planned surgery across our region. We are proud of the significant achievements made together, driven by a shared commitment to improving the health system for the benefit of our patients.

Throughout FY23/24, the Program continued to enhance patient access, experience, and outcomes in planned surgery by focusing on four priorities:

- Reducing length of stay and readmission rates
- Optimising total theatre capacity
- Strengthening non-surgical pathways
- Improving referral and waitlist management practices

Maximising efficiency - Enhancing theatre utilisation across the West Metro region

PARTICIPATING HEALTH SERVICES

Peter MacCallum Cancer Centre

Royal Children's Hospital

Royal Melbourne Hospital

Royal Women's Hospital

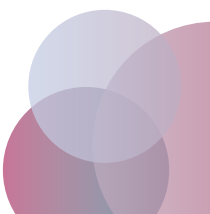
Werribee Mercy Health

Western Health

Recognising the importance of optimising the use of available operating theatres, the WMHSP launched an initiative to better understand theatre capacity and utilisation across the region. The WMHSP worked with an expert in theatre utilisation and in partnership with surgical leaders across all of our health services to conduct a comprehensive analysis of operating theatre utilisation across the West Metro region.

The review used data from January 2018 to June 2023 to analyse theatre utilisation at each health service, identify areas for improvement, and establish metrics to better measure theatre efficiency. Several health services are using the findings to inform improvement initiatives aimed at optimising theatre utilisation at their sites.

Our health services are also improving theatre utilisation by partnering to share theatre space. Several theatre sharing partnerships have been established across WMHSP, helping improve access for our patients. For example, **a theatre sharing partnership between Peter Mac and the Women's allowed 33 gynae-oncology patients to receive more timely care.**



Theatre utilisation and patient flow – success of the Start on Time project



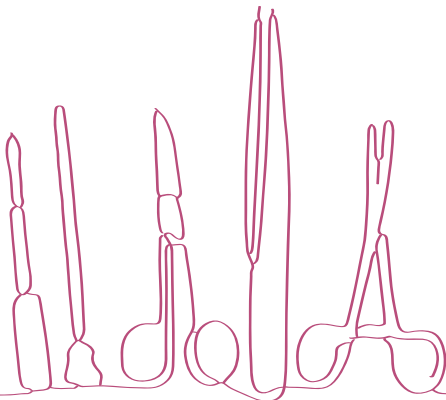
PARTICIPATING HEALTH SERVICES

Western Health

Western Health pursued the Start on Time project at Williamstown in June 2023 and at the Footscray campus in May 2024. The project aimed to unlock additional theatre capacity to facilitate more planned surgeries for patients in the Western catchment area. **At Williamstown, the project supported an increase in on-time starts from 20% to an average of 71% since October 2023, surpassing the target of 70%.**

The WMHSP's Improvement and Innovation Advisor collaborated with local teams to conduct thorough qualitative and quantitative data analysis, root cause analysis, process redesign, countermeasure implementation, process reporting and evaluation. With structured implementation, continuous monitoring, executive support, strong surgeon engagement, active theatre staff involvement, and training, the team successfully addressed barriers and cultural norms.

Insights gained from this project have informed similar efforts across other WMHSP sites including RCH and the Women's.





Innovating patient care – Launch of Virtual Surgery School

PARTICIPATING HEALTH SERVICES

Peter MacCallum Cancer Centre

Royal Melbourne Hospital

Royal Women's Hospital

Werribee Mercy Health

Western Health

In March 2023, the WMHSP launched the Virtual Surgery School (VSS), an innovative initiative designed to enhance patient education and preparation for surgery. **The VSS includes 22 patient education videos designed to support the delivery of universal prehabilitation for patients preparing for surgery.** These videos were created in collaboration with clinicians and consumers from across our HSP.

The videos were carefully crafted to provide patients with important information, empowering them to improve their pre-operative health through activities such as diet and exercise, and to actively participate in their post-operative care. The VSS video set is comprised of nine core videos that are applicable to all types of surgeries, alongside 13 condition-specific videos tailored for head and neck, gynaecology, colorectal, and orthopaedic joint replacement surgeries.

The VSS delivers a scalable and universal prehabilitation model of care, ensuring that all patients preparing for surgery receive consistent education. The videos are available in five languages other than English (Vietnamese, Cantonese, Mandarin, Greek, and Arabic).

"The Virtual Surgery School videos were incredibly helpful in preparing me for my procedure. They provided clear and easy-to-understand information about what to expect before, during and after surgery." – Patient

ERAS+ Evaluation – Improving patient outcomes and healthcare efficiency

PARTICIPATING HEALTH SERVICES

Peter MacCallum Cancer Centre

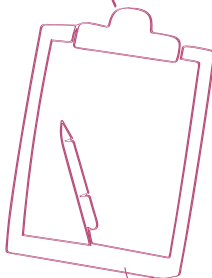
Royal Melbourne Hospital

Royal Women’s Hospital

Werribee Mercy Health

Western Health

“Implementing ERAS+ has transformed our approach to patient care. We’ve seen significant improvements in patient recovery times and overall satisfaction.”
– Staff



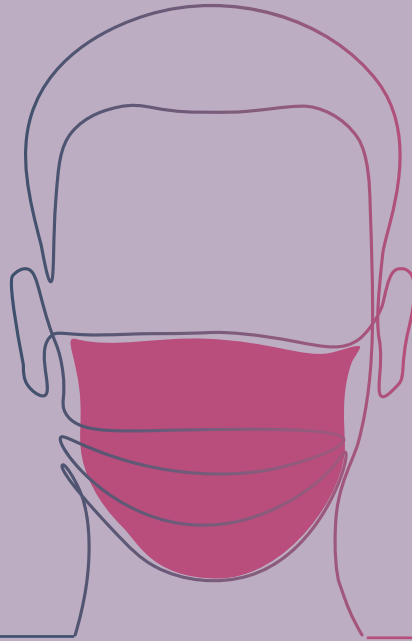
This year, the WMHSP completed its flagship **Enhanced Recovery After Surgery and Prehabilitation (ERAS+) Project**, which was launched in FY22/23. The Project brought together five of our health service members to co-design and deliver a systematic and scalable approach to delivering ERAS and prehabilitation. The surgical pathways targeted were head and neck, colorectal, hip and knee replacement, benign gynaecology and gynaecological oncology.

An independent evaluation has provided deep insights into the value and impact of the ERAS+ Project. The evaluation analysed clinical and costing data from 7514 patient health records, capturing details of each patient’s pre and post-surgery journey, along with control group data. It also gathered qualitative insights from PROMs, PREMs (including the EQ-5D-5L), 122 staff surveys, 4 interviews with health service leaders, and 9 focus groups involving front line staff. A comprehensive literature review was conducted to compare the WMHSP ERAS+ Project with other ERAS-related care initiatives.

The evaluation’s primary objectives were to assess the project’s design, implementation, clinical outcomes, cost-benefit ratio, and inform future implementation and scalability.

The evaluation confirmed the appropriateness of the project design, which aimed to standardise perioperative care practices across participating health services. It found that effective delivery and implementation of ERAS+ led to significant improvements in patient flow metrics, outcomes, and overall experience across all involved health services. The initiative successfully achieved its intended outcomes, demonstrating substantial enhancements in patient outcomes and experiences across various surgical cohorts. The cost-benefit analysis revealed a notable return of \$2.62 for every \$1 invested and a net present value of \$4.8 million, highlighting its economic viability.

The evaluation report recommended continued funding of ERAS+, focusing on high-impact surgical cohorts, integrating ERAS+ protocols into standard care practices, and recruiting strong leadership to drive further implementation efforts.



Additional Work

In addition to our flagship programs, in FY23/24 the WMHSP team finalised the **Population Health Project** and launched the **Aboriginal Health Improvement Initiative**

Population Health Project

PARTICIPATING PARTNERS

North Western Melbourne Primary Health Network

Peter MacCallum Cancer Centre

Royal Children's Hospital

Royal Melbourne Hospital

Royal Women's Hospital

Western Public Health Unit

Werribee Mercy Health

Western Health

To better understand the health needs of our local population, WMHSP partnered with NWMPHN and Western Public Health Unit (WPHU) to undertake a comprehensive Health Needs Assessment (HNA) for the west metropolitan region. The project was designed to consider health needs from a whole-of-system and population perspective, moving beyond health services' individual catchments. By leveraging the expertise and reach of our health service members, NWMPHN and WPHU, the project provided a system-wide view of the region's health needs, forming the foundation for better priority setting, investment, and cross-system coordination.

The HNA systematically identified, analysed, and prioritised health needs in the region. It was delivered using an evidence-based approach to defining need, which considered four types

of need (comparative, normative, felt, and expressed need) through the examination of three types of evidence (quantitative data, qualitative data collected via community consultation and health provider engagement). In determining need, the analysis considered base need (as determined by population size) and adjusted that need based on the social determinants of health, such as sociodemographic factors, risk factors, access and geographic environment, and health conditions and consequences. The population health data was grouped into these metrics, each with distinct indicators researched and assessed against a set of key criteria.

The final report was published in October 2023 and is available on NWMPHN's website and to health service employees through their intranets. The findings were communicated through a roadshow across WMHSP, featuring all project partners and experts from each health service. This roadshow provided an opportunity for health service staff to reflect on the key findings and discuss how their service could use the HNA to improve health outcomes.

The project has delivered a common view of the health needs of our region, which is accessible and relevant to all system partners. WMHSP leaders are using the outcomes of the project to inform priority setting and investment for the HSP. The findings from the HNA have already begun to inform coordinated actions, such as a campaign to improve COVID-19 and flu vaccination rates, involving several WMHSP health services.

The project has demonstrated the value of a coordinated, system-wide approach to population health. It provides a model for future collaboration across our system and has enabled the development of an evidence-based, rigorous and repeatable methodology.



Enhancing cultural safety in Emergency Departments for First Nations communities

PARTICIPATING HEALTH SERVICES

Royal Children's Hospital

Royal Melbourne Hospital

The WMHSP's Aboriginal Health Improvement Initiative is dedicated to enhancing cultural safety in healthcare for First Nations people. The First Nations Health Unit at RMH and Wadja Aboriginal Family Place at the RCH are partnering on a project aimed at addressing cultural safety barriers within Emergency Departments (EDs) for patients and families.

The project has commenced with community consultation to better understand the experiences of First Nations peoples in ED departments. The results of this consultation will inform future co-designed strategies targeted towards improving cultural safety in the EDs at RCH and RMH.



Thank You

The West Metro Health Service Partnership Team would like to thank our health service partners for their commitment and support. We express our appreciation to the WMHSP Board Chair and CEO Committee, the WMHSP Steering Committee and each of the Program Steering Committees. We'd also like to thank our colleagues whose passion, drive and collaboration has contributed significantly to the success of our initiatives. Special recognition goes to our hardworking staff members for their tireless efforts over the past three years.

Your continued partnership and dedication are instrumental in achieving our shared goals and delivering exceptional healthcare services to our community. Thank you for your ongoing collaboration and commitment to excellence.

Members and Associates

North Western Melbourne Primary Health Network

Peter MacCallum Cancer Centre

Royal Children's Hospital

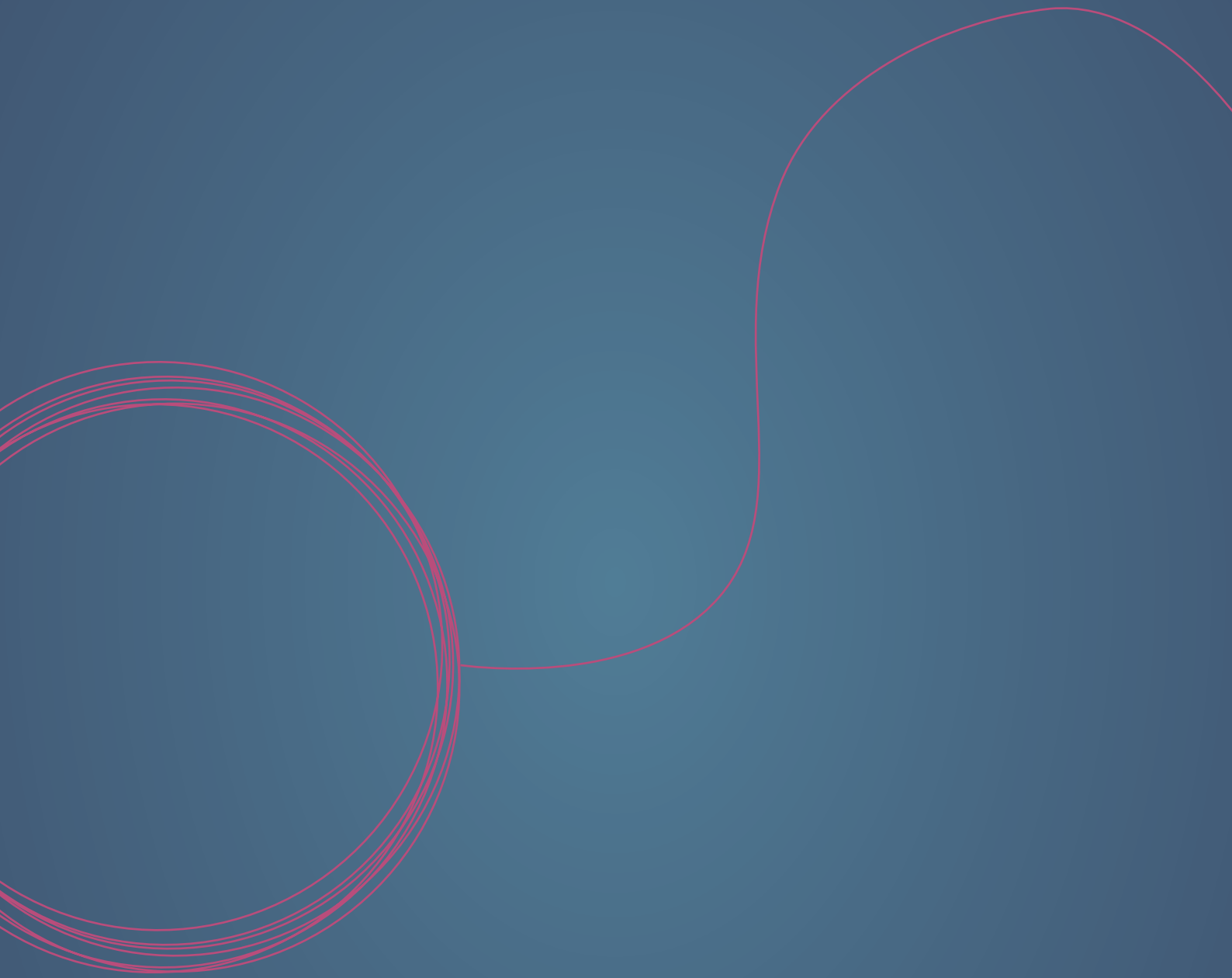
Royal Melbourne Hospital

Royal Women's Hospital

Werribee Mercy Health

Western Health

The Planned Surgery Recovery and Reform Program work was financially supported by Western and Central Melbourne Integrated Cancer Service (WCMICS). Find out more about WCMICS at: www.vics.org.au/wcmics.



**West Metro
Health Service
Partnership**

