

COMMUNITY HOSPITALS



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System Design and Planning
November 2019

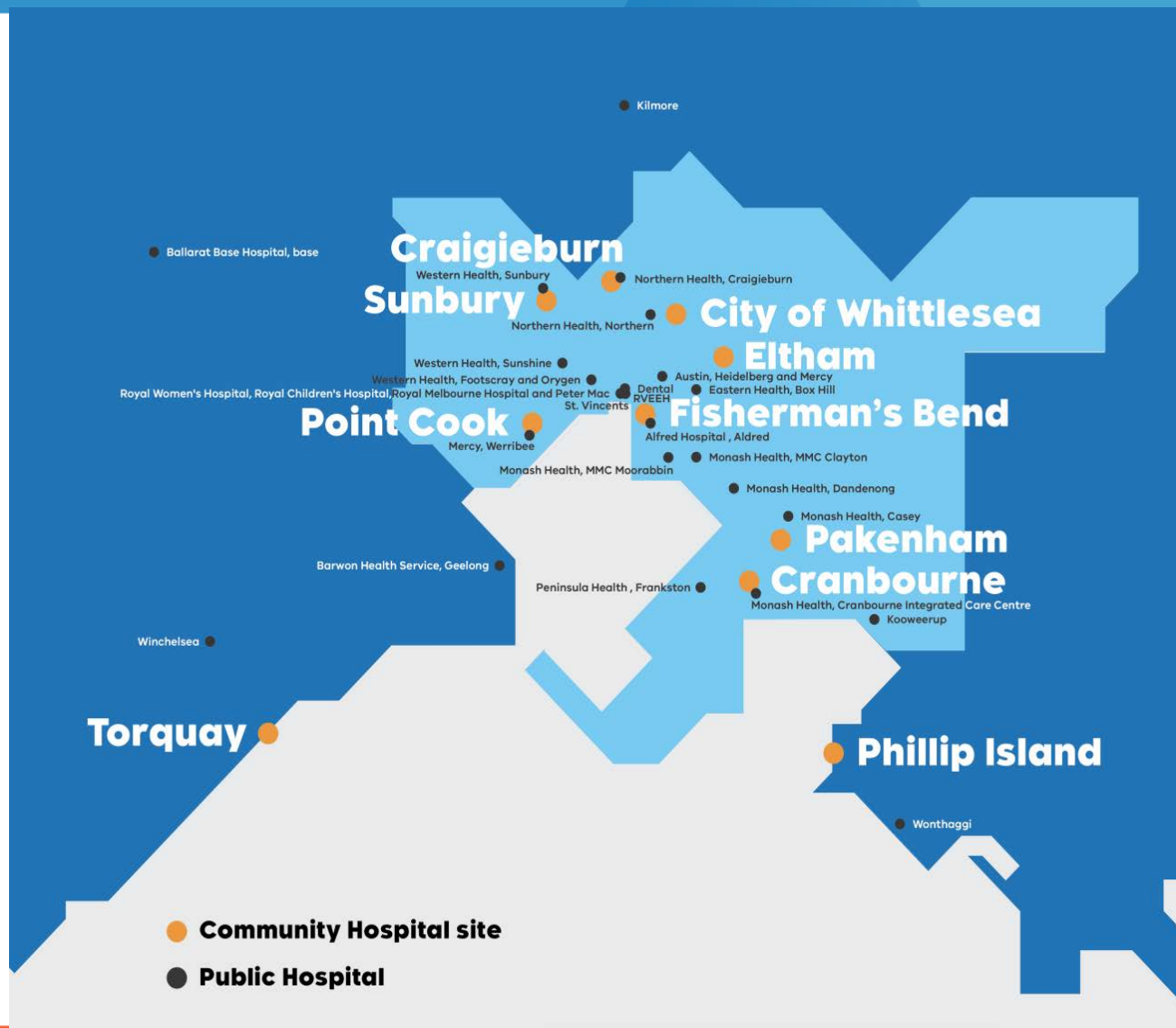
Providing Victorians with better care, closer to home

Through the Government's \$675 million investment, **10 community hospitals** will be established in or close to Victoria's major growth areas.

Community hospitals will

- enable better **integration of health and social care services**, particularly for **children and families** whose health needs can be effectively managed in lower acuity setting.
- **Reduce demand** on tertiary health services
- make it easier for people to **access the care they need in the one precinct.**

The new hospitals will be established by expanding existing facilities and the development of new sites.



Better health outcomes, a more sustainable system



Community Hospitals address key government directions in health and human services, including:

- Improving integrated and coordinated care between health and community services to support better outcomes for people with chronic and complex needs (**DHHS Strategic Plan**)
- Building a proactive system that promotes health and anticipates demand, through new investment to drive innovative service models and targeting new investment to address priority needs and future demand. (**Design, Services & Infrastructure plan for Victoria's health system**)
- Improving services for mental health patients through supporting mental health and other services to develop new ways of working together that build ongoing relationships, and develop compatible infrastructure and service delivery models. (**Victoria's 10-year mental health plan**)

Creating better environments and services for growing communities

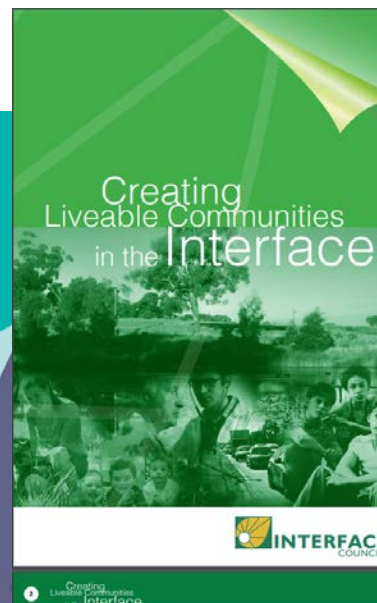
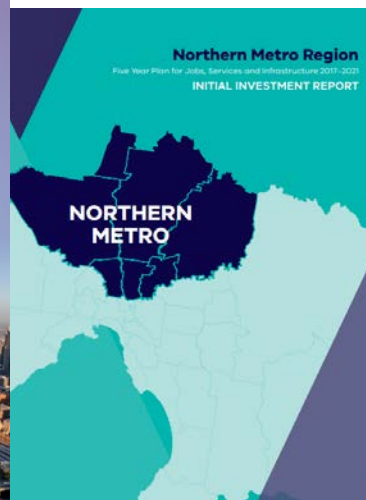
Community Hospitals are also a health response to Victoria's rapidly growing population.

They support a range of key government planning directions around:

- economic growth and development
- the development of precincts to improve local livability and sustainability
- addressing poorer outcomes in outer suburban areas.






These directions are led by the new **Dept Jobs, Precincts & Regions**, and also by groups such as:

- **Interface Councils** on Melbourne's growing fringes
- **Metropolitan and Regional Partnerships** that provide communities with a direct voice back to government on what matters to them
- **Plan Melbourne** that provides a 35 year strategy for shaping the future of Melbourne.



Proposed clinical services

Services will be tailored to local needs, supporting individuals and families to access:

Day Hospital services	Pharmacy and diagnostics	Primary and Community healthcare	Family and children's Services	Chronic disease and prevention
<ul style="list-style-type: none"> • After hours unplanned care • Day chemotherapy • Renal dialysis • Community palliative care • Rehabilitation support • Day surgery • Paediatric services • Specialist appointments 	<ul style="list-style-type: none"> • Pharmacy • Pathology • Diagnostic imaging services 	<ul style="list-style-type: none"> • GP and general medical services • Alcohol and Other Drug support • Community mental health • Allied health • Public dental 	<ul style="list-style-type: none"> • Maternal and child health • Women's health • Family and early childhood services • Paediatrics • Social support services • Family safety 	<ul style="list-style-type: none"> • Health screening • Chronic disease management
				

Governance

Clinical services – overseen by a nominated health service

Nominated health services will work closely with local primary and community health providers, local government and social care agencies – may establish joint alliances, partnerships, contracts

Partnering with local service delivery partners are **critical to improving the patient journey** across the hospital and community sectors

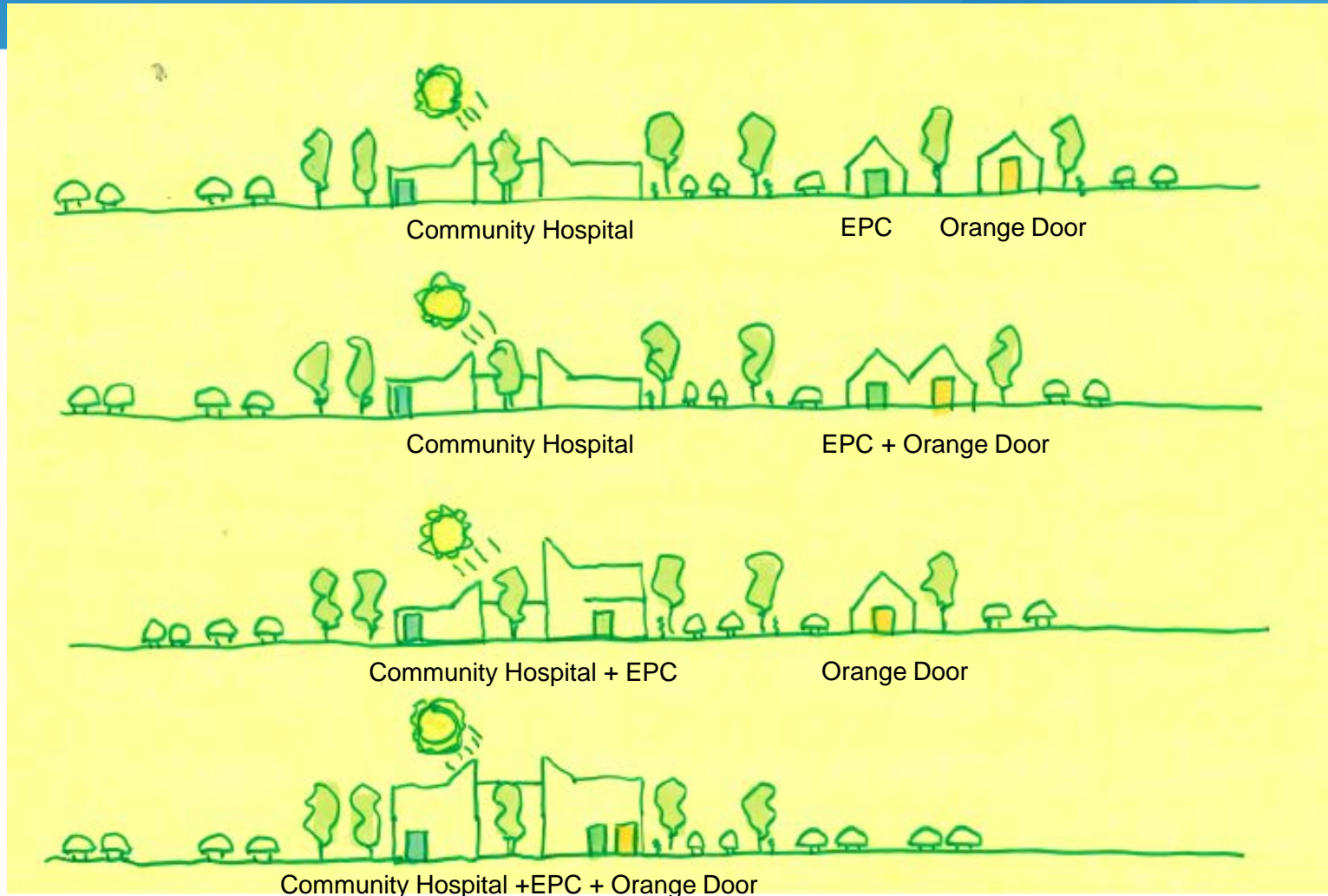
Location	Proposed Governance
Phillip Island	Bass Coast Health (existing)
Sunbury	Western Health (existing)
Craigieburn	Northern health (existing)
Pakenham	Monash Health (existing)
Cranbourne	Monash Health (existing)
Torquay	Barwon Health (operates existing Torquay CHC)
City of Whittlesea	Northern health
Eltham Area	Austin health
Fisherman's Bend	Alfred Health
Point Cook	Western Health

Mapping against current services and government's commitment

[illegible]

Asset planning

Examples of building and design configurations for co-located services



Possible solutions – but open to ideas!

Design solutions

Digital health

- Build hospitals with full digital health capability, supporting communication between community based, primary care and medical providers of services
- Implement remote monitoring of patients to reduce need for admissions
- Faster and improved assessment of patient needs through ready access to patient data

Home based care

- Expand home-based care programs e.g. integration of home-based nursing care provision with community-based rehabilitation services
- Implement innovative approaches to home and self care through patient portals and apps

Strengthening access to primary care

- Mixed models to support improved access to primary care
- Multi-disciplinary out-patient clinics for chronic disease and other complex needs
- Working with PHNs to ensure agreed referral pathways to specialist clinics are established with local GPs
- Strengthening the use of telehealth

Vibrant precinct

- Community Hospitals program is a catalyst, driving a precinct approach to economic growth and regional development

Sharing information

- Sharing information, data linkage and evaluation, ensuring :
 - Shared IT platforms for service providers and consumers

Integrated services

- Facilitate coordinated, integrated and connected services across organisation and sector boundaries through:
 - Agreed outcomes
 - Established, evidence informed pathways for target cohorts
 - Multidisciplinary meetings & facilities, joint appointments and/or dedicated coordinator roles

New governance approaches

- Establish local governance that supports stronger links across primary, acute and social care including:
 - Building local provider partnerships
 - Regional based planning with local partners across organisation and sector boundaries, with shared accountability and incentives to invest in prevention

Funding models

- Funding models that encourage people to work together and promote value based health care. For example
 - Aligned funding
 - Bundled/capitated funding models (HealthLinks)

Community Hospitals – fact sheets

Community hospitals: mental health services

Community hospitals may provide a range of mental health services to communities. Here is some information on what types of services or

What are community-based mental health services?
Mental health services based in the community are usually delivered at a person's home or more often at an outpatient clinic. These services



Medication management
including dispensing medicines and monitoring any side effects



Talk therapy
(sometimes called cognitive behaviour therapy)

The mental health services teams include mental health nurses, social workers and psychologists, under the supervision of a consultant psychiatrist.

The community hospital mental health services will work alongside hospital-based inpatient treatment by giving people access to assessment and treatment away from the hospital setting. They will also work in partnership with existing community mental health services through telephone triage, providing non-urgent assessments, treatment, case management and support.

Importantly, the mental health services where necessary or statewide services will also offer after-hours services.

What are family services?
Family services provide intervention and support for vulnerable families experiencing a range of diverse and complex needs. Services will always look to promote children's safety, stability, culture and healthy development. The kinds of situations where family services can assist could include:

- family violence
- mental health issues
- drug and alcohol abuse
- disability
- housing instability

Community hospitals: family and early childhood services



The Universal Maternal Child Health (UMCH) program
The Universal Maternal Child Health (UMCH) program delivers a free, universally accessible, voluntary statewide service for all families with children from birth to school age.

What are maternal and child health services?
Maternal and child health services are the first community-based service that most families will use after the birth of a child. The key services provided fall under two major programs – the Universal Maternal Child Health program and the Enhanced Maternal and Child Health Program.

The major service of this program are the key Ages and Stages (K&S) consultations – a series of visits between the Maternal and Child Health nurse and the child and their family from birth to school entry age. They consist of an initial home visit, consultations at two, four and eight weeks, and for eight, 12 and 18 months. These are followed by visits at two and at three and four years.

The UMCH program also offers additional telephone consultations, groups (including first-time parent groups) and community strengthening activities such as volunteer programs to support socially isolated parents or parenting program run via neighbourhood houses or community health services.

Community hospitals: maternal and child health services



Depending on local community consultations, it's expected that community hospitals will provide a range of services that look to support mothers and their children up to school entry age, and how they may be offered.

What alcohol and other drug services will community hospitals offer?
The final mix of alcohol and other drug services each community hospital offers will be determined after consulting with local healthcare workers and interested community people, and based on community needs.

Community hospital emergency department or emergency care services will have a range of other issues that contribute to their substance abuse. These may include underlying mental health issues, as well as a range of the services listed above. Community hospitals will also have the ability to refer people to harm reduction services (for example, overdose prevention and needle and syringe programs) and more comprehensive assessment and treatment programs.

NOTE: The information guide to the first range of individual alcohol and other drug services will be provided to the community.

To receive this publication in an accessible format phone 18 1172, using the National Relay Service 18 36 77 or email communityhospitals@dhhs.vic.gov.au

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Community

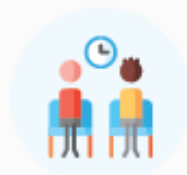
Community hospitals: alcohol and other drug services

Community hospitals will provide treatment for people with alcohol or drug issues, and support for their families and friends.

What are alcohol and other drug services?

Alcohol and other drug services is a term that covers a number of different types of treatment including counselling, withdrawal support, rehabilitation and prescribed medical drug treatments.

Community hospitals will be able to provide the following alcohol and other drug assessment and treatments, or enable access to these via other community facilities:



Counselling: includes face-to-face, online and telephone services for individuals and, in some cases, their families. Group counselling sessions and day programs may also be offered.



Care and recovery co-ordination: support for people to navigate the various treatment options and get access to relevant services. Working with individuals on plans for exiting treatment and ongoing health and wellbeing support services like housing, training, education and employment.



Non-residential withdrawal: support for people to safely withdraw from alcohol and other drug dependence within the community. Co-ordinated with medical services like hospitals and GPs.



Therapeutic day rehabilitation: a non-residential treatment option that offers an intensive structured program over a number of weeks. The program includes counselling, and aims to build life skills and promote general health and wellbeing across areas like nutrition and financial management.



Pharmacotherapy: this is a treatment program that provides support through the use of medication for people with opioid dependence.

Next steps



Induction day

today



EngageVic survey

16 September
to 11 October



Service model design workshops

November



Community consultative committee meetings

early 2020



Engagement report

early 2020



Service model developed

autumn 2020

Community Hospitals

What services? How many?

What relationships?

Where? Located near what?

What models of care?

What staffing profile? Which client groups?

New or existing services? (e.g. relocate existing or new)