General Practice Connect

Relationship framework and governance

For a new model to operate successfully, structures and processes need to be developed to enable ACC and general practice to:

- share governance
- collaboratively assess population needs and determine priorities
- strategically plan resources in a way that acknowledges regional diversity
- honour the principles of trust, patient-centred care, and continuous improvement.

Research

A literature review by ACC's Research and Evaluation team identified the key elements of a successful governance framework. These are:

- strong, jointly-agreed vision with a shared, clear purpose and goals
- a relationship based on trust and collaborative decision-making
- formal commitment by organisations and service providers to patient-centred services and integrated care
- shared planning — community-focused but preserves autonomy of individual health institutions/systems
- multidisciplinary teams/clinical networks involving all providers for a team-based approach to developing service delivery models, care planning and coordination, and coordinated patient pathways
- measurement of agreed outcomes to enable monitoring, continuous improvement, equity, and innovation.

. Some of the implications to ensure success are the need for:

- high levels of trust (and allowing time for this to develop)
- shared commitment to a patient-centric focus for improved patient outcomes
- clear expectations especially around decision-making and accountability
- mutual respect and acknowledging the value each party brings to the relationship
- shared leadership, appropriate representation of diverse populations
- leaders and champions to manage the change process
- an iterative approach
  - initial framework may not introduce all the change or meet all the objectives but will build on successes
- time and space to develop understanding and new ways of working.
- flexible, realistic funding acknowledging that integrated care may cost before it pays
- measures which enable evaluation and monitoring of performance and demonstrate value
- levers for change/contracts/payment models which incentivise collaboration.

Proposal for development

The proposed governance framework will help develop our relationship and provide a platform for patient-centred conversations. It describes how we will partner—and what partnering means to us—for strategic planning, service innovation, and monitoring and evaluation.

Key elements of the governance framework include:

- shared learning, decision making, and ongoing monitoring of service delivery against agreed outcomes and objectives
- an agreed set of national strategic objectives (covering short, medium, and long terms), with the flexibility to enable regional focus and innovation
- a defined, efficient process to assess strategic needs, opportunities and priorities at local, regional, national and system levels
- enabling and supporting technological infrastructure
- agreed set of quality and outcome standards
- a defined, efficient process, and set of requirements to enable ongoing monitoring and evaluation and inform continuous improvement
- ensuring General Practice can maintain the ability to advocate on behalf of their patients
- a structure that balances the interests of general practice, patients, and ACC.

What we would develop in the next phase of our work

We need to determine the activity required to progress the concept into a tangible product ready for implementation.

- Defining governance structures and processes including whether a national reference or governance group is required and, if so, Terms of Reference for that group and how members would be selected.
- How we will engage at a regional level, whether by leveraging existing groups and bodies in the health sector or some other means, and the process for gathering ongoing feedback and insight from providers and the public.
- A quality and outcomes framework including client experience and cultural competence.
- Defining the process for assessing strategic needs including the resources and activity required for ongoing monitoring and evaluation.
- Identify preferred means of data collection and exchange including issues of privacy and data ownership.
- An efficient commercial model to enable service delivery.