

Reimagining systems of care

A collaborative cross system vision for Queensland's health care sector

AUGUST 2023



Event Overview

On 27 July 2023, health leaders from across Queensland came together to discuss recognised challenges facing the future of healthcare, and the opportunities that exist for leaders within the sector to collectively address these.

Discussions throughout the event focused on strengthening cross-system collaboration and scaling value to design a better health system and unlock innovation.

In this context, participants shared how, within their own organisations, they are thinking innovatively and boldly about their future direction.



Photo: Reimagining Systems of Care Event – Customs House, Brisbane



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A keynote presentation by Professor John Prins, Executive Director, Health Translation Queensland, reinforced the pivotal role leaders play in steering the future direction of our healthcare system. Organisational culture, the expectations and motivations of the workforce, and the satisfaction of our consumers, all stem from our ability to lead the development of highly functional and cohesive systems and teams. Leaders of the future must identify opportunities to drive our organisations toward genuine innovation despite the current widespread challenges and limitations.

As leaders, we can enable a systemic shift away from a compliance mindset to an innovation mindset. We can individually and collectively identify areas for improvement and contribute to care that is designed and delivered with the wants and needs of our consumers in mind.




“Strong leadership, driven by values that put people at the forefront, is the first step towards a brighter future for the sector.”

30+

Healthcare leaders
attended the
roundtable event

Stakeholders included...

-  Department of Health
-  Primary Health Networks
-  Advocacy groups
-  Hospital and Health Services
-  Universities
-  Non-profit organisations

 To create tangible outcomes and achieve the scale of change required to address health system challenges, participants identified the approach, considerations and leadership behaviours that support improved system performance.

Approaches identified to improve collaboration and performance across the health ecosystem:

Deliberate engagement

A deliberate push needs to be created to ensure operational leaders and those closest to the problem can engage in cross system collaboration. Understanding value drivers for individual stakeholders is an important step to achieving this.

Rethinking incentives and KPIs

An innovative future cannot be limited by current funding mechanisms. In future, cross system collaboration needs to be incentivised, with clear objectives tied to rewards or recognition – inspiring all health stakeholders to work together towards a common purpose.

Dissolving boundaries


A shift towards a whole of system perspective is required. This is realised through embracing interconnectedness and cross-system collaboration, which helps to dissolve the traditional boundaries between health care services, including general practices, public health networks, hospitals, aged care facilities, and non-governmental organisations.

Inspiring people

A collective effort is required to inspire people to create change. The power of story telling should be harnessed to communicate positive case studies, while ensuring stakeholders contribute to making change in areas that align to their purpose.



Photo: Reimaging Systems of Care Event – Customs House, Brisbane

 To identify how success can be achieved collectively, health leaders were challenged to bring diverse perspectives together, and explore how cross-provider partnerships and collaboration could be improved for the benefit of the patient.

Key themes identified in discussion:

1. Differing interpretations and value drivers

Stakeholders across the health ecosystem all have different interpretations of health care and what it should be. These groups all have unique value drivers that must be considered when looking to drive engagement and collaboration.


2. Informal mechanisms for cross system partnerships

Success is reliant on informal partnership arrangements. The person dependent nature of these relationships creates inconsistency in the quality of interaction across services, impacting the patient experience and reducing system resilience.


3. Limited incentive for collaboration between providers

There is a lack of incentives (including financial and KPI measures) for health care providers to collaborate across the system and across sectors. This has resulted in a lack of contribution to research and development initiatives that drive innovation.

Common themes were identified as being foundational to shifting behaviours and outcomes to enable high-quality and high-value healthcare delivery into the future.

 **Leadership and Culture**


- Prioritising courageous leadership that enables innovation, creates a safe environment for failure, and harnesses continuous improvement.
- Strengthening informal partnerships in order to work across and beyond the health system to achieve sustainable, meaningful and robust change.
- Supporting a culture of change through leaders who build pathways and partnerships.

 **Aligned Coordination**

- Creating visibility across the healthcare landscape to ensure there is a good understanding of what is happening across GP practices, Public Health Networks (PHNS), Hospital and Health Services (HHSs), acute medical services (AMSs) and non-government organisations (NGOs).
- Understanding the different purpose, context and scale of healthcare providers and ensuring that all voices are heard in designing healthcare reforms.
- Ensuring that services are provided by the right service provider and increasing the focus on health prevention and promotion.

 **Care Design**

- Reducing duplication across the system and incentivising good practice and ‘connector roles’ to enable improved navigation throughout the provision of care.
- Empowering consumers to make informed decisions about their healthcare needs and improving their health literacy.
- Co-designing with health consumers to streamline access, improve navigation, and ensure the most disadvantaged and vulnerable consumers’ needs are met.

 **Data and Technology**

- Utilising technology to support access and efficiency and to remove administrative burden – including interoperability of technology systems and collecting data that is fit for purpose.
- Harnessing data for business intelligence and improvement.
- Driving focus on a continuous improvement methodology that is underpinned by data to allow for rapid change where initiatives are not working as intended.

Practical and tactical strategies to drive immediate and meaningful change were identified by participants as high-value focus areas for leaders across the health sector.

Place-based - not all innovation should be scaled

01

Participants identified the characteristics of successful healthcare systems into the future, and agreed that place-based approaches to care are unique and not necessarily repeatable across different locations. There is a need to recognise that the success of innovation is dependant on the context it is delivered within and a 'lift and shift' model across other sites may not deliver the same benefits. However, enablers for innovation may be scalable.

True collaboration – creating an integrated culture

04

Engagement across the health system can be challenging, with collaboration and partnerships often relying on informal relationships. There needs to be a shift towards an integrated care partnership model with both formal and informal governance mechanisms to allow those closest to the problem to be involved in decision making and system outcomes.

'Learn fast' not 'fail fast' – value in sharing lessons

02

Mechanisms to share lessons and innovation across the health care system are lacking. There is a need to encourage initiatives with rapid evaluation mechanisms to identify whether expected outcomes are achieved, and better share learnings when things do not work well. By sharing these lessons broadly, others can calibrate their efforts with the insight of collective experience.

Growing our people - cross provider skills harnessing

05

The health sector continues to change at an unprecedented pace, driving the need for new skills and competencies. To ensure staff can meet health needs now and into the future, opportunities need to be provided for people to cross-credential and transfer information across providers nationally – allowing for an optimised workforce that works to full scope.

Right care, right place - prioritising community needs

03

The current health system is challenging to navigate. With consumer health needs increasing in complexity, there is a need to not only provide consumers with more robust services to help navigate the system, but also to redesign the system itself to reduce the requirement for navigation services in the first place. The focus should enable the right services to be delivered by the right professionals in the right environment, and for access to these services to be clear.

Research drives results –realising the value of innovation

06

Staff across the sector face capacity challenges, which has made it difficult to contribute to research and development initiatives that drive innovation. Mechanisms must be established to drive greater participation, including funding, incentives, workload space, as well as the creation of interest networks and translational research outlets that support innovative outcomes.



“It is not always possible to duplicate innovation across the system. Success is critically dependant on the ecosystem you work within.”

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