Conference Abstract

Integrated care in action: A working example from the antipodes

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Abstract

Introduction: Faced with rapid demand growth for acute hospital care, Counties Manukau Health (CMH) is integrating care delivery to improve outcomes and lower costs.

Description: The model is multi-faceted and represents a ‘whole of system’ change. Accordingly, it includes micro, meso, and macro level changes across multiple dimensions:

a. Four ‘Locality Clinical Partnerships’ between hospital and community clinicians and managers charged with operationalising the shared vision, goals, and values for integrated care (normative integration).

b. Aligned financial incentives through risk and gain sharing agreements between the hospital and primary care for acute care demand (financial integration).

c. Early identification, multi-disciplinary care planning, and care coordination for patients at risk of unplanned hospital admissions and/or poor outcomes, supported by electronic shared care plans and pathways (clinical integration).

d. Use of the IHI collaborative improvement science approach to implement initiatives that will quickly reduce acute hospital bed day’s occupancy (administrative integration).

Impact: Initial benefits realised include: over 20,000 acute bed days saved through reduced hospital admissions and shorter length of stay; improved quality of care as measured through standardised mortality and key indicators; better alignment of resources to population health needs; widespread clinical engagement; and improved capability to manage chronic conditions in the community.

Discussion: The programme is two years into a five year implementation path and is subject to formal evaluation. Shifting from the siloed structures of the past to the inter-professional and inter-organizational approaches required for integrated care is challenging, however, the CMH experience shows that a multi-faceted approach can deliver better outcomes at lower cost.
Keywords

integrated care, risk sharing, locality clinical partnerships, New Zealand, financial incentives

Powerpoint presentation:

http://www.integratedcarefoundation.org/content/special-session-tackling-inequalities-integrated-care-0