

**Submission
No 7**

**EXAMINATION OF AUDITOR-GENERAL'S PERFORMANCE AUDIT
REPORTS MAY 2017 - DECEMBER 2017**

Organisation: NSW Health

Date Received: 11 July 2018

Mr Bruce Notley-Smith MP
Chair
Public Accounts Committee
Parliament of New South Wales
Macquarie Street
SYDNEY NSW 2000

Our ref H18/70713

Dear Mr Notley-Smith

PAC Submission – Planning and Evaluating Palliative Care Services in NSW

I refer to your letter of 9 August 2018 seeking NSW Health's submission in response to the Auditor-General's performance audit report titled *Planning and Evaluating Palliative Care Services in NSW*.

I am pleased to inform you that significant progress has been made by NSW Health towards the development of the End of Life and Palliative Care Framework which will provide greater consistency in our approach to the planning and evaluation of palliative care. The draft Framework is currently undergoing detailed consultation with the health system and is expected to be published in December 2018.

Another supporting achievement delivered in the past 12 months is the establishment of an End of Life Care Design Working Group to design and develop functionality within the Electronic Medical Record (eMR) which will support the delivery of end of life planning and palliative care. Preliminary work has also been completed to establish a Consumer Engagement Working Group to develop and oversee the implementation of our state-wide strategy to improve the quality and consistency of engagement with stakeholder in palliative care programs.

The details on the implementation of each recommendation are provided in the attachment to this letter. Should you require further information, please contact Mr Paul Giunta, Director, Corporate Governance and Risk Management, NSW Ministry of Health on 9391 9654 or email Paul.Giunta@moh.health.nsw.gov.au

Yours sincerely



Elizabeth Koff
Secretary, NSW Health

13 September 2018

IMPLEMENTATION OF RECOMMENDATIONS

NSW Health - Planning and Evaluating Palliative Care Services in NSW

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS and COMMENT	RESPONSIBILITY
1	By July 2018, NSW Health should develop an integrated palliative and end-of-life care policy framework that:	Accepted	<p>NSW Health supports the development of an integrated palliative care and end of life policy framework.</p> <p>NSW Health has made substantial achievements in the area of palliative care and end of life care over the last five years, expanding community based services and increasing choices for patients. These achievements supported the goals of the NSW Government Plan to increase access to Palliative Care 2012-2016, Advance Planning for Quality Care at End of Life Action Plan 2013-2018 and Palliative Care and End of Life Care Blueprint. The Government's recent announcement of \$100M over four years for palliative care builds on three previous rounds of enhancement funds to address priorities in this area.</p> <p>The new policy framework will guide service and workforce planning, and inform funding allocations for the delivery of palliative care and end of life care.</p>	July 2018	<p>Partially completed</p> <p>In July 2018, NSW Health completed the draft End of Life and Palliative Care Framework (the Framework). The draft Framework has been provided to the Health System for detailed consultation to ensure it will support coherence in activities across the system. The Framework will be published by December 2018, subject to the appropriate approvals.</p> <p>In developing the draft Framework, NSW Health consulted extensively with health professionals, providers and communities. Consultation activities included 10 Palliative Care Roundtables and Consultation Workshops across the state, a public survey which garnered 2000 survey responses, and topic-specific workshops with expert stakeholders.</p> <p>The consultation process identified broad consensus on key priorities for the Framework. These priorities will inform NSW Health activities to support high quality care for people approaching the end of life. The final Framework will guide integrated service and workforce planning, and inform funding allocations for the delivery of end of life and palliative care.</p>	Health and Social Policy Branch

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS and COMMENT	RESPONSIBILITY
a)	clearly articulates the interface between palliative and end of life care and outlines the priorities for the respective areas	Accepted	See above	July 2018	<p>The draft Framework outlines NSW Health's vision of an integrated approach to end of life and palliative care planning and services within the NSW health system.</p> <p>The vision of the draft Framework is that "all residents of NSW, their families and carers have access to and receive the best possible end of life and palliative care, based on their individual needs. This care places the person at the centre, where their preferences, values, beliefs and dignity are respected, and quality of life matters most."</p>	Health and Social Policy Branch
b)	defines policy goals and objectives, and a performance and evaluation framework for palliative care service planning and delivery	Accepted	See above	July 2018	<p>The priorities within the draft Framework will inform NSW Health policy and services for end of life and palliative care, to provide an integrated and coordinated approach across the state. The draft Framework identifies key future activities in pursuit of these priorities.</p> <p>NSW Health will establish a new integrated governance structure for end of life and palliative care by December 2018. A monitoring and evaluation plan has been drafted and will be taken forward under the new governance structure.</p>	Health and Social Policy Branch

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS and COMMENT	RESPONSIBILITY
c)	informs a related workforce plan which supports the policy framework and is linked to the Health Professional Workforce Plan 2012–2022	Accepted	See above	July 2018	<p>The Framework's priorities will guide workforce planning, to support the best possible end of life and palliative care.</p> <p>The new integrated governance structure for end of life and palliative care includes a workforce working group. This group will have oversight of workforce planning and all projects and measures targeted at extending the capacity of end of life and palliative care services in NSW.</p> <p>The governance structure will be established by December.</p>	Health and Social Policy Branch
d)	reviews the funding allocation model to ensure future enhancement funds are distributed equitably and transparently based on the need and population of districts.	Accepted	See above	July 2018	<p>The Framework aims to strengthen and improve access to care for all people in NSW who are approaching and reaching the end of their life, regardless of location or diagnosis.</p> <p>The priority areas and actions within the Framework will guide funding allocation. Under the new governance structure, a high level Committee for End of Life and Palliative Care will oversee major allocations, as appropriate.</p>	Health and Social Policy Branch

	RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS and COMMENT	RESPONSIBILITY
2	By December 2018 assess how the functionality provided in data collection programs such as the Palliative Care Outcomes Collaboration program can be provided across all palliative care services in NSW	Accepted	eHealth NSW is currently addressing the design and development of palliative and end of life care functionality within the Cerner Electronic Medical Record (eMR). This work includes an assessment of options for outcomes monitoring within the eMR and related data collection systems.	December 2018	Partially completed Building on the work of the End of Life Care Design Working Group (EOLC) and the Framework, the new NSW Health governance structure for end of life and palliative care includes a data and IT working group. A key activity for this group will be establishing a cohesive approach to outcomes monitoring across data sets and services to support the Framework's priorities.	eHealth
3	By December 2018 complete its statewide review of systems and reporting for end of life management including specialist palliative care, and develop a business case to implement a more integrated set of solutions to:	Accepted	eHealth NSW will complement the above work through the establishment of the End of Life Management Design Working Group (DWG) which includes representatives from across NSW. Outcomes from this process will inform a more integrated set of IT solutions to support providers in delivering palliative care and to monitor outcomes.	December 2018	Partially completed eHealth NSW has established an End of Life Care Design Working Group (EOLC DWG). The EOLC DWG comprises of stakeholders from across NSW Health and aims to develop functionality in the eMR, which will support clinicians delivering end of life and palliative care. Outcomes from this process will inform a more integrated set of IT solutions to support providers in delivering palliative care and to monitor outcomes. The first phase of this design work is underway. It is anticipated that the proof of concept design for the first phase will be piloted in a Local Health District in the first half of 2019. Lessons learnt will inform future implementation plans.	eHealth and Health and Social Policy Branch

RECOMMENDATION		ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS and COMMENT	RESPONSIBILITY
a)	support providers delivering end of life and palliative care	Accepted	See above	December 2018	The new governance structure will provide leadership across the system in relation to systems and reporting.	eHealth and Health and Social Policy Branch
b)	help monitor service quality and quantity	Accepted	See above	December 2018	The new governance structure will oversee a more mature approach to service monitoring across end of life and palliative care.	eHealth and Health and Social Policy Branch
c)	provide comprehensive data for service planning	Accepted	See above	December 2018	The new governance structure will drive more comprehensive data capture and monitoring for service planning across end of life and palliative care.	eHealth and Health and Social Policy Branch
4	By December 2018 improve stakeholder engagement by:	Accepted	<p>NSW Government has recently completed extensive stakeholder engagement through the Roundtable Meetings which were held around the state. As a result of the Roundtables, NSW Health is committed to ongoing statewide stakeholder engagement. NSW Health will embed Stakeholder and Consumer Engagement within the new policy framework.</p> <p>The new framework will also articulate arrangements for governance and oversight at State and District/Network levels.</p>	December 2018	<p>Partially completed</p> <p>Within the new integrated governance structure for end of life and palliative care, a Stakeholder and Consumer Engagement Working Group will be responsible for consistent and systematic stakeholder engagement in end of life and palliative care across the state. The draft Framework includes reference to this approach.</p> <p>The governance structure will be established by December 2018.</p>	Health and Social Policy Branch
a)	developing a statewide stakeholder engagement strategy that brings together current activity and good practice, and is transparent and publicly available	Accepted	See above	December 2018	The working group will articulate strategies to improve the quality and consistency of engagement.	Health and Social Policy Branch
b)	defining accountability for overseeing and implementing the strategy at state and district levels.	Accepted	See above	December 2018	The working group will oversee the implementation of state-wide approaches to improve the quality and consistency of engagement.	Health and Social Policy Branch