

Relationship Agreement

2015-2018

Between

Metro South Hospital and Health Service

(Metro South Health)

and

Brisbane South PHN

1. About the parties

a) Metro South Health

Metro South Health (MSH) is the major provider of public health services, and health education and research, in the Brisbane south side, Logan, Redlands and Scenic Rim regions. Metro South Health's catchment spans 3,856 square kilometres and covers the area from the Brisbane River in the north to Redland City in the east, south to Logan and the eastern portion of the Scenic Rim to the border of New South Wales.

Metro South Health is one of 17 hospital and health services in Queensland and serves an estimated population of 1 million people, 23 per cent of Queensland's population. It employs over 10,000 staff and has an annual operating budget of \$1.6 billion. Each hospital and health service statutory body pursuant to applicable Queensland legislation.

Metro South Health is made up of five major hospitals: Beaudesert Hospital; Logan Hospital; Princess Alexandra Hospital; QEII Jubilee Hospital and Redland Hospital and also provides a number of health centres throughout the region. Metro South Health delivers a full suite of specialty health services, a number of community based services and the Princess Alexandra Hospital is a major tertiary facility specialising in liver transplantation, renal transplantation, spinal injury management, brain injury rehabilitation and skull base surgery.

b) Brisbane South PHN

Brisbane South PHN (BSPHN) is one of 31 PHNs created across Australia in 2015.

The Federal Government has identified six key priorities for targeted work for PHNs, which are:

- Mental Health
- Aboriginal and Torres Strait Islander Health
- Population health
- Health workforce
- eHealth
- Aged care

BSPHN is committed to a reform agenda that is patient centred, integrated and evidence based, working directly with a broad range of stakeholders including general practitioners, allied health practitioners, the acute sector, community and welfare organisations, the aged care sector and universities to ensure improved outcomes for patients.

BSPHN share far more with Metro South Health (MSH) than the same regional boundaries. Both organisations are focused on areas that will ensure a sustainable health care system such as: payment models that better support health outcomes, appropriate local access to coordinated, efficient and effective health related services particularly for at-risk and high-needs populations, and motivating people to invest in a healthy lifestyle.

The BSPHN vision for the region is “Where Integrated healthcare is delivered and optimal health outcomes achieved”.

c) A shared community

The shared geographic boundary enables the efficient transfer of valuable knowledge and skills between organisations.

Our shared community is the most populated of all hospital and health services in Queensland, serving an estimated population of approx 1.1 million people - over 23 per cent of Queensland’s population as at 2011. By 2031, the population will grow by 24 % to 1,372,461 residents.

The aging population will continue to see increases, with the number of residents aged 65 years and over projected to grow by 113% or 134,601 people between 2011 and 2031. The life expectancy at birth was 82.3 years in 2006.

In 2011, over 20,023 residents, (2% of the population), identified as Aboriginal and/or Torres Strait Islander, greater than 13% of Queensland’s total Aboriginal and/or Torres Strait Islander people. This is the fourth largest cohort of Aboriginal and Torres Strait Islanders by PHN region in Queensland.

Our community is one of the most culturally and linguistically diverse in Queensland. In 2011, 282,565 residents (27.3% of the total population) were born overseas with 42% speaking a language other than English at home. The region is home to more than 68% of Queensland’s refugee population. .

In our community:

- Over 54% of adults report that they are overweight or obese;

- Only 10.7% of adults report consuming the recommended serve of vegetables (five serves per day);
- Over 14% of adults smoke daily;
- 55.2% of adults report undertaking a sufficient level of exercise; and
- 7.8% of adults report drinking at risky levels.

Males account for about half of our population, but experience more than half of the total disease burden (51.7%). Men have a significantly greater burden of disease for cancer, cardiovascular disease, intentional and unintentional injuries and alcohol dependence. Renal dialysis is the most common reason for our residents being admitted to hospital.

Healthcare provided to our shared community includes:

- Approximately 280 general practices;
- 200 community pharmacies;
- Approximately 1500 allied health practices;
- Seven public hospitals (including Lady Cilento Children's Hospital and Mater Public Hospital);
- Six private hospitals; and
- Eight community health centres.

Further information regarding the community is provided in the following documents:

- Brisbane South PHN Needs Assessment 2014/2016
- Metro South Health: Health Indicators Report 2014

2. Purpose of the Relationship Agreement

This Relationship Agreement recognises the strategic linkages between Metro South Health and Brisbane South PHN. It forms the basis by which we will work towards the common objective of achieving the best possible health outcomes for our community. Common aims to achieving this include:

- improved access to the most appropriate health services at the right time and in the right place.
- a focus on reducing avoidable acute hospital admissions / readmissions and ED Presentations,
- facilitating a more sustainable local health care system characterised by innovative care pathways and payment models
- improving coordination, efficiency and effectiveness of and /between health and relevant community services
- a focus on the needs of vulnerable, at-risk and high-needs populations, and
- Improve health literacy to enable better use of the healthcare system and support people to invest in a healthy lifestyle.

Critical to the success of the partnership alliance with MSH will be a focus on clear accountabilities in the pursuit of common goals and benefits. This requires a commitment to joint efforts and investment, and the removal of duplication / waste in the delivery of health and health related services.

Through this collaborative working relationship, BSPHN and MSH will ensure appropriate planning, design, commissioning and evaluation of services that will deliver the right care, in the right place, at the right time for its population.

Both Metro South Health and Brisbane South PHN recognise their shared goal of developing an integrated health network by adopting the following Key elements:

1. Joint Planning
2. Integrated ICT Systems

3. Change Management
4. Shared Clinical Priorities
5. Aligned incentives
6. Population Focus
7. Measurement and evaluation
8. Continued Professional Development
9. Community Engagement
10. Innovation¹

This document is not a legal instrument. It articulates a set of shared goals, values and principles to guide working relationships. Specific projects which are co-managed by Metro South Health and Brisbane South PHN will be governed by specific partnership agreements and funding agreements where exchanges of financial, human or other resources are required. Entering into this Relationship Agreement satisfies Metro South Health's obligations pursuant to section 42 of the *Hospital and Health Boards Act 2011* (Qld) and reflects the intent of the funding agreement for the Federal Government's PHN initiative. All joint activities conducted between Metro South Health and Brisbane South PHN will be captured in Schedule 1 or in any subsequent variations to this Relationship Agreement. The parties agree at all times to use their best endeavours to optimise the value of the Relationship Agreement to our respective organisations and for the benefit of our shared community.

3. Term of the Agreement

The intent is that the agreement is ongoing and that matters are always resolved amicably between the parties. The term reflects the funding agreement for the PHN.

The term of this Relationship Agreement commences on the date of its execution and ends 30 June 2018.

Renewal subject to the extension of the PHN program and funding to Brisbane South PHN this agreement may be extended for a further term as agreed by the parties.

Termination may occur by written agreement between the parties. This agreement is transferable only within the limited circumstances of changed administrative arrangements arising from a Government decision and agreement of the Parties involved.

¹ Nicholson C, Jackson C, Maelye J. A governance model for integrated primary/secondary care for the health-reforming first world – results of a systematic review. *BMC Health Serv Res* 2013; 13:528.

4. Operational activities

The parties will achieve the purpose of this Relationship Agreement by:

- working within the Governance Framework set out at **8. Communication and Monitoring** below;
- being accountable for and using their best endeavours to achieve their obligations as described by any related partnership agreements and/or funding agreements; and
- conducting thorough evaluation of their Agreed Activities using the methodologies set out in the related partnership agreements and funding agreements,
- progress reports will be an agenda item of all monthly meetings set out at **8. Communication and Monitoring** below.

5. Relationship Principles

Metro South Health and Brisbane South PHN agree to:

- act and work together transparently and in good faith sharing all information (subject to regulation / legislation) key to achieving shared outcomes/benefits;
- act independently but cooperate to achieve outcomes / benefits
- expedite action, approval, direction, determination or decisions required under this Agreement to ensure outcomes / benefits achieved
- seek to avoid duplication and overlap of their responsibilities and services delivered, as well as associated stakeholder engagement demand/impact;
- engage in effective and regular internal and external communication;
- through the Governance Framework jointly identify recommendations for sustainability, continuous improvements and key learnings for future activities;
- not cause the other to breach any of its other contractual or legislative obligations-.

6. Intellectual Property

All intellectual property ownership rights existing at the commencement of this Agreement remain undisturbed by this Relationship Agreement.

As a general principle, and subject to the provisions of any related partnership agreement or funding

agreement, intellectual property developed pursuant to this Relationship Agreement will be owned jointly by Metro South Health and Brisbane South PHN in equal proportions.

In appropriate circumstances, and subject to the circumstances and provisions of any related partnership agreement or funding agreement, where Intellectual Property is owned solely by Metro South Health and Brisbane South PHN, the party which owns that intellectual property will grant to the other party an appropriate licence to use, produce, adapt or exploit that intellectual property for purposes consistent with this Relationship Agreement. Nothing in this Relationship Agreement requires either party to breach any pre-existing intellectual property obligations to any third parties.

7. Publications

MSH and BSPHN may produce publications to promote the existence, objectives and outcomes of the Agreed Activities noted in Schedule 1. The publishing party must acknowledge the involvement of the other party where that other party has contributed financial or human resources to the Agreed Activity. The parties commit to also acknowledging the contributions of any third parties to the Agreed Activities in any publications.

The parties shall only use the name of the other party, in connection with any public announcement, advertising publication or promotion, with the prior written permission of that other party.

Subject to any other contractual or legislative obligations, and provided there is no adverse impact on the registration of any intellectual property rights of either party, Metro South Health and Brisbane South PHN may publish papers describing any part of the activities carried out as part of this Relationship Agreement, or outcomes of those activities, provided that the prior written approval of the other party is obtained. Such prior written approval must not be unreasonably withheld.

8. Communication and Monitoring

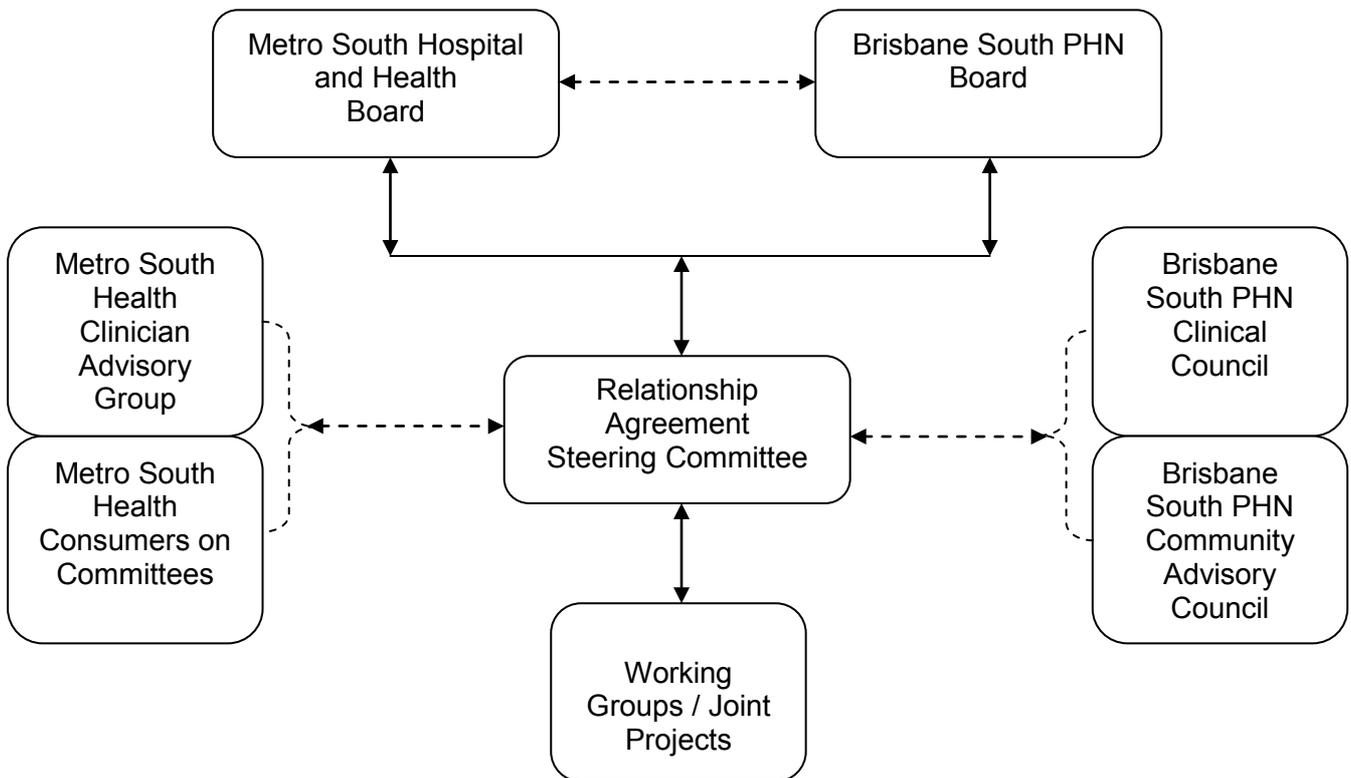
The General Manager, External Engagement is Brisbane South PHN's primary contact for any issues relating to this Relationship Agreement. The Director, Engagement is Metro South Health's primary contact for any issues relating to this Relationship Agreement.

The Relationship Agreement Steering Committee will meet bi-monthly. Any issues arising, or variations required, in relation to this Relationship Agreement or any related partnership agreement or funding agreement will be raised at this bi-monthly meeting.

Monitoring of this agreement and of delivery of agreed activities will occur via the Steering Committee as noted in the Terms of Reference **Schedule 2**.

The parties acknowledge that the primary contacts must act within their delegated levels of organisational authority and may need to seek approval before progressing certain proposed activities of the Steering Group.

Diagram 1: GOVERNANCE STRUCTURE



9. Agreement Variations

Either party may vary the terms of this Relationship Agreement with the written approval of the respective Chief Executive Officers. Such variations will become effective on the date as agreed by the parties in the change of terms. .

10. Dispute Resolution

Both Metro South Health and Brisbane South PHN agree to attempt to negotiate a mutually satisfactory resolution of any dispute in the first instance. In the event that a dispute cannot be resolved within 14 days through negotiation, an independent mediator, the choice of whom is to be mutually agreed by the parties, may be engaged to facilitate an agreed outcome or position regarding the dispute.

11. Measuring Success

Each joint project will establish its own set of metrics, however the overarching success of the partnership will be measured via the following KPIs:

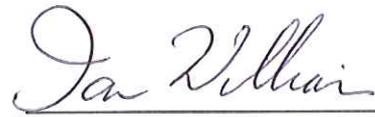
- Reduced potentially preventable hospitalisations
- Partner Satisfaction
- Patient Experience
- General Practice Satisfaction in joint projects
- Increased access to after-hours care
- Increased GP and Specialist collaboration through jointly delivered education and service development activities.
- Increased rates of immunisation for vaccines within the National Schedule
- Increased proportion of people with Care Plans (Mental Health / GP Mgt) within general practice
- Reduction in long wait specialist outpatients
- Increased percent of patients who attended an emergency department/ service who depart within four hours of arrival
- Reduction in avoidable Emergency Department presentations
- Reduction in length of stay for targeted patient cohorts
- Improved referral quality received from general practice
- Hospital avoidance economic assessment of value (to be reported once framework established)

On confirmation of the PHN Performance Framework, parties agree to review and amend, reduce or include additional KPIs as relevant to this agreement

Signed

For and on behalf of Brisbane South PHN Limited by:

Dr Ian Williams, Board Chair/Board Director


(Signature) 6. 11. 2015

(Date)

Mr Simon James, Chief Executive Officer

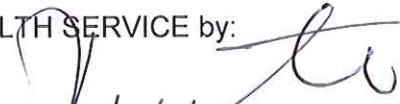

(Signature) 9/11/15

(Date)

Signed

For and on behalf of METRO SOUTH HOSPITAL AND HEALTH SERVICE by:

Mr Terry White, Board Chair


(Signature) 8/12/15

(Date)

Dr Richard Ashby, Health Service Chief Executive


(Signature) 9. 12. 15

(Date)

Dr R Ashby
Chief Executive
Metro South Health

Schedule 1 – Project Dashboard Template

Schedule 2 – Steering Group Terms of Reference