

Metro North Hospital and Health Service and Brisbane North PHN

A protocol for working together to
enhance health outcomes



Background

This is an agreement (Protocol) between Metro North Hospital and Health Service (Metro North Health) and Brisbane North PHN (the Parties).

Metro North Health (Metro North) is a statutory body and a key provider of public acute care services in the region. Brisbane North PHN (the PHN) is an independent company and commissioner of primary health care services with a recognised role in local coordination of, and support for, community and primary health care providers.

The Parties have, in all of their previous forms, a long history of working together and achieving improved health care outcomes for the communities of their shared region. The nature of these endeavours has varied but all have been built on the good relationships that exist between the Parties.

The Parties recognise they have a shared responsibility for the health and wellbeing of the communities of North Brisbane and Moreton Bay, including Norfolk Island.

Under the National Health Reform Agreement (2011) and subsequent Acts and Regulations in Queensland, there is a requirement to document an overarching Protocol between the Parties.

Vision

The Parties share a vision to have a community where appropriate health services are available to everyone. This is manifested in the integrated and aligned manner in which health services are planned, organised and delivered locally.

Objectives

The key objective of the Protocol is for the Parties to adopt a shared and coordinated approach in seeking to address the health needs of the local population in the most efficient and effective manner possible.

The Protocol is also aimed at the following Objectives:

- a) promote cooperation between the Parties in the planning, delivery and evaluation of health services;
- b) outline how we can meet the joint objectives of our respective organisations together;
- c) provide context, guidance and outline joint governance proposals for a range of initiatives that continue to be developed between the Parties;
- d) ensure alignment of approach with other parts of the local health economy such as aged care and disability services;
- e) identify the key issues which form the basis of the cooperative approach between Metro North and the PHN; and
- f) improve the health outcomes for the community of North Brisbane and Moreton Bay, including Norfolk Island.

To further those Objectives, the Parties will work together to:

- Maximise health information data sharing in line with privacy and data governance requirements;
- Identify and provide plans and an evaluation mechanism for the key issues identified as requiring cooperation;
- Respond to relevant State and national strategies and policies;
- Identify and prioritise local health needs;
- Pursue joint funding opportunities;
- Determine the most efficient service delivery to meet current and expected future demand;
- Meet performance requirements as measured by State and National authorities;
- Enhance service access, coordination and integration across the health continuum;
- Influence and reform those areas of the health system for which they have responsibility; and
- Ensure care is delivered in the right place at the right time by and to the right people.

Guiding principles

The Protocol will be guided by the following guiding principles:

- **Efficient care** - reduced duplication and wasteful practices, reduced inappropriate hospital presentations, optimised length of stay, and timely and durable care transitions
- **Better health outcomes** - engagement of consumers and care providers to planning and delivery of care and better care experiences
- **Collaboration and communication** - high quality communication and referral processes between services to support navigation through the system and better health outcomes
- **Equitable and accessible care** - equitable and timely access to appropriate health services
- **Scalability** - implement initiatives which can be applied to other service areas
- **Safe care** - reduced care complications
- **Evaluation** – collaborative approach to evaluating services and patient experience and outcome

Governance

To achieve the Objectives of the Protocol, close collaboration and relationships will take place at all levels of both organisations through the following engagement structures:

1. Joint Operational Group Meetings

a. Purpose

The purpose of the Joint Operational Group is to endorse, monitor and support strategic directions and initiatives to support the implementation of the Protocol between Metro North and the PHN.

b. Membership

The membership of the Joint Operational Group is comprised of:

Metro North Health

- Executive Director Clinical Services
- Executive Director Community and Oral Health
- Executive Director Mental Health
- Director Healthcare Excellence and Innovation – Partnerships
- Director Healthcare Excellence and Innovation – Clinical Streams

Brisbane North PHN

- Executive Manager, Health Systems Improvement
- Executive Manager, Aged and Community Care System Improvement
- Executive Manager, Mental Health and Wellbeing

Brisbane North Health Alliance

- General Manager, Brisbane North Health Alliance

The Chair of the Committee may invite other people to attend a meeting as they see fit, based on a specific scope or skill set required for the meeting.

Membership can be varied by agreement between the Chief Executives.

c. Meetings

An agreed Terms of Reference will govern proceedings and membership of this committee. In these meetings, subject to each business' obligations in relation to confidentiality and privacy, a summary of key issues discussed, and decisions made that are of relevance to the other Party will be shared.

Financial data and key performance indicator compliance will be discussed and recorded at each meeting.

Representatives of each of the Parties agree to meet at least ten times a year.

The Joint Operational Group meeting may make recommendations or give directions to any identified working groups that are formed to monitor initiatives.

2. Working Groups

a. Purpose

The purpose of the Working Groups is to support the implementation of the Protocol between Metro North and the PHN.

Working Groups will be established for the following initiatives:

- General Practice Liaison Officer (GPLO) Program
- HealthPathways
- Team Care Coordination/ Staying Healthy Staying Home
- Any other initiatives that may benefit from collaborative planning and implementation

b. Membership

Working groups should draw on appropriate membership across Metro North and the PHN and as outlined in the Terms of Reference.

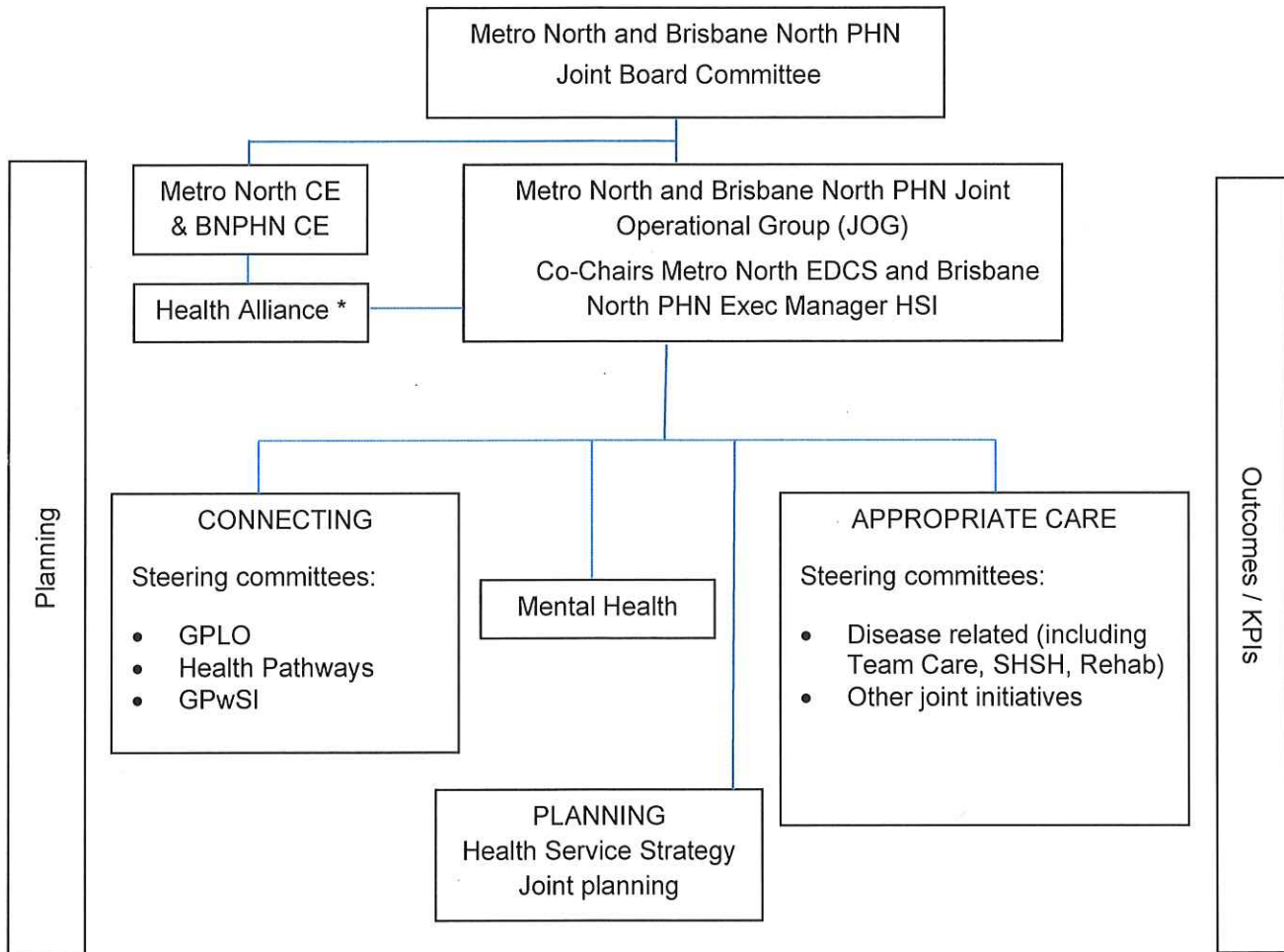
c. Meetings

An agreed Terms of Reference will govern proceedings and membership of these Working Groups. In these meetings, subject to each business' obligations in relation to confidentiality and privacy, a summary of key issues discussed, and decisions made that are of relevance to the other Party will be shared.

Financial data and key performance indicator compliance will be discussed and recorded at each meeting.

Representatives of each of the Parties agree to meet at least ten times a year.

Governance Model



*The Brisbane North Health Alliance is governed by The Health Alliance Charter and reports directly to Metro North CE and BNPHN CEO for decision making. It does not have a decision-making role with the Joint Operational Group.

Cooperative Initiatives

All initiatives undertaken between the Parties are to take place within the context of this Protocol.


As such, the initiatives are to be outlined in the register of initiatives contained in and updated with the signed agreement of the Chief Executives.

Various types of initiatives will be addressed under this Protocol. These initiatives range from funded contract arrangements through to cooperative endeavours based on in-kind support and initiatives for each Party's information as follows:

(a) Funded Contracts (Level 1)

A Contract will be used where:

- (a) Funding passes between the Parties.
- (b) Project activities involve significant risks to one or both of the Parties.
- (c) There is any proposed use or sharing of identifiable patient information.
- (d) On any other grounds determined by either Party.



All Funded Contracts will be recorded in Schedule 1 as Level 1 Initiatives and will have its own separate Schedule under the Joint MNH – BN PHN Umbrella Agreement.

Any new agreement between PHN and Metro North should be agreed upon by both Parties and executed by an authorised officer of each of the Parties.

Key Performance Indicators are to be agreed upon between both parties and included in any new contract.

A Contract formed under this Protocol shall form a separate legal arrangement between the Parties, and to the extent of any inconsistency with the terms of this Protocol, the terms of the Contract shall prevail.

(b) In-kind Initiatives (Level 2)

An in-kind Initiative shall involve provisions for sharing information, staff resources and facility access described in relevant initiative implementation plans. These initiatives shall be recorded in Schedule 1 as Level 2 Initiatives.

Neither party shall be legally bound to perform any activity under an in-kind Initiative, except in the case where a separate agreement, e.g. MoU, is executed by the parties. Each Party shall generally support the performance of the in-kind initiatives.

(c) Initiatives for Information (Level 3)

The Parties shall from time to time undertake initiatives that may be of interest to each other but will not require a contractual or in-kind arrangement. These initiatives shall be recorded in Schedule 1 as Level 3 Initiatives.

Protocol Particulars

Term

The term of this Protocol shall be three (3) years from the commencement date.

This Protocol is an overarching agreement as to the governance of the relationship and any agreement as to particular activities shall be made by either Party in writing.

The Parties may extend the term of this Protocol by mutual written agreement.

Termination

Either Party may terminate this Protocol by written notice to the other Party.

Document Review

The Parties shall use best endeavours to complete a joint review of this Protocol every three years, commencing from the date of signing.

Publication

This Protocol will be publicised through the Parties' publications and websites.

Intellectual Property

In regard to the outputs of the governance committee the resources and content developed under a joint initiative should reflect the involvement of both Parties. This would include use of the two corporate logos in the publication of paper-based and electronic documents.

Privacy and confidentiality

Information marked as confidential by either Party will be treated accordingly.

The Parties will observe, and will ensure all involved employees observe, all applicable legislation in relation to any planning processes or initiatives involving the exchange of patient data.

Conflict of interest

Each Party will actively manage any perceived or real conflicts of interest in relation to their staff participating in activities relating to the Protocol.

Dispute Resolution

All disputes between the Parties will be dealt with in a collaborative manner in good faith.

Status of Protocol

For the avoidance of doubt, the parties are independent entities and are not engaging in a joint venture, agency or partnership arrangement.

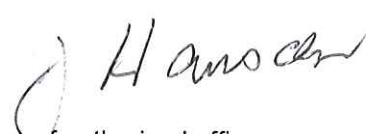
Execution as an agreement on the respective dates set out below.

SIGNED for and on behalf of **METRO NORTH HOSPITAL AND HEALTH SERVICE**

this 16 day of January 2024

by an authorised officer:

Jackie Hanson, Chief Executive



Signature of authorised officer

in the presence of:

Dr Glen Kennedy



Signature of Witness

SIGNED for and on behalf of **Partners 4 Health Ltd t/a Brisbane North PHN**

this 16 day of January 2024

by an authorised officer:

Libby Dunstan, Chief Executive Officer



Signature of authorised officer

Ms Rachelle Foreman



Signature of Witness

in the presence of:

Metro North Hospital and Health Service and Brisbane North PHN

Protocol for working together to enhance health outcomes

Schedule 1

Name of Initiative	Brief Description of Initiative	Document(s) supporting this Initiative	Level of Involvement	Key Contacts	
Shared Care					
1	Information Sharing Governance Framework	Formalised data sharing framework between the PHN and Metro North to support the secure sharing of data assets and information across both the PHN and Metro North.	Data and Information Sharing Agreement	Level 1	Peter Boffey (Team Lead, Data, PHN) Natalie Kenniff (Manager, Clinical Intelligence, HEI, Metro North)
2	SPAN – Specialised Pain Assistance Network	Connected Community Pathways funded program with the Tess Cramond Pain and Research Centre (Metro North) and the PHN facilitating shared care to low risk Category 3 outpatients within the Brisbane North region.	SPAN Model of Care	Level 1	Rachelle Foreman (Executive Manager, Health Systems Improvement, PHN) Michelle Bruckner (Manager, Integrated Care, PHN) Alicia Reid (Lead SPAN (Persistent Pain) Project, PHN) A/Prof Paul Gray (Director Tess Cramond Pain and Research Centre, Metro North) Caroline Zanussi (Project Officer, Metro North)



Metro North
Hospital and Health Service



3	Joint Health Forum	<p>The PHN and Metro North will hold an annual Joint Health Forum. The Metro North Health Forum is an annual event hosted by Metro North Health and Brisbane North PHN to highlight key local initiatives that connect and coordinate healthcare. The forum brings together an average of 300 representatives from primary and acute care to network and share ideas to improve the health of our communities.</p>		Level 2	<p>Danielle Francisco (Manager, Communications and Engagement, PHN)</p> <p>Christine Atkinson (Manager Communications, Metro North)</p>
4	Health service strategy and planning	<p>The PHN and Metro North Strategy and Planning Unit will collaborate on the local area needs assessment (LANA) and strategic planning for health services through the Health Service Strategy Steering Committee.</p>	Local Area Needs Assessment (LANA)	Level 2	<p>Carla Taylor (Manager, Knowledge, Planning and Performance, PHN)</p> <p>Beth Wilson (Director Strategy & Planning, Metro North)</p>
5	Collaboratives	<p>The PHN funds the participation of GPs in regular meetings of hospital Collaboratives focused at present largely on facilities, but moving to streams in conjunction with Metro North policies. The aim of this collaboration is to enhance continuity of patient care through improved understanding of services available in general practice and the hospitals, the timely access to these services and improved communication between GPs and hospitals.</p> <p>Current Collaboratives:</p>	The Protocol for Working Together to Enhance Health Outcomes.	Level 2	<p>Michelle Bruckner (Manager, Integrated Care, PHN)</p> <p>Mark Mattussi – Director of Medical Services (RBWH)</p> <p>Glynis Schultz – Executive Director (COH)</p> <p>Donna O'Sullivan – Director of Medical Services (TPCH)</p>

		<ul style="list-style-type: none"> Royal Brisbane and Women's Hospital Collaborative Women's and Newborns' Service Collaborative The Prince Charles Hospital Collaborative Redcliffe Hospital Collaborative 			
6	Clinician and Community engagement	<p>The PHN and Metro North will conduct joint engagement activity and ensure Metro North representation on the PHN's Clinical Council and joint meetings between the HHS's Board Community Advisory Group and the PHN's Community Advisory Committee.</p>	Level 2	<p>Rachelle Foreman (Executive Manager, Health Systems Improvement, PHN)</p> <p>Caroline Radowski (Executive Manager, Mental Health and Wellbeing, PHN)</p> <p>Christine Petrie (Manager, Consumer and Community Engagement, Metro North)</p>	
7	Brisbane North Allied Health Collaborative	<p>The PHN oversees the implementation of the Brisbane North Allied Health Collaborative, of which Metro North is a member of the Steering Committee. The objectives of the Collaborative are to:</p> <ul style="list-style-type: none"> Identify relevant local needs and issues in allied health Improve collaboration and partnerships for allied health Provide strategic direction and leadership 	Level 2	<p>Rachelle Foreman (Executive Manager, Primary Health Systems Improvement, PHN)</p> <p>Stacey Rivers (Manager, Primary Care, PHN)</p> <p>Claudia Sauvage (Lead, Primary Care Initiatives, PHN)</p> <p>Gavin Brealey (Director Occupational Therapy, COH, Metro North)</p>	Terms of Reference

		<ul style="list-style-type: none"> • Improve professional practice and knowledge • Provide better access to allied health services and coordinated care for consumers 			Michelle Kearney (Manager Disability Assessment, Metro North) TBC (Workforce Development Director, Metro North)
8	Diabetes	Broaden the scope of the Metro North Diabetes Sub Stream membership to include regular participation of BNPHN and Diabetes Australia	Terms of Reference – in development	Level 2	Rebecca Moore (Program Director, Medicine Stream HEI, Metro North) Rachelle Foreman (Executive Manager, Health Systems Improvement, PHN)
10	Urgent Care	The PHN and Metro North meet monthly to align efforts to discuss urgent care (Virtual ED, Satellite Hospital Minor Injury & Illness Clinics, Medicare Urgent Care Clinics and Morayfield Minor Accident and Illness Centre) to improve access to urgent, episodic care across the region, reduce ED demand, share data and ensure consistent messaging across the sector.	Terms of Reference – in development	Level 2	Rachelle Foreman (Executive Manager, Health Systems Improvement, PHN) Michelle Bruckner (Manager, Integrated Care, PHN) Louise Luparia (Lead, Integrated Care Initiatives, PHN) Elizabeth Rushbrook (Chief Medical Officer, Metro North) Megan Young (Public Health Physician, Metro North) GPLOs (Metro North & PHN)
11	Community Palliative Care	The PHN & Metro North jointly participate on a number of palliative care groups/initiatives including: PHN is an invited guest to the Metro North Palliative Care Sub	Terms of Reference	Level 3	Leisa Tocknell (Manager, Healthy Ageing, PHN) Caroline Irlie, (Project Lead, Healthy Ageing, PHN) Rebecca Moore (Program Director, Medicine Stream HEI, Metro North)

		Stream Committee (Medicine Stream). PHN is a member of the Metro North Health Palliative Care Equity Planning Working Group Palliative Care Reform Planning				
12	Behavioural Emergency Response Team (BERT) Interagency Partnership Meeting	Facilitate interagency partnerships to reduce system barriers for people who have a disability and complex challenging behaviours where there is a risk of prolonged admission or frequent ED presentation without medical cause.	Terms of Reference – BERT Interagency Partnership Meeting	Level 3	TBC (Program Development Lead, Mental Health, PHN) Jessica Orford (BERT Consultant, Metro North)	
13	Chronic Wound Care	Co-design of innovative model of care to support shared care approach to chronic wound care	Co-design report and associated planning documents	Level 3	Rebecca Moore (Program Director, Medicine Stream HEI, Metro North) Sharon Sweeney (Executive Manager, Aged and Community Care System Improvement, PHN)	
Mental Health						
1	Mental Health Planning	As per the requirement under the 5 th National Plan for Mental Health and Suicide Prevention, the PHN and Metro North have sponsored the development of a whole of region plan for mental health, suicide prevention and alcohol and other drug treatment 'Planning for Wellbeing'. Jointly funded a position to coordinate and report on the current plan, develop co-	www.planningforwellbeing.org.au	Level 1	Caroline Radowski (Executive Manager, Mental Health and Wellbeing, PHN) Shirley Anastasi (Director Governance and Quality Management, Mental Health, Metro North)	

			<p>commissioning governance structure and support the development of the next comprehensive regional plan.</p> <p>The development and implementation of the plan involves a range of strategic governance groups and activity implementation groups, including:</p> <ul style="list-style-type: none"> • Strategic Coordination Group (jointly chaired) • Collaboration in Mind (severe mental illness) • Psychological Therapies • Suicide Prevention • Infant, Children and Young People • Alcohol and Other Drugs 			
2	The Way Back Support Service	Support to people who have presented to the Emergency Department following a suicide attempt/in suicidal crises. Psychosocial support provided by NGOs contracted by PHN. Coordination, referral and clinical support provide by HHS (funded by PHN).		Level 1	<p>Amanda Queen (Manager, Mental Health Reform, PHN)</p> <p>Shirley Anastasi (Director Governance and Quality Management, Mental Health, Metro North)</p>	
3	Mental Health Phone Assessment, Intake and Referral	Exploring alignment and integration of current phone-based systems and teams (PHN = My Mental Health/Head to Health, HHS = MHCALL). Seeking CCP funding to enhance HHS activity.		Level 1	<p>Amanda Queen (Manager, Mental Health Reform, PHN)</p> <p>Shirley Anastasi (Director Governance and Quality Management, Mental Health, Metro North)</p>	

4	Assessment and Brief Intervention Clinic (mental health).	Placement of HHS assessment and brief intervention worker into each of the PHN funded, NGO delivered integrated mental health hubs.		Level 2	Amanda Queen (Manager, Mental Health Reform, PHN) Shirley Anastasi (Director Governance and Quality Management, Mental Health, Metro North)
Public Health					
1	Immunisation and Public Health Collaboration	The PHN and Metro North Public Health Unit meet monthly to align efforts to improve immunisation rates across the region, manage public health issues and ensure consistent messaging across the sector.		Level 2	Danielle Francisco (Manager, Communications and Engagement, PHN) Stacey Rivers (Manager, Primary Care, PHN) Megan Young (Manager, Metro North)
2	Sexual Health	Support is provided to key non-government and community organisations to build sustainable practices that will meet the sexual health needs for the community, in the long term, through education and collaboration. Support is also provided to general practice to facilitate capacity for contact tracing. Brisbane North PHN and Metro North also share data around STI testing to identify opportunities for improvement and service gaps in this space.	Implementation Plan	Level 3	Stacey Rivers (Manager, Primary Care, PHN) Jo-Lyn Harding (Engagement Team Leader, Primary Care, PHN) Carla Taylor (Manager, Knowledge, Planning and Performance, PHN) Diane Rowling (SMO, Public Health, Metro North) Joe Debattista (Sexual Health, HIV & Hepatitis Co-Ordinator, Metro North) Elena McLeish (Public Health Nurse, Metro North)
Older Person's Health					
1	Residential Aged Care	This is a joint initiative of stakeholders working within	Terms of Reference	Level 2	Leisa Tocknell (Manager, Healthy Ageing, PHN)

<p>Collaboratives including the Caboolture RAC Collaborative & the TPCH RAC Collaborative</p>	<p>aged care, hospital and primary care to improve the care journey for people living in residential aged care through promoting collaborative practice and enhancing partnerships.</p>		<p>Elizabeth Marsden (Clinical Director, OPEN, Metro North) Chris Shaw (Metro North - Caboolture) Veronica Thomsett (Metro North-TPCH)</p>
<p>Health Equity</p>			
<p>1</p>	<p>Health Equity</p>	<p>Terms of Reference</p>	<p>Level 2</p>
	<p>Development and implementation of a health equity strategy for First Nations peoples. Participation in a SEQ First Nations Health Equity Framework.</p>		<p>Beth Wilson (Director, Strategy and Planning, Metro North)</p>
<p>Paediatrics</p>			
<p>1</p>	<p>A Collective Impact Approach for Moreton Bay</p>	<p>RFP</p>	<p>Level 3</p>
	<p>There is a recognition of the high level of need in areas of Moreton Bay, and significant levels of social disadvantage compared to other areas within Brisbane North. Whilst this recognition has resulted in increased service delivery from public, private and non-government providers across all sectors, there remain gaps and overlaps in service delivery and collaborative efforts. Opportunities remain to improve coordination and coherence between different initiatives. A Collective Impact approach aims to align shared agendas and mutually reinforcing</p>		<p>Kathy Faulkner (Manager, Priority Communities, PHN) Laura Stevens (Program Director, Womens Childrens and Newborns Clinical Stream, HEI, Metro North)</p>

2	Health Assessments for Children in Care	activities to achieve significant and lasting social change.	The Strengthening Health Assessment Pathways for children in care aims to address health inequities for children who enter care. Pathways have been developed in conjunction with Caboolture and Morayfield Child Safety Service Centres with initial health assessments conducted at Caboolture Hospital.	<p><u>Health Assessment Pathway</u></p>	Level 3	<p>Kathy Faulkner (Manager, Priority Communities, PHN)</p> <p>Laura Stevens (Program Director, Womens Childrens and Newborns Clinical Stream, HEI, Metro North)</p>
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