



## **SES HealthPathways process evaluation - summary document**

### **Background**

SES HealthPathways is a partnership between 4 organisations; Central and Eastern Sydney Primary Health Network (CESPHN), St Vincent's Hospital Sydney (SVHS), Sydney Children's Hospital Network (SVHN) and South Eastern Sydney Local Health District (SESLHD) who manage the program on behalf of the other partners.

The program went live in September 2018 and was evaluated two years later to make sure that the program was running efficiently and effectively, and to identify any opportunities for improvement.

BMcD Consulting was commissioned to undertake the independent evaluation due to his previous work evaluating the Hunter New England and Western Sydney HealthPathways teams.

The evaluation took place from May 2020 through to the final report submission in October 2020.

The process for the evaluation included review of committee documents, google analytics data, other relevant reports and individual as well as group interviews were conducted. A working group with a member from each partner organisation was formed to regularly review and provide feedback on progress and provide further information or contacts as required.

The overall results from the evaluation were favourable for the program.

There were 16 recommendations for improvement made and an action plan has been developed and approved by the Governance Committee for ensuring the program continues to improve.

**The recommendations** made are options presented to the program for improvement.

They are summarised under 7 categories:

- **Governance**
  - Improve Executive and SME support and engagement from all partners.
  - Identify opportunities to collaboratively work with the Sydney HealthPathways team (also a partner of CESPHN).
- **HealthPathways development and review**
  - Working groups to take place for each new clinical specialty of pathway development.
  - Implement strategies to streamline pathway development.
  - Prepare in advance for pathway reviews.
- **Strategic and operational planning**
  - Develop a 3 year strategy and annual operational plans.

- Redesign
  - Identify opportunities for redesign, but the HealthPathways team should not undertake the redesign process, it should be undertaken by redesign managers / clinical departments.
- Uptake of HealthPathways by GPs and other key stakeholders
  - Develop and implement a marketing and communications plan, with a focus on GPs, SMEs and management.
  - Advocate for a State-wide solution to e-referral that integrates with HealthPathways and practice software.
- Performance measures and monitoring
  - Implement a program monitoring and evaluation plan.
- Other
  - Look for opportunities within HealthPathways to further support GPs and their patients.

### **Lessons learnt**

- An independent evaluation leading up to the 3 year mark is important to get an external perspective on opportunities for improvement and to reassure all partners that the program is running efficiently and effectively. If the program team was to undertake a high quality evaluation such as this, it would have significantly detracted from pathway development which should be the main focus of the program team.
- It took approximately 6 months for the program evaluation to be undertaken and the final report delivered. It is expected that a more in-depth evaluation that looks at patient and clinician experiences, impact on services or other similar anticipated outcomes of HealthPathways would take a lot longer and require far more resourcing.
- Executive support is essential and required from each partner organisation in the HealthPathways program.
- Significant ongoing program management and governance is required in complex programs such as HealthPathways.

**The full report** can be made available on request to the HealthPathways Program Manager.

Please contact Anna McGlynn, [anna.mcglynn@health.nsw.gov.au](mailto:anna.mcglynn@health.nsw.gov.au), if you would like to know more about the SES HealthPathways program, evaluation, or to receive a copy of the final evaluation report.