

JustHealth Consultants is the consultancy service of AHHA, launched to support Australian healthcare organisations at national, state, regional hospital and community levels across all sectors to meet complex governance and organisational requirements of today's healthcare system.

SERVICE EXAMPLE:

STRATEGY AND BUSINESS PLANNING AND REVIEW

Client **University of Otago Faculty of Dentistry**

Services **Strategic review, governance, stakeholder engagement, operational efficiency, service model development**

Context The University of Otago Faculty of Dentistry operates a public dental hospital providing public dental services as part of its teaching, research and clinical activities.

The University of Otago has invested in new facilities for the Faculty of Dentistry in Dunedin, has a community clinic in South Dunedin and a satellite teaching facility in Auckland. These facilities provide excellent teaching and research facilities alongside oral health service delivery. The University is funded by New Zealand's Southern District Health Board to provide general and specialist public dental care to eligible consumers.

The Faculty commissioned the AHHA to undertake a strategic review of its governance and business model to inform a sustainable approach which optimises the balance between teaching and clinical service delivery to the community.

Approach This review was conducted during the COVID-19 pandemic, with all consultations conducted remotely in a COVID safe manner via videoconferencing.

A three-phase approach was undertaken incorporating:

Phase 1 – Desktop review of key documents with virtual consultation

- Review background documentation relevant to the scope of work to identify current state and future priorities;
 - Undertake research on current state and available data and documents eg waiting list data, financial reports etc;
 - Virtual consultations with key individuals; and
 - Report findings to the Faculty leadership to confirm accuracy.
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Phase 2 – Evaluation phase

- Evaluate information to determine options for a way forward
- Consult with expert advisors (internal and external) and assess alternatives
- Identify key measures of success for the Faculty service delivery business model.
- Shortlist priority reforms for implementation, eg design a new service agreement model;
- Outline recommended future reforms and potential implementation timeframes; and
- Undertake a virtual meeting of key stakeholders to test options for the way forward

Phase 3 - Finalise and report

Interview responses were collated by topic, and these were further refined into three themes: safety and quality, governance, and business processes. Responses informed the development of recommendations including priority reforms and measures of success.

Result

Recommendations under consideration by the Faculty include a review of governance structures to provide greater focus and distinction between academic and clinical functions, role descriptions are being updated to accurately reflect responsibilities and accountabilities and business policies and processes are being refreshed to support improved accountability and management of clinical services.

Date completed October 2020
