

## **Summary of the outcome of the review of medical engagement and Beaufort and Skipton Health Service**

The independent review of engagement between contracted medical practitioners and Beaufort & Skipton Health Service was commissioned by the Department of Health and Human Services to ensure that there were effective professional working relationships between all of the contracted medical practitioners and the health service. The review, which was conducted in September and October 2018, undertook a detailed assessment of relationships between the health service and contracted medical practitioners and focused on identifying any gaps and making recommendations of strategies to enable all parties to move forward.

There was widespread engagement in the review process and a range of people were interviewed by the consultants.

The review recommended a range of measures to encourage closer ties and improved engagement between the health service and the contracted medical practitioners and to enhance the efficiency and effectiveness of the services provided to the community. The Department of Health and Human Services released the recommendations of the review to the Board of Management in late February this year.

A range of improvement opportunities were identified by the review. These relate to:

- the standard of and adherence to health service policies and procedures
- contract management processes, contents of contracts, including clauses relating to grievance, disputes and/or performance management that are consistent with industry standards
- records management
- staff and contractor recruitment
- establishment of regular formal mechanisms for communication between the contracted medical staff and the health service
- enhanced administrative support to the GP clinics

The review acknowledged the importance of the Director of Medical Services role in provision of engagement and support to the contracted medical practitioners. It acknowledged Beaufort and Skipton had made positive steps toward some improvements, including increasing the hours of the Director of Medical Services role.

The recommendations from the review are directly focused on enhancing relationships between the health service and the contracted medical practitioners. The strong focus is now clearly on moving forward, ensuring strong professional and respectful relationships between medical practitioners and the Beaufort and Skipton Health Service. This will ultimately result in enhanced services for the communities of Beaufort and Skipton.

## **Recommendations**

### **Recommendation 1**

That BASHS review the current records management processes and protocols and establish an action plan to make these consistent with Public Record Keeping standards.

### **Recommendation 2**

BASHS policies related to standards of behaviour and performance should be reviewed to ensure that they are clearly inclusive of contractors as well as employees.

### **Recommendation 3**

BASHS contracts should include a requirement that all contractors adhere to relevant BASHS standards of behaviour and performance.

### **Recommendation 4**

BASHS should as a matter of urgency establish signed and executed copies of contracts with its GPs, most likely by signing fresh completed copies of the 2017 agreement.

### **Recommendation 5**

Contracts provided to GPs (and any other contractor) should be fully completed before provision and offered as a PDF file rather than an editable Word document.

### **Recommendation 6**

That consideration be given to negotiating a single contract with BASHS GPs covering both the provision of medical services to BASHS and the use by the GP of the GP clinic facilities.

### **Recommendation 7**

That a number of improvements be made to the revised contracts in order to avoid doubt and to clarify expectations and requirements of the GP and BASHS.

### **Recommendation 8**

That BASHS reviews its Scope of Practice descriptions to ensure that they are fit for purpose at BASHS, accepted by the Board and clearly labelled as BASHS documents

### **Recommendation 9**

That the Instrument of Delegation be amended to ensure that the Human Resource Manager role be consulted on employee position changes and that the Executive Team undertake training in Enterprise Agreement clauses and their application.

### **Recommendation 10**

A Recruitment Policy and Procedure should be established which clearly aligns with the Instrument of Delegation and Public Sector Employment Principles.

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Recommendation 11

That training is conducted across the organisation on social media management for all staff and GPs to ensure that future risks are reasonably mitigated and expectations are clear.

Recommendation 12

That issues of alleged inappropriate behaviour or inadequate performance against contractual obligations be dealt with according to dispute resolutions clauses of relevant contracts and in accordance with accepted industry procedures and standards, and whilst maintaining the confidentiality of employees' and contractors' personal information.

Recommendation 13

That BASHS consider arranging a higher level of practical supervision and support to its non-specialist GP(s) than the basic level required by programs such as the RLRP. An appropriate level of support and supervision would be similar to that provided to GP registrars in an accredited training program and may be possible to arrange through agreement with the Murray Country City Coast GP training program.

Recommendation 14

That the new level of DMS service provision be maintained at one day per week and that the new DMS be provided with support by an appropriately experienced and accessible specialist medical administrator.

Recommendation 15

The new DMS should promptly establish a system of at least annual performance review such as or similar to that of the Partnering for Performance framework of the DHHS and should ensure that any issues of performance or behaviour of BASHS's contracted GPs is addressed with the GP(s) concerned in a timely and effective manner.

Recommendation 16

That BASHS seek to engage an appropriately qualified and experienced HR professional to provide timely and effective guidance to its executive.

Recommendation 17

That monthly medical clinics operational meetings are held to address operational and cultural issues within the clinics and between the clinics and BASHS staff.

Recommendation 18

That regular GP engagement meetings are held between BASHS executive and contracted GPs to address operational and cultural issues within the clinics and between the GPs and BASHS executives.

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Recommendation 19

That BASHS appoint an appropriately qualified and experienced practice manager to oversee operations of the medical clinics and clarify the level of dedicated practice nurse support to be provided to the clinics.

Recommendation 20

That future GP contracts be signed by the Board in accordance with the BASHS Instrument of Delegation.

Recommendation 21

That BASHS institute a Medical Consultative Committee, or similar, to enhance GP engagement and communication between the Board, Executive and GPs.