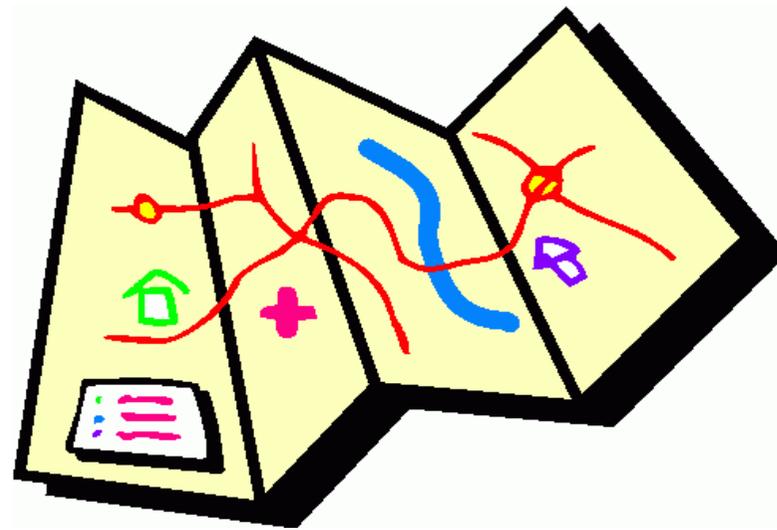


Program Logics: Creating a roadmap in complex policy and program landscapes



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What are PHNs?

“On 1 July 2015, 31 PHNs were established to increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes, and to improve coordination of care to ensure patients receive the right care in the right place at the right time. PHNs will achieve these objectives by working directly with general practitioners, other primary health care providers, secondary care providers and hospitals to facilitate improved outcomes for patients.¹”

¹<http://www.health.gov.au/internet/main/publishing.nsf/Content/PHN-Background>

The PHN evaluation brief



- Consortium team
- Between 2015 – 2017
- Evaluating the extent to which the objectives of the PHN Program are being achieved
- Contributing to the ongoing improvement of the program.
- Not assessing individual PHNs
- Different from performance measurement of PHNs (via the PHN Performance Framework)
- The evaluation is funded by the Australian Government Department of Health.

PHN evaluation questions

- To what extent are PHNs ‘fit for purpose’?
- Has the PHN program increased the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes?
- Has the PHN program improved the coordination of care to ensure patients receive the right care, in the right place, at the right time?
- How are the information, advice and support needs of PHNs identified in relation to the national support function and how effective has the Department been in providing this support?
- Are local and organisational performance indicators for the PHN program appropriate?



What is a Logic Model?

A logic model depicts program outcomes, the steps to achieving these and the assumptions underlying this.

- Inputs: resources that go into the program
- Activities: the events or actions that are intended to lead to the outcomes
- Outputs: direct tangible outputs of program activities
- Outcomes: the impact of the program (may be short-term, intermediate, and long-term)
- Arrows: Depict the logical and causal links between inputs, activities, outputs and outcomes

What is a Logic Model?



- Tells the story – what it might be, what it has been....
- Many different versions and uses
- Different degrees of attribution
- Different levels of detail

Why did we build a detailed program logic?

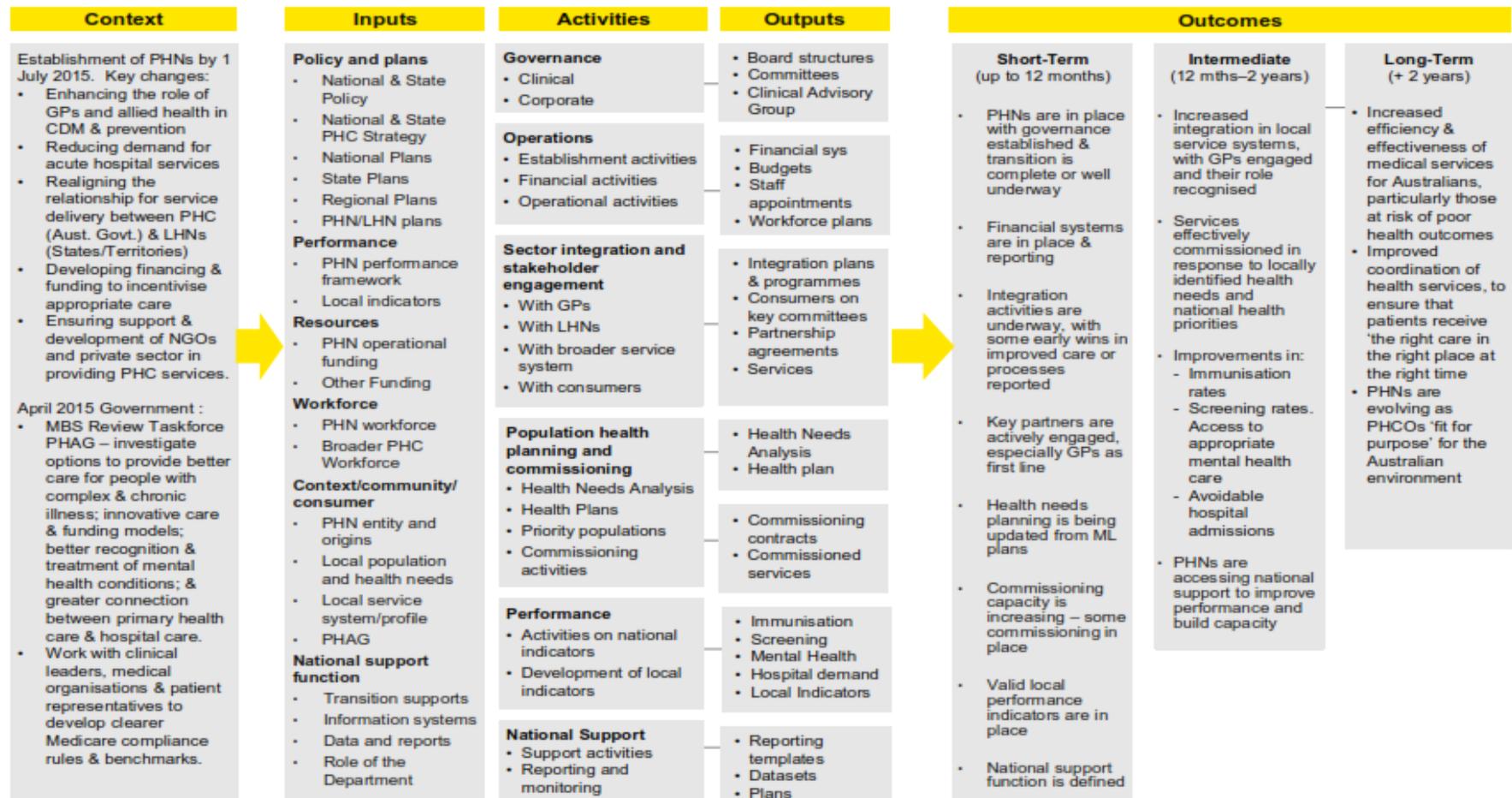
- Provide a framework for early assessment and advice about the development of the PHN program
- A clear description of the program for further planning and evaluation
- Specify outputs (short and long term) and guide development of evaluation measures
- Show expected links between activities and outcomes, based on evidence from primary health care research and the experience of other Primary Health Care Organisations
- A common reference point for stakeholders, constituents and funders



Where did we start?

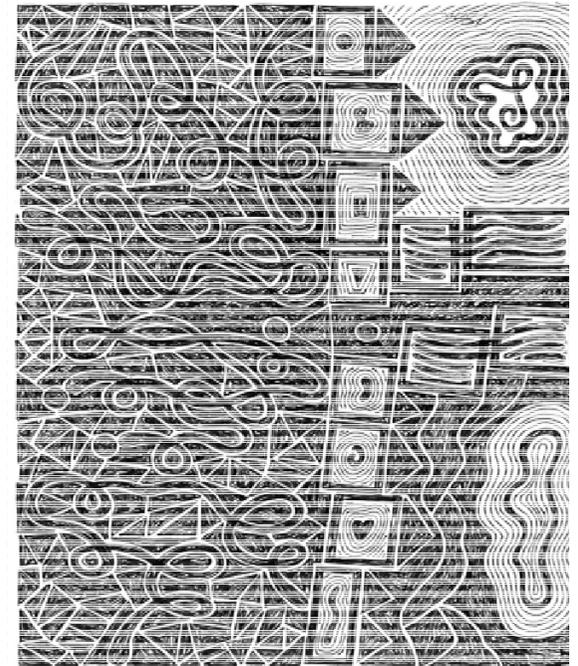
PHN objectives:

- Increase the efficiency and effectiveness of medical services for Australians, particularly those at risk of poor health outcomes
- Improve the coordination of health services, to ensure that patients receive 'the right care in the right place at the right time'



How did we build on this?

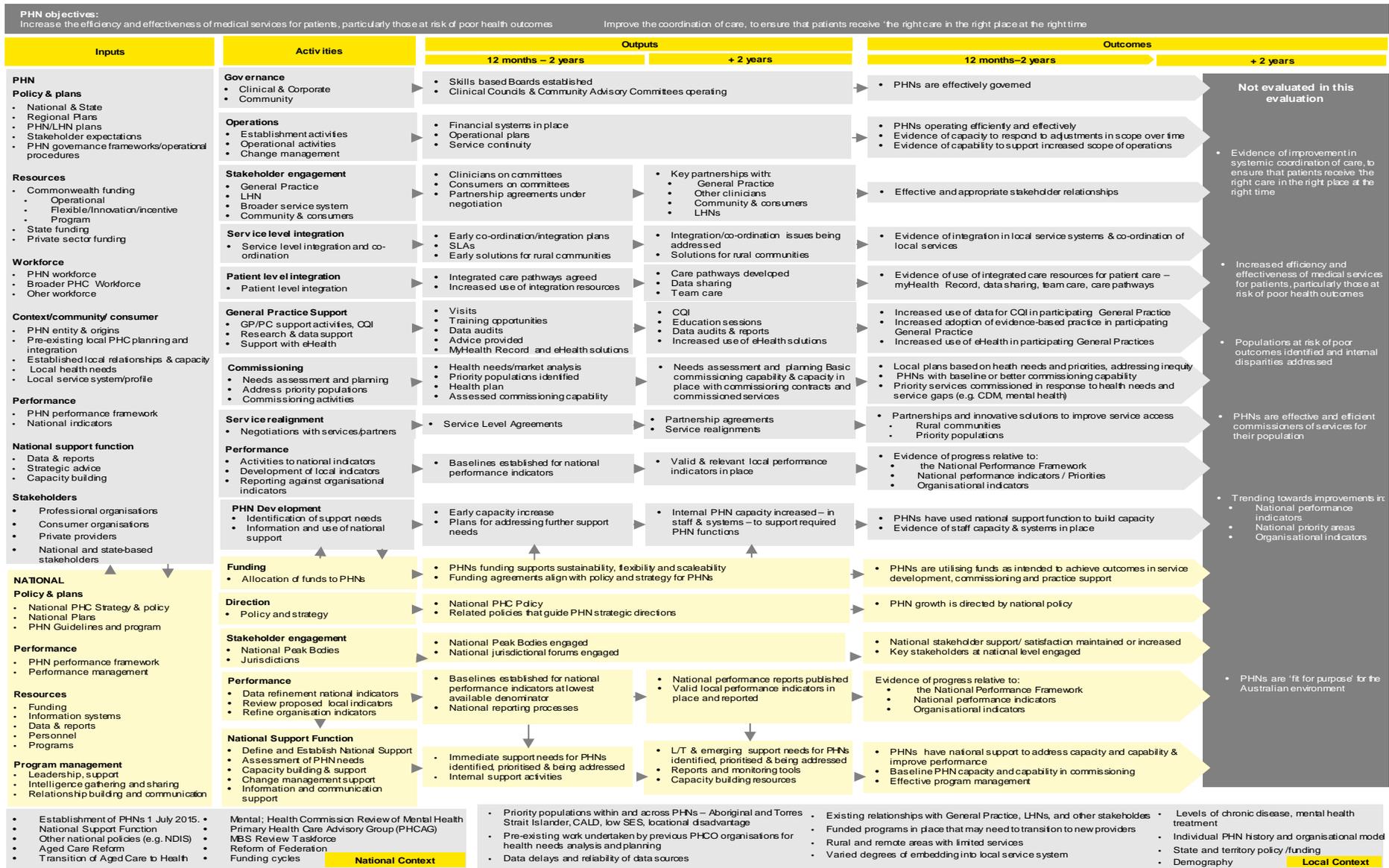
- Considered local and national context for the program
- Checked evidence from previous PHC research
- Looked at the experience of other Primary Health Care Organisation models
- Reviewed and reconsidered the key expected activities of PHNs
- Checked there was line of sight to outputs and ultimately outcomes
- Tested with the Department and 5 PHNs
- Made revisions based on feedback from Department and PHNs



Where did we end up?

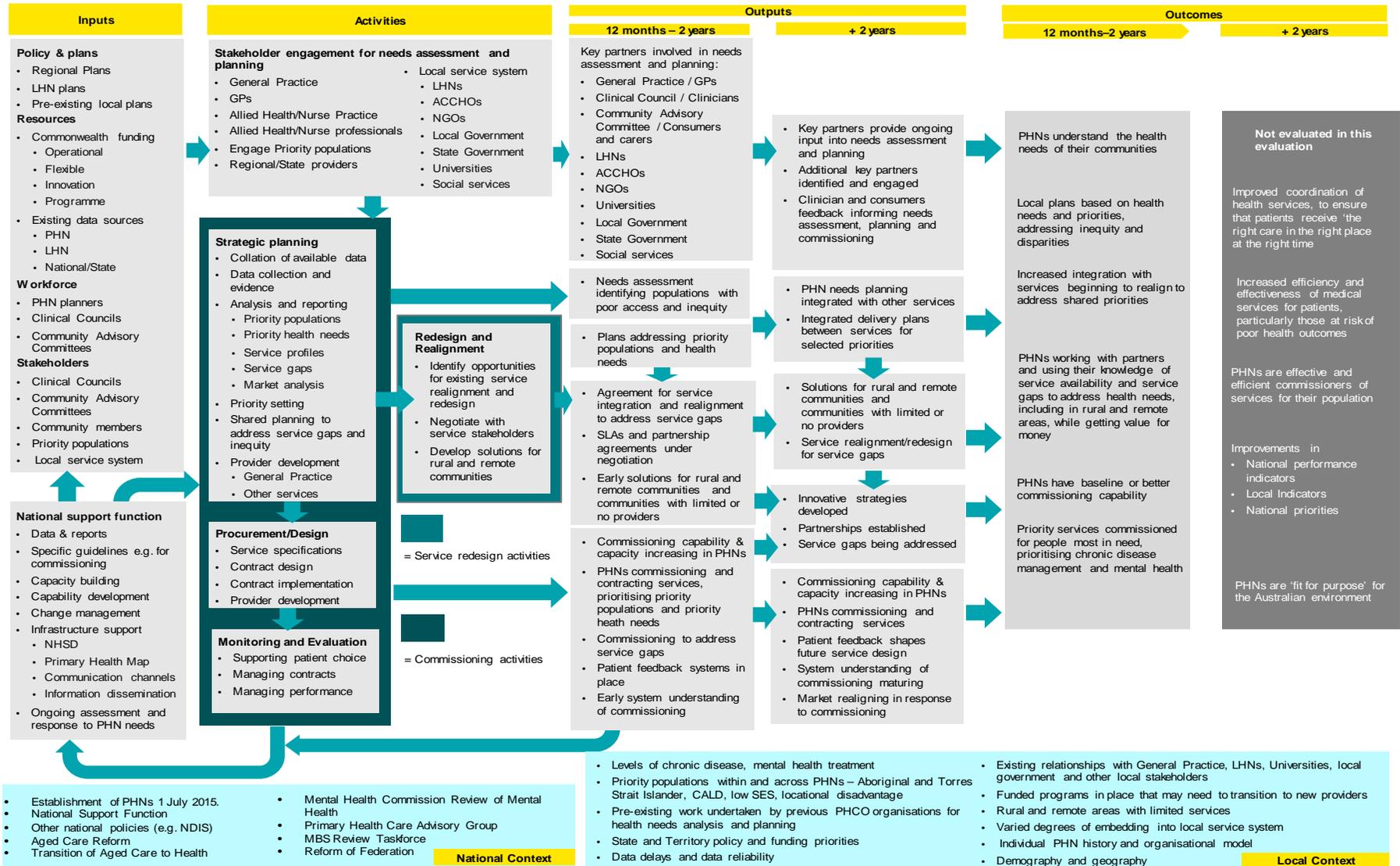
- We developed logic models for the program at national level and at PHN level.
- The national logic model sets out what PHNs and the Department's National Support Function are expected to do, and their relationships to each other
- There are PHN logic models for:
 - Planning and service design (including commissioning)
 - Integration at patient and service level
 - Supporting General Practice (and broader PHC)
- The logic models recognise the time needed for foundational work

National PHN Program Logic

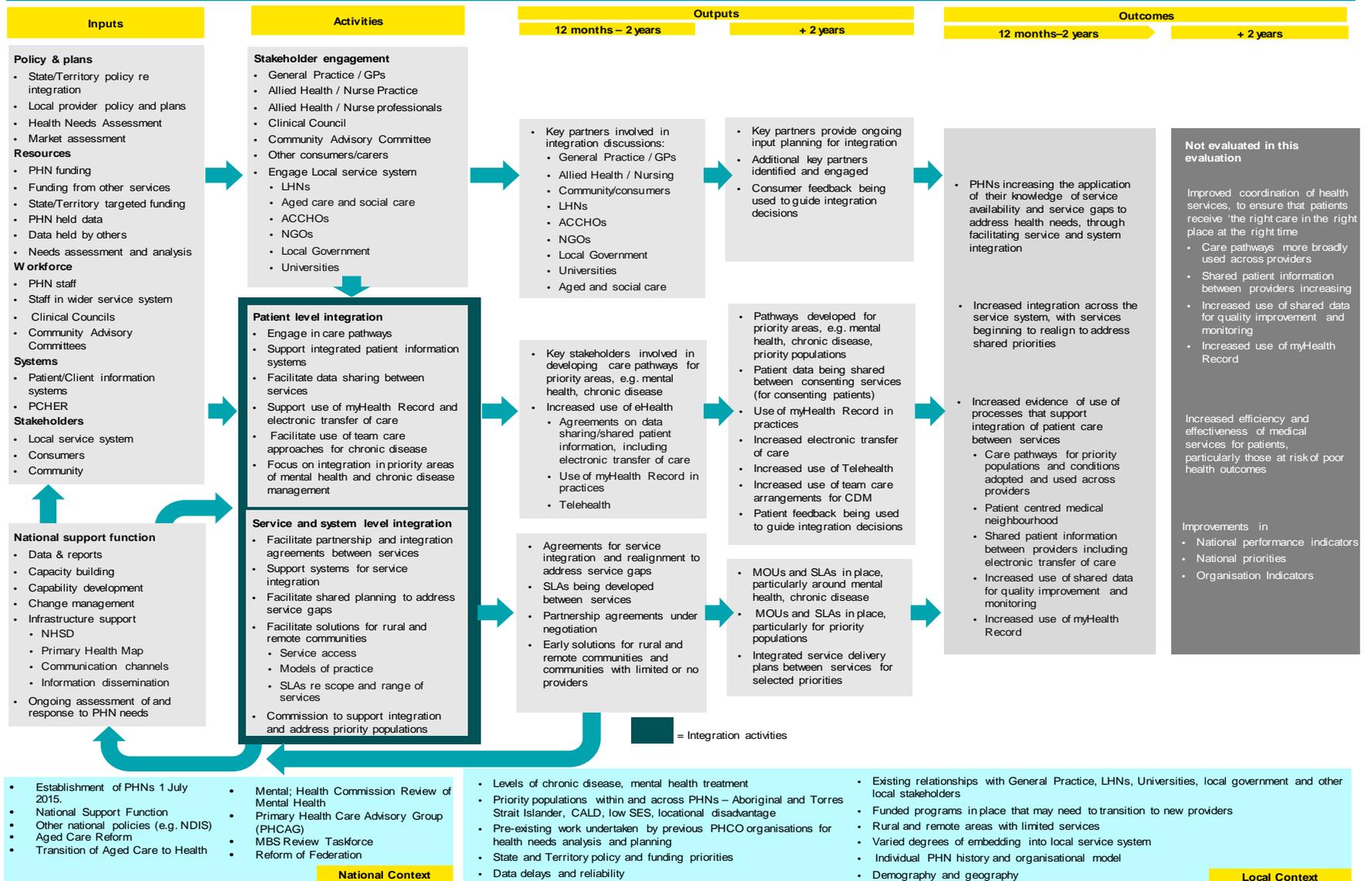


PHN will achieve objectives through addressing health needs and service gaps:

- Understanding the health care needs of their PHN communities through analysis and planning.
- Knowing what services are available and helping to identify and address service gaps where needed, including in rural and remote areas, while getting value for money
- Working with other funders of services and purchasing or commissioning health and medical/clinical services for local groups most in need, including, for example, patients with complex chronic conditions or mental illness.



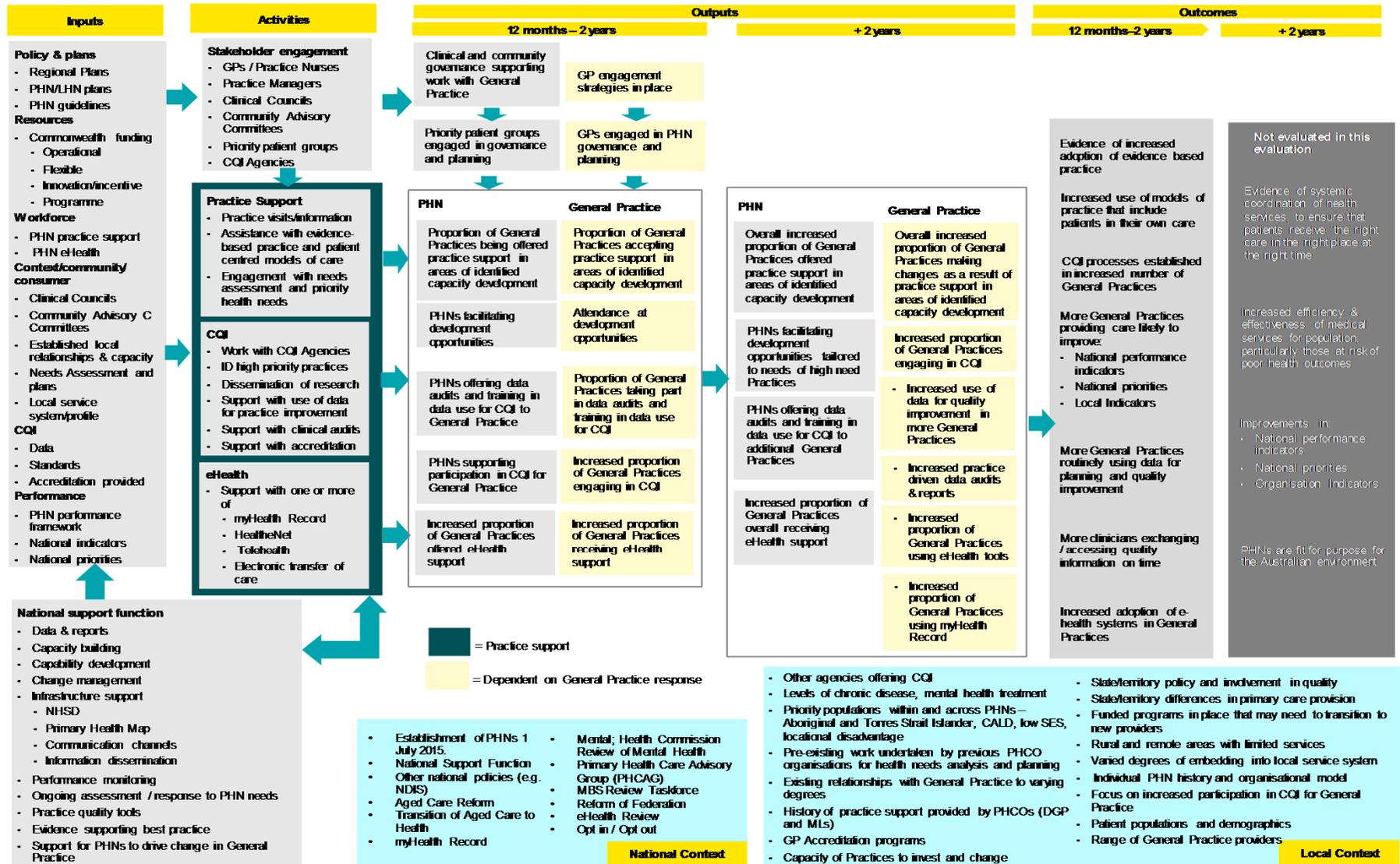
PHN will achieve objectives through facilitating service level and patient level integration



█ = Integration activities

PHNs will achieve objectives by supporting General Practice:

- Providing practice support services so that general practice is better placed to provide care to patients subsidised through the Medicare Benefits Schedule (MBS) and Pharmaceutical Benefits Scheme (PBS), and help patients to avoid having to go to emergency departments or being admitted to hospital for conditions that can be effectively managed outside of hospitals
- Supporting general practices in attaining the highest standards in safety and quality through showcasing and disseminating research and evidence of best practice. This includes collecting and reporting data to support continuous improvement
- Assisting general practices in understanding and making meaningful use of eHealth systems, in order to streamline the flow of relevant patient information across the local health provider community



 = Practice support
 = Dependent on General Practice response

Evidence of systemic coordination of health services, to ensure that patients receive the right care in the right place at the right time

 Increased efficiency & effectiveness of medical services for population, particularly those at risk of poor health outcomes

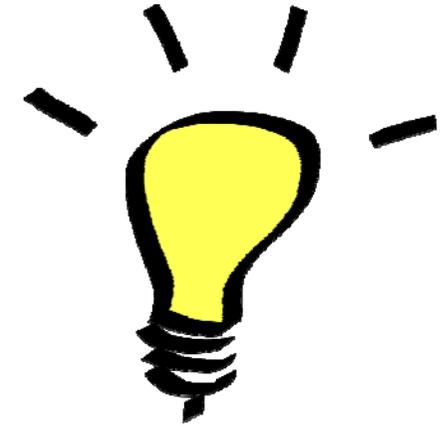
 Improvements in
 • National performance indicators
 • National priorities
 • Organisation Indicators

 PHNs are fit for purpose for the Australian environment

How are people using them?

- As a tool for guiding implementation of program components and sub-components and defining expectations and reasonable outcomes.
- PHNs: to shape operational planning (especially the second level models)
- The Department: To describe in detail the key areas of action and expected outcomes
- The evaluation team: to develop secondary research questions and data collection tools

What did we learn?



- Program logics provide the roadmap that is needed where there are objectives but no clear pathway to achieving them
- Complex policy implementation can be supported by detailed and carefully constructed logic models
- Include the work of setting up the program/organisation and building requisite capacity, into the logic model and into the time frame
- Involve stakeholders – they know their business best
- Allow flexibility in the model to accommodate policy changes
- Logic models take time to develop, but they pay off in the long run – for everyone involved in the program.

Questions?