

Engagement Framework and Strategy  
for Hospitals participating in the  
National Non-admitted and Subacute  
admitted Costing Study

17 June 2013  
FINAL

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**Disclaimer:** The information in this framework is presented in good faith using the information available to the project team at the time of the preparation. It is provided on the basis that the authors of the report are not liable to any person or organisation for any damage or loss which may occur in relation to taking or not taking action in respect of any information or advice contained within this framework.

June 2013

# Preface

In 1996, the Commonwealth Government established the National Hospital Cost Data Collection (NHDCDC). Initially, the NHDCDC was required to provide retrospective, detailed, national cost weights for acute, admitted patient services (based on AR DRG classification data), and only summary information on other patient services such as subacute, non-admitted and emergency department. Since then the NHDCDC has moved from a voluntary cost data collection that was largely focused on the production of acute cost weights, to the primary data collection to support calibration of the National Efficient Price (NEP) for all public hospital services e.g. acute, subacute, emergency departments and outpatients (also commonly known as NHDCDC Products).

The majority of states and territories have provided patient level cost data through this data collection process for the outpatients classification 'NHDCDC Tier 2 Clinics' and subacute classification 'AN- SNAP'. The results have been varied, and to some extent this was expected given the infancy of the two classifications. However, for the ongoing development of the NEP a robust cost dataset is required for these services and the national non-admitted and subacute admitted costing study is designed to bridge this gap, as well as inform ongoing classification development.

Within this context, this document has been prepared to guide engagement with a range of stakeholders, including Hospital Executive, clinicians and project staff working within those sites participating in the national non-admitted and subacute admitted costing study; providing them with an overview of the type of supports available to them during the study; the benefits that will accrue from participation, and the type of feedback they can expect at the conclusion of the study.

This framework supports the reference guide written for participating sites which outlines the processes of data collection and extraction to be adopted in the conduct of the study.

The study team takes the opportunity to thank and recognise the staff of the sites that have agreed to participate in this study, acknowledging the significant contribution each has made to:

- understanding the differential clinical inputs required to treat and support non-admitted and subacute admitted patients
- informing the development of a contemporary classification system for non-admitted and subacute admitted patients, and
- the setting of a robust national efficient price for non-admitted and subacute admitted services.

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# 1. Introduction

## 1.1 Objective of the National Non-admitted and Subacute admitted Costing Study

To undertake a comprehensive costing study of non-admitted and subacute services resulting in the collection of a definitive baseline dataset of patient level cost data which can be used for purposes including producing costs, price and service weights; the development of current and future classifications; and inform the development of new costing standards to assist hospitals with future costings.

## 1.2 Scope

### Non-admitted services

The non-admitted cost study scope of services includes all services provided outside of the admitted and emergency department setting including but not limited to outpatients, community health, subacute and outreach.

### Subacute admitted services

The subacute cost study scope is limited to subacute patients in the admitted setting only as non-admitted subacute patients would be included in the scope of services covered by the non-admitted costing study.

## 1.3 Purpose of the Framework and Strategy

The purpose of this engagement framework and strategy is to facilitate the success of the study and ensure all participants in the study are aware of:

- their roles and responsibilities throughout all phases of the study;
- key project milestones;
- the support and training available to them;
- the anticipated timeframes for formal interaction between the EY team and the individual sites; and
- processes for informal contact and issue resolution throughout the study.

## 1.4 Intended Audience

The intended audience for this engagement framework and strategy are those constituents participating and responsible for the success of the study either within their hospital or jurisdiction of responsibility.

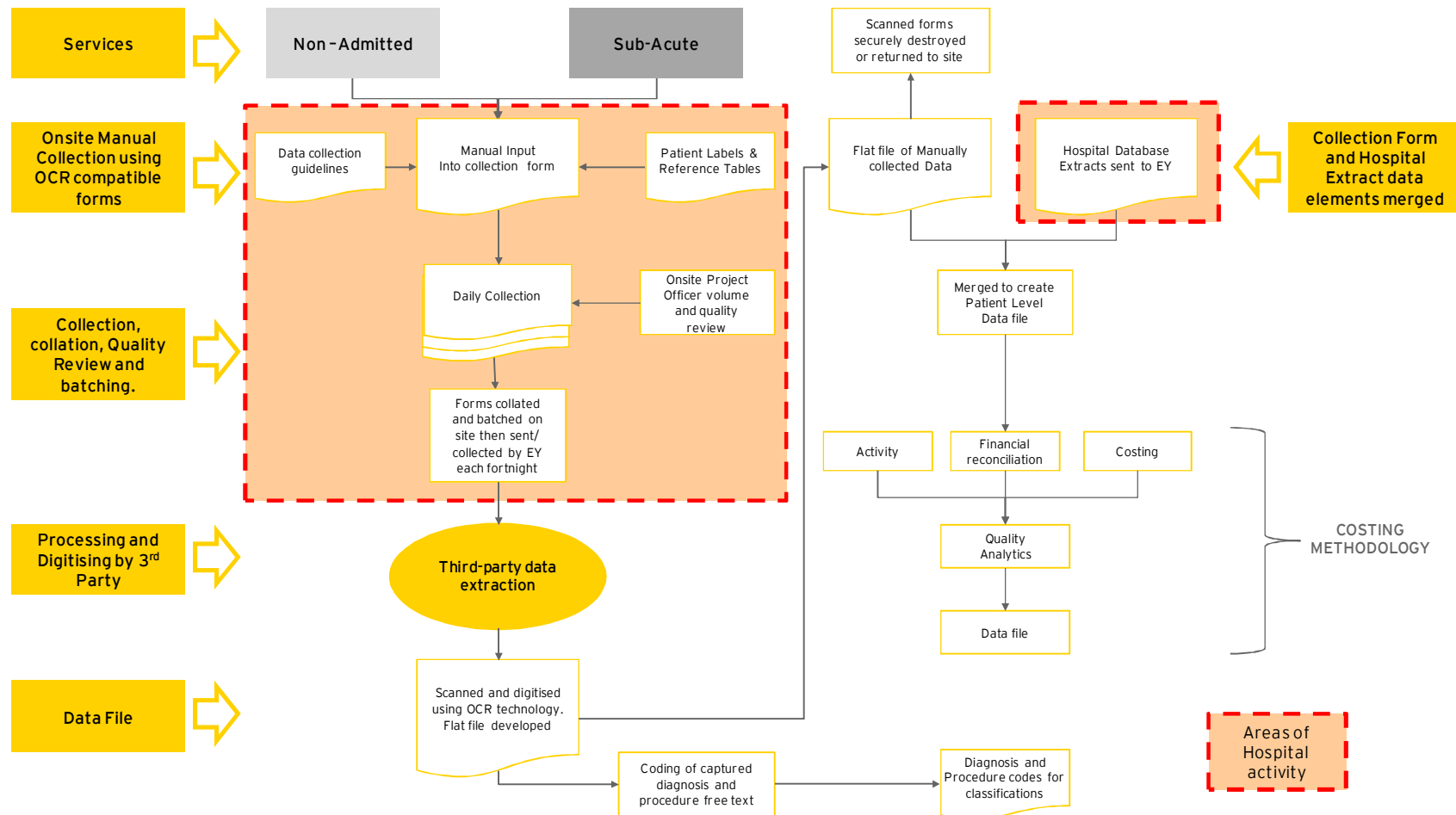
This audience will either have responsibilities for either, the completion of data collection forms, the oversight of the collection and or a leadership role to ensure the studies success. The audience includes:

- Hospital Executives;
- Hospital Clinicians;
- Ward or clerical staff involved in data collection; and
- Onsite Project Officers.

## 2. Overview of the Collection Process

### 2.1 Overview of the data collection process

The overriding assumption in the design of this study has been to maximise the utilisation of existing data from computerised information management systems wherever possible. Manual data collection is limited to the collection of characteristic variables that may inform classification development or refinement; and cost driver data including labour that will assist in the refinement of cost allocations or assist in explaining cost variation within and between classes. Manual data collection is only required for items not available in existing information management systems.

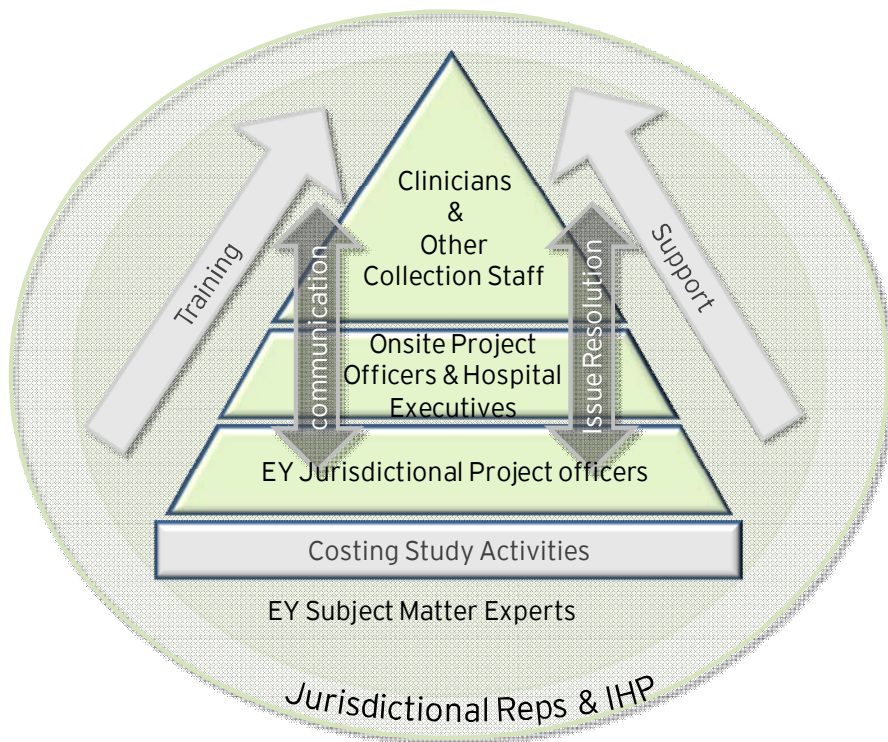


### 3. Engagement Framework

Below we have developed a framework outlining the interactions between the EY team, Onsite Project Officers, clinicians involved in the study, Jurisdictional Representatives (Jurisdictional representatives on the Steering Committee) and IHPA. The diagram below illustrates the support elements built into the project approach. There are five key elements; a detailed running sheet of pre collection and day of collection activities, training, communication, issues resolution and general project support. Integral to the delivery of these elements are the Onsite Project Officers and the EY Jurisdictional Project Officers.

Each jurisdiction has been assigned an EY jurisdictional support officer and a back up officer to provide support to the participating hospitals. This EY jurisdictional support officer will act as the key conduit between the EY study team and the Onsite Project Officer. This person will develop open lines of communication, support mechanisms, training sessions and utilise the issue resolution process (detailed in section 3.4) to support the Onsite Project Officers and hence the hospital staff. The following pages will describe in detail the role of each constituent and the five key engagement elements.

#### Non-admitted and Subacute Admitted Costing Study Engagement Framework



The expectations of each role in the above diagram are as follows:

Role	Responsibility
Clinicians and other collection staff	<ul style="list-style-type: none"> <li>▶ Site specific responsibilities as defined in the agreed site processes.</li> </ul>
Hospital Executives	<ul style="list-style-type: none"> <li>▶ Key role in resolving site specific issues and concerns that require local insight and facilitation.</li> <li>▶ Attendance at all study training sessions by dedicated Hospital Executive(s) to provide visible demonstration of support and commitment.</li> <li>▶ Attend fortnightly meeting with EY Jurisdictional officer and onsite Project Support Officer to be briefed on the study progress.</li> </ul>
Onsite Project Officers	<ul style="list-style-type: none"> <li>▶ Ensuring overall engagement and commitment at the site.</li> <li>▶ Stewardship and project management of the study including; running the study, kicking the project off in conjunction with Ernst and Young.</li> <li>▶ Day to day management of the collection including but not limited to, distributing collection tools, instruction manuals, replenishing collection tools, answering staff and clinician questions, energizing staff, logistics and collection and batching/collating completed forms for the third party data capture firm.</li> </ul>
EY jurisdictional support officer	<ul style="list-style-type: none"> <li>▶ Single point of contact for Onsite Project Officers at the participating site.</li> <li>▶ Together with the Onsite Project Officer, the EY jurisdictional support representative will be responsible for ensuring the success of the collection at the site.</li> <li>▶ Ensure that site specific nuances are understood and catered for within the study and assist the Onsite Project Officer to tailor generic study tools to the needs of the given site.</li> <li>▶ Support sites and Onsite Project Officers in answering questions, resolving issues, and providing guidance and oversight.</li> <li>▶ Supporting Onsite Project Officer in conducting quality reviews, accuracy, validation and volume checks.</li> </ul>
Jurisdictional Representatives	<ul style="list-style-type: none"> <li>▶ Key role in resolving high level issues relating to the studies.</li> <li>▶ Attendance at all study training sessions to provide visible demonstration of support and commitment.</li> <li>▶ Attendance at periodic updates to the Hospital Executive.</li> </ul>
EY Subject Matter Experts	<ul style="list-style-type: none"> <li>▶ Key stream leaders will have overall responsibility for their respective streams; non admitted study design and execution, subacute stream study design and execution &amp; data extraction.</li> </ul>

### 3.1 Training

Three training or learning sessions have been scheduled to ensure that staff participating in the site collections, Onsite Project Officers and Jurisdiction representatives fully understand what is expected during the study period including how to prepare and distribute the forms, how to complete the forms and what to do with the forms after completion.

#### 3.1.1 Introductory call to site designated Project Officer & Hospital Executive

The purpose of this call is to introduce the EY team, provide a project overview and discuss the costing study collection process, collection mechanics, timelines, study resources and answer any initial questions Onsite Project Officers and Hospital Executives may have.

We will use this opportunity to discuss any additional or outstanding data required e.g. clinic names and mapping to Tier 2, list of top 20 high cost consumables and prosthesis.

Additional support materials required will be discussed and provisioning agreed during this meeting.

We will also arrange a working session to draft specific collection process maps for extracted data, non admitted collection forms and admitted subacute wards.



### 3.1.2 Jurisdictional Workshop/briefing session outlining costing methodology and study approach with participating hospitals (centralised)

The purpose of this face to face workshop at a central location in each Jurisdiction is to further consolidate the initial training performed during the introductory call and address any questions or issues that may have arisen since the introductory call.

By the end of the session, Onsite Project Officers and Jurisdictional representatives will have a clear understanding of the costing methodology and approach and what is required of them prior, during and after the study.

### 3.1.3 Participating site briefings / training

The training session to be conducted for each site by the EY Jurisdictional Officer and the Onsite Project Officer in the week prior to go live is targeted mainly at the clinicians and staff involved in the site data collections. It is also a refresher for the Onsite Project Officer.

Attendees will be provided study overview information, information on collection methodology, shown how to complete the forms and how to deal with less routine time recording such as indirect patient attributable time. They will be taken through reference tables and how these are to be used as well as the site specific process maps.

The benefits and value of the study will also be covered.

## 3.2 Support

Ernst and Young (EY) Jurisdictional Support Officers are available to provide support and assistance in the implementation of any given stage of the data collection process, particularly in relation to logistics (setting up collection form printing on site), data collection (queries relating to quality checks, questions regarding form completion, interpretation of data specifications, data extract fields from existing systems, etc.), or data collation and batching processes (queries on the use of batch headers and collation of completed forms).

### 3.2.1 Dedicated EY Jurisdictional Support Officers

The following table contains the list of dedicated EY Jurisdictional Support Officers and their contact details for Onsite Project Officers to use to make contact as required.

State / Territory	Ernst & Young support officer	Contact details
New South Wales	Angus Cameron	Email: <a href="mailto:angus.cameron@au.ey.com">angus.cameron@au.ey.com</a> Mobile: 0488 248 444
	<i>Back-up</i> Jennifer Powell	Email: <a href="mailto:jennifer.powell@au.ey.com">jennifer.powell@au.ey.com</a> Mobile: 02 8295 6950
Northern Territory	Angus Cameron	Email: <a href="mailto:angus.cameron@au.ey.com">angus.cameron@au.ey.com</a> Mobile: 0488 248 444
	<i>Back-up</i> Fred Alale	Email: <a href="mailto:fred.alale@au.ey.com">fred.alale@au.ey.com</a> Mobile: 0457 933 095
Queensland	Gabrielle Dyer	Email: <a href="mailto:gabrielle.dyer@au.ey.com">gabrielle.dyer@au.ey.com</a> Mobile: 0438 088 032
	<i>Back-up</i> Angus Cameron	Email: <a href="mailto:angus.cameron@au.ey.com">angus.cameron@au.ey.com</a> Mobile: 0488 248 444

South Australia	Robin Michael  <i>Back-up</i> Fred Alale	Email: <a href="mailto:rmichael@rmassociates.com.au">rmichael@rmassociates.com.au</a> Phone: 0418 818 228  Email: <a href="mailto:fred.alale@au.ey.com">fred.alale@au.ey.com</a> Mobile: 0457 933 095
Victoria	Helen Rizzoli  <i>Back-up</i> Fred Alale	Email: <a href="mailto:helen.rizzoli@au.ey.com">helen.rizzoli@au.ey.com</a> Mobile: 0414 735 945  Email: <a href="mailto:fred.alale@au.ey.com">fred.alale@au.ey.com</a> Mobile: 0457 933 095
Western Australia	Rita Brewerton  <i>Back-up</i> Helen Rizzoli	Email: <a href="mailto:rita@breweronconsulting.com.au">rita@breweronconsulting.com.au</a> Mobile: 0419 833 140  Email: <a href="mailto:helen.rizzoli@au.ey.com">helen.rizzoli@au.ey.com</a> Mobile: 0414 735 945

### 3.2.2 Other support resources

Other support resources will also be provided to Onsite Project Officers assist them in the smooth running of the site data collection. Examples include:

- PowerPoint presentation for the training sessions.
- Study promotional materials / templates e.g. flyers and messages that can be customised with minimal effort and displayed in staff tea rooms or in clinics and wards.
- Macros enabled printing instructions and tools to facilitate form printing by the Onsite Project Officer.
- Provision of collections bins and stationery (were one is indicated as required during the introductory call to site designated Project Officer & Hospital Executive).
- Other required support as indicated during the introductory call to site designated Project Officer & Hospital Executive.

## 3.3 Communications

### 3.3.1 Standard Project Communication

The follow communications activities will occur during the studies ensuring that sites, Onsite Project Officers, Jurisdictional Representatives, the EY Team and IHPA are kept abreast of study progress, issues and resolutions.

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Study Helpline (manned 8AM - 6PM) for each Jurisdiction	<ul style="list-style-type: none"> <li>• Dedicated mobile number per jurisdiction for timely response issues or questions from Onsite Project Officer and Jurisdictional representatives</li> </ul>	W/C 24th Jun	<ul style="list-style-type: none"> <li>• Onsite Project Officers</li> <li>• Jurisdictional representatives</li> </ul>	Telephone & Email	<ul style="list-style-type: none"> <li>• EY Jurisdictional Support Officer</li> </ul>
Daily call to Onsite Project Officers	<ul style="list-style-type: none"> <li>• Communication of successes and any significant issues by Onsite Project Officers their respective EY Team contact</li> </ul>	Each day for the duration of the study (1st Jul - 13th Sep)	<ul style="list-style-type: none"> <li>• Onsite Project Officers</li> </ul>	Telephone conversation	<ul style="list-style-type: none"> <li>• EY Jurisdictional Support Officer</li> </ul>
Participating site progress update	<ul style="list-style-type: none"> <li>• Communication of successes and any significant issues by EY Jurisdictional Support Officer</li> </ul>	Fortnightly	<ul style="list-style-type: none"> <li>• Site executives</li> <li>• Jurisdictional representatives</li> <li>• Onsite Project Officers</li> <li>• IHPA</li> </ul>	Telephone	<ul style="list-style-type: none"> <li>• EY Jurisdictional Support Officer</li> <li>• Onsite Project Officer</li> </ul>
Weekly project team meeting	<ul style="list-style-type: none"> <li>• Any issues arising during the study are discussed and addressed</li> </ul>	Each for the duration of the study (1st Jul - 13th Sep)	<ul style="list-style-type: none"> <li>• EY Team</li> <li>• IHPA</li> </ul>	Teleconference	<ul style="list-style-type: none"> <li>• Fred Alale</li> </ul>

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Progress Report	<ul style="list-style-type: none"> <li>To monitor the progress of the study against project plan.</li> <li>To discuss and resolve any issues for consideration.</li> </ul>	Fortnightly	<ul style="list-style-type: none"> <li>IHPA</li> </ul>	Email & Follow on meeting	<ul style="list-style-type: none"> <li>Fred Alale</li> </ul>
Monthly project newsletter	<ul style="list-style-type: none"> <li>Project update communicated to stakeholders via newsletter emailed to steering group members</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>Project stakeholders including Jurisdictions, IHPA ABF related groups and committees and the general public</li> </ul>	Email	<ul style="list-style-type: none"> <li>Fred Alale (Delivery)</li> <li>IHPA (Organising access to website)</li> </ul>

### 3.4 Issue resolution

The following provides an overview of the issues resolution process and a description of the support the EY team will provide to the Onsite Project Officer in regards to resolving questions or issues related to the site data collection.

The initial triage of issues and questions will be undertaken by the Onsite Project Officer with those issues or questions that cannot be resolved at this level being escalated to the next level (EY Jurisdictional Officer).

The mode of issue escalation at all levels is primarily via telephone however it is anticipated that staff involved in site data collection would raise issues with the Onsite Project Officer face to face in the first instance.

The table below shows the types of issues and questions and which role(s) would be involved in addressing:

	Potential issue or Questions	Level 1 Support (Triage)	Level 2	Level 3
1	Form completion	Onsite Project Officer		
2	Form collection	Onsite Project Officer	EY Jurisdictional Officer	
3	Form / batch header printing	Onsite Project Officer	EY Jurisdictional Officer	
4	Compliance with form completion	Onsite Project Officer	EY Jurisdictional Officer	
5	Technical costing	Onsite Project Officer	EY Jurisdictional Officer	EY Subject Matter Experts
6	Extract data	Onsite Project Officer	EY Jurisdictional Officer	EY Subject Matter Experts

Issues and questions arising during the site data collection will be addressed via three levels of support.

#### 3.4.1 Level 1: Onsite Project Officer

Issue resolution at this level is provided by the Onsite Project Officer. Onsite Project Officer would be provided with the required training to handle most issues that arise during the jurisdictional workshops / briefing sessions aimed at them and the Jurisdictional Representatives (jurisdictional representatives on the Steering Committee). The in-depth knowledge and experience of the Onsite Project Officer is invaluable in resolving issues at this level.

#### 3.4.2 Level 2: EY Jurisdictional Officer

Issues that cannot be resolved by the Onsite Project Officer are referred to the EY Jurisdictional Representative or their backup by the Onsite Project Officer to resolve. The Onsite Project Officer remains the interface with the staff involved in data collection.

The EY Jurisdictional Officer will log all issues escalated through the Onsite Project Officer.

### **3.4.3 Level 3: Subject Matter Experts**

Whilst it is anticipated that questions / issues of a highly technical nature will be posed and addressed during jurisdictional workshops / briefing sessions the Onsite Project Officers and the Jurisdictional Representatives, issues that cannot be resolved by the EY Jurisdictional Representative or their backup are escalated to the EY Subject Matter Experts i.e. technical costing questions to Robin Michael and Rita Brewerton for non-admitted and subacute admitted respectively; and data related questions to data experts Peter Inge or Tim Phang.

### **3.4.4 Level 4: IHPA and Steering Committee**

Issues that cannot be resolved by the EY Subject Matter Experts will be escalated to IHPA and the Steering Committee.

Steps for notifying issues to the IHPA and Steering Committee are:

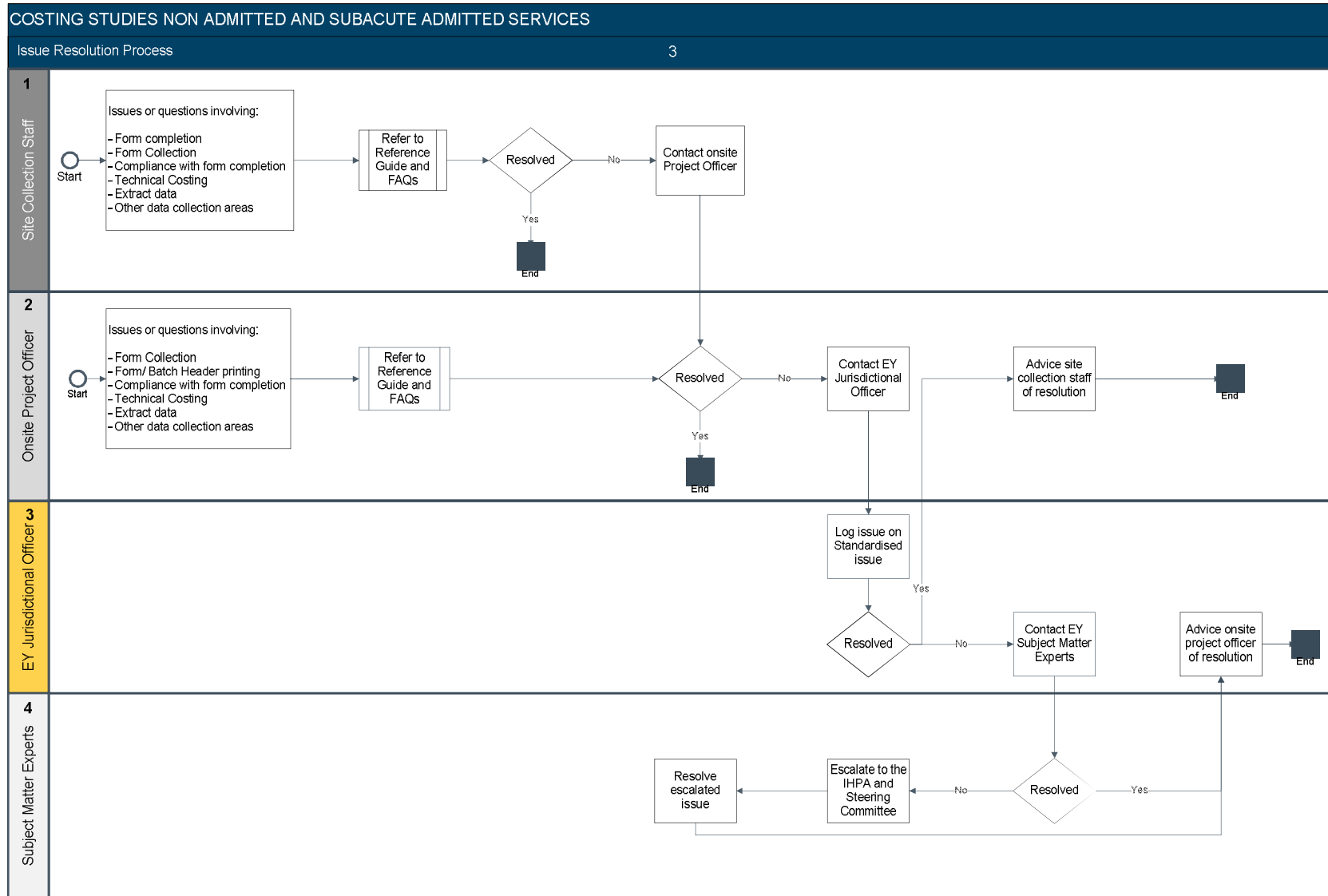
- 1) Email issued to Designated Steering Committee Representatives by an EY Subject Matter Expert. The email notification of the issue will include possible resolutions.
- 2) Designated Steering Committee Representatives to gain agreement between themselves on a resolution via email and notify the EY Subject Matter Expert that raised the issue. The EY Subject Matter Expert who raised the issue then notifies the resolution to the relevant parties involved in the levels below.
- 3) If the Designated Steering Committee Representatives cannot reach agreement via email, a conference call will be held between themselves to agree a resolution.
- 4) Resolution of issues by the Designated Steering Committee Representatives will be within 24 hours business hours following notification of the issue by an EY Subject Matter Expert.

The Designated Steering Committee Representatives comprise of:

- ▶ IHPA representatives - Karen Chudleigh and Joanne Siviloglou.
- ▶ Non-admitted - Jo Wright from NT, Susan Dunn from NSW and Krystyna Parrott from SA
- ▶ Subacute Admitted - Amanda Mulcahy from WA, Greg Dalton from VIC and Sharon Smith NSW

### 3.4.5 Issue resolution process flow

A diagram showing the issue resolution process is as follows:



### **3.4.6 Service level agreements (SLAs)**

#### *Responsiveness*

The EY Jurisdictional Officer response times for issues or questions raised by the Onsite Project Officer are as follows:

- Within 60 minutes for issues or questions raised during normal working hours of 8 - 6 pm
- By 10am the next morning for issues raised outside the normal working hours.

#### *Reports*

- Weekly reporting of consolidated issues and questions to IHPA
- Monthly project updates to Hospital Executive

#### *User satisfaction rating*

- Weekly pulse check of responsiveness to issues and questions received from Onsite Project Officers via random telephone surveying by IHPA

### **3.4.7 Logging issues**

Issues escalated by the Onsite Project Officer to the EY Jurisdictional Officer will be logged in standardised issues registers maintained by each EY Jurisdictional Officer and consolidated and reported to IHPA on a weekly basis and to each hospital monthly during the Hospital Executive project updates.



## 4. Engagement with Hospital Executives

### 4.1 Benefits of Participation

The setting of an efficient price that maintains the safety and quality of care in the first instance, and that enables governments to ensure sustainable delivery of world class health services underpins the philosophy driving the Independent Hospital Pricing Authority (IHPA). This costing study and the methodology developed represents an opportunity to consider not only the collection itself but the role of costing data across the system has in supporting this philosophy. Participating Sites will benefit in the following way:

- Data collected will inform or lead to improved costing algorithms within patient costing systems,
- Data and practice from participating hospitals will be used to inform the development of the National Efficient Price,
- Each participating site will receive back their own data
- Networking opportunities with other similar organisations participating in the study either within their State or Territory or in other jurisdictions.
- Access to aggregated site data from other participating sites, thus providing a capacity to benchmark **(pending approval / feedback from IHPA)**

### 4.2 When we will engage with you

Engagement with participating Hospital Executives will occur within one week of confirmation of your participation. Through your Jurisdictional Representative and nominated Onsite Project Officer we will facilitate an initial introductory call. This call will provide a project overview and a discussion of the costing study collection process, collection mechanics, timeline and study resources. Within this call we will also confirm the project scope, discuss methods of communication, review this engagement strategy and project reference guide. We will also review activities/ events required prior to the study commencement. These will include but not be limited to:

- Jurisdictional Workshop;
- Onsite briefing/training; and
- the conduction of a live collection test day.

In addition to pre collection engagement we propose to meet with the participating Hospital Executives on a fortnightly basis. These meetings will be in held jointly with the Onsite Project Officer and designed to provide an update on the collection, a review of any prospective data and an analysis of resolved issues.

### 4.3 What will be required of you

The success of the study requires enthusiastic support and leadership from the Hospital Executive. This will be a challenging project with many clinicians questioning the benefit of capturing this data and in particular the small impost required to complete the forms during each consultation. Our requirements of you include:

- ▶ Communication of the hospital's participation and benefits to clinicians and other staff involved in data collection;
- ▶ Communication of your expectation of full staff participation in the study;
- ▶ Attendance at the site briefings / training sessions to provide a visible demonstration of your commitment to the study;
- ▶ Being available for two weekly project update meetings; and



- ▶ Being willing and available to address study related issues and concerns that require your local knowledge, insight and facilitation.

#### **4.4 How we will support you through the study**

As described within sections 3 and 7 of this document, our engagement framework provides tiered support with five key elements:

- ▶ A detailed running sheet of pre collection and day of collection activities
- ▶ Training;
- ▶ Communication;
- ▶ An issues resolution process; and
- ▶ General project support

Integral to the delivery of these elements are the Onsite Project Officer and the EY Jurisdictional Project Officers.

The Onsite Project Officer, EY Jurisdictional Project Officers and the wider EY project team are available to address any questions or concern you may have during the study.

## 5. Engagement with Hospital Clinicians

### 5.1 Benefits of Participation

The setting of an efficient price that maintains the safety and quality of care in the first instance, and that enables governments to ensure sustainable delivery of world class health services underpins the philosophy driving the Independent Hospital Pricing Authority (IHPA). This costing study and the methodology developed represents an opportunity to consider not only the collection itself but the role of costing data across the system has in supporting this philosophy. Participating Sites will benefit in the following way:

- An understanding of the true cost to provide care,
- Data collected will inform or lead to improved costing algorithms within patient costing systems,
- Data and clinical practice from participating hospitals will be used to inform the development of the National Efficient Price,
- Networking opportunities with other clinicians participating in the study either within their State or Territory or in other jurisdictions.

### 5.2 When we will engage with you

Engagement with participating clinicians will occur within two week of confirmation of your participation.

- ▶ We will engage key clinician champions to familiarise them with this engagement strategy and the collection forms through your Jurisdictional Representative and nominated Onsite Project Officer
- ▶ We will hold an onsite or briefing or training session to:
  - ▶ Provide the project overview, costing study collection process, collection mechanics, timeline and study resources;
  - ▶ Introduce engagement strategy and project reference guide;
  - ▶ Delve into specific training on the collection process;
  - ▶ Demonstrate how to complete the collection forms;
  - ▶ Discuss frequently asked questions;
  - ▶ Outline support resources available; and
  - ▶ Provide an opportunity for all clinicians and hospital staff to ask questions and gain comfort with elements and requirements of the study.

### 5.3 What will be required of you

The success of the study requires your enthusiastic participation and accurate completion of data collection forms for each patient encounter. Our requirements of you include:

- ▶ Attend the training session to understanding how to complete the forms correctly;
- ▶ Accurate completion of the forms; and
- ▶ Encouragement of your peers to complete the forms is paramount to providing the study the volume required.

### 5.4 How we will support you throughout the study

Onsite Project Support Officer is the primary point of contact for the clinicians and other staff involved in the data collection. This individual has the required local knowledge and experience to resolve most questions or issues that clinicians may have.

## 6. Engagement with Onsite Project Officer

### 6.1 When we will engage with you

Engagement with participating Onsite Project Officers will occur within one week of confirmation of your participation. Through your Jurisdictional Representative we will facilitate an initial introductory call. This call will provide a project overview and a discussion of the costing study collection process, collection mechanics, timeline and study resources. Within this call we will also confirm the project scope, discuss methods of communication, review this engagement strategy and project reference guide. We will also review activities/ events required prior to the study commencement. These will include but not be limited to:

- Jurisdictional Workshop;
- Onsite briefing/training; and
- the conduction of a live collection test day.

In addition to pre collection engagement we propose to meet with the participating Hospital Executives on a fortnightly basis. These meetings will be held jointly with you as the Onsite Project Officer and designed to provide an update to the Hospital Executive on the collection, a review of any prospective data and an analysis of resolved issues.

In addition to the formal engagements we will have daily conversations, conduct site visits to help you with quality assurance and validation of data. Our support mechanisms also include our engagement and availability for issue resolution in the event you cannot resolve the questions arising in your hospital.

### 6.2 What will be required of you

The success of the study requires enthusiastic support and guidance from the Onsite Project Officers. This will be a challenging project with many clinicians questioning the benefit of capturing this data and in particular the small impost required to complete the forms during each consultation. Our requirements of you include:

- ▶ Communication of the hospital's participation and the support you will offer to clinicians and other staff involved in data collection;
- ▶ Communication of your expectation of full staff participation in the study;
- ▶ Attendance at all the site briefings / training sessions to provide a visible demonstration of your commitment to the study;
- ▶ Facilitation of the training session for clinicians and other staff involved in data collection;
- ▶ Your stewardship and project management of the study including running the study; kicking off the project in conjunction with Ernst and Young;
- ▶ Being responsible for the day to day management of the collection;
- ▶ Distributing collection tools, instruction manuals and replenishing collection tools;
- ▶ Answering staff and clinician questions and energizing staff; and
- ▶ Managing the logistics, collection and batching / collating of the completed forms for the third party data capture firm.

Ernst and Young resources will be available to support you and your organisation primarily through an EY Jurisdictional Officer who will be available to answer questions and provide guidance and oversight whilst working with you to support quality review, accuracy and volume checks.

### 6.3 How you can be best supported throughout the study

As described within sections 3 and 7 of this document, our engagement framework provides tiered support with five key elements:

- ▶ A detailed running sheet of pre collection and day of collection activities
- ▶ Training;
- ▶ Communication;
- ▶ An issues resolution process; and
- ▶ General project support

Integral to the delivery of these elements are you, the Onsite Project Officer and the EY Jurisdictional Project Officers.

Through either structured mediums such as onsite training or your engagement with the EY Jurisdictional Project Officer and the wider EY project team, we are there to support your stewardship of the project and address any questions or concerns you may have during the study.

## 7. Costing study activities

A sound and thoughtful engagement strategy is vital to the success of this project. Below, we have developed an activities running sheet outlining the interactions between the EY team, Jurisdictional Representatives, Onsite Project Officer and the clinicians involved in the study. The engagement activities will consist of two major phases, Pre collection and Collection with each stage consisting of steps.

### 7.1 Pre collection

Upon confirmation of participation the following engagement activities will be undertaken. This section is intended to provide a guide to successful engagement but will require adjustments as necessary to facilitate site specific needs. Responsibility for engagement has largely been indicated as EY Team. Where activities are jurisdictional or site specific in nature and require onsite support this will be undertaken by the EY Jurisdictional Support Officer, Onsite Project Officer with back up provided by the wider EY team if the activity requires subject matter expertise.

#### 7.1.1 Pre site preparation

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Introductory call to site designated Project Officer & Hospital Executive	<ul style="list-style-type: none"> <li>Provide a project overview and discussion of the costing study collection process, collection mechanics, timeline and study resources</li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Jurisdictional Representatives</li> <li>Onsite Project Officer</li> <li>Hospital Executive</li> </ul>	Telephone	<ul style="list-style-type: none"> <li>EY Jurisdictional Officer</li> </ul>
Confirmation of the project scope	<ul style="list-style-type: none"> <li>Confirmation of the components of the study to be undertaken</li> <li>Identification of clinics, wards and non hospital based services</li> <li>Confirmation of volume represented by these areas</li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Jurisdictional Representatives</li> <li>Onsite Project Officer</li> <li>Hospital Executive</li> </ul>	Telephone	<ul style="list-style-type: none"> <li>EY Jurisdictional Officer</li> </ul>
Project Communication	<ul style="list-style-type: none"> <li>Development of a communication plan</li> <li>Communication resources</li> <li>Mediums to be used including introductory letter to participating areas</li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Jurisdictional Representatives</li> <li>Onsite Project Officer</li> <li>Hospital Executive</li> </ul>	Telephone	<ul style="list-style-type: none"> <li>EY Jurisdictional Officer</li> <li>Onsite Project Officer</li> </ul>
Provision of reference guide (general)	<ul style="list-style-type: none"> <li>Jurisdictions and sites:               <ul style="list-style-type: none"> <li>Understand the final costing methodology and approach</li> <li>Understand the collection business rules</li> <li>Have clear visibility of the required data elements</li> <li>Understand the sampling checklist</li> <li>Understand the engagement strategy</li> </ul> </li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Jurisdictional Representatives</li> <li>IHPA</li> <li>Onsite Project Officer</li> </ul>	Email	<ul style="list-style-type: none"> <li>EY Jurisdictional Officer</li> </ul>

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Process mapping and engagement discussion	<ul style="list-style-type: none"> <li>• Discuss form content and initial understanding of potential site specific collection processes.</li> <li>• Determine the process and mechanism to socialise the study and collection form with clinicians</li> <li>• Executive and clinical stakeholder engagement process determined</li> <li>• Determination of key clinician sponsors to facilitate buy-in into the project</li> <li>• Agree site specific form printing process</li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Jurisdictional Representatives</li> <li>• Onsite Project Officer</li> </ul>	Email and Telephone	<ul style="list-style-type: none"> <li>• EY Jurisdictional Officer</li> </ul>

### 7.1.2 Confirmation of data sources

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Provision of hospital extracted data elements and suggested data sources	<ul style="list-style-type: none"> <li>• Awareness of required data extracts</li> <li>• Confirm data sources and collection period</li> <li>• Suggestions regarding data extracts by sites to ensure robustness, ease and comprehensiveness of collection</li> <li>• Determine if provision is to be the responsibility of the site or jurisdiction</li> </ul>	W/C 10 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Jurisdictional Representatives</li> <li>• Onsite Project Officer</li> <li>• Site Subject Matter Experts</li> </ul>	Email and Telephone	<ul style="list-style-type: none"> <li>• EY Team</li> <li>• Onsite Project Officer</li> <li>• Site SME</li> </ul>
Conduction of preliminary data quality check	<ul style="list-style-type: none"> <li>• Confidence that the data to be extracted can be done with ease, timely and in the format required</li> </ul>	W/C 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Jurisdictional Representatives</li> <li>• Onsite Project Officer</li> <li>• Site Subject Matter Experts</li> </ul>	Email and Telephone	<ul style="list-style-type: none"> <li>• EY Team</li> <li>• Project Officer</li> </ul>
Testing of manual collection forms by clinician champions and ward staff	<ul style="list-style-type: none"> <li>• Understanding of potential form completion issues</li> <li>• Confirmation of the time required to complete the forms</li> </ul>	W/C 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> <li>• Site employees</li> </ul>	Telephone feedback	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> <li>• EY Jurisdictional Officer</li> </ul>
Design site specific data collection processes	<ul style="list-style-type: none"> <li>• Site specific data collection processes developed for both system extracted data and manually collected data</li> </ul>	W/C 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Jurisdictional Representatives</li> <li>• Onsite Project Officer</li> </ul>	Telephone	<ul style="list-style-type: none"> <li>• EY Jurisdictional Officer</li> <li>• Onsite Project Officer</li> </ul>
Provision of preliminary collection process maps	<ul style="list-style-type: none"> <li>• Site specific collection process maps for extracted data, non admitted collection forms and admitted subacute wards</li> </ul>	W/C 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> </ul>	Face to face meeting	<ul style="list-style-type: none"> <li>• EY Jurisdictional Officer</li> <li>• Onsite Project Officer</li> </ul>

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
* Jurisdictional Workshop/briefing session outlining costing methodology and study approach with participating hospitals (centralised)	<ul style="list-style-type: none"> <li>• Hospital representatives: <ul style="list-style-type: none"> <li>○ Understand the costing methodology and approach</li> <li>○ Understand what is required of them prior, during and after the study</li> </ul> </li> <li>• Address any questions sites have</li> <li>• Confirmation and discussion of pre collection and communication activities undertaken</li> <li>• Potential enticement of more sites to participate</li> </ul>	W/C 17 <sup>th</sup> June	<ul style="list-style-type: none"> <li>• Representatives of all participating sites</li> <li>• Onsite Project Officer</li> <li>• Jurisdictional Representatives</li> </ul>	Workshop at centralised location within jurisdiction. (EY regional office?)	<ul style="list-style-type: none"> <li>• EY Team (Delivery)</li> <li>• IHPA (Organising)</li> </ul>

\* Please see key value, benefits and deliverables for this interaction in sections below.

### 7.1.3 Pre collection preparation

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Extracted data requests to participating sites	<ul style="list-style-type: none"> <li>• Obtain initial data for testing costing database and confirming data elements expected from sites</li> </ul>	24 <sup>th</sup> - 28 <sup>th</sup> Jun	<ul style="list-style-type: none"> <li>• Participation sites</li> <li>• Jurisdictional representatives</li> </ul>	Email	<ul style="list-style-type: none"> <li>• EY Team</li> </ul>
Perform quality check on data extracts and database file structure and utility	<ul style="list-style-type: none"> <li>• Confidence in the data extraction process and database</li> </ul>	W/C 1 <sup>st</sup> July	<ul style="list-style-type: none"> <li>• All parties</li> </ul>	Email and telephone	<ul style="list-style-type: none"> <li>• EY Team</li> </ul>
Issue site specific process maps to sites	<ul style="list-style-type: none"> <li>• Each participating site has a process map depicting their specific processes</li> </ul>	W/C 24 <sup>th</sup> Jun	<ul style="list-style-type: none"> <li>• Participating sites</li> <li>• Jurisdictional representatives</li> <li>• Onsite Project Officer</li> </ul>	Email	<ul style="list-style-type: none"> <li>• EY Team</li> </ul>
Issue site specific collection guide	<ul style="list-style-type: none"> <li>• Each participating site has a collection guide depicting their specific processes</li> </ul>	W/C 24 <sup>th</sup> Jun	<ul style="list-style-type: none"> <li>• Participating sites</li> <li>• Jurisdictional representatives</li> <li>• Onsite Project Officer</li> </ul>	Email	<ul style="list-style-type: none"> <li>• EY Team</li> </ul>
Send study awareness campaign generic examples to sites	<ul style="list-style-type: none"> <li>• Sites have generic awareness campaign examples to customise for their sites</li> </ul>	W/C 24 <sup>th</sup> Jun	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> </ul>	Email, telephone and IHPA Website	<ul style="list-style-type: none"> <li>• Fred Alale (Delivery)</li> <li>• Onsite Project Officer</li> <li>• IHPA (Organising access to website)</li> </ul>
Development of a replenishment process for study forms	<ul style="list-style-type: none"> <li>• Process and instructions to ensure collection areas will have sufficient forms available for each day</li> </ul>	W/C 24 <sup>th</sup> Jun	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> </ul>	Email	<ul style="list-style-type: none"> <li>• Onsite Project Officer</li> <li>• EY Team</li> </ul>

## 7.1.4 Week prior to data collection week

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Distribution of collection study tools	<ul style="list-style-type: none"> <li>Sites confirm they have printed flyers and forms, collection bins, reference tables, accordion files and all required materials to conduct the study</li> </ul>	W/C 24 <sup>th</sup> Jun	Onsite Project Officer	Telephone	<ul style="list-style-type: none"> <li>EY Team</li> <li>Onsite Project Officer</li> </ul>
*Participating site briefings	<ul style="list-style-type: none"> <li>Outline study intent and timing</li> <li>Overview of the Data Collection process</li> <li>Outline of the required data</li> <li>Review of the collection forms and instructions</li> <li>Review of reference tables</li> <li>Review of process maps and logistics</li> <li>Communicate test date and official collection study start date</li> <li>Workshop with key clinicians and participating non clinical employees to develop site specific process map</li> </ul>	W/C 17 <sup>th</sup> Jun (phase 1) W/C 24 <sup>th</sup> Jun (phase 2)	Onsite Project Officer Jurisdictional Representatives Participating site executive and employees (all disciplines from participating areas)	Face to face workshop / training session within the jurisdiction	<ul style="list-style-type: none"> <li>EY Team</li> </ul>
Process maps	<ul style="list-style-type: none"> <li>Confirm process map and project logistics with appropriate site staff after input from briefing and workshop</li> </ul>	W/C 17 <sup>th</sup> Jun (phase 1) W/C 24 <sup>th</sup> Jun (phase 2)	Onsite Project Officer		<ul style="list-style-type: none"> <li>EY Jurisdictional Officer</li> <li>Onsite Project Officer</li> </ul>
Run data collection trial on site ( sample or all areas)	<ul style="list-style-type: none"> <li>The costing methodology, business rules and data requirements are tested</li> <li>Costing methodology processes and guidelines are updated to reflect lessons learned from the trial.</li> </ul>	W/C 17 <sup>th</sup> Jun (phase 1) W/C 24 <sup>th</sup> Jun (phase 2)	Representatives of all participating sites	Video conference workshop to discuss preparation.	<ul style="list-style-type: none"> <li>EY Team (Delivery)</li> <li>IHPA (Organising)</li> </ul>

\* Please see key value, benefits and deliverables for this interaction in sections below.

## 7.2 Collection process

During the course of the collection study the following activities will be undertaken on a daily basis:

- ▶ Logistics (such as having sufficient data capture forms available);
- ▶ Data collection (queries relating to quality checks, questions regarding form completion, interpretation of data specifications and fields for extracted data, or data extraction from existing systems, etc); and
- ▶ Data collation and batching processes (queries on the use of batch headers and collation of completed forms).

The Onsite project officer will be the main point of contact for the daily collection process with the EY Jurisdictional Support Officer providing support and assistance in the implementation of any given stage of the data collection process.

The EY Jurisdictional Officers and their contact details are outlined in section 3.2.1.

This engagement strategy and daily activities are intended to provide a guide to successful engagement but will require adjustments as necessary to facilitate site specific needs.



### 7.2.1 Form Preparation

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Form checks	<ul style="list-style-type: none"> <li>Assurance that forms can be printed</li> <li>Assurance that batch headers and checklists are available</li> </ul>	Daily or weekly	Project officer Clinic Manager/ designee	Verbal or Telephone	<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic manager/ designee</li> </ul>
Pre population of the forms	<ul style="list-style-type: none"> <li>Pre population of the forms using macros prior to patient encounter e.g. MDR, date , area name, code etc.</li> </ul>	Daily	Clinic manger/ designee		<ul style="list-style-type: none"> <li>Clinic manager/ designee</li> </ul>
Print and attach patient labels to the forms	<ul style="list-style-type: none"> <li>Assure patient label is attached to form (straight, no creases)</li> </ul>	Daily	Area manger/ designee		<ul style="list-style-type: none"> <li>Clinic manager/ designee</li> </ul>

### 7.2.2 Data Collection

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Form availability for completion by health professionals	<ul style="list-style-type: none"> <li>Attachment of form to front of chart during creation/ preparation</li> <li>Inpatient done at midnight</li> </ul>	Daily (per patient encounter and or per inpatient on ward)	Project officer Clinic Manager/ designee		<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Form completion	<ul style="list-style-type: none"> <li>Completion of form by health professional</li> </ul>	Daily (per patient encounter and or per inpatient on ward)	Health Professional Clinic manager/ designee		<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Form capture and review	<ul style="list-style-type: none"> <li>Forms are returned to central area per designed process</li> <li>Visual scan and quality review is undertaken to confirm key fields are completed</li> <li>Incomplete forms are returned for immediate completion</li> </ul>	Daily (per patient encounter and or per inpatient on ward)	Health Professional Clinic manager/ designee		<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic manager/ designee</li> </ul>

### 7.2.3 Verification at collection location

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Forms placed in collection bins	<ul style="list-style-type: none"> <li>Forms all captured in a single location per collection area</li> </ul>	Daily (per patient encounter and or per inpatient on ward)	Clinic Manager/ designee		<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Complete checklist	<ul style="list-style-type: none"> <li>Run midnight census to validate the number of forms within bin</li> <li>Completion of the checklist</li> <li>Arrange for the completion of missing forms</li> </ul>	Daily	Clinic Manager/ designee	Checklist	<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Collate and apply batch header	<ul style="list-style-type: none"> <li>Place batch header on top of forms</li> <li>Notify Project officer that forms are ready for collection</li> </ul>	Daily	Clinic Manager/ designee	Telephone	<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Next day's preparation	<ul style="list-style-type: none"> <li>All activities and preparation for next day completed or re assigned for completion</li> </ul>	Daily	Clinic Manager/ designee		<ul style="list-style-type: none"> <li>Project Officer</li> <li>Clinic Manager/ designee</li> </ul>
Daily call to Project Officer	<ul style="list-style-type: none"> <li>Communication of successes and any significant issues by Onsite Project Officer their respective EY Team contact</li> </ul>	Daily / as required	Onsite Project Officers	Telephone	<ul style="list-style-type: none"> <li>EY Team</li> </ul>

## 7.2.4 Site analysis and data quality checks

Activity	Outcome	When	Audience	Communications vehicle	Responsibility
Form capture	<ul style="list-style-type: none"> <li>Collection, collation, quality review and batching</li> </ul>	Daily	Onsite Project Officers		<ul style="list-style-type: none"> <li>Project Officer</li> </ul>
Form collection sign off	<ul style="list-style-type: none"> <li>Completion of collection summary inc. Number of forms by clinic and initial view of completeness</li> <li>Site sign off</li> </ul>	Fortnightly	Onsite Project Officers	Collection/ batch sign off	<ul style="list-style-type: none"> <li>Project Officer</li> </ul>
Forms dispatching	<ul style="list-style-type: none"> <li>Forms to be couriered to 3rd party data conversion company</li> </ul>	Fortnightly	Onsite Project Officer Data conversion company project officer	Telephone / courier tracking form	<ul style="list-style-type: none"> <li>Project Officer</li> <li>Data Conversion Project Officer</li> </ul>

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