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The Victorian population is rapidly growing and the burden of chronic disease is increasing. New approaches and models are needed, and there are new opportunities for improvement and innovation.



## Biruu.Health has a deep understanding of this domain

Biruu.Health combines knowledge and experience in health services planning across Australian jurisdictions, and high-quality commercial and financial advisory expertise.

We use an evidence-based approach to policy analysis and planning, so our reports will provide insights and recommendations that you can verify.

## We have an experienced and knowledgeable team

Biruu.Health is led by Principal Alison Hallahan, a highly respected strategic and service planner of health and human services.

Alison's experience includes policy management, program management, project management and operational management roles in health, human services and education portfolios.

She brings strong communication skills as well as high-level strategic and policy capabilities.

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**biruu.health**



## Biruu.Health delivers empirical and strategic analysis for health services and government

The health and human services sector depends on evidence to support decisions that affect individuals, communities and organisations.

We understand the roles of Commonwealth, State and Local governments in the planning, funding and organisation of health and human services.

Incentives for efficient and effective practice need to be aligned with an understanding of community need.

We are pre-qualified on the Commonwealth Government's panel of health economics advisers, and have worked in a number of jurisdictions.

### Our health services include:

- Strategic planning
- Service planning
- Financial analysis
- Business case development
- Facility planning
- Performance benchmarking and review
- Data modelling
- Financial modelling

# Our Skill Areas

Our experience in developing service plans, models of care and strategic plans for metropolitan, regional and rural public health services gives us unique insights into the health sector.

We understand the interlocking roles of hospitals and community-based services in the delivery of health care and the management of patients' care pathways. We understand the complex interactions between hospital and primary health care providers, and recognise the patient benefits that flow from better relationships and smoother pathways.

## Rural, regional and metropolitan health service planning

Rural and regional communities rely on their health services to underwrite their health and wellbeing through direct services and by providing pathways to other services as needed. We have completed service plans for small rural health services, Multi-Purpose Services, regional referral hospitals and regional primary care providers. We spend time to understand the unique relationships between each health service and its community and partners, as well as analysing data about health needs and health service delivery.

Metropolitan public health services face different challenges and opportunities, including management of overlapping boundaries, rapid population growth and balancing the demands of the emergency department with the elective waiting lists.

## Business cases and commercial analysis

Effective health service delivery relies on a complex interaction between privately-funded and publicly-funded services; primary care and acute care services; human and technological resources; short-term and long-term management of assets and workforce.

Each business case must provide evidence and a clear understanding of the rationale for investment, as well as a detailed description of the proposal.

## Consultation

All of our projects depend for their success on effective consultation. We aim to use people's time as efficiently as possible, whether in group discussions or one-on-one interviews. The consultation process should provide participants with opportunities to reflect and question, as well as opportunities to influence project directions.

## Specialist health service planning

We have completed plans for specialist health service areas including mental health services, cardiac services, palliative care, maternity services, paediatric services, sub-acute services and community health.

## Integration planning

Increasingly, governments seek integrated services and joined-up care. We have worked with groups of health and human services which seek to pool resources and expertise to develop innovative and locally-responsive service models.

These negotiations are complex, as each agency needs to cede some sovereignty in order to achieve shared integration goals. We start by making sure that all participants agree about the outcomes to be achieved.

## Models of care

Models of care describe how health service will deploy their resources to meet patient needs. We start from understanding the principles on which a model would be based, then consider how processes, decisions and protocols can be directed to achieve these principles.

We conduct a managed discussion to answer the core question, "how does a health service make sure that the right care gets to the patient, at the right time and in the right place?" We have prepared models of care for acute and sub-acute health services, mental health services, residential aged care services and community health services.

# Our Recent Experience

## Rural and Regional Clients

- 1 Mildura Base Hospital
- 2 Albury Wodonga Health
- 3 Kyabram District Health Services
- 4 Goulburn Valley Health
- 5 Swan Hill District Health
- 6 Boort District Health
- 7 Orbost Regional Health
- 8 Latrobe Regional Health
- 9 Barwon Health
- 10 South West Healthcare
- 11 Portland District Health
- 12 East Grampians Health Service
- 13 Ballarat Health Services
- 14 Hepburn Health Service
- 15 Kyneton District Health
- 16 Bendigo Health
- 17 Heathcote Health
- 18 Seymour Health
- 19 Beaufort & Skipton Health Services
- 20 Bairnsdale Regional Health Service
- 21 Beechworth Health Service
- 22 Budja Budja Aboriginal Corporation
- 23 Echuca Regional Health
- 24 The Kilmore & District Hospital
- 25 Mansfield District Hospital
- 26 Yarrawonga Health
- 27 Northeast Health Wangaratta
- 28 Rochester & Elmore District Health Service

## Metropolitan Clients

- 1 Djerriwarrh Health Services
- 2 Peninsula Health
- 3 Western Health
- 4 Austin Health
- 5 Orygen Youth Health
- 6 Royal Children's Hospital
- 7 Alfred Health
- 8 Melbourne Health
- 9 Forensicare
- 10 The Royal Women's Hospital
- 11 Monash Health (formerly Southern Health)
- 12 Werribee Mercy Hospital
- 13 Eastern Health
- 14 DPV Health (formerly Plenty Valley Community Health)
- 15 Calvary Health Care Bethlehem

## Area-based Clients

- 1 Hume Aged Person's Mental Health Service
- 2 Hume Palliative Care Services
- 3 Goulburn & Southern Area Mental Health Service
- 4 West Hume Region Integrated Cancer Services
- 5 Southern Mitchell Shire Health Services
- 6 Macedon Ranges Shire Health Services
- 7 Barwon South Western Integrated Cancer Services
- 8 Corangamite Shire Health Services
- 9 NE & NW Metro Child & Adolescent Mental Health Services
- 10 Women's Health West
- 11 Wimmera Sub-Region Health Services
- 12 Gippsland Sub-Acute Services
- 13 DEWLP Frankston Precinct
- 14 Barwon Area Mental Health Services
- 15 Bellarine Peninsula Health Services
- 16 Mount Alexander Shire Health Services
- 17 Northern Growth Corridor Health Services
- 18 Southern Growth Corridor Health Services
- 19 Eastern Melbourne Primary Health Network
- 20 Northern Mallee Mental Health Services
- 21 Eastern Area Mental Health Service & Inner Urban East Area Mental Health Services

Biruu.Health frequently completes area-based plans, health service-wide plans and clinical stream plans.

Other past clients include:

- Non-government organisations
- Government departments and divisions
- South Australian, New South Wales govts, and other state-wide and national health and wellbeing providers.



## Corangamite Shire: Strategic Health Services Plan



Biruu.Health was engaged by the Department of Health and Human Services Barwon South Western Region to develop a strategic services plan for health services in Corangamite Shire.

The main acute health, aged care and community health service providers in the shire were consulted when developing the plan, including South West Healthcare, Timboon and District Healthcare Service, Cobden District Health Services Inc. and Terang and Mortlake Health Services, along with Ambulance Victoria and other health service providers and general practitioners.

The Service Plan identified significant over-capacity of inpatient services, theatres, maternity services and urgent care services and fragmentation of allied health, community health and primary care services in the area.

Biruu.Health recommended that a Corangamite Health Alliance should be formed, which would include representatives of each health service, the Department of Health and Corangamite Shire. The Alliance would work together to share resources, seek funding and co-ordinate Shire-wide service delivery.

## Barwon Health - Major Upgrade of The Geelong Hospital: Business Case



Biruu.Health was commissioned by Barwon Health and the Department of Health and Human Services to develop a business case for The Geelong Hospital seeking \$71 million from the State Government.

Strong population growth in Barwon Health's primary catchment area had placed pressure on the emergency department, lengthened waits for elective surgery and increased inpatient average length of stay.

Barwon Health sought to expand and upgrade the Geelong Hospital in order to improve models of care and extend capacity to provide cancer care, palliative care and care for older patients with complex needs.

The business case addressed increased demand for hospital services arising from population growth, limits to growth imposed by capacity constraints, and ineffective models of care at the Geelong Hospital as a result of obsolete layout of clinical services.

## Ballarat Health Services: Mental health service plan for Grampians region



We were commissioned by Ballarat Health Services to prepare a service plan for the Grampians Area Mental Health Service, which provides clinical mental health care for children, adolescents, adults and older people living in Grampians region.

The region is experiencing strong population growth in the east, close to the western Melbourne growth corridor; and population ageing in the west, where rural economies are changing.

Ballarat Health Services works in partnership with other public and private health services in the region, and with non-government Community Mental Health Support Services. However, it is challenging to provide the full suite of services, across all age groups, throughout a large and sparsely-populated region.

The service plan identified areas where partnerships could be improved, and where other health services could support the Grampians Area Mental Health Service to expand access to care. Some models of care were to be enhanced, and new primary care services were recommended.

## Albury Wodonga Regional Integrated Cancer Centre: Business case & commercial model



Albury Wodonga Health is Australia's first cross-border public health service. It is operated under Victorian legislation, to provide tertiary care for a community of people living in Albury, Wodonga and surrounds. We were involved with the initial service planning that supported the amalgamation, and have assisted with a number of subsequent projects.

The Albury Wodonga Regional Integrated Cancer Centre is an alliance between the Victorian and New South Wales governments, Albury Wodonga Health, and a number of private-sector partners, working together in new models of care. The Centre was first funded by the Australian Government, based on a business case we prepared. Once funding had been confirmed, we facilitated a complex series of conversations and negotiations that led to an innovative business model which:

- Underwrote planning and design for the new cancer service centre on the Albury Hospital campus
- Strongly supported patient, community and staff input
- Involved public and private health service partners in a shared decision-making process
- Clearly allocated responsibilities between the health service partners
- Clarified the roles of Victorian and New South Wales governments in the delivery of cancer care in Albury Wodonga

We cut through complexity.

Starting with industry knowledge and data, we create meaning through analysis, we test our insights, and then we communicate the outcomes succinctly.

In this way, we make the complex accessible.



### Health and Human Service Planning

The health sector's scale and complexity requires that service planners understand population health data, the sector's financials, and the sector's culture.

### Investment Analysis

Major investment decisions need a mountain of analysis wrapped up in a Business Case. We plan and execute the journey to build the investment case.

### Financial Modelling

Investment grade financial models, upon which major capital decisions can be based, sit at the heart of every good Business Case. Financial analysis is our core capability.

### Transaction Management

We have the procedures and experience to lead complex multi-party transactions to the point of contract execution.

### Commercial Strategy

Implementable, effective, and enduring solutions require the right commercial approach from the start. We help clients plan how best to engage with the market.

### Government Process

Biruu understands Victorian government cabinet processes and document guidelines. We help clients frame their funding proposals the way government wants.

### Demographic Analysis

Decisions based on a thorough and clearly presented analysis, supported by data, are always more robust under scrutiny.

### Economic Impact Analysis

All investment has an economic dimension, and all economics has a social dimension. We develop the models to calculate economic and social impacts.





## Our commitment is to live our values in our work

**Respect:** show respect to all colleagues, clients and stakeholders, and in doing so respect the work that we have undertaken for them.

**Consideration:** be considerate to the needs and limitations of colleagues, stakeholders, clients and contractors.

**Honesty:** be fair and honest in all dealings with clients, including avoiding conflicts of interest and disclosing them when they appear.

**Environment:** be alert to the impact of all decisions about the use of resources.

**Ethics:** speak out when you see wrong.

**Transparency:** document all work processes undertaken so that clients can follow the cognitive and modelling processes and assumptions that lead to the conclusions and recommendations that we make in our work.

**Confidentiality:** protect the privacy of those providing information, and do not disclose any confidential data unless there is written permission to do so.

**Integrity:** approach all assignments with integrity and provide outcomes that are evidence based and that can stand up to rigorous scrutiny.

**Communication:** maintain open lines of communication with our clients and our broader network of contacts.

**Contribution:** endeavour to deliver outcomes that make a contribution to the clients and the communities we are serving.

**Safety:** keep all people on which we have a material influence safe from physical, psychological and reputational harm.

## Principals



Dominic Grounds

Michael Bowles

Alma Gill

Alison Hallahan