



Dear Commissioners,

RE: Response to Productivity Commission Interim Report – Delivering Quality Care More Efficiently

Thank you for the opportunity to respond to the Interim Report. Logan Together is a place-based, community led, Collective Impact initiative in Queensland which focuses on improving outcomes for the children and families of Logan.

Logan Together listens to, walks alongside, and takes action with community. Our big goal is to give Logan children every chance to achieve their potential through Collective Impact and community-led leadership. The Logan Together movement operates on three distinct tiers – regionally, place-based and culturally. It is a response to community demand for greater impact, a truly place-based approach, and a way to deeply share the decisions about their own lives. Logan Together is enabling five Focus Communities. These are discrete and networked place-based and Collective Impact initiatives, each with their own governance structure, their own Backbone Team and their own Collective Plan and Roadmap. These Focus Communities are connected to Logan Together through the cultural foundations of Logan Together's Three Pillars – First Nations First, Children at the Heart, Community Led, an aligned focus on children 0-8 years, a Collective Impact approach and through shared partnerships and capabilities.

The approach to delivering quality care to Logan's families and prioritising prevention is important to us and we offer some examples of how things are working in Logan that could provide insights into joint governance arrangements, funding arrangements and power sharing, to inform the Commission's Recommendations 2 and 3.

Collaborative governance is most effective when community is at the table.

The Regional Collaborative Governance Model (RCGM) in Queensland is a strong example of a mechanism to support public sector organisations to better coordinate and collaborate. The RCGM aims to address unique challenges faced by regional Queensland communities. Inspired by the RCGM, a group of senior leaders within South East Queensland government agencies that are focused on positive outcomes for community, have committed to empowering local decision-making. This group enhances public service coordination to tackle complex local issues, builds the capacity of public sector leaders to work across policy domains and establishes sustained collaboration to address long-term challenges, not just crisis responses.

Key to the success of this model is having community at the table to provide local knowledge on issues and impacts on the ground, guide prioritisation and ensure solutions are right for the community, including being culturally safe. The group of senior leaders in South East Queensland are aligning behind a Community Collective Plan, the community's shared aspiration for change.

Pooled funding has impact when it is flexible enough to meet a community's needs.

Logan Together has worked with community leaders to co-design a fully integrated system for holistic wellbeing for our children; Logan's First 2000 Days Model. For the Logan community, the two essential enablers within this model are the intersecting and interdependent Community Hubs and Community Connectors.

In Logan, Maternal and Child Health Hubs are a critical component of our effective, wrap-around care for children and their families that deliver high quality outcomes. Each of these Hubs is hosted by a non-profit community organisation and provides continuity of antenatal and perinatal care.

The Hubs are specifically designed to serve priority groups of women, planning to give birth at Logan Hospital: Pasifika women, young mothers aged 19 years and under, newly arrived refugee and migrant women, women under 26 years facing complex social issues and First Nations women.

Logan's Maternal and Child Health Hubs deliver:

- a minimum 13% cost savings, compared to the cost of a hospital-based midwifery model.
- increased antenatal care - 95.0% of First Nations women attended 5 or more antenatal visits, compared to 90.5% in Queensland in 2022.
- Over \$4M health-related quality of life improvements across 5 Hubs in Logan, reducing preventable hospitalisations.
- A significant increase in the proportion of children developmentally on track from 2018 to 2024, including a 14.9% increase in Kingston, 10.0% increase in Eagleby and 5.5% increase in Yarrabilba, compared to a 1.2% increase in Queensland.

Metro South Hospital and Health Service, Children's Health Queensland, Brisbane South Primary Health Network, Community Hubs Senior Leaders, Maternity Consumer Advocates, Department of Child Safety, along with community representatives with lived experience and community health services, form the Logan Community Maternity and Child Health Program Oversight Committee that oversees the development and implementation of the community Maternity Hubs. An Operations Committee is responsible for ongoing quality improvement and multidisciplinary reporting.

In addition to funding innovative, community-based models of care, funding from governments should be flexible to fund the physical infrastructure Hubs require to operate, such as enough space or clinically suitable spaces. Each year, many of our Hubs turn away up to 70% of the people seeking the safe, cultural, wrap-around support they provide due to limitations in physical infrastructure and human resourcing.

Community Connectors are a critical workforce in Logan's Hubs. They are deeply trusted and respected community members who build bridges and smooth out transitions between systems and 'hardly heard' community members. Beyond systems navigation, they identify needs, offer social prescriptions and provide health and wellbeing supports within the culturally safe environment of the Hubs.

We have found in Logan that despite significant government investment in services, improved outcomes come from the investment in these roles that support community to access those services. More than solely increasing uptake of services, Connectors support early intervention and sustained service engagement that increase families' likelihood of positive outcomes and can reduce long-term costs to governments. Service agreements or other pooled funding will have the most impact on outcomes if it can be used flexibly and innovatively such as to support Connector roles.

Public transparency is likely to incentivise Australian, state and territory governments to invest in prevention to improve future outcomes and avoid future costs.

Providing the public with information about which policies at each Budget have a prevention component and how much prevention impact they are likely to make, will focus governments on the national prevention conversation. Providing updates on these policies as data becomes available will build public trust and government credibility.

Including prevention as a key principle in the Budget Process Operational Rules (BPORs) could be a first step to demonstrate commitment. "Part 3: Matters to consider when developing New Policy Proposals" of the BPORs instructs that entities expecting to bring forward major digital and ICT projects are required to participate in the investment prioritisation process. An equivalent clause could be created for the Prevention Framework Advisory Board to provide advice to government.

We trust this information is helpful in supporting the recommendations for joint governance and collaborative commissioning. We have found in Logan that innovation, cost saving and reduced fragmentation in care and services comes from listening deeply to the community and including them in governance and decision making. The Logan Together team is available to provide greater detail on how we work in Logan should it be required.

Yours sincerely,

Logan Together

Building L01, Logan Campus,
Griffith University, Meadowbrook, QLD 4131

E: logantogether@griffith.edu.au

P: (07) 3382 1163