



The HOME Network Strategic Plan: 2019–2021

June 2019

Executive summary

The HOME Network is a national initiative which brings together a solutions-focused group of healthcare professionals in the field of home dialysis that draws on all levels of evidence to drive optimal uptake and utilisation of home dialysis in Australia. It provides insights and practical options for colleagues throughout Australia and New Zealand to facilitate a positive change towards increased use of home dialysis.

Currently the HOME Network has 18 members drawn from States and Territories across Australia and from New Zealand, representing major metropolitan areas through to regional and rural perspectives. Members bring expertise in nephrology nursing and education (pre-dialysis, home dialysis), medical education and strategic management. Since its establishment, the HOME Network has had considerable successes in developing resources for patients and healthcare professionals in line with its objectives and making optimal use of member resources and time available to commit to projects. The HOME Network members also actively participate in clinical research and advocacy works.

Through a directed process of reflection and analysis of strengths, weaknesses and opportunities, the HOME Network has refined its vision, mission and objectives for 2019 onwards. Members are committed to driving outcomes aligned with the group's renewed strategy and working towards achieving their overall vision and mission statement: *Through research, education and advocacy, The HOME Network aims to enable healthcare professionals with knowledge and resources to empower more people with chronic kidney disease (CKD) to embrace the freedom of home dialysis.*

The HOME Network has three focus areas for 2019-2021

- Advocacy, education and practical support to address patient factors that inhibit the uptake of home dialysis by Australians and New Zealanders with chronic kidney disease
- Improved awareness, knowledge and education about home dialysis for healthcare professionals.
- A smarter approach to health with increased focus on new technologies and initiatives that strengthen home dialysis utilisation.

Authorisation

The content of this Strategic Plan has been reviewed by all members of the HOME Network and is authorised for release by the HOME Network Steering Committee representatives.

Foundation Chairperson: Josephine Chow

Chief Operating Officer: Paula Woodward

Focus area lead – Patient Factors: Rosie Simmonds

Focus area lead – New Technologies: Kim Grimley

Focus area lead – Healthcare Professional Education: Melinda Tomlin

Communication lead: Caroline McNaught

What is the HOME Network?

The HOME Network is a national initiative which brings together a solutions-focused group of healthcare professionals in the field of home dialysis to drive optimal uptake and utilisation of home dialysis in Australia. This group draws on all levels of evidence to support this. It provides insights and practical options for colleagues throughout Australia and New Zealand to facilitate a positive change towards increased use of home dialysis.

In the beginning

The HOME Network was created when a group of healthcare professionals from across Australia came together to identify and develop solutions to overcome the barriers that prevent higher utilisation of home dialysis. Through a series of workshops (sponsored by Roche Products Pty Limited), the group defined the principles underlying the need for positive action to increase utilisation of home dialysis in Australia.

Why?

Home dialysis has been shown to improve outcomes and quality of life for people with chronic kidney disease, and offers more effective use of healthcare resources. Yet, the perception and utilisation of home dialysis in Australia remains variable by jurisdiction.

What?

We are bringing together individuals who are actively interested in identifying solutions and strategies to promote and enhance home dialysis.

How?

Through research, education and advocacy we can improve the perception and utilisation of home dialysis, which includes home haemodialysis and peritoneal dialysis, in Australia.

What if we don't?

Low utilisation of home dialysis will lead to further pressure on the Australian healthcare system. People with chronic kidney disease who might be suitable for home dialysis will not benefit from the improved health outcomes and quality of life associated with dialysing at home.

With its clear vision in place, the structure and governance of the HOME Network was established and its original taskforces were formed to address the following key issues:

- Lack of early education for patients about home dialysis
- Lack of support from medical staff for home dialysis
- Financial burden for patients starting home dialysis
- A need for improved nursing staff knowledge and awareness of home dialysis.

In 2011, a functional partnership was brokered between the HOME Network and Kidney Health Australia (KHA). Grant funding secured from Roche Products Pty Limited was provided to KHA to fund a project manager to provide support and resource for the HOME Network and its projects, whilst driving the home dialysis agenda for KHA. Thereafter, KHA continued to provide logistical and financial support to the HOME Network for the Network's biannual workshops in 2013 and 2014. In return, members of the HOME Network acted in an advisory capacity to KHA. While the formal funding arrangement between the HOME Network and KHA completed in 2015, the two organisations recognise the ongoing need to increased home dialysis uptake and continue to support each other to share and promote their resources and activities in this space.

Since then, the HOME Network has functioned as an independent organisation, supported through grant funding and in-kind support from a number of sources. This group of motivated healthcare professionals continue to develop and implement real-world solutions in areas related to home dialysis.

Actions, outcomes and successes

Since its establishment, the HOME Network has had considerable successes in developing resources for patients and healthcare professionals in line with its taskforce objectives and making optimal use of its members' limited resources and time available to commit to the projects.

- A **preceptorship programme** was hosted by Barwon Health in Geelong, Victoria, a unit chosen because it had successfully improved the uptake of nocturnal home haemodialysis. Discussions and experience shared reflected the Network's key priorities including early patient education, nurse education and training, physician advocacy and financial support for home dialysis patients.
- A **survey about existing educational resources** related to home dialysis was conducted, resulting in the development of practical resources including written and video case studies.
- The financial taskforce (in partnership with KHA) developed **financial fact sheets** available to patients, carers and healthcare providers. These fact sheets described the State- and Territory-specific financial support and resources available. These are used to inform patients and for the development of lobbying strategies for State government and other services providers. These continue to be updated by the HOME Network on a bi-annual basis and are viewed as valuable resource and advocacy tools by home dialysis units across the country.
- The Education taskforce of the HOME Network conducted a survey to assess nursing knowledge and perception of promoting home dialysis therapies. A **'myth buster' brochure** was then developed to address nephrology/dialysis nurse awareness and education about home dialysis.
- **Patient information materials** and a patient DVD have been developed by KHA in partnership with support and advice provided by the HOME Network patient education taskforce. The patient education taskforce was also instrumental in working with KHA to submit a response to the CARI Guidelines regarding early patient education about home dialysis.
- The HOME Network has been recognised within the nephrology community in response to activities undertaken by the members of the HOME Network such as presenting abstracts, posters and oral presentations at **national conferences**, including the Home Therapies Conference, and meetings supported by the Renal Society of Australasia (RSA) and Australia and New Zealand Society of Nephrology (ANZSN). A number of the HOME Network's members have been involved in the organising committees and/or as invited speakers for various conferences in Australia.
- In 2013, the HOME Network successfully published their first manuscript outlining their vision and success in an International journal. This has resulted in significant interest by international parties regarding establishing similar groups in other countries. Since then, the HOME Network has been prolific in **publishing numerous publications** across the organisation's various focus areas.
- In 2016, the HOME Network patient factors focus group (previously known as the patient education group) developed a flexible and culturally sensitive **patient-centred ESKD pathway** (in partnership with KHA). It presents education recommendations that can be used to inform any national group or organisation of the preferred key outcomes and patient journey their renal replacement therapy programme should aim to deliver, including optimal positioning of home dialysis within the pathway.
- **The HOME Network website** was launched by the Communications Group in 2016 under its new URL www.homenetwork.net.au. Managed by a volunteer webmaster, the website now forms the portal for the HOME Network's growing pool of healthcare professional and patient-targeted resources and receives a significant amount of online traffic each week.
- In 2016, the HOME Network hosted the **Home Therapies Workshop at the RSA Conference**. A full agenda considered topics aligned with the HOME Network focus areas of healthcare professional education, patient factors and best-practice use of technology.
- The HOME Network was represented at the **International Society for Peritoneal Dialysis (ISPD) conference** held in Melbourne in 2017 (through our trade display stand as well as presentations and

posters given by THN members about the group's activities). The group's work received much attention from Australian and International delegates.

- During 2017-2018, the HOME Network undertook an **Australian observational research study to identify patient factors** that facilitate or inhibit the uptake of home dialysis from the patient's perspective. A mix of quantitative (questionnaire) and qualitative (interview via focus group and case study) design was used, with data collected using standardised validated forms. This project provided new knowledge and better understanding of the perception of home dialysis from patient's perspective, which can be used to inform policy and practice relevant to the home dialysis population.
- In 2018, the HOME Network introduced its revamped **newsletter** series to share information about its work as well as other news from the home dialysis area. Newsletters have received positive feedback and the associate membership for the HOME Network has grown significantly as a result,
- The HOME Network (in partnership with Tunstall Healthcare) New Technologies focus group has recently completed the development of a **Telehealth toolkit**, which includes resources designed to support healthcare professionals wishing to implement new telehealth programs for their units.
- The latest initiative from the HOME Network Education focus group is a '**meeting in a box**' **educational package** to provide healthcare professionals with quality resources to help increase awareness and knowledge about home dialysis options in Australia. Resources in each meeting package include an informative presentation as well as invitation and poster templates, presenter's guide and other support resources. These resources are currently being added to the HOME Network website. More presentations will be added over time.

In focus: TEACH-PD – a Targeted Education Approach to improve Peritoneal Dialysis outcomes

The TEACH-PD online training module aims to train nurses to be effective home dialysis trainers. It considers how to overcome physical and cognitive barriers patients may experience during home dialysis training and provides guidance on personalising training approaches to meet the needs of each patient, their preferred learning style and other individual factors that may impact on training success.

In 2017, the HOME Network established a working partnership with the Australasian Kidney Trials Network (AKTN) to take forward the TEACH-PD online training program. In addition, Western Sydney University has partnered with the HOME Network to deliver the online training program as part of their 'VUWS' student online teaching platform.

In 2018, TEACH-PD was successfully evaluated in a Proof-of-Concept pilot study held at two home dialysis centres, with refinements made to the program as a result.

In early 2019, AKTN and the HOME Network were awarded a research grant of \$2.3 million from the Medical Research Future Fund (MRFF) round on Rare Cancers, Rare Diseases and Unmet Clinical Need Clinical Trials Program. This is added to over \$500,000 already sourced from Queensland Government and Industry-based funding sources to take TEACH-PD to randomised clinical trial over the next two years. The first site was initiated in June 2019.

There has also been considerable interest in TEACH-PD from international home dialysis units, including in Canada and New Zealand. These countries are actively engaged in joining the TEACH-PD clinical trial, which has the potential to influence and optimise home dialysis training approaches around the world.

The HOME Network today

Currently the HOME Network has 18 members drawn from across Australia and New Zealand representing major metropolitan areas through to regional and rural perspectives. Members bring expertise in nephrology nursing, allied health, education (pre-dialysis, home dialysis) and strategic management. Consumer representation is also a core component for the HOME Network's success. A number of the members have been involved with the group since its establishment in 2009, remaining

committed to the vision of greater utilisation of home dialysis in Australia. When members step down, the HOME Network engages a formal expression of interest and selection process to identify new members to contribute to the positive dynamic of the group and bringing new ideas and opportunities to the table.

There is no doubt that the foundations underpinning the purpose, establishment and credibility of the HOME Network are strong and member engagement is high. This is a group of expert home dialysis allied healthcare professionals who continue to demonstrate their passion for their cause. However, the members of the HOME Network are the first to acknowledge that the group's ability to make progress towards their overall vision is hampered by lack of resources, in particular members' time to dedicate to projects. All members are full-time health professionals, which understandably impacts on their ability to drive activities and achieve desired outcomes. Members recognise the ongoing need to find new ways to translate their enthusiasm for their cause into positive outcomes for the organisation, other healthcare professionals and Australians with CKD. To support this, funding and resourcing support is sought to help drive these outcomes. Plans have been put in place to address this moving forward (see A new way of working, below).

All activities undertaken by the HOME Network are aligned with an overarching plan that is built upon on a solid strategy with defined tangible objectives that reflect the step-wise process necessary to enact the desired change of behaviour towards increased uptake and utilisation of home dialysis in Australia (see The strategy underpinning the HOME Network, below).

The first step on the HOME Network's renewed strategic journey was taken in 2013 and 2014, when the group revisited its strategic direction and plan, considered its relationships with third-party partners and reviewed its functional structure. This culminated in the preparation of a formal strategic plan and the development of action plans to drive outcomes addressing the HOME Network's key focus areas. Organisational structure was revisited in 2016 to acknowledge the role of research in driving all actions undertaken by the HOME Network (see Organisation and Governance Structure, below). This document represents the latest update to the Strategic plan for the HOME Network.

Associate membership

Associate membership to The HOME Network is free and available to all nurses, physicians and allied healthcare professionals who have an interest in improving dialysis patient outcomes by increasing the utilisation of home dialysis in Australia. Associate Members receive information and email updates about home dialysis and the group's activities. There remains considerable scope to increase the recruitment and drive additional engagement of Associate members to represent other home dialysis stakeholder groups and support outcomes in line with the HOME Network vision and strategy.

Organisation structure and governance

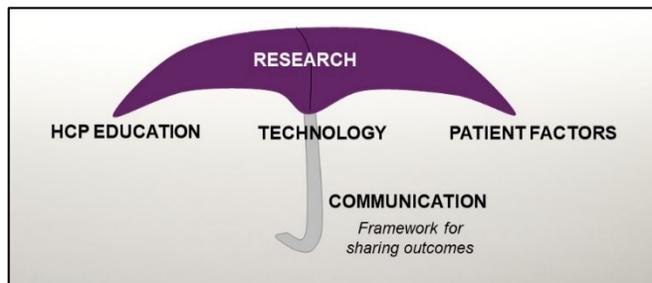
The HOME Network is managed on a day-to-day basis by the Chairperson in partnership with the Chief Operating Officer (a partially funded resource supported by project-based grant funding). They act as the drivers of operations as well as first-level decision makers. They lead project idea generation and compilation of ideas from other sources, including THN members.

The HOME Network's Steering Committee, which also fulfil the roles of focus area leads, acts as the second-level decision makers who review project progress and outcomes, and confirm approval for new project ideas in line with the group's overarching vision and objectives.

In addition, THN members fulfil the role of board of directors to guide the current and future direction of the HOME Network, as well as confirm approval for larger-scale projects. The full membership of the HOME Network meets face to face at its annual workshop to further drive its agenda and outcomes for the group's focus areas.



Focus area actions driven by research



Research is the guiding principle for all projects undertaken under the three focus areas for the HOME Network: healthcare professional education, technology and patient factors (see The HOME Network way of working, below).

Focus area project groups act independently of the Steering Committee to drive projects designed to drive optimal utilisation of home

dialysis in Australia. Importantly, focus area project groups remain fluid and flexible, engaging HOME Network members, associate members and other stakeholders based on their expertise and passion, and capitalising on these resources needed to maximise the impact and influence of the HOME Network.

The HOME Network recognises that outcomes from its work must be disseminated effectively to ensure their maximum impact in line with its vision for increased update of home dialysis in Australia. The group has an active communications arm that provides the framework for sharing these outcomes as well as other developments in the area of home dialysis. The HOME Network's newsletter, *Home Dialysis Update*, is compiled and distributed 3-4 times each year. The HOME Network also seeks to publish results from its work in leading peer-reviewed medical journals and its members frequently present at Australian and international conferences and meetings.

Governance and succession planning

Governance structures and succession plans are in place to ensure leadership roles are cycled and to identify and engage new members to replace those who step down from their involvement. The strategic

plan will continue to be reviewed (and revised where necessary) on an annual basis to ensure the ongoing alignment of The HOME Network with up-to-date issues associated with home dialysis and its utilisation.

The HOME Network current partners

- In 2013 the HOME Network formalised its affiliation with the Renal Society of Australasia (RSA), reflecting mutual interests in increasing the utilisation of home dialysis in Australia and building an important partnership with this body that represents key stakeholders in home dialysis.
- In 2017, the HOME Network established a working partnership with the Australasian Kidney Trials Network to take forward the TEACH-PD online training program into clinical trial (see In focus: TEACH-PD, above).

The strategy underpinning the HOME Network

The HOME Network recognises that the actions its members take need to be aligned with an overarching plan built upon a solid strategy with defined tangible objectives that tackle areas where the group and its members have demonstrable strength in terms of impact and influence. These must also reflect the stepwise process necessary to enact the change of behaviour required to achieve increased use of home dialysis in Australia.

The following sections summarise the key strategic position for the HOME Network. This Strategic Plan 2019-2021 will be shared with future members, interested parties within and beyond the nephrology community, and with current and potential sponsors and partners.

The HOME Network vision, goal and mission statement

Through a directed process of reflection and analysis of strengths, weaknesses and opportunities, the HOME Network has refined its vision, mission and objectives for 2014 onwards. Members are committed to driving outcomes aligned with the group's renewed strategy and working towards achieving their overall vision.

The HOME Network vision

More Australians with chronic kidney disease will embrace the freedom of home dialysis and its associated health benefits.

The HOME Network goal

The HOME Network aims to use its knowledge, experience and influence to enable optimal utilisation of home dialysis in Australia.

The HOME Network mission statement

Through **research**, **education** and **advocacy**, The HOME Network aims to **enable** healthcare professionals with knowledge and resources to **empower** more people with chronic kidney disease (CKD) to embrace the freedom of home dialysis.

The HOME Network core values

The HOME Network is guided by its core values that describe what the group stands for and underpin the way in which the group will continue to work moving forward.

- **Multidisciplinary action:** Working together and across disciplines for the benefit of Australians with chronic kidney disease.
- **Knowledge is power:** Ensuring all Australians and New Zealanders with chronic kidney disease have the information they need to make informed decisions, and that every healthcare professional is appropriately informed and able to support a shared decision-making process about home dialysis with their patients.
- **'Patients' first:** Driving better outcomes for all Australians with chronic kidney disease.
- **Accountability:** Remaining accountable to all HOME Network members, members of the nephrology community, Network partners and sponsors, and to all Australians with chronic kidney disease.

Drivers underlying the 2019–2021 HOME Network focus areas

The HOME Network drivers are those critical factors that will influence the success of the HOME Network initiative. These underpin the three focus areas for 2019-2021.

- Advocacy, education and practical support to address patient factors that inhibit the uptake of home dialysis by Australians with chronic kidney disease.
- Improved awareness, knowledge and education about home dialysis for healthcare professionals.
- Increased focus on new technologies and initiatives that strengthen home dialysis utilisation.

Strategic, long-term goals and directions for 2019–2021

Focus area/driver	Focus area objective	2019-2021 objective
Advocacy, education and practical support to address patient factors that inhibit the uptake of home dialysis by Australians with chronic kidney disease	To identify and engage in developing solutions that address patient factors that facilitate or inhibit the uptake of home dialysis from the patient's perspective, to drive greater uptake and optimal utilisation of home dialysis by Australians with chronic kidney disease.	In 2019-2021, the group will develop and implement/promote an advocacy-driven approach to address one or more of the patient factors previously found to inhibit uptake of home dialysis by Australians and New Zealanders with CKD.
Improved awareness, knowledge and education about home dialysis for healthcare professionals	To identify and engage in developing solutions that facilitate greater awareness and knowledge amongst healthcare professionals about home dialysis and its lifestyle and health-related benefits for Australians with chronic kidney disease.	In 2019-2021, the group will identify, develop and implement/promote an educational approach that builds on or compliments previous successful activities to extend our ability to address gaps in multidisciplinary healthcare professional understanding about home dialysis, empowering them with knowledge such that they are better positioned to help educate Australians and New Zealanders with chronic kidney disease about home dialysis.
Increased focus on new initiatives and technologies that strengthen home dialysis utilisation	To identify and engage in developing solutions that utilise advances in technology and e-health as part of establishing flexible and innovative models of care that strengthen support for Australians at home on dialysis and their carers.	In 2019-2021, the group will continue to explore, develop and implement/ promote clinical and educational initiatives that exploit latest advances in technology (including communication, education and dialysis technologies) to strengthen partnerships with Australians with chronic kidney disease who dialyse at home.

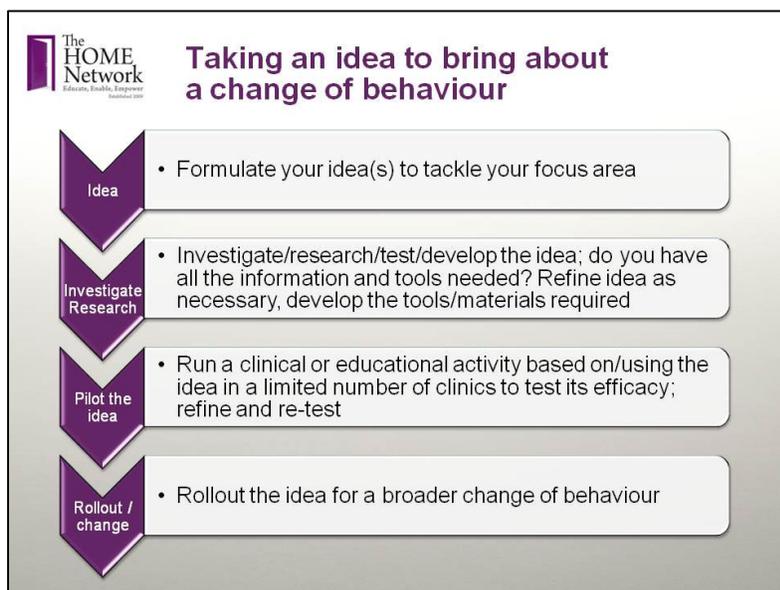
The HOME Network way of working



With the basis of the strategy defined and functional structure in place, The HOME Network is moving forward with emphasis on its three focus areas. The Network recognises the importance of action planning and decision making based on a solid understanding of how it can have best impact to bring about a change of behaviour leading to increased utilisation of home dialysis in Australia. It is also working to identify ongoing and new opportunities to partner with third parties that have a similar vision. Sharing resources, expertise and workload leads to shared benefits in support of that vision and the associated benefits for Australians with chronic kidney disease.

A change of behaviour starts with a great idea. As part of its strategic focus, the HOME Network recognises the need to think beyond tactical approaches to how its members can take ideas forward towards implementation on a bigger scale, resulting in a broader change of behaviour that is more likely to support the group's vision of improved utilisation of home dialysis in Australia and beyond.

In line with this, the group is embracing a step-wise approach that will allow them to undertake investigations/research to substantiate their ideas, develop and implement pilot studies to test these approaches in practice, then plan for broader implementation to bring about an appropriate change of behaviour that drives increased use of home dialysis in Australia. TEACH-PD is an excellent example of the way the HOME Network works



The importance of accountability to sponsors and partners

As the members move through these cycles of action for each focus area, they may need to seek external funding and support for their projects to ensure delivery in a timely manner or to meet the costs of specialist services required for a particular project. The HOME Network would not be able to function and work towards its vision of increased uptake of home dialysis across Australia if it wasn't for the generous support of its sponsors and partners.

The HOME Network understands it is and will continue to be judged upon the successes of its past. An outcomes-driven funding model for the group's activities will ensure current and potential sponsors start to see greater outcomes in return for their investment. Its members hold themselves and the group

accountable to deliver project outcomes in a timely manner and are prepared to justify how funding has been used to drive towards better patient outcomes. As such, the group will provide update reports at regular intervals and/or project completion. While this is often not required by sponsors, the HOME Network feels it is an important step to take to ensure sponsors can see how their investment has contributed to improved practice for Australians with chronic kidney disease.

Indicators of success/benchmarks

Key performance indicators (KPIs) are measurable values that help us understand how well we are performing compared to our strategic goals and objectives. The right set of KPIs will shine light on performance and highlight areas that need attention.

Key performance indicator	Metrics
HOME Network members are actively engaged with driving investigation/research and developing and implementing action plans for the three focus areas, in line with the 2019 strategic plan	<ul style="list-style-type: none"> • Formulation of action plans with tangible steps directed to meet the strategic objectives defined for each focus area. • Regularity of teleconferences for each focus area group (at least once every 2 months) plus regular ongoing communication by email to drive project development and implementation. • Plans implemented include appropriate resourcing and funding as required to drive project outcomes in a timely manner. • Documented progress for each focus area in line with 2019-2021 Strategic Plan.
Successful sourcing of funding to support resourcing and drive project action and outcomes during 2019 onwards	<ul style="list-style-type: none"> • Number of grant/funding applications submitted. • Number of grant/funding applications funded. • Value of funding secured for each focus area/project (as required) and overall.
The HOME Network is recognised as a credible organisation with influence and impact, able to drive action towards its vision of increased use of home dialysis in Australia and beyond	<ul style="list-style-type: none"> • Presence of the HOME Network at key scientific/medical conferences. • Publication of HOME Network research/literature reviews/resources on its website plus cross-promotion by partner organisations and other parties. • Representation on committees with complimentary interests. • Distribution/utilisation of resources developed by the HOME Network by clinics, hospitals and partner organisations as well as other parties. • Repeat funding secured from previous sources.