

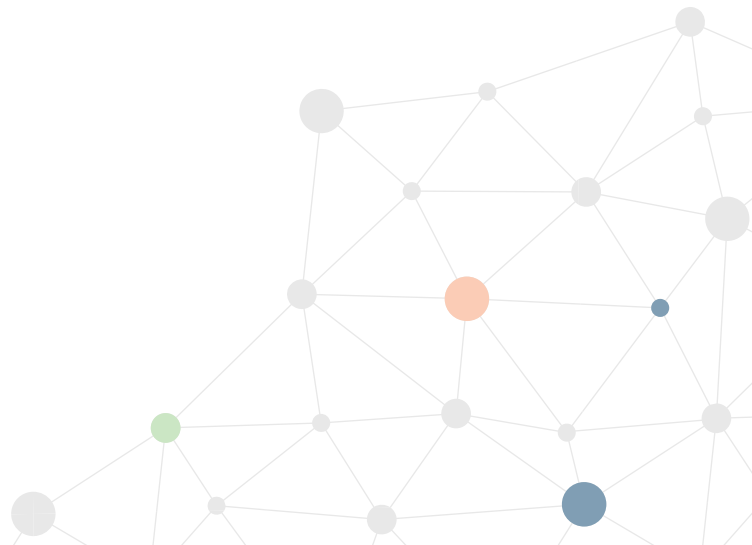
phn
GIPPSLAND

An Australian Government Initiative



Gippsland PHN

Strategic Plan
2023-2025





Acknowledgement

Gippsland PHN acknowledges Aboriginal and Torres Strait Islander peoples as the traditional owners of country throughout Gippsland, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

Gippsland PHN is committed to providing inclusive services and work environments where people of all backgrounds, sexualities, genders, cultures, spiritual beliefs, age, bodies and abilities are valued, supported and celebrated. We also recognise, respect and affirm the central role played in our work by people with lived experience, their families and/or carers.

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Executive Summary

Gippsland PHN is part of a national structure of 31 Primary Health Networks across Australia. Since 2015, Gippsland PHN has been committed to improving health outcomes for the people of Gippsland. Our vision and strategic purpose have been, and remain, a “Measurably Healthier Gippsland”.

A measurably healthier Gippsland can only occur with a unified approach amongst the primary health care system and communities, so we aim to fill a vital role as a trusted and credible source of information, a vehicle for collaboration, and strong advocate, essential to local decision-making. We do this via two primary channels: health system improvement programs, and by commissioning services to address local health needs.

We know that people in Gippsland all want to:

- ensure health issues are prioritised, understood and invested in, using local strengths;
- build and support local capability in primary health care professionals;
- enable transparent communication and information exchange across the health sectors; and
- improve access in primary health services particularly for those at risk of poor health outcomes, and where gaps exist in hard to reach locations.

We therefore make consultative decisions in all the above areas, in ways that are:

- Person-centred
- Striving for equitable health outcomes
- Safe, effective and informed by current evidence
- In partnership with others also working for a seamless health care system
- Committed to continuous improvement using appropriate data and information
- Independent in our advocacy
- Committed to strengthening primary care
- Acknowledging of general practice as the cornerstone of the Australian primary healthcare sector

Strategic Plan on a Page

Strategic Plan 2023-25

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Gippsland PHN - a trusted and credible source of information, a vehicle for collaboration, and strong advocate, essential to local decision-making.

Our vision and strategic purpose:

A measurably healthier Gippsland

Our Values

Community centred
Ethical and respectful
Innovative Accountable
Quality

Our functions



Health Intelligence



Commissioning Services



Primary Care Improvement



Designing for Seamless Care

Our strategic objectives

Progress priority issues

The most needed health issues are understood and invested in using local strengths.

Exceptional organisation

We operate in a financially sustainable manner, with strong governance and staff who are capable, engaged and well led.

Strengthen workforce capability

Professionals and providers have knowledge, use best practice and improve skills.

Commission for service access

People can access services at the right time and in the right place, especially where gaps exist and in hard to reach locations.

Facilitate seamless care

Community, consumers, carers, professionals and providers work together.

driving system enhancement

Intended Outcomes

- Population level issues and trends are understood, forecast, and shared.
- Key regional and local issues are prioritised for action.
- Critical issues are advocated for in relevant settings.
- Impacts of, and evidence for, our investments are demonstrated.
- Consumers are supported to use technology and other means to improve local access to services and reduce demand burden and bottlenecks within physical/in-person services.
- Service delivery commissioned to address gaps in local communities.
- Access pressures are reduced (affordability, transport).
- People and places in Gippsland experiencing the most need have access to appropriate services.
- Consumers own and use their own data.
- Primary care providers connect to each other, with diagnostics providers, community health and hospitals.
- Agencies use collaborative processes to enable seamless consumer care.
- Clinical improvement activities highly subscribed and routine.
- Clinicians have access to best practice training and education.
- People in Gippsland know about their health and local health services.
- Primary Care providers attract and retain staff, and are supported to deliver safe, high quality services.

We achieve our objectives through:



Values



People



Data



Advocacy



Mobilisation



Governance

Who are we and why do we exist?

Gippsland PHN Vision and Strategic Purpose

Gippsland PHN's vision and strategic purpose is for a Measurably Healthier Gippsland.

We are part of the National PHN Program

The Primary Health Networks Program (PHN Program) commenced in 2015 with the establishment of 31 Primary Health Networks (PHNs). Individual PHNs are responsible for identifying and addressing the primary health needs in their region through strategic planning, commissioning services, supporting general practices and other health care providers and supporting the integration of local health care services.¹ The PHN Program has two objectives and seven priority areas for targeted work, outlined in Table 1.

Table 1. National PHN program objectives and priority areas.

National PHN Program Objectives ²	PHN priority areas for targeted work
<ul style="list-style-type: none"> Improving the efficiency and effectiveness of health services, particularly for patients at risk of poor health outcomes Improve coordination of health services, and increasing access and quality support for people 	<ul style="list-style-type: none"> Mental Health Aboriginal and Torres Strait Islander Health Population Health Workforce Digital Health Aged Care Alcohol and Other Drugs

PHNs are expected to respond to the health needs of their region while being guided by the priority areas for targeted work and National priorities as decided by the Government. PHNs receive funding from the Australian Government for a range of activities and functions:

- Commissioning health services to meet local service needs** – this includes analysing relevant health data; prioritising local health needs; working with providers, clinicians and communities to co-design services to meet those needs; and monitoring and evaluating service delivery to inform future needs. PHNs are provided with specific funding to commission services for core primary health care activities, as well as mental health treatment services, drug and alcohol treatment services, and Indigenous-specific health services.
- Health systems improvement** – with the alignment of PHN and Local Hospital Networks (LHN) boundaries, PHNs can support joint planning, collaborative commissioning and health service integration between Commonwealth and state and territory funded health services. PHNs are working closely with service providers to agree referral pathways and support secure sharing of patient information.
- Sector support activities** – PHNs play an important role in providing support to general practitioners and other health professionals, as a key part of strengthening the primary health care system. PHNs' work in this area includes: supporting general practice and other health care providers with quality improvement and accreditation; cultural awareness and competency; workforce development; digital health systems; and patient centred care and best practice service delivery models.
- Operational functions** – including the administration, governance (including the establishment and maintenance of Clinical Councils and Community Advisory Committees) and core functions of PHNs.

In addition, PHNs may deliver activities funded by State and Territory Governments or other funding bodies.

¹ health.gov.au/initiatives-and-programs/phn

² health.gov.au/our-work/phn/what-PHNs-are

Gippsland PHN is an active member of the Victorian and Tasmanian PHN Alliance.³ The Alliance provides a platform for the one Tasmanian and six Victorian PHNs. The Alliance enables the PHNs to collectively achieve the best possible outcomes for local communities and organisations through leadership, collaboration, coordination and synergy.

Gippsland PHN also participates in the national PHN Cooperative, a collective function of which all 31 PHNs in Australia are members.⁴

Our Approach to Outcomes

“Primary health care is care for all at all ages. All people, everywhere, have the right to achieve the highest attainable level of health ... and deserve the right care, right in their community.”⁵

An outcome and values approach to primary care in Gippsland will be best achieved via implementing internationally recognised evidence-based models.

Gippsland PHN is therefore committed to the Quintuple Aim (Figure 1), which underpins the 2023–25 Gippsland PHN strategic Plan and guides future work to achieve a contemporary, quality health system that is outcomes-focused and value-based. In doing so, we want to be considered a trusted and credible source of information, a vehicle for collaboration, and strong advocate, essential to local decision making and capability building.

“The Quintuple Aim and its focus on health equity; clinician well-being; and the pursuit of better health, improved outcomes, and lower costs is an investment that has the potential to be a game changer, not just for society, but for the economy as well.”⁶

THE QUINTUPLE AIM OF EFFECTIVE PRIMARY CARE



Figure 1. Quintuple Aim at Gippsland PHN.

³ vtphna.org.au

⁴ phncooperative.org.au

⁵ World Health Organisation, who.int/health-topics/primary-health-care

⁶ Itchhaporia D. The Evolution of the Quintuple Aim. Journal American College of Cardiology. 2021;78(22):2262-2264.

Gippsland PHN Governance Structure

The Gippsland Health Network Limited Constitution was adopted by members at the Annual General Meeting held on 16 November 2016.⁷ Gippsland Health Network is a public company limited by guarantee, established to promote the health of human beings through the prevention and control of diseases in human beings by improving Primary Health Care and ensuring that Primary Health Care services are better tailored to meet the needs of communities in Gippsland. The constitutional objects of Gippsland Health Network are:

- primarily focusing on the delivery of primary health services to patients and the community for the prevention and control of diseases;
- improving the planning of primary health care services to identify health needs of the community, develop locally focused and responsive health services and address service delivery gaps;
- promoting primary health care and the centrality of general practice for the delivery of effective integrated health management for the community, including initiatives aimed toward improving primary health care, health, raising patient awareness and improving access to appropriate services;
- providing support and education to clinicians and health service providers to improve their patient care;
- establishing effective collaborations to deliver more co-ordinated, integrated, flexible and locally responsive health care services; and
- promoting a culture of safety, efficiency, accountability and continuous improvement in the delivery of primary health care services

Gippsland PHN has a Board of Directors with the Audit, Risk and Finance Committee, Clinical Governance and Performance Committee, CEO Performance and Remuneration Committee, and Director Independent Selection and Remuneration Committee reporting to the Board. This ensures a dynamic coverage of topics and authorities are in place to govern process and approvals that enable the organisational performance. The Board employs a Chief Executive Officer to implement the Board's direction and achieve the organisation's goals and objectives.

Key features of Gippsland PHN are the Clinical Councils and Community Advisory Committee, as illustrated in Figure 2. It is integral to Gippsland PHN that general practice, other health professionals as well as the consumer voice and experience of care in centrally involved in planning and advisory decision making about health solutions.

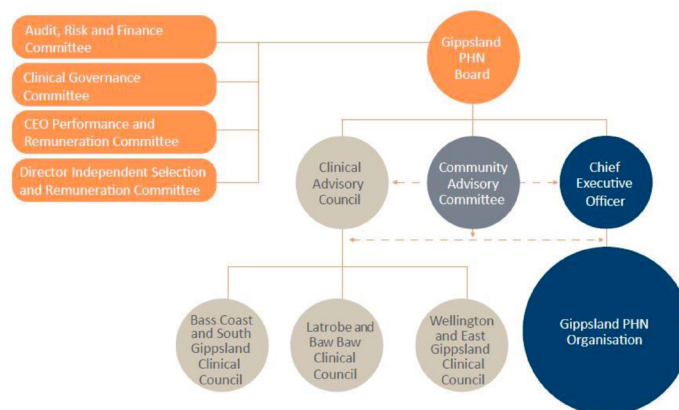


Figure 2. Gippsland PHN Governance Structure.

⁷ Gippsland PHN Constitution, 2022 gphn.org.au/wp-content/uploads/files/pdf/Constitution-Gippsland-Health-Network-Limited-DLA-Piper-v4.0-15-September-2022.pdf

Gippsland PHN is guided by Governance Frameworks which operationally support activities undertaken by the organisation, as illustrated in Figure 3.



Figure 3. Gippsland PHN Governance Frameworks.

Gippsland PHN will monitor and report against our strategic objectives and priorities through:

- PHN Performance and Quality Framework⁸ and specific Key Performance Indicators (KPIs), reported annually to the Commonwealth Department of Health and Aged Care.
- Annual Business Plan comprising all operations under the five strategic objectives, reported quarterly to the Board.
- Strategic Dashboard will spotlight key Business Plan elements, CEO KPIs and PHN Performance and Quality Framework KPIs, reported quarterly to the Board.

We are a part of our communities

A vital success factor for the organisation is continuous meaningful engagement with local stakeholders including community, general practice and health services to influence adoption of best practice and seamless care. The IAP2 Spectrum is an internationally recognised framework designed to help select the level of participation that defines the public’s role in any community and/or stakeholder engagement activity. Gippsland PHNs engagement is grounded in the IAP2 Spectrum. Figure 4 represents how Gippsland PHN adapts the IAP2 Spectrum in its work.

		INCREASING IMPACT ON THE DECISION				
		Inform	Consult	Involve	Collaborate	Empower
Stakeholder Participation	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain stakeholder feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of stakeholders.	
	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.	
Gippsland PHN Communication and Engagement Tools and Methods	Fact Sheet Poster Brochures Video Presentations Media Releases Website Social Media Newsletters Tenderlink Annual Report Strategy on a Page Radio TV Newspaper	Surveys Focus Groups Stakeholder Workshops Online Consultations Social Media seeking engagement General Practice and health service engagements	Forums Project Workgroups Organisational workgroups Social media closed forums Website forums Codesign workshops Community Advisory Committee Clinical Council	Project Steering/ Governance Committees Direct Partnerships Clinical Advisory Council	Election of Gippsland PHN Board Directors Participation on Tender Evaluation Panels	

Figure 4. Implementation of IAP2 Spectrum at Gippsland PHN.

As promised in the Community and Stakeholder Engagement and Communication Governance Framework⁹, “Gippsland PHN will engage its communities and stakeholders in key decisions to ensure transparency and accountability, recognising that this can be achieved moving fluidly across the spectrum as required.”

Gippsland PHNs Strategic Communications and Engagement Strategy¹⁰ provides the organisation with guidance in communication and engagement principles, key messages, and stakeholder analysis.

⁸ health.gov.au/resources/publications/primary-health-networks-phn-performance-and-quality-framework

⁹ Gippsland PHN Community and Stakeholder Engagement and Communication Governance Framework (2021)

¹⁰ Gippsland PHN Strategic Communication and Engagement Strategy (2021)

Gippsland regional profile

Gippsland PHN Catchment Information

The Gippsland PHN catchment covers a geographic area of 41,556 km² with a population of over 300,000 people. It comprises the Local Government Areas of Bass Coast and South Gippsland, Baw and Latrobe, and Wellington and East Gippsland. Population demographics and profile are presented in the Community Snapshot as Figure 5.

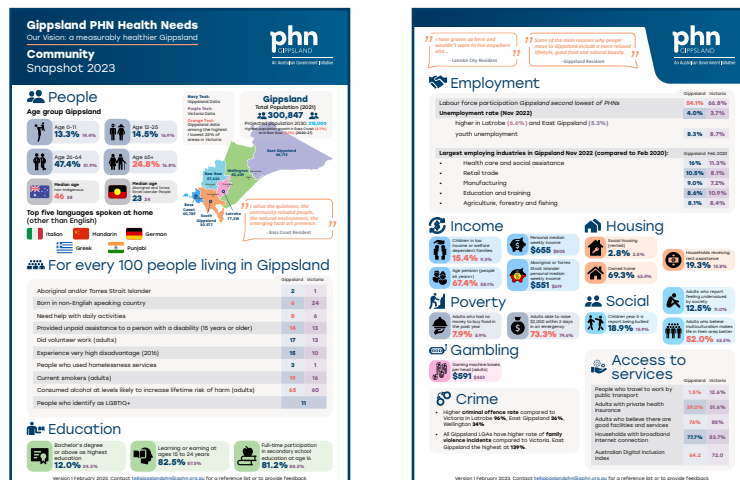


Figure 5. Gippsland PHN Community Snapshot.¹¹

Gippsland PHN Health Priorities

Gippsland PHN conducts ongoing population health planning, with an annual reporting requirement to the Department of Health. The Health Needs Assessment 2022-25 highlighted multiple and complex priorities for Gippsland’s health system and priorities for action by Gippsland PHN were identified (Figure 6).¹²

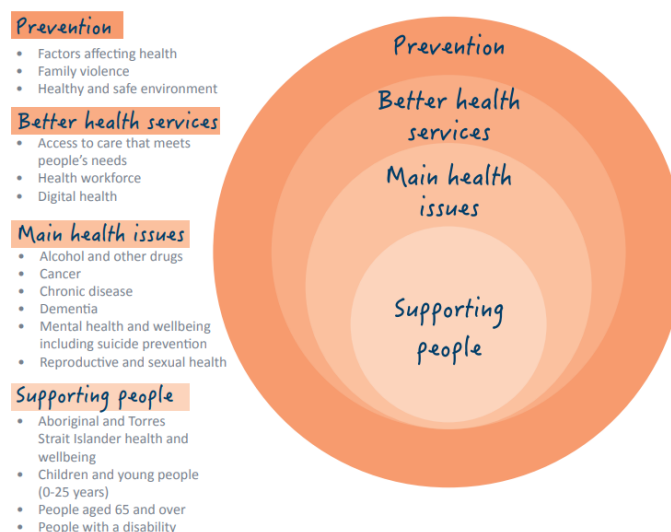
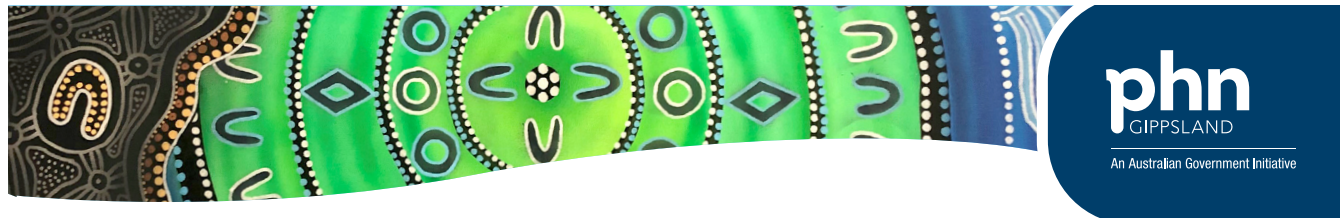


Figure 6. Gippsland PHN Priorities 2022-25.

¹¹ Gippsland-PHN-Community-Snapshot-February-2023 gphn.org.au/wp-content/uploads/files/pdf/Community-Snapshot-V5.pdf

¹² Gippsland PHN Health Needs Assessment 2022-25, gphn.org.au/what-we-do/health-planning-research-and-evaluation/population-health/our-priorities/

2023-25 Strategic Plan



2023-25 Strategic Plan

Vision and strategic purpose: A measurably healthier Gippsland

Strategic Objective	Quintuple Aim	Intended Outcome	Measure
Progress priority issues that respond to community needs: the most needed health issues are understood and invested in using local strengths	Improved population health	Population level issues and trends are understood, forecast, and shared	Quarterly published content such as issues papers
		Key regional and local issues are prioritised for action	Health Needs Assessment (HNA) delivered and informs commissioning activities
		Critical issues are advocated for in relevant settings	Submissions to relevant consultations demonstrate influence
		Impacts of, and evidence for, our investments are demonstrated	Link between HNA and investments is visible through data driven insights Research and evaluation is leveraged to scale up what works Evidence from international and local best practice informs commissioning activities
Strengthen workforce capability for safe, quality services: professionals and providers have knowledge, use best practice and improve skills	Improved consumer experience	Clinical improvement activities highly subscribed and routine	Engagement with quality improvement activities
		Clinicians have access to best practice training and education	Satisfaction rates with training and education Engagement with Training & Education.
		People in Gippsland know about their health and local health services	Outcomes from activities promoting health literacy and empowerment of consumers. Consumer experience measures used routinely. Providers routinely use consumer reported outcome measures (PROMS)
		Primary Care providers attract and retain staff, and are supported to deliver safe, high quality services	Engagement with projects that improve provider digital literacy. Rates of practice accreditation. Providers engaging in new and innovative multidisciplinary models of care. Training and development provided to practice managers
Facilitate seamless care across the system: community, consumers, carers, professionals and providers work together	Improved provider experience	Consumers own and use their own data	Increased uptake of My Health Record for consumers and providers
		Primary care providers connect to each other, with diagnostics providers, community health and hospitals	Providers delivering multidisciplinary, multiagency models of care Co-commissioned services with State Department Health which connect primary and acute care. Successful completion of Mental Health Bilateral activities Successful completion of Primary Care Bilateral activities Implementation of Allied Health Engagement Framework
Commission for service access that reaches those most in need: people can access services at the right time and in the right place, especially where gaps exist and in hard to reach locations	Improved health equity	Agencies use collaborative processes to enable seamless consumer care	E-referral system established for Gippsland Wait times to service Change management approaches are used to support providers to transition to new models of care and service delivery.
		Consumers are supported to use technology and other means to improve local access to services and reduce demand burden and bottlenecks within physical/in-person services	Increased uptake of telehealth models of care by consumers and clinicians Increased uptake of Remote Patient Monitoring by providers and consumers for the management of chronic disease
		Service delivery commissioned to address gaps in local communities	Delivery of Community Led Integrated Healthcare models Commissioning is informed by community and stakeholder consultation and insights
		Access pressures are reduced (affordability, transport)	After hours and primary care based urgent care services reduce emergency department burden Trials of voluntary patient enrolment models improve access to general practice
Perform as an exceptional organisation: our operations and results are transparent and measurable	Improved cost efficiency	People and places in Gippsland experiencing the most need have access to appropriate services	Vulnerable populations are supported to access care in ways that are accessible and responsive to their needs
		We operate in a financially sustainable manner	Performing to budget
		Gippsland PHN staff are capable, engaged and well led	Annual staff survey participation Annual staff survey result % staff turnover % staff undertaking professional development
		We operate in accordance with funder requirements and have a defensible risk profile	% Commonwealth funding underspend Transition to Primary Health Insights Compliance with ISO accreditation for data governance
		Commissioned service performance and value for money is demonstrated	Demonstrated outcomes in alignment with quintuple aim. Unit cost of services

Figure 7. Gippsland PHN Intended Strategic Outcome.