

phn
DARLING DOWNS
AND WEST MORETON

An Australian Government Initiative

Strategic Plan 2019 - 2021



Darling Downs and West Moreton PHN wishes to acknowledge Australia's Aboriginal and Torres Strait Islander people as the Custodians of this land.

We pay our respect and recognise their unique cultures and customs and honour their Elders past, present and emerging.



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Regional Snapshot



560,000+
people living in
urban and rural
areas



54,000 people
aged 70 and
over



8 local
government
areas affected
by drought



10,000
migrants and
refugees



high rates
of anxiety and
depression



25,000
Aboriginal and
Torres Strait
Islander
people



#1 ranking
for physical
inactivity



a high
population
growth rate

Darling Downs and West Moreton PHN gratefully acknowledges the financial and other support from the Australian Government Department of Health. While the Australian Government Department of Health has contributed to the funding of this material, the information contained in it does not necessarily reflect the views of the Australian Government and is not advice that is provided, or information that is endorsed, by the Australian Government. The Australian Government is not responsible by negligence or otherwise for any injury, loss or damage however arising from the use of or reliance on the information provided herein.

Introduction

The role of Darling Downs and West Moreton PHN is to better understand the health needs of our community and support equitable delivery of primary health care services ensuring that all people living in our region, especially marginalised or vulnerable groups, have access to a responsive, integrated and high quality primary health care system.

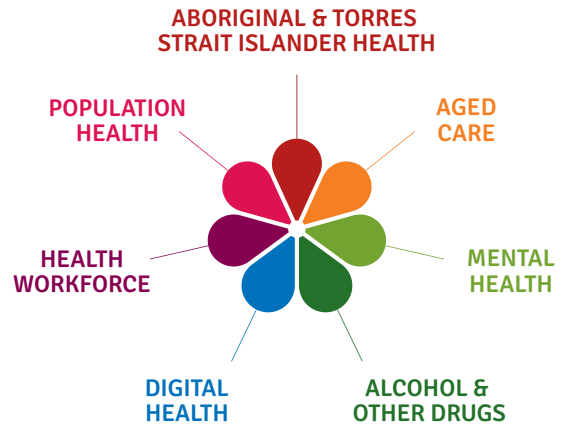
OUR MISSION AND ROLE

Established by the Australian Government in July 2015, our PHN is tasked with undertaking extensive population health planning to identify service gaps to inform the development of local strategies to meet these needs.

This is achieved in collaboration with the primary health sector, Queensland Government hospital and health services (HHS), the social sector and the community. Where gaps exist, our role as a PHN is to commission health care service delivery from health care providers throughout the region.

Our PHN is responsible for implementing the Australian Government's seven key priorities for targeted work. We are also tasked with providing feedback to the Australian Government Department of Health about specific health care topics to assist with planning for health services into the future.

OUR KEY PRIORITY AREAS



We are working towards our vision of:

“ Building healthier communities through a connected, responsive and sustainable primary health care system. ”



Our vision, purpose and objectives

Our vision, purpose, objectives, goals and guiding values until the year 2021 have been identified, committed to and endorsed by the Board and our people.

VISION

Building healthier communities through a connected, responsive and sustainable primary health care system.

PURPOSE

We work to understand the primary health care needs of our communities and, with our partners, we create an integrated primary health care system that delivers better health outcomes for people living in the Darling Downs and West Moreton.

OBJECTIVES

Our objectives are focused on:

- 1 increasing the efficiency and effectiveness of health services, particularly for patients at risk of poor health outcomes; and
- 2 improving the coordination of care to ensure patients receive the right care in the right place at the right time.

Our goals and guiding values

GOALS



HEALTHY PARTNERSHIPS

Primary care health partners working together to deliver better health outcomes.



HEALTHY SYSTEMS

Coordinated, integrated care delivered in the right place, at the right time.



HEALTHY PEOPLE

A well-trained and supported health workforce delivering better health outcomes.

GUIDING VALUES

We pride ourselves on our commitment to making a change to our organisational culture, which is guided by six key values. These values represent the voices of our staff members and have been endorsed by the Board of Darling Downs and West Moreton PHN. These values will underpin everything we do internally and externally.

COLLABORATION

INNOVATION

INTEGRITY

TRANSPARENCY

ACCOUNTABILITY

RESPECT

Our 2019 - 2021 Strategic Plan

With a view to achieving our vision in the year 2021, Darling Downs and West Moreton PHN undertook a strategic planning process in 2018 and developed our initial Strategic Plan over two Horizon periods. During this process, we carefully considered the seven priority areas set by the Australian Government Department of Health in the context of our region's health needs.

DARLING DOWNS AND WEST MORETON PHN'S 2019 - 2021 PLANNING

During the 2018 - 2019 year, our PHN focused on five priority areas:

- mental health;
- population health and chronic diseases;
- engagement, partnerships and relationships;
- HealthPathways; and
- digital health.

Having achieved a high level of success on the strategies relating to the above areas of focus, the Strategic Plan will now shift to Horizon 2 for the 2019 - 2021 period while embedding the 2018 - 2019 priorities.

The 2019 - 2021 priorities are:

- people;
- workforce;
- processes; and
- innovation and technology.

This period will place the emphasis on our transition as an organisation that embraces improvements, updates, changes to technologies, new best practices and evolved strategies. We will continue our successes and welcome improvements toward a position of quality and excellence as a fully integrated and collaborative PHN.



Horizon 1: Embedding and monitoring our 2018 - 2019 priorities

STRATEGIES	OUTPUTS	OUTCOMES
EVIDENCE		
<p>Build an analytics capability and foster a culture of using data and evidence to inform service needs and future strategies.</p> <p>Support general practices to identify and implement opportunities for quality improvement.</p> <p>Highlight areas of need within our community utilising population health data and predictive analytics.</p>	<p>Develop capacity and enhance capability of our Primary Care Liaison Officers to support practices and partners.</p> <p>Engage PHN staff in relevant communities of practice.</p> <p>Continual evaluation of services to build evidence-based practices which feed into the planning and commissioning cycle.</p> <p>Focus on health outcomes for people who are vulnerable, marginalised or experience health and social disadvantage.</p>	<p>Improved data quality and integrity.</p> <p>Improved community health outcomes.</p> <p>Commissioned services that are evidence-based and demonstrate value for money.</p>
ENGAGEMENT		
<p>Implement and review our Stakeholder Engagement Strategy including seeking feedback to inform review.</p> <p>Ongoing focus and renewal of our health workforce strategy.</p> <p>Continue the use of technology to support education, collaboration and events to ensure a high level of access for our broad regional area.</p> <p>Strengthen relationships and collaboration with our HHS.</p> <p>Ongoing population health promotion and education particularly around mental health and chronic conditions.</p>	<p>Launch of our General Practice Investment Strategy.</p> <p>High level of support and enablement for our partners through health promotion, education and CPD-compliant professional development opportunities.</p> <p>Strategic engagement and liaison with health professionals to support improvements in services, particularly for vulnerable people, for example efficient transition arrangements from hospital.</p> <p>Annual and ongoing feedback mechanisms.</p> <p>Place-based programs delivered in collaboration with partners including HHSs, the University of Southern Queensland (USQ), Toowoomba Regional Council and Toowoomba and Surat Basin Enterprise (TSBE).</p>	<p>High level of positive feedback, involvement and collaboration with our health partners.</p> <p>Increased rate of attendance at education sessions and events.</p> <p>Strong reputation and awareness of the PHN across our primary care provider network.</p> <p>Strong community partnerships.</p> <p>Well developed relationships in delivering place based strategies.</p>
PATHWAYS		
<p>Strengthen and expand the use of HealthPathways in the primary health care system to ensure the right care, right place, right time, delivered by the right person.</p> <p>Connect, coordinate and integrate patient care through enhanced cross-sector collaboration.</p> <p>Explore options for service provision in drought affected areas of our region.</p>	<p>Clear referral pathways including a streamlined process for GPs.</p> <p>Evidence-based referral pathway and resource tool for mental health.</p> <p>Increased support for GPs and standardised care plans.</p> <p>Up-to-date service mapping.</p> <p>Contemporary Regional Mental Health and Alcohol and Other Drug Plan.</p>	<p>Improved consumer experiences within our health system.</p> <p>Improved health outcomes for our community.</p> <p>High level of confidence in the services within our community.</p> <p>Improved integration and connection between services.</p>

Horizon 2: 2019 - 2021 priorities

STRATEGIES	OUTPUTS	OUTCOMES
PEOPLE		
<p>Engage and involve stakeholders from our community in our PHN activities.</p> <p>Build health literacy of health consumers.</p> <p>Regular communication with health consumers and providers ensuring they are informed of PHN updates and initiatives.</p>	<p>Mechanisms to gather input and collaboration of both consumers and health partners through relevant forums and surveys.</p> <p>Scheduled education events and publications.</p> <p>Strong engagement with consumers and other stakeholders through contribution to program development.</p> <p>Promote and encourage consumer engagement with our PHN through co-design, representation on committees and advisory councils and other activities.</p>	<p>Increased participation and consultation of consumer.</p> <p>Programs that are fit for purpose and meet the needs of consumers.</p> <p>Robust mechanisms for stakeholder contribution and representation through the Clinical Council and Community Advisory Committees.</p>
WORKFORCE		
<p>Provide opportunities for a well trained and supported health workforce.</p> <p>Embed our Capability Framework within the PHN.</p> <p>Board Members and Senior Leaders actively engage and promote the activities of the PHN and build stronger foundations by leveraging business opportunities and relationships.</p>	<p>Embed our GP Investment Strategy.</p> <p>Targeted, informative and value add educational and development opportunities for the broader health workforce.</p> <p>Personal, professional and competency based development opportunities for our PHN staff.</p> <p>We will harness:</p> <ul style="list-style-type: none"> • opportunities to raise awareness and involvement of the PHN; • joint ventures including funding and cross jurisdictional activities; and • well considered alternative revenue sources which are strategically aligned. 	<p>A supported workforce with knowledge, skills and experience.</p> <p>Improved staff engagement and retention.</p> <p>Performance Management Policy and Procedures embedded in an annual cycle.</p> <p>Improved stakeholder feedback.</p> <p>Dispersed revenue sources to balance the organisation's income reliance.</p> <p>Demonstrated engagement of leadership and Board members.</p>
PROCESSES		
<p>Ensure the business has effective and efficient business systems and processes aligned with requirements of a Quality Management System with standards recognised Internationally (ISO 9001:2015).</p> <p>Explore opportunities to use technology to improve business processes and efficiency.</p> <p>Collect and analyse data to inform priorities to improve health outcomes by both our PHN and our health partners.</p>	<p>Embed and strengthen our Commissioning Framework and contracting practices which is underpinned by evidence and robust data analysis.</p> <p>Develop and implement the processes required to share relevant data with our practices to inform their decision making and quality improvement focus areas.</p> <p>Create a robust Data Governance and Information Security Governance Framework including the establishment of a Data Governance Committee.</p>	<p>Commissioned services demonstrate value for money and improved health outcomes.</p> <p>Our data governance and information security systems are trusted.</p> <p>Maximised use of technology in our processes:</p> <ul style="list-style-type: none"> - commissioning; - stakeholder engagement; - collaboration; and - mobility. <p>Business processes aligned to quality standards.</p>

STRATEGIES	OUTPUTS	OUTCOMES
INNOVATION AND TECHNOLOGY		
<p>Optimise the technology and tools used to collect, analyse and share data.</p> <p>Explore innovative technologies to connect, collaborate and provide services.</p> <p>Sharing and harnessing technical expertise, knowledge and skills to optimise the use and application of technologies supporting better health outcomes.</p> <p>Implement Customer Relationship Management (CRM) into the PHN to support stakeholder engagement and liaison, PHN business processes and communication.</p>	<p>Implement the PHN Exchange and provide reports to general practices with contemporary data and practice performance information to support quality improvement.</p> <p>Contribute our technical knowledge and needs to inform our data collection requirements within the PHN environment.</p> <p>Ongoing collaboration to ensure best practice and contemporary technology and systems.</p>	<p>General practices in our region understand and value the PHN Exchange to support their quality improvement activities.</p> <p>Well developed relationships and reputation within the PHN community as a leader in using data and analytics to inform our activities.</p> <p>A reliable Customer Relationship Management (CRM) system facilitates our customer engagement.</p>



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**Local Integrated
Primary Health Care**

