

# Strategic Plan 2018/19





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# Acknowledgements & Abbreviations

## Acknowledgements

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The Darling Downs and West Moreton PHN acknowledges the Traditional Custodians past and present, whose lands We walk, We work and We live. We acknowledge and pay our deepest respects to Elders past and present throughout the country, whose passing down of knowledge, continued resilience and strong sense of identity and purpose, have continued towards Aboriginal and Torres Strait Islander Advancement in Australia.

The 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. The Australian Government is not responsible in negligence or otherwise for any injury, loss or damage however arising from the use of or reliance on the information provided herein.

Similarly, the contribution of the Darling Downs and West Moreton PHN Board, staff and partner health care providers is also acknowledged, for their respective input and feedback for this 2018-2019 Strategic Plan.

## Abbreviations

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<b>AMS</b>	Aboriginal Medical Service
<b>AWP</b>	Activity Work Plan
<b>CEO</b>	Chief Executive Officer
<b>DoH</b>	Commonwealth Department of Health
<b>GP</b>	General Practitioner
<b>HHS</b>	Hospital and Health Service
<b>HNA</b>	Health Needs Assessment
<b>ieMR</b>	Integrated Electronic Medical Record
<b>MyHR</b>	My Health Record
<b>PHN</b>	Primary Health Network

# Introduction

The role of Darling Downs and West Moreton PHN is to better understand the health needs of the Darling Downs and West Moreton 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 system.

## Mission & Role

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

This is achieved in collaboration with general practice, the primary health sector, HHSs, 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.

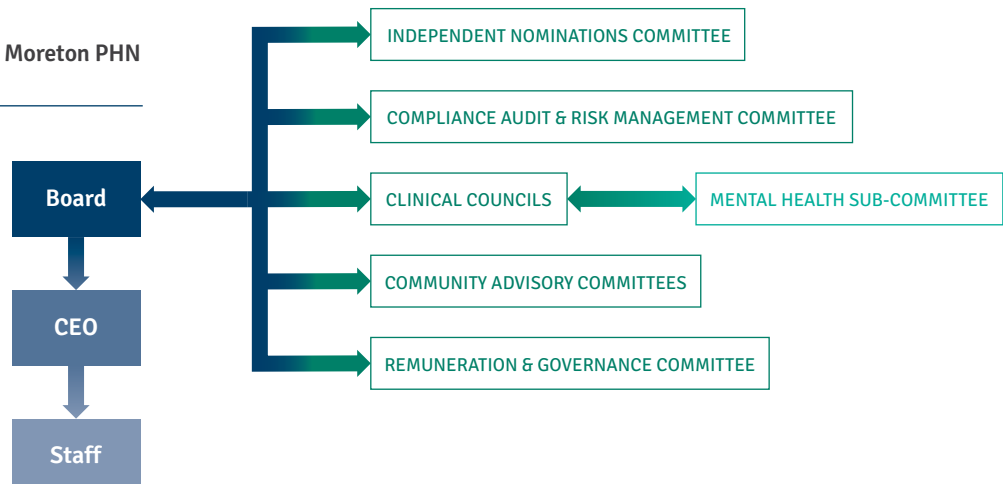
This might be required because individuals or families may not be able to afford the care they need, or because the lower level of demand means that without funding, independent businesses would be unable to deliver the necessary services. Darling Downs and West Moreton PHN is required to achieve solutions that provide the best value for money; this is achieved through considering service gaps and the needs of the community and working with service providers to augment and/or increase their delivery through active and genuine co-design and innovation. Darling Downs and West Moreton PHN is responsible for implementing the Federal Government’s seven key priorities for targeted work and is also tasked to give feedback to the Government about specific health care which would assist with planning for health services into the future.

To accomplish our mission and fulfil our role, Darling Downs and West Moreton PHN operates under a governance framework with the Board being in partnership with Clinical Councils, Community Advisory Committees and Mental Health and Other Drugs Sub-Committees for both the Darling Downs and West Moreton regions. While the Board provides oversight and guidance to the PHN’s Executive Team and staff, the Clinical Councils and Community Advisory Committees represent the voices of community stakeholders and advise the Board during decision-making processes.

### Key Priority Areas

- Mental Health
- Digital Health
- Aboriginal & Torres Strait Islander Health
- Aged Care
- Population Health
- Alcohol and Other Drugs
- Health Workforce

### Darling Downs and West Moreton PHN Governance Structure



## Year in Review

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Darling Downs and West Moreton PHN formulated our overarching strategy for 2017/20, which is to ensure that all people living in our region, particularly marginalised and vulnerable groups, have access to responsive, integrated and high-quality primary health services. We achieved a number of key milestones through our work in the community last year, consisting of:

- Commissioning \$19.49 million of new services for the community.
- Reforming services to focus on evidence-based needs and outcomes.
- Using data, including workforce data, to inform our priorities to re-focus on the capability and needs of our workforce.
- Evaluating a number of our investments/programs to better understand what works.
- Maintaining strong working relationships with the two HHSs in the region, namely Darling Downs Health and West Moreton Health.
- Strengthening relationships with CEOs of AMSs in the catchment to discuss opportunities for ongoing partnerships.

**In addition, we endeavoured to improve our organisational structure and processes as a PHN. Our progress to date includes:**

- Further realising opportunities for embedding governance process including realigning the Board and Clinical Councils, and enhancing the sub-committees including the Mental Health Sub-Committee.
- Creating and implementing a People and Culture Framework for human resources, culture, training and performance, with a focus on strengthening Darling Downs and West Moreton PHN's workforce. We also developed our People and Culture Infrastructure through a number of initiatives, including the implementation of a training and development suite to enhance our achievement culture. For the management team, we successfully recruited a business and healthcare qualified CEO, who commenced her leadership of the organisation in January 2018.
- Completing our Service Mapping and Health Needs Assessment was a highlight of our operational achievements, which is critical to building capability to raise performance of the organisation.





# Vision, Purpose & Objectives



While our objectives are set by the Commonwealth Department of Health, our vision, purpose, goals and values until the year 2020 have been identified, committed and endorsed by the Board and our people.

## → VISION

Making a difference by building healthier communities through connected, responsive and sustainable primary health care.

## → PURPOSE

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

## → OBJECTIVES

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

# Goals & Guiding Values

## Our 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 four 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 including our decision making, engagement framework and commissioning model.





## **COLLABORATION**

We are working as a unified team, seen as one organisation with no silos. We are united in our direction and goals. We are a supportive team. We celebrate our wins and successes.

## **INTEGRITY**

We value transparency and honesty, so that we can be strong and confident in our decisions. We have integrity in everything we say and do.

## **ACCOUNTABILITY**

We are committed to making a difference in what we do and being on the front foot. We hold ourselves and each other to account to our commitments and promises. We must continue to change our organisational culture and innovate what we are doing now. We ensure that we are all represented in the organisational values.

## **TRUST**

We will be respectful and kind, which enables us to develop trust and work together as a functional family.



# Engagement & Partnerships

**Our partnerships are a vital component of the decisions and investments we make in our community. We understand that it is important to work with community stakeholders and health consumers to discuss priorities and to co-design programs and solutions.**

The community also provides an opportunity to communicate Darling Downs and West Moreton PHN's activities, desired outcomes, rationales and frameworks for our work. Our partners include Clinical Councils, Community Advisory Committees and various Aboriginal and Torres Straits Islander health services.

## Clinical Councils

**The Clinical Councils have been established as a Committee of the Board of Darling Downs and West Moreton PHN, and their purpose is to report on clinical issues to inform the Darling Downs and West Moreton PHN Board's decisions on the unique needs of their respective communities, including in rural areas.**

In providing guidance and advice, the Clinical Councils ensure a clinical perspective is considered by the Darling Downs and West Moreton PHN Board and CEO so that decisions, investments and innovations are patient-centred, cost-effective, locally relevant, aligned to departmental and local expectations and appropriately prioritised.

The Clinical Councils act as the regional champions of locally relevant clinical care pathways designed to streamline patient care, improve the quality of care and utilise existing health resources efficiently to improve health outcomes.

There are two Clinical Councils representing the Darling Downs and West Moreton region: the Darling Downs Clinical Council and the West Moreton Clinical Council.

## Community Advisory Committees

**The purpose of the Community Advisory Committees is to bring together diverse perspectives across a range of population and disease groups, particularly focused on those populations who are at higher risk of poor health outcomes and contribute to significant avoidable use of hospitals. Representing the communities of the region, the Community Advisory Committees are responsible for assisting the Darling Downs and West Moreton PHN with strategic input, planning and communication as well as participating in the development of local clinical pathways.**

It is important to note that members are representative of their community, and have been selected based on their personal and related experiences of the health system. Membership is drawn from a number of targeted communities in the region and includes representation of older people, people with a disability, people with a chronic condition, people with a mental illness, people from culturally and linguistically diverse populations, Aboriginal and Torres Strait Islander people, LGBTIQ+ people, children and young people, and carers.

Due to the differences across communities, there are two Community Advisory Committees: Darling Downs Community Advisory Committee and West Moreton Community Advisory Committee.

## Partnerships with Aboriginal Medical Services and Aboriginal Controlled Community Health Services

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**Darling Downs and West Moreton PHN has individual partnerships and funding agreements with different Aboriginal and Torres Strait Islander health service providers to deliver a variety of services across the Darling Downs and West Moreton region. As such, there have been five Aboriginal and Torres Strait Islander services commissioned by Darling Downs and West Moreton PHN to deliver Care Coordination and Supplementary Services and Outreach Worker services across our region.**

Forming these partnerships is one way for Darling Downs and West Moreton PHN to fulfil our commitment to improving the health outcomes, access and equity for Aboriginal and Torres Strait Islander people living in our region. The focus of our work is to increase self-determination for health consumers and health service providers in the Aboriginal and Torres Strait Islander communities.

As such, Darling Downs and West Moreton PHN works to facilitate Aboriginal and Torres Strait Islander health service delivery, enabling consumers to make informed choices and health professionals to execute evidence-based decisions about health care within their own communities. To achieve this commitment, we have implemented a number of initiatives, including Closing the Gap and embedding culturally-sensitive health services.

Darling Downs and West Moreton PHN will further strengthen our commitment to Close the Gap in 2018/19 with the development of a Reconciliation Action Plan (RAP) specific to our region. Our RAP will outline the actions we will take to show respect and identify opportunities to further build positive relationships with Aboriginal and Torres Strait Islander people in our community.

## Partnership with Darling Downs Health and West Moreton Health

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**Through partnerships with the Darling Downs Health and West Moreton Health, joint programs have been introduced to relieve pressure on Emergency Departments. In regards to presentations of non-life threatening conditions, patients are triaged and, where appropriate, diverted to GP Clinics.**

Darling Downs and West Moreton PHN has provided funding for community-based wound care and after hours palliative care to reduce re-hospitalisation and scoped a Nurse Practitioner model of service to manage patients from Residential Aged Care Facilities After Hours.

Strong and trusted partnerships with primary, secondary and tertiary health is essential in order to undertake joint Mental Health planning and implement joint clinical education events to support staff, develop their knowledge and lift the level of healthcare for our community.





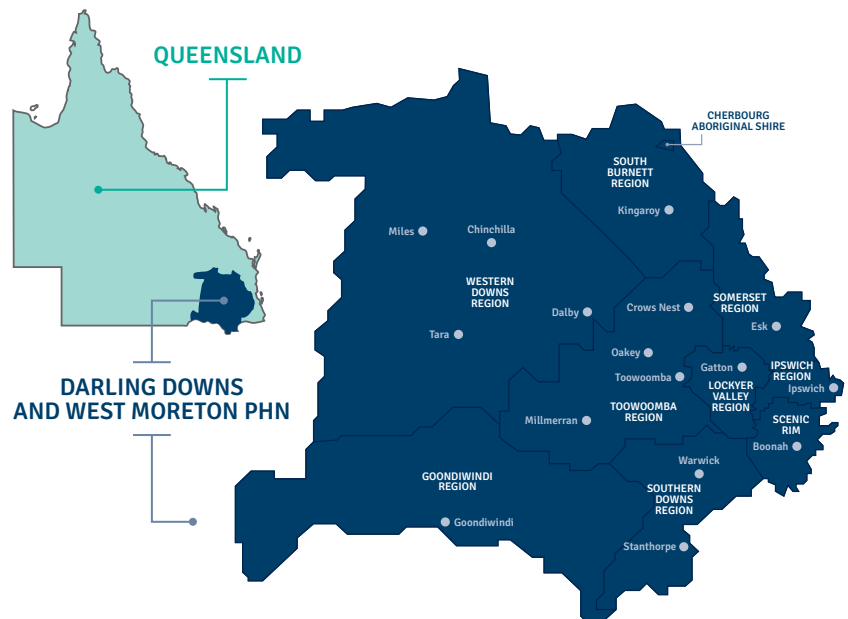
# Population & Geographic Profile

Darling Downs and West Moreton PHN includes metropolitan, urban and rural regions, with a combined population of around 560,000 people within the catchment.

The catchment region of Darling Downs and West Moreton PHN covers more than 95,500km<sup>2</sup> across 10 local government areas and encompasses the major communities of Ipswich and Toowoomba, plus the surrounding rural communities of Lockyer Valley, Boonah (Scenic Rim), Esk (Somerset), South Burnett, Southern Downs, Goondiwindi and the Western Downs.

The total population of the catchment is approximately 560,000 people, with an Aboriginal and Torres Strait Islander population of approximately 25,000 people. The total population growth across the Darling Downs and West Moreton PHN catchment is projected to continue at approximately 2.4%, higher than the state-wide average growth (1.7%), reaching almost 985,000 people by 2036. Expected population increases represent a significant feature of the eastern and southern parts of the West Moreton area. The large land mass and geographically dispersed population base provides several challenges for the equitable delivery of healthcare. These factors significantly affect future health needs and health service delivery.

## The Darling Downs and West Moreton PHN region



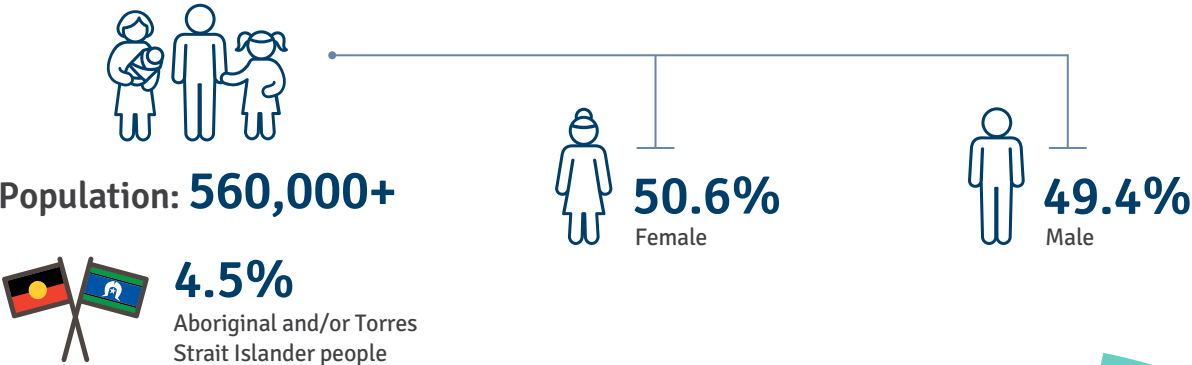


**One important challenge for Darling Downs and West Moreton PHN is to improve the health outcomes and health access to the people of our region with the greatest need.**

Our PHN remains specifically committed to addressing the issue of health inequity for Aboriginal and Torres Strait Islander people. Overall, chronic disease prevalence rates in

the region are generally higher than Queensland average, and the health behaviours of the population are commonly below the state average with weight, diet, physical inactivity

and smoking being key health risk factors. The premature mortality rates for all disease groups are significantly above the state-wide rates



**2018/19  
Strategic Plan**



With a view to achieving our vision in the year 2020, Darling Downs and West Moreton PHN undertook a horizon planning process. During this process, we carefully considered the seven priority areas set by the Commonwealth Department of Health in the context of our region’s health needs.

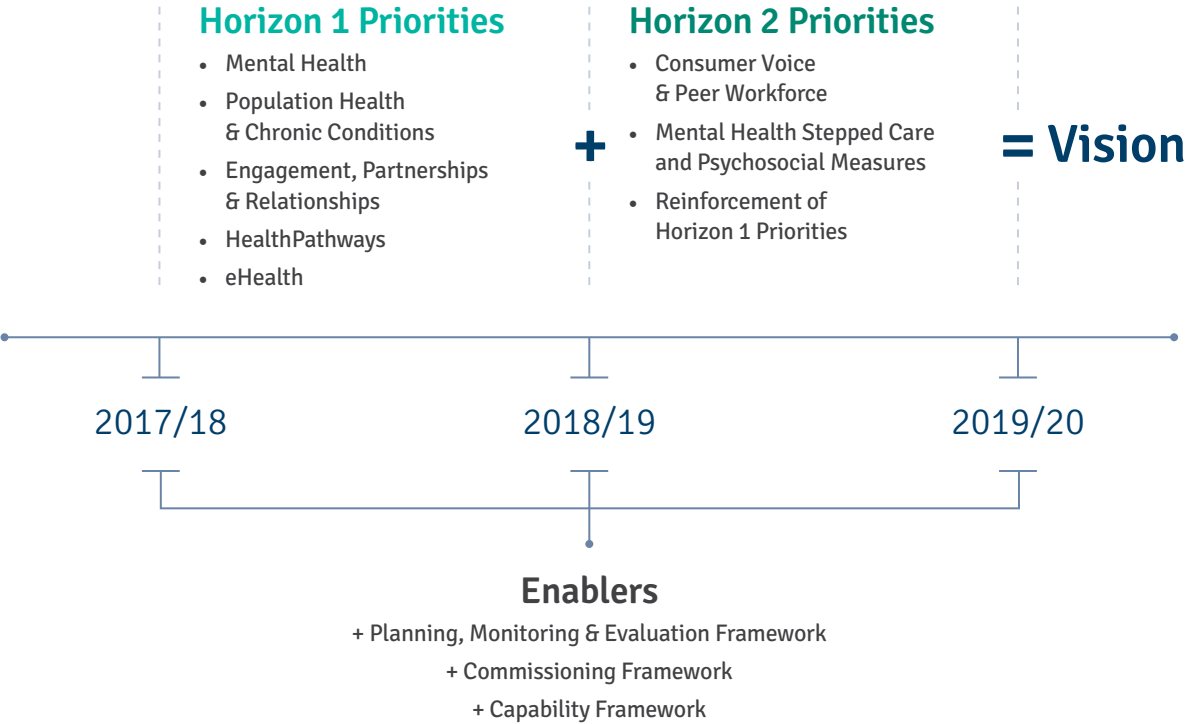
**DARLING DOWNS AND WEST MORETON PHN’S 2018/20 HORIZON PLANNING**

The 2018/20 horizon plan encompasses different priorities for Darling Downs and West Moreton PHN over a two-year duration to achieve our vision in 2020. During the year 2018/19, Darling Downs and West Moreton PHN aims to focus on five priorities:

- Mental Health
- Population health and chronic conditions
- Engagement, partnerships and relationships
- HealthPathways
- eHealth with five main target areas, including MyHR, The Viewer, Data Analytics, Telehealth and ieMR.

The following 12 months between 2019 and 2020 will see a strategic shift of focus to ‘consumer voice and peer workforce’ and ‘Mental Health stepped care and psychosocial measures’. There are three strategic enablers critical to the successful implementation of the strategic plan:

- Planning, monitoring and evaluation framework
- Commissioning framework
- Capability framework.



# 2018/19 Strategic Priorities in Focus

This strategic plan will place an emphasis on documenting the five priorities for 2018/19 including strategies and outcomes, as well as outlining our measurement of success. This planning will be used to guide implementation and ensure a smooth translation of strategic planning into success.

## STRATEGIES, OUTPUTS & OUTCOMES

This section describes three essential components of each strategic priority, (Strategies, Outputs and Outcomes) following the structure of a Program Logic. We have identified five key priorities for 2018/19 guided by DoH's seven health priority areas and our region's health needs.

For each of these priorities, the leadership team of Darling Downs and West Moreton PHN worked together to plan our strategies to leverage our current position and operation to the outcomes we desire. Linking deliberate actions required to produce outputs and achieve outcomes, the following logics relevant to the five priorities can be used to inform the implementation and evaluation of our 2018/19 strategic plan.

- Mental Health
- Population Health & Chronic Conditions
- Engagement, Partnerships & Relationships
- HealthPathways
- eHealth

It is specifically noted that Darling Downs and West Moreton PHN will continue to strengthen our focus of work for Aboriginal and

Torres Strait Islander health across all these priority areas. It has been acknowledged that the Aboriginal and Torres Strait Islander people in our catchment are exposed to poorer health and greater health risk factors than other Queenslanders<sup>2</sup>.

Our commitment to improving health outcomes, access and equity for the Aboriginal and Torres Strait Islander population will require Darling Downs and West Moreton PHN to develop initiatives and programs tailored to particular health needs of this population group. These initiatives and programs, corresponding to each of the five health priorities, will necessitate individual tracking and measuring methods to effectively reflect the health determinants and health needs of Aboriginal and Torres Strait Islander people in our region.

### Some examples of such initiatives and programs include:

- Developing HealthPathways for Aboriginal and Torres Strait Islander health;
- Supporting and resourcing mainstream primary care providers via regular visits to GP clinics and AMSs in the region; and
- Identifying education and training needs of General Practice, Allied Health and AMS staff and providing cultural awareness training for the local health workforce.

<sup>2</sup>DDWMPHN (2017) Annual Report 2016/17. Retrieved from: <https://www.ddwmpnh.com.au/annual-reports>



## Focus on Mental Health

STRATEGIES	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Develop HealthPathways for mental health as an evidence-based referral pathway and resource tool to help patients navigate the health systems</li> <li>Raise awareness of Darling Downs and West Moreton PHN's activities in mental health</li> <li>Establish clear referrals among mental health service providers</li> <li>Select appropriate activities for target audience and health consumers</li> <li>Streamline referral process for GPs and other services</li> <li>Conduct consultation with mental health providers</li> <li>Work with providers to develop user-friendly services that are embedded</li> </ul>	<ul style="list-style-type: none"> <li>Completed Service Map for mental health services in our region</li> <li>Completed Regional Mental Health Plan</li> <li>Developed Suicide Prevention Plan</li> <li>Developed collateral about mental health services to improve awareness of services</li> <li>Contracted services on the ground</li> <li>Evaluation of services, with timing to feed into funding decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Services are advertised and awareness is raised among health consumers</li> <li>Increased access in targeted population groups to relevant services. Health consumers can access appropriate services where and when they need to</li> <li>Embedded services and user-friendly services</li> </ul> <p><b>Longer-term outcomes:</b></p> <ul style="list-style-type: none"> <li>Mental wellness of the community improves</li> <li>Less referrals are needed for mental health services</li> </ul>

## Focus on Population Health & Chronic Conditions

STRATEGIES	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Access available data to inform emerging population health and chronic conditions issues in the region</li> <li>Use clean data and risk registers as clinical audit tools for screening reminders</li> <li>Work with clinical software companies to create alerts and reminders for health consumers that are linked to GPs' checklists</li> <li>Develop population reminder schedules via pilot projects and rollouts</li> <li>Educate population about health alerts and behaviour changes</li> <li>Use media such as ABC to communicate population health messages</li> <li>Create seasonal themes or communication on health promotion</li> </ul>	<ul style="list-style-type: none"> <li>Developed health check and screening reminders with clean and comprehensive clinical audit tools that are trackable against GPs' checklists</li> <li>Benchmarking reports for GPs in reference to their use of clinical audit tools for population health check and screening reminders</li> <li>Developed materials for health education</li> <li>Community profiles by Local Government Areas and towns</li> <li>Evaluation of services, with timing to feed into funding decision making processes</li> <li>Evidence-based decision-making about service efficacy and resource allocation for population health and chronic diseases</li> <li>Completed consideration and assessment of programs for relevant target groups such as children and families</li> </ul>	<ul style="list-style-type: none"> <li>Community partnerships established to improve health outcomes, access and equity</li> <li>Specific community partnerships to promote healthy eating and physical activity</li> <li>Special programs about cancer screening and immunisation at specific locations (eg. Tara, Cherbourg) to target population groups</li> <li>Embedded services for chronic diseases</li> <li>Early interventions in regards to medical, social and behaviour aspects</li> </ul> <p><b>Longer-term outcomes:</b></p> <ul style="list-style-type: none"> <li>Increased cancer screening uptake</li> <li>Improved health literacy</li> <li>Improved self-management of health conditions by promoting regional change projects</li> <li>Improved awareness, access and equity for vulnerable population groups</li> </ul>

## Focus on Engagement, Partnerships & Relationships

STRATEGIES	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Define what Darling Downs and West Moreton PHN's roles are (eg. in Primary Health)</li> <li>Investigate the need of a Health Alliance (eg. why do we need an alliance and what problem will it solve?)</li> <li>Appoint Clinical Champions to communicate with providers</li> <li>Identify opportunities to engage with stakeholders</li> <li>Talk to GPs and other providers about how to best communicate with them</li> <li>Develop informal networks among health providers</li> <li>Explore initiatives and strategies (eg. conduct a study to promote health and wellbeing of health professionals) to improve primary and community health workforce attraction and retention in the region, including those targeted at the female workforce</li> <li>Identify opportunities to engage and form partnerships to address ageing nurse workforce and succession planning</li> <li>Set a clear focus on education and workforce capabilities</li> <li>Coordinate CPD-compliant learning opportunities for workforce</li> </ul>	<ul style="list-style-type: none"> <li>Developed stakeholder engagement and communication strategy, including how and when to engage different stakeholder groups</li> <li>Good news and strategies are communicated to our partners, relevant to what they desire to know</li> <li>Developed videos and media to communicate messages, featuring individuals who are credible to the community</li> <li>Developed digital and webinar education</li> <li>Promotions of education opportunities for clinical team learnings among GPs, tailored to areas of needs</li> <li>Workforce attraction and retention plan</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders have increased trust and confidence in Darling Downs and West Moreton PHN</li> <li>Darling Downs and West Moreton PHN's reputation amongst stakeholders is improved</li> <li>Respectful relationships have been created, with embedded Client Relationship Management system</li> <li>Effective working relationships can successfully maintain momentum for sustained stakeholder engagement</li> <li>Increased workforce education and development opportunities in the region</li> </ul> <p><b>Longer-term outcomes:</b></p> <ul style="list-style-type: none"> <li>Active positive participation at all levels of engagement</li> <li>Broaden relationships beyond GPs</li> <li>Accessible professional development in the region</li> <li>Increased uptake and engagement of workforce in education and development opportunities</li> </ul>

## Focus on HealthPathways

STRATEGIES	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Develop five-stage work plan:               <ol style="list-style-type: none"> <li>1 Initiation – Consultation &amp; Engagement</li> <li>2 Planning</li> <li>3 Execution – Development &amp; Implementation</li> <li>4 Control – Evaluation &amp; Exploration of Stakeholder Experience</li> <li>5 Closeout – Pathway Review &amp; Updating Mechanism Development</li> </ol> </li> <li>Develop HealthPathways project plans for West Moreton, building on work carried out to date in the Darling Downs region</li> </ul>	<ul style="list-style-type: none"> <li>Established HealthPathways web-based project information portal</li> <li>Finalised HealthPathways Risk Matrix for utilisation</li> <li>Published clinical pathways localised to the relevant regions</li> <li>Internal evaluation of systems and processes of HealthPathways</li> <li>A planned collaborative formal evaluation of HealthPathways</li> </ul>	<ul style="list-style-type: none"> <li>Provision of support to healthcare professionals to enable efficient, patient-centred healthcare to be delivered across the multi-faceted healthcare service continuum</li> </ul> <p><b>Longer-term outcomes:</b></p> <ul style="list-style-type: none"> <li>Ability to facilitate optimum health outcomes for people living and working in our communities, particularly those who are vulnerable, marginalised or experience health and social disadvantage</li> <li>Provision of connected/coordinated and integrated patient care through enhanced cross-sector collaboration, increased support for GPs and standardised care plans</li> <li>HealthPathways in our communities to become “business as usual” in delivering the “right care, right place, right time and delivered by the right person”</li> </ul>

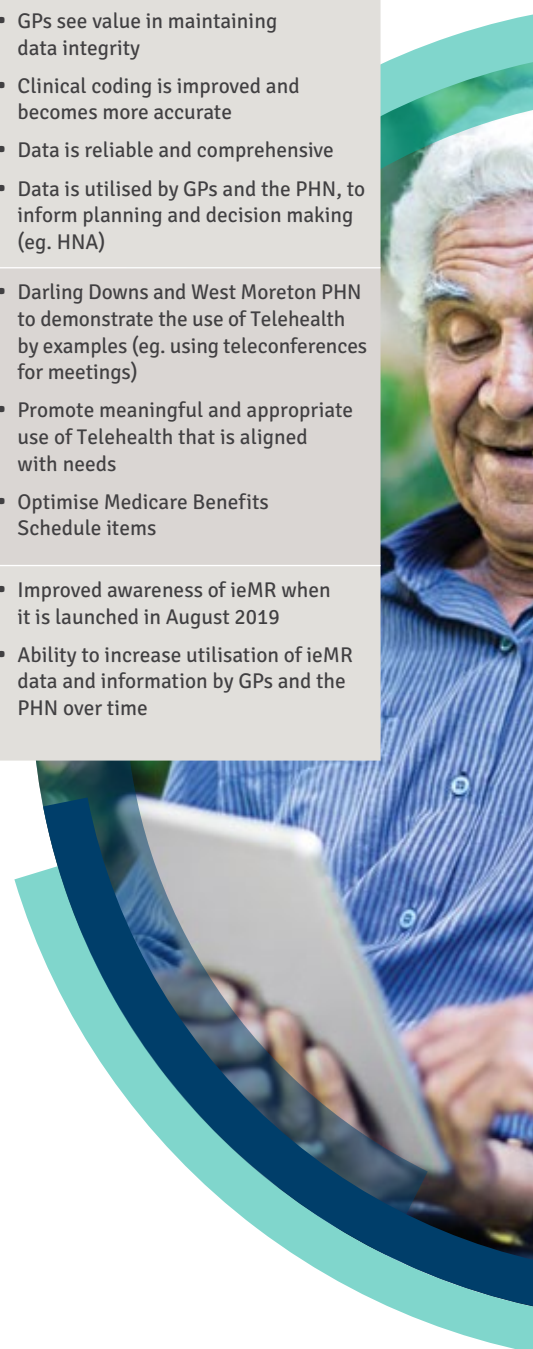
	STRATEGIES	OUTPUTS	OUTCOMES
MyHR	<ul style="list-style-type: none"> <li>Work with Darling Downs Health and West Moreton Health to optimise utilisation of MyHR by hospital staff, including the use of discharge summary function</li> <li>Explore initiatives and strategies for community education regarding MyHR</li> </ul>	<ul style="list-style-type: none"> <li>Disseminated MyHR information (eg. fact sheets) for primary care and hospital staff</li> <li>Community engagement plan regarding MyHR</li> </ul>	<ul style="list-style-type: none"> <li>Improved utilisation of MyHR by health providers (primary and hospital) in the region</li> <li>Lower than national average rate of community members opting out of MyHR</li> </ul>
THE VIEWER	<ul style="list-style-type: none"> <li>Scope strategies and options for integration of The Viewer across all levels of care</li> </ul>	<ul style="list-style-type: none"> <li>Disseminated information about The Viewer (eg. fact sheets) for primary care staff</li> </ul>	<ul style="list-style-type: none"> <li>Ability to access clinical information via The Viewer at point of care</li> <li>Use of The Viewer embedded in general practice</li> </ul>
DATA ANALYTICS	<ul style="list-style-type: none"> <li>Work with contractor/s to create reports for GPs using clinical audit tools</li> <li>Collect monthly data of contract performance</li> <li>Organise learning opportunities for GPs regarding appropriate data analytics programs and platforms</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking dashboards and reports for GPs using clinical audit tools</li> <li>Monthly dashboards of contract performance</li> <li>Educational materials about using data analytics for GPs</li> </ul>	<ul style="list-style-type: none"> <li>GPs see value in maintaining data integrity</li> <li>Clinical coding is improved and becomes more accurate</li> <li>Data is reliable and comprehensive</li> <li>Data is utilised by GPs and the PHN, to inform planning and decision making (eg. HNA)</li> </ul>
TELEHEALTH	<ul style="list-style-type: none"> <li>Develop PHN position statement regarding Telehealth utilisation</li> <li>Implement Telehealth in aged care</li> <li>Arrange education about Telehealth, including related IT infrastructure considerations, in rural areas</li> <li>Work with HHSs and primary care providers to identify opportunities for Telehealth utilisation</li> </ul>	<ul style="list-style-type: none"> <li>PHN Telehealth position statement</li> <li>Educational materials about utilisation of Telehealth for health professionals, including information about IT infrastructure, service available, and Medicare claiming considerations</li> </ul>	<ul style="list-style-type: none"> <li>Darling Downs and West Moreton PHN to demonstrate the use of Telehealth by examples (eg. using teleconferences for meetings)</li> <li>Promote meaningful and appropriate use of Telehealth that is aligned with needs</li> <li>Optimise Medicare Benefits Schedule items</li> </ul>
ieMR	<ul style="list-style-type: none"> <li>Work with HHSs in planning processes and implications for primary care providers, including appropriate awareness raising and education</li> </ul>	<ul style="list-style-type: none"> <li>Developed and disseminated information (eg. fact sheets) for awareness raising and education</li> <li>Developed processes with HHSs for sharing of ieMR data (eg. for service planning and HNA purposes)</li> </ul>	<ul style="list-style-type: none"> <li>Improved awareness of ieMR when it is launched in August 2019</li> <li>Ability to increase utilisation of ieMR data and information by GPs and the PHN over time</li> </ul>

## Our Measurement of Success

The 2018/19 strategies will be determined by the extent to which Darling Downs and West Moreton PHN has progressed the specified outputs, and demonstrates any early indication of the specified outcomes.

We anticipate that the extent to which we progress outputs to outcomes over the evaluation period may vary across the priority areas. It is critical to evaluate our achievements and progress

at the end of this planning period to ensure Darling Downs and West Moreton PHN stays on track to achieve our vision by 2020 and will effectively deliver the outcomes in the short to medium term.



# Strategic Enablers

To facilitate the implementation of our strategic plans, we have established and maintained three ongoing enabling frameworks.

They can assist our annual planning, monitoring and evaluation activities, as well as our commissioning process and workforce capability assessment.

## Planning, Monitoring & Evaluation Framework

### OUR PLANNING, MONITORING ACTIVITIES AND TIMEFRAME

Darling Downs and West Moreton PHN has developed and implemented a clear framework for planning and monitoring to ensure our strategic plan is positioned for success. An annual timeframe of these activities is outlined as follows:

PLANNING	TIMEFRAME
Consultation and HNA (with HNA due to DoH every November)	April to June
Strategic Plan	May to June
Operational and Priority - Broad Budgets	May to June
AWPs (as per DoH's Instructions)	February
Professional Service and AWP – Operational Enablement Plan	March to May
Commissioning – Operational Enablement Plan	March to May
Program/Project Specific – Action Plans	June to August
HNA due for Submission to DoH	November
MONITORING	TIMEFRAME
Finalisation of Specific Budgets (Financial and Resources per Program and Project)	April to June
Program and Project Performance Monitoring (Including KPIs and Budgets)	Monthly
Review Plans (Corporate, Workforce, Continuity and Improvement Plans)	March to May
Instigate Annual Achievement, Performance and Feedback Review	March to May
Instigate Annual Individual Development Plans	June to August
Report to DoH	March and September



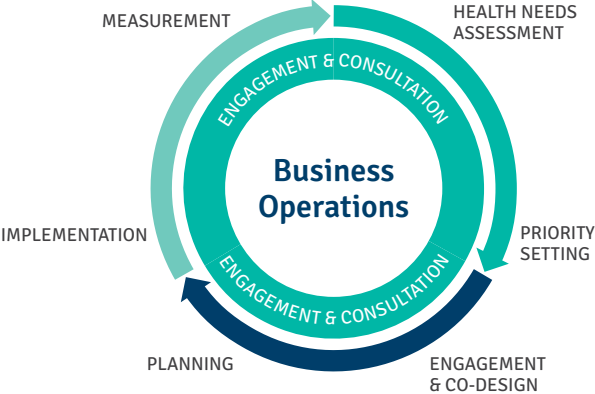
### A CLOSER LOOK AT OUR ANNUAL PLANNING CYCLE

Our annual planning process follows a six-phase cycle that is aligned with DoH’s Needs Assessment Guide.

The following diagram outlines the different planning stages and their respective annual timeline. An output of this process is a comprehensive HNA for the Darling Downs and West Moreton PHN region that can be made publicly available.

The HNA document is due for submission to the Commonwealth DoH in November annually. The process of developing the HNA is important to help us understand our local health issues and service needs, as well as providing the evidence to inform our annual Activity Work Planning Process.

#### Darling Downs and West Moreton PHN’s Annual Planning Process



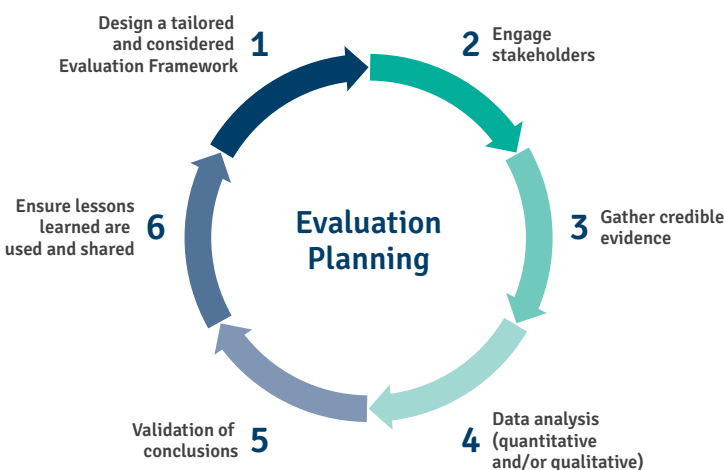
Darling Downs and West Moreton PHN’s Annual Planning Timeline

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Health Needs Assessment</b>												
<b>Priority Setting</b>												
<b>Engagement &amp; Co-design</b>												
<b>Planning</b>												
<b>Implementation</b>	Project implementation in line with approved AWP.											
<b>Measurement</b>												

**OUR APPROACH TO EVALUATION ACTIVITIES**

In addition to planning and monitoring activities, we understand that it is critical to evaluate our service effectiveness and ensure our work continues to deliver desired outcomes.

The evaluation will also form part of the evidence base for our resource allocation, funding and investment decisions going forward. As such, our evaluation method needs to be able to isolate components of the programs and services that are working well, for whom, in what circumstances and how. Tailoring our program evaluation to each program type and maturity, we will apply a rigorous and evidence-based approach to the execution of our evaluation activities. In evaluation planning, we will be guided by the scale of investment and risks of each program to inform the approach taken to evaluation, in terms of both scope and scale.



→ **STAGE 1**

**Design a tailored and considered Evaluation Framework**

- Develop a program logic model, evaluation research questions, and key performance indicators.
- Determine the most appropriate approach to measuring outcomes.
- Identify key data sources, and design primary data collection tools where data gaps exist.

→ **STAGE 2**

**Engage stakeholders**

- Develop a comprehensive stakeholder engagement strategy and communication plan.

→ **STAGE 3 & 4**

**Gather credible evidence and undertake data analysis**

- Undertake rigorous mixed-methods analysis of primary and secondary data, including quantitative and/or qualitative analysis.

→ **STAGE 5 & 6**

**Validation of conclusions and share lessons learned**

- The final stage is to synthesise and report on the findings of the analysis in a format that thematically answers the evaluation questions identified in the Evaluation Framework.
- The analysis should be presented in a format that suits the communication needs of the stakeholders involved in the project.





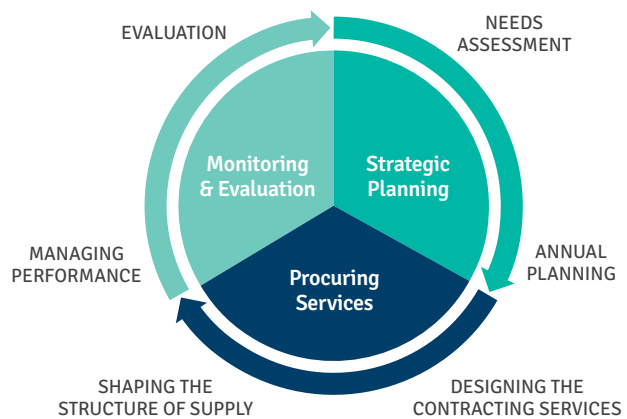
## Commissioning Framework

Darling Downs and West Moreton PHN focuses on addressing primary healthcare service provision gaps by commissioning services as we do not directly deliver health and medical services.

Once identified, these service gaps can normally be filled by negotiation with existing providers. In some cases, we may need to bridge a primary healthcare gap and fund new services. Darling Downs and West Moreton PHN's commissioning framework is based on best practice and international principles.

It uses a co-design model, ensuring funding is delivered in a transparent, evidence-based and rigorous manner. Darling Downs and West Moreton PHN endeavours to work closely with our stakeholders, including our Clinical Councils and Community Advisory Committees, to establish local priorities and plan suitable solutions to ensure the best possible patient outcomes.

Commissioning relies on robust relationships and established trust with these stakeholders to collaborate across a three-phase cycle:







**1. STRATEGIC PLANNING:**

To identify needs, gather evidence and plan for annual strategies, as well as specific budgets.

**2. PROCURING SERVICES:**

To design the appropriate responses to health needs with contracting services and shaping the structure of supply.

**3. MONITORING AND EVALUATION:**

To manage performance of contracts and evaluate commissioned services or programs.



## Capability Framework

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**The Capability Framework sets out the capabilities required for Darling Downs and West Moreton PHN to ensure that we have the knowledge, skills, abilities and experience to achieve our vision and deliver on our Strategic Plan.**

The Darling Downs and West Moreton PHN's Capabilities Framework can be used to guide leadership and management, role descriptions and staff recruitment as well as underpin a structured approach to staff training and development.

The capabilities will be tailored to different roles and reviewed in accordance with changes in our strategic planning. We have worked together to identify six core capability categories, including personal attributes, results, relationships, business enablers, people management and occupational-specific capabilities.



### Personal Attributes

- Act with integrity
- Embrace diversity and inclusion
- Demonstrate resilience and courage
- Display self-awareness and motivation

### Leadership & People Management

- Build and develop people
- Inspire and lead with purpose
- Manage through our guiding values
- Make sound and agile decisions
- Manage reform and change

### Business Enablers

- Understand financial requirements
- Leverage technology
- Optimise resources
- Project management
- Manage change initiatives



### Occupation-specific Capabilities

- Professional attributes relevant to individuals' professional position, level and development needs

### Results

- Plan and prioritise
- Deliver results
- Think critically and solve problems
- Demonstrate accountability
- Innovate and improve

### Relationships

- Demonstrate community awareness
- Commit to client-centric services
- Communicate effectively
- Work collaboratively
- Influence and negotiate



