

# STRATEGIC PLAN

## 2024-2028

Transforming health care  
in our region and beyond

## Acknowledgement

We acknowledge the people of the Kulin nations as the Traditional Custodians of the land on which our work in the community takes place. We pay our respects to their Elders past and present.

We also recognise, respect and affirm the central role played in our work by people with lived experience, their families and carers.



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# Transforming health care in our region and beyond

North Western Melbourne Primary Health Network (NWMPHN) is one of 31 primary health networks working to improve integration of health services – particularly for those at risk of poor health outcomes – and to better coordinate care so people receive the right care, in the right place, at the right time.

As an Australian Government initiative, NWMPHN receives Commonwealth and Victorian funding, which it ultimately distributes to partner organisations so that they can deliver health care services. While most of these operate within the NWMPHN catchment, the organisation is also tasked with overseeing certain programs that are statewide or national.

NWMPHN is far more than simply a funding body. It plays a vital role in identifying service gaps, and collaborating with frontline organisations, research bodies and regulators to innovate, co-design and ultimately deliver primary health solutions.

The organisation faces local and global challenges which impact its work. These include workforce shortages, population changes and cost of living pressures.

At the same time, however, these represent incentives for adaptation and transformation. The ability – and the will – to adapt to changing circumstances is critical to achieving the vision of healthy people living in healthy communities.

This plan is for the people who work at and with NWMPHN. It explains how the organisation will work towards achieving its vision, one step at a time.



# The big picture



## Our vision

is of healthy people and a healthy community.



## Our purpose

is to transform the health system.



## Our aims

are to improve:

- people's experience of care
- health equity
- health outcomes
- health care provider experience
- health system cost efficiency and sustainability.



# Our values



## Equity

- Finding ways to engage with those who may not always have a voice
- Seeking to understand who is disadvantaged and proactively understanding their needs and wishes
- Being open to all opinions that are expressed.



## Collaboration

- Purposefully designing opportunities to allow people to work together
- Recognising that others can add value to ideas
- Actively building partnerships and connections.



## Respect

- Valuing the differences within individuals and teams
- Being curious about difference
- Listening with intention and understanding
- Creating environments where it's safe for everyone to have a voice.



## Innovation

- Seeking opportunities
- Problem solving ways to do things better
- Daring to do things differently
- Being open-minded about possibilities.



# Who guides us in our work?

We work closely with clinical and community leaders and representatives to ensure that everyone's efforts to strengthen primary health care and connect services across the system are effective.

Our Clinical Council and Community Councils play an essential role, helping to guide our work and ensure our activities are connected to and supported by the communities we serve.

Our Expert Advisory Groups provide us with subject matter expertise, insights and advice to support operational model and service design, focused on safety, quality and integration.

There are many stakeholders that guide and influence our organisation, and help us to achieve our vision.



# Our strategic objectives



Everything we do is directly linked to one or more of these strategic objectives and the quintuple aim for health care improvement, an internationally recognised standard for health care reform.



## Health system innovation and reform

To be a trusted partner in building a high-performing and sustainable health care system.



## Person-centred health care

To listen to what people value in their health care and place this at the centre of all that we do.



## High performing primary health care services

To build the capability of primary health care providers.



## Population health needs and outcomes

To generate, translate and share data and evidence about population health needs and outcomes.



## Organisational excellence and sustainability

To work together to build a thriving organisation that is well-governed and financially and environmentally sustainable.





# Strategic outcomes



And, above all: Improved equitable access to health services.

## STRATEGIC OBJECTIVE 1:

# Health system innovation and reform



### Our objective

We are a trusted partner in building a high-performing and sustainable health care system.

### Outcome

We aim to achieve:

Improved integration, coordination, and innovation across a more sustainable health care system.

### Initiatives

We will achieve this by:

1. establishing and maintaining strong partnerships that support health system integration, innovation, and reform.
2. partnering with community, health organisations and government to co-create innovative solutions to health system challenges.
3. collaborating with other primary health networks to uplift capability and drive health system reform.
4. developing clear advocacy strategies in response to key health priorities.
5. championing for primary care as the foundation for a high-performing and sustainable health system.

### Indicators

The signposts of our success are:



### Measures

Our progress is measured by the number and/or type of:



- **increased** invitations to contribute to health reform discussions.
- **improved** relationships with health and government partners.
- **increased** collaboration with primary health networks across the state and the nation.
- **improved** communication of our position on primary care and health system issues.
- invitations to contribute to State and Commonwealth government reform discussions.
- engagements that lead to future work or projects.
- collaborations jointly delivered with primary health networks.
- people who view our advocacy campaigns through various channels.



STRATEGIC OBJECTIVE 2:

Person-centred health care



Our objective

We listen to what people value in their health care and place this at the centre of all that we do.

Outcome  
We aim to achieve:

Improved health care experience and outcomes.

Initiatives  
We will achieve this by:

1.

building meaningful relationships and trust with our communities.
2.

proactively engaging with community to highlight and harness their voice, experience and stories.
3.

ensuring that our engagement is inclusive and responsive to diversity.
4.

ensure the perspectives of our community inform service design and delivery.

Indicators  
The signposts of our success are:



Measures  
Our progress is measured by the proportion of:



- **increased** lived or living experience perspectives are informing all parts of the commissioning cycle.

• **improved** health outcomes.

• **Improved** consumer experience.

• services that included lived or living experience perspectives in the commissioning cycle.

• people who report improved health outcomes on completion of care.

• consumers who report a positive experience participating in a program or receiving a service.

## STRATEGIC OBJECTIVE 3:

# High performing primary health care services



### Our objective

We build the capability of primary health care providers.

### Outcome

We aim to achieve:

Improved quality of health care and provider experience.

### Initiatives

We will achieve this by:

1. communicating and supporting providers to respond to emergent issues.
2. seeking to understand the primary health care workforce to identify gaps and opportunities.
3. enabling providers to work as an effective multi-disciplinary team.
4. providing evidence-based education and opportunities for peer-to-peer learning.
5. driving data-informed continuous quality improvement.
6. engaging with providers to improve their use of technology to deliver integrated and coordinated care.

### Indicators

The signposts of our success are:



- **increased** commitment to data informed quality improvement.
- **improved** engagement in quality improvement activities.
- **improved** quality of care.
- **improved** management of chronic and vaccine preventable conditions.

### Measures

Our progress is measured by the proportion of:



- eligible practices enrolled in Practice Incentives Program Quality Improvement incentives.
- practices and health care providers participating in quality improvement activities.
- practices and providers demonstrating improvement through their quality improvement activities.

Or by the rate of:

- potentially preventable hospitalisations for chronic and vaccine preventable conditions.



## STRATEGIC OBJECTIVE 4:

# Population health needs and outcomes



### Our objective

We generate, translate and share data and evidence about population health needs and outcomes.

### Outcome

We aim to achieve:

Improved population health knowledge and evidence-based planning and service design.

### Initiatives

We will achieve this by:

1. leading regional population health planning.
2. translating and sharing data and insights that support evidence-based decisions and practice.
3. using patient reported outcome and experience measures to understand the performance of commissioned health services.
4. delivering comprehensive evaluations that measure the specific and collective impact of the commissioned health services in our region.
5. improving the translation of evidence into policy and practice through undertaking a regional research agenda.

### Indicators

The signposts of our success are:



- **improved** knowledge of population health needs.
- **increased** primary health care research to support system learning and improvement.
- **improved** health equities in service access.
- **increased** delivery of evidence-based services.

### Measures

Our progress is measured by the number and type of:



- needs assessments, evidence reviews, and evaluations conducted to identify local and regional needs and service demand.

- research collaborations delivered that directly benefit people.

Or by the proportion of:

- services addressing current and emerging need and service demands.

- services delivered to population groups with the greatest need.

## STRATEGIC OBJECTIVE 5:

# Organisational excellence and sustainability



### Our objective

We work together to build a thriving organisation that is well-governed and financially and environmentally sustainable.

### Outcome

We aim to achieve:

A sustainable, adaptable, and high-performing organisation.

### Initiatives

We will achieve this by:

1. attracting, retaining and developing a skilled and highly engaged workforce.
2. strengthening our operating model to be adaptable, efficient and evidence driven.
3. fostering a research, evidence and data-informed culture supported through integrated reporting, analytics and system development capabilities.
4. embedding continuous improvement and risk management across the business.
5. maintaining financial viability and maximising the use of public funds.
6. actively managing the organisation's environmental sustainability and footprint.

### Indicators

The signposts of our success are:



### Measures

Our progress is measured by the:



- **improved** business operations.

- **increased** staff engagement.

- **improved** financial sustainability.

- **improved** environmental sustainability.

- **achieved** ISMS 27001 certification.

- **maintained** QMS 9001 certification.

- percentage of overall income that is commissioned.

- overall engagement measure in our staff survey results.

- working capital ratio.

- carbon footprint.





For more information about NWMPHN  
and the values that guide us:

[nwmphn.org.au](http://nwmphn.org.au)



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