

BETTER HEALTH, BETTER CARE, BETTER SYSTEMS

Murray PHN Strategic Plan 2018-2021

August 2018



Murray PHN is funded by the Commonwealth Department of Health to help improve primary health outcomes across our region through health systems improvement and the commissioning of efficient and effective primary health services.

With a population of 644,000 people spread over almost 100,000 sq kms, Murray PHN has 55 hospital services, 214 general practices and covers 22 local government areas.

Featuring both rural and regional centres, our major towns include Bendigo, Shepparton, Mildura and Albury-Wodonga, where Murray PHN has regional team locations.

Our catchment has more than 175,000 people aged 45-64, almost 82,000 aged 5-14 and more than 13,500 people identifying as Aboriginal or Torres Strait Islander.

Contact Murray PHN:

37 Rowan Street, Bendigo VIC 3550

e: info@murrayphn.org.au

p: 03 4408 5600

www.murrayphn.org.au

We acknowledge the traditional owners of the lands we work on and would like to pay our respects to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people

IT MATTERS THAT WE MAKE A DIFFERENCE

Connecting the health system to be responsive to patient needs and improving health outcomes is complicated work in a complex environment.

We believe our second three-year Strategic Plan provides a succinct description of our work, in a visual format that helps explain our goals and focus.

As the Murray PHN Strategic Plan describes, we are here to make a **difference** to our communities.

We will make this **happen** by working **together** to provide **better** care for patients as a **strong** and accountable organisation.



Matt Jones, CEO, Murray PHN

INVESTING IN OUR COMMUNITY



Fabian Reid, Chair, Murray PHN

We are pleased to present Murray PHN's Strategic Plan for 2018 – 2021.

Combined with our needs assessment and activity work plans, *Better Health, Better Care, Better Systems* will guide the work of our organisation as we invest in improved community health outcomes for the next three years.

My thanks go to the hardworking Board and Executive of Murray PHN for their work in producing this plan.

OUR HEALTH PRIORITIES 2018-2019

Murray PHN's strategic health priorities include the health issues that have the greatest impact on the lives of our community, Commonwealth Government priorities, and the areas for targeted health improvement activities across our region.

This year, we have a strong focus on General Practice, which is at the heart of primary health care, and chronic diseases, which include diabetes, heart disease, COPD and cancer.



OUR VALUES

LEADERSHIP

We commit to lead effective change in primary health care

COLLABORATION

We build enduring relationships that lead to better health

KNOWLEDGE

We use knowledge to improve health and shape our health care system

INNOVATION

We foster new and better ways to improve health outcomes

ACCOUNTABILITY

We are accountable to our communities, partners, funders and each other



OUR STRATEGIC VISION FOR BETTER HEALTH, BETTER CARE, BETTER SYSTEMS

Make a difference



We deliver on our purpose to improve health outcomes in our communities and know how we have achieved this

Make it better



We support improved experiences and outcomes for individuals through health services that deliver the right care, in the right place, at the right time

Make it happen



We invest, collaborate and strengthen system capability in the best interests of individuals and their communities

Make it together



We have strong, effective partnerships with general practitioners, health service providers, communities and governments

Make us stronger



We pursue business excellence and deliver through effective governance, accountability, leadership and innovation

OUR PURPOSE



PHNs were established by the Commonwealth Government with the key objectives of increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes, and improving coordination of care to ensure patients receive the right care in the right place at the right time.

In this, our second Strategic Plan, our vision is for Murray PHN to contribute to *Better Health, Better Care and Better Systems* across our region, through five distinct focus areas.

Those areas are **DIFFERENCE, BETTER, HAPPEN, TOGETHER** and **STRONGER**

To demonstrate HOW we intend to do these, we have developed objectives and actions for each of our five focus areas, which follow.

Murray PHN's CEO and Executive Directors are responsible for ensuring the success of each action over the next three years.

FOCUS AREA 1 – MAKE A DIFFERENCE



We deliver on our purpose to improve health outcomes in our communities and know how we have achieved this

OUR OBJECTIVES

- We increase effective and efficient primary care services across our communities
- We contribute to better health outcomes for our communities, including vulnerable populations
- We improve health access, equity through advocacy and action

Everything we do, every day, must be geared towards making a difference in the health of our community.
Making a difference is the sum of all our work.

FOCUS AREA 2 – MAKE IT BETTER



We support improved experiences and outcomes for individuals through health services that deliver the right care, in the right place, at the right time

OUR OBJECTIVES

- We embed access, quality and equity in our planning, commissioning and coordination activities
- We have efficient and effective models of care and collaborate on service planning, delivery and evaluation
- We have individuals, communities and partners actively giving feedback about how well the system works
- We will measure improvements in patient outcomes and experience

OUR ACTIONS

- B1: Develop, implement and embed a clinical governance framework to support patient experience and outcomes
- B2: Undertake a review of procurement and business support process to improve on the implementation of models of care
- B3: Develop a collaborative research program to present our knowledge and findings

FOCUS AREA 3 – MAKE IT HAPPEN



We invest, collaborate and strengthen system capability in the best interests of individuals and their communities

OUR OBJECTIVES

- We invest in and commission quality and accessible primary care services that address consumer, patient and community needs
- We improve coordination and integration of health services through the expansion of HealthPathways
- We plan, measure and report on identified population health outcomes
- Our health knowledge is driven by data and localised knowledge contributed by our communities and partners

OUR ACTIONS

- H1: Strengthen and implement our relational commissioning practice and embed it into our planning system
- H2: Strengthen our capability in population health needs assessment and uptake of localised evidence; workforce strategy including professional development and education, quality improvement, redesign initiatives; financing and funding models including co-commissioning and co-investment
- H3: Increase access to and measure effectiveness of our digital health strategy including HealthPathways
- H4: Strengthen our population health planning effort to shape the research agenda, identify collaboration opportunities and integrate through a primary health advocacy lens

FOCUS AREA 4 – MAKE IT TOGETHER



We have strong, effective partnerships with general practitioners, health service providers, communities and governments

OUR OBJECTIVES

- Our engagement includes active and diverse consumer participation and we have community-level shared action supported by our advisory councils and local networks
- Our local, state and Commonwealth government relationships co-create change to produce better health outcomes
- Our general practice partners are active in the co-design and the delivery of solutions to primary health priorities
- Our platform for evidence sharing, planning and system change is well used by service providers and health planners
- We collaborate with primary care workforce, general practice and workforce agencies to strengthen local capacity

OUR ACTIONS

- T1: Co-design with General Practice a strategy to support each practice in their quality system improvements
- T2: Develop, resource and implement a health consumer plan; and implement a new/revised advisory structure based on review
- T3: Design and implement a stakeholder relationship project to broaden and diversify co-funder relationships and co-commissioning opportunities
- T4: Develop enduring relationships with communities, their networks and like-minded organisations

FOCUS AREA 5 – MAKE US STRONGER



We pursue business excellence and deliver through effective governance, accountability, leadership and innovation

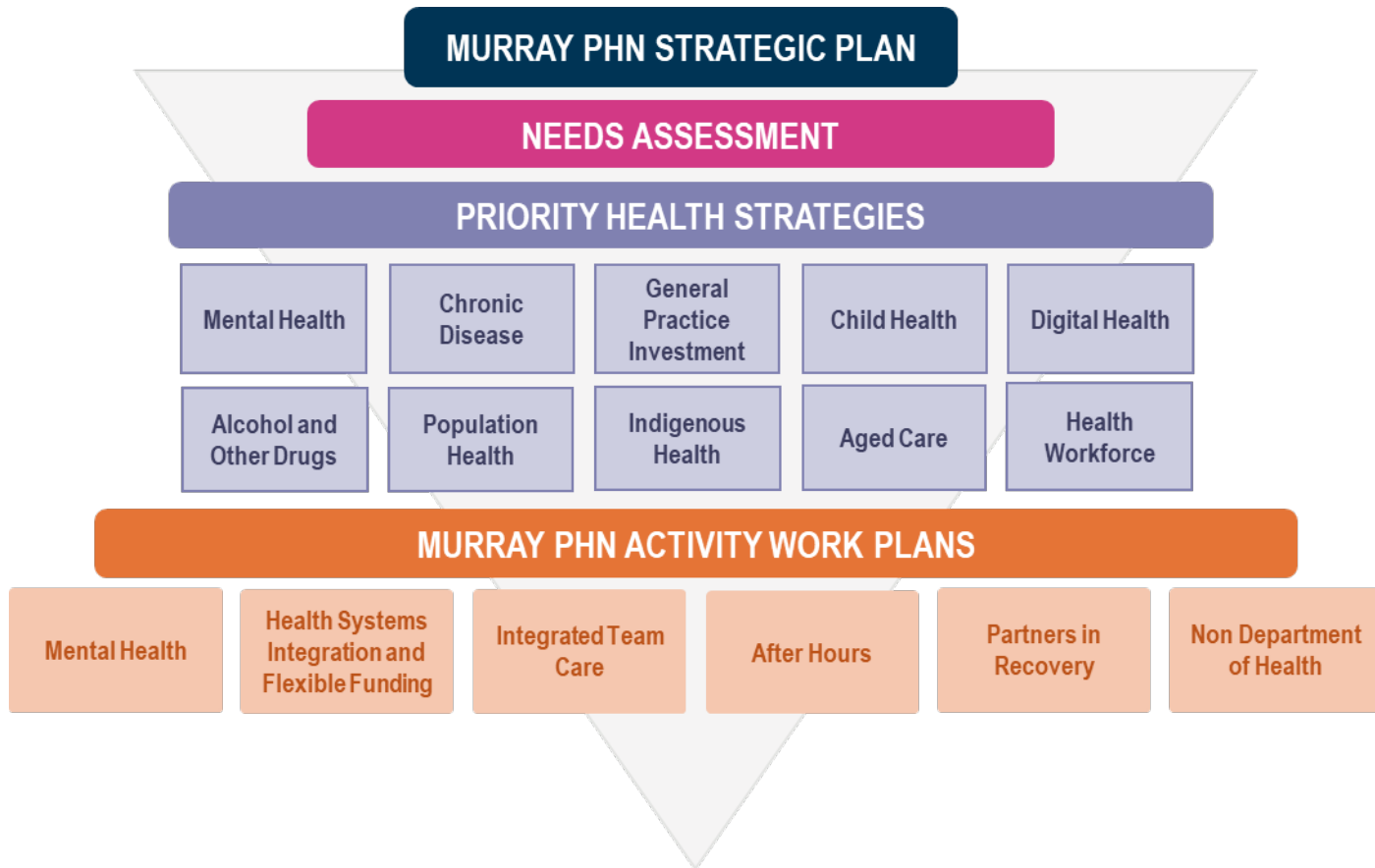
OUR OBJECTIVES

- We have a great place to work where we trust, value and learn from each other
- We are accountable for our decisions and know the impact we make
- We are easy to do business with
- We go beyond to create positive social impact
- We plan for future growth and sustainability

OUR ACTIONS

- S1: Establish our leadership culture through an Organisational Development strategy
- S2: Review and adapt our governance and accountability framework to be fit for purpose
- S3: Develop and implement a change and adoption strategy for business system and continuous process improvement
- S4: Develop a clear social purpose with measurable outcomes
- S5: Investigate the feasibility of a sustainable business enterprise

MURRAY PHN'S PLANNING LANDSCAPE



Each year we review and update our needs assessment, which is a population health-based analysis of the health needs of our communities.

Combined with health priorities set by the Commonwealth Government, the Needs Assessment helps Murray PHN determine local health priorities, which include chronic disease and mental health.

The strategies developed for each health priority then inform Activity Work Plans, which are the blueprints for the effective distribution of Commonwealth and other funding.

All of these documents combine to govern the work of Murray PHN and its staff; all with the aim of improving the health outcomes of our community, by providing the right care, in the right place, at the right time.

MURRAY PHN FUNCTIONS

Our national PHN objectives activities are to increase the efficiency and effectiveness of health services for patients, particularly those at risk of poor health outcomes and improve the coordination of care to ensure patients receive the right care in the right place at the right time.

Planning

- Leadership of strategy, planning and commissioning
- Population health planning
- Health systems planning
- Knowledge management systems
- Strategic project collaborations

Design

- Commissioning services and strengthening workforce in
 - primary mental health
 - chronic disease
 - Aboriginal health
- Annual work planning and reporting
- Engagement, including clinical and community Advisory Councils

Delivery

- Regional leadership in primary health coordination and commissioning.
- Primary health service engagement
- Primary health system improvement
- Integrated care
- Workforce development and support
- Consumer and community engagement

Corporate

- People and culture
- Governance, quality & risk
- Performance reporting
- Finance and budgeting
- Procurement
- Administration