

North Coast - Integrated Team Care 2025/26 - 2028/29 Activity Summary View



ITC - 1 - ITC1 – Care coordination and supplementary services



Activity Metadata

Applicable Schedule *

Integrated Team Care

Activity Prefix *

ITC

Activity Number *

1

Activity Title *

ITC1 – Care coordination and supplementary services

Existing, Modified or New Activity *

Modified



Activity Priorities and Description

Program Key Priority Area *

Aboriginal and Torres Strait Islander Health

Other Program Key Priority Area Description

Aim of Activity *

Contribute to improving health outcomes for Aboriginal and Torres Strait Islander people with chronic health conditions through better access to care coordination, multidisciplinary care, and support for self-management.

Description of Activity *

North Coast ITC services were established in 2017 through two commissioning methods: (1) direct approach to 6 Aboriginal Community Controlled Health Services (ACCHOs) covering 9 sites; and (2) Request for Proposals for delivering services to Aboriginal and Torres Strait Islander people receiving care coordination and supplementary services from mainstream general practices. From 1st July 2024, all ITC contracts are delivered by Aboriginal Community Controlled Health Organisations (ACCHOs). Care Coordinators support eligible clients through one-on-one care coordination and access to supplementary services. Outreach

Workers help clients to access health care services including assistance with travel to their medical appointments and ensuring that services are culturally competent. Clients access ITC services via GP referral to an Aboriginal Medical Service. Three Aboriginal Medical Services provide General Practice ITC that covers the HNC’s footprint.

Healthy North Coast (HNC) and six Aboriginal Community Controlled Health Organisations (ACCHOs) work closely under a formal Aboriginal Health Partnership Agreement, which commenced in March 2023. This partnership model establishes shared ways of working between HNC and ACCHOs to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people across the NSW North Coast. The Partnership seeks to progress the National Aboriginal and Torres Strait Islander Health Plan 2021–2031 and is guided by four priority reform areas:

- 1) formal partnerships and shared decision making
- 2) building the community controlled sector
- 3) transforming government organisations
- 4) shared access to data and information at a regional level.

ACCHOs

In 2024-2025 the HNC Aboriginal Health Partnership undertook a review of the ITC program. The purpose of this review was to examine the effectiveness of the model for the region. This included the resource allocation model, reporting improvements, resource pooling, a review of medical specialists and advocacy and workforce support. The review findings are guiding collaborative program improvements.

HNC’s Aboriginal Health Partnership team supports ACCHO providers regularly via phone, email and face to face. Activities include providing program guidelines advice, support with reporting, working with ITC contracted services on projects to improve access to the ITC program and raising the awareness of the ITC program. A community of practice including staff from all providers is held monthly. AN ITC forum was held in October 2025 and focused on connection, relationship building and professional development around trauma informed care. This is enabling peer support improved consistency of delivery. The Aboriginal health team also meet regularly with Local Health Districts and non-profit organisations to collectively improve access to health services for Aboriginal and Torres Strait Islander peoples.

In 2026-27 HNC will continue to partner with 6 ACCHOs to deliver Care Coordination and Supplementary Services. During this period the HNC Aboriginal Partnership will determine how the program can continue to meet the needs of the ACCHOs and communities.

Needs Assessment Priorities *

Needs Assessment

Needs Assessment 2024/25 - 2026/27

Priorities

Priority	Page reference
Explore opportunities to improve access to specialist medical services for Aboriginal peoples, particularly Paediatrics and ENT	149
Improve access to culturally appropriate, timely and cost-effective primary health care services for Aboriginal peoples in the North Coast region	148
Explore opportunities to reduce incidence of type 2 diabetes, chronic kidney disease, renal failure, rheumatic fever and COPD in Aboriginal peoples, with a priority focus in Kempsey LGA	141
Improve cultural competency and appropriateness of workforce in mainstream services for Aboriginal communities	141



Activity Demographics

Target Population Cohort

Aboriginal and Torres Strait Islander people with a diagnosed chronic condition

In Scope AOD Treatment Type *

Indigenous Specific *

Yes

Indigenous Specific Comments

Coverage

Whole Region

Yes

SA3 Name	SA3 Code
Inverell - Tenterfield	11002
Kempsey - Nambucca	10802
Port Macquarie	10804
Richmond Valley - Coastal	11201
Clarence Valley	10401
Tweed Valley	11203
Coffs Harbour	10402
Richmond Valley - Hinterland	11202



Activity Consultation and Collaboration

Consultation

HNC will maintain its ongoing consultative approach with stakeholders across the Aboriginal health sector, including Aboriginal Medical Services, Aboriginal health and social care organisations, Clinical Councils, Local Health Districts, and Aboriginal community advisory structures.

In July 2019, HNC implemented a weighted, needs based funding formula for Integrated Team Care (ITC). The model was developed collaboratively with all ITC providers and informed by specialist health economics expertise. Funding allocations have been indexed in line with the original 2019 model.

Consultation with Aboriginal Community Controlled Health Organisations (ACCHOs) has been undertaken in relation to potential review of the funding model. However, feedback and program financial reporting suggest that, in the absence of increased overall program funding, some providers may be disadvantaged and unable to meet current service demand.

Collaboration

HNC will continue its ongoing approach to co-designing commissioned services in collaboration with the Aboriginal Health sector, the Local Health Districts, clinicians and community members.

The Aboriginal Health Partnership is also working closely with the Mid North Coast and Northern NSW Local Health Districts to improve access to specialist care for Aboriginal people. This has included a desktop review and service mapping to identify gaps and priorities across the region. The access challenges experienced by Aboriginal patients generally align with workforce shortages identified in the desktop research and validated by the Local Health Districts. Planning workshops are being scheduled to develop joint initiatives for priority gaps.



Activity Milestone Details/Duration

Activity Start Date

01/07/2019

Activity End Date

30/06/2027

Service Delivery Start Date

Service Delivery End Date

Other Relevant Milestones

Activity is valid for full duration of AWP



Activity Commissioning

Please identify your intended procurement approach for commissioning services under this activity:

Not Yet Known: No

Continuing Service Provider / Contract Extension: Yes

Direct Engagement: No

Open Tender: No

Expression Of Interest (EOI): No

Other Approach (please provide details): No

Is this activity being co-designed?

Yes

Is this activity the result of a previous co-design process?

Yes

Do you plan to implement this Activity using co-commissioning or joint-commissioning arrangements?

No

Has this activity previously been co-commissioned or joint-commissioned?

No

Decommissioning

No

Decommissioning details?

Co-design or co-commissioning comments

The Healthy North Coast Aboriginal Health Partnership was established in March 2023. The Partnership includes Bulgarr Ngaru Medical Aboriginal Corporation, Rekindling the Spirit, Bullinah Aboriginal Health Service, Galambila Aboriginal Health Service, Durri Aboriginal Corporation Medical Service and Werin Aboriginal Medical Service. The Partnership recognises that Aboriginal community and organisations are the experts in Aboriginal health.

The Partnership is currently undertaking an Aboriginal specific health needs assessment. This assessment will provide a shared evidence base to guide joint planning and commissioning from 2026–27, ensuring that future investments are aligned to community identified priorities and reflect local needs, strengths, and aspirations.

The commissioning and co design approach of the Healthy North Coast Aboriginal Health Partnership is grounded in collaboration, cultural responsiveness, and shared decision making. Aboriginal communities and ACCHOs are central to every stage of the commissioning cycle, from needs assessment and planning through to service design, procurement, and evaluation. Health priorities are identified through culturally safe consultations and community driven data, with services designed to reflect Aboriginal values, lived experience, and the social determinants of health.

In practice, this approach involves co designing services with ACCHOs and community members to ensure cultural safety, relevance, and effectiveness, particularly in programs where Aboriginal people are a priority population. Evaluation is continuous and community informed, using both qualitative and quantitative methods to assess impact and guide improvement. Overall, this approach supports Aboriginal communities to lead decisions that affect their health and wellbeing, ensuring services are tailored, respectful, and responsive to community needs.



ITC - 2 - ITC2 – Culturally competent mainstream services



Activity Metadata

Applicable Schedule *

Integrated Team Care

Activity Prefix *

ITC

Activity Number *

2

Activity Title *

ITC2 – Culturally competent mainstream services

Existing, Modified or New Activity *

Modified



Activity Priorities and Description

Program Key Priority Area *

Aboriginal and Torres Strait Islander Health

Other Program Key Priority Area Description**Aim of Activity ***

Improve access to culturally appropriate mainstream primary care services (including but not limited to general practice, allied health, and specialists) for Aboriginal and Torres Strait Islander people

Description of Activity *

HNC employs a Senior Manager and Aboriginal Health Coordinator role to work alongside HNC's Primary Health Regional Managers and Education team to ensure culturally appropriate mainstream primary health care services are delivered on the North Coast.

An internal review of the current cultural safety training program is currently underway and will be concluded by June 2026. The review is being supported by program and evaluation data collected from delivering cultural safety training over the past three years. The review will result in a refreshed program to delivering cultural safety to primary care organisations and clinicians in the North Coast.

HNC will:

- Contract cultural educators to provide face to face cultural awareness training across the region every year of funding.
- Provide in-situ cultural safety and Closing the Gap coaching, support and education to primary health care providers as required.
- Promote Closing the Gap initiatives to non-Aboriginal primary health care providers through resources and one on one

engagement.

- Raise awareness of Aboriginal and Torres Strait Islander days of celebration within primary health care settings to improve cultural understanding.

- Work with primary care providers to assess cultural safety and identify improvements to cultural safety

Indigenous Health Project Officers: FTE 2.0 AMS 0 MPC 0 PHN 2

Outreach Workers: FTE 0 AMS 0 MPC 0 PHN 0

Consultants: FTE 0 AMS 0 MPC 0 PHN 0

Other: specify: FTE 0 AMS 0 MPC 0 PHN 0

HNC will support individual IHPO's to attend cultural awareness programs and professional development opportunities in cultural safety as required.

HNC will work with Local Health Districts, ACCHOs and other non-profit organisations in the health sector to support cultural safety programs to increase reach of localised programs to primary health professionals.

From June 2022 HNC will work collaboratively with ACCHOs to develop a roadmap of how the ITC program could be structured locally should the Department of Health contract the ACCHOs direct to deliver Care Coordination and Supplementary Services. HNC will support this transition, as well as improved relationships with ACCHOs, through the establishment of a Healthy North Coast Aboriginal Partnerships.

Needs Assessment Priorities *

Needs Assessment

Needs Assessment 2024/25 - 2026/27

Priorities

Priority	Page reference
Explore opportunities to improve access to specialist medical services for Aboriginal peoples, particularly Paediatrics and ENT	149
Improve access to culturally appropriate, timely and cost-effective primary health care services for Aboriginal peoples in the North Coast region	148
Explore opportunities to reduce incidence of type 2 diabetes, chronic kidney disease, renal failure, rheumatic fever and COPD in Aboriginal peoples, with a priority focus in Kempsey LGA	141
Increase health check and follow up rates for Aboriginal peoples to improve management and early detection of chronic disease	141
Improve cultural competency and appropriateness of workforce in mainstream services for Aboriginal communities	141



Activity Demographics

Target Population Cohort

Aboriginal and Torres Strait Islander people

In Scope AOD Treatment Type ***Indigenous Specific ***

Yes

Indigenous Specific Comments**Coverage****Whole Region**

Yes

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Tweed Valley	11203
Coffs Harbour	10402
Richmond Valley - Hinterland	11202

**Activity Consultation and Collaboration****Consultation**

HNC will continue its ongoing consultative approach with stakeholders working in the Aboriginal health sector including ACCHOs, other Aboriginal health organisations, Clinical Councils, Local Health Districts and Aboriginal community advisory structures.

Collaboration

HNC will continue its ongoing approach to co-designing commissioned services in collaboration with the Aboriginal health sector, Local Health Districts, clinicians and community members.

**Activity Milestone Details/Duration****Activity Start Date**

01/07/2019

Activity End Date

30/06/2027

Service Delivery Start Date

Service Delivery End Date

Other Relevant Milestones

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Activity Commissioning

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Continuing Service Provider / Contract Extension: Yes

Direct Engagement: No

Open Tender: No

Expression Of Interest (EOI): No

Other Approach (please provide details): No

Is this activity being co-designed?

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Is this activity the result of a previous co-design process?

No

Do you plan to implement this Activity using co-commissioning or joint-commissioning arrangements?

No

Has this activity previously been co-commissioned or joint-commissioned?

No

Decommissioning

No

Decommissioning details?

Not applicable

Co-design or co-commissioning comments

Not Applicable