

# North Coast - Urgent Care Clinics Program

## 2025/26 - 2028/29

### Activity Summary View



## UCC-MUCC - 1 - PHN Medicare Urgent Care Clinics - Lismore



### Activity Metadata

**Applicable Schedule \***

Urgent Care Clinics Program

**Activity Prefix \***

UCC-MUCC

**Activity Number \***

1

**Activity Title \***

PHN Medicare Urgent Care Clinics - Lismore

**Existing, Modified or New Activity \***

Modified



### Activity Priorities and Description

**Program Key Priority Area \***

Other (please provide details)

**Other Program Key Priority Area Description**

Primary Care Access

**Aim of Activity \***

The aim of this activity is to establish and provide ongoing support to a Medicare UCC in the Lismore Region. Medicare UCCs will ease the pressure on hospitals and give residents more options to see a healthcare professional when they have an urgent but not life-threatening need for care.

Medicare UCCs will provide free services, be open during extended business hours and accept walk-in patients.

Establishing and supporting a Medicare UCC in Lismore aims to provide timely, safe, high quality and cost effective treatment for urgent non-life-threatening conditions. The UCC will be run by existing local general practices and will assist in reducing pressure

on hospital ED presentations at local hospitals.

It is anticipated consumer behaviour will change over time to use UCCs where available instead of EDs for urgent non-life-threatening conditions, with effective coordinated care options including use of HealthDirect as a digital front door for people with urgent nonlife-threatening conditions.

#### Description of Activity \*

In order to achieve the aim and key objectives, the following activities will be undertaken

- Conduct an Expression of Interest (EOI) and formal competitive grant opportunity to identify, commission and manage contracts with suitable providers in the locations provided by the Commonwealth or direct approach to suitable providers where required.
- Ensure the UCC is able to meet the UCC Design Principles and support clinics to understand operational requirements as outlined in the UCC Operational Guidance documents.
- Facilitate co-operation, service clarity and cohesion between Medicare UCCs, primary care services, local emergency departments and the local health system.
- Support the establishment of referral pathways to local emergency departments and other health care providers, virtual care services and local connection lines.
- Undertake relevant local communications, campaigns and promotional activities to increase community awareness and understanding of the availability of services and conditions that are appropriate to be managed within a Medicare UCC.
- Support clinics to understand their compliance responsibilities and provide relevant advice and education where required.
- Ensure the Medicare UCC adheres to the UCC Data Sharing Agreement, UCC Privacy Policy and the UCC Patient Consent Form
- Provide information to the Commonwealth on critical incidents and issues with quality and safety within the UCC in a timely manner
- Provide funding to the clinics where there is a justifiable need for high-cost specialist equipment and access to peripheral clinical support services
- Support the uptake of any required training by Medicare UCC staff and support the delivery of training for Medicare UCCs where appropriate.
- Update UCC provider agreement with regional variation funding enhancement (2024) and work with the provider to expand service delivery
- Monitor performance against the nine measures of success for people with urgent non-life-threatening conditions.
- Facilitate development and implementation of referral pathways between NSW Ambulance and UCC for Ambulance diversion to avoid unnecessary hospital presentations.
- Support development of referral pathways from virtual care services, North Coast Health Connect to UCC.
- Co-design, test and implement a patient experience survey with the UCC as part of a continuous quality improvement approach.
- Participate in UCC Community of Practice to share lessons, insights, and innovation across sites
- Lead monthly data insights meeting with UCCs within the HNC region, reviewing module reports and using insights to guide service improvement.
- Support to plan for and expend specialist equipment funding for radiology equipment (x-ray of extremities plus ultrasound) to support and enhance afterhours access.

#### Needs Assessment Priorities \*

##### Needs Assessment

Needs Assessment 2024/25 - 20206/27

##### Priorities

| Priority                                                                                           | Page reference |
|----------------------------------------------------------------------------------------------------|----------------|
| Promote early help seeking for medical concerns from primary care services to reduce burden on EDs | 146            |
| Improve access to GPs for people in the North Coast to reduce long wait times, reduce cost of      | 144            |

|                                                                                                                                                                                   |     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| healthcare, ensure quality of healthcare and reduce travel times                                                                                                                  |     |
| Support communities living in areas of socio-economic disadvantage in the North Coast, particularly in Kempsey, Nambucca Valley, Richmond Valley, Clarence Valley and Kyogle LGAs | 147 |
| Improve access to GP services, particularly after-hours, to facilitate management of non-urgent care needs                                                                        | 145 |



## Activity Demographics

### Target Population Cohort

This activity will provide unplanned and urgent care access to face-to-face clinical services across the 7-day schedule for residents able to present to a fixed location service in the Lismore Region

### In Scope AOD Treatment Type \*

### Indigenous Specific \*

No

### Coverage

#### Whole Region

No

| SA3 Name                     | SA3 Code |
|------------------------------|----------|
| Richmond Valley - Hinterland | 11202    |



## Activity Consultation and Collaboration

### Consultation

Consultation has been undertaken on several occasions with multiple stakeholders regarding access to urgent, unplanned and same day primary care services.

Consultation to understand needs, analyse data, identify and capture community, clinical and organisational perspectives, cultural aspects of urgent care has occurred. This has involved consultation with

Consumers, carers and patients

General Practices

Pharmacy and Allied Health providers

Tertiary institutions and research bodies

Health economist

Residential aged care facilities

Local Health Districts and NSW Ministry of Health

Lismore Emergency Department – senior clinical staff  
Diagnostic and pathology service providers

### Collaboration

Extensive stakeholder collaboration regarding provision of Urgent Care Centre services and access to unplanned, urgent, same day primary care services has occurred as part of

- the design, development and implementation of North Coast PHN Primary Care Access Program,
- expression of interest circulation and submissions for state based urgent care service proposals
- co-design and feedback sessions with consumers, clinicians and organisations providing urgent care services



### Activity Milestone Details/Duration

#### Activity Start Date

20/06/2023

#### Activity End Date

30/06/2026

#### Service Delivery Start Date

13/11/2023

#### Service Delivery End Date

30/06/2026

#### Other Relevant Milestones



### Activity Commissioning

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

Not Yet Known: No

Continuing Service Provider / Contract Extension: No

Direct Engagement: No

Open Tender: No

Expression Of Interest (EOI): No

Other Approach (please provide details): Yes

Is this activity being co-designed?

No

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

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## UCC - PHNUCC - 1 - PHN Medicare UC Clinics – Tranche 2 - Tweed



### Activity Metadata

**Applicable Schedule \***

Urgent Care Clinics Program

**Activity Prefix \***

UCC - PHNUCC

**Activity Number \***

1

**Activity Title \***

PHN Medicare UC Clinics – Tranche 2 - Tweed

**Existing, Modified or New Activity \***

New Activity



### Activity Priorities and Description

**Program Key Priority Area \***

Other (please provide details)

**Other Program Key Priority Area Description**

Primary Care Access

**Aim of Activity \***

The aim of this activity is to establish and provide ongoing support to a Medicare Urgent Care Clinic (UCC) in the Tweed Valley region. Medicare UCCs will ease pressure on hospital emergency departments and give residents more options to see a healthcare professional when they have an urgent but not life-threatening need for care.

The Tweed Heads Medicare UCC will provide free services, be open during extended business hours across the 7 day schedule and will accept walk-in patients.

Establishing and supporting a Medicare UCC in the Tweed Heads aims to provide timely, safe, high quality and cost-effective treatment for urgent non-life-threatening conditions. The UCC will be operated by an existing local general practice and will help reduce pressure on emergency departments at local hospitals, including Tweed Valley Hospital.

Over time, it is anticipated that consumer behaviour will shift towards using UCCs instead of hospital emergency departments for urgent but non-life-threatening conditions, supported by coordinated care options such as HealthDirect as a digital front door.

**Description of Activity \***

In order to achieve the aim and key objectives, the following activities will be undertaken:

- Conduct an Expression of Interest (EOI) to identify, commission, and manage contracts with suitable providers in the Tweed Valley region, or engage directly with appropriate providers where required.
- Ensure the Medicare UCC meets the current UCC Design Principles and Operational Guidance, supporting providers to implement extended hours, walk-in access, and integration with local primary and hospital services.
- Facilitate collaboration between the Tweed Heads Medicare UCC, local general practices, community health services, NSW Health hospital emergency departments, and HealthDirect to enable coordinated urgent care pathways.
- Support establishment of referral pathways with NSW Ambulance for appropriate diversion of low acuity patients, and strengthened linkages to virtual care services and North Coast Health Connect to manage demand effectively.
- Deliver local communications and promotional activities to increase community awareness of the Tweed Valley UCC and educate residents on conditions suitable for UCC care.
- Provide guidance on compliance with the UCC Data Sharing Agreement, Privacy Policy, and Patient Consent Form, and ensure timely reporting to the Commonwealth on any quality and safety issues or critical incidents.
- Support clinics to access funding for essential high-cost equipment and peripheral clinical support services as justified by patient needs.
- Facilitate workforce readiness and required staff training, including adoption of surge capacity models to respond to peak demand.
- Update the provider agreement to incorporate the 2024 regional variation funding enhancement and negotiate expanded service capability as part of ongoing contract management.
- Monitor provider performance against the nine national measures of success, performance based funding and use data insights for continuous quality and efficiency improvements.
- Lead monthly data review meetings across UCCs in the Healthy North Coast region to share insights, innovations, and identify improvement opportunities.
- Participate in the national UCC Community of Practice to exchange learnings and contribute to refinement of the model of care.
- Co-design, test, and implement a patient experience survey as part of the continuous quality improvement process.
- Facilitate coordination between Tweed Hospital staff and the UCC provider to define clinical workflows, triage arrangements, and transfer protocols to ensure safe and efficient care transitions.
- Work with the UCC provider to explore opportunities for physical expansion or reconfiguration of facilities and rostering systems to improve accessibility and service capacity.

### Needs Assessment Priorities \*

#### Needs Assessment

Needs Assessment 2024/25 - 20206/27

#### Priorities

| Priority                                                                                                                                                       | Page reference |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Improve access to GPs for people in the North Coast to reduce long wait times, reduce cost of healthcare, ensure quality of healthcare and reduce travel times | 144            |
| Improve access to health services for children and adolescents to better address their health needs                                                            | 144            |

|                                                                                                                                                                     |     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Reduce the rate of lower urgency care presentations to EDs in the North Coast, particularly in Kyogle, Kempsey, Richmond Valley, Clarence Valley and Bellingen LGAs | 144 |
| Increase access to after-hours GP services in the North Coast, particularly in Clarence Valley SA3                                                                  | 145 |



## Activity Demographics

### Target Population Cohort

Individuals of all ages, including priority populations with urgent but non-life-threatening conditions who require timely assessment and treatment.

### In Scope AOD Treatment Type \*

### Indigenous Specific \*

No

### Coverage

#### Whole Region

No

| SA3 Name     | SA3 Code |
|--------------|----------|
| Tweed Valley | 11203    |



## Activity Consultation and Collaboration

### Consultation

Consultation for the Medicare UCC in Tweed Heads has involved extensive engagement with a broad range of stakeholders to identify community needs, capture clinical and organisational perspectives, and understand cultural aspects of urgent care. Building on previously shared consultations, the process has included:

Consumers, carers, and patients to reflect lived experience and needs for urgent, unplanned, and same-day care.

General practices, pharmacy, and allied health providers to ensure integrated primary care input and collaboration.

Residential aged care facilities recognising the complex care needs of older populations.

Local Health Districts, including the Tweed Valley Hospital emergency department senior clinical staff, to support coordination and referral pathways.

Other PHNs who have had experience in commissioning Medicare Urgent Care Clinics



Tweed Urgent Care Service to support referral pathways.

NSW Ministry of Health for alignment with state health priorities and operational policies.

Diagnostic and pathology service providers to ensure access to necessary ancillary services.

Tertiary institutions and research bodies for evidence-informed service design and evaluation.

The service provider will establish a community consumer group to provide advice on service design, delivery and improvement, ensuring the Medicare UCCs is responsible, inclusive and aligned with community needs. Membership will include representation from priority population groups, community organisations and consumers.

#### **Collaboration**

Extensive stakeholder collaboration regarding provision of UCC services and access to unplanned, urgent, same day primary care services has occurred as part of

- the design, development and implementation of North Coast PHN Primary Care Access Program,
- expression of interest circulation and submissions for state based urgent care service proposals
- co-design and feedback sessions with consumers, clinicians and organisations providing urgent care services

Insights gained through participation in Medicare UCC Community of Practice meetings have assisted in identifying opportunities for improvement and efficiency in the commissioning process.



### **Activity Milestone Details/Duration**

#### **Activity Start Date**

01/09/2025

#### **Activity End Date**

10/12/2028

#### **Service Delivery Start Date**

11/12/2025

#### **Service Delivery End Date**

10/12/2028

#### **Other Relevant Milestones**



### **Activity Commissioning**

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

**Not Yet Known:** No

**Continuing Service Provider / Contract Extension:** No

**Direct Engagement:** No

**Open Tender:** No

**Expression Of Interest (EOI):** Yes

**Other Approach (please provide details):** No

**Is this activity being co-designed?**

No

**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

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## UCC-MUCC - 2 - PHN Medicare Urgent Care Clinics - Coffs Harbour



### Activity Metadata

**Applicable Schedule \***

Urgent Care Clinics Program

**Activity Prefix \***

UCC-MUCC

**Activity Number \***

2

**Activity Title \***

PHN Medicare Urgent Care Clinics - Coffs Harbour

**Existing, Modified or New Activity \***

Modified



### Activity Priorities and Description

**Program Key Priority Area \***

Other (please provide details)

**Other Program Key Priority Area Description**

Primary Care Access

**Aim of Activity \***

The aim of this activity is to establish and provide ongoing support to a Medicare UCC in the Coffs Harbour Region. Medicare UCCs will ease the pressure on hospitals and give residents more options to see a healthcare professional when they have an urgent but not life-threatening need for care.

Medicare UCCs will provide free services, be open during extended business hours and accept walk-in patients.

Establishing and supporting a Medicare UCC in Coffs Harbour aims to provide timely, safe, high quality and cost-effective treatment for urgent non-life-threatening conditions. The UCC will be run by existing local general practices and will assist in reducing pressure on hospital ED presentations at local hospitals.

It is anticipated consumer behaviour will change over time to use UCCs where available instead of EDs for urgent non-life-threatening conditions, with effective coordinated care options including use of HealthDirect as a digital front door for people with urgent nonlife-threatening conditions.

**Description of Activity \***

In order to achieve the aim and key objectives, the following activities will be undertaken:

- Conduct an Expression of Interest (EOI) and formal competitive grant opportunity to identify, commission and manage contracts with suitable providers in the locations provided by the Commonwealth or direct approach to suitable providers where required.
- Ensure the UCC is able to meet the UCC Design Principles and support clinics to understand operational requirements as outlined in the UCC Operational Guidance documents.
- Facilitate co-operation, service clarity and cohesion between Medicare UCCs, primary care services, local emergency departments and the local health system.
- Support the establishment of referral pathways to local emergency departments and other health care providers, virtual care services and local connection lines.
- Undertake relevant local communications, campaigns and promotional activities to increase community awareness and understanding of the availability of services and conditions that are appropriate to be managed within a Medicare UCC.
- Support clinics to understand their compliance responsibilities and provide relevant advice and education where required.
- Ensure the Medicare UCC adheres to the UCC Data Sharing Agreement, UCC Privacy Policy and the UCC Patient Consent Form.
- Provide information to the Commonwealth on critical incidents and issues with quality and safety within the UCC in a timely manner.
- Provide funding to the clinics where there is a justifiable need for high-cost specialist equipment and access to peripheral clinical support services
- Support the uptake of any required training by Medicare UCC staff and support the delivery of training for Medicare UCCs where appropriate.
- Update UCC provider agreement with regional variation funding enhancement (2024) and work with the provider to expand service delivery.
- Monitor performance against the nine measures of success for people with urgent non-life-threatening conditions.
- Facilitate development and implementation of referral pathways between NSW Ambulance and UCC for Ambulance diversion to avoid unnecessary hospital presentations.
- Support development of referral pathways from virtual care services, Mid North Coast Virtual Care Service and North Coast Health Connect to UCC.
- Co-design, test and implement a patient experience survey with the UCC as part of a continuous quality improvement approach.
- Participate in UCC Community of Practice to share learnings, insights, and innovation across sites
- Lead monthly data insights meeting with UCCs across the HNC region, reviewing module reports and using insights to guide service improvement.
- Facilitation of meetings between Coffs Harbour ED staff and hospital corporate services teams to identify workflows and patient transfer protocols to support movement of patients between services based on clinical need.
- Support clinic to explore opportunities for physical expansion to footprint and adoption of a surge workforce roster and staff allocation system to meet demand. This includes networking with other UCC within the PHN footprint to share and exchange ideas.

## Needs Assessment Priorities \*

### Needs Assessment

Needs Assessment 2024/25 - 20206/27

#### Priorities

| Priority                                                                                                   | Page reference |
|------------------------------------------------------------------------------------------------------------|----------------|
| Promote early help seeking for medical concerns from primary care services to reduce burden on EDs         | 146            |
| Improve access to GP services, particularly after-hours, to facilitate management of non-urgent care needs | 145            |
| Increase access to after-hours GP services in the North Coast, particularly in Clarence Valley SA3         | 145            |



## Activity Demographics

### Target Population Cohort

This activity will provide unplanned and urgent care access to face to face clinical services across the 7-day schedule for residents able to present to a fixed location service in the Coffs Harbour Region.

### In Scope AOD Treatment Type \*

### Indigenous Specific \*

No

### Coverage

#### Whole Region

No

| SA3 Name      | SA3 Code |
|---------------|----------|
| Coffs Harbour | 10402    |



## Activity Consultation and Collaboration

### Consultation

Consultation has been undertaken with multiple stakeholders regarding access to urgent, unplanned and same day primary care services.

Consultation to understand needs, analyse data, identify and capture community, clinical and organisational perspectives, cultural aspects of urgent care has occurred. This has involved consultation with:

Consumers, carers and patients  
General Practices  
Pharmacy and Allied Health providers  
Tertiary institutions and research bodies  
Health economist  
Residential aged care facilities  
Local Health Districts and NSW Ministry of Health.  
Coffs Harbour Emergency Department – senior clinical staff  
Diagnostic and pathology service providers

### Collaboration

Extensive stakeholder collaboration regarding provision of Urgent Care Centre services and access to unplanned, urgent, same day primary care services has occurred as part of

- the design, development and implementation of North Coast PHN Primary Care Access Program
- expression of interest circulation and submissions for state based urgent care service proposals
- co-design and feedback sessions with consumers, clinicians and organisations providing urgent care services.



## Activity Milestone Details/Duration

### Activity Start Date

20/06/2023

### Activity End Date

30/06/2026

### Service Delivery Start Date

13/11/2023

### Service Delivery End Date

30/06/2026

### Other Relevant Milestones



## Activity Commissioning

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

Not Yet Known: No

Continuing Service Provider / Contract Extension: No

Direct Engagement: No

Open Tender: No

Expression Of Interest (EOI): No

Other Approach (please provide details): Yes

Is this activity being co-designed?

No

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