



HEALTHY
NORTH COAST

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NORTH COAST
An Australian Government Initiative

2023

STRATEGIC PLAN

2030

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Acknowledgement of Country

Healthy North Coast acknowledges the Traditional Custodians of the lands across our region, and pay our respect to Elders past, present and on their journey. We recognise these lands were never ceded and acknowledge the continuation of culture and connection to the land, sky and sea. We acknowledge Aboriginal and Torres Strait Islander Peoples as the Land's first peoples and honour the rich diversity of the oldest living cultures.



Healthy people in North Coast communities

Healthy North Coast (Limited) commenced operations in 2012. We are a not-for-profit organisation whose principal activity is to provide better health for North Coast communities.

We believe there is no wrong door — all people should be supported to have their health needs met regardless of how and where they enter the health system.

As one of Australia's 31 Primary Health Networks (PHNs), we work to streamline 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.

PHNs have the two key goals of:

- improving the efficiency and effectiveness of health services for people, particularly those at risk of poor health outcomes
- improving the coordination of health services and increasing access and quality support for people.

To achieve these goals, PHNs:

- assess the health needs of their region using a people-centred approach
- commission health services to meet the prioritised health needs of the people in their region
- work closely with providers to build health workforce capacity and support high-quality care
- connect health services for people to encourage better use of health resources and avoid duplication.

Healthy North Coast's 2030 Strategic Plan provides a roadmap for our organisation's vision for 2030.

This work is based on relevant policy and scientific literature, global trends and modelling, and sense checked against regional and local evidence and data, as well as targeted consultation with Healthy North Coast's Advisory Committees. The plan is further underpinned by the recognition of our First Nations peoples' individual and collective rights; cultural rights and identity; rights to education, health, employment and language, and commits to promoting their full and effective participation in all matters that concern them.

This 2030 Strategic Plan will ensure our work is focussed on the areas that matter most to our communities, our partners and us. It will guide us forward to an intentional future.

This 2030 strategic plan positions Healthy North Coast to take a proactive approach to addressing both global and regional challenges and creates an opportunity to work collaboratively with our stakeholders and community to design and implement systems, structures and initiatives that will improve health and wellbeing outcomes in a rapidly changing world.

Building our organisational narrative

SHORT-TERM

Our annual Business Plans are directorate level plans that spell out the detail of the activities Healthy North Coast will undertake each year. Strong metrics help us to build a clear year-on-year narrative that demonstrates we are on the right path to achieve our 2030 vision.

Workplans are incorporated into Business Plans and help staff to understand their team and individual responsibilities, and how their work links back to our 2030 vision. We will use metrics to measure our progress, celebrate success and drive continuous improvement. The Balanced Scorecard will be applied as a way to “connect the dots” between the strategic plan and operational management.

MEDIUM-TERM

Our whole-of-organisation Operational Plan 2024–2026 details the activities as an organisation we will undertake over 3 years that will support us to achieve the outcomes of our strategic plan.

It is a bridge between where we are now, and where we aim to be in 2030 and documents our transformation work, as well as our business as usual advancement.

The Operational Plan provides our staff, stakeholders and community with clarity about our priorities and keeps us on track and accountable to our 2030 vision.

At the end of 3 years, we will jointly review our results, learnings and outcomes to inform our Operational Plan activities 2027–2030.

LONG-TERM

Healthy North Coast’s Strategic Plan is the road we will travel to achieve our vision for 2030.

Our Board and Executive jointly planned this route based on global trends and modelling, sense checked against regional and local evidence and data and input from our Advisory Groups.

We have identified 6 focus areas, with strategies that will support our journey. Our strategic plan will guide us and keep us on track. We commit to having a distinct focus to advance Aboriginal and Torres Strait Islander Health and wellbeing that will be integrated into the broader framework.



The challenges facing primary health care

The Australian health system faces pressures including rising costs driven by increasing incidence of chronic diseases, an ageing population, inequitable access to services and gaps in workforce.

Further, changing customer expectations are driving a need for more personalised, digital, and integrated care experiences.

Relevant policy and literature highlight the importance of prevention, wellbeing, and social determinants; health system agility and resilience; growing the use of digital technology in services design and delivery and the need for a shift from volume to value-based commissioning to improving health outcomes and particularly for priority populations.

As we navigate complex challenges over the coming decade, the Board has further identified 3 global megatrends that are significant for our business and our communities: adapting to climate change, the escalating health imperative and driving into digital realms.



ADAPTING TO A CHANGING CLIMATE

The World Health Organization has described climate change as the single greatest health threat facing humanity. It is now unequivocal that the rapidly changing climate is locked in, with extreme weather events increasing in intensity and severity. Governments and communities need to plan for the effects of climate change disaster on response capability, healthcare systems and critical infrastructure.

The North Coast of NSW has experienced a number of natural disasters with the last few years seeing major bushfires, droughts and catastrophic flooding across our region. More extreme weather is projected to increase into the future with maximum temperatures rising by 1.0C by 2039 with a projected maximum of 2.4c increase by 2060-2079.¹ These changes are expected to have wide spread impacts on health, infrastructure and our environment with rainfall expected to increase in autumn and spring whilst severe fire weather is projected to increase in summer and spring. The response to climate change requires deep commitment to disaster preparedness, community and health sector resilience and adaptation.

THE ESCALATING HEALTH IMPERATIVE

Healthcare expenditure continues to grow as a proportion of GDP in most countries of the OECD. This is exacerbated by ageing populations and evolving health challenges such as antimicrobial resistance and anticipated future pandemics.

By 2030, a third of North Coast residents will be aged 65 years or older. The COVID-19 pandemic revealed health challenges around the management of chronic illness and mental health. It has highlighted the importance of social and economic determinants of health.

There are opportunities provided by upstream investment and partnerships outside of the health system.

DIVING INTO THE DIGITAL REALM

The rapid adoption of digital and data technologies in recent times has meant that many sectors and organisations have experienced considerable operational and workforce change. This is evident in the growth of remote working, telehealth, virtual education, digital currencies, and data-driven organisations. Adoption of digital and data technologies in many industries and households has accelerated in recent years but the scope and pace of further change is expected to accelerate. While this progress has been significant, experts predict that this is just the tip of the iceberg, with the vast majority of digitisation yet to occur.

A willingness to innovate and leverage opportunities enabled by digital and data technologies will significantly improve health and wellbeing outcomes on the North Coast. While committed to diving into the digital realm, we stay committed to ensuring responsible and ethically sound approaches through robust security measures.

1. AdaptNSW <https://www.climatechange.environment.nsw.gov.au/north-coast>



To achieve our vision, Healthy North Coast will focus our goals on 6 key domains:

1



Excellence

We champion clinical excellence, patient-centred care, continuous improvement and enabling access via no wrong door into health services for our communities.

2



Equity

We actively work towards Closing the Gap in everything that we do.
We strive to improve health and wellbeing for our communities with a strong focus on First Nations communities and taking a population health approach to planning our priorities.

3



Impact

We use evidence, innovation and technology to enhance what we do to deliver outcomes that matter.

4



Sustainability

We optimise the ways in which resources are used responsibly to benefit the community.

5



Stewardship

We have a strong governance and management system that is open, transparent and accountable

6



Our People

A supported, bold, and competent workforce is essential to achieve all the strategic directions that underpin our strategic plan.

A Focus On Excellence

Healthy North Coast aspires to be a leader in systems integration and change. By 2030 we aim to have a strong reputation for delivering outcomes and to be valued as a trusted organisation by our communities and stakeholders.

To meet this challenge, Healthy North Coast will champion clinical excellence, patient-centred care and continuous improvement and actively strengthen the primary health care system.





A Focus On Excellence

HEALTHY NORTH COAST WILL:

- provide leadership for integration and coordinated care across the health system on the North Coast
- build a health and wellbeing ecosystem that is geared towards strengths-based and cross-sector collaboration
- demonstrate the value of primary and community care to State, Commonwealth, local government and community
- strengthen the capacity and capability of primary care to understand and meet the future needs of healthcare
- lead primary care innovation, advancement and impact.

OUTCOMES

- Primary care inclusion in healthcare policy and planning across all tiers of government
- Attraction of health professionals to live and work on the North Coast
- Our value or that achieved in partnership with others is of benefit to our communities and stakeholders to achieve improved outcomes for communities.



A Focus On Equity

Significant disparities in life expectancy and other health outcomes persist across the Healthy North Coast footprint and Healthy North Coast has a key role to play in ensuring equitable access to healthcare services for all communities.

To meet this challenge, Healthy North Coast will strive to improve health and wellbeing for our communities with a strong focus on First Nations and other priority populations.

We will actively work on Closing the Gap and acknowledge that First Nations and priority populations are everybody's business. The foundation of our work is a population health approach to planning and prioritising needs across our communities.

We will work towards deeply understanding our priority communities and recognise that their social and cultural needs are fundamental to improving health outcomes.

A Focus On Equity

HEALTHY NORTH COAST WILL:

- improve access to health care by embedding a no wrong door approach into quality primary healthcare services
- actively engage with and elevate the voice of priority populations and communities
- improve health literacy, especially in priority populations
- invest funding, activities and initiatives in First Nations-led healthcare
- identify priority populations and deliver targeted initiatives to address health inequity
- listen to First Nations and priority populations and collaborate on evidence-informed solutions.

OUTCOMES

- Communities access health services via seamless digitally powered pathways
- Healthy North Coast as a recognised and trusted source of information
- Contribution to improved First Nations peoples' health and wellbeing
- Contribution to improvement in health for priority populations
- Improved health and wellbeing across the age continuum
- Improved quality of life indicators
- Reduced frailty.

A Focus On Impact

Focusing on impact allows us to prioritise the health and wellbeing needs of our people and communities. Healthy North Coast seeks to deliver outcomes that matter and achieve this in the most efficient and effective way.

To meet this challenge, Healthy North Coast will develop a digital health strategy and use evidence from diverse sources, innovation, and technology to enhance our investment and inform decisions about what the business will do and what it will not do.

A Focus On Impact

HEALTHY NORTH COAST WILL:

- use evidence and data from diverse sources to determine our priorities
- evaluate services and initiatives and act on findings, including investment in prevention
- use evolving ways of measuring impact and benefit
- use technology innovations to optimise health workforce and improve access to health solutions
- include evidence of global megatrends in policy and planning.

OUTCOMES

- Continuous improvement in services and initiatives
- Scaling of local innovation nationally
- Improved access to health solutions for consumers
- Lower demand for downstream healthcare
- Higher rates of self-management by consumers.

A Focus On Sustainability

Healthy North Coast seeks to responsibly use and enhance our human, social and financial capital in an increasingly constrained and complex operating environment.

To meet this challenge, Healthy North Coast will invest in evidence-informed activities that consider sustainability and optimise the ways in which resources are used.

A Focus On Sustainability

HEALTHY NORTH COAST WILL:

- leverage a diverse range of funding streams to meet emerging needs
- increase investment in preventive health, primary care and wellbeing
- build the strength and sustainability of our provider markets, workforce and partnerships
- build cultural competence of our providers and markets.

OUTCOMES

- Agile multidisciplinary service models
- Our contribution to integrated health and social care
- New models of funding and investment
- A culturally competent workforce
- Commissioning aligned to health needs assessment and collaborative services planning
- Increased investment in collaborative commissioning and commissioning for value
- Demonstrable improvements in workforce capability and retention
- Improved consumer and provider experience of wayfinding and referral pathways.

A Focus On Stewardship

Responsible and ethical management of our resources underpins the operations of Healthy North Coast. We will be good stewards of these resources and ensure the business has a strong future.

To meet this challenge, Healthy North Coast adopts a strong governance and management system that is open, transparent, and accountable to our funders, partners, and community.

A Focus On Stewardship

HEALTHY NORTH COAST WILL:

- be effective financial stewards (rigour and value) of commissioning funding
- ensure the Board is adequately briefed and supported to provide informed direction and advice
- develop an effective financial, performance management and accountability regime
- provide an effective, efficient and ethical program of commissioning and procurement that delivers health outcomes
- deliver a transparent performance reporting program to stakeholders
- strengthen the capability of all staff to deliver the strategic and operational plans of Healthy North Coast, including in commissioning
- build trust with our stakeholders and communities, particularly our First Nation's partners and communities.

OUTCOMES

- Commissioning and procurement activities demonstrate improved health outcomes
- Achievement of organisational goals and accountabilities
- Staff attraction, retention and positive organisational culture
- Positive brand recognition and reputation
- Reduce impact on our environment wherever possible
- Operate effective risk-management regime
- Undertake critical review by peer and industry
- A strong, diverse, bold and effective Board that leads us successfully to reach our strategic goals.



A Focus On Our People

Our people are the foundation of Healthy North Coast. We will invest in nurturing our staff through embracing diversity and inclusion, creating a learning environment and supporting innovation.

To achieve this, Healthy North Coast will foster a positive workplace culture, embrace professional development and provide the mechanisms for staff to understand the link between their work and the broader goals and opportunities of the organisation.

A Focus On Our People

HEALTHY NORTH COAST WILL:

- prioritise activities that build a culture of success
- build a high level of staff satisfaction
- build a workplace culture that creates a strong learning environment and mechanisms for fostering innovation
- build a diverse and inclusive workplace that values all employees.

OUTCOMES

- A positive workplace culture that fosters collaboration and peer support
- Diversity and inclusion where all staff are empowered to contribute and work at their optimal best
- Healthy North Coast as a desirable place to work.

Our 7-year strategic plan includes outcomes within each of the six domains. These will be evaluated at the end of the plan's timeframe in 2030. This evaluation will assess overall outcomes from the strategic plan and be informed by the 3-year outcome measures achieved in the operational plan and the annual progress indicators achieved through the business plans.





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An Australian Government initiative

Healthy North Coast is an independent, not-for-profit organisation proudly delivering the PHN Program in North Coast NSW. We are committed to improving the health of our communities through quality primary health care. The PHN Program is an Australian Government initiative.

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