



**HEALTHY  
NORTH COAST**

**phn**  
NORTH COAST  
An Australian Government Initiative

**2023**

**STRATEGIC PLAN**

**2030**

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

We believe there is no wrong door – all North Coast residents 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.

## Acknowledgement of Country

Healthy North Coast acknowledges the Traditional Custodians of the lands across our region, and pay our respects 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.

The Traditional Custodians of the lands for the North Coast region are the Birpai, Bundjalung, Dunghutti, Githabul, Gumbaynggirr and Yaegl Nations.



## Our Vision | Healthy people in North Coast communities

## Our Values | Community first and always | Achieving more together | Nurturing innovation

### Our Purpose

To build a person-centred health system in which each member of the North Coast communities, especially those with the greatest need, receives care that is integrated, high quality and easy to access. Our commitment to closing the gap and reducing health inequity for Aboriginal people and communities is paramount to each of our objectives and outcomes.

To achieve our vision, we will focus on these areas of impact:

### Excellence



We champion excellence in planning, commissioning and person-centred care, driven by curiosity, compassion and continuous improvement – this is underpinned by our focus on monitoring and evaluation.

We aspire to lead system integration across the region – creating lasting impact and ensuring the value of primary and community care is recognised and celebrated.

We communicate with purpose and clarity, sharing stories that centre on people and strengthen our region.

We embrace evidence-based and future focussed reform with confidence and are proud to be innovators shaping the future of health care.

### Equity



We actively listen to communities and prioritise needs so that resources reach those where they will make the greatest difference.

We strengthen the primary healthcare system to empower every North Coast resident to live their healthiest life.

We act with intention to close the gap in health outcomes, walking alongside and directed by Aboriginal Community Controlled Health Organisations, and upholding a genuine ‘no wrong door’ approach to care.

We support collaborative action to improve housing, education, the economy and other social determinants of health with health, social and local government stakeholders

### Sustainability



We collaborate with partners across health and social care, including Aboriginal Community Controlled Health Organisations and Local Health Districts, to build a connected and resilient health system where the community has access to comprehensive, continuous and coordinated primary health care.

We lead with responsibility -reducing waste, planning for climate impacts and disasters, and optimising our workforce, resources and technology for long-term impact.

We harness AI and digital innovation with purpose, ensuring it strengthens care and connection.

Our governance is transparent, accountable and anchored in quality.

### People



Our people are the heart of our excellence – the community, GPs, nurses, pharmacists, mental health professionals, allied health professionals, administrators and our own our team.

We embrace new ways of working and are united by a shared commitment to high performance and collaboration.

We invest in attracting and growing talent, supporting professional development, and nurturing positive, thriving workplace cultures across our region.



## A focus on excellence

### STRATEGIC INITIATIVES

- champion planning and commissioning excellence
- embed consumer perspectives in all stages of planning and commissioning cycles
- use evidence and data from diverse sources to determine our priorities
- use evolving ways of measuring outcomes
- deliver a transparent performance reporting program to stakeholders
- provide leadership for integration care across the health system
- demonstrate the value of North Coast primary health care to state, Commonwealth, local government and communities
- demonstrate our impact and capability through clear, purposeful narratives
- strengthen our brand value with all stakeholders

### OUTCOMES

- increased value for investment in collaborative commissioning
- communities actively contribute to needs identification, service design, implementation and evaluation
- commissioning activities demonstrate improved health outcomes in all PHN Program areas and regional needs:
  - Aboriginal health
  - aged care
  - alcohol and other drugs
  - digital health
  - mental health and suicide prevention
  - population health
  - workforce
- primary care inclusion in health care policy and planning across all tiers of government
- Healthy North Coast is a recognised and trusted source of information
- scaling of local innovation nationally

## A focus on equity

### STRATEGIC INITIATIVES

- use needs-based prioritisation planning to drive health equity and allocate resources where needed most
- actively engage with and elevate the voice of priority populations
- deliver targeted initiatives to address health inequity
- actively partner with Aboriginal Community Controlled Health Organisations regarding the investment and activities in Aboriginal health
- improve access to health care by embedding a no wrong door approach into primary health care services
- improve health literacy, especially in priority populations
- engage meaningfully and respectfully with health service providers, other stakeholders and communities
- evaluate services and initiatives and act on findings, including investment in prevention
- support collaborative action with health, social and local government partners to improve the social determinants of health, with a focus on housing and homelessness

### OUTCOMES

- outcomes that matter to communities are included in health needs assessments
- commissioning is aligned to health needs assessment and collaborative services planning
- improved health and wellbeing across the age continuum and for priority populations
- Aboriginal health priorities and services are driven by Aboriginal communities
- higher rates of health self-management by consumers
- improved access to primary health care
- improved consumer and provider experience via seamless digitally enabled navigation
- improved social determinants of health
- health consumers are seamlessly connected with social, housing and other support services, if required
- people who are homeless or at risk of homelessness access primary health care services in their community, including at homelessness services

## A focus on sustainability

### STRATEGIC INITIATIVES

- build an integrated health and wellbeing ecosystem that is geared towards cross-sector collaboration and communities' strengths
- increase investment in preventive health, primary care and wellbeing
- build partnerships with Aboriginal Community Controlled Health Organisations, Local Health Districts, commissioned service providers and other stakeholders
- proactively mitigate and adapt to the impacts of climate change
- use AI and other technological innovations to optimise internal operations, enable the health workforce and improve access to health, ensuring robust cyber and information security
- be effective financial stewards of commissioning funding
- attract and leverage a diverse range of funding streams to meet emerging needs
- develop an effective financial, performance management and accountability regime
- maintain good governance with an engaged and skilled Board that is well briefed
- provide an effective, efficient and ethical program of commissioning and procurement
- work in alignment with the PHN Program Performance and Quality Framework, enhanced by place-based planning

### OUTCOMES

- health partnerships drive improved health outcomes, evolved models of care and new funding streams
- evidence of health system adaptation to climate change
- infrastructure is in place to support disaster resilience
- reduced impact on the environment
- patient journeys are streamlined through AI and other technology
- lower demand for acute health care
- a strong, diverse, bold and effective Board that successfully supports Healthy North Coast to reach our strategic goals
- diverse funding streams fund regional priorities
- increased internal operational efficiency and effectiveness

## A focus on people

### STRATEGIC INITIATIVES

- strengthen the capacity and capability of the primary health care workforce and service providers
- build a high level of primary health care workforce satisfaction
- build cultural competence of the primary health care workforce, commissioned providers and our staff
- strengthen the capability of our staff to deliver our strategic and operational plans
- build and maintain a high performing team and a culture of success
- support workplace cultures that create strong learning environments and mechanisms for fostering innovation
- build a diverse and inclusive Healthy North Coast workplace that values all employees

### OUTCOMES

- the North Coast is a desirable place to live and work
- clinicians have a positive experience delivering care
- multidisciplinary primary health care service models are embedded across the region
- ways of working that foster collaboration and peer support
- culturally competent primary health care workforce, commissioned providers and Healthy North Coast staff
- improved Healthy North Coast workforce attraction, retention and organisational culture
- diversity and inclusion where all staff are empowered to contribute and work at their optimal best, enhancing innovation



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An Australian Government initiative

Healthy North Coast is an independent, not-for-profit organisation proudly delivering the PHN Program in the 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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