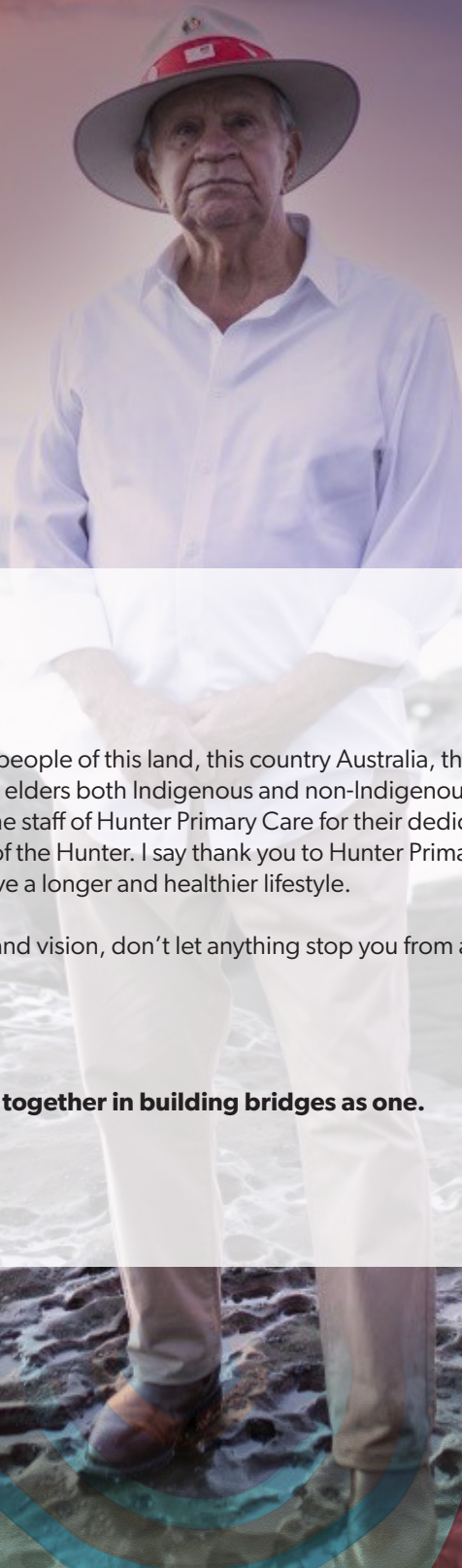




# Welcome The late Uncle Bill Smith



**Yaama Yaama Murrabah**

**Hello, how are you, it's good to be here.**

I'm very proud to be a descendant of the oldest unique race of people of this land, this country Australia, that we all call home. I acknowledge elders past, present and evolving; elders both Indigenous and non-Indigenous. I give credit where and when it's due. Right now I take my hat off to the staff of Hunter Primary Care for their dedication to making change throughout Newcastle and surrounding areas of the Hunter. I say thank you to Hunter Primary Care for helping our people improve their health and wellbeing to live a longer and healthier lifestyle.

Climb that mountain and fly with the eagles, fulfil your dreams and vision, don't let anything stop you from achieving your goals! This advice my father and mother told me.

**Yaama murrabah. So long.**

**Yours in friendship culture and understanding, in coming together in building bridges as one.**

**The late Uncle Bill Smith**  
(Aboriginal Elder)

**HUNTER PRIMARY CARE ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF THE LAND THAT WE LIVE AND WORK ON, AND PAY OUR RESPECTS TO ELDERS PAST, PRESENT AND FUTURE. WE ALSO ACKNOWLEDGE THE IMPORTANT ROLE OF ABORIGINAL & TORRES STRAIT ISLANDER PEOPLE WITHIN HUNTER PRIMARY CARE AND THE COMMUNITIES WE WORK WITH.**

Artwork: Saretta Fielding

## Foreword

### Brenda Ryan, CEO



## THE STRATEGIC PLAN 2025 PROVIDES THE FRAMEWORK FOR HUNTER PRIMARY CARE TO TAKE THE NEXT STEPS IN OUR TARGETED BUSINESS GROWTH, AND INCREASE OUR SERVICE PROVISION AND REACH TO ASSIST MORE COMMUNITIES

For almost 30 years, Hunter Primary Care has been committed to meeting the health needs of local communities. Our proud history underpins Hunter Primary Care's reputation as a reliable and sustainable provider of health care services throughout our region; a reputation accomplished through the professionalism of our staff and their ongoing commitment and dedication to helping clients in need.

As the organisation stands today, Hunter Primary Care is financially well established with effective governance in the provision of quality services. The Strategic Plan 2025 provides the framework for Hunter Primary Care to take the next steps in our targeted business growth, and increase our service provision and reach to assist more communities, regional and remote.

With the aim of positioning ourselves to sustainably achieve greater health and social outcomes for the communities that we serve, Hunter Primary Care is investing in multi-channelled market research projects, with insights collected from clients, community members and staff, to better understand current and future health needs.

To date this has included workshops with Hunter Primary Care's Board, Executive and Senior Management teams to design a people-centred approach for our Strategic Plan framework. The business cases prepared from our workshops are firmly based on the viewpoints of clients, community members and staff.

Our Strategic Plan process has also considered how the Australian health sector is evolving, Commonwealth and NSW State funding priorities, and how Hunter Primary Care can respond to these trends, challenges and opportunities, now and into the future. We have identified where Hunter Primary

Care can best be positioned within Australia's future health service priority areas, and be ready to respond to strategic health funding opportunities.

To drive the Strategic Plan 2025 forward, the next step in our journey will be to scale our business cases into tangible and accessible service delivery models. We will work further with our staff and strengthen engagement with clients and the community to continue to uncover emerging primary health needs. We will also keep abreast of developments in technology, workforce management and service delivery to better support our staff to meet the needs of our community.

Hunter Primary Care's culture of innovation, including our internal Innovation Challenge, has supported the development of new services, health promotion campaigns and education initiatives aimed at encouraging and achieving better health outcomes in the communities we support. Evidence-based evaluations of our recent community projects demonstrate that our initiatives are being well received and assisting us in achieving our vision for good health and wellbeing. We will continue to actively seek funding to do this innovative and important work in the community.

Our Strategic Plan 2025 embeds innovation, growth and development into the future of Hunter Primary Care.

**Brenda Ryan, CEO**

## Our context

### Sector trends and insights

In May 2021 Hunter Primary Care conducted a comprehensive survey of a representative community sample to better understand the needs of the people we serve and to ensure our strategic planning process is informed by a strong evidence-base.

# 34%

of respondents used digital devices or services to manage their health.

# MENTAL HEALTH SERVICES ARE IN HIGH DEMAND AND ARE NOT EASILY ACCESSIBLE FOR ALL.

# 17%

of respondents reported living with a mental health condition.

# 30%

of respondents with a disability also had a mental health condition.

# 40%

of respondents under the age of 35 reported a mental health condition with 36% accessing mental health services on a regular basis.

# 4%

of respondents aged 65 and over regularly accessed mental health services.

# IN PERSON

The majority of Community Survey respondents prefer to access health services in person, by going to a physical space. They enjoy the connection with health providers.

# 89%

of Community Survey respondents access GP services on a regular basis.

**“[I WOULD WANT TO SEE] MORE DOCTORS IN OUR AREA, PARTICULARLY ON WEEKENDS AND NIGHTS.”**

Community Survey respondent, May 2021.

**“THERE NEEDS TO BE A LOT MORE SUPPORT INFORMATION AROUND PREVENTATIVE HEALTH.”**

Community Survey respondent, May 2021.

# In summary

## Plan on a page

### Vision

Good health and wellbeing for all.

### Mission

To deliver integrated health and wellness services that help each person be their best.

### Our unique value proposition

By listening to our clients, we design and deliver holistic, integrated health and wellbeing services with care and support. We invest in our people, service innovation and systems to meet the needs of diverse communities.

### How we serve



#### Listen

We understand everyone's health care journey is different.



#### Care

We deliver quality primary health, mental health and after hours care in partnership with our network of health professionals.



#### Connect

We connect clients with services and supports to give them the skills, choice, and control to manage their physical and mental wellbeing.

### Strategic domains

#### Healthier Clients

We design, deliver and continuously improve coordinated care in response to the needs and expectations of our clients.

#### Strong Business

Our strong business fundamentals ensure we can continue to serve our community in the long term.

#### Engaged workforce

We invest in creating a culture where our people are empowered, engaged and focused on the client.

In summary

# Our strategic domains



Our three strategic domains are mutually reinforcing in a ‘virtuous cycle’. The virtuous cycle recognises that we improve our capacity to support client health when we learn from them, and invest in the organisation so we may support our workforce to perform - escalating our impact over time.

We design, deliver and continuously improve coordinated care in response to the needs and expectations of our clients.

- Listen and engage
- Easy access
- Inclusive
- Continuous improvement

## HEALTHIER CLIENTS



*By listening to our clients, we design and deliver holistic, integrated health and wellbeing services with care and support. We invest in our people, service innovation and systems to meet the needs of diverse communities.*

## STRONG BUSINESS

Our strong business fundamentals ensure we can continue to serve our community in the long term.

- Sustainable growth
- Investment in systems
- Working in partnership

## ENGAGED WORKFORCE

We invest in creating a culture where our people are empowered, engaged and focused on the client.

- High performing staff
- Embrace learning
- Innovation mindset



A person wearing a purple headscarf and a brown jacket with a fur-lined hood is seen from behind, sitting in a wheelchair on a paved path. The path leads towards a sandy beach and the ocean. In the distance, a white lighthouse sits atop a green cliff under a blue sky with scattered white clouds. A white wooden ramp structure is visible on the right side of the path.

# DISABILITY SERVICES ARE IN HIGH DEMAND

30% of people with a disability  
also have a mental health condition.

High level of client satisfaction with  
disability support services (70%).

Staff report high client demand for  
support completing NDIS applications  
and accessing early intervention services.

Source: Community Survey, May 2021

## In summary

# Our strategic journey

The Hunter Primary Care *Strategic Plan 2025* has been developed in a context of ongoing uncertainty created by the health and social impacts of the COVID-19 pandemic, an economic downturn, rising levels of inequality, and the digital transformation of how many people access services. In this rapidly evolving context of macro challenges, Hunter Primary Care is actively pursuing opportunities for adaptation and innovation.



Leading into this planning period, Hunter Primary Care has invested in:

### **Building client and market insights capability**

to significantly improve understanding of client needs, community context, and private and public sector forces.

### **A design-led** approach to innovation that:

- Is evidence based
- Integrates Hunter Primary Care service teams
- Acknowledges funding and policy settings
- Intersects with social determinants via partner identification and engagement
- Prioritises projects based on a sophisticated assessment framework.

The first year of this Strategic Plan sees our organisation capitalise on this work through a program of investigation, design and development. During the 2022 calendar year, the focus on research and innovation will broaden and deepen the actions within this strategic plan.



A comprehensive review and update of the Plan will be conducted at the end of the financial year to include Board-endorsed projects, and share our updated knowledge and insights. In the first year of this planning period, the Executive Team will also focus on building the systems and enabling culture for the effective delivery and measurement of our strategic goals.

The Strategic Plan 2025 connects our longstanding vision of good health and wellbeing for all with clear actions to achieve our mission, and a means to measure our progress over the life of the plan.

# In summary

## Our strategic journey

### FY2022

#### Establishing the foundations

FY2022 is 'Year Zero' for our Strategic Plan. Focuses include:

- Set ambitious targets for each Strategic Goal
- Launch Strategic Plan internally with a clear engagement strategy for all staff
- Identify data gaps for effective measurement of outcomes and tools to address those gaps
- Build team capacity to analyse and respond to data, enabling a culture of continuous improvement

### FY2023

#### Building momentum

We will commence measuring our performance against our Strategic Goals. Focuses include:

- Apply data gathering and analysis capability to measure and report progress on Strategic Goals
- Undertake targeted external engagement on our strategic priorities with key stakeholders.
- Develop Shared Value design models to identify, scope and prioritise new strategic initiatives for piloting
- Pilot at least one new strategic initiative in each Strategic Domain

### FY2024

#### Embedding initiatives

In this year of consolidation our focuses include:

- Continue to apply data gathering and analysis capability to monitor and measure progress on Strategic Goals
- Refine and expand successful pilot initiatives

### FY2025

#### Deepening impact and looking ahead

In the final year of our Strategic Plan we will take stock, report on our impact, absorb learnings and prepare the next plan. Focuses include:

- Continue to apply data gathering and analysis capability to report on Strategic Goals
- Release Impact Report measuring success across the FY22-FY25 period
- Commence strategic planning process for 2025-2029

## In summary

# Our strategic goals

### Healthier Clients

**1.** We **listen** to and actively **engage** clients and communities to help us better understand and meet their needs, and to ensure **awareness** of our services.

**2.** We provide our clients with **easy access** to health services and **promote** good health and wellbeing in the community.

**3.** We are **inclusive** and actively create an environment that is safe and welcoming for diverse communities.

**4.** We are focused on continuous **improvement** by evaluating our services and acting on the evidence of what works.

### Strong Business

**5.** We **grow sustainably** and meet demand through a commitment to efficiency measures, strategic partnerships and innovation.

**6.** We **invest in systems** and processes that make life easier for our people and improve our ability to serve our community.

### Engaged Workforce

**7.** We **work in partnership** with others to foster sharing of resources, ideas, experiences and strengths.

**8.** We attract, retain and progress passionate and **high performing staff** who model our values.

**9.** We **embrace learning** by investing in training and professional development to support our people to meet our clients' needs.

**10.** We encourage our people to adopt an **innovation mindset** to help us achieve our mission.

# Key activities

## Healthier Clients

### WE DESIGN, DELIVER AND CONTINUOUSLY IMPROVE COORDINATED CARE IN RESPONSE TO THE NEEDS AND EXPECTATIONS OF OUR CLIENTS.

Strategic goals	Activities	What is involved	Success measures	Accountability
1. We <b>listen</b> to and actively <b>engage</b> clients and communities to help us better understand and meet their needs, and to ensure <b>awareness</b> of our services	1.1 Grow community awareness of Hunter Primary Care's services	<ul style="list-style-type: none"> <li>• Build frequency of communications</li> <li>• Use a multi-channel marketing campaign including both traditional and digital media platforms to reach potential clients, referral sources and general public</li> <li>• Pursue option to include our well known 'GP Access' brand as part of the suite of programs</li> <li>• Develop a series of vignettes that link to our new branding investment</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement rates with web presence, social media and email communications</li> <li>• Increased awareness amongst target cohorts evidenced in community surveys</li> </ul>	CEO/Primary Care Executive
	1.2 Investment in market and customer research	<ul style="list-style-type: none"> <li>• Research trends in primary health care user needs and service delivery with a focus on growth and innovation opportunities</li> <li>• Encourage clients to participate in human centred-design activities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research projects completed</li> <li>• Number of clients engaged in human centred-design activities</li> </ul>	Primary Care Executive
2. We provide our clients with <b>easy access</b> to health services and <b>promote</b> good health and wellbeing in the community	2.1 Identify ways to support our community through telehealth and after hours services	<ul style="list-style-type: none"> <li>• Develop a business case for a future primary care after hours service, identifying potential new funding mechanisms</li> <li>• Explore the delivery of allied health services through telehealth in regional and remote areas of NSW</li> <li>• Explore the delivery of low intensity psychology services through telehealth</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Board-supported plan for the future of the service</li> <li>• Increased number of clients supported</li> </ul>	CEO

# Key activities

## Healthier Clients

Strategic goals	Activities	What is involved	Success measures	Accountability
	2.2 Expand existing health promotion and health education activities	<ul style="list-style-type: none"> <li>Seek new funding and partnership opportunities for health and wellbeing promotion through education models and social media</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships secured</li> <li>Funding sources identified</li> <li>Projects scoped and delivered</li> </ul>	Primary Care Executive
	2.3 Increase number, range and location of services, and investigate fee for service models	<ul style="list-style-type: none"> <li>Competitor analysis to inform expansion of allied health services</li> <li>Pilot low intensity pathways for mental health services to people not requiring face to face or while on wait list</li> <li>Develop integrated holistic models of care incorporating chronic disease management, allied health, mental health services and engagement with social and support services</li> </ul>	<ul style="list-style-type: none"> <li>Increased client retention</li> <li>Increased number of internal referrals to supports and services</li> <li>Increased brand awareness in target communities</li> <li>Number and strength of relationships with social/support services</li> <li>Increased number of clients</li> </ul>	Primary Care Executive
3. We are <b>inclusive</b> and actively create an environment that is safe and welcoming for diverse communities	3.1 Rainbow accreditation	<ul style="list-style-type: none"> <li>Seek accreditation with ACON</li> <li>Review all Hunter Primary Care documentation for inclusive language</li> <li>PRIDE training for staff</li> <li>Maintain relationships with LGBTQI community</li> </ul>	<ul style="list-style-type: none"> <li>ACON accreditation milestones met</li> <li>Fully accredited with ACON by 2025/2026</li> <li>Proportion of staff completed PRIDE training</li> <li>Clients report feeling safe in our care</li> </ul>	CEO
4. We are focused on continuous <b>improvement</b> by evaluating our services and acting on the evidence of what works	4.1 Evaluation of services and programs	<ul style="list-style-type: none"> <li>Review evaluation and continuous improvement procedures</li> <li>Conduct evaluations for each service/program at least annually</li> <li>Establish reporting and review processes for all services and programs, including client surveys</li> <li>Incorporate evaluation results in strategic business growth and decision making processes</li> </ul>	<ul style="list-style-type: none"> <li>Consistent approach for service evaluation in place and communicated to staff</li> <li>Proportion of services completing annual evaluations</li> <li>Increased number of positive client satisfaction surveys</li> <li>Improved Net Promoter Score</li> <li>Evaluation embedded in Clinical Governance Framework</li> </ul>	CEO

The background image is a photograph of a park. In the foreground, three people are sitting on a blue and white patterned blanket on a green lawn. On the left is a woman with short brown hair wearing an orange lace-trimmed top and black pants. In the middle is an older woman with short grey hair wearing a brown jacket over a white top. On the right is a man with short brown hair wearing a light pink t-shirt and blue jeans. They are all looking towards the left. In the background, there is a large, ornate clock tower with a dome and arched windows. There are several trees, including a large pine tree on the left, and a fountain area with water spraying. A white bus is visible in the distance. The sky is clear and blue.

# MENTAL HEALTH SERVICES ARE HARDEST TO ACCESS

Stigma is still a barrier, with men making up only 35% of the client base.

52% use digital devices to manage mental health, including online support groups and telehealth.

Source: Community Survey, May 2021

# Key activities

## Strong Business

### OUR STRONG BUSINESS FUNDAMENTALS ENSURE WE CAN CONTINUE TO SERVE OUR COMMUNITY IN THE LONG TERM.

Strategic goals	Activities	What is involved	Success measures	Accountability
5. We <b>grow sustainably</b> and meet demand through a commitment to efficiency measures, strategic partnerships and innovation	5.1 Explore business growth opportunities using a robust design and approval process	<ul style="list-style-type: none"> <li>Establish a timeline for annual strategic initiatives process</li> <li>Apply a consistent design process when developing new initiatives</li> <li>Apply a consistent decision-making framework to prioritise new initiatives for Board approval</li> </ul>	<ul style="list-style-type: none"> <li>Targeted services that have gone through a rigorous, transparent process of selection and prioritisation</li> </ul>	CEO
6. We <b>invest in systems</b> and processes that make life easier for our people and improve our ability to serve our community	6.1 Client Management System	<ul style="list-style-type: none"> <li>Implement a client record management system, including data migration, systems integration and change management</li> <li>Decommission legacy systems</li> <li>Establish business-as-usual team and processes</li> </ul>	<ul style="list-style-type: none"> <li>Timely implementation and data migration</li> <li>Staff report greater ease of use and better client outcomes</li> <li>Reduction in licence costs</li> </ul>	Corporate Services Executive
	6.2 Centralised Human Resource system	<ul style="list-style-type: none"> <li>Scope business requirements</li> <li>Develop business case for investment</li> <li>Implementation and training (subject to business case approval)</li> </ul>	<ul style="list-style-type: none"> <li>Business case approved</li> <li>Implementation according to project plan</li> <li>Managers report that the new system provides easy access to accurate data</li> </ul>	Corporate Services Executive
7. We <b>work in partnership</b> with others to foster sharing of resources, ideas, experiences and strengths	7.1 Strengthen collaboration with like-minded organisations	<ul style="list-style-type: none"> <li>Targeted external engagement on the Strategic Plan focussing on areas of potential collaboration</li> <li>Attend community events</li> <li>Continue NDIS Mental Health Community of Practice (CoP)</li> <li>CEO networking</li> <li>Maintain up to date list of organisations for potential partnership</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan utilised in external engagement approach</li> <li>Number of community events attended</li> <li>Number of CoPs held</li> <li>Number potential partner organisations identified</li> </ul>	CEO
	7.2 Stretch Reconciliation Action Plan (RAP)	<ul style="list-style-type: none"> <li>RAP working group engagement with internal and external stakeholders</li> <li>Identification and completion of key activities</li> <li>Submission of Stretch RAP to Reconciliation Australia for approval</li> </ul>	<ul style="list-style-type: none"> <li>Approval of RAP</li> <li>Effective RAP governance</li> <li>More attractive workplace for Aboriginal and Torres Strait Islander people</li> <li>Greater engagement with Aboriginal communities and organisations</li> </ul>	CEO

# Key activities

## Engaged Workforce

### WE INVEST IN CREATING A CULTURE WHERE OUR PEOPLE ARE EMPOWERED, ENGAGED AND FOCUSED ON THE CLIENT.

Strategic goals	Activities	What is involved	Success measures	Accountability
8. We attract, retain and progress passionate and <b>high performing staff</b> who model our values	8.1 Implement the People and Culture Plan 2021-2025 (People Plan) to: a. Strengthen recruitment and retention processes b. Implement initiatives to improve the health and wellbeing of our people	<ul style="list-style-type: none"> <li>Plan approved by Board</li> <li>Focused activity plan as per People Plan</li> <li>Continue employee recognition program</li> <li>Implement salary progression procedures</li> <li>Plan and implement a wellbeing program with focus on psychological wellbeing</li> <li>Develop employee value proposition</li> <li>Develop succession plan for critical roles</li> <li>Develop and implement diversity and inclusion plan</li> <li>Finalise industrial agreement</li> </ul>	<ul style="list-style-type: none"> <li>Reduced staff turnover</li> <li>Reduced reportable injuries</li> <li>Reduced work hours lost</li> </ul>	Corporate Services Executive
	8.2 Measure staff engagement and act on results through biennial Culture Survey	<ul style="list-style-type: none"> <li>Implement identified improvements from Culture Survey 2021</li> <li>Conduct Culture Survey 2023</li> </ul>	<ul style="list-style-type: none"> <li>Improvements implemented from Culture Survey 2021</li> <li>Staff participation in Culture Survey 2023</li> <li>Improvement in Culture Survey results 2021 to 2023</li> </ul>	Corporate Services Executive
9. We <b>embrace learning</b> by investing in training and professional development to support our people to meet our clients' needs	9.1 Implement the People and Culture Plan 2021-2025 (People Plan) to: a. Increase staff involvement in performance and development processes b. Progress Leadership and Development pillar in the People Plan	<ul style="list-style-type: none"> <li>Implement revised performance and development system with increased focus on individual development and career planning</li> <li>Train managers, supervisors and staff in the new performance and development process</li> <li>Continue Leadership Development Program</li> </ul>	<ul style="list-style-type: none"> <li>Completion rates for compliance training</li> <li>Number of Performance and Development Plans in place</li> </ul>	Corporate Services Executive
10. We encourage our people to adopt an <b>innovation mindset</b> to help us achieve our mission	10.1 Innovation Challenge	<ul style="list-style-type: none"> <li>Annual process open to all staff</li> <li>Funding allocation to successful projects</li> <li>Agile delivery of projects</li> </ul>	<ul style="list-style-type: none"> <li>Number of entries submitted annually</li> <li>Conversion rate of ideas to projects</li> <li>Completion of projects</li> <li>Staff report a culture of innovation</li> </ul>	CEO



## **LGBTQI+ COMMUNITIES**

63% regularly access GP services.

38% experience ongoing mental illness.

62% are comfortable engaging with digital devices for health management.

Source: Community Survey, May 2021

A photograph of two women standing outdoors. The woman on the left is wearing a pink lace-trimmed top and is looking down at a document held by the woman on the right. The woman on the right has long dark hair and is wearing a light blue top. They are standing on a paved path with a metal railing, overlooking a coastal area with green vegetation and a bright blue ocean under a clear sky.

## **ABORIGINAL & TORRES STRAIT ISLANDER PEOPLE NEED GREATER SUPPORT TO ACHIEVE HEALTH EQUITY**

53% regularly access GP services  
(compared to 90% in the general  
population)

26% experience ongoing mental illness

Only 33% report that drug & alcohol  
support services met their needs

Lack of culturally safe health services  
(a barrier for 20%)

More support to access 715  
Health Assessments

Source: Community Survey, May 2021