

Hunter **PR1MARYCARE**

STRATEGIC PLAN 2035

Shaping the Future of Healthcare



ACKNOWLEDGEMENTS

First Nations: Hunter Primary Care acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and we pay our respects to their elders past, present and future who we share this great region with.

Diversity: Hunter Primary Care is committed to embracing diversity and eliminating all forms of discrimination in the provision of health services. We welcome all people of diverse ethnicity, lifestyle choice, faith, sexual orientation and gender identity.

Lived Experience: Hunter Primary Care acknowledge and thank the people with lived and living experience of health challenges who share their stories, insights and expertise with us. Their voices play a vital role in shaping our services, improving our understanding and ensuring that the care we deliver is compassionate, relevant and person-centred.

Funding: Hunter Primary Care acknowledges program funding received from the Hunter New England Central Coast Primary Health Network, the Australian Government Department of Health, Disability and Ageing, the Australian Government Department of Social Services, the Hunter New England Local Health District, headspace National and the NSW Ministry of Health.



FOREWORD

Hunter Primary Care has a long history of supporting the Hunter community.

Over the years, we've seen health needs evolve, funding models shift, and expectations around access and cultural safety grow stronger.

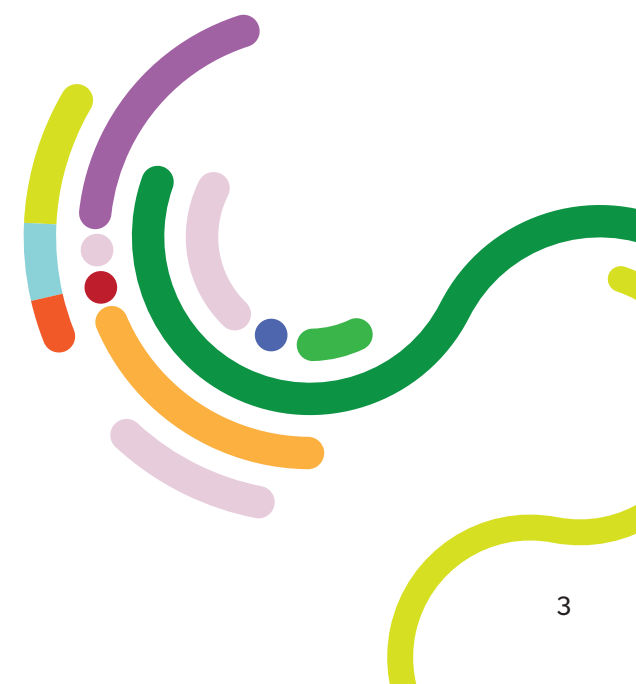
Today, we face both challenge and opportunity. Demand for services is increasing, funding cycles remain short and health inequities persist, particularly for Aboriginal and Torres Strait Islander peoples, people in rural communities, and those living with complex conditions. At the same time, digital tools, stronger partnerships and a growing emphasis on integrated care give us the chance to do things differently — and better.

This Strategic Plan sets out our direction to 2035. It outlines how we will strengthen services, improve access, and ensure the long-term sustainability of our work. It is focused on delivering greater impact with person-centred, culturally safe and connected care at the core of everything we do.

Over the next ten years, we will:

- ✓ Expand access to care for those who need it most
- ✓ Innovate and integrate how services are delivered
- ✓ Build lasting partnerships with funders, providers and communities
- ✓ Grow and diversify our business to reflect local needs and values
- ✓ Strengthen the systems, workforce and data that enable high-quality care.

This plan reflects the voices and insights of our staff, our partners and the people we serve. It outlines a clear and confident path towards better health and wellbeing, both now and in the years ahead.



ABOUT US

For over 30 years, Hunter Primary Care has been supporting the health and wellbeing of people across the Newcastle and Hunter region. As a not-for-profit organisation, our focus has always been on delivering high-quality, locally responsive care - not just treating illness but improving lives.

We work in partnership with individuals, families, GPs, community organisations and funders to meet the evolving needs of our diverse communities. Our commitment is to provide care that is person-centred, culturally safe and easy to access, particularly for those who may face barriers to support.

Our services include:

- ✓ Aboriginal and Torres Strait Islander health
- ✓ After-hours medical care
- ✓ Mental health and psychosocial support
- ✓ NDIS services
- ✓ Allied health and chronic conditions management
- ✓ Aged care

Our team of experienced health professionals are dedicated to walking alongside clients at every stage of their healthcare journey, listening to their needs, caring with respect and connecting them with the right support.

We listen. Care. Connect.



VISION

Good health and wellbeing **for all**.

MISSION

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

OUR VALUES



Integrity

We are transparent, honest and accountable for what we do and how we do it



Recognition

We acknowledge and encourage individuality, diversity and personal development.



Excellence

We encourage and celebrate creativity, continuous improvement and sharing with each other.



Respect

We expect trust, open communication and inclusiveness in our interactions with each other.



OUR STRATEGIC PRIORITIES

Hunter Primary Care's strategy is built on three key pillars and supported by a strong internal foundation. Together, these priorities guide our work to deliver better care, stronger partnerships and sustainable impact across the region.



CONSUMER-CENTERED CARE & QUALITY

We will deliver culturally safe, easy-to-reach services that close equity gaps and improve outcomes for all people, particularly those who have been historically underserved.



SERVICE INNOVATION & INTEGRATED CARE

We are redesigning how care is delivered, making it more seamless, digital and connected, so people receive the right support at the right time.



PARTNERSHIPS & SUSTAINABLE FUNDING

We will build strong, long-term partnerships and secure sustainable, outcome-based funding to support innovation and growth.



ORGANISATIONAL STRENGTH & CAPABILITY

To bring this strategy to life, we are investing in the people, systems and structures that make impact possible. This includes the following integrated themes:

- Theme 1:** Workforce Capability & Wellbeing
- Theme 2:** Digital Enablement & Data Analytics
- Theme 3:** Financial Sustainability & Strategy



HOW OUR STRATEGY CREATES CHANGE



Every part of our strategy is grounded in a clear understanding of community needs and a practical plan to address them. The table below shows how our key initiatives respond to specific challenges across our services, and the outcomes we expect to achieve. It brings together the why, what and how of our work, showing the pathway from action to impact.

Pillar	Sub-pillar	Need	Strategic Response	Outcome
Consumer - Centred Care & Equity	Aboriginal & Torres Strait Islander Health	Cultural barriers limit trust and access	Embed culturally governed models and shared data platforms	Improved cultural safety, trust and access
	Primary & Preventive Health	Reactive care misses early risk signs	Deploy hybrid prevention and early-intervention models	Earlier detection, fewer hospital admissions
	Aged-Care & Seniors Support	Fragmented support and preventable transfers	Extend nurse-led, multidisciplinary outreach	Better continuity, fewer transfers
	Disability & NDIS Services	Inconsistent and culturally unsafe care	Build a sustainable, culturally safe NDIS portfolio	Smoother, safer participant journeys
	Mental Health & Psychosocial Support	Long waits and narrow service reach	Redesign model with hybrid care and digital triage	Shorter waits, broader holistic care
Service Innovation & Integrated Care	Service Integration & Efficiency	Duplicate intake workflows waste effort	Create one-stop intake and unified workflows	Unified access, less duplication
	Virtual & Hybrid Care Models	Clinic focus limits reach	Expand telehealth and AI-supported delivery	Greater access and geographic reach
Partnerships & Sustainable Funding	PHN & LHD Partners	Planning misaligned; data gaps	Build joint outcome-based contracts	Stronger planning and population health
	GPs, ACCOs, Community Orgs, RACFs	Informal links break continuity	Formalise digital referral and supervision	Seamless, coordinated care
	Government Departments	Short-term contracts limit innovation	Secure multi-year outcome-linked funding	Greater certainty and impact
	Private Insurers & Philanthropy	Limited private investment	Develop ROI-based partnership offers	Expanded funding and scale
	Consumers (Fee-for-Service)	Desire for fast, specialised services	Offer paid services that cross-subsidise others	Faster access, sustainable funding
Organisational Strength & Capability	T1 Workforce Capability & Wellbeing	Skill gaps and burnout	Build a digitally capable, supported workforce	Retain skilled, engaged workforce
	T2 Digital Enablement & Data Analytics	Legacy systems and siloed data	Deliver secure, platforms and real-time analytics	Trusted insights and data-driven care
	T3 Financial Sustainability & Strategy	Rising costs squeeze margins	Control capital, diversify income, protect surplus	Financial stability and reinvestment

OUR ROADMAP

Our strategy is designed to deliver meaningful, lasting change. Not all at once, but through clear, deliberate stages. This roadmap outlines how we'll move from testing and strengthening to expanding and embedding the services our community needs.

Hunter Primary Care's plan follows a two-phase model, setting a clear path to long-term system transformation.

PHASE 1 : BUILD & DEMONSTRATE

July 2025 – June 2027

This phase focuses on building confidence, investing in our workforce, and piloting innovative models of care. We'll use this time to demonstrate what works, gather evidence, and lay the foundations for broader change. Key priorities include:

- ✓ Testing new models in aged care, mental health, NDIS and chronic disease
- ✓ Expanding after-hours and virtual care options
- ✓ Strengthening our data, systems and digital capability
- ✓ Building strategic partnerships and workforce capacity

PHASE 2 : SCALE & EXPAND

July 2027 – June 2035

In this phase, we'll scale up the models that deliver the strongest outcomes and value and embed them across services and regions. With a stronger financial foundation and tested delivery models, we'll focus on system-wide transformation. This includes:

- ✓ Expanding integrated, culturally safe services across the Hunter
- ✓ Deepening partnerships with funders, community organisations and providers
- ✓ Embedding AI and real-time data to support more proactive care
- ✓ Diversifying funding and improving long-term sustainability

OUR IMPACT

Our strategy is designed to deliver meaningful, measurable improvements for our community for those who face the greatest barriers to care.

By 2035, we aim to:



Improve access and equity - People across the Hunter, particularly Aboriginal and Torres Strait Islander peoples, older adults, rural residents, and people with complex needs, will experience greater access to culturally safe, timely care, closer to home.



Reduce preventable hospital visits - More care will be delivered earlier, in community settings, through prevention, outreach and integrated care, helping to reduce avoidable emergency department presentations and hospital admissions.



Deliver more connected and personalised support - Individuals and families will experience smoother transitions between services, with fewer gaps or delays, supported by integrated systems, shared information and digital tools.



Strengthen partnerships and funding stability - We will build stronger collaborations with GPs, Aboriginal Community Controlled Organisations, aged care facilities, funders and community partners to enable long-term, outcome-based funding and more impactful joint initiatives.



Support a skilled, supported workforce - Our people will be equipped with the tools, training and wellbeing supports they need to thrive, fostering a culture of capability, care and innovation.



Use data and technology to improve care - Real-time analytics, AI tools and smarter systems will help us deliver more proactive, tailored services, extend our reach into more communities and settings, and demonstrate the outcomes that matter most.

LOOKING AHEAD

This strategy is a commitment to our community, our partners, and our people. It reflects who we are and where we're going: a trusted provider of culturally safe, innovative and sustainable healthcare that meets the evolving needs of the Hunter region.

Together, we'll build a healthier future.

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