

phn
NORTHERN TERRITORY

An Australian Government Initiative

Strategic Plan

2018 – 2023

ntphn.org.au

Executive Summary

Established in July 2015, PHNs play a central role in the Australian Government's strategic direction to strengthen the Australian health care system and increase access for all Australians. Northern Territory PHN's (NT PHN) 2018-2023 Strategic Plan has been developed in collaboration with its Board, Clinical and Community Councils, staff and key external stakeholders. This extended five year plan will provide greater continuity and longer term clarity of NT PHN's direction, and align NT PHN with Commonwealth funding cycles. The plan builds on the successes of the previous three-year strategic plan but takes into account the dynamic operating environment and future policy direction of health care in Australia.

NT PHN will continue to work to improve health outcomes in the Northern Territory (NT) by building local partnerships and directing resources towards high quality and better-integrated primary health care. At the heart of our plan is our commitment to establishing strategic partnerships with funders, health care and community organisations, providers and consumers. We will work to develop better system integration and coordination (including between hospitals and primary care) by working in collaboration to optimise funding to meet current and predicted need. We will also focus on supporting new funding models, such as Health Care Homes, to reform how primary health care in Australia is funded to improve chronic disease outcomes for patients.

As commissioners, we will continue to undertake a co-design approach to planning services. This is key to ensuring best practice service delivery that meet the needs of the community, and ensures that services are appropriate and culturally safe. Access to culturally safe services is critical, not only for Aboriginal and Torres Strait Islander people but across the entire population of the NT. NT PHN acknowledges the central role of Aboriginal community controlled health services in improving Aboriginal health outcomes and is committed to working with them, as preferred providers of services where Aboriginal people are

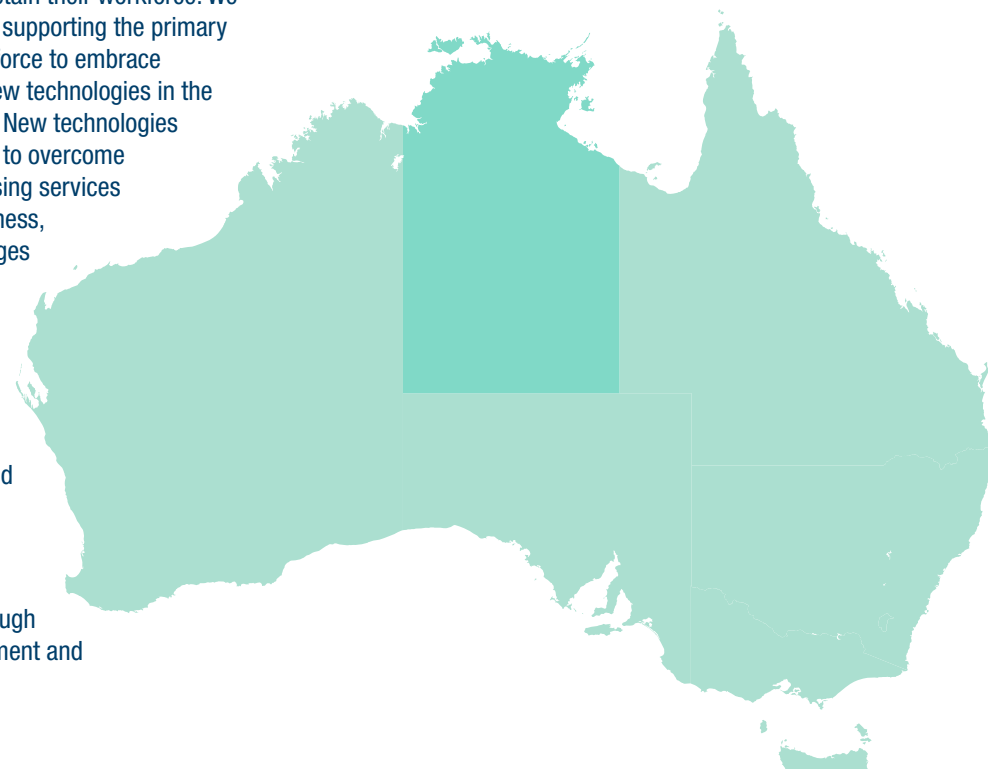
the major recipients of such services, and as key partners in addressing social determinants of health.

NT PHN recognises the significant impact low health literacy has on health outcomes in the Territory. A new goal for us is to empower people to take increasing control of their own health and wellbeing. Increasing health literacy through the implementation of our Health Literacy Strategy will be a focus for us over the next five years.

We will work with NT primary health care providers to improve workforce pathways, and attract and retain their workforce. We are committed to supporting the primary health care workforce to embrace innovation and new technologies in the provision of care. New technologies will assist people to overcome barriers in accessing services including remoteness, workforce shortages and concerns about privacy. We will also support increasing use of data to drive service design and improvement.

NT PHN will track our corporate performance through regular measurement and

analysis of key performance indicators. Our performance indicators will measure the health impact of our activities within regions, at an NT level and against national benchmarks through the national PHN Program Performance and Quality Framework. Over the next five years, NT PHN will work towards ensuring all Territorians receive the right care, in the right place at the right time by remaining responsive to stakeholders, embracing new opportunities, continuously seeking improvement and being resilient in meeting challenges.



About Northern Territory PHN

Our vision



People in the Northern Territory enjoy their best health and wellbeing.

Our purpose



Build local partnerships and direct resources based on need towards an integrated, high quality primary health care system.

Population 245k

Aboriginal and Torres Strait Islander 30%

Population born overseas 20%

Gap in life expectancy 15.7 years

Gap in life expectancy 17.9 years

Majority funded by the Australian Government, NT PHN focuses on increasing the quality of medical services for patients, particularly those at risk of poor health outcomes and improving the coordination of care to ensure patients can receive the right care in the right place at the right time.

About the Northern Territory

The NT covers an area of almost 1.4 million km², 18 per cent of Australia's land mass, and in 2018 had a population of approximately 245,000.

There are slightly more males (52 per cent) than females (48 per cent), and the median age is 32 years. Aboriginal and Torres Strait Islander people make up approximately 30 per cent of the total population – over 70,000 people. Around 20 per cent of the population was born overseas, and twice as many came from predominantly non-English speaking countries compared to predominantly English-speaking countries.

The estimated gap in life expectancy between Aboriginal and non-Aboriginal Australians in the NT is 15.7 years for males and 17.9 years for females, which is considerably higher than the national average.

People living in the NT have a disproportionately higher burden of

disease across a range of conditions. Premature mortality rates are the highest in Australia, with diseases such as cancer, diabetes, kidney disease, cardiovascular disease, respiratory disease and suicide all contributing significantly to these statistics.

Underlying factors such as high alcohol consumption, smoking rates and poor nutrition are associated with these poor statistics, as are high levels of socio-economic disadvantage and the related poor social determinants of health. The ability to address these factors is further complicated by the challenges of distance, and fragmentation of the health system.

However, in many cases these statistics reflect improvements made over the past 10 years. Aboriginal community control of health services, the delivery of a diverse outreach health program, and improvements in immunisation and screening rates have had measurable positive outcomes.

Despite the challenging environment, NT PHN is committed to improving the coordination and integration of care throughout the NT so that improved outcomes will be continuously reflected in our health statistics over time.

To empower people to take control of their own health and wellbeing.

1.1

Support primary health care teams to empower Northern Territorians with complex and chronic conditions to be active participants in their care.

% of potentially preventable hospitalisations includes vaccine preventable conditions, acute conditions and chronic conditions.
Increase in % of those diagnosed with chronic conditions receiving GP management plan and/or have a team care arrangement.

1.2

Encourage the adoption of self-management tools through primary health care teams.

Implementation of NT PHN's Health Literacy Strategy.

1.3

Support the uptake of preventative health activities through primary health care providers.

95% of children under 5 years are fully immunised, or NT PHN increases rate of immunisation.
The trend in the proportion of adults in the NT who are immunised against vaccine preventable diseases/illnesses.
Cancer screening rates for cervical, bowel and breast cancer, increase in the rate(s) of specified population(s) screening.

Address health equity by identifying those with the greatest health needs and improving access to primary health care.

2.1

Undertake comprehensive health care needs assessment for the NT.

100% of delivered activities address the prioritised needs in NT PHN Needs Assessment.

2.2

Address service gaps and fragmentation by co-designing, co-commissioning and commissioning services that meet the health needs arising from the health care needs assessment.

Trend in the number and type of After Hours activity by region.
The proportion of the population receiving NT PHN commissioned mental health services, including headspace.
The number of outreach health service days by region per 1,000 of population.
% distribution of funding to service providers by quarter.
% of funds contracted by provider type, program type and location.
Per capita \$ distribution of NT PHN's contracted funding by region.

2.3

Commission primary health care providers that provide culturally safe care.

All contracts meet cultural respect framework requirements.

2.4

Collaborate with researchers to improve our understanding of Northern Territory health care needs.

Trend in research collaborations that contribute to NT PHN's evidence-based commissioning.

2.5

Develop partnerships with relevant stakeholders outside of the health system to address social determinants of health.

Trend in partnerships with stakeholders external to the health sector.

Enable providers to deliver quality primary health care.

3.1

Support the use of data to drive service improvement.

Increase in rate of health care providers accredited under the Safety and Quality Commission's National General Practice Accreditation Scheme.
Proportion of general practices data sharing with NT PHN increases over time.

3.2

Drive accountability by delivering transparent commissioning policies, processes and methods for the monitoring and evaluation of commissioned services.

The number of contracts for commissioned health services that include both outputs and outcome performance indicators.
All procurement decisions comply with approved procurement policy.
All contractors meet prequalification requirements as outlined in NT PHN's Commissioning Framework.

3.3

Support the primary health care workforce to adapt and embrace innovation and technology in the provision of health care.

Increasing use of My Health Record by General Practices and other health care providers.
Increase in the proportion of discharge summaries uploaded to My Health Record.
Proportion of health care providers using specific digital health systems (e.g. secure messaging, e-referrals, and tele-health) increases over time.

3.4

Collaborative workforce planning and service design to inform the right workforce mix for the population's needs.

100% of delivered activities address prioritised workforce needs in NT PHN Needs Assessment.

3.5

Work with primary health care providers to attract, and retain their workforce, especially increasing Aboriginal and Torres Strait Islander participation in primary health care delivery.

NT PHN provides support for Aboriginal and Torres Strait Islander identified health workforce in the region.
Trend in number of GPs and allied health professionals recruited to work in the NT in Modified Monash Model 2, 6, or 7 areas, for a period of 12 months or greater.
Trend in number and type of retention activities delivered to the broader NT health workforce.
Trend in number of education events delivered, by health professional provider attendance and region and analysis of attendee evaluation feedback.

3.6

Support the development of NT pathways for future workforce from selection, employment to retention across all primary health care professions.

NT PHN provides support to health care providers for skill development of future workforce and cultural appropriateness that matches the level of need identified in the NT PHN Needs Assessment and NT PHN Activity Work Plan.

Lead primary health care system integration through effective partnerships.

4.1

Collaborate with our stakeholders to develop a shared vision and plan for comprehensive primary health care in the Northern Territory.

NT PHN engages with a broad range of stakeholders in the NT.

4.2

Co-invest in shared health information and establish shared quality improvement initiatives with key stakeholders.

NT PHN delivers a mix of GP support activities each year, based on the needs of general practices in the regions.
Support provided to general practices and other health care providers to address factors impacting population health, workforce, aged care and digital health.

4.3

Improve health care pathways for Northern Territorians by working in close partnership with our stakeholders.

Increasing regular use of HealthPathways by General Practices.

Our enablers

Enabler 1

Corporate governance



Ensure performance measurement systems support the reporting and analysis of KPIs.
 Maintain best practice enterprise risk management policies and procedures, including internal audit.
 Review governance policies regularly.
 Maintain financial solvency and sustainability.

Budgeted operational expenditure is achieved, or variances are approved by the Board.

Number of programs with unexpended funds greater than 10%.

The effective under spend as a percentage of total funding income.

Total administration costs as a percentage of total funding.

The Current Ratio.

Variance report against activities in NT PHN Funder Compliance Schedule.

Average length of time of execution of contractor agreements is less than 30 days.

NT PHN has a fit for purpose process to measure and report KPIs.

The Enterprise Risk Management assessment is regularly updated.

Annual Internal Audit program is completed.

Governance policies are reviewed in accordance with the approved schedule.

100% compliance that NT PHN considers input from Councils.

NT PHN adopts, or is in the process of adopting, a fit for purpose quality management system.

Enabler 2

Engaged and aligned workforce



Develop a workforce with skills aligned to commissioning services that achieve identified priorities in culturally appropriate ways.

NT PHN has a fit for purpose process to measure and improve staff satisfaction annually.

NT PHN has a fit for purpose process to manage staff performance annually.

NT PHN engages all employees in continuous cultural learning opportunities.

Enabler 3

Stakeholder Engagement



Actively engage with a diverse range of stakeholders to increase NT PHN presence across the Territory.

NT PHN engages with a broad range of stakeholders in their region.

NT PHN manages all complaints in accordance with its Complaints Management Framework and engages with all complaints referred to them by the Department.

Our values

Our values define how we work together with our partners in primary health care, and the priorities that drive what we do.



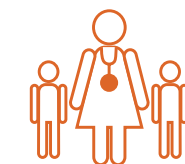
Relationships

We are committed to collaborative partnerships that accomplish mutual goals.



Equity

We are focussed on ensuring that Territorians do not experience disadvantage.



Responsiveness

We are positive and approachable in all our interactions.



Innovation

We harness innovation to drive better outcomes in Primary Health Care.



Results

We are focused on achieving our goals and finding the right solution.



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