



Primary Care Strategy 2023-27

Austin Health's three main campuses are on the lands of the Wurundjeri People of the Kulin Nations. We pay our respects to Wurundjeri Elders past, present and emerging and acknowledge the ongoing connections to land, waterways, culture and lore of the oldest living culture in the world.

We acknowledge the Aboriginal, Torres Strait Islander People and all Indigenous nations of the world, who continue to uplift communities and champion rights to land, water, language and traditions.

We support the important role Indigenous people continuously hold in our society.



Contents

- 04 Message from the Board Chair and Chief Executive Officer
- 05 About the strategy
- 06 Austin Health's Strategic Framework
- 07 Austin Health Strategic Plan 2023-27
- 08 Consultation with our partners
- 09 Austin Health Primary Care Strategy 2023-27
- 10 Strategic Outcomes
- 16 Implementation and Measuring Success
- 17 Austin Health Primary Care Strategy 2023-27 on a page



Message from the Board Chair and Chief Executive Officer

Shaping the future of patient care in unison with our primary care partners.

On behalf of the Board of Directors and Executive, we are delighted to present our five-year Primary Care Strategy.

Whilst Austin Health plays a critical role in the health of people in our community, we acknowledge that we are just one piece of a larger health system that has primary care at its core. The future of health relies on us working together with our primary care providers to deliver a more tailored, streamlined and comprehensive system of care.

Our Primary Care Strategy has been guided by our patients, our community and our primary care partners. Through discussions, surveys and workshops, we consulted with more than 50 people and groups to develop a roadmap and strategic direction for the next five years.

It supports Austin Health's overall strategy and our purpose of helping people live healthy, productive, and fulfilled lives. It outlines our commitment to improve integration with primary care services, in order to deliver better outcomes for our patients.

We have included a number of strategic outcomes that collectively will enable us to achieve our goal, including integrated models of care. By identifying existing and innovative initiatives, we can coordinate the sharing of information, resources and knowledge with our primary care partners, and provide support and guidance to successfully integrate them.

At Austin Health, we foster a culture of collaboration. We work openly with our people, our community and beyond, and know that when teams of highly skilled and dedicated professionals come together, they achieve greater outcomes for patients.

To support better development, implementation and evaluation of integrated care models, we are committed to collaborating and building stronger relationships with:

- general practice
- community health services and other primary care providers
- Aboriginal Community Controlled Health Organisations and mainstream Aboriginal health teams.

To facilitate these relationships with our partners, we are implementing integrated care initiatives that allow for input and feedback, targeted education, shared decision-making and cultural safety.

As important as it is to collaborate with our partners and clinicians, it's just as important to ensure we work to improve our communication and information sharing. We are creating an environment where communication between clinicians and partner organisations is made easier.

By incorporating and testing digital and data advancements and opportunities, in alignment with the Austin Health Digital Strategy, we will support better delivery of integrated and shared models of care.

Our Primary Care Strategy is bringing us a step closer to providing better care for our patients, who are always at the centre of everything we do. We know that healthcare works best when

we work together, and this strategy will help tackle the fragmentation of services, the variable communication and complex service structures that can make navigating health challenging for our patients.



Ross Cooke OAM
Board Chair



Chief Executive Officer
Adam Horsburgh

About the strategy



This Primary Care Strategy outlines what Austin Health will do over the next five years to improve the integration of Austin Health with primary care services in order to deliver better outcomes for our patients, community, staff and our health service.



As the major provider of acute, subacute and tertiary care in the north east of Melbourne, Austin Health plays a critical role in the health of our community.

However, Austin Health is just one piece of a larger health system that has primary care at its core.

Developing stronger relationships and working together with local primary care providers is a central part of this Strategy and the future of Austin Health.



Achieving the Austin Health vision of 'Helping people live healthy, productive and fulfilled lives' requires us to work closely with our primary care partners.

Together, we will tackle the fragmentation of services, the variable communication and complex service structures that can make navigating health care so difficult for our patients.



The Primary Care Strategy will provide strategic direction, coordination and support to integration initiatives across Austin Health.

It will see investment in our relationship with our primary care partners and coordination with our digital health team in order to build an enabling environment that allows integration initiatives to deliver real, measurable results for our patients.



The Primary Care Strategy will focus on evaluation of clear, measurable outcomes for integration activities in a way that supports better decision making.



Austin Health's Strategic Framework

Positioning

The Primary Care Strategy flows from Austin Health's Strategic Plan 2023-27 and aligns with the Strategic Outcome 'Our partnerships enable a system of comprehensive care'.

The Strategy has been developed with the support and input of our key community partners and guided by Australia's Primary Health Care 10 Year Plan 2022-2032.

Implementation of the Strategy will see coordination of effort across all Austin Health divisions, with Continuing Care and the Information, Communication and Technology department being particularly critical to achievement of the Strategy.

Strengthened relations with our key community service providers and stakeholders including general practice, community health services, Aboriginal health community services, primary mental health services and Primary Health Networks will underpin the Strategy implementation.



Austin Health Strategic Plan 2023-27

Our Purpose

Helping people live healthy, productive and fulfilled lives.

Our Vision

Shaping the future through exceptional care, discovery and learning.

Our Values



Our actions show we care



We bring our best



Together we achieve



We shape the future

Our Guiding Principles



Timely access to high quality care



Culturally safe services for Aboriginal and/or Torres Strait Islander Peoples



Listen to what our patients and community say



Research activities that improve patient outcomes



A great place to learn, work and grow



Technology and infrastructure support patient care

Our Strategic Outcomes



Consultation with our partners

Development of the Primary Care Strategy 2023-27 has been led by the Strategy and Planning team and overseen by the Primary Care and Population Health Board Advisory Committee.

The Strategy has been informed by detailed consultation with stakeholders from across Austin Health as well as with our key primary care partners. We engaged with our partners via direct discussion, surveys and workshops.

Our key partners for consultation have been:



The Victorian
Aboriginal
Community
Controlled Health
Organisation



Banyule
Community
Health



YourCommunity
Health



HealthAbility



Eastern
Melbourne
Primary Health
Network



North Western
Melbourne
Primary Health
Network



The North
Eastern Public
Health Unit

Austin Health Primary Care Strategy 2023-27

Vision

Shaping the future of patient care in unison with our primary care partners.

Goal

Collaborate with our primary care partners to implement and support integrated models of care, whilst simultaneously creating an enabling environment that allows these models to succeed.

Principles



We will be agile and flexible in our approach



We will continually reflect upon and learn from what we have done, what we have achieved and where we are going



We will focus on equity for our diverse community



We prioritise our Aboriginal and Torres Strait Islander patients and community



We will respect our primary care partners and are transparent



Strategic Outcomes

The Primary Care Strategy has five Strategic Outcomes that collectively will enable us to achieve our goal.



Strategic Outcome 1

is about testing and scaling up integrated care models.



Strategic Outcomes 2–5

are about creating the enabling environment that allows the integrated care models to succeed. Sustainable and meaningful success in these four Strategic Outcomes will lay the foundations for new and innovative ways of working with patients and with our primary care partners.

The five Strategic Outcomes are interdependent and achievement in all Strategic Outcomes is required for overall Strategy achievement.

Each outcome has a number of approaches by which we will work towards success.

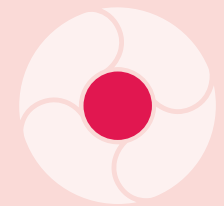
The approaches:

- provide a mechanism for Austin Health to strategically align and support existing integration initiatives
- make strategic decisions about new initiatives, work in a more targeted and collaborative way with general practice and our community partners
- facilitate alignment between digital and data advancements and models of care.





Integrated models of care



Systematically trial, implement, scale up and embed integrated models of care across Austin Health.

Our aims

- facilitate strategic decision making for integrated care projects, including decisions about project investment, scale up and cessation
- facilitate cross-project and cross-organisational learning and knowledge sharing, supported by robust monitoring and evaluation
- ensure the success of earmarked strategic initiatives
- ensure that integrated care initiatives promote equity among our diverse community.

Our approaches

- 1.1:** Identify, prioritise, and flag strategic integrated care initiatives and enabling projects (existing and potential).
- 1.2:** Coordinate across flagged initiatives to share information, resources, and knowledge, to reduce duplication, and ensure robust outcomes-focused monitoring and evaluation.
- 1.3:** Provide direct strategic-level support and guidance to flagged initiatives to facilitate their successful development, adoption, and scale-up, with a focus on those that integrate with general practice, community health services, and other primary care services.
- 1.4:** Conduct Gender and Equity Impact Assessments on all initiatives that directly impact our community.

Collaboration with Aboriginal Community Controlled Health Organisations and mainstream Aboriginal health teams



Build a strategic and collaborative relationship with Aboriginal health community services.

This Strategic Outcome supports Austin Health's work to improve Aboriginal health outcomes, which includes the actions described in our Reconciliation Action Plan, work to build cultural safety across Austin Health, and the work of Ngarra Jarra – our Aboriginal Health Unit.

Our aims

- our local Aboriginal Community Controlled Health Organisations view Austin Health as a trusted, transparent and accessible partner in care delivery
- stronger relationships with Aboriginal Community Controlled Health Organisations support better development, implementation and evaluation of integrated care models
- stronger relationships with mainstream Aboriginal health programs support better development, implementation and evaluation of integrated care models
- identify and build relationships with appropriate organisations to support Torres Strait Islander Health.

Our approaches

- 2.1:** Establish mechanisms for Austin Health to consult with, discuss and share decision-making with Aboriginal Community Controlled Health Organisations.
- 2.2:** Work in partnership with Aboriginal Community Controlled Health Organisations to develop and implement integrated care initiatives.
- 2.3:** Work in partnership with mainstream Aboriginal health teams to develop and implement integrated care initiatives.
- 2.4:** Engage with Aboriginal Community Controlled Health Organisations in a coordinated, respectful, culturally safe way.
- 2.4:** Cultural safety for Aboriginal and Torres Strait Islander people is embedded into care.

Collaboration with general practice



Build a strategic and collaborative working relationship with general practice.

Our aims

- our local general practices view Austin Health as a trusted, transparent and accessible partner in care delivery
- stronger relationships with general practice support better development, implementation and evaluation of integrated care models
- strengthened partnerships with the Eastern Melbourne Primary Health Network and North West Melbourne Primary Health Network support implementation of our approaches.

Our approaches

- 3.1:** Implement a general practice – specific communications strategy to build a stronger relationship with local general practices.
- 3.2:** Establishment of a formal mechanism by which general practices can have input into and feedback about integrated care initiatives.
- 3.3:** Partner with Primary Health Networks and neighbouring health services to provide general practices with targeted and strategically valuable education that supports both Austin Health's strategic objectives and the needs of general practices.
- 3.4:** Explore opportunities to improve sharing of data and clinical information with general practices.



4

Collaboration with community health services and other primary care providers



Build mutually beneficial, collaborative relationships with local community health services, primary mental health providers and other partners.

Our aims

- our local community health services and other primary care providers view Austin Health as a trusted, transparent and accessible partner in care delivery
- stronger relationships with community health services support better development, implementation and evaluation of integrated care models.

Our approaches

- 4.1:** Establish mechanisms for Austin Health to consult with, discuss and share decision making with local community health services and other primary care providers.
- 4.2:** Develop and implement integrated care initiatives in partnership with local community health services and other primary care providers.



5

Communication and information sharing with partners



Create an environment where communication and information sharing between clinicians and partner organisations is made easy.

Our aims

- seamless communication and information sharing with partners to underpin better delivery of integrated care
- new technology developments are incorporated and tested within integrated care initiatives.

Our approaches

- 5.1:** Facilitate data sharing with general practices to support delivery of integrated and shared models of care.
- 5.2:** New opportunities for integrated care models within the digital communications space are identified, in alignment with the Austin Health Digital Strategy and in partnership with the Information, Community and Technology department.

Implementation and measuring success



Implementation

The Primary Care Strategy will see targeted support, coordination, and relationship-building across key strategic priority areas. Annual implementation plans will define specific actions and measurable indicators for each year of progress toward achievement of the Strategy.

Key strategic initiatives and projects that are identified via the Strategy as requiring additional support and coordination will continue to be overseen, implemented, monitored, and evaluated within their usual operational governance structures.

The Austin Health Primary Care and Population Health Board Advisory Committee will advise on implementation of the Strategy.



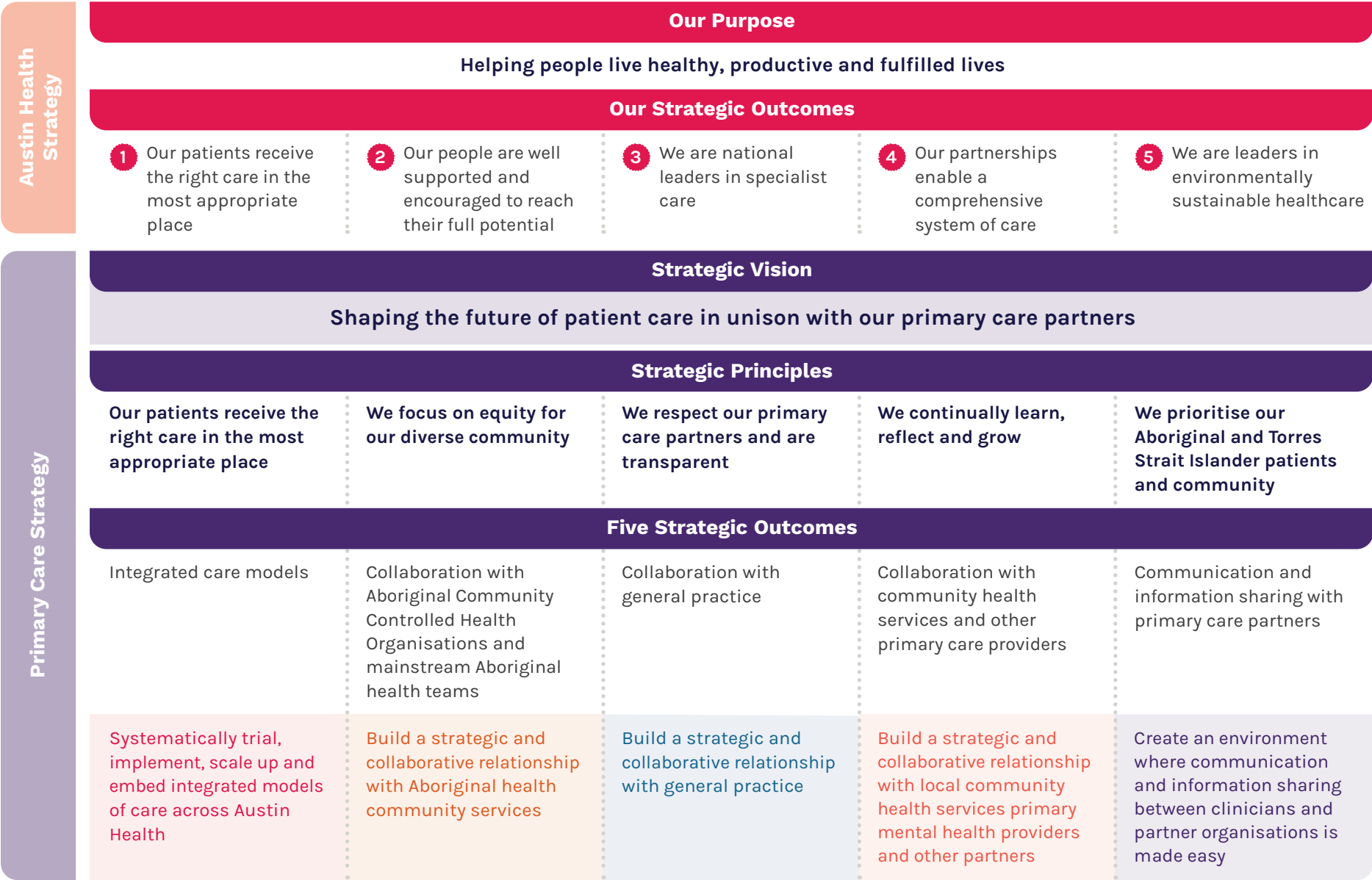
Monitoring and evaluation

A detailed Monitoring and Evaluation Plan will be developed as part of annual implementation plans.

In addition, all flagged Primary Care Strategy projects will be supported to ensure a focus on measurable outcomes and key performance indicators as part of their individual monitoring and evaluation plans.

The Monitoring and Evaluation Plan will incorporate a mechanism for our key primary care partners to contribute their perspective on our progress toward achievement of the Strategy.

Austin Health Primary Care Strategy 2023-27 on a page



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Wellness & Research Centre



ONJ Cancer Centre

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