



Western Victoria
Primary Health Network

2023-2025 STRATEGIC PLAN

phn
WESTERN VICTORIA

An Australian Government Initiative



Acknowledgement of country

Western Victoria Primary Health Network acknowledges the Traditional Owners and custodians of the unceded lands and waterways – the Wadda Wurrung, Gulidjan, Gadabanud, Keeray Wurrung, Peek Wurrung, Gunditjmara, Djab Wurrung, Wotjobaluk, Dja Dja Wurrung, Jadawadjarli, Wergaia, Jupagalk and Jaadwa peoples. We recognise their diversity, resilience, and the ongoing place that First Peoples hold in our communities. We pay our respects to the Elders, both past and present and we commit to working together in the spirit of mutual understanding, respect, and reconciliation, and support self-determination for First Nations Peoples and organisations.

Photographs in this document were taken by WVPHN staff who live across the western Victoria region.

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Farmlands - Wimmera Grampians.



MESSAGE FROM OUR BOARD

The Board is pleased to present Western Victoria Primary Health Network's third strategic plan for 2023- 2025.

This plan has been developed through extensive consultation with internal and external stakeholders, health service partners, community members and has taken account of Victorian and Commonwealth government policy. The plan will provide guidance for the next three years but also looks forward to the primary care system of the future.

Primary Health Networks are the primary care equivalent of local hospital networks, we work with primary care providers such as general practitioners (GPs), allied health practitioners, community organisations and funders to improve primary care services, the integration of those services and to fund services where there are gaps. We receive most of our funding from the Commonwealth Department of Health and Ageing, often tied to specific programs. We also work with the Victorian Department of Health to support primary care initiatives and to align Commonwealth and Victorian programs.

Moyjil – Great South Coast



Our annual budget represents less than 1 per cent of the total health spend in western Victoria, and with this we seek to influence and improve the whole system. We aim to support high quality, accessible primary health care so patients do not end up in the over-burdened and resource intensive hospital system.

Our plan has been informed by the experience of the pandemic and the positive systems and relationships that we have established during that time. The resilience of the primary care system and the proactive approach of general practices and other primary care providers to the stresses of the pandemic were remarkable. However, now is the time to focus on building a sustainable and better integrated primary care system that serves our whole community.

Our plan identifies our key strategic objectives for the next three years, it also identifies our enablers to achieve these objectives.

We regularly self-check on how our work will provide benefit for the people of western Victoria: we seek better health outcomes for individuals, better and equitable access to services, and a sustainable and efficient system that is supportive of a health workforce that can focus more energy on people at most need.

Our board and our staff are people of western Victoria, we live in the communities we support, and we want better health for our children and families.

We encourage you to read our plan and we welcome comment and questions.

MESSAGE FROM OUR CEO

Western Victoria Primary Health Network (WVPHN) has matured as an organisation as we enter our third strategic plan, we have strengthened our governance and processes and are now a quality accredited organisation. The role of Primary Health Networks has evolved but our roles of supporting primary care, commissioning services where there are gaps in health care across communities and enabling system integration, remain at our core.

However, we have now matured to the point where we are no longer satisfied with just delivering on the government programs that we are asked to undertake, we now seek to:

- exceed the deliverables of programs by integrating programs to better meet community needs
- approach our work with singularity of purpose across the organisation
- focus on health equity for priority populations
- partner to support health system and health outcome improvement
- use our depth of insight to community needs to tailor solutions to locations
- strengthen our data, research, evaluation, and insight capability

We see WVPHN as part of the health system as a connector, funder, capacity builder, researcher, partner and advocate. We also see the role of the health consumer evolving as an active part of the health system through self-care.

We partner within our region with health and social service providers, all levels of government, non-government organisations (NGOs) and universities to jointly build a better health and care system. We recognise their capabilities and challenges and work together to build capacity.

We support the mental health reform agenda in Victoria and the broader reforms initiated through the Commonwealth government in aged care, mental health and disability.



Rowena Clift – CEO

We recognise the truth, treaty and voice processes that are under way at Victorian and national level and we seek to be trusted partners of First Nations communities through our respectful engagement with the eight Aboriginal Controlled Community Health Organisations (ACCHOs) in our region. We acknowledge the ACCHOs leadership in person-centred health care and social and emotional well-being. We work to support self-determination of First Peoples.

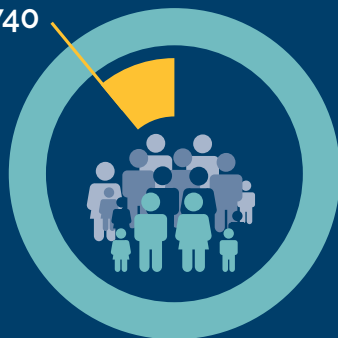
We also see that climate change is recognised as the world's largest single health issue – through climatic extremes - heat, drought, flood and fire; through changed climates bringing new diseases to our region; through social disruption and cost of living pressures. We already see the mental health impacts of drought and flood, the direct deaths through heat waves and the emergence of previously undetected diseases in our region such as the mosquito-borne virus Japanese encephalitis.

Despite the health challenges that confront us, we are optimistic about the future.

We are ambitious for better health outcomes for the people of Western Victoria.

INSIGHTS FROM OUR REGION

WVPHN
714,740



Victoria
6,503,491

Total population

ABS Census 2021



WVPHN 1.11%
Victoria 1.19%



Projected population increase

ABS 2017 (via PHIDU)



WVPHN 0.98%
Victoria 4.40%



Percentage of population who don't speak English well or at all

ABS Census 2021



WVPHN 1.54%
Victoria 1.01%



Percentage of First Nations population

ABS Census 2021



WVPHN 2.80%
Victoria 2.19%



Percentage of population who are NDIS participants

NDIS, 2022



WVPHN 21.01%
Victoria 16.80%



Percentage of people aged 65 years and over

ABS Census 2021



WVPHN 5.01%
Victoria 5.87%



Percentage who have run out of money to buy food

Victorian Population Health Survey 2020



WVPHN 47.49%
Victoria 40.89%



Percentage of low-income households

ABS Census 2016 (via PHIDU)



Population Health



People who reported they had one long-term health conditions per 100 people (ASR*)

ABS Census 2021 (via PHIDU)

WVPHN 32.56%
Victoria 27.41%



Percentage of the population reported as obese

Victorian Population Health Survey 2020

WVPHN 25.80%
Victoria 20.91%





Mental Health



Percentage population reporting a mental health condition

ABS Census 2021

WVPHN 10.89%

Victoria 8.78%



Percentage of those reporting a mental health condition with high or very high psychological distress

Victorian Population Health Survey 2020

WVPHN 23.31%

Victoria 23.51%



Digital Health



Percentage of private dwellings where internet was not accessed from the dwelling

PHIDU 2016

WVPHN 18.25%

Victoria 13.6%



Percentage of children aged less than 15 years in private dwellings from which internet was not accessed

PHIDU 2016

WVPHN 4.59%

Victoria 3.76%



Alcohol and Other Drugs



Current smokers per 100 people (ASR*)

Victorian Population Health Survey 2020

WVPHN 18.19%

Victoria 16.45%



Alcohol-related ambulance attendances per 100,000

AOD Stats by Turning Point 2020-2021

WVPHN 536.31

Victoria 426.6



Alcohol-related Family Violence incidences per 100,000 people

AOD Stats by Turning Point 2020-2021

WVPHN 193.62

Victoria 128.12



Older People



Percentage of people 65 years and over with two or more chronic diseases

ABS Census 2021

WVPHN 28.23%

Victoria 27.60%



Number of people in permanent residential care per 1,000 target population (70 years and over)

ABS Census 2021

WVPHN 66.81

Victoria 62.53



Workforce



FTE^ of General Practitioners per 1,000 people

HeaDSUPP 2021

WVPHN 1.20

Victoria 1.20



FTE^ of Psychologists per 1,000 people

HeaDSUPP (Commonwealth) 2020

WVPHN 0.55

Victoria 0.60



Potentially preventable hospitalisations per 100,000 (ASR*)

Australian Institute of Health and Welfare, ABS Census (via PHIDU) 2018-2019

WVPHN 3,107.46

Victoria 2,977.58



*ASR - Age Standardised Rate. These are hypothetical rates that would have been observed if the populations being studied had the same age distribution as the standard population, while all other factors remained unchanged. This controls for confounding effects of age.

FTE^ - full time equivalent

OUR VISION AND PURPOSE

> Vision

Healthy communities with accessible and thriving primary care services.

> Purpose

Use our regional insights and collaborations with stakeholders to ensure that people in western Victoria experience improved health and wellbeing through equitable access to patient-centred, GP led, integrated, and sustainable primary health care.

Longer term outcomes we seek

Improving the health care system takes time. Over the next 20-30 years we seek to have a primary health and care system that:

- Promotes healthy, cohesive communities engaged in self-care, accessing services from an integrated and robust system that supports choice and control by the individual. This improved health care system would have an increased focus on preventative health strategies to help people stay well.
- Provides First Nations people to experience culturally responsive services free of racism and with health and well-being outcomes that are equitable with broader populations, including life expectancy parity.
- Works with up-to-the-minute data (from every part of health and social care) that is used with predictive analytics to make the most responsive and informed decisions
- Provides all individuals with access to wrap-around services spanning health and social needs, integrating accessible and understandable digital supports
- Is sustainable in terms of cost, workforce, energy consumption and waste, that utilises data and artificial intelligence to improve the patient and provider experience
- Has a health workforce that is motivated and predominately trained and engaged within the region, state or nation with Australia being a net exporter of a highly trained health workforce to support the Asia-Pacific region
- Is value and outcomes based, using value that matters to the individual



IS CHARACTERISED BY EFFECTIVE PARTNERSHIPS OUR VALUES AND PARTNERS

Respect > Connect > Lead

For our partners and community this looks like:

RESPECT

We value the diverse knowledge, ideas and experience you have and seek out opportunities to hear your voice so that it may inform the work we do.

CONNECT

We actively seek out opportunities to partner with those who have a shared purpose and lived experience and use our relationships across sectors to bring together those with aligned missions.

LEAD

We have a deep understanding of the health and wellbeing of our community and share those insights in the spirit of leadership, collaboration, and innovation.

For our staff this looks like:

RESPECT

We appreciate the diversity of our teams and the skills you bring and explore options and opportunities with an open mind.

CONNECT

We work collaboratively across teams and programs to deliver positive health outcomes for our community. We support the ideas and work of all teams because we have a single vision to deliver equity in health.

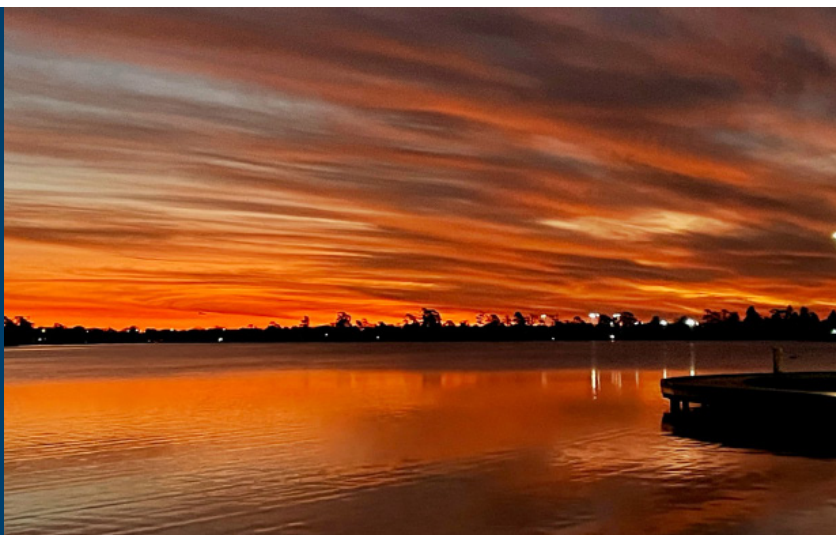
LEAD

We commit to being a research-driven and learning-based organisation that supports and encourages a continuous quality improvement mindset. We educate and lead with innovative ideas that will support improved health and wellbeing for those we serve.

Lake Wendouree – Ballarat Goldfields

Our Partners

We recognise health equity and improved health outcomes for those living in western Victoria can only be achieved through collaboration with consumers, our members, funders, health service providers, community partners and researchers. We recognise our shared ambition and commit to investing in these relationships.



OUR STRATEGIC OBJECTIVES

1.

INTEGRATION

Enhance integration and collaboration between primary healthcare providers and with the broader health system to ensure 'right care, right place, right time' for consumers.

2.

EQUITY*

Establish equitable access and outcomes in primary health care by using research, data and consultation to understand what matters most to the people of western Victoria.

3.

ADVOCACY

Expand our position as an advocate for the primary health sector, enabling sustainable workforce and commissioned services that achieve the best health outcomes for our communities.

*Health inequities are, in particular, experienced by certain groups within society. This includes: Aboriginal and Torres Strait Islander people; those living in rural and remote areas; people experiencing socioeconomic disadvantage; people living with mental illness; people with disability; lesbian, gay, bisexual, transgender, queer or questioning, intersex and/or other sexuality and gender diverse people (LGBTQI+); and those from culturally and linguistically diverse (CALD) backgrounds.

OUR STRATEGIC ENABLERS

1.

SUSTAINABILITY

We are in a unique position as connectors and integrators which makes us an indispensable part of the health system in relation to diverse funding sources, products, and services. We operate in different markets, diversify into different sectors, and invest wisely. We leverage our assets to achieve our vision. We see business sustainability as going hand in hand with environmental and social sustainability.

2.

PEOPLE AND CULTURE

We are a learning-based organisation with a values-based culture. Our people are engaged leaders working in collaboration, through respect, while remaining passionate about making a difference in the communities we serve. We commit to honouring First Nations ways of knowing, being and doing.

3.

GOVERNANCE

We will provide strong corporate governance to ensure the organisation is an efficient, socially and environmentally responsible leader in the primary health care system. We will work with our commissioned providers to ensure strong clinical governance. We will ensure that the capability and planning of our workforce is aligned to business drivers and outcomes that deliver on the needs of our communities.

HEALTH PRIORITIES

We support the national health priorities of the federal government:

- Aged Care
- Alcohol and Other Drug
- Digital Health
- First Nations Health
- Mental Health
- Population Health
- Workforce

We also align our work with, and support the implementation of, a growing number of key national and Victorian government policies relevant to our organisation. We remain responsive to emerging priorities and emergency management.

> Local population health priorities

We respond to local health and related social needs as identified through our extensive community consultation activities and research for our annual needs assessment. We are investigating and working with the following groups on how best we can respond to their needs:

- Child, Women, and Family Health
- Disability
- Homelessness
- Chronic Conditions

Geelong – Geelong Otway



The background is a deep blue with intricate Indigenous art patterns. These include wavy lines, concentric circles, and stylized figures. A bright yellow triangle is positioned in the top right corner.

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