



# Strategic Plan

2023-2026

## Our vision:

Better health, together

## Our mission:

To shape, strengthen and sustain primary health care in Western Australia through partnerships and strategies that demonstrate a one health system philosophy and improve people's access and health outcomes



### Courage

We are willing to be bold and challenge the status quo

### Humility

We have the curiosity and the hunger to learn

# Guiding principles

- Prioritising our efforts and investment to achieve health equity
- Leveraging our strategic partnerships to achieve an integrated health system for Western Australia
- Aligning our work to evidence informed health priorities within our mandate and funding parameters
- Embedding a focus of cultural competence, inclusion and diversity
- Ensuring the best value for money through commissioning integrated primary health care services that build capacity, capability and sustainability, and measurably improve health outcomes

## Strategies

1. Show leadership and commitment to health equity and embed equity in everything we do
2. Commission integrated primary health care services in a planned and targeted way
3. Continuously improve practice in primary health care
4. Support a high quality primary health sector that is embedded in the WA health system
5. Lead the delivery and support of secure digitally enabled health care with partners locally and nationally
6. Operate a fit for purpose organisation

### Respect

*We treat all people with dignity and value the collective power of teamwork*

### Wisdom

*We make evidence-based decisions and apply knowledge prudently*

### Integrity

*We are ethical, honest and do what we say we will do*

# The change we seek

## Equitable access

Western Australian people can access primary health care services where and when they are needed. Health care services are aligned with relative need and delivered with cultural competence and recognition of the diversity of the Western Australian communities.

- More people from our priority groups are accessing WAPHA's commissioned primary health care services.
- GPs and multidisciplinary teams understand the value of, and refer to, WAPHA's commissioned primary health care services.
- WAPHA, our commissioned service providers and general practices align to the standards of our Cultural Competency and Capability, and Equity and Inclusion Frameworks.

## High quality

Primary health care services are high-quality, culturally responsive, person-centred and integrated around relative needs to deliver holistic health care experiences.

- Commissioned service providers measurably demonstrate improvements in meeting local needs and addressing equity and outcome gaps in primary health care.
- Primary health care services and providers are using their data to understand their priority patient/client cohorts and gaps in health care service delivery and apply insights to planning, resourcing and continuous quality improvement activities.
- Primary health care services and providers are using digital technologies to safely share critical information and can evidence improved referral pathways, better diagnosis and patient/client management.

## Greater sustainability

The health care system is designed in alignment to the Quintuple Aim for Health Care Improvement, with sustainable funding mechanisms and a stable workforce to support scalable models of care for long-term impact.

- The WA primary health care workforce is made up of coordinated multidisciplinary teams of health professionals working to their full scope of practice, providing quality person-centred continuity of care.
- Primary health care providers are actively applying blended funding models, with integrated fee for service and incentive payments to optimally manage their patients with complex and chronic disease.

## System efficiencies

Primary health care services create efficiencies in the broader health care system by reducing avoidable hospitalisations and acute health care costs.

- WAPHA has in place collaborative planning and commissioning agreements with WA Department of Health, Health Service Providers and the WA Mental Health Commission that measurably improve referral pathways and models of care for people transitioning primary and acute health services.
- Linkages and coordination mechanisms are in place across the WA health system that deliver more integrated health services for communities - with a demonstrated focus on care in the community for people who are disadvantaged by social, economic and environmental conditions.

# Our strategies

## 1. Show leadership and commitment to health equity and embed equity in everything we do

- i. Continuously refine our understanding of health equity, drivers of inequity and health inequities in WA to measurably improve people's access to primary health care where they are disadvantaged by social, economic and environmental conditions.
- ii. Apply an equity lens to strategic planning and positioning, commissioning, service integration, support of general practice and other primary health care services, reporting and QI activities.
- iii. Operationalise and review our methodology for objectively identifying priority populations and locations and apply to resource investment/distribution.
- iv. Apply equity and diversity focussed tools to our commissioning, integration, primary health care support, sector strengthening and sustainability activities, working collaboratively with partners.
- v. Contribute to the national health reform agenda and the maturity of the PHN program through participation in national PHN leadership, planning and working groups.

## 2. Commission integrated primary health care services in a planned and targeted way

- i. Use, and improve, relevant tools and resources that support commissioned service providers to deliver safe, high quality, reliable care, whilst giving WA Primary Health Alliance (WAPHA) oversight of data, provider performance and patient outcomes.
- ii. Equip general practice, and relevant allied health professionals, particularly those focused on priority patient cohorts and in identified priority locations, to refer to WAPHA's commissioned services.
- iii. Develop a five year health plan that clarifies WAPHA's priorities and opportunities for joint commissioning across State agencies.
- iv. Actively monitor and evaluate planning of commissioned activity at the program level to maximise funding allocation.

## 3. Continuously improve practice in primary health care

- i. Mature WAPHA's approach to measuring, monitoring and evaluating provider performance, aligned to the Quintuple Aim, in a way that establishes clear, consistent and transparent expectations of service delivery and outcomes.
- ii. Engage primary health care providers and commissioned services in quality improvement and accreditation in priority places.
- iii. Ensure strong clinical governance is delivered by the providers we commission and support.

#### 4. Support a high quality primary health sector that is embedded in the WA health system

- i. Pilot innovative, scalable and sustainable primary health workforce models in priority places and populations in partnership with accountable agencies – focussing on building multidisciplinary teams that supplement general practice.
- ii. Drive a strategic governance agreement with WA Health, Health Service Providers and WAPHA to achieve a whole of system approach, enabled by linked data that integrates care and complements existing arrangements.
- iii. Embed primary health care into WA's emergency response protocols and engage with preparedness activities.

#### 5. Lead the delivery and support of secure digitally enabled health care with partners locally and nationally

- i. Lead digital transformation through enhanced communication and data sharing between primary health care providers, key stakeholders and WAPHA to improve the quality of health data.
- ii. Lead scalable data linkage pilot between primary health care providers, key stakeholders and WAPHA to create a comprehensive primary/acute care data set.
- iii. Provide digital technologies that support primary health care and WAPHA operations.

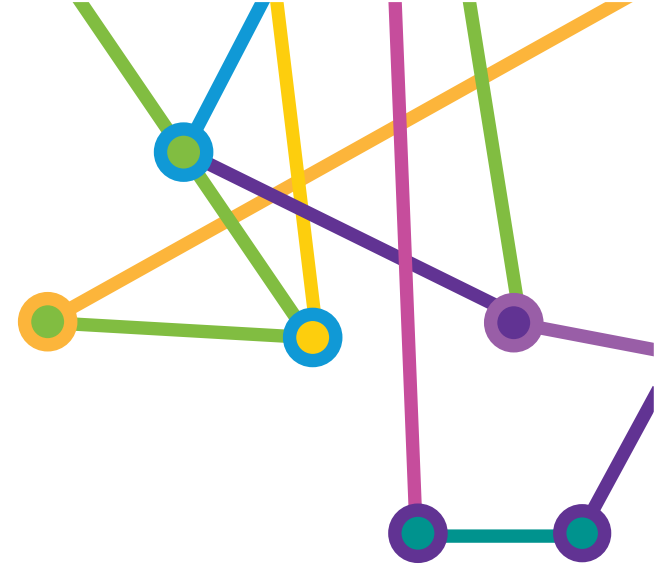
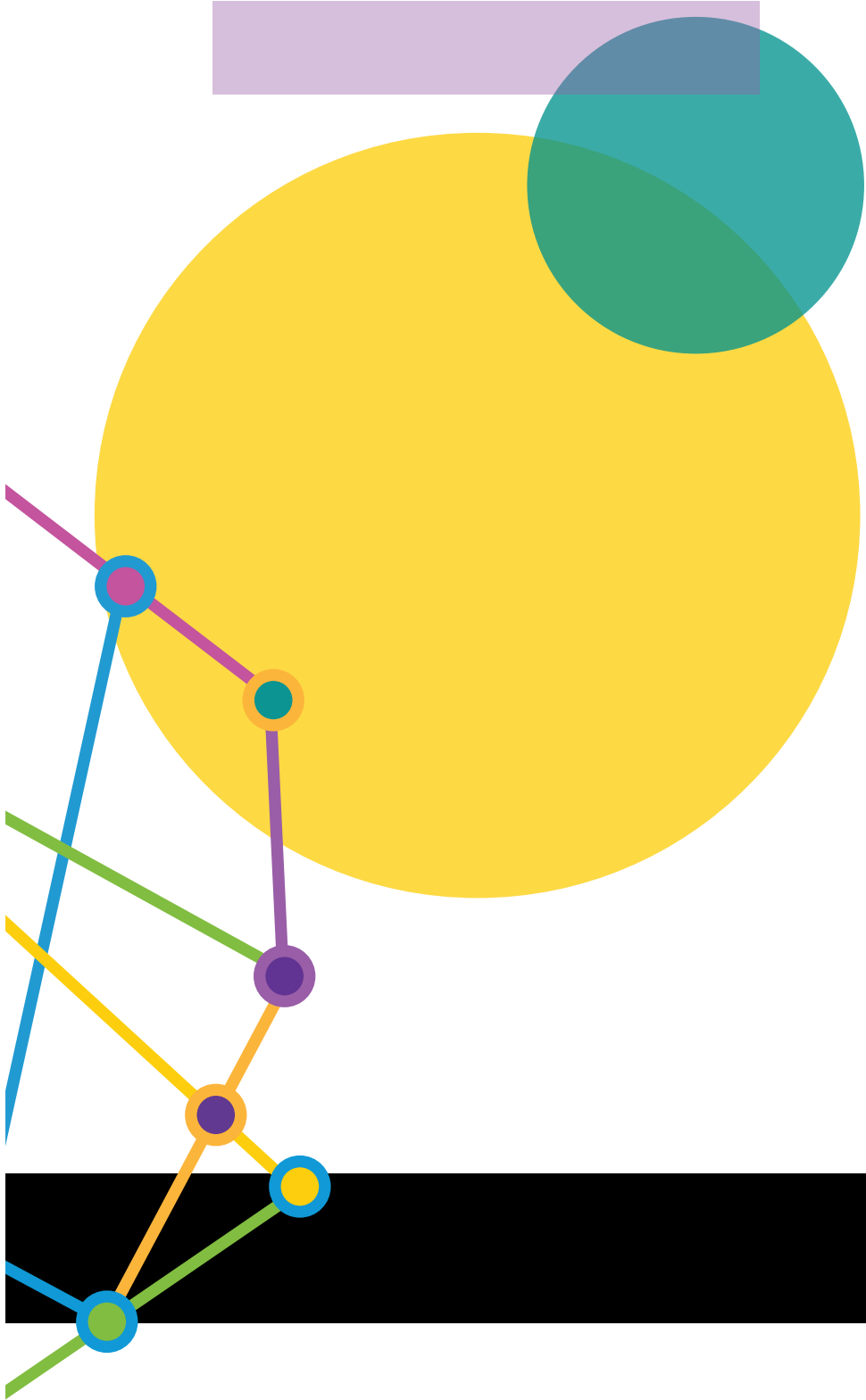
#### 6. Operate a fit for purpose organisation

- i. Adopt a strategic, purposeful design and outcomes-oriented focus across the organisation through embedding integrated business and operational planning.
- ii. Ensure we have the leadership capability to embed a shared vision, drive change and achieve our strategy and drive a culture of staff accountability, performance measurement and monitoring
- iii. Strengthen effective corporate governance, assurance, risk and financial management.
- iv. Realise operational efficiency and effectiveness through the deployment of all internal programs and strategies.
- v. Mature a flexible, adaptable and multi-skilled workforce that can respond to new Commonwealth priorities in an agile way.



# Definitions

<b>Allied health</b>	There is no universally agreed definition of allied health. Usually captures physiotherapy, occupational therapy, speech pathology, social work, exercise physiology, optometry and more. Allied health excludes medical practitioners and nursing professionals. For WAPHA's purposes, we include pharmacists.
<b>Health equity</b>	Health equity means all people (individuals, groups and communities) have a fair chance to reach their full health potential and are not disadvantaged by social, economic and environmental conditions.
<b>Integration</b>	The organisation and management of health services so that people get the care they need, when they need it, in ways that are user friendly, achieve the desired results and provide value for money.
<b>Primary health care</b>	Primary health care is a whole-of-society approach to health that aims at ensuring the highest possible level of health and wellbeing and their equitable distribution by focusing on people's needs and as early as possible along the continuum from health promotion and disease prevention to treatment, rehabilitation and palliative care, and as close as feasible to people's everyday environment.
<b>Primary care</b>	A component of primary health care, primary care provides front-line personal health services to individuals and is the first point of contact with health care provided in the community, most commonly with a GP. It generally does not require an external referral at the point of entry.
<b>Multidisciplinary team care</b>	Comprises at least one patient and multiple health professionals from several different disciplines. Health professionals who participate in a multidisciplinary team, care, collaborate and communicate together in order to address as many aspects of a patient's care as possible.
<b>Priority populations &amp; places</b>	People who are hardest to reach, have inadequate access to primary health care and are most at risk of poorer health outcomes, and the places in which they live.
<b>Quintuple Aim</b>	A framework for the goals of health care: health equity, clinician well-being and the pursuit of better health, improved outcomes, and lower costs.



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