

EMPHN Strategic Plan

2020–2025



phn
EASTERN MELBOURNE

An Australian Government Initiative

Welcome to Eastern Melbourne PHN's (EMPHN's) Strategic Plan 2017–2022 that outlines our strategic priorities, transformative strategies and outcomes for the organisation for the next five years.

Eastern Melbourne PHN is a Primary Health Network funded by the Australian Government to improve the care and support people receive from health services.

We aim to improve the health of our community by ensuring people receive the right care, in the right place, at the right time.

What we do

We work in partnership to improve the way services are connected and to ensure they are easy to access when people need them most. We work closely with health professionals, consumers and carers to scope the gaps, identify emerging community needs and purchase services that address these needs.

We invest in a range of initiatives to make a difference in our priority areas including chronic disease, mental health, alcohol and other drugs, digital health, Aboriginal and Torres Strait Islander health, immunisation and general practice support.

We support general practices with quality improvement, whether that be through professional development, providing practices with summary data reports, or helping practices become future-ready. General practitioners and the team they work with are the backbone of the healthcare system and provide a consistent and trusted first point of call for their patients.

We use technology to make the broader health system work more efficiently. This includes implementing electronic referral systems, supporting the rollout of My Health Record, and providing resources, such as HealthPathways Melbourne, for practitioners to use.

We provide opportunities for health organisations to tender for projects and help fill healthcare gaps.

How we work

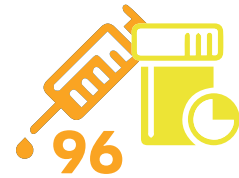
With our partners, we identify gaps and design service models to improve the health system using a combination of stakeholder engagement, and evidence-informed research and data.

We provide opportunities for agencies to be involved in delivering high quality innovative healthcare. Our Commissioning Framework is a tool we use to map our decision making process for purchasing services with transparency.

Eastern Melbourne PHN



GP clinics



Alcohol and Other Drugs services



Pharmacies



Community health centres



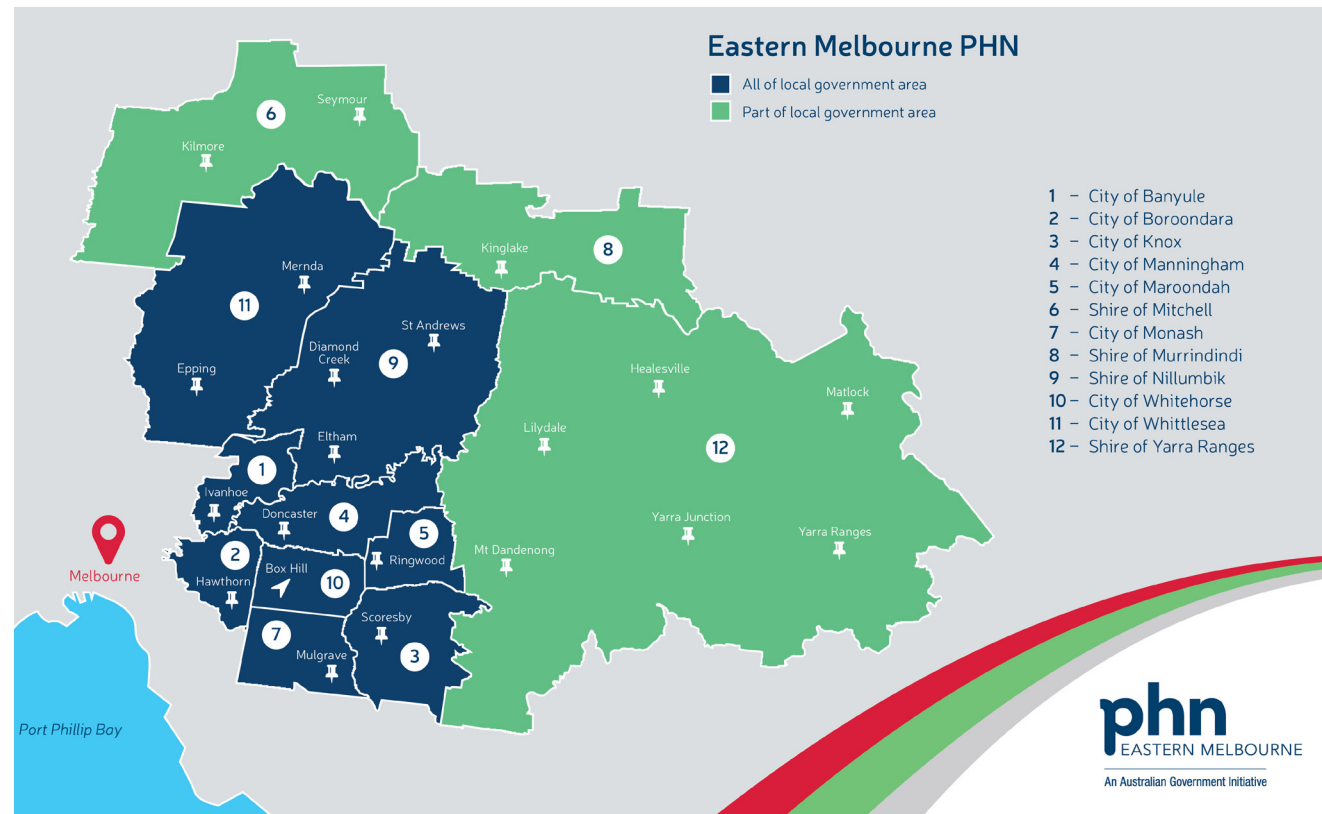
Hospitals



Psychologists and Psychiatrists



Our Community



Our community of almost 1.5 million people in Melbourne's east and north east represents 24 per cent of the Victorian population, covering from the inner-eastern suburbs of Melbourne, to the Yarra Valley in the east, and semi-rural communities as far north as Kinglake.

Our community's health at a glance

Eastern Melbourne Primary Health Network (EMPHN) has a very mixed catchment. Interspersed among some suburbs of high affluence are hot spots of very high need that require a focused response such as:

- pockets of entrenched socioeconomic disadvantage including West Heidelberg and parts of Knox
- indigenous populations in the outer east and north, and concentrations of non-english speaking groups in the inner east
- very poor access to services in the rapidly expanding northern growth corridor and the Yarra Ranges in the outer east
- high numbers of older persons in the inner-east Population growth

Population growth

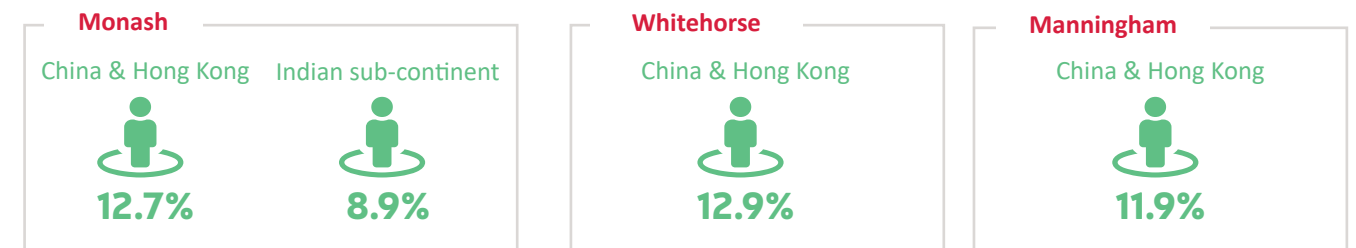
Population growth is similar across the catchment except in Whittlesea-Wallan where the population is estimated to increase by almost 100,000 people or 43% between 2016 and 2026, the highest growth rate in EMPHN's catchment. The population of Whittlesea-Wallan grew 27.6% between 2011 and 2016.



Diversity

More than **6,800** Aboriginal and Torres Strait Islander people live in the catchment, particularly in Knox, Banyule, Whittlesea-Wallan and Yarra Ranges.

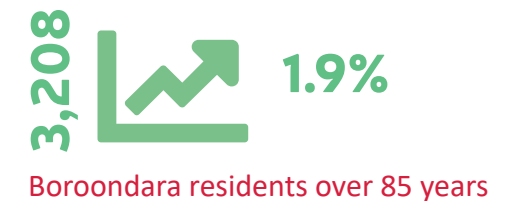
A higher than average number of people born in countries where English is not the first language live in Monash (China and Hong Kong 12.7%, Indian sub-continent 8.9%), Whitehorse (China and Hong Kong 12.9%), and Manningham (China and Hong Kong 11.9%).



More than **8%** of the Monash population are non-English speaking, almost twice the Victorian average

Age

Whittlesea and Yarra Ranges have relatively young populations. There is an ageing population in the inner east suburbs and the highest number of aged care beds in the Boroondara region. Boroondara has the highest number of residents aged over 85 years (3,208, 1.9%) which is higher than both the state and national averages.



Advantage and disadvantage

There are areas of relatively low socioeconomic advantage (suburbs of Lalor, Thomastown, Heidelberg West, Millgrove, Warburton, Powelltown, Bayswater, and Bayswater North) located adjacent to areas of relative high socioeconomic advantage (Boroondara, Manningham, Banyule and Nillumbik). Chronic disease prevalence across the catchment is overrepresented in areas with relatively low socioeconomic advantage, reflecting a common trend in Victoria and nationally.

Strategic Plan 2020-2025

Our Mission
With our partners, we facilitate health system improvement for people in eastern and north eastern Melbourne.

Our Values
Leadership
Understanding
Outcomes
Collaboration

Strategic Priorities
Addressing health gaps and inequalities
Enhancing primary care
Leveraging digital health, data and technology
Partners working as a single service system
A high performing organisation

TRANSFORMATIVE STRATEGY	INDICATOR	TARGET	OUTCOMES
<ul style="list-style-type: none"> listen to the consumer voice and design new mental health and chronic disease management approaches that are truly person-centred 	<ul style="list-style-type: none"> mental health consumers report care reflects their needs 	<ul style="list-style-type: none"> x% 	<ul style="list-style-type: none"> improved access to the right care, in the right place, at the right time, particularly for at-risk and vulnerable groups more effective care for people with chronic complex diseases and those at risk of poor health outcomes

TRANSFORMATIVE STRATEGY

- build a positive culture of high performance

INDICATORS

- continuous year-on-year improvement in organisational culture
- external recognition of a high performing PHN

TARGETS

- 2% improvement in organisational culture
- positive stakeholder engagement survey results

OUTCOMES

- EMPHN is recognised and highly valued by funders, partners and our community
- a healthy, highly skilled and sustainable organisation
- accountable governance and effective stewardship of commissioned funds and contracts
- our business systems, processes and infrastructure enable highly effective ways of working together



TRANSFORMATIVE STRATEGIES

- support and encourage primary care to adopt collaborative interdisciplinary care approaches that are person-centred
- increased use of practice-based evidence

INDICATORS	TARGETS
<ul style="list-style-type: none"> tier 1e general practices participating in PHN-led quality improvement activities consumers report satisfaction with their convenient, multidisciplinary, coordinated care 	<ul style="list-style-type: none"> 100% x%

OUTCOMES

- primary care providers deliver person-centred integrated services
- primary care providers deliver timely, high quality and safe health care

TRANSFORMATIVE STRATEGY

- ensure commissioning and system change strategies encourage integration from a consumer perspective

INDICATORS

- no. of significant demonstration projects with pooled Commonwealth and State funding
- increase in practices participating in a Neighbourhood Network

TARGETS

- three projects
- x%

OUTCOMES

- joint planning and co-ordinated investment results in better integrated, person-centred, service delivery
- service system improvement occurs through co-design processes that are person-centred, clinician-led and provider informed
- strategic commissioning delivers better outcomes for people and an improved service system

TRANSFORMATIVE STRATEGY	INDICATOR	TARGET	OUTCOMES
<ul style="list-style-type: none"> encourage health information continuity between providers 	<ul style="list-style-type: none"> axe the fax - electronic referral communications between general practice and hospitals/ specialists 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> health data, economic analysis, planning and evaluation drives impactful service and system development improved use of data and technology to support providers in delivering high quality co-ordinated care, and people in managing their own health



For more information

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