

Sydney North Health Network Strategic Plan 2024-2029

ACKNOWLEDGEMENT OF COUNTRY

The Sydney North Health Network wishes to acknowledge Australia's Aboriginal and Torres Strait Islander peoples - the traditional custodians of the land on which we meet and work. We pay our respect and recognise their connection to land, water and community and honour their Ancestors and Elders past and present.



Over the last five years, significant changes to the primary care landscape have necessitated innovative strategies to achieve the quintuple aim of Primary Health Networks, as outlined in our 2024-2029 Strategic Plan. There is no doubt that primary care in Australia is under pressure. The increase in chronic illness and mental health disorders is placing a significant burden on our health services. Health inequities within our communities manifest in higher rates of disease, shorter life expectancy, and overall poorer health for certain populations. There are workforce shortages across primary care with fewer medical graduates choosing to specialise in general practice. This is coupled with workforce shortages in psychology, social work and nursing, so we need to look for different ways of delivering truly integrated and seamless healthcare.

We have consulted widely with healthcare professionals and our community. Several key themes have emerged.

They include:

1. The need for a more holistic, place-based approach to care.
2. The opportunity that new digital technologies might provide to improve care.
3. The importance of healthcare provider wellbeing.
4. The opportunity presented by increased community connections and social prescribing provision.
5. The need to focus on prevention and early intervention.

We will only succeed by supporting our primary care providers to work more efficiently, operate more effectively, and consistently care for themselves. Little change can occur without their efforts.

At Sydney North Health Network (SNHN), we will take a 'place-based' approach to catalyse change and achieve our vision. This approach will recognise that health across the lifespan is influenced by numerous factors within that place, including physical, social, and economic elements. This holistic approach ensures that health improvements are not isolated but interconnected with other aspects of wellbeing. This approach will empower communities to actively participate in decision-making and shape their own "best health" outcomes.

Achieving this goal will require significant collaboration. We will work with the Northern Sydney Local Health District, state and federal government agencies, local councils, our healthcare provider workforce, other stakeholders, and most importantly, our community.

"We will not do things 'to' our community, rather we will achieve 'with' and 'through' the community we exist to serve."



ROS KNIGHT
Board Chair



KEVIN BARROW
Chief Executive Officer

Healthcare Providers

288 General Practices



1445 General Practitioners



495 Practice Nurses



797 Pharmacists



215 Pharmacies



4735 Allied Health Professionals



Sydney North Health Network Health Profile Snapshot

KEY AREAS: ageing population & aged care, housing inequity & financial stress, alcoholism / high-risk drinking, mental health & psychological distress, childhood immunisation, potentially preventable hospitalisations, and a growing CALD population.

HOUSING



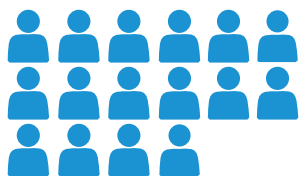
35.1% of low-income families experience financial stress from mortgage or rent
NSW: 31.9%

ALCOHOL

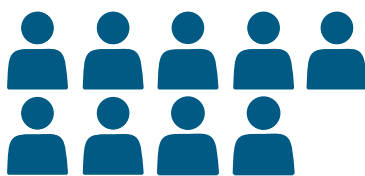


16.6 per 100 (18+ years) engaging in high risk drinking
NSW: 15.5

MENTAL HEALTH



15.7 per 100 (15+ years) report mental health behavioural problems
NSW: 18.8



8.9 per 100 (18+ years) report high or very high psychological distress
NSW: 12.4

CALD

SNHN has a higher proportion of people culturally and linguistically diverse (**29%**) compared to NSW (**23%**). The largest culturally and linguistically diverse groups are Chinese and Indian.



POTENTIALLY PREVENTABLE HOSPITALISATIONS



1,569 per 100,000
NSW: 2,064 per 100,000

Cellulitis, kidney and urinary tract infections, and dental conditions accounted for 36.2% of potentially preventable hospitalisations.

OLDER PEOPLE

Northern Sydney has the fourth highest number of Residential Aged Care Facilities in Australia by Aged care planning region (ACPR), with 100 facilities in the region.

NSPHN 65+ population will increase by **53.7%**, or **85,003** residents aged 65+ by 2041.

The rate of fall-related injuries requiring hospitalisation for people aged 65+ in the NSPHN region has doubled, from

1,747 per 100,000 in 2002-03 to **3,638 per 100,000** in 2019-20.



CHILDHOOD IMMUNISATION

IMMUNISATION RATES LOWER THAN THE NATIONAL ASPIRATIONAL TARGET OF 95%



1-year-old
96.5% fully immunised
NSW: 95.5%



2-year-old
93.8% fully immunised
NSW: 91.7%



5-years-old
94.5% fully immunised
NSW: 95.1%

Our PURPOSE

“We will continue to work collaboratively to help our community to live their best health”

Our VISION for our population*

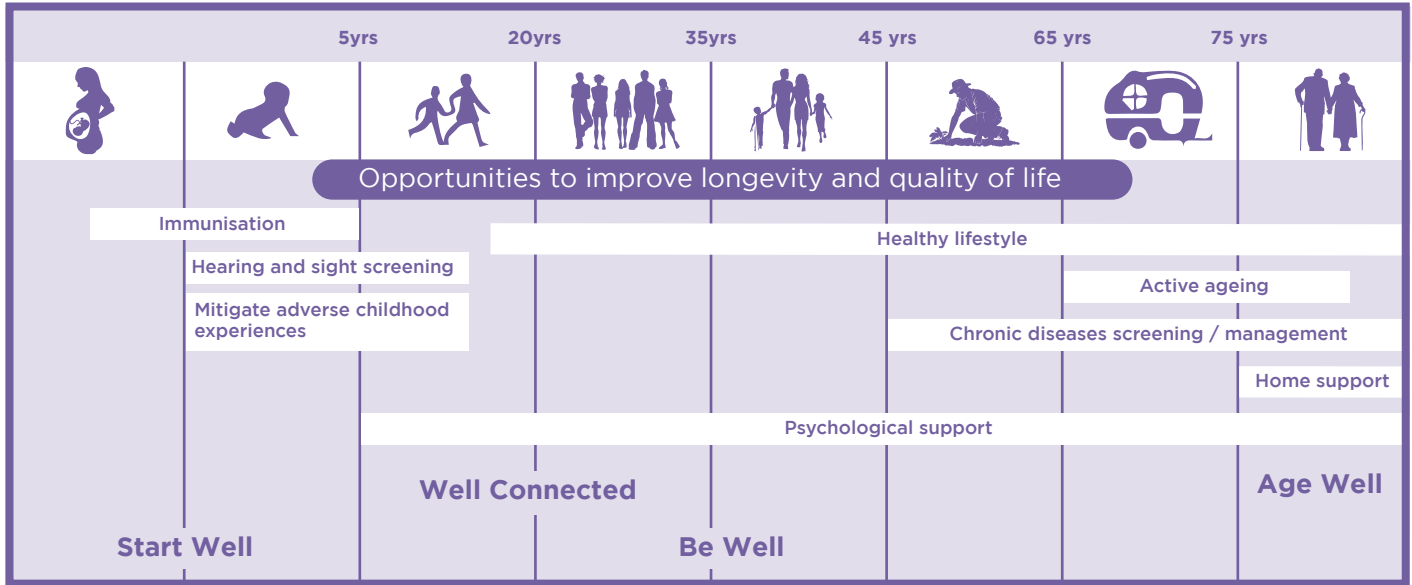
Our Vision is for our community to begin life well, maintain and manage their mental and physical wellness throughout their lives, stay connected with their health providers and each other, and age with dignity.

Start Well: Children have physical, emotional, and social growth within a supportive environment that meets their needs and allows them to reach their full potential.

Well Connected: People have meaningful, close, and constructive relationships with others, including belonging to a community of health providers.

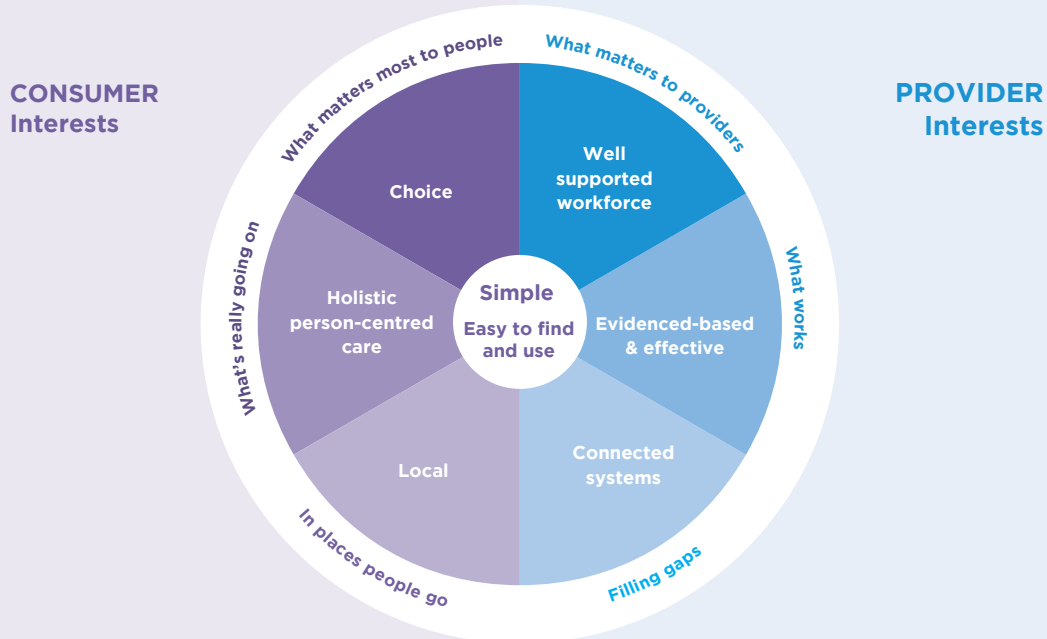
Be Well: People enjoy a state of well-being in which every individual realises their own potential, can cope with the normal stresses of life, can contribute productively and fruitfully.

Age Well: People develop and maintain the functional ability that enables independence and contribution in older age. People can ‘die well’ with dignity.



Our contribution to a seamless health system

Primary Health Networks were created to coordinate and integrate local health care services in collaboration with Local Health Districts; to commission primary care services to address gaps in service delivery; and to provide practice support to primary care providers. Northern Sydney PHN is positioned between community, primary care providers and the secondary care sector and therefore we have the opportunity to connect the service system and provide a safety net for people who would otherwise fall through the gaps.



*This graph is not entirely reflective of the complete evidence base and is intended solely for illustrative purposes.

Sydney North Health Network Strategic Plan 2024-2029

Our Purpose: *We will continue to work collaboratively to help our community to live their best health*



Help foster healthy, supportive and connected communities

1.1 Better understand the health equity gaps in our region

1.2 Engage local 'communities' to develop strategies to close the health equity gaps

1.3 Work to demonstrably close the gaps

1.4 Invest in prevention and early intervention



Support primary care health providers to achieve improved outcomes

2.1 Support continuous quality improvement in the healthcare provider workforce

2.2 Work towards a better-connected and seamless experience of the healthcare system

2.3 Enhance the healthcare provider workforce capacity and wellbeing



Utilise a value-based commissioning approach to achieve better outcomes

3.1 Create a commissioning framework that is agile and responsive to community need

3.2 Demonstrably commission/jointly commission to deliver better outcomes and reduce system cost

3.3 Pursue the required investment to be able to realise commissioning opportunities



Ensure our teams are supported, engaged and high performing

4.1 Create the optimal workforce structure to execute our plan

4.2 Invest in appropriate skills and capability development

4.3 Maintain a safe, diverse and positive organisational culture that aligns with our values

Our Values:

Innovation | Collaboration | Accountability | Respect | Excellence