



# 2023-24 ANNUAL REPORT





# CEO & CHAIR REPORT

## Sydney North Health Network (SNHN) has continued to be a high-performing Primary Health Network (PHN) across the 2023-2024 financial year.

We were audited on behalf of the Department of Health and Aged Care by McGrathNicol as part of their routine PHN performance and management review process last financial year. Overall, SNHN did very well with a few minor continuous improvement suggestions. Over the past 12 months, we have renewed our Board, and we extend our heartfelt thanks to Kate Loxton, Stephen Ginsborg, and Brynnie Goodwill for their many years of dedicated direction and governance.

The addition of Sarah Barter, Sana Issa and Dr Liz Marles has brought new perspectives and energy. The recent changes in the PHN executive have allowed for updates to our financial processes, strengthening our ability to navigate fluctuations in funding. In the coming year, we anticipate continued progress in achieving our key goals and managing the inherent risks in our business landscape.

**“SNHN remains committed to improving healthcare for the most vulnerable in our community, while also supporting our 12,802 healthcare professionals in delivering high-quality services.”**

To achieve this, SNHN has offered information, education, and self-care events to bolster the local health workforce.

To improve health outcomes, we have commissioned over 21 providers to address local needs in the community. We have supported the rollout of several federal government initiatives, including MyMedicare, Strengthening Medicare GP Grants Program, and Medicare Urgent Care Clinics. SNHN has actively worked to ensure that healthcare providers in our region are informed of these changes and understand the opportunities they offer.

This year has seen the development of our new Strategic Plan for 2024-2029. This is covered in more detail later in the report.

This plan has been the result of significant consultation with our members, healthcare providers, our community and other key stakeholders across Northern Sydney. Our thanks to all who provided feedback along the way.

**“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.”**

SNHN remains committed to working in partnership with our primary healthcare providers and collaborating across the system of care to help our community live their best health. We would like to thank our members, our community and collaborating partners for all their support this year. We would also like to acknowledge the hard work and dedication of the SNHN team.



**Ros Knight**  
Chair of Board



**Kevin Barrow**  
Chief Executive Officer

## 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.

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# OUR REGION

The SNHN region spans **899.9 square kilometres**, aligns with the Northern Sydney Local Health District and encompasses **9 Local Government Areas (LGAs)**.

HORNSBY

TOTAL POPULATION:  
**922,349**

Between 2021-2041, the total population will increase by 13% to **1,079,354**

NORTHERN BEACHES

**0.5% (4,377)** of the SNHN population identify as Aboriginal & Torres Strait Islander  
**NSW: 3.4%**

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

KU-RING-GAI

RYDE

WILLOUGHBY

HUNTERS HILL

LANE COVE

NORTH SYDNEY

MOSMAN

## OUR REGION'S POPULATION ORIGIN

The majority of the SNHN population **(58%)** were born in Australia, a smaller proportion compared to NSW (65.4%) and Australia (66.9%). The region's population is also ageing, with **17.4%** of the total population 65+ years of age **(NSW 17.5%)**.

The SNHN region has a growing population of people from culturally and linguistically diverse backgrounds, increasing from 25.7% in the 2016 Census to **29%** in the 2021 Census. Within SNHN, Ryde LGA has the highest proportion of people from CALD backgrounds **(44.3%)**.

# PRIMARY HEALTHCARE ENGAGEMENT & COORDINATION

## Primary Care Advancement Team

The Primary Care Advancement Team at SNHN respond to a broad range of general practice support needs and provide opportunities for training, quality improvement, innovative models of care, service integration, coordination and improving patient-centred experience.

Key areas of practice support during 2023-2024 included:

- Primary Sense Data Training
- Quality Improvement Initiatives
- Strengthening Medicare
- Keeping Well and Independent
- Alcohol and Other Drugs

## Primary Sense: Enhancing Population Health Management

Primary Sense is a PHN-funded data extraction tool designed for clinical and decision support and population health management.

- **191** practices across Northern Sydney have installed Primary Sense
- **204** practices are registered for the Practice Incentives Program Quality Improvement (PIP QI)

This tool plays a critical role in supporting quality improvement and data-driven decision making across our network.

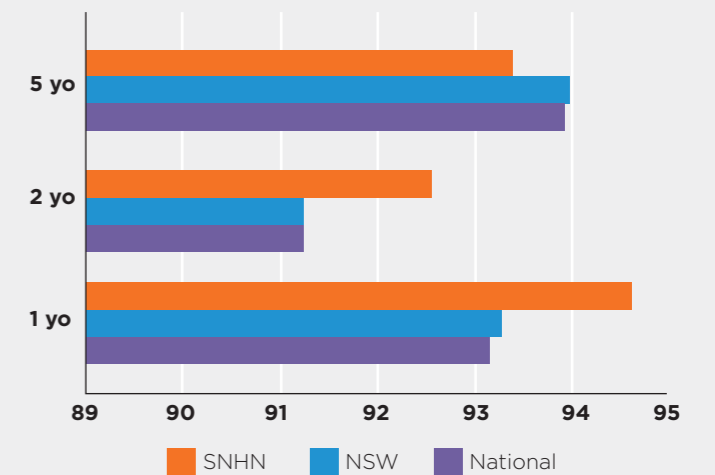
## Winter Wellness

**Fifty-two practices** participated in the Winter Wellness initiative, aimed at increasing influenza, COVID-19, and pneumococcal vaccination rates among eligible populations.

## Immunisation

We provided essential information, alerts and updates on the National Immunisation Program. Our support strategies included data cleansing, cold chain management, and utilising Australian Immunisation Register reports to enhance immunisation rates.

Childhood Immunisation in Northern Sydney December 2023



phn Northern Sydney Health Network SYDNEY NORTH Health Network

## World Immunisation week

Are you up to date with your vaccinations?

## Cancer Prevention and Screening

**Fifty-one practices** are now connected to the National Cancer Screening Register, enabling them to access up-to-date information on their patients' cancer screening status.



## Keeping Well & Independent

The Keeping Well and Independent program supports general practice teams in providing care for older adults in the community, helping them maintain their independence and health. For the 2023-2024 financial year, **54 practices** and **446 patients** have enrolled in the program.

### Health Promotion

The Health Promotion activity provides general practices with opportunities and support to implement innovative preventative strategies that improve patient health outcomes. This approach is crucial because it focuses on prevention and protection rather than treatment. It addresses both population-wide and individual needs by targeting the factors and behaviours that contribute to illness and injury, rather than just treating the conditions themselves. Currently, SNHN supports **53 general practices** through this activity.



Heart Health Promotional Campaign

### Strengthening Medicare

In 2023-2024, we administered funding grants for **240** practices and supported general practices in achieving and maintaining accreditation under the National General Practice Accreditation Scheme, with 75% of GPs in the region now accredited. We also provided communication and registration support for MyMedicare, resulting in approximately **85%** of eligible practices being registered. Additionally, we increased the knowledge of GPs and practices about the General Practice Aged Care Incentive and its benefits to residents of Residential Aged Care Homes and providers.

### Alcohol & Other Drugs Shared Care Program

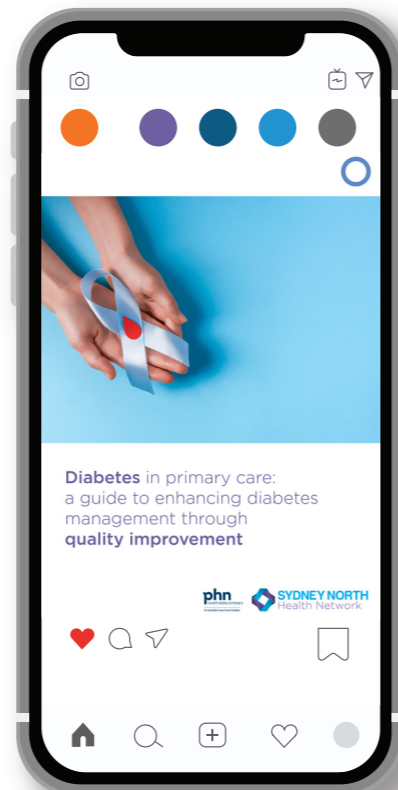
In 2023-2024, 19 onsite Alcohol and Other Drugs education sessions were delivered to 118 GPs and Practice Nurses. As part of the GP Pilot Program, four general practices participated, leading to 16 patient referrals for individualised care. Additionally, the Monthly Health Provider Reflective Practice Group engaged approximately 10 participants each month. To further support pilot and general practices, nine Alcohol and Other Drugs Echo Sessions were also conducted.

### Nursing Program & Network

The Nursing Program and Network focuses on building workforce capacity and capability, with an emphasis on staff retention. In 2023-2024, support and mentorship were provided to **30 nurses** new to general practice nursing through group sessions, individual guidance, and online learning. The program also held 10 Nurses Network meetings per year to encourage ongoing professional development and connection for all nurses in our region.

### Diabetes Management

In 2023-2024, SNHN released "Diabetes in Primary Care: A Guide to Improving Diabetes Management Through Quality Improvement". This guide is designed to assist primary care providers with practical strategies and quality improvement techniques aimed at better diabetes management. It covers essential aspects of patient care, including diagnosis, treatment, and ongoing management, offering actionable insights to optimise outcomes and improve processes within primary care settings.



## Workforce

### Strengthening Multidisciplinary Workforce Capacity

As part of the broader SNHN Allied Health Engagement Strategy, a new capacity-building initiative was launched, delivering successful "Grow Your Clinic" business skills webinars and workshops to Allied Health Professionals across the region.

In partnership with Clinic Mastery, the "Grow Your Clinic" webinars and workshops provided participants with essential skills in building and nurturing a strong team culture, recruiting and retaining staff, engaging new clients, enhancing patient experiences and health outcomes, and establishing solid business and financial foundations for sustainable practice growth. In 2023-2024, over **150 Allied Health Professionals** attended these sessions. Plans are in place to offer additional webinars, workshops, and one-on-one mentoring in the next financial year.

Additionally, local allied health breakfasts and multidisciplinary networking dinners strengthened connections between General Practice and Allied Health Professionals, offering an opportunity to reflect on the best approaches to optimising team-based care.

### Recognising & Supporting Provider Wellbeing

**It was an amazing experience that recharged my batteries and equipped me with tools for the future. The way the presenters engaged with us helped us truly connect, get to know each other, and offer and receive support."**

Allied Health Professional

In May 2024, the inaugural Allied Health Wellbeing Retreat was held at the Q Station in Manly. Facilitated by a multidisciplinary team of local allied health professionals, the retreat recognised the importance of provider wellbeing and offered a unique opportunity for allied health providers to reconnect, reflect, and rejuvenate. Despite the rainy and misty weather, participants embraced activities like mindful bushwalking and art for wellbeing as part of the 'choose your own self-care' activities. Similarly, the GP Wellbeing Retreat Day in March 2024 brought together a diverse group of GPs to connect with peers and explore strategies for preventing burnout and improving personal wellbeing. Since the first Wellbeing Day in October 2022, nearly **100 Health Professionals** have attended these events.

**"A great day. I'd recommend it to everyone! I feel hopeful, connected, and confident in a sustainable future as a GP because of this day."**

General Practitioner





SNHN 2023 Health Professionals Symposium Primary Healthcare Reform - facilitating change across the primary care sector

## Clinical Engagement

A total of 3,901 general practitioners, health professionals and practice staff participated in an SNHN education opportunity.

A diverse range of events were conducted, including 90 in-person networking events and 108 online webinars, with a blend of face-to-face, webinar and hybrid formats.

SNHN remains committed to the wellbeing of General Practitioners and Health Professionals in our region. This commitment is reflected in the provision of free access to the Employee Assistance Program and the development of the General Practitioner and Allied Health Professional Wellbeing Days, which are held annually to support our healthcare workforce.

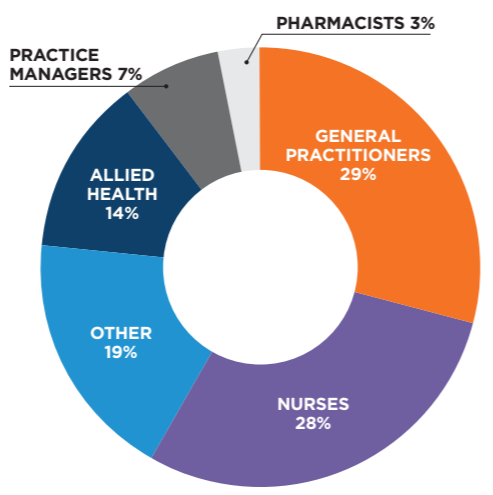
To further support professional development, SNHN has expanded its education video library, now offering over 140 presentations and webinars. These resources are categorised into key areas such as Aged Care, Alcohol and Other Drugs, Antenatal Care, Chronic Disease, Climate Health, Cultural Training, Digital Health, Disability, Domestic Violence, Wellbeing, Immunisation, Mental Health, Nursing, Paediatrics, Palliative Care, Practice Support, and Preventative Health & Screening. The video library is easily accessible and free to view, ensuring that health professionals can conveniently access the knowledge they need.

SNHN also continues to emphasise the importance of accredited education. Four SNHN staff members serve as RACGP CPD representatives, with our education programs accredited under the Education Activity, Reviewing Performance, and Measuring Outcomes categories. This accreditation ensures that our education offerings meet the highest standards and contribute to the ongoing professional development of our region's healthcare providers.

Clinical engagement remains a cornerstone of SNHN's strategy. Clinical Council meetings are held bi-monthly and include a diverse membership of

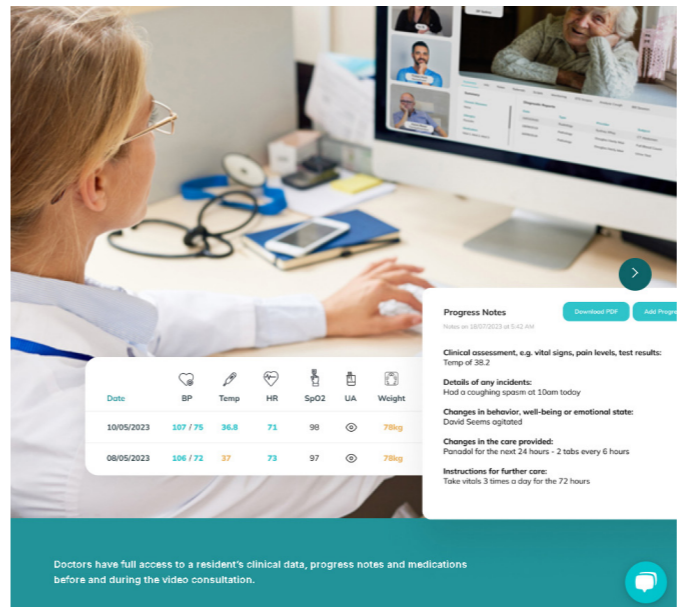
General Practitioners, Allied Health Professionals, Pharmacists, Hospital Executives, and community representatives. Additionally, two joint Community Council and Clinical Council meetings are held annually, strengthening collaboration and ensuring that the voices of our region are heard. The Clinical Council plays a vital role in assisting SNHN in developing local strategies to improve the operation of the healthcare system for the people of Sydney North region.

Event attendees by percentage in 2023-2024



### Membership

SNHN offers free membership across three categories: Individual, Associate, and Organisational. Currently, we have 1,513 Individual members, 141 Organisational members and 141 Associate members.



## Digital Health

### Residential Aged Care Virtual Care Service

In mid-2023, SNHN launched the Residential Aged Care Virtual Care Service (VCS) in collaboration with commissioned provider Health Teams. Fully funded and voluntary, VCS provides primary care providers, especially GPs, with an additional method to complement in-person visits for residents of Residential Aged Care Homes (RACH) in the Sydney North region. Key telehealth features include remote vital signs monitoring and secure video calls. Since the launch, 31 RACHs have been onboarded or are in progress, with 110 nurses and staff trained. Additionally, 23 General Practitioners and nurse practitioners have completed their training. The primary outcome is improved access to primary care for RACH residents.

### Strengthening Continuity of Care through Enhanced Electronic Discharge Summaries

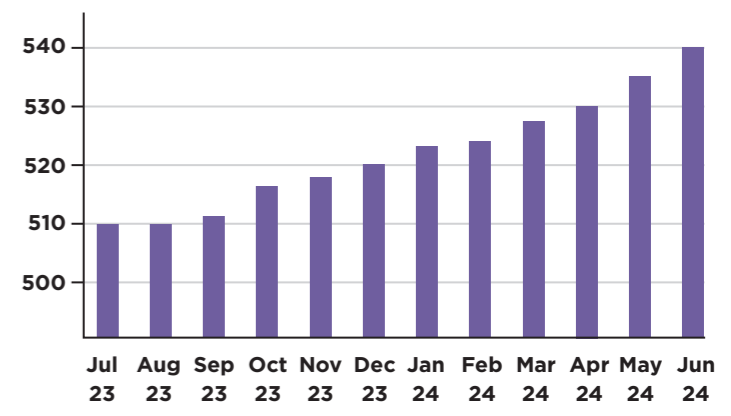
Over the past 15 months, the SNHN Digital Health team has partnered with the Northern Sydney Local Health District (NSLHD) to significantly boost the rate of electronic discharge summaries sent from NSLHD hospitals and services to Sydney North general practices via secure messaging. This comprehensive effort included tailored support for practices, coordination with secure messaging providers, the creation of practical tips and hints, co-branded PHN/NSLHD communications, and recommendations to improve HealthLink workflows on a national level. As a result of this collaboration,

Sydney North now leads NSW with the highest rate of electronic discharge summary transmissions, ensuring better continuity of care for our patients.

## HealthPathways

The Sydney North HealthPathways program continues to develop online resources for use at the point of care, with over 540 pathways now available. With 121,135 total page views in 2023-2024, these pathways integrate sub-specialist expertise directly into the consulting rooms of specialist GPs. This year's content highlights included Cardiovascular Disease (CVD) Risk Assessment, Mild Traumatic Brain Injury (Concussion), Pertussis (Whooping Cough), Neuroendocrine Tumours (NETs), Malignant Melanoma, and several pathways focused on Prostate Cancer treatment.

Pathways Localised FY 23-24



## Emergency Operations

### Connected Community & Extreme Weather Grants

In 2023-2024, SNHN awarded nine Connected Community Grants to various community organisations across the Sydney North region, supported by funding from national sources, including the Department of Health and the Department of Industry, Science and Resources (bushfire and floods), as well as the NSW Ministry of Health. Five of these grants will continue into FY2025.

These grants aim to strengthen social connections within communities during and after disasters or extreme events and to enhance resilience in preparation for future challenges.

### COVID Vaccinations in Vulnerable Populations

SNHN continued to support vulnerable populations in the Sydney North region with COVID vaccinations and booster doses, focusing on non-Medicare eligible patients. Our efforts included in-reach services for Residential Aged Care Homes, disability homes, and in-home vaccinations, as well as targeted support for Residential Aged Care Homes with low vaccination rates. We also organised pop-up clinics for the homeless, facilitated by the SNHN Community Engagement team, and actively promoted the continued need for COVID vaccinations, especially in aged care settings.



Community member Jay shares insights at the Compassionate Connected Communities event



Spanish dancing at the Multicultural Dinner Storey Park - Hornsby Village Hub

# COMMISSIONING

## Community Activation

Through active community engagement in the Sydney North region, SNHN delivered programs in 2023-2024 that made primary care more accessible, improved health literacy, and supported social connection, contributing to holistic care for participants.

### Hornsby Village Hub

The Seniors Connected program (2021-2024)\* continued delivering vibrant health literacy initiatives, social gatherings, and events throughout 2023-2024. A standout in the event calendar was the multicultural dinner at Storey Park, offering a sensory journey through Indian, Spanish, and Ukrainian cuisine and culture.

**In 2023, Urbis evaluated the Hub model, finding that it effectively reduced loneliness and social isolation, with nine out of 10 participants reporting such benefits.**

Additionally, an increase in social connectedness (93%) and social inclusion (90%) demonstrated that the three-year-old program was achieving its desired outcomes.

Fulfilling a key goal for sustainability, the Hornsby Village Hub will continue with community-led groups meeting regularly, while new activities will be developed in collaboration with stakeholders.

\*For people aged 55 (Aboriginal and Torres Strait Islander 50+ years) and over who live or work in the Hornsby Shire and are at risk of social isolation or loneliness.

### GPs in Schools

Now in its ninth year, the PHN's health literacy workshop for Year 11 students was delivered across **50 local high schools** in 2023-2024, **reaching 6,370 students** with an immersive and interactive experience.

Facilitated in small groups by a General Practitioner or Practice Nurse, the in-class workshops encourage students to lead discussions and ask questions about their mental, physical, social, sexual health and wellbeing.

Evaluated by students after each session, the program continues to maintain its relevance and appeal. 99% of students reported a better understanding of where to access health information or advice, and 99% would recommend the workshop to other students.



Dr Cindy Pan presenting at GPs in Schools

## Greenway Wellbeing Centre

Greenway, a social housing residence in North Sydney, received a new commissioned health service in 2023-2024, aimed at providing greater healthcare access to a vulnerable population. The initiative offered Greenway residents weekly access to a General Practitioner and Nurse from Milsons Point Medical Centre at the site's Wellbeing Centre.

Over 12 months, **615 health services were delivered**, and in the last quarter, a social worker and psychologist were added to provide psycho-social support.

**“The nurse carries out all the normal duties as they would in a medical practice and helps people who have returned from hospital. It's a great success.”**

Bryce Gunn, Greenway Resident & President of the Greenway Tenants Group

In April 2024, around 400 residents and dignitaries gathered in Greenway's gardens to celebrate the 70th anniversary of the Milsons Point building. The event honoured the building's heritage and celebrated the strong sense of community its residents have built - and continue to nurture.

The Greenway Tenants Group advocates strongly for residents, delivering vital community resources and assets, including the Greenway Community and Wellbeing Centres, community bus, Men's Shed and OzHarvest food deliveries.



Bryce Gunn - President of Greenway Tenant's Group & Jessica Zhang - Director & General Manager of New Home Care



Greenway's oldest resident, Shirley Briggs (99), cuts the 70th Anniversary cake



L to R: Sherryn Moltzen - SNHN Community Engagement Coordinator, The Hon. Jillian Skinner, Kevin Barrow - SNHN CEO, The Hon. Rose Jackson MP & The Hon. Felicity Wilson MP at Greenway 70th Anniversary Celebrations



### The Gidget Foundation Australia - Psychological Therapies Program

The Psychological Therapies Program provides one-to-one psychological services for women experiencing mild to moderate perinatal mental health issues.

During the initial funding period from August 2022 to December 2023, the initiative supported **523 new clients**, facilitating **2,687 appointments**. This effort led to a significant reduction in the Sydney North region's waitlist by approximately 32%, shortening the wait time by nearly two weeks since the project's inception.

SNHN has extended Gidget Foundation Australia's (GFA) initial contract by an additional 18 months until June 2025, with further extensions under consideration. The new contract also introduces a Perinatal Treatment Plan (PTP) Pilot program, which aims to establish a model of care focused on assessment, treatment, and relapse prevention for parents experiencing perinatal mental health concerns. The PTP streamlines referrals from General Practitioners and Psychiatrists, ensuring improved access to appropriate care pathways.

This contract extension aims to sustain the increased capacity achieved through the initial funding, continuing to deliver specialised perinatal mental health services promptly and effectively to clients in the Sydney North region. SNHN and GFA maintain a strong collaborative partnership, effectively addressing perinatal mental health needs.



Arabella Gibson - CEO, Gidget Foundation Australia & Kevin Barrow - CEO, SNHN

### Collaborative Commissioning for Frail & Older People

Collaborative Commissioning for Frail and Older People is a program designed to improve the wellbeing of frail and older individuals while aiming to reduce unplanned, avoidable hospital admissions. Delivered in partnership with Northern Sydney Local Health District (NSLHD), this initiative operates under a three-year funding period, concluding at the end of March 2025. An evaluation of the program will be conducted in collaboration with The George Institute.

Between 2014/15 and 2018/19, Northern Sydney LHD's hospitals saw a 12.5% rise in emergency department presentations from frail and older people. In response, consultations with community members and local providers identified opportunities to improve patient coordination and advocacy. Key areas of focus include systematic identification of high-risk patients and addressing time-sensitive issues that contribute to excessive reliance on emergency services. Feedback from clinical staff has been overwhelmingly positive.

**“This program is a perfect example of keeping vulnerable, elderly patients out of hospital. It helps to address problems before they become an emergency and require hospital care.”**  
Program Geriatrician

Patients, their families, and carers have also praised the program, highlighting improved access to healthcare services, timely intervention, and the compassion of clinicians.

Collaborative Commissioning for Frail and Older People has been recognised as a finalist in the prestigious International Hospital Federation Award for Operational Excellence that will take place in Brazil later this year. SNHN and NSLHD remain committed to strengthening this partnership and exploring new opportunities for collaboration and sustainable funding sources.

### Evacuation Centre Health Team

SNHN has built a strong partnership with Northern Sydney Local Health District (NSLHD). Through a collaborative co-design process, the PHN now has formal responsibility and capability, as outlined in NSW Health tasking orders, to deploy an Evacuation Centre Health Team when an evacuation centre is activated. Six General Practitioners and four Registered Nurses have completed the required training and are prepared for potential deployment.

The SNHN Emergency Operations team has played a crucial role in supporting this initiative by providing operational guidance and material support. Their efforts included assembling and maintaining deployment kits, ensuring professional indemnity and work cover, addressing public liability, and managing workflow considerations. Additionally, the team has handled logistics, uniforms, transportation and rostering.

# CORPORATE SERVICES

Over the year, the Corporate Services Department has achieved exceptional outcomes. This was highlighted by our participation in the periodic review process with the Department of Health and Aged Care, receiving positive feedback on our sound policies and controls. The team successfully oversaw the first implementation stage of a new advanced Contract Management System, significantly enhancing operational efficiency and effectiveness.

In a world of increasing cyber threats, our unwavering commitment to protecting the organisation's digital assets was evidenced through rigorous penetration testing initiatives, which continue to fortify our defences against potential threats. Additionally, we managed organisational changes to align with the Fair Work Legislation Amendment, demonstrating our proactive approach to providing greater stability for employees and maintaining a compliant workplace. These accomplishments reflect our dedication to operational excellence and strategic foresight in an ever-evolving environment.

## Environmental, Social, Governance & Sustainability

SNHN's dedication to Environmental, Social and Governance (ESG) principles continues to influence our operational practices. On August 10, 2023, we completed the **Better Business Partnership (BBP)** Sustainability Program appraisal and discussed possible actions to implement over the next 12 months, which could improve our business sustainability rating.

Over the past year, we have made significant strides in sustainability across our organisation. We are proud to announce our recent reaccreditation from Willoughby Council, acknowledging our dedication to sustainable practices, business health and community wellbeing.

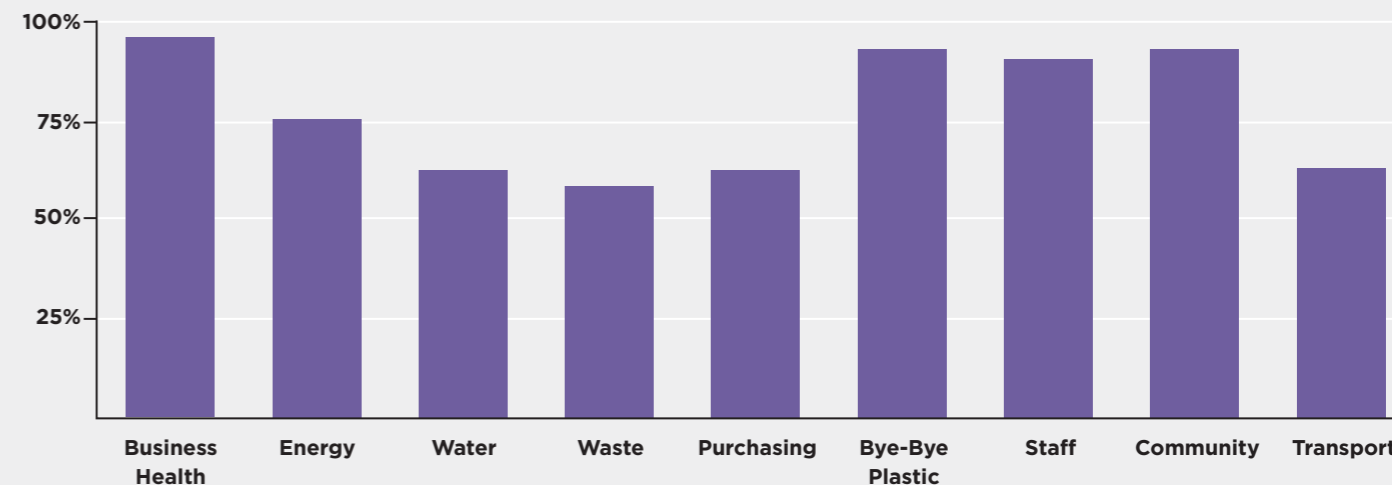
We have achieved “influencer” status in four out of nine categories, with an impressive **96%** in overall Business Health. The BBP Report also highlights our leadership in sustainability, particularly in community engagement, staff initiatives, and recyclables management.

These achievements demonstrate our continued commitment to integrating ESG considerations into our operations and strategies. We have also prioritised collaboration with building management to explore opportunities for waste and energy initiatives. Together, we aim to implement effective waste management protocols, with a focus on recycling and landfill diversion. Key actions include monitoring and enhancing waste segregation and eco-friendly disposal methods. From June to August 2024, SNHN reduced non-recyclable waste by nearly one-third, while recycling increased by 14%. In energy management, we have worked closely with our team to promote office energy efficiency.

In collaboration with our business partners, we also encourage SNHN staff to make meaningful contributions to sustainability, both in the office and at home, by developing lasting eco-friendly habits. Through the **Green Team**, we lead initiatives and activities that engage staff and raise awareness on key topics such as waste management, proper recycling, energy conservation, and reducing our carbon footprint. We promote these efforts by aligning with both national and global sustainability initiatives within and beyond the workplace.

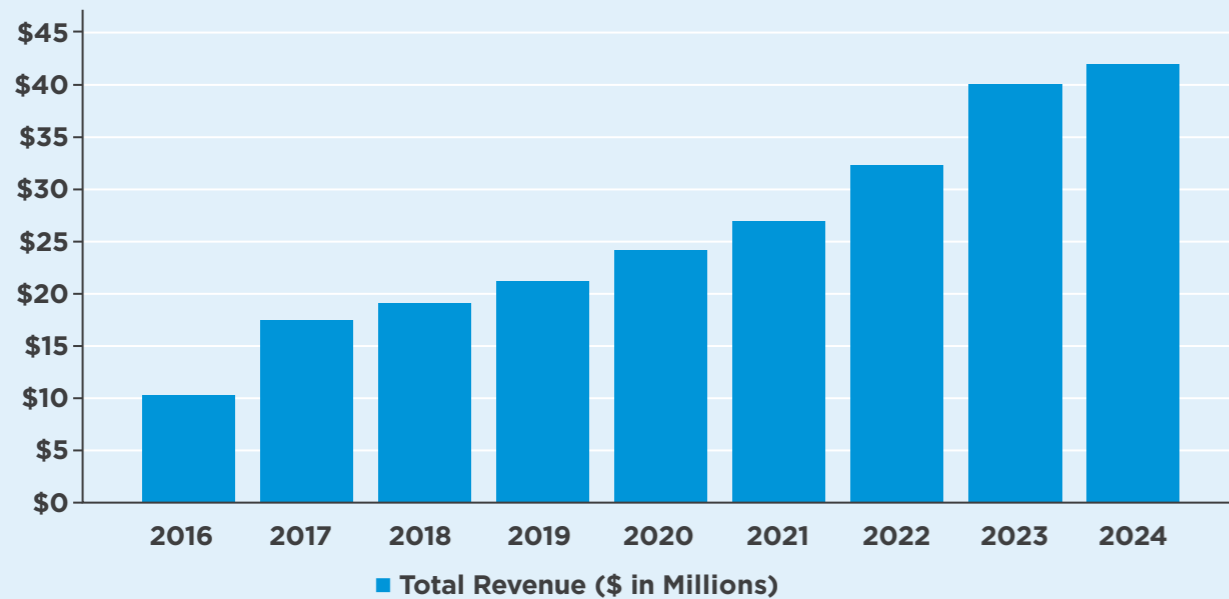
Looking ahead, we will continue collaborating with Building Management to adopt energy-efficient lighting, Heating, Ventilation, and Air Conditioning (HVAC) systems, and other technologies that reduce our carbon footprint while generating cost savings. Our ESG and sustainability efforts reaffirm our commitment to a healthier environment and community. We will continue advancing these practices and actively seek new opportunities for positive impact and engagement with staff and the local community.

Source: Better Business Partnerships Accreditation Report Y23/24

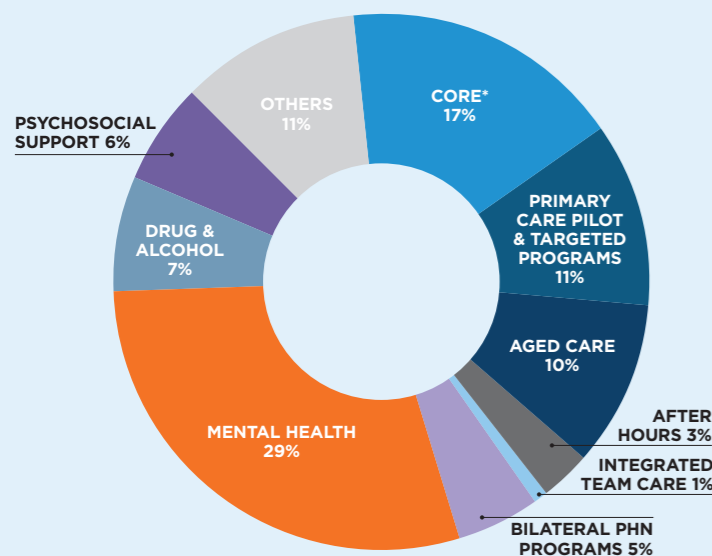


# STATEMENT OF FINANCIAL POSITION

As at 30 June 2024

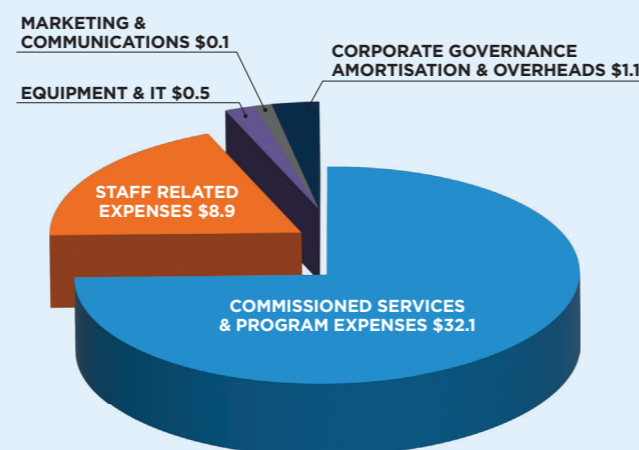


## EXPENSE CLASSIFICATION



\*Core costs include GP, Allied Health and membership support and training, Administration Support and Governance.

## EXPENDITURE (\$ in Millions)



# PROFIT & LOSS

As at 30 June 2024

REVENUE  
EXPENDITURE  
NET

	2024 \$	2023 \$
REVENUE	43,140,005	40,358,506
EXPENDITURE	42,692,729	40,243,893
NET	447,276	114,613

# BALANCE SHEET

As at 30 June 2024

ASSETS  
CURRENT ASSETS  
Cash and cash equivalents  
Trade and other receivables  
Prepayments  
TOTAL CURRENT ASSETS  
NON-CURRENT ASSETS  
Right-of-use assets  
TOTAL NON-CURRENT ASSETS  
TOTAL ASSETS

	2024 \$	2023 \$
Cash and cash equivalents	17,830,645	22,801,453
Trade and other receivables	163,588	2,467,553
Prepayments	682,507	2,879,423
TOTAL CURRENT ASSETS	18,676,740	28,148,429
Right-of-use assets	85,220	498,311
TOTAL NON-CURRENT ASSETS	85,220	498,311
TOTAL ASSETS	18,761,960	28,646,740

LIABILITIES  
CURRENT LIABILITIES  
Trade and other payables  
Contract liabilities  
Employee benefits  
Lease liabilities  
TOTAL CURRENT LIABILITIES  
NON-CURRENT LIABILITIES  
Employee benefits  
Provision for make good of premises  
Lease liabilities  
TOTAL NON-CURRENT LIABILITIES  
TOTAL LIABILITIES  
NET ASSETS

Trade and other payables	2,458,631	4,579,527
Contract liabilities	13,330,874	21,031,706
Employee benefits	586,482	637,958
Lease liabilities	95,086	487,609
TOTAL CURRENT LIABILITIES	16,471,073	26,736,800
Employee benefits	344,003	361,245
Provision for make good of premises	416,000	370,000
Lease liabilities	5,742	100,829
TOTAL NON-CURRENT LIABILITIES	765,745	832,074
TOTAL LIABILITIES	17,236,818	27,568,874
NET ASSETS	1,525,142	1,077,866

FUNDS  
Accumulated surplus  
TOTAL FUNDS

Accumulated surplus	1,525,142	1,077,866
TOTAL FUNDS	1,525,142	1,077,866

Please note: The accompanying summary financial information reflects the organisation's effective financial stewardship of its valuable resources. Although only extracts are provided, the audited 2023-24 Financial Report can be provided on request.

# SYDNEY NORTH HEALTH NETWORK STRATEGIC PLAN 2024-2029

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



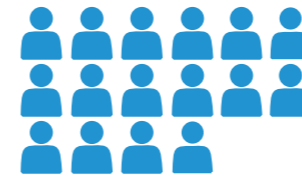
**35.1%** of low-income families experience financial stress from mortgage or rent  
**NSW: 31.9%**

### ALCOHOL

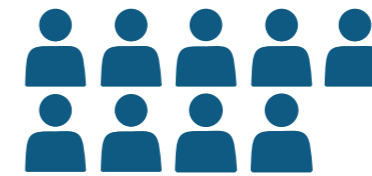


**16.6 per 100** (18+years) engaging in high risk drinking **NSW: 15.5**

### 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\*

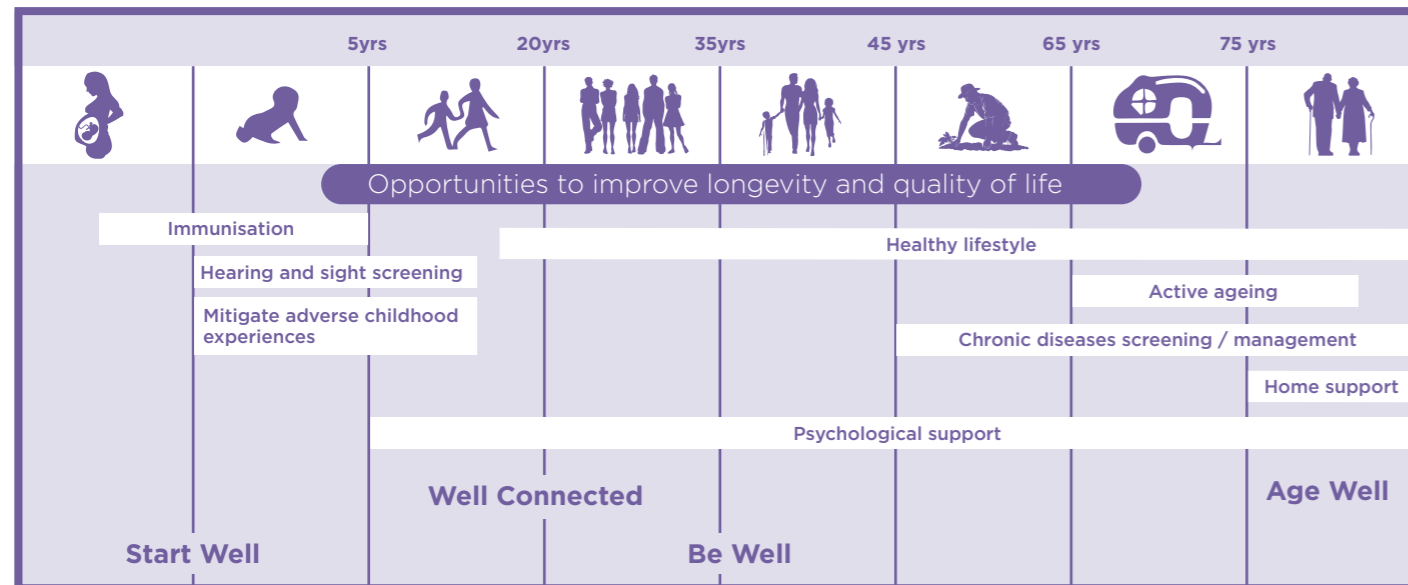
Our Vision is for our community to begin life well, maintain and manage their mental and physical wellness throughout their lives, stay connected with their health providers and each other, and age with dignity.

**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.

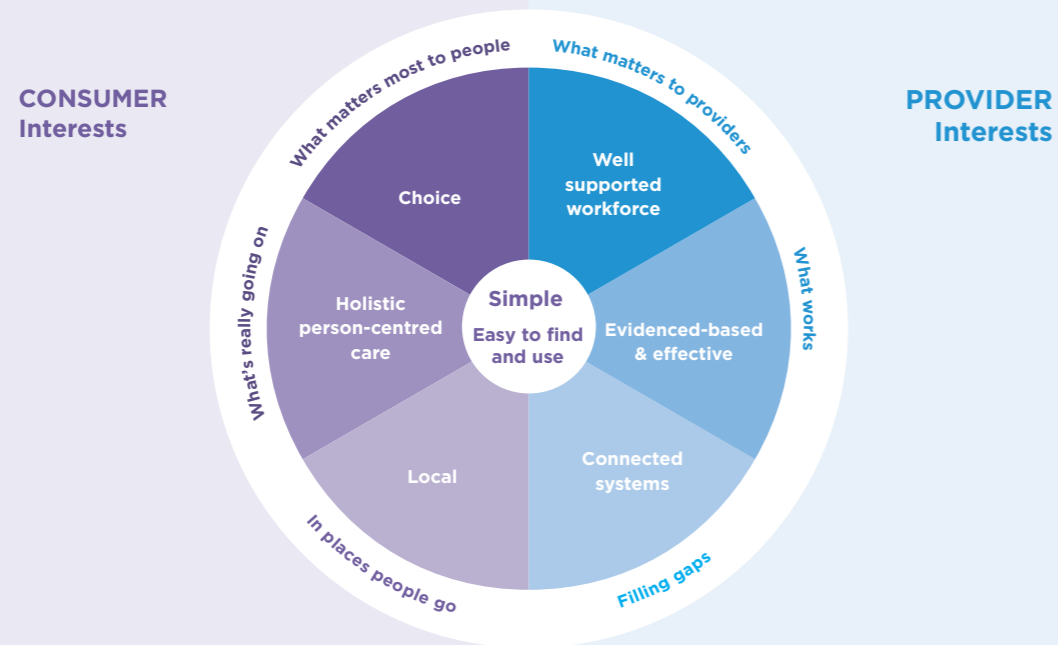
**Be Well:** People enjoy a state of well-being in which every individual realises their own potential, can cope with the normal stresses of life, can contribute productively and fruitfully.

**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 healthcare 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	Support primary care health providers to achieve improved outcomes	Utilise a value-based commissioning approach to achieve better outcomes	Ensure our teams are supported, engaged and high performing
<p><b>1.1</b> Better understand the health equity gaps in our region</p> <p><b>1.2</b> Engage local ‘communities’ to develop strategies to close the health equity gaps</p> <p><b>1.3</b> Work to demonstrably close the gaps</p> <p><b>1.4</b> Invest in prevention and early intervention</p>	<p><b>2.1</b> Support continuous quality improvement in the healthcare provider workforce</p> <p><b>2.2</b> Work towards a better-connected and seamless experience of the healthcare system</p> <p><b>2.3</b> Enhance the healthcare provider workforce capacity and wellbeing</p>	<p><b>3.1</b> Create a commissioning framework that is agile and responsive to community need</p> <p><b>3.2</b> Demonstrably commission/jointly commission to deliver better outcomes and reduce system cost</p> <p><b>3.3</b> Pursue the required investment to be able to realise commissioning opportunities</p>	<p><b>4.1</b> Create the optimal workforce structure to execute our plan</p> <p><b>4.2</b> Invest in appropriate skills and capability development</p> <p><b>4.3</b> Maintain a safe, diverse and positive organisational culture that aligns with our values</p>

## Our Values:

**Innovation | Collaboration | Accountability | Respect | Excellence**

# CONNECT WITH US



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