

# 2023-24 Business Plan

## Background

Capital Health Network (CHN) is the Primary Health Network (PHN) for the ACT. PHNs have been established by the Australian Government with the key objectives of:

- Increasing the efficiency and effectiveness of health services for patients, particularly those at risk of poor health outcomes, and
- Improving coordination of care to ensure patients receive the right care in the right place at the right time.

CHN seeks to meet these aims across nine priority areas:

- Care across the continuum
- Digital health
- Indigenous health
- Mental health
- Alcohol and other drugs
- Chronic conditions
- At-risk populations
- Aged care
- Workforce

In 2023, the Department of Health and Aged Care released the [Strengthening Medicare Taskforce Report](#) setting out a pathway for primary care reform activities including a key role for primary health networks.

As such, to guide CHN in delivering on this role and to guide the development of our 2023-2024 business plan, CHN has developed a set of outcomes to align with the report and resulting reform activities:

- An accessible primary care system: Canberrans are supported to be healthy and well through equitable access to affordable and person-centred primary care services
- Integrated and team-based health care delivers improved health outcomes: Integrated and multidisciplinary models are person-centred, optimise workforce, and are accessible for those at highest-risk of poor health outcomes
- A modern primary care sector: Data and digital technology are used to improve integration, clinical care, identify and address health inequity, drive continuous quality improvement and enable consumers to participate as partners in their health care.
- A future-focused and sustainable primary care sector: The primary care sector is prepared for and able to respond effectively to a changing health care environment with a focus on sustainability, innovation and providing person-centred care.

The 2023/2024 financial year's business plan will focus on delivering these outcomes through three core functions— commissioning, building capability and coordinating projects and initiatives. CHN will also continue to champion primary care through promoting the role of primary care, highlighting the outcomes of primary care, identifying issues and emerging needs and engaging with health sector partners to raise awareness and identify solutions for these issues. As this is a year of significant change and reform, CHN's activities will focus on readiness and refocusing on our strategic outcomes.

## CHN's 2023-2024 business plan strategies

Role	Commissioning	Building Capability	Coordinating
Strategies	Co-design and/or localise models that are accessible and affordable to reach people at-risk of poor health outcomes by: <ul style="list-style-type: none"> <li>• Undertaking targeted consultation and co-design activities with relevant stakeholders</li> <li>• Using local data to identify and understand access issues</li> </ul>	Implement CHN Digital Health Strategy across all business units to enable digital readiness across commissioning, quality improvement, health system integration and corporate business units.	Develop CHN comms strategy that: <ul style="list-style-type: none"> <li>• Enables the provision of up-to-date and relevant information regarding reform activities and CHN activities</li> <li>• Shares good news stories about CHN, Commissioned Services providers and the primary care sector</li> </ul>
	Develop an outcomes framework and standardised KPIs to monitor service data to ensure services are reaching those that need it most.	Monitor policy environment with a focus on new policy initiatives and reform activities and: <ul style="list-style-type: none"> <li>• Provide input and feedback to consultation opportunities</li> <li>• Localise policy for ACT context</li> <li>• Communicate relevant policy changes to CHN stakeholders</li> </ul>	Collaborate with partners to improve integration through a range of cross-sector activities including: <ul style="list-style-type: none"> <li>• ACT Partnership Board</li> <li>• Mental health Bilateral Agreement and Regional MHSP Plan, Integrated care working group</li> <li>• ACT Primary Care Pilot</li> <li>• PHN networks and working groups</li> </ul>
	Commission activities with multidisciplinary models of care that optimise local workforce, allowing workforce to work to their full scope.	Know and understand the primary care sector workforce through: <ul style="list-style-type: none"> <li>• Consistent and high quality data collection</li> <li>• Utilising CRM to capture and monitor emerging needs</li> <li>• Workforce planning</li> </ul>	Identify and progress opportunities for cross-sector data sharing to improve understanding of local health sector strengths and challenges, understanding the patient journey and identify areas for action.
	Revise and implement CHN commissioning framework with a focus on outcomes, targeting at risk populations, and sustainability.	Support General Practice to utilise their data to understand their patient population to enable uptake of: <ul style="list-style-type: none"> <li>• New funding models</li> <li>• My Medicare</li> </ul>	Implement the PHN Allied Health Framework.
	Identify opportunities to progress collaborative commissioning with ACT Health through: <ul style="list-style-type: none"> <li>• shared planning</li> <li>• shared development of outcomes and KPIs</li> <li>• pooled funding</li> </ul>	Utilise a change management approach to engage primary care stakeholders, promote new initiatives and support readiness for reform activities including: <ul style="list-style-type: none"> <li>• Digital health</li> <li>• New funding models</li> <li>• My Medicare</li> </ul>	Identify opportunities and coordinate solutions that improve integration: <ul style="list-style-type: none"> <li>• Connections and networks between general practice, allied health, residential aged care facilities and commissioned services providers.</li> <li>• Clarifying roles and responsibilities</li> <li>• Improving communication and information sharing</li> <li>• Developing and communicating clear referral pathways</li> </ul>
	Capture and share lessons learned to enable continuous improvement in commissioning processes.	Develop grants framework and process to enable funding for capability building.	Implement reform initiatives through: <ul style="list-style-type: none"> <li>• Communication</li> <li>• Sharing and development of resources</li> <li>• Supporting participating practices</li> </ul>

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## Reporting Framework

CHN will report quarterly on these activities by monitoring an agreed set of KPIs across the organisation, monitoring the completion of key deliverables and capturing case studies to demonstrate how CHN is implementing the business plan's strategies and working toward achieving our strategic outcomes. Some of the KPIs below will require establishment of baseline measures.

Role	Commissioning	Capability building	Coordination
<b>KPIs</b>	<p>CHN's commissioning and procurement processes reflect best practice and are outcomes focused as measured by</p> <ul style="list-style-type: none"> <li>- Number of new commissioning activities in the period that have a clear need and target cohorts identified</li> <li>- Inclusion of PREMs and PROMS in commissioning activities</li> </ul> <p>CHN's commissioning improve access to those at highest risk for poor health outcomes</p> <ul style="list-style-type: none"> <li>- Service provider data demonstrates that need is being met</li> <li>- Evaluations are designed with this as a key outcome</li> </ul> <p>Provider performance ratings</p>	<p>Increasing readiness of primary care sector to engage with reform and new activities.</p> <ul style="list-style-type: none"> <li>- Uptake of readiness activities</li> <li>- Increasing engagement in related communications</li> </ul> <p>Salesforce is being used consistently to collection information that will enable targeted communications and activities.</p> <ul style="list-style-type: none"> <li>- Increasing utilisation of Salesforce for data collection and reporting across all business units</li> </ul> <p>Number of new initiatives with clearly defined digital health component</p> <p>Number of data sharing agreements/collaborative data projects</p>	<p>CHN is a go-to point of information and support for the primary care sector.</p> <ul style="list-style-type: none"> <li>- Engagement with communications,</li> <li>- Engagement directly with CHN from General Practice and allied health</li> </ul> <p>Number of events focusing on</p> <ul style="list-style-type: none"> <li>- Building interdisciplinary linkages and engagement</li> <li>- Cultural awareness training</li> <li>- Integration</li> <li>- Digital Health</li> </ul>
<b>Deliverables</b>	<p>Revised commissioning framework – Q2</p> <p>CHN outcomes framework-Q3</p>	<p>CHN Change Management Framework- Q1</p> <p>Revised Needs Assessment- Q2</p> <p>Development of grants framework</p>	<p>Review and develop communications strategy- Q1 &amp; Q2</p>
<b>Case studies</b>	1-2 relevant case studies	1-2 relevant case studies	1-2 relevant case studies

## Internal capability focus areas for 2023-2024

In addition to the strategies above, in order to achieve our outcomes and ensure that CHN is delivering our core purpose, we also need to establish, improve and monitor many of our internal processes, systems and corporate capability. The table below outlines the focus areas, KPIs, and deliverables for internal capability activities.

Focus	Compliance	People	Systems	Stakeholder engagement
	Implementation of new Performance Reporting Requirements	Learning and development	Review and progress implementation of new business systems to support procurement and contract management	Leverage Advisory Councils to support integration, reform activities, and identify emerging needs
	Contract and financial compliance	Succession planning	Review and build capability around data systems including PHI and data extraction.	Embed stakeholder engagement plans as required for all new projects/programs
	Establish and implement plan to achieve ISO27001	Enterprise agreement	Salesforce review and uplift	Collaborate with other PHNs through networks, working groups etc.
	Risk management framework review	Recruitment and retention strategy	Maintain efficient and effective office space and monitor office capacity	Formalising partnerships
	Full implementation project and management reporting	Implement response to BPA survey		
<b>KPIs</b>	<p>Progress toward ISO27001</p> <p>Review of Risk Appetite Statement and Risk Framework completed</p>	<p>Staff stability index</p> <p>% of L&amp;D funding spent</p>	<p>Increasing use of PHI- # of data sets on PHI</p> <p>Increasing use of Salesforce</p>	<p>Positive survey results from advisory council meetings</p> <p>100% of new projects/programs have a stakeholder engagement plan</p> <p># of PHN-wide networks/working groups</p> <p># of contributions to consultations and feedback opportunities to governments.</p>
<b>Deliverables</b>	12 month performance and financial report	New Enterprise agreement Succession plan developed	Business case for preferred data extraction tool and associated change management plan	Partnership agreements