

# Strategic Framework

## Our Vision

Connecting you to health

## Our Purpose

Facilitating a collaborative and responsive health care system for metropolitan Adelaide

## Our Values

Communication, Commitment, Respect, Quality, Transparency, Equity, Accountability and Trust

*The APHN is a membership based and driven organisation, committed to honest and genuine community involvement and input into improving the health outcomes of people living in metropolitan South Australia. Our Strategic Plan reflects the key objectives and priority areas from the Commonwealth Government and incorporates our core local priority areas determined by our APHN membership groups. It is a truly collaborative and integrated Strategic Plan – endorsed by the APHN Board.*

## Primary Objective Focus Areas

### National & Local:

- Mental Health
- Aboriginal Health
- Aged Care
- Health Workforce
- Digital Health
- Population Health
- Alcohol & Other Drugs
- Disability
- Palliative Care
- Children & Youth
- Culturally and Linguistically Diverse communities

## Membership Identified Themes

- Provide timely, early and equitable access to appropriate services
- Improve health literacy and education for consumers and primary health care providers
- Provide equitable and easy access to primary health services for Aboriginal and Torres Strait communities
- Improve care coordination, integration and navigation of the primary health care sector
- Address mental health, alcohol and other drug and physical health issues

## Strategic Objectives

### Strategy # 1

Have a sound understanding of the health and service needs of our communities.

### Strategy # 2

Develop, implement, review and improve system wide approaches and activities within our priority areas.

### Strategy # 3

Support primary health care providers to deliver quality, efficient and effective services (right care, right place, and right time).

### Strategy # 4

Ensure engagement and involvement of community members in development of health promotion, prevention, early intervention and empowerment

### Strategy # 5

Commission services that are high quality, efficient, effective, integrated and innovative.

### Strategy # 6

Be an efficient and effective organisation.

## OUR STRATEGIC PLAN 2017-2020

The APHN Strategic Plan provides overarching strategic direction. The Commonwealth approved Annual Activity Work Plan details the actual activities and agreed KPIs and is available on our website. The Commonwealth Performance Management Framework examines the rigor of the KPIs and tracks their individual achievement over time. The CEO and Executive team will provide quarterly and/or annual reports against the APHN performance as per the Commonwealth compliance matrix.

Strategic Objectives	Action	Strategic Outcomes/Goals	Indicator
<p><b>Strategy 1</b></p> <p><i>Have a sound understanding of the health and service needs of our communities</i></p>	<p>1. Undertake robust population health and planning processes, including data collection and analysis and broad and meaningful community and membership consultation to inform need, gap and priority identification. Maintain a dynamic membership structure reflective of local clinicians and community needs within National and Local priority areas</p> <p>2. Partner collaboratively with relevant organisations/agencies to access relevant data for our region</p>	<p>1.1 Well evidenced Needs Assessment with genuine broad community and membership consultation and input</p> <p>2.1 Developed and maintained strategic data sharing arrangements with other agencies and organisations</p> <p>2.2 All APHN commissioned projects/activities are informed by the most recent population health and planning data and trend analysis</p>	<p>1.1.1 Delivers a Commonwealth approved iterative Needs Assessment by November each year</p> <p>2.1.1 By June 2017 and revisited annually</p> <p>2.2.1 Activity performance outcome measures from the Commonwealth compliance matrix</p>

Strategic Objectives	Action	Strategic Outcomes/Goals	Indicator
<p><b>Strategy 2</b></p> <p><i>Develop, implement, review and improve system wide approaches and activities within our priority areas</i></p>	<p>1. Develop key strategic partnerships, working collaboratively to identify, co design and implement solutions to identified need in priority areas</p>	<p>1.1 Co designed and/or commissioned services that provide quality evidence-based services that fulfil identified need and/or gaps</p> <p>1.2 An integrated, connected and collaborative primary health care system</p>	<p>1.1.1 From 2016 and in line with Activity Work Plan approval annually in April</p> <p>1.2.1 Activity performance outcome measures from the Commonwealth compliance matrix</p>
<p><b>Strategy 3</b></p> <p><i>Support primary health care providers to deliver quality, efficient and effective services (right care, right place, and right time)</i></p>	<p>1. Deliver high quality information, education, training and promote continuous quality improvement</p> <p>2. Embed health literacy, promotion, prevention and early intervention in all services</p> <p>3. Provide systematic capacity building, compliance and monitoring/evaluation</p> <p>4. Provide connected pathways for referral for all providers of primary health care</p> <p>5. Facilitate and encourage professional networking and multi-disciplinary sessions</p> <p>6. Ensure relevant accreditation of commissioned providers, monitoring and compliance</p>	<p>1.1 High quality, appropriately informed, trained and effective workforce</p> <p>2.1 Health literacy, promotion, prevention and early intervention is integrated in service delivery</p> <p>3.1 Workforce that is engaged, valued, nurtured and sustained</p> <p>4.1 Local, integrated, collaborative health referral pathways</p> <p>5.1 Connected and integrated workforce</p> <p>6.1 Commissioned providers focused on continuing quality improvement</p>	<p>1.1.1 Activity performance outcome measures from the Commonwealth compliance matrix</p> <p>2.1.1 Service delivery outcomes via quarterly and annual reporting and compliance measures</p> <p>3.1.1 Service delivery outcomes via quarterly and annual reporting and compliance measures</p> <p>4.1.1 Quarterly and annual reports on HealthPathways implementation and uptake</p> <p>5.1.1 Activity performance outcome measures from the Commonwealth compliance matrix</p> <p>6.1.1 Service delivery outcomes via quarterly and annual reporting and compliance measures</p>

Strategic Objectives	Action	Strategic Outcomes/Goals	Indicator
	7. Ensure implementation, monitoring and compliance with Clinical Governance systems	7.1 Commissioned providers able to demonstrate robust clinical governance policies and processes ensuring safer and more effective services	7.1.1 Service delivery outcomes via quarterly and annual reporting and compliance measures
<b>Strategy 4</b>  <i>Ensure engagement and involvement of community members in development of health promotion, prevention, early intervention and empowerment</i>	1. Provide opportunities for high quality community involvement, education, training and engagement in all priority areas  2. Develop partnerships with community organisations to deliver effective outcomes	1.1 Community members as champions for health literacy, prevention, promotion, early intervention and empowerment.  2.1 Community members involved in co design of commissioned activities  2.2 Health promotion, prevention and early intervention delivered in partnership with community organisations	1.1.1 Activity performance outcome measures from the Commonwealth compliance matrix  2.1.1 Activity co design and commissioning indicators  2.2.1 Activity performance outcome measures from the Commonwealth compliance matrix
<b>Strategy 5</b>  <i>Commission services that are high quality, efficient, effective, integrated and innovative</i>	1. Embed right place, right care, right time in all APHN commissioned, facilitated and/or collaborative activities  2. Actively seek out innovative solutions and be prepared to take risks	1.1 Commissioned activities operate according to right care, right place and right time principles.  2.1 Design and commissioning processes and principles encourage innovation	1.1.1 Activity performance outcome measures from the Commonwealth compliance matrix  2.1.1 Activity performance outcome measures from the Commonwealth compliance matrix

Strategic Objectives	Action	Strategic Outcomes/Goals	Indicator
	<p>3. Ensure innovative, collaborative service design and commission for integration</p> <p>4. Ensure capacity building, compliance and monitoring of deliverables in each commissioned contract</p>	<p>3.1 Commissioned activities are collaborative and integrated across the system</p> <p>4.1 Quantitative and qualitative data collected from stakeholders and commissioned providers to inform outcome data, evaluation and evidence based practice</p>	<p>3.1.1 Activity performance outcome measures from the Commonwealth compliance matrix</p> <p>4.1.1 Activity performance outcome measures from the Commonwealth compliance matrix</p>
<p><b>Strategy 6</b></p> <p><i>Be an efficient and effective organisation</i></p>	<p>1. Embed sound governance in all areas of the organisation</p> <p>2. Strategic plan cascades into the Activity Work Plan, Portfolio business plans and individual work plans</p> <p>3. Report to Board and community around achievements against strategic objectives annually</p> <p>4. Board Directors are appointed/elected, skills based and strategy focused</p>	<p>1.1 Clear understanding at all levels of the organisation of strategy and operationalisation of same</p> <p>2.1 Clear links between strategic plan, business plan, work plans and individual tasks for staff</p> <p>3.1 Transparent accountability</p> <p>4.1 Mature Board who operate effectively at the strategic level with succession planning in place</p>	<p>1.1.1 Evidenced by alignment of strategic plan with annual activity work plans, portfolio business plans and PRD processes for all staff</p> <p>2.1.1 Evidenced by alignment of strategic plan with annual activity work plans, portfolio business plans and PRD processes for all staff</p> <p>3.1.1 Commonwealth compliance matrix and annual reporting for stakeholders against the strategic plan</p> <p>4.1.1 Skills matrix based Director selection, Director selection processes and Board evaluation results</p>

Strategic Objectives	Action	Strategic Outcomes/Goals	Indicator
	<p>5. Executive Leadership team are skills based and demonstrate strategic and management skills</p> <p>6. Demonstrated financial and legal compliance and accountability as required by the Commonwealth Deed of Funding</p>	<p>5.1 Dynamic and effective leadership team with succession planning in place</p> <p>6.1 The organisation is well performing and maintains its funding levels</p>	<p>5.1.1 Results of Executive team PRD results</p> <p>6.1.1 Well performing status achieved for ongoing 2 year contract status</p>