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TRANSFORMATION OF
PRIMARY CARE

WENTWEST
WESTERN SYDNEY
PRIMARY HEALTH NETWORK

STRATEGIC PLAN

IMPROVING
HEALTH OUTCOMES

23

“AS A PHN, OUR MISSION
REMAINS TO LEAD
INTEGRATED CARE
TOWARDS BETTER
HEALTH, EQUITY AND
EMPOWERMENT FOR
OUR WESTERN SYDNEY
COMMUNITIES AND THE
HEALTH PROFESSIONALS
WHO CARE FOR THEM.”

O'HALLORAN AO

DI
CHAIR

WentWest acknowledges the Darug people as the First Nations peoples and the traditional custodians of the land on which we work. We pay our respects to Elders, past, present and future and extend that respect of all Aboriginal and Torres Strait Islander people within Western Sydney.

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WENTWEST THE WESTERN SYDNEY PRIMARY HEALTH NETWORK

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Since 2002, WentWest has been part of the Western Sydney community, delivering support and education to primary care and working with key partners to progress the region's health system. Together with health professionals, partners from both the health and hospital sector, consumers and the broader community, WentWest seeks to identify gaps and commission solutions for better health outcomes.

Primary Health Networks (PHNs) were established by the Commonwealth Government with the key objectives of increasing the efficiency and effectiveness of medical 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.

WentWest as the Western Sydney Primary Health Network (WSPHN) is one of 31 PHNs across Australia and functions as a commissioner of services. As a regional commissioner, we are responsible for planning and funding primary health care services, and we action this through our commissioning framework. We also play an integral role in supporting primary care transformation across the region.

Culturally diverse, with over 100 nationalities calling Western Sydney home, it is a dynamic and growing region. About half (46.8 per cent) of residents were born overseas and 50.3 per cent of people speak a language other than English at home.

Improving Aboriginal health in Western Sydney is of critical concern for the PHN. Of any single region in



Health PRIORITIES

MENTAL HEALTH
ABORIGINAL HEALTH
POPULATION HEALTH
AGED CARE
CHILD AND FAMILY
CHRONIC CONDITIONS
ALCOHOL & OTHER DRUGS



Australia, Western Sydney has the highest concentration of Aboriginal and Torres Strait Islander people with over 13,000 calling it home according to the 2016 Census. The Australian Bureau of Statistics predicts that Aboriginal population numbers are expected to expand more rapidly in urban areas (2.6 % a year) than in remote areas (1 % a year).

Socio-economically, Western Sydney covers a vast spectrum from affluent neighbourhoods to areas of considerable socio-economic disadvantage which has a significant impact on health outcomes.

The first 2,000 days of life is a critical time for physical, cognitive, social and emotional health. What happens in the first 2,000 days has been shown to have an impact throughout life. With parts of Western Sydney

experiencing some of the largest population growth in the country, there is a focus on improving the health and wellbeing of Western Sydney families, and focusing on the early childhood years.

While it is a relatively young population, a 59 per cent increase in people aged 70 years or over residing in Western Sydney and a 54 per cent increase in people aged 85 years and over is forecast from 2016-2026. This has considerable implications for the region in terms of aged care provisions and chronic disease management.

Western Sydney is a region with many distinctive health challenges. WentWest (WSPHN) is already committed to addressing the health care needs of the region including mental health programs and activities focused on children, young people and the financially disadvantaged. WentWest (WSPHN) also has a commitment to collaborative commissioning activities with WSLHD, the Practice Incentives Program Quality Improvement (PIP QI), the expansion of the Patient Centred Medical Home and the continuation and expansion of the First 2,000 Days (Thrive@5 Doonside). These are “givens” in our future planning.

Western Sydney is a diverse community with significant areas of health inequity. That inequity is greatest in certain locations and population groups. Consultations with a vast array of stakeholders indicate that WentWest (WSPHN) should focus its efforts on priority population groups, locations and medical conditions including alcohol and other drugs of addiction, chronic disease (diabetes, cardiology and respiratory) and mental health including: severe and persistent mental illness, suicide prevention and mild and moderate mental illness.

In many cases, these population groups, locations and medical conditions are interconnected, and natural synergies will emerge as we progress our Strategic Plan.



The offices of WentWest (WSPHN) sit on the Country of the inland Darug people. ‘Darug’ comes from the native word for ‘yam’. It is estimated that Western Sydney has been populated for over 30,000 years.

Darug territory extends from the Blue Mountains to the coast. The presence of many sites and artefacts, but particularly lithics, or ‘stone tools’, are evidence of Aboriginal people’s survival on the Cumberland Plain over many thousands of years. The Cumberland Plain was an important camping and meeting place for Aboriginal people travelling over the Blue Mountains and into Parramatta and Sydney, even after colonial times.

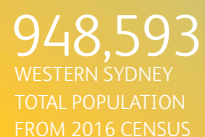
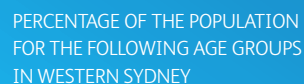
The Darug people’s story in this region is one of adaptation, endurance and spirit. Initial settler expeditions were soon followed by colonisation, which had a profound and devastating impact, leading to disease, frontier violence and restricted access to critical resources. This brought about a severe reduction in the Darug population, as well as great social, cultural and demographic upheaval.

Throughout the 20th century the region was impacted greatly by the fallout from harsh assimilation policies and the displacement of children and families – the Stolen Generation. Today Western Sydney is home to over 13,000 Aboriginal and Torres Strait Islanders, many of whom have ancestral roots from all over the country.



DARUG COUNTRY





13,378
WESTERN SYDNEY
INDIGENOUS
POPULATION FROM
2016 CENSUS



9.93 %
POPULATION GROWTH
FROM 2012-2016



350
GENERAL PRACTICES
IN WESTERN SYDNEY



766
AREA OF SQUARE
KILOMETRES



944
SOCIO-ECONOMIC
INDEX FOR AREAS
(SEIFA) 2016 INDEX
OF RELATIVE SOCIAL
DISADVANTAGE (IRSD) (RANGE 870-1105)



5.43%
OF POPULATION NEED
ASSISTANCE WITH
CORE ACTIVITIES



8.06 %
OF POPULATION
SPEAK LIMITED
ENGLISH OR NOT AT ALL



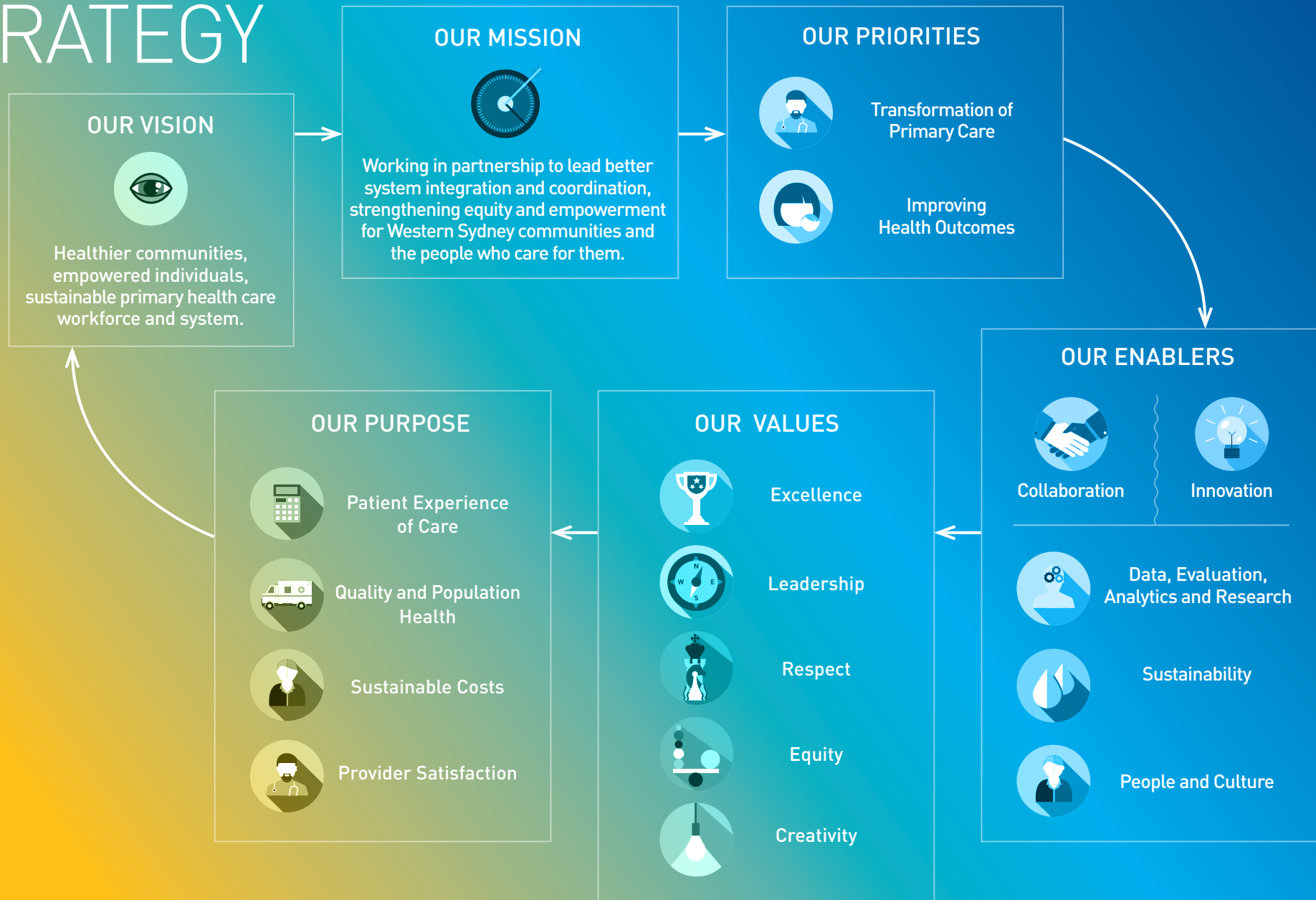
3.51 %
OF POPULATION ARE
UNEMPLOYED



THE FACES OF WSPHN



OUR STRATEGY



STRATEGIC PRIORITIES

TRANSFORMATION OF PRIMARY CARE

We support the transformation of general practice to Patient Centred Medical Homes (PCMHs) and health care neighbourhoods using the 10 building blocks of high performing primary care. We enhance service integration for targeted health initiatives and geographic areas and drive structural integration, system redesign and transformation across the various health services serving the population of Western Sydney.



IMPROVING HEALTH OUTCOMES

We understand health needs and co-design models of care with providers and consumers so we can commission services into areas of need to address health inequities. We are ambitiously moving from purchasing inputs and volume to outcomes and value. We continually push the boundaries of what is possible using evidence and data to drive outcomes. We develop the community sector and empower patients.



STRATEGIC ENABLERS

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COLLABORATION

We want to remove organisational and professional barriers, alleviate the siloed fragmented nature of care and pursue **'one Western Sydney health system'** in order to provide value-based and person-centred care. We pursue this shared vision in true partnership with consumers and our community.

INNOVATION

We continually reimagine how primary, community, acute and social care is delivered. We partner to design, trial and implement health reforms and continually seek out new ways and means to scale services we know work to improve health outcomes for the most vulnerable populations. We do not believe in the status quo and continually innovate to meet rising market forces, consumerism and technological expectation and opportunities.

DATA, EVALUATION, ANALYTICS AND RESEARCH

We measure the outcomes of everything we do. We continually reinvent how information, human-centred design and artificial intelligence can improve patient and clinician lives. We engage in world-renowned research to redefine what the health system of the future will look like.

SUSTAINABILITY

We are an indispensable component of the health system with diverse funding sources, products and services. We operate in different markets, diversify into different sectors and invest wisely. We leverage our assets to achieve our vision.

PEOPLE AND CULTURE

We are a purpose driven, learning organisation with a values-based culture. Our people are engaged leaders working in collaboration, passionate about making a difference in the communities we serve.



STRATEGIC INITIATIVES

WENTWEST WILL INVEST IN AND AMBITIOUSLY PURSUE:

Value Based Primary Care – supporting the transformation of Western Sydney general practices to Patient Centred Medical Homes (PCMHs), moving Western Sydney from an ‘innovator’ to ‘early adopter’ stage, i.e. one in ten general practices being PCMHs.

Social Determinants of Health – completing the implementation of two Patient Centred Healthcare Neighbourhoods through the clustering of practices and providers to improve patient outcomes.



Collaborative Commissioning – delivering ‘one Western Sydney health system’ in partnership with WSLHD, NSW Health and the Stronger Community Cluster.


Person Centred Care – combining mental, physical, cultural, Aboriginal and other programs to support the most vulnerable people and families in our community.

Evaluation and Research – enhancing our capacity, scaling our nationally recognised approach to measuring the impact of everything we do and publishing/sharing our contribution publicly.

A Regional Commissioner Model – defining what a PHN of the future could look like with our partners in NSW, the Commonwealth and internationally. Delivering peak performance against elevated standards of excellence.

An engaged and empowered workforce – excelling in employee experience, and furthering progress towards a culturally sensitive, diverse and inclusive organisation.

Lead Regional Health Reform – reforming the Western Sydney health system with our partners and using what we have learnt to contribute to the Commonwealth and the NSW policy agenda.



“WESTERN SYDNEY HAS SPOKEN AND WE HAVE LISTENED. THIS STRATEGIC PLAN SETS A CLEAR MANDATE FOR US TO COLLABORATE, INNOVATE AND EMPOWER OUR PEOPLE. BY DOING THIS WE BELIEVE, WITH OUR PARTNERS, WE CAN TRANSFORM THE PRIMARY HEALTH SYSTEM AND IMPROVE THE LIVES OF THE MOST VULNERABLE PEOPLE ACROSS WESTERN SYDNEY. TOGETHER WE CAN ACHIEVE WHAT EVERYONE DESERVES – PATIENT CENTRED, INTEGRATED AND VALUE BASED CARE.”

RAY MESSOM
CEO WENTWEST (WSPHN)

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WENTWEST
WESTERN SYDNEY
PRIMARY HEALTH NETWORK

STRATEGIC PLAN

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