

GPH

STRATEGIC PLAN | 2023 - 2027

CONSUMERS. CARERS. COMMUNITIES. OUR PEOPLE. **TOGETHER WE THRIVE.**



Together We Thrive.

Grand Pacific Health exists to improve the physical, social and emotional wellbeing of everyone we support. We provide equitable, inclusive, accessible and integrated health care services for individuals and communities, with a particular focus on those experiencing or at greatest risk of disadvantage.

Evolving communities and health systems continue to influence and impact on needs, priorities and service delivery. We will continue to evolve, adapt, and respond to these changes, staying committed to the culture we have built, delivering excellence in our clinical and non-clinical services. We are committed to improving outcomes for every consumer.

Over the next five years we will provide local high quality, integrated health services that support consumers and communities we operate in. We commit to a workplace that enables high quality service delivery and helps GPH staff to thrive.

Consumers, Carers and Families

We commit to listen to and value consumers, carers and families so we identify and deliver what they need. We offer them accessible services that promote and support their physical, emotional, and social wellbeing.

Communities

We commit to meaningful and continual engagement with communities to shape our services, be better connected within and beyond our organisation and to be an outstanding health service for all.

Our People

We commit to create space and opportunities for our people to innovate, be operationally strong and to reach their full potential in the delivery of excellence in health care.

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About Us.

Grand Pacific Health (GPH) is a not-for-profit provider of high quality, locally tailored health services. We have over 20 sites and over 300 staff delivering a range services, including Mental Health, Suicide Prevention, Aboriginal Health, Allied and Preventative Health, Primary Health, and GP Clinics. Our role is to integrate and deliver these services to improve the health, social and emotional wellbeing of communities across NSW and the ACT.

GPH has operated for almost 30 years and continues to evolve, building on its foundations of local community care and its knowledge of how to deliver services in local communities.

We are committed to delivering excellence in health care for consumers, carers and families. In doing so, GPH is contributing to improved health and wellbeing in local communities and investing in our staff so they reach their full potential.

The way we work

We recognise how difficult it can be for many people to access affordable, high quality health care. We provide local health services, delivered by professionals and trained workers.

We ensure that our people are skilled in delivering culturally appropriate services for Aboriginal and Torres Strait Islander people, those who are Culturally and Linguistically diverse, men, people living in rural areas, people who identify as LGBTQIA+ and those people experiencing or at risk of disadvantage.

We know that we cannot work alone. We commit to strengthening how we engage with consumers, carers and families and our people to improve outcomes for our local communities.

This commitment is underpinned by a set of *principles that guide us*. These principles influence how we work with consumers, carers, families, local communities, and our people.

Consumers, carers and families...

1. We make a positive difference to their lives.
2. We deliver excellence in the services we offer them.
3. We gain their input into everything we do.

Communities...

4. We recognise every community deserves services tailored to their specific needs and priorities.
5. We actively contribute to the health, environment, and wellbeing of local communities.
6. We are here for the long term.

Our people...

7. We are a bold, progressive and innovative service provider.
8. We care about our people.
9. We always challenge ourselves to improve.
10. We foster environmental sustainability.



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Strategic Context.

We live and work in a continually evolving and changing environment with the need to respond and adapt to stay relevant. Outlined is some of the changing context informing and shaping our strategy for the next five years.



A health system in continual transformation

Reform is not new in health care. The combination of environmental disruption, policy reform and royal commissions at state and national levels has highlighted the gaps, issues and priorities in mental health care, primary care, disability, and First Nation affairs. The response of government and the health sector is being driven with a better future in mind. The challenge is to do this while experiencing increased health system complexity and many competing pressures on available resources. Reform provides opportunity for transformation but poses risks to the operation of an organisation's sustainability and ability to deliver services.



Disruption through adversity and pandemic

The collective impact of droughts, floods and bushfires, alongside the COVID-19 pandemic, has affected so many in our communities. Layered with the impact of climate change, there are significant challenges to every part of our health and wellbeing. Organisations need to be responsive through their practices and policies to support increased and evolving demand for services and to ensure they can operate in an environmentally and socially responsible way.



Complexity in reach, access, and need

Improving the physical, emotional, and social wellbeing of consumers and community is deeply complex. People have different context, often face multiple challenges to their health and wellbeing and live and work in diverse communities with different relationships, connections and understanding of health care options. The complexity continues for the services that support our communities with the variable integration across services resulting in greater risk to access for many communities. Given this complexity, health services must consider service responses across the spectrum of prevention, early intervention and mild, moderate and complex care. Services must listen to and embed the voice of individuals, carers, families, and community in service design, delivery and evaluation. This also requires strategic and operational partnerships that support integrated care and innovation.



Workforce pressures and changing practice

The combination of post-pandemic recovery; changing work patterns and expectations; new technology to support health care; broad economic pressures on households; and high expectations from consumers, community and funders have driven organisations to think differently about how they engage with the people that make up their workforce. Crucial to this is how organisations recruit, develop and nurture staff and how they support appropriate and competitive remuneration and conditions. Health organisations must be able to leverage technology and engage in new ways of working that solve emerging health care problems. To do this, health organisations must have in place funding that enable them to work in more innovative ways.

Summary.

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TOGETHER WE THRIVE.

OUR VISION

Local equitable health care to support thriving communities.

OUR PURPOSE

To deliver high quality health services that improve the physical, emotional and social wellbeing of consumers, carers and our local communities.

OUR ROLE (WHAT WE DO)

To provide our local communities with equitable, inclusive and integrated health care with a particular focus on those experiencing or at greater risk of disadvantage.

ENABLERS

Sustained and diverse funding

We have funding and investment strategies that create opportunities to better support and value our people. We offer financial assurance and stability and continue to provide excellence in service delivery to those who need it most.

Excellence in service delivery

We are local, know our communities and we deliver quality health services that are demonstrated to be above industry standards. We deliver excellence in everything we do.

Vibrant culture

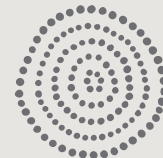
A culture that reflects the care, passion, and experience of our people. We support our team to develop, connect and thrive.



MENTAL
HEALTH



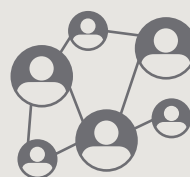
ALLIED
HEALTH



ABORIGINAL
HEALTH



GP
CLINICS



INTEGRATED
CARE



SUICIDE
PREVENTION

OUR FOCUS



CONSUMERS AND CARERS...



COMMUNITIES...



OUR PEOPLE...

<p>COMMITMENT</p>	<p>A local health service that listens and values consumer and carer experience, and delivers accessible services to improve their health and wellbeing.</p>	<p>Local health services that are part of a connected and integrated health system. We strive to be a health provider of choice.</p>	<p>A workplace that creates opportunities to innovate, is clinically excellent, operationally strong and supports our people to reach their full potential.</p>
<p>OUTCOMES</p>	<p>Measurable improvements in consumer and carer physical, social, and emotional wellbeing. A leading health care service consumers and carers trust.</p>	<p>We strive to improve identifiable public health outcomes in local communities in which we operate. Our communities know and value us.</p>	<p>Service innovation and improvement is achieved through harnessing the talents, passions and ideas of our people. Our people thrive when working with us.</p>
<p>PRIORITIES</p>	<p>Consumer and carers have access to individually tailored supports that meet their needs. Consumer and carers participate at all levels. Consumer and carer feedback is used in assessing the effectiveness, quality, affordability and cultural safety of services.</p>	<p>We have communication channels which ensure our communities know about us and our services. We have partnerships that support us to deliver integrated and coordinated health services. We seek funding to address known health needs and priorities.</p>	<p>We support our people to reach their full potential, and together create a vibrant work culture. We deliver excellence in evidence based service delivery and governance. We invest in improved corporate services and systems.</p>
<p>PRINCIPLES</p>	<p>We make a positive difference to the lives of consumers and carers. We deliver excellence in the services we offer. We gain consumer and carer input into everything we do.</p>	<p>We recognise every community deserves services tailored to their specific needs and priorities. We actively contribute to the health, environment, and wellbeing of our communities. We are here for the long term.</p>	<p>We are a bold, progressive, and innovative service provider. We care about our people. We always challenge ourselves to improve. We foster environmental sustainability.</p>

Strategy.

This plan was informed by consumers, carers, partners and our people, and collectively sets out our direction for the next five years, guiding our decisions, actions, and investment.

Our vision.

Local equitable health care to support thriving communities.

Our purpose.

To deliver high quality health services that improve the physical, emotional and social wellbeing of consumers, carers and our local communities.

Our role.

To provide our local communities with equitable, inclusive and integrated health care with a particular focus on those experiencing or at greater risk of disadvantage.



MENTAL
HEALTH



ALLIED
HEALTH



ABORIGINAL
HEALTH



GP
CLINICS



INTEGRATED
CARE



SUICIDE
PREVENTION

Enablers.

These are the scaffold that support delivery of this plan. They are foundational to achieving the outcomes described:

- Vibrant culture. A culture that reflects the care, passion, and experience of our people. We support our team to develop, connect and thrive.
- We have funding and investment strategies that create opportunities to better support and value our people. We offer financial assurance and stability and continue to provide excellence in service delivery to those who need it most.
- Excellence in service delivery. We are local, know our communities and we deliver quality health services that are demonstrably above industry standards. We deliver excellence in everything we do.



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Consumers and carers.

OUR COMMITMENT

- Our services reflect consumers and carers. A service that represents our diverse communities and provides safe, accessible, non-judgemental and inclusive services.
- We listen and value consumer and carer experience. A service that has the processes, practice, and forums in place to meaningfully engage consumers and carers and capture their voices to develop our services.
- Our services are affordable and flexible. A service that actively seeks to remove barriers to access. A service that can be sustainably delivered to support continuity and consistency of care but also adapt to change.

“I would particularly love to see an integration of mental and physical health services given the close link between these domains.”

“Lead and be informed by the voice of lived experience and the unique perspective this brings. Lived experience at ALL levels of organisation.”

OUTCOMES

We work to deliver the following outcomes:

- Measurable improvement in the physical, social, and emotional wellbeing of consumers and carers. Offering services that meet the needs and support consumers and carers to achieve improved health and wellbeing.
- A trusted and leading health care service. Consumers and carers know who we are, what we offer and how to access our services. We provide you supports that are safe, respectful and effective. We are committed and are here for the long term.

PRIORITIES

Our priorities support the achievement of our outcomes:

- High quality, effective and individually tailored supports that meet consumer and carer needs. A service that works with consumers and carers to understand their needs and helps to measurably improve health and wellbeing outcomes.
- Consumers, carers and families that represent our diverse communities participate at all levels of our structure. We will create opportunities that support participation and will listen to the voice of consumers and carers in every aspect of our business. This includes investing in workers with a lived experience and representation in our formal governance structures.
- Culturally safe and inclusive services. We deliver inclusive and safe services to those from diverse backgrounds. Our staff are trained and skilled to deliver culturally appropriate care and we actively seek input into service design and delivery from those with cultural expertise.
- Our services are delivered at lowest cost possible. We will prioritise delivery of affordable services whilst maintaining service excellence.
- Consumer and carer feedback contributes to services. Consumer and carer feedback is used in assessing the effectiveness, quality, affordability and cultural safety of services. We foster a culture of openness to feedback and opportunities for improvement.

“Integration of services that support mental health using an integrated care framework e.g., allied health, dental care, peripheral resources that impact on the social determinants of health.”

“Greater impact and role in bridging the gap within the health sectors in the areas where GPH is in.”



Communities.

OUR COMMITMENT

A service that:

- Reflects our community. We walk with our communities to provide a service that reflects local needs. We recognise the importance of local expertise including a workforce comprising local employees with diverse background, skills and knowledge.
- Involves our community. We engage, listen and connect to community which informs the development of local services.
- Prioritises those at greatest risk of disadvantage. We actively seek to identify and support those in the local community that are experiencing or at greatest risk of disadvantage.
- Strives to be a health provider of choice. We deliver high quality, locally tailored health services that our communities know and trust.

“Greater brand awareness in communities we serve - goal should be that most people in communities know who we are, what we do, and have favourable view, e.g. recommend us to friend/family member as goals.”

“Need to raise our profile in the community; people don’t seem to know who we are.”

OUTCOMES

We strive to achieve the following:

- Improve identifiable public health outcomes in our local communities. Delivering services, creating connections, nurturing deep relationships with community and our community partners that promote and support better health and wellbeing.
- Our community knows and values us. We are recognised for the services we offer, the value we create for our community and the impact we have through our excellence in health care delivery and the strength of our partnerships.

PRIORITIES

- We have effective communication channels which ensure people know about us and our services. We will listen and engage with communities to understand how to best reach them. Our communication channels ensure communities know what we offer and build trust in our brand.
- We have strong partnership that support us to deliver integrated and coordinated health services. We develop reciprocal, purposeful partnerships. These are focussed on action and mutual value and deliver outcomes for consumers, carers, communities, and our people.
- We seek funding to address known health service gaps. We will identify service needs, gaps and priorities. Our decisions are informed by data, which enables us to improve services and develop innovative solutions to health challenges. We actively pursue funding to implement these ideas.

“Strengthen work with the Aboriginal sector to hear what their needs are.”

“We are community minded. We’re at the grass roots –our programs are ready to help local community and the most vulnerable; accessible to all.”



Our people.

OUR COMMITMENT

We will create a workplace that:

- Is clinically sound and operationally strong. We will continually strive to exceed the quality standards, requirements and expectations of us in our practice, governance and operations.
- Values our people. An employee value proposition that our people understand and value, from pay and conditions through to culture and ways of working. Together we create a culture and workplace that our people are proud of.
- Is environmentally responsible. We recognise and respond to the impacts of climate change within our communities. Our practices, procurement and investment decisions will have the environment front and centre to our thinking.

“More diversity and staff/workers of Aboriginal and Torres Strait Islander decent. More understanding in the GPH workspace about local First Nations’ cultures, as well as peer work and mental illness and recovery.”

“GPH become a leader in the NFP sector for its commitment to minimizing its environmental footprint and having the company reach carbon neutral.”

OUTCOMES

We aim to deliver the following for our people:

- Service innovation and improvement is achieved through harnessing the talents, passions and ideas of our people. Through the involvement of our people, we develop and embed new models of care and new types of health services that attract funding and talent to our team. We actively look to improve on what we do. We allow time and resources to do this work.
- Our people thrive when working with us. People actively seek to work for us. They want to stay, develop, and contribute for the long-term.

PRIORITIES

- We support our people to reach their full potential. We support our team to have the skills they need, now and in the future. We provide career pathways to allow our people to progress in their role and career from beginning to end.
- We value all members of our team. We recognise the skills and expertise of our people contributing to the work we do, including our skilled administration team, non-clinical and clinical workforce and corporate services team.
- We create a vibrant work culture. Our culture is created through leadership that values and promotes a safe, trusting and vibrant workplace. All staff will have opportunity to contribute to developing our shared values which will enhance connection and culture.
- Excellence in evidence-based service delivery and governance. We use data to drive the development of services that are clinically excellent. We always challenge ourselves to improve and we have the clinical and operational governance structures that support this work.
- Investment in improved corporate services and systems. We will invest in corporate services including the technology and infrastructure that allows us to keep pace as our organisation evolves. This allows us to deliver quality services to consumers, carers and our communities.

“Retention of staff by supporting learning and development, and career advancement.”

“Stronger links to research (our programs contribute to the evidence base AND our programs translate new evidence into practice).”





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At Grand Pacific Health we acknowledge, recognise and respect the Traditional Custodians of the land upon which our places of work are located, and value and embrace the cultural diversity of Aboriginal and Torres Strait Islander culture. Our vision for Reconciliation is to improve the health status of the Aboriginal and Torres Strait Islander population by improving access and equity to all health services - shared vision, shared journey - same opportunities, same life expectancy.



GPH is committed to embracing diversity and eliminating discrimination in the provision of care and the workforce. GPH welcomes all people irrespective of age, ethnicity, faith, sexual orientation, gender identity and socioeconomic status. Proudly GPH is a registered 'Welcoming Place' through ACONs 'Welcome Here Project'.