

The logo features a stylized 'P' composed of concentric blue and white circles, with a vertical blue line passing through the center.

# PRIMARY CARE CONNECT

## STRATEGIC PLAN 2017 - 2019





## Our Mission

Embraces the social  
model of health  
to create inclusive community  
health care services through  
collaboration.

## Our Values

### Respect

We treat all people with respect regardless of their background or position

### Collaboration

We work together with others to foster opportunities and hope

### Diversity

We embrace and celebrate our differences

### Innovation

We enjoy our sectors challenges and embrace progress

### Integrity

We uphold high standards, valuing honesty and justice

### Strength

We foster strength in our people and the people we care for

### Opportunity

We seek excellence in everything and always look for ways to improve



# KEY STRATEGIES



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## Building Engagement for the Future

- 1.1 Gap analysis of existing and future engagement.
- 1.2 Develop processes to leverage data collection, flows usage and data governance.
- 1.3 Ensure engagement addresses government priority.
- 1.4 Develop strategic communications to support strategic plan.

2

## Develop innovative service models

- 2.1 Develop structure, systems and processes to support business growth.
- 2.2 Develop innovative service models to support future needs.
- 2.3 Develop and implement innovative Evaluation Framework to support impact measurement.

3

## Develop culture to support One PCC

- 3.1 Align Board and Staff culture, recruitment and performance management to enable strategic plan.



# ACTION PLAN

## Strategy 1: Building Engagement for the Future

### Action Plan 1.1 | Gap analysis of existing and future engagement

<b>Scope</b>	Gap analysis of existing and future engagement (ensure a focus on knowing the unknown). Include all key stakeholders, existing and potential. Ensure this is an ongoing process
<b>Resources</b>	Possible external project manager-budget
<b>Start Date</b>	October 2017
<b>Complete Date</b>	March 2018
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	Board approval
<b>Ethics</b>	Ensure we cover all key stakeholders, including those we don't know about.
<b>Risks</b>	Manage expectations of key stakeholders during this process.

### Action Plan 1.2 | Develop processes to leverage data collection, flows, usage, and data governance

<b>Scope</b>	Identify and educate key people on what is “big data”, develop comprehensive “Big Data” strategy, develop processes to leverage the data process to add value to predictive capability, and to leverage use of data to address and measure complex social issues. Ensure measurement framework is agreed.
<b>Resources</b>	Consultancy budget, training/deployment budget, IT budget.
<b>Start Date</b>	June 2017
<b>Complete Date</b>	December 2018
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	Achieve at least 80% of agreed measurement targets from “Big Data” strategy.
<b>Ethics</b>	Privacy and security of data, cultural and personal sensitivity.
<b>Risks</b>	Cyber-security, data governance does not meet expectations.



#### Action Plan 1.3 | Ensure engagement addresses government priority

<b>Scope</b>	Review all engagement strategies to ensure key government priorities are addressed appropriately. Support community to understand relevance of government priorities.
<b>Resources</b>	Internal resources leadership team
<b>Start Date</b>	October 2017
<b>Complete Date</b>	March 2018
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	All government priorities are formally addressed.
<b>Ethics</b>	
<b>Risks</b>	Community do not see relevance of government priorities.

#### Action Plan 1.4 | Develop strategic communications to support strategic plan

<b>Scope</b>	Develop strategic communications plan (including social media) that will support strategic plan. Develop brief for internal and external stakeholder briefings and communications, measurement of impact and ensure this is an ongoing process. Ensure clear success measures are developed over agreed time periods.
<b>Resources</b>	Strategic Communications budget.
<b>Start Date</b>	July 17
<b>Complete Date</b>	September 2018
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	Achieve at least 70% of agreed success measures within agreed time period.
<b>Ethics</b>	Needs to be closely aligned to vision.
<b>Risks</b>	Community not engaged. Not evidence based.



## Strategy 2: Develop innovative service models

### Action Plan 2.1 | Develop structure, systems and processes to support business growth

<b>Scope</b>	Identify gaps in existing systems that would impede successful growth, Develop structure, systems and processes to support business growth (especially addressing reform agenda). Review management structure to support business growth.
<b>Resources</b>	Staff training, IT systems, HR
<b>Start Date</b>	July 17
<b>Complete Date</b>	March 2018
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	All identified changes have been implemented.
<b>Ethics</b>	Change management of roles and responsibilities, staff don't see relevance of changes.
<b>Risks</b>	IR issues not managed, staff not supported to make changes.

### Action Plan 2.2 | Develop innovative service models to support future needs

<b>Scope</b>	Investigate options for different service models (assess local and overseas experiences), develop options paper and business case for each relevant model, seek Board approval for testing model, develop rollout plan and measure impact. Establish achievable and reasonable targets. Ensure this is an ongoing process.
<b>Resources</b>	Consultancy, allocation of risk capital to test model, staffing budget, staff training on business case development, Business mentoring support.
<b>Start Date</b>	March 2018
<b>Complete Date</b>	December 2019
<b>Project Manager</b>	Chief Executive Officer
<b>Success Measures</b>	At least one new service model achieves 100% of agreed targets by December 2019.
<b>Ethics</b>	Must align with vision.
<b>Risks</b>	Not managing new business model, staff and community don't support new service model, new competitors are created.





### Action Plan 2.3 | Develop and implement innovative Evaluation Framework to support impact measurement

<b>Scope</b>	Engage appropriate resources to develop and implement an evaluation framework. Capacity build staff understanding and skills to implement relevant components throughout the organisation to support impact measurement. Develop internal and external reports to highlight key impact measures. Agree key strategic impact measures to be reported to Board. Ensure management of stakeholder and staff expectations.
<b>Resources</b>	New staff resource, IT, consultancy, staff training.
<b>Start Date</b>	June 2017
<b>Complete Date</b>	April 2018
<b>Project Manager</b>	Manager Research & Evaluation
<b>Success Measures</b>	Board rate the agreed key strategic impact measures as adding significant value.
<b>Ethics</b>	Data security and privacy.
<b>Risks</b>	Manage stakeholder and staff expectations. Results are not accepted.

## Strategy 3: Develop culture to support One PCC

### Action Plan 3.1 | Align Board and staff culture, recruitment and performance management to enable strategic plan

<b>Scope</b>	Align Board and staff culture, recruitment and performance management to enable strategic plan. Ensure this is an ongoing process continually monitored
<b>Resources</b>	Board recruitment/support
<b>Start Date</b>	June 2017
<b>Complete Date</b>	November 2018
<b>Project Manager</b>	Board Chair, Chief Executive Officer
<b>Success Measures</b>	Board and staff rate their culture as significantly supporting the strategic plan.
<b>Ethics</b>	IR issues not managed.
<b>Risks</b>	Change is not managed well.