



# Activity Work Plan 2018-2019:

## Core Funding

## General Practice Support Funding

## After Hours Funding

### ***Brisbane North PHN***

Please follow the below steps (and the instruction sheet) for completing your Activity Work Plan (AWP) template for 2018-19:

1. **Core Operational and Flexible Funding** 2018-2019 has three parts:
  - a) Provide a link to the strategic vision published on your website.
  - b) Complete the table of planned activities funded by the *Core Flexible Funding Stream* under the Schedule – Primary Health Networks Core Funding (including description of any Health Systems Improvement (HSI) activity to support delivery of commissioned activity).
  - c) Complete the table of planned activities funded by the *Core Operational Funding Stream: HSI*<sup>1</sup> under the Schedule – Primary Health Networks Core Funding and planned activities under the Schedule – **General Practice Support Funding**<sup>2</sup>.
2. Attach indicative Budget for Core Operational and Flexible Funding Streams for 2018-2019 using the template provided.
3. Attach the indicative Budget for General Practice Support for 2018-19 using the template provided.

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<sup>1</sup> HSI Funding is provided to enable PHNs to undertake a broad range of activities to assist the integration and coordination of health services in their regions, including through population health planning, system integration, stakeholder engagement and support to general practice. HSI activities will also support the PHN in commissioning of health services in its region.

<sup>2</sup> Planned activities under the Schedule - General Practice Support Funding have been combined with the HSI activities to lessen the reporting burden on PHNs.

4. **After Hours Primary Health Care Funding 2018-2019** has two parts:
  - a) Provide strategic vision for how your PHN aims to achieve the After Hours key objectives.
  - b) Complete the table of planned activities funded under the Schedule – Primary Health Networks After Hours Primary Health Care Funding.
  
5. Attach the indicative Budget for After Hours Primary Health Care for 2018-2019 using the template provided.

**When submitting this Activity Work Plan 2018-2019 to the Department of Health, the PHN must ensure that all internal clearances have been obtained and that it has been endorsed by the CEO.**

**The Activity Work Plan must be lodged to your Program Officer via email on or before four (4) weeks after the execution of the Core Schedule Deed of Variation.**

## Overview

The key objectives of Primary Health Networks (PHN) are:

- 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.

Each PHN must make informed choices about how best to use its resources to achieve these objectives.

This Activity Work Plan covers the period from 1 July 2018 to 30 June 2019.

### 1. (a) Strategic Vision for PHN

A link to Brisbane North PHN's (the PHN) strategic vision can be found on the [PHN's website](#).

Through the activities described in this Activity Work Plan (AWP), the PHN aims to increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes. The PHN aims to improve coordination of care to ensure patients receive the right care in the right place at the right time by working towards our strategic vision and goals as documented below.

The Board of the PHN endorsed our Strategic Plan 2016-2019 in March 2016. Our vision of a **community where good health is available for everyone** is underpinned by the following three strategic goals.

**By working with others we will:**

#### **1. Direct resources to best meet health and community care needs for our region**

The PHN is committed to managing its resources to achieve maximum efficiency and effectiveness. Alone, the PHN's resources are insufficient to meet the needs of our region, leading the PHN to adopt a collective impact approach, influencing others to work in a more coordinated fashion on common goals. As a commissioning agency, the PHN targets resources in accordance with community-led plans to ensure the most equitable access to services.

#### **2. Achieve a health and community care system responsive to consumer need**

Building responsive systems requires consumers who are health literate, channels through which needs can be expressed, and providers and funders who are willing and able to shape care delivery according to those expressed needs.

#### **3. Re-orient the health system toward care in our community**

Evidence shows that best population health outcomes are achieved in systems with strong investment in primary healthcare. Australians prefer to live healthy lives, in their own homes, as long as possible.

## 1. (b) Planned PHN activities

### – Core Flexible Funding Stream 2018-19

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 1.1) Outreach healthcare to vulnerable children</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 2.1 from 2016-2018 AWP).
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 3, Improved access to health and community care in Moreton Bay North, page 17. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	The health needs assessment conducted by the PHN identified that residents of the Moreton Bay North sub region have poorer social determinants of health, leading to poorer health outcomes for the population. The health needs assessment identified that a higher proportion of children in the Moreton Bay North sub region are developmentally vulnerable compared to regional averages, and this is particularly the case for children who have experienced trauma.  The activity aims to improve health outcomes through access to allied health services, for children who have been identified as developmentally vulnerable and have experienced trauma.
Description of Activity	The PHN will continue our partnership with Act for Kids to improve access for children to allied health services in high needs areas. Act for Kids will provide on-site allied health services at schools in the Moreton Bay North sub region.  The activity will embed therapists into each participating school to counsel identified students and provide professional development and support for school staff.
Target population cohort	This activity is targeted to developmentally vulnerable children in the Moreton Bay North sub region that have experienced trauma.

<p>Consultation - HSI Component</p>	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and service types were confirmed at these workshops.</p> <p>Outcomes of the co-design workshops informed the development of this activity. The activity has been further developed through PHN consultation with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Queensland Department of Education and Training</li> <li>• Queensland Department of Communities, Child Safety and Disability</li> <li>• Dakabin State High School</li> <li>• Caboolture State School</li> <li>• Morayfield State School</li> <li>• Act for Kids</li> <li>• State member for Morayfield, Mark Ryan.</li> </ul>
<p>Collaboration - HSI Component</p>	<p>The PHN will continue to commission Act for Kids to deliver this activity. The PHN will also collaborate with the following stakeholders in the continued delivery and development of the activity:</p> <ul style="list-style-type: none"> <li>• Queensland Department of Education and Training</li> <li>• Dakabin State High School</li> <li>• Caboolture State School</li> <li>• Morayfield State School</li> <li>• Act for Kids.</li> </ul>
<p>HSI Component – Other</p>	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags</p>

	when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.
Indigenous Specific	No.
Duration	This existing activity will continue to run throughout the 2018-2019 financial year.
Coverage	This activity will cover the Moreton Bay North statistical area level 4.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of services from an existing provider.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 1.2) Improving health and social wellbeing for children in Moreton Bay North</b>
Existing, Modified, or New Activity	This activity is a new activity
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 3, Improved access to health and community care in Moreton Bay North, page 17. This activity was identified as a priority post submission of the Needs Assessment.
Aim of Activity	The Moreton Bay North sub region has significantly higher levels of socioeconomic disadvantage, limited access to health services and poorer health outcomes when compared to the greater Brisbane North PHN (the PHN) region. Children and young people residing in the Moreton Bay North sub region are particularly vulnerable to poorer health outcomes, with higher levels of developmental vulnerability and poorer health status.  The aim of this activity is to improve the health and social wellbeing of children in the Moreton Bay North sub region, in accordance with the PHN's vision of a community where good health is available for everyone.
Description of Activity	The PHN will work closely with the Queensland Department of Education and Queensland Department of Communities to develop a range of activities to improve the health and wellbeing of children and young people in alignment with recommendations from the Moreton State of the Children report and first 1000 days project.  These activities focus on the provision of in-reach primary healthcare to children aged 6-12 from lower socioeconomic and disadvantaged backgrounds. By engaging carers, parents and associated family support services, schools will be able to identify young people in need and refer them to commissioned providers who will offer support against a menu of pre-approved services.  This activity will be facilitated through school-based community liaison officers. These roles would collaborate with teachers in the early identification of vulnerable children and families and make appropriate referrals to allied health and therapeutic services.
Target population cohort	This activity is targeted to children and young people residing in the Moreton Bay North sub region,

	<p>their families and carers.</p>
<p>Consultation - HSI Component</p>	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and service types were confirmed at these workshops.</p> <p>Outcomes of the co-design workshops informed the development of this activity. The activity has been further developed through PHN consultation with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• ongoing discussions with the Queensland Department of Communities, Child Safety and Disability Services</li> <li>• Children’s Health Queensland</li> <li>• Metro North Hospital and Health Service</li> <li>• consumers</li> <li>• schools within the Moreton Bay North sub region</li> <li>• Moreton Children’s Partnership</li> <li>• True relationships and reproductive health.</li> </ul>
<p>Collaboration - HSI Component</p>	<p>The PHN will collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• Queensland Department of Communities, Child Safety and Disability Services</li> <li>• Children’s Health Queensland</li> <li>• Metro North Hospital and Health Service</li> <li>• consumers</li> <li>• Schools within the Moreton Bay North sub region</li> <li>• True relationships and reproductive health.</li> </ul> <p>The PHN will also collaborate closely with the Health Alliance and the Moreton Children’s Partnership in the implementation of this activity, for strategic advice and direction.</p>
<p>HSI Component – Other</p>	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies,</p>

	<p>and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will occur in the Moreton Bay North statistical area level 4.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.1) Remain Home Program</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 3.6 from 2016-2018 AWP)
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5, Better support for those with chronic and complex conditions across the care continuum, page 20. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing in addressing the needs identified in section 3 of the Needs Assessment.
Aim of Activity	Transition of care for patients with chronic and complex conditions from hospital to community settings is associated with increased risk of medication misadventure and subsequent rehospitalisation. This activity aims to reduce the incidences of rehospitalisation by integrating a clinical pharmacist into the general practice setting. This activity also aims to increase the likelihood of a patient receiving the intended treatment plan as recommended by the hospital team.  The activity aims to increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes by providing a model for general practice and pharmacist collaboration to improve the transfer of medication information between hospitals and primary care.
Description of Activity	The Remain Home program will integrate a clinical pharmacist into participating general practices. The pharmacist will undertake a medication review with patients who have been discharged from hospital and are at risk of readmission.  The activity will investigate whether structured pharmacist and general practice care reduces unplanned hospital readmissions in patients with complex comorbid conditions. To achieve this, the PHN will support recruitment of pharmacists, general practices and patients to participate in the project.
Target population cohort	Patients who have been discharged from hospital and are at risk of readmission.
Consultation - HSI Component	The PHN has consulted with Brisbane South PHN, the Pharmaceutical Society of Australia and The University of Queensland, School of Pharmacy to develop this program.

	<p>The following HSI consultation activities were undertaken to support this activity:</p> <ul style="list-style-type: none"> <li>• establishment of a project reference group to oversee progress of activity</li> <li>• regular meetings of the project reference group.</li> </ul>
Collaboration - HSI Component	<p>The following stakeholders will continue to be involved in the implementation of the activity as members of the project reference group:</p> <ul style="list-style-type: none"> <li>• Brisbane South PHN – project reference group member</li> <li>• Royal Brisbane and Women’s Hospital – project reference group member</li> <li>• Logan Bayside Health Network - project reference group member</li> <li>• Greenslopes Private Hospital - project reference group member</li> <li>• Pharmaceutical Society of Australia - project reference group member</li> <li>• Society of Hospital Pharmacists of Australia - project reference group member</li> <li>• Pharmacy Guild of Australia - project reference group member</li> <li>• RACGP - project reference group member</li> <li>• Inala Primary Care - project reference group member</li> <li>• The Prince Charles Hospital - project reference group member</li> <li>• Consumer Health Forum - project reference group member</li> <li>• National Aboriginal Community Controlled Health Organisation - project reference group member</li> <li>• The University of Queensland, School of Pharmacy – project implementation</li> <li>• general practices in the Brisbane North PHN region – participants to the activity</li> <li>• pharmacists in the Brisbane North PHN region – participants to the activity.</li> </ul>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p>

	Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.
Indigenous Specific	No.
Duration	This activity is planned to occur throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through a partnership with the Pharmaceutical Society of Australia and The University of Queensland, School of Pharmacy.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.2) Refugee Health</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 3.7 from the 2016-2018 AWP).
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5, Better support for those with chronic and complex conditions across the care continuum, page 20. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing in addressing the needs identified in section 3 of the Needs Assessment.
Aim of Activity	The PHN's health needs assessment identified that people from culturally and linguistically diverse backgrounds (e.g. refugees) often face many barriers in accessing primary healthcare, including service navigation and health literacy. These barriers may result in poorer health outcomes and put them at a greater risk of mismanaging their medication and condition.  This activity aims to benefit the healthcare system by commissioning services that provide better coordination of care for refugees particularly in a primary care setting to avoid unnecessary hospital presentations among refugee cohorts.
Description of Activity	The PHN will continue to collaborate with the Greater Brisbane Refugee Partnership Advisory Committee to improve access to primary care for refugees.  The PHN will work with a number of stakeholders to identify general practices within the PHN region that have an interest in providing healthcare services to people from refugee backgrounds. Staff in identified practices will be upskilled to enable them to provide care to people from a refugee background. Identified general practices also will be given ongoing support and training.  This activity will further develop the capacity of general practices in the region to provide care for people from a refugee background.
Target population cohort	This activity is targeted to culturally and linguistically diverse population groups, particularly those with

	a refugee background.
Consultation - HSI Component	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.</p> <p>In 2017, the PHN continued to consult the following stakeholders in the development of this activity:</p> <ul style="list-style-type: none"> <li>• general practices in the PHN region</li> <li>• Mater Health Services</li> <li>• Brisbane South PHN.</li> </ul>
Collaboration - HSI Component	<p>The following stakeholders are involved in implementation of the activity:</p> <ul style="list-style-type: none"> <li>• Mater Health Services</li> <li>• Brisbane South PHN</li> <li>• general practices in the PHN region.</li> </ul> <p>The PHN and Mater Health Services jointly meet with and recruit general practices to participate in the refugee health program. Brisbane South PHN implements the activity outside of the The PHN region. All stakeholders provide developmental input into the activity.</p> <p>Activities will include joint planning, service development and commissioning of services, coordination of care for refugees, providing support for training and resources for primary care providers and participating in data collection and analysis.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p>

	Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-19 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through a partnership with the Mater Health Services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.3) Pathways Program</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 3.2 from 2016-2018 AWP).
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5 – Better support for those with chronic and complex conditions across the care continuum, page 21. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	The aim of this activity is to ensure patients receive the right care in the right place at the right time by ensuring clinicians have access to up to date and localised information on health referral pathways. This activity aims to improve patient outcomes through better coordinated and integrated patient care, assisting general practitioners by providing easy access to decision software and referral information. This activity will enable general practitioners to practice at the top of their professional scope and support the implementation of state-wide referral guidelines.
Description of Activity	The aim of the activity will be achieved by the creation of patient care maps for a range of priority clinical areas and services. The PHN will continue to work with health practitioners to create, maintain and update patient care maps that are easily accessible. This activity focuses on the Streamliners costs of the Pathways program and involves the technical development and delivery of the Pathways program in the PHN region. The Pathways program provides ready access to evidence-based decision support and referral information that allow health practitioners to better manage patients with a range of presenting conditions.
Target population cohort	This activity is targeted to general practitioners currently practising and referring within the PHN region and general practice patients within the PHN region.
Consultation - HSI Component	The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals,

	<p>community representatives and consumers. Priority populations and services types were confirmed at these workshops.</p> <p>Outcomes of the co-design workshops informed this activity.</p> <p>The PHN continued to consult in 2017-2018 on the ongoing development of the Pathways program with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• general practitioners in the PHN region</li> <li>• primary care practitioners in the PHN region</li> <li>• specialists in the PHN region</li> <li>• Metro North Hospital and Health Service.</li> </ul> <p>The Pathways program will continue to work with the Metro North Hospital and Health Service and primary healthcare providers to prioritise pathways that will have the highest impact on preventable hospital admissions.</p>
Collaboration - HSI Component	<p>The PHN and the Metro North Hospital and Health Service will jointly develop the health referral pathways. Brisbane North PHN will continue to roll the Pathways program and accompanying services out to general practitioners and other users.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.

Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be commissioned through the procurement of services from Streamliners.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.4) Working in partnership to increase immunisation rates.</b>
Existing, Modified, or New Activity	This activity is an existing activity.
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5 – Better support for those with chronic and complex conditions across the care continuum. This activity was not identified as an option in the Needs Assessment as it an ongoing activity in a national priority area.
Aim of Activity	Immunisation programs help protect the community against the spread of potentially serious illness and disease. However, their success depends on maintaining high immunisation rates within the population.  The aim of this activity is to increase childhood immunisation rates in the Brisbane North PHN (the PHN) region through a targeted public educations campaign and support for general practice. In addition to increasing childhood immunisation rates, this activity will also aim to increase the uptake of adult immunisations among people aged 65 years and over residing in the PHN region.
Description of Activity	The PHN will continue to work in partnership with the Metro North Hospital and Health Service’s Public Health Unit in supporting general practices to improve immunisation rates of children, through provision of education events to general practitioners and general practice staff. The PHN will also run a health promotion campaign targeted at areas within the PHN region that have lower than average immunisation rates.  The health promotion campaign intends to build upon the “Medical Mums” campaign that was delivered in the 2016-2017 and 2017-2018 financial years.  The adult immunisation component of this activity will focus on providing education to the primary healthcare workforce on adult immunisation and reporting.
Target population cohort	This activity is targeted to parents with children under five years of age and adults aged 65 years and over.

<p>Consultation - HSI Component</p>	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops. Outcomes of the co-design workshops informed this Activity Work Plan. Consultations with stakeholders determine that there are two parts to this activity:</p> <ul style="list-style-type: none"> <li>• facilitation of education to general practice to improve childhood and over 65 immunisation rates</li> <li>• delivery of a health promotion marketing campaign aimed at increasing childhood immunisation rates in the PHN region.</li> </ul> <p>The PHN will continue to consult with the Metro North Hospital and Health Service’s Public Health Unit on the design and delivery of immunisation support to general practitioners and their staff.</p>
<p>Collaboration - HSI Component</p>	<p>The Metro North Hospital and Health Service’s Public Health Unit will deliver education to general practitioners and general practice staff. The PHN will continue to collaborate with the Metro North Hospital and Health Service’s Public Health Unit in the development of education materials and general practice training.</p> <p>The PHN will continue to collaborate with key stakeholders, including the Metro North Hospital and Health Service’s Public Health Unit, Metro North Hospital and Health Service and general practitioners working in the PHN region in the continued development and implementation of the health promotion marketing campaign.</p>
<p>HSI Component – Other</p>	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags</p>

	when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.
Indigenous Specific	No.
Duration	This activity will continue throughout the 2018-19 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered in part through partnership with the Metro North Hospital and Health Service's Public Health Unit (education to general practice) and in part through procurement of services (health promotion marketing campaign) from existing providers.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.5) Management of frequent emergency department (ED) attenders.</b>
Existing, Modified, or New Activity	This activity is an existing activity (activity 5.3 from the After Hours AWP 2017-2018).
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5 – Better support for those with chronic and complex conditions across the care continuum, page 21. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	This activity aims to work with key local stakeholders to improve patient outcomes by providing viable and sustainable alternatives in healthcare compared with frequently accessing emergency departments. This will involve collaborative work between service providers to deliver a coordinated community and primary care response.  The aim of this activity aligns with the PHN objective of implementing innovative and locally-tailored solutions for health services, based on community need. This will ensure that patients receive the right care in the right place at the right time.
Description of Activity	Specifically this activity will include:  <b>Specialist community support to frequent presenters</b> - Since 2015-2016, the PHN has worked in partnership with key community agencies and the Metro North Hospital and Health Service to develop and implement a model of sustainable management for frequent attenders. To date, this model has included working with the Metro North Hospital and Health Service to develop criteria to identify the target group, early deployment and intervention by community services, established cross-sector, cross-specialty case conferencing protocols and outcome monitoring processes. In 2018-2019 this work will continue and the PHN will subcontract two organisations to provide specialist community support to people who frequently present to emergency departments. Micah Projects and Footprints in Brisbane will provide a seven-day response to referrals from the Metro North Hospital and Health Service, including nursing and other support.

Target population cohort	This activity is targeted to people who frequently attend the emergency department.
Consultation - HSI Component	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.</p> <p>The PHN has continued to consult with the following stakeholders in the development of this activity:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service, including emergency department staff</li> <li>• local GPs</li> <li>• Micah Projects</li> <li>• Footprints in Brisbane</li> <li>• Consumers.</li> </ul>
Collaboration - HSI Component	<p>The PHN will work in partnership with:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service</li> <li>• Micah Projects</li> <li>• Footprints in Brisbane</li> <li>• Queensland Ambulance Service.</li> </ul> <p>These activities will involve a high level of collaboration between the NGO providers, Metro North Hospital and Health Service, local general practices and the PHN. The collaboration will involve data sharing and data matching, where appropriate, between the different health sectors. Consultants with expertise in these fields will facilitate this high level of collaboration.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management</p>

	<p>strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will continue throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This support services for frequent emergency department presenters will be procured through direct approach to existing providers.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 2.6) A new model of care for vulnerable populations</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 5 – Better support for those with chronic and complex conditions across the care continuum, page 21. This activity was identified as an opportunity post submission of the Needs Assessment.
Aim of Activity	The aim of the activity is to work with key local stakeholders to improve outcomes for people who experience complex health needs overlaid with complex social needs. Previous work by the Brisbane North PHN (the PHN) <b>(CF 2.5 Management of frequent emergency department (ED) attenders)</b> has worked with stakeholders to improve the coordination of care for people who frequently attend emergency departments. This activity will extend this work to identify people who experience complex health and social needs who are not yet frequently attending emergency departments.
Description of Activity	Specifically, this activity will: <ul style="list-style-type: none"> <li>• work with local stakeholders including general practitioners and non-government organisation to identify people with complex health and social needs who are unable to access the healthcare services they need</li> <li>• provide identified people with appropriate care coordination within or outside of the general practice setting.</li> </ul>
Target population cohort	This activity is targeted to people who experience chronic and complex health conditions with complex social needs.
Consultation - HSI Component	The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.  In the development of this activity, the PHN has consulted widely with hospital-based services,

	<p>including emergency departments, mental health services and specialist outpatient departments, along with:</p> <ul style="list-style-type: none"> <li>• general practitioners within the PHN region</li> <li>• non-government organisations</li> <li>• Indigenous service providers</li> <li>• consumers.</li> </ul> <p>There is ongoing engagement with a core group of stakeholders regarding this activity.</p>
Collaboration - HSI Component	<p>The PHN will collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service</li> <li>• general practice representatives</li> <li>• non-government organisation representatives</li> <li>• mental health services</li> <li>• Aboriginal Community Controlled Health Centres.</li> </ul> <p>Collaborative work between general practitioners, non-government organisations and hospital-based specialist outpatient services to improve access to specialist care will be ongoing.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly</p>
Indigenous Specific	No.

Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will initially focus on the Brisbane Inner City statistical area level 4.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 3.1) School readiness for Aboriginal and Torres Strait Islander children</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 4.1 from the 2016-2018 AWP).
Program Key Priority Area	Select one of the following: Aboriginal and Torres Strait Islander Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 2, Culturally responsive services for Aboriginal and Torres Strait Islander people, page 22. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	<p>The PHN's health needs assessment found that Aboriginal and Torres Strait Islander people in the PHN region have poorer social determinants of health, poorer health outcomes and lower rates of access to primary healthcare services.</p> <p>In the region, the Aboriginal and Torres Strait Islander population have lower levels of education when compared to the non-Indigenous population. In addition, an estimated 42.1 per cent of Aboriginal and Torres Strait Islander children were developmentally vulnerable in one or more domains, with an estimated one quarter (25.1 per cent) of all Aboriginal and Torres Strait Islander children in the region assessed as developmentally vulnerable in two or more domains (Public Health Information Development Unit, 2016). This is a much higher rate when compared to the general region rates of 19.3 per cent and 9 per cent respectively.</p> <p>The program will increase occasions of health support provided to Aboriginal and Torres Strait Islander children with the aim of providing a smoother transition from kindergarten to prep for at risk children.</p>
Description of Activity	<p>This activity will involve a range of services, involving outreach- allied health into Koobara Kindergarten and specific Institute for Urban Indigenous Health clinics. Services will include speech pathology and occupational therapy to children attending kindergarten and playgroups to better prepare them for entering school. Identifying and addressing the needs of these children will give them a better chance of doing well at the start of schooling and throughout their educational lives.</p> <p>The PHN will contract the Institute for Urban Indigenous Health to deliver the program.</p>

Target population cohort	This activity is targeted to vulnerable Aboriginal and Torres Strait Islander children attending kindergarten in the PHN region.
Consultation - HSI Component	<p>The PHN has engaged with following stakeholder groups in the development of this activity:</p> <ul style="list-style-type: none"> <li>• Early childhood education providers</li> <li>• Koobara Kindergarten</li> <li>• Institute for Urban Indigenous Health</li> <li>• Aboriginal Community Controlled Health Services</li> <li>• allied health practitioners.</li> </ul>
Collaboration - HSI Component	<p>The PHN will engage the Institute for Urban Indigenous Health to deliver the activity. Other external stakeholders that will be involved in the implementation of the activity include:</p> <ul style="list-style-type: none"> <li>• Koobara Kindergarten</li> <li>• Aboriginal and Torres Strait Islander allied health practitioners</li> <li>• Aboriginal Community Controlled Health Services in the PHN region</li> <li>• local Aboriginal and Torres Strait Islander community members and families.</li> </ul>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>Brisbane North PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly</p>
Indigenous Specific	Yes.

Duration	This program will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will mainly occur in the Brisbane North sub region, however clients from across the PHN region will be able to access the service.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with Brisbane North PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of services, through direct engagement with the Institute for Urban Indigenous Health.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 3.2) Improved health screening and referral pathways for Aboriginal and Torres Strait Islander children.</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Aboriginal and Torres Strait Islander Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 2, Culturally responsive services for Aboriginal and Torres Strait Islander people, page 22. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	Early identification of health issues among children is vital in ensuring appropriate service delivery and better health outcomes throughout the life course of a child. Aboriginal and Torres Strait Islander children are particularly vulnerable, are more likely to be developmentally vulnerable, and are less likely to have health and social health issues identified and managed at an early age.  This activity aims to improve early detection and management of health issues that impact the development of Aboriginal and Torres Strait Islander children residing in the PHN region. The activity aims to link Aboriginal and Torres Strait Islander children to Aboriginal Community Controlled Health Centres and a suite of pre-approved services.
Description of Activity	This activity will work with a range of stakeholders and to develop and commission allied health services to: <ul style="list-style-type: none"> <li>• provide in-reach primary health services into kindergarten and prep schools, specifically targeted to Aboriginal and Torres Strait Islander children</li> <li>• identify potential issues in child development</li> <li>• provide screening services to Aboriginal and Torres Strait Islander children</li> <li>• work with clients on identified issues</li> <li>• link clients into the wider health system where required.</li> </ul> Commissioned allied health services will also work with early learning and prep staff to recognise child needs and associated factors of an allied health assessment.

	These activities will improve health outcomes for vulnerable Aboriginal and Torres Strait Islander children residing in the PHN region through the coordination of care to ensure that children with identified health issues are receiving the right care in the right place at the right time.
Target population cohort	This activity is targeted to Aboriginal and Torres Strait Islander children.
Consultation - HSI Component	<p>The PHN will consult with the following agencies in the development of this activity:</p> <ul style="list-style-type: none"> <li>• Queensland Department of Education – development of the early childhood component of the activity</li> <li>• Children’s Health Queensland – development of the health screening component of the activity</li> <li>• Institute for Urban Indigenous Health - development of culturally responsive services related to the target population cohort</li> <li>• Act for Kids</li> <li>• allied health providers within the PHN region</li> <li>• consumers.</li> </ul>
Collaboration - HSI Component	<p>The PHN will collaborate with the following organisations in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• Institute for Urban Indigenous Health</li> <li>• Queensland Department of Education</li> <li>• Children’s Health Queensland</li> <li>• Act for Kids.</li> </ul>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and</p>

	activity reporting is required six and twelve monthly
Indigenous Specific	Yes
Duration	This program will commence in the 2018-2019 financial year and run for the duration.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning. This activity will be delivered through the procurement of services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.1) Improving region wide access to appropriate care and support for residents of residential aged care</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Aged Care If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	The objective of this activity is to improve the quality of healthcare for residents of residential aged care facilities by ensuring they receive the right care in the right place at the right time by reducing unnecessary hospitalisations by residents of residential aged care.
Description of Activity	The activity will focus on improving the quality of care to residents of residential aged care. The program will also focus on improving access to health services across the care continuum through improved assessment and referral processes.  The activity will support the and enhance the Residential Aged Care District Assessment and Referral (RADAR) program through the use of telehealth services. This will help develop better links between residential aged care facilities, primary and tertiary healthcare providers by using digital health tools to provide better patient care resulting in reduction of hospital presentations
Target population cohort	This activity is targeted to residents of residential aged care facilities in the PHN region.
Consultation - HSI Component	The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.  Outcomes of the co-design workshops informed the development of this activity.  The PHN will continue to consult with the following stakeholders:

	<ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service executive and clinicians</li> <li>• general practitioners</li> <li>• residential aged care staff</li> <li>• community services</li> <li>• peak bodies.</li> </ul> <p>Details of consultation activities undertaken with stakeholders include:</p> <ul style="list-style-type: none"> <li>• co-design workshop with stakeholders from residential aged care, primary care and acute healthcare sector</li> <li>• meetings with hospital geriatricians and nursing staff at each Metro North Hospital and Health Service facility</li> <li>• training and development for program logic and outcome measurement mapping</li> <li>• quarterly aged and acute collaborative meetings</li> <li>• co-design workshop with representatives</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People</i>, held in late 2016.</li> </ul> <p>The PHN continued to consult with stakeholders throughout 2017-2018 for the above activities. The PHN also consulted heavily at the annual Aged Care Forum, held in September 2017. Feedback from consultation during 2017-2018 will guide activity in 2018-2019.</p>
Collaboration - HSI Component	<p>The PHN will continue to collaborate with the Metro North Hospital and Health Service in the ongoing development of this activity.</p> <p>The PHN and the Metro North Hospital and Health Service will jointly implement this activity. The Metro North Hospital and Health Service will provide outreach geriatric services to residential aged care facilities. This includes outreach assessment and treatment for acutely unwell residents of residential aged care facilities.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies,</p>

	<p>and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	<p>This activity will cover the whole PHN region.</p> <p>The geriatric outreach service largely covers the Chermside statistical area level 3, due to the large number of residential aged care facilities, high number of emergency department presentations and projected residential aged care bed growth in this area.</p>
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be commission providers to support the introduction of telehealth services into residential aged care.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.2) Improving quality of care for residents of residential aged care facilities with acute healthcare needs.</b>
Existing, Modified, or New Activity	This activity is a modified activity (NP 3.1 from the 2016-2018 AWP)
Program Key Priority Area	Select one of the following: Workforce If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity was identified as an opportunity in section 2 of the Needs Assessment.
Aim of Activity	<p>It is recognised that those with the most direct contact with older people have the least training and support to provide proper care. Therefore, an improved system of care for older people is reliant on the transfer of knowledge, skills and systems for supporting carers and staff of residential aged care facilities.</p> <p>This activity has been developed from <i>the innovative models to support residential aged care</i> (NP 3.1 of the 2016-2018 AWP) activity and aims to improve the quality of care for residents of residential aged care facilities with acute healthcare needs through enhancing skills and knowledge of residential aged care facilities' staff. This activity has been modified to support the provision of training to staff of residential aged care facilities to improve skills in meeting the needs of residents of residential aged care facilities.</p> <p>Improved staff training and support will ensure that residents of residential aged care facilities receive the right care in the right place at the right time.</p>
Description of Activity	<p>The activity will support person-centred care by improving residential aged care facility staff's knowledge and skills in identifying acute clinical conditions to allow staff to identify deteriorating residents and refer them to appropriate clinicians in a timely manner.</p> <p>This activity will provide training and education of evidence-based collaborative clinical care pathways across the Brisbane North PHN (the PHN) region to support the geriatric outreach service.</p>
Target population cohort	This activity is targeted to staff of residential aged care facilities and will benefit residents of residential aged care facilities, their families and carers.

<p>Consultation - HSI Component</p>	<p>In the development of this activity, the PHN has conducted a comprehensive consultation of community stakeholders, including:</p> <ul style="list-style-type: none"> <li>• patient feedback from the Eat Walk Engage project</li> <li>• hospital-based patient feedback surveys</li> <li>• Brisbane North PHN collaborative groups</li> <li>• community service provider and consumer events held in January 2017</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People</i>, held in late 2016</li> <li>• online surveys targeted to current service users, carers, service partners and advocates, conducted in June 2017.</li> </ul> <p>Specific consultations have been held with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• staff of residential aged care facilities through survey</li> <li>• general practitioners within the PHN region through survey</li> <li>• consumers.</li> </ul>
<p>Collaboration - HSI Component</p>	<p>The PHN intends to jointly implement this activity with the Metro North Hospital and Health Service. The PHN will also collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• residential aged care facilities within the PHN region</li> <li>• general practitioners working within the PHN region</li> <li>• accredited training bodies</li> <li>• Clinical Excellence Queensland</li> <li>• Queensland Health</li> <li>• Queensland Ambulance Service</li> <li>• consumers.</li> </ul> <p>The activity will also:</p> <ul style="list-style-type: none"> <li>• promote the use of clinical care pathways to all providers in the PHN region, including residential aged care facilities, Queensland Ambulance Service, general practitioners and hospitals</li> <li>• enable staff to work across services to strengthen relationships across the aged care service system.</li> </ul>

HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN’s Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of an appropriate training provider to deliver the training services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.3) Improved integrated management and capacity building for chronic wound care.</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Workforce If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity was identified as an opportunity post submission of the Needs Assessment.
Aim of Activity	There are an estimated 400,000 chronic wound cases in hospital and residential aged care settings in Australia every year <sup>3</sup> . Chronic wound cases impact on quality of life for patients and pose a significant cost burden to the health system. Evidence-based practice in chronic wound care has consistently proven to be cost effective, leading to improved patient outcomes. However, evidence – practice gaps still persist.  This activity aims to improve the integrated management of chronic wounds in the Brisbane North PHN (the PHN) region. The PHN will achieve this aim by increasing the knowledge and skills in evidence-based wound care in local consumers, carers and healthcare professionals.  This activity is aligned with the <i>Five Year Health Care Plan for Older People who live in Brisbane North 2017-22</i> and recommendations from the Australian Chronic Wounds Solution Forum.
Description of Activity	The activity will upskill general practitioners, practice nurses and staff of residential aged care facilities, to enable them to provide evidence-based best-practice chronic wound care, through: <ul style="list-style-type: none"> <li>• the development of a localised education and awareness resource</li> <li>• training for staff of residential aged care facilities</li> <li>• increased knowledge of chronic wound care services in the PHN region.</li> </ul>
Target population cohort	This activity is targeted to people living with chronic wounds and their carers.

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<sup>3</sup> Graves N, Zheng H, 2014

<p>Consultation - HSI Component</p>	<p>In the development of this activity, the PHN has conducted a comprehensive consultation of community stakeholders, including:</p> <ul style="list-style-type: none"> <li>• patient feedback from the Eat Walk Engage project</li> <li>• hospital-based patient feedback surveys</li> <li>• Brisbane North PHN collaborative groups</li> <li>• community service provider and consumer events held in January 2017</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People</i>, held in late 2016.</li> </ul> <p>Online surveys targeted to current service users, carers, service partners and advocates, conducted in June 2017.</p> <p>Specific consultation in the development of this activity have been held with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service</li> <li>• Wound Innovations</li> <li>• Brisbane North Allied Health Collaborative</li> <li>• Metro South Hospital and Health Service</li> <li>• Brisbane South PHN</li> <li>• primary and community care providers within the PHN region</li> <li>• residential aged care facilities within the PHN region.</li> </ul>
<p>Collaboration - HSI Component</p>	<p>The PHN will jointly implement this activity with the Metro North Hospital and Health Service and Brisbane North Chronic Wound Governance Group. The PHN will also collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• The Health Alliance</li> <li>• Wound Innovations</li> <li>• Australian Centre for Health Services Innovation</li> <li>• Brisbane North Allied Health Collaborative</li> <li>• residential aged Care facilities within the PHN region</li> <li>• primary and community care providers within the PHN region</li> <li>• wound management professionals within the PHN region.</li> </ul> <p>In addition, the PHN will work with key organisations in the region to implement the recommendations</p>

	of the Chronic Wounds Solution forum.
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole Brisbane North PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN’s Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of services.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.4) Enhance care for people who have dementia.</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Workforce If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment.
Aim of Activity	<p>Dementia is a significant health issue and is projected to remain a significant health issue into the future. Dementia has a profound life impact on people with the condition, their families and carers. An estimated 425,000 people in Australia live with dementia, with a further 300,000 people involved in their care. It is estimated that more than 50 per cent of people living in residential aged care have dementia. In 2016, dementia was the second leading cause of death in Australia, accounting for over 13,000 deaths.</p> <p>While dementia can be managed through timely diagnosis and treatment, often this condition is not identified and treated early, resulting in significant declines in quality of life for older people including falls, accelerated cognitive decline and reduced independence. Some people also display a range of behavioural symptoms of dementia that are challenging and can result in considerable distress. These behaviours also present challenges to delivering high quality person-centred care across a range of service settings.</p> <p>The aim of this activity is to improve the quality of life for older people living with dementia, their families and carers.</p>
Description of Activity	<p>This activity will consist of the following activities:</p> <ul style="list-style-type: none"> <li>development and implementation of a localised dementia care resource designed to upskill the health workforce to assist them to provide timely, accurate diagnosis, referrals, integrated and coordinated care and better management of dementia</li> </ul>

	<ul style="list-style-type: none"> <li>• upskill the aged and community care workforce to improve dementia care practices in community and aged care settings.</li> </ul>
Target population cohort	This activity is targeted to older people living with dementia, their families and carers.
Consultation - HSI Component	<p>In the development of this activity, the PHN has conducted a comprehensive consultation of community stakeholders, including:</p> <ul style="list-style-type: none"> <li>• patient feedback from the Eat Walk Engage project</li> <li>• hospital-based patient feedback surveys</li> <li>• Brisbane North PHN collaborative groups</li> <li>• community service provider and consumer events held in January 2017</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People</i>, held in late 2016</li> </ul> <p>Online surveys targeted to current service users, carers, service partners and advocates, conducted in June 2017.</p> <p>Specific consultations in the development of this activity were held with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Dementia Australia</li> <li>• Dementia Support Australia</li> <li>• residential aged care facilities operating in the PHN region</li> <li>• general practices operating in the PHN region</li> <li>• Metro North Hospital and Health Service.</li> </ul>
Collaboration - HSI Component	<p>The PHN will implement this activity in collaboration with the Metro North Hospital and Health Service and the Health Alliance. The PHN will also collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• Commonwealth Department of Health</li> <li>• Queensland Health Statewide Older Person's Health and Statewide Dementia Clinical Network</li> <li>• Dementia Australia</li> <li>• Dementia Support Australia</li> <li>• residential aged care facilities operating in the PHN region</li> <li>• general practices operating in the PHN region.</li> </ul> <p>General Practice Liaison Officers will also play a role in promoting dementia pathways to primary</p>

	<p>healthcare professionals in the PHN region.</p> <p>This activity will initially engage with the sector to co-design a collaborative plan to improve dementia care in the PHN region.</p>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN’s Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p>

	This activity will be delivered through the procurement of services.
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.5) Improve capacity of service providers to increase access to quality, coordinated and integrated palliative care and end of life care systems in Brisbane North.</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Workforce If Other (please provide details): Aged Care.
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity was identified as an opportunity post submission of the Needs Assessment.
Aim of Activity	<p>Increased demand for palliative care services across the Brisbane North PHN (the PHN) region, stemming from a growing older population, have highlighted a range of capacity issues in the palliative care service system. Projected increases in older age cohorts over the next 10 years are anticipated to further increase demand for palliative care services in the PHN region.</p> <p>Currently, palliative care and end of life care services in the PHN region are provided in a range of settings, including community, primary, secondary and tertiary care settings. However, there is a high level of fragmentation due to a range of issues, including outdated models of service, lack of a skilled palliative care workforce, lack of communication across the system and a lack of data related to palliative care.</p> <p>The aim of this activity is to improve access to safe, quality, coordinated and integrated palliative and end of life care services across all care settings through increasing the skilled palliative care workforce and improving care pathways.</p>
Description of Activity	<p>This activity will consist of the following activities:</p> <ul style="list-style-type: none"> <li>• establish a skilled nurse practitioner workforce working in palliative care across primary, community and residential aged care settings to deliver community based palliative care across the region</li> <li>• partner with a registered training organisation to deliver palliative care courses and education resources for specific care settings</li> </ul> <p>This activity will provide the necessary supports for organisations to upskill their staff to enable the</p>

	provision of safe and effective palliative care throughout the PHN region.
Target population cohort	This activity is targeted to nurses in community and primary care who provide palliative care, older people aged 65 years and over who require palliative care, their carers and families.
Consultation - HSI Component	<p>In the development of this activity, the PHN has conducted a comprehensive consultation of community stakeholders, including:</p> <ul style="list-style-type: none"> <li>• patient feedback from the Eat Walk Engage project</li> <li>• hospital-based patient feedback surveys</li> <li>• Brisbane North PHN collaborative groups</li> <li>• community service provider and consumer events held in January 2017</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People who live in Brisbane North, 2017-22</i>, held in late 2016.</li> </ul> <p>Online surveys targeted to current service users, carers, service partners and advocates, conducted in June 2017.</p> <p>Specific consultations in the development of the is activity were held with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Queensland University of Technology</li> <li>• Communities Palliative Care Collaborative</li> <li>• Australian Primary Health Care Nurses Association</li> <li>• consumers</li> <li>• Centre for Palliative Care Research and Education</li> <li>• Program Experience in the Palliative Approach (PEPA)</li> <li>• National Palliative Care Program</li> <li>• residential aged care facilities operating within the PHN region</li> <li>• general practices operating within the PHN region.</li> </ul>
Collaboration - HSI Component	<p>The PHN will implement this activity in collaboration with the Metro North Hospital and Health Service, Metro North Communities Palliative Care and the Health Alliance. The PHN will also collaborate with the following stakeholders in implementing this activity:</p> <ul style="list-style-type: none"> <li>• Centre for Palliative Care Research and Education</li> <li>• Program Experience in the Palliative Approach (PEPA)</li> </ul>

	<ul style="list-style-type: none"> <li>• National Palliative Care Program</li> <li>• residential aged care facilities operating within the PHN region</li> <li>• general practices operating within the PHN region</li> <li>• consumers.</li> </ul> <p>This activity will also</p> <ul style="list-style-type: none"> <li>• improve and update localised palliative care pathways to improve the quality of palliative care and promote best practice</li> <li>• promote the uptake of a consistent palliative care database for use by all community service providers in the Brisbane North PHN region</li> <li>• contribute to the palliative care and end of life networks in the PHN region.</li> </ul>
HSI Component – Other	<p>Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN’s approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole Brisbane North PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN’s Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data</p>

	<p>and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>The training will be delivered by the Queensland University of Technology. This activity will commission organisations to support their staff to receive the nurse practitioner training.</p>
Decommissioning	N/A

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. CF 1)	<b>(CF 4.6) Active@Home expansion program</b>
Existing, Modified, or New Activity	This activity is a new activity.
Program Key Priority Area	Select one of the following: Population Health If Other (please provide details):
Needs Assessment Priority Area (eg. 1, 2, 3)	NP 1 – Coordinated care for older people, page 18. This activity was identified as an opportunity post submission of the Needs Assessment.
Aim of Activity	<p>Exercise has proven health and wellbeing benefits for older adults. However, barriers to participation exist and often result in low numbers of adults participating in regular exercise. Allied health provider-led exercise programs provide health and functional benefits to community-based participants.</p> <p>The aim of this activity is to support the continued implementation and expansion of the Active@Home project beyond the pilot phase. The pilot phase of this project investigated the feasibility of implementing a personal care worker delivered in-home exercise program for clients of the Commonwealth Home Support Programme (CHSP). The pilot was successful, and demonstrated the ability to safely administer a contained home exercise program with appropriate allied health professional support for personal care workers.</p> <p>This activity will expand the scope of the pilot project and improve the ability of personal care workers to deliver wellness-based activities such as in-home exercises.</p> <p>This activity is aligned with the <i>Five Year Health Care Plan for Older People who live in Brisbane North 2017-22</i>.</p>
Description of Activity	This activity will develop and deliver an accredited online unit of competency to train personal care workers in safe exercise support.
Target population cohort	This activity is targeted to people aged 65 years and over within the Brisbane North PHN (the PHN) region.
Consultation - HSI Component	In the development of this activity, the PHN has conducted a comprehensive consultation of community stakeholders, including:

	<ul style="list-style-type: none"> <li>• patient feedback from the Eat Walk Engage project</li> <li>• hospital-based patient feedback surveys</li> <li>• Brisbane North PHN collaborative groups</li> <li>• community service provider and consumer events held in January 2017</li> <li>• consultation workshops on the <i>Five Year Health Care Plan for Older People who live in Brisbane North, 2017-22</i>, held in late 2016.</li> </ul> <p>Online surveys targeted to current service users, carers, service partners and advocates, conducted in June 2017.</p> <p>Specific consultations in the development of this activity were held with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Burnie Brae</li> <li>• Nundah Activity Centre</li> <li>• Onfit Training College RTO 32107</li> <li>• Bentleys Chartered accountants</li> <li>• Active@Home steering committee.</li> </ul>
Collaboration - HSI Component	<p>The PHN will collaborate with Burnie Brae and the Healthy@Home consortium in the implementation of this activity. The PHN will also collaborate with the following stakeholders in the implementation of this activity:</p> <ul style="list-style-type: none"> <li>• community service providers</li> <li>• allied health practitioners</li> <li>• general practitioners</li> <li>• universities and accredited training organisations, specifically, <ul style="list-style-type: none"> <li>○ University of Queensland</li> <li>○ Onfit Training College RTO 32107.</li> </ul> </li> </ul> <p>This activity will also</p> <ul style="list-style-type: none"> <li>• develop a dedicated Active@Home website to provide information on the program</li> <li>• provide promotion and marketing of the Active@Home project to increase organisation and consumer participation.</li> </ul>
HSI Component – Other	Please refer to activity <b>HSI 2 – Support for the PHN’s commissioning process including stakeholder</b>

	<p><b>engagement, health needs assessment, planning and program evaluation</b> for specific HSI details on planning, monitoring and evaluation.</p> <p>The PHN's approach to monitoring and evaluating contracted services varies depending on the size of the contract and the operational funds available. Program staff meet regularly with funded agencies, and our client relationship management system provides funded agencies with reminders of deliverables due. Regular contact with funded agencies is consistent with a relationship management strategy of which contract management is a part.</p> <p>Our Contract Management Module tracks payments and achievement of milestones, raising red flags when deliverables are not produced on time. Service data is usually required quarterly, financial and activity reporting is required six and twelve monthly</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if known)	<p>This activity will continue to be commissioned in line with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>This activity will be delivered through the procurement of an approved training organisation to deliver the training and evaluation activities.</p>
Decommissioning	N/A

## 1. (c) Planned PHN activities

- Core Operational Funding Stream: Health Systems Improvement 2018-19
- General Practice Support Funding 2018-19

Please complete this table for Core Operational Funding Stream b) Health Systems Improvement (HSI)<sup>3</sup> and planned activities under the General Practice Support Funding Schedule only. Stream a) Corporate Governance, should not be included. Do not include HSI activities previously specified in

1. (b) Planned PHN activities – Core Flexible Funding 2018-19.

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. HSI or GPS)	<b>GPS 1 – Quality in general practice</b>
HSI/GPS Priority Area	Select one of the following: General Practice Support If Other, please provide details:
Existing, Modified, or New Activity	This activity is an existing activity (OP 1 from the 2016-2018 AWP).
Aim of Activity	This activity aims to support general practice staff and clinicians to provide high-quality care for their patients, improving the efficiency and effectiveness medical services for patients, particularly those at risk of poor health outcomes. This aim will be achieved through supporting general practices through a rolling accreditation support program and supporting general practice to make better use of their data for patient care.
Description of Activity	In 2018-2019, Brisbane North PHN (the PHN) will engage general practices 12 months prior to accreditation in a rolling support program. This activity will ensure that general practices meet the required standards for accreditation as a general practice. Support provided by the PHN will include: <ul style="list-style-type: none"> <li>• direct support to individual practices from Primary Care Liaison Officers</li> <li>• mock accreditation activities to prepare general practices and identify areas of improvement</li> <li>• support for general practice through clinical audits and improved data quality.</li> </ul>

	<p>This activity will assist the PHN in increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes by ensuring that general practices are operating according to standards set by the Royal Australian College of General Practitioners.</p>
Supporting the primary health care sector	<p>Support will include but not be limited to:</p> <ul style="list-style-type: none"> <li>• support for practices to achieve and maintain accreditation as a general practice</li> <li>• support practices to maintain high quality clinical data</li> <li>• facilitation of data analysis to support quality improvement through clinical auditing</li> <li>• support for general practices to use patient feedback to improve quality of practice</li> <li>• provision of information regarding access to appropriate education, both clinical and administrative, to support quality in general practice</li> <li>• Provision of resources both developed by the PHN and sourced from other relevant agencies.</li> </ul>
Collaboration	<p>The PHN will collaborate with various stakeholders such as general practice education providers and accrediting bodies to ensure the support provided to general practices is appropriate, relevant and up to date.</p> <p>To maintain practice quality, the PHN will also collaborate with the following organisations:</p> <ul style="list-style-type: none"> <li>• Australian General Practice Quality and Improvement</li> <li>• GPA Accreditation Plus</li> <li>• Royal Australian College of General Practitioners.</li> </ul>
Duration	<p>This activity will be ongoing throughout the 2018-2019 financial year.</p>
Coverage	<p>This activity will cover the whole PHN region.</p>
Expected Outcome	<p>It is expected that by undertaking this activity, the following outcomes will be achieved:</p> <ul style="list-style-type: none"> <li>• general practices that are currently accredited will maintain their accreditation</li> <li>• an increase in the number of new and unaccredited general practices supported to achieve accreditation</li> <li>• an increase in the number of practices participating in data quality improvement activities.</li> </ul>

	These outcomes will contribute to PHN objectives of increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes by ensuring that general practices are accredited and have high quality data, contributing to more effective patient care.
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<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
<b>Activity Title / Reference (eg. HSI or GPS)</b>	<b>GPS 2 – eHealth Support</b>
HSI/GPS Priority Area	Select one of the following: Digital Health If Other, please provide details:
Existing, Modified, or New Activity	This activity is an existing activity (activity OP 2 from the 2016-2018 AWP).
Aim of Activity	This activity aims to assist general practices to make the best use of available eHealth technology to provide efficient and effective medical services for their patients.  This activity will assist Brisbane North PHN (the PHN) in increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes. The activity will also improve coordination of care to ensure that patients receive the right care in the right place at the right time.
Description of Activity	The PHN will assist general practice to improve digital health usage and compliance, including usage of My Health Record, secure messaging and eReferral systems.  These activities will assist in the coordination of patient care, particularly where patients are in contact with more than one component of the health system
Supporting the primary health care sector	The activity will support the primary health care sector by providing: <ul style="list-style-type: none"> <li>• assistance to achieve and maintain Digital Health compliance, including meaningful use of the My Health Record</li> <li>• assistance to set up and make best use of secure messaging to ensure clinical information is shared appropriately, efficiently and accurately between care providers</li> <li>• assistance in the use of eReferral and eDischarge to ensure clinical handover takes place as efficiently and safely as possible.</li> </ul> Support for the use of telehealth where appropriate to provide improved access to appropriate care for patients who find it challenging to travel to appointments.
Collaboration	The PHN will collaborate with various stakeholders such as secure messaging providers, telehealth supported technology vendors and the Metro North Hospital and Health Service to ensure the best support is provided to general practices for them to take advantage of eHealth technology and systems.

Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Expected Outcome	<p>It is expected that by undertaking this activity the following outcomes will be achieved:</p> <ul style="list-style-type: none"> <li>• all accredited practices will be eligible to receive the Digital Health Practice Incentive Payment</li> <li>• the PHN will increase the number of practices using secure messaging for eReferral and eDischarge.</li> </ul> <p>These outcomes increase the efficiency and effectiveness of medical services for patients, by using digital health platforms to improve the coordination of care, ensuring that patients receive the right care in the right place at the right time.</p>

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. HSI or GPS)	<b>GPS 3 – Workforce Support</b>
HSI/GPS Priority Area	Select one of the following: General Practice Support If Other, please provide details:
Existing, Modified, or New Activity	This activity is an existing activity (OP 3 from the 2016-2018 AWP).
Aim of Activity	This activity aims to identify and address workforce needs, in particular sub regions or professional cohorts to ensure sustainable provision of primary care through general practice across the Brisbane North PHN (the PHN) region.
Description of Activity	<p>The PHN will facilitate ongoing professional development of general practitioners and staff of general practice through the provision of accredited training programs, clinical audits and by providing assistance to general practice in areas where there may be identified workforce shortages. The PHN will also provide assistance to general practice through the provision of the Pathways program to ensure best practice clinical pathways are available, ensuring that patient care is well coordinated, efficient and effective.</p> <p>This activity will also facilitate the provision of the Certificate IV in Medical Practice Assisting. The Certificate IV up-skills administrative staff in general practice to undertake both administrative and clinical assisting roles. This boosts the capability of the general practice workforce and frees up practice nurses and general practitioners to use their higher-level skills in complex patient care.</p> <p>This activity will assist the PHN in increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes. The activity will also improve the coordination of care to ensure patients receive the right care in the right place at the right time.</p>
Supporting the primary health care sector	<p>This activity will support the primary healthcare sector by the:</p> <ul style="list-style-type: none"> <li>• continued promotion of the Certificate IV in Medical Practice Assisting and support for general practice staff undertaking this training</li> <li>• facilitation of professional development, including assisting with clinical audits to support continuous professional development</li> <li>• provision of assistance with general practitioner recruitment in areas of high need when required.</li> </ul> <p>Promotion of clinical pathway tools, especially for overseas-trained doctors and registrars to ensure best</p>

	practice clinical pathways are available and local referral information is at hand when required.
Collaboration	The PHN will collaborate with various stakeholders such as education providers, the Royal Australian College of General Practitioners in relation to conducting clinical audits and the Metro North Hospital and Health Service in relation to the development of best practice and localised clinical pathways.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Expected Outcome	<p>It is expected that by supporting the workforce and promoting ongoing professional development, the following outcomes will be achieved:</p> <ul style="list-style-type: none"> <li>• an increase in the number of medical reception staff upgrading their skills by undertaking a Certificate IV in Medical Practice Assisting, therefore creating increased clinical capacity in the practice team</li> <li>• an increase in the number of clinical audits completed, resulting in improved efficiency and effectiveness of clinical and non-clinical procedures in the practice</li> <li>• an increase in the number of general practitioners registered to access the Pathways program, resulting in best practice primary healthcare. Increased usage of the Pathways program will also reduce the number of inappropriate referrals to the acute care sector.</li> </ul> <p>These outcomes increase the efficiency and effectiveness of medical services for patients, through best practice pathways models and ongoing professional development. Higher completion rates of clinical audits and high usage rates of health pathways also ensure that patients receive the right care in the right place at the right time.</p>

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. HSI or GPS)	<b>HSI 1 – Primary Health care integration</b>
HSI/GPS Priority Area	Select one of the following: System Integration If Other, please provide details:
Existing, Modified, or New Activity	This activity is an existing activity (OP 4 from the 2016-2018 AWP).
Aim of Activity	This activity aims to facilitate collaboration of general practice with other primary healthcare providers, such as allied health and pharmacy, to encourage a holistic approach to multidisciplinary patient care.
Description of Activity	<p>Brisbane North PHN (the PHN) will support and facilitate the use of a range of digital health platforms to encourage better collaboration across the primary healthcare sector. This includes supporting the use of secure messaging and My Health Record platforms by health professionals in the primary healthcare sector. The PHN will also provide service navigation support to health professionals, ensuring that all practitioners have access to up-to-date information on local services.</p> <p>This activity will assist the PHN in increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes. This activity will also improve the coordination of care to ensure patients receive the right care in the right place at the right time.</p> <p>The PHN will continue to work with an array of stakeholders to improve the flow of information within the health system, through participation in hospital collaborative groups and project working groups.</p> <p>The PHN will also continue to support a number of collaborative with Metro North and Children’s Health Queensland Hospital and Health Services.</p>
Supporting the primary health care sector	<p>This activity will support the primary health care sector through:</p> <ul style="list-style-type: none"> <li>• facilitation and support for multidisciplinary professional development activities</li> <li>• facilitation of analysis of general practice data regarding referrals to allied health services</li> <li>• support for improved communication between general practice and allied health practices to undertake effective clinical handover using secure messaging</li> <li>• support for allied health and pharmacy to access digital health systems and tools such as My Health Record</li> <li>• participation in a range of collaborative and project steering groups to help support system integration.</li> </ul>

	<ul style="list-style-type: none"> <li>• provide up-to-date and easily accessible service navigation for health professionals through the PHN Service Navigator hotline.</li> </ul> <p>This will ensure general practitioners and allied health professionals have easy access to information regarding local services for their patients.</p> <p>Participation in the collaborative groups support the primary health sector by:</p> <ul style="list-style-type: none"> <li>• providing a regular platform for communicating key organisational priorities</li> <li>• identifying opportunities for shared initiatives to achieve a more integrated approach to patient management and health service delivery.</li> </ul>
Collaboration	<p>The PHN will collaborate with all types of primary healthcare providers to encourage multidisciplinary patient care. This includes collaboration through a number of collaborative groups consisting of clinicians in both the primary and tertiary care sectors. The PHN will continue to participate in the following collaborative groups and project working groups:</p> <ul style="list-style-type: none"> <li>• Children’s Health Queensland Collaborative</li> <li>• Bariatric Working Group 2</li> <li>• Clinical Prioritisation Criteria Steering Committee</li> <li>• Health Pathways PHN/Hospital and Health Service Steering Committee</li> <li>• Kidney Services Plan Group</li> <li>• Metro North Hospital and Health Service Steering Committee</li> <li>• General Practice Liaison Officer Planning Group</li> <li>• Women’s and Newborn Services Collaborative</li> <li>• Partners in MIND</li> <li>• Royal Brisbane and Women’s Hospital/Brisbane North PHN Collaborative</li> <li>• Royal Brisbane and Women’s Hospital Accreditation Working Group</li> <li>• GRACE Project Steering Committee</li> <li>• The Prince Charles Hospital Collaborative.</li> </ul>
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Expected Outcome	It is expected that this activity will achieve the following outcomes:

- general practices will be more aware of allied health and pharmacy services within their local region
- an increased number of allied health providers will be using secure messaging to communicate clinical information with general practice
- an increased number of allied health practices and pharmacies will be digital health ready
- current community and allied health service information will be readily available to general practice and other service providers
- Improved communication between general practices and hospital services
- Improved referral quality and referral management processes
- Improved timeliness of hospital discharge summaries and discharge planning.

Increased collaboration between primary healthcare providers, particularly through digital health platforms and participation in collaborative groups, will lead to improved coordination of care and ensure patients receive the right care in the right place at the right time. Better integrated primary care services also increase the efficiency and effectiveness of medical services.

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. HSI or GPS)	<b>HSI 2 – Support for the PHN’s commissioning process including stakeholder engagement, health needs assessment, planning and program evaluation</b>
HSI/GPS Priority Area	Select one of the following: Other (please specify) If Other, please provide details: Commissioning Support
Existing, Modified, or New Activity	This activity is a new activity.
Aim of Activity	<p>This activity aims to support Brisbane North PHN (the PHN) activities through high quality commissioning processes including stakeholder engagement, needs assessment and evaluation.</p> <p>Health needs assessment and stakeholder engagement provide the evidence base that allow for the co-design and development of activities that are targeted to populations most in need. Commissioning and procurement support also ensures that services are procured and monitored in a way that ensures value for money and the best outcomes for our community. Program evaluation measures the effectiveness of PHN activities and recommends strategies to ensure the PHN achieves stated outcomes.</p> <p>This commissioning activity is a critical part of health systems improvement and supports the PHN at an organisational and activity level across all activities undertaken by the PHN.</p>
Description of Activity	<p>The activity involves a cycle of commissioning which forms the ongoing continuous learning and development process in four key stages: assessment, co-design, delivery and evaluation.</p> <p>Local community needs are identified through an assessment process, involving the analysis of population health data and community consultation to develop the evidence base. The health needs assessment produces a number of tangible outputs:</p> <ul style="list-style-type: none"> <li>• summarised assessment of need in table format</li> <li>• extended needs assessment technical report detailing key population health trends.</li> </ul> <p>Activities that are targeted to populations most in need are co-created through extensive stakeholder engagement processes. This engagement is vital to all aspects of the PHN’s commissioning cycle and facilitates collaboration and coordination in the delivery of the PHN’s activities and strategic goals. Engagement processes are embedded in business as usual practice and supplemented by targeted co-design workshops at key intervals throughout the commissioning cycle.</p>

	<p>Inclusive processes are also used to decide how best to implement identified activities, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>Activities are evaluated using ongoing monitoring and reporting of both process and outcome measures and evaluation plans, which are developed for all PHN activities include:</p> <ul style="list-style-type: none"> <li>• objectives</li> <li>• program logic</li> <li>• evaluation questions</li> <li>• performance metrics and indicator frameworks</li> <li>• data collection tools and protocols.</li> </ul> <p>Evaluation plans are designed to be consistent with contracted deliverables associated with individual activities and are developed in line with the PHN evaluation framework and PHN performance framework. Evaluation outcomes are used to inform further assessment and planning.</p> <p>These activities take place at both a strategic level and on an individual activity level.</p>
Supporting the primary health care sector	This activity supports the primary healthcare sector by providing a comprehensive evidence base, enabling the PHN to provide targeted support to the primary healthcare sector.
Collaboration	<p>The PHN will collaborate closely with a range of stakeholders in delivery of this activity, including:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service</li> <li>• Metro North Hospital and Health Service’s Public Health Unit</li> <li>• general practices operating within the PHN region</li> <li>• community healthcare providers operating within the PHN region</li> <li>• consumers</li> <li>• peak bodies and not-for-profit organisations</li> </ul>
Duration	This activity will be ongoing throughout the 2018-2019 financial year.

Coverage	This activity will cover the whole Brisbane North PHN region.
Expected Outcome	<p>This activity will ensure that the PHN is a high-level commissioning organisation that delivers activities and programs that meet the needs of its population. Specifically the activity will:</p> <ul style="list-style-type: none"> <li>• provide a sound platform for health planning, service design, procurement, monitoring and evaluation</li> <li>• meaningfully engage with stakeholders in the ongoing co-design and delivery of PHN programs</li> <li>• improve population health outcomes for residents of the PHN region.</li> </ul> <p>These outcomes will contribute to PHN objectives of increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes by ensuring that the PHN has engagement and planning processes, contributing to more effective commissioned services.</p>

<sup>3</sup> HSI funding is to be used to deliver core functions within the PHN program such as population health planning, system integration and stakeholder engagement, as well as support to general practice which is not funded under the General Practice Support Funding Schedule. PHNs are able to use flexible funding to commission referral or health pathways activities (including non-staff costs such as 'Streamliners') but all associated PHN staff costs must be funded from HSI funding. HealthPathways activity to be undertaken by commissioned services should be separately identified as a Core Flexible Activity in *1. (b) Planned PHN activities – Core Flexible Funding Stream 2018-19*.

PHNs cannot commission frontline services using HSI funding. PHNs may use HSI funding to subcontract specific activities under this stream, for example a health data analyst or consultant may be contracted to identify priorities for improved care coordination. Contracted or consultant arrangements are particularly appropriate for time-limited and specialist projects.

Practice support is to be provided through HSI funding and must be primarily delivered through PHN employees. Practice support cannot be commissioned out to a third party. Practice Support includes general practice support not funded under the General Practice Support Funding Schedule and support provided by your PHN to other practices, eg. allied health practices.

## 4. (a) Strategic Vision for After Hours Funding

Brisbane North PHN's (the PHN's) health needs assessment indicates high levels of demand for after-hours services, ranging from general practice deputising services, 13Health services to hospital emergency departments. This indicates there is a high health need for after-hours services in the PHN region.

Through the activities described in the After Hours section of the Activity Work Plan, the PHN aims to increase the efficiency and effectiveness of after-hours primary healthcare for patients, particularly those with limited access to health services. Activities described in this section will also improve access to after-hours primary healthcare through effective planning, coordination and support for population based after-hours primary healthcare. Activities are underpinned by the PHN's strategic vision and goals, as documented below.

The Board of the PHN endorsed our Strategic Plan 2016-2019 in March 2016. Our vision of a **community where good health is available for everyone** is underpinned by the following three strategic goals.

### **By working with others we will:**

#### **1. Direct resources to best meet health and community care needs for our region**

The PHN is committed to managing its resources to achieve maximum efficiency and effectiveness. Alone, the PHN's resources are insufficient to meet the needs of our region, leading the PHN to adopt a collective impact approach, influencing others to work in a more coordinated fashion on common goals. As a commissioning agency, the PHN targets resources in accordance with community-led plans to ensure the most equitable access to services.

By providing training to after-hours doctors to improve service delivery in aged care facilities and palliative care situations, the PHN aims to influence the after-hours deputising services to work in a more coordinated fashion, making the best use of primary care after-hours services.

#### **2. Achieve a health a community care system responsive to consumer need**

Building responsive systems requires consumers who are health literate, channels through which needs can be expressed, and providers and funders who are willing and able to shape care delivery according to those expressed needs.

The PHN aims to implement innovative and locally tailored solutions for after-hours services, based on community need through enhancing health literacy and improving awareness of the options for accessing after-hours health services, thereby helping people and their carers make informed choices about accessing care after-hours.

#### **3. Re-orient the health system toward care in our community**

Evidence shows that best population health outcomes are achieved in systems with strong investment in primary healthcare. Australians prefer to live healthy lives, in their own homes, as long as possible.

The PHN will work to address gaps in after-hours service provision, to ensure improved service delivery to vulnerable population groups, particularly where after-hours services do not meet needs. Through the identification of appropriate care pathways and support systems, the PHN aims to support the delivery of care in the community rather than the acute hospital setting, where appropriate.

## 4. (b) Planned PHN Activities

### – After Hours Primary Health Care Funding 2018-19

Proposed Activities - copy and complete the table as many times as necessary to report on each activity	
Activity Title / Reference (eg. AH 1)	<b>AH 1 – Outreach to homeless and vulnerable population groups</b>
Existing, Modified, or New Activity	This activity is an existing activity (NP 5.1 from the 2017-2018 After Hours Primary Health Care Activity Work Plan).
Needs Assessment Priority Area (eg. 1, 2, 3)	NP6 After Hours Health Care, page 23. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment
Aim of Activity	The PHN aims to continue providing services to homeless and vulnerable population groups. The PHN will continue to commission local agencies to provide after-hours clinical services and care coordination, including connection to mainstream primary care services, to homeless and vulnerable population groups across the region.
Description of Activity	<p>This activity will comprise of the following:</p> <ul style="list-style-type: none"> <li>• <b>Micah Projects</b> will be subcontracted to deliver nursing services as part of a homeless outreach service, with a focus on the Brisbane City area. Previously funded by the Medicare Local and the PHN, evaluations demonstrate significant reduction in after-hours burden on the hospital system.</li> <li>• <b>Queensland Injectors Health Network</b> will be subcontracted to provide outreach health services to homeless and vulnerably housed people, with a focus on the Moreton Bay North sub region. This project, previously funded by the Medicare Local and the PHN, uses the Micah Projects model.</li> <li>• <b>Ethnic Communities Council Queensland</b> - will be subcontracted to provide health services to culturally and linguistically diverse people to increase coordination and links to primary healthcare services</li> </ul> <p>The PHN will support these non-government organisations to establish primary care capacity for hard</p>

	<p>to reach groups including in the after-hours. This will include strengthening links between non-government organisations and primary care and providing practise support and advice to non-government organisations. This aligns with the PHN objective of implementing innovative and locally-tailored solutions for after-hours services, based on community need. This ensures that patients received the right care in the right place at the right time.</p> <p><b>Other projects which the PHN will be continuing include:</b></p> <ul style="list-style-type: none"> <li>• <b>Low acuity ambulance diversion to primary care</b> - This activity will build on a piece of work already underway on Bribie Island that has shown a reduction in avoidable emergency department presentations both in-hours and after-hours. The aim of the activity is to identify low acuity ambulance call-out patients and divert those patients to, preferably, their regular general practitioners or a general practice willing to see unscheduled patients. In 2018-2019 this activity will focus on expanding the current activity to more areas within the PHN region.</li> <li>• <b>Refugee health literacy and support to access appropriate primary healthcare.</b> The PHN will work collaboratively with Mater Refugee Health to engage with newly settled refugee communities in our region to increase awareness of primary healthcare services—including after-hours services—and enhance health literacy within these communities.</li> </ul> <p>This activity works to reduce unnecessary use of after-hours hospital services by refugee populations. This is achieved through providing training and support to general practitioners along with translation services to support access to relevant primary healthcare to enable the delivery of culturally appropriate primary care services during the after-hours period to refugee populations in the PHN region. It also reduces refugees dependencies on after-hours emergency department services by increasing their awareness of primary care alternatives.</p>
Target population cohort	This activity is targeted to homeless, marginalised and vulnerable population groups residing in the PHN region.
Consultation	The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.

	<p>The PHN has also consulted with the following stakeholders in the development of this activity:</p> <ul style="list-style-type: none"> <li>• Micah Projects</li> <li>• Queensland Injectors Health Network</li> <li>• Brisbane South PHN</li> <li>• Mater Refugee Health</li> <li>• Metro North Hospital and Health Service</li> <li>• Ethnic Communities Council Queensland</li> <li>• Multicultural Development Australia.</li> </ul>
Collaboration	<p>The PHN will continue to collaborate with Micah Projects, Queensland Injectors Health Network, Mater Refugee Health and Ethnic Communities Council of Queensland.</p> <p>The role of all these organisations is to engage and inform the PHN in delivering appropriate after-hours services for people who are often hard to reach and are disengaged with current health services.</p>
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if relevant)	<p>These services will continue to be procured through a direct approach to existing providers. This is consistent with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p>

	<p>Services will be procured from existing service providers.</p> <p>The low acuity ambulance diversion activities will involve procurement of consultancy services to assist with the high level collaboration and the data sharing and matching that will be purchased using the PHN's procurement methodology. The service agreement will identify the deliverables and consultants will be managed against these deliverables.</p>
Decommissioning	N/A.

Proposed Activities - copy and complete the table as many times as necessary to report on each activity	
Activity Title / Reference (eg. AH 1)	<b>AH 2 – Integrated community education campaign</b>
Existing, Modified, or New Activity	This activity is a modified activity (NP 5.3 from the 2017-2018 After Hours Primary Health Care Activity Work Plan).
Needs Assessment Priority Area (eg. 1, 2, 3)	NP6 After Hours Health Care, page 23. This activity is listed as an option the Brisbane North PHN (the PHN) is pursuing to address the needs identified in section 2 of the Needs Assessment
Aim of Activity	The PHN will continue to deliver an integrated community education campaign to improve awareness of the options for accessing after-hours services and help people make appropriate informed choices when accessing services. In 2018-2019, this activity scope will be expanded to increase the awareness of the options for accessing after-hours services for Aboriginal and Torres Strait Islander people residing in the PHN region.  The campaign will focus on people inappropriately accessing emergency departments and target populations who may have difficulty in accessing appropriate after-hours services.
Description of Activity	Specifically, this project will involve: <ul style="list-style-type: none"> <li><b>1. implementation of an integrated community education campaign</b> using traditional media, online and face-to-face delivery, with a focus on health literacy principles to ensure the information is accessible to vulnerable population groups</li> <li><b>2. development of an integrated community education campaign</b> tailored to Aboriginal and Torres Strait Islander people, with a focus on health literacy principles and cultural responsiveness.</li> </ul> <p>Based on this, the campaign will target these population groups and more broadly will educate people on after-hour services other than the emergency department of a hospital.</p> <p>This aligns with the PHN objective of implementing innovative and locally-tailored solutions for after-hours services, based on community need. This ensures that patients received the right care in the right place at the right time.</p>
Target population cohort	This activity is targeted to the following population groups:

	<ul style="list-style-type: none"> <li>• young people (typically aged 20 – 35 years)</li> <li>• parents with young children</li> <li>• Aboriginal and Torres Strait Islander people.</li> </ul> <p>The campaign will target these population groups and more broadly will educate people on after-hour services other than the emergency department of a hospital.</p>
Consultation	<p>The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.</p> <p>The PHN will also continue to consult with the following stakeholders in the ongoing development of this activity:</p> <ul style="list-style-type: none"> <li>• Metro North Hospital and Health Service</li> <li>• general practitioners working in our region</li> <li>• pharmacists working in our region</li> <li>• Australian Medical Association Queensland</li> <li>• Queensland Ambulance Service</li> <li>• Royal Australian College of General Practitioners</li> <li>• Institute for Urban Indigenous Health.</li> </ul>
Collaboration	<p>This work builds upon existing relationships and partnerships including:</p> <ul style="list-style-type: none"> <li>• Queensland Health</li> <li>• Metro North Hospital and Health Service</li> <li>• general practitioners working in our region</li> <li>• pharmacists working in our region</li> <li>• Australian Medical Association Queensland</li> <li>• Queensland Ambulance Service</li> <li>• Royal Australian College of General Practitioners</li> <li>• Institute for Urban Indigenous Health.</li> </ul> <p>The role of these organisations is to inform our campaigns when targeting people to improve their</p>

	awareness of appropriate after-hours services
Indigenous Specific	A component of this activity will be targeted to people of Aboriginal and Torres Strait Islander descent.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole PHN region.
Commissioning method (if relevant)	<p>These services will continue to be procured through a direct approach to existing providers. This is consistent with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>Services will be procured from existing service providers.</p>
Decommissioning	N/A.

<b>Proposed Activities - copy and complete the table as many times as necessary to report on each activity</b>	
Activity Title / Reference (eg. AH 1)	<b>AH 3 – After hours Pathways program</b>
Existing, Modified, or New Activity	This activity is a new activity.
Needs Assessment Priority Area (eg. 1, 2, 3)	NP6 After Hours Health Care, page 23. This activity was identified as an opportunity post submission of the Needs Assessment
Aim of Activity	The aim of this activity is to ensure the availability of adequate care pathways specific to after-hours medical services in the Brisbane North PHN (the PHN) region. The provision of after-hours pathways will ensure that clinicians have access to up to date and localised information on health referral pathways during the after-hours period, ensuring that their patients receive the right care in the right place at the right time.
Description of Activity	The PHN will work with health practitioners to create, maintain and update after-hours specific patient care maps that are easily accessible to clinicians. This activity focuses on the technical development and delivery of after-hours specific elements of the Pathways program in the PHN region.  The Pathways program provide ready access to evidence-based decision support and referral information that allow health practitioners to better manage patients with a range of presenting conditions.
Target population cohort	This activity is targeted to clinicians operating in the PHN region.
Consultation	The PHN facilitated co-design workshops in April 2016 with a range of key stakeholders across the community and acute healthcare sectors in the PHN region. This included health professionals, community representatives and consumers. Priority populations and services types were confirmed at these workshops.  The following stakeholders were consulted specific to the development of this activity: <ul style="list-style-type: none"> <li>• general practitioners in the PHN region</li> <li>• primary care practitioners in the PHN region</li> <li>• specialists in the PHN region</li> <li>• Metro North Hospital and Health Service.</li> </ul> The PHN will work closely with the Metro North Hospital and Health Service in developing clinical

	pathways specific to the after-hours period.
Collaboration	The PHN and the Metro North Hospital and Health Service will jointly develop the pathways. The PHN will roll the after-hours pathways and accompanying services out to general practitioners and other users.
Indigenous Specific	No.
Duration	This activity will be ongoing throughout the 2018-2019 financial year.
Coverage	This activity will cover the whole Brisbane North PHN region.
Commissioning method (if relevant)	<p>These services will continue to be procured through a direct approach to existing providers. This is consistent with the PHN's Commissioning Framework.</p> <p>Needs are identified through an assessment process, involving the analysis of population health data and community consultation. Solutions to meet these needs are designed in partnership with stakeholders.</p> <p>Inclusive processes are used to decide how best to implement these solutions, either through direct intervention or the procurement of services. Services are procured through fair and transparent processes.</p> <p>These solutions are then evaluated and the evaluation outcomes used to inform further assessment and planning.</p> <p>Services will be procured from existing service providers.</p>
Decommissioning	N/A.

