

Gold Coast Primary Health Network ANNUAL REPORT 2021 - 2022

*Building **one**
world class health
system for the
Gold Coast*

phn
GOLD COAST

An Australian Government Initiative

Gold Coast Primary Health Network would like to acknowledge and pay respect to the land and traditional practices of the families of the Yugambeh Language Region of South East Queensland, and their Elders, past, present, and emerging.

Artwork:
Narelle Urquhart.
Wiradjuri women.

The artwork depicts a strong community, with good support for each other, day, or night. One mob.

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Australian Government

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ihca
CERTIFICATION

AS/NZS ISO 9001:2015
QUALITY CERTIFIED
ORGANISATION

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The front cover and content page images are provided by Destination Gold Coast.

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For Projects and Programs visit:



gcphn.org.au/annual-report-2021-2022/

For Gold Coast Primary Health Network
Financial Statements, 2021 - 2022, visit:
www.gcphn.org.au



ABOUT GOLD COAST PRIMARY HEALTH NETWORK

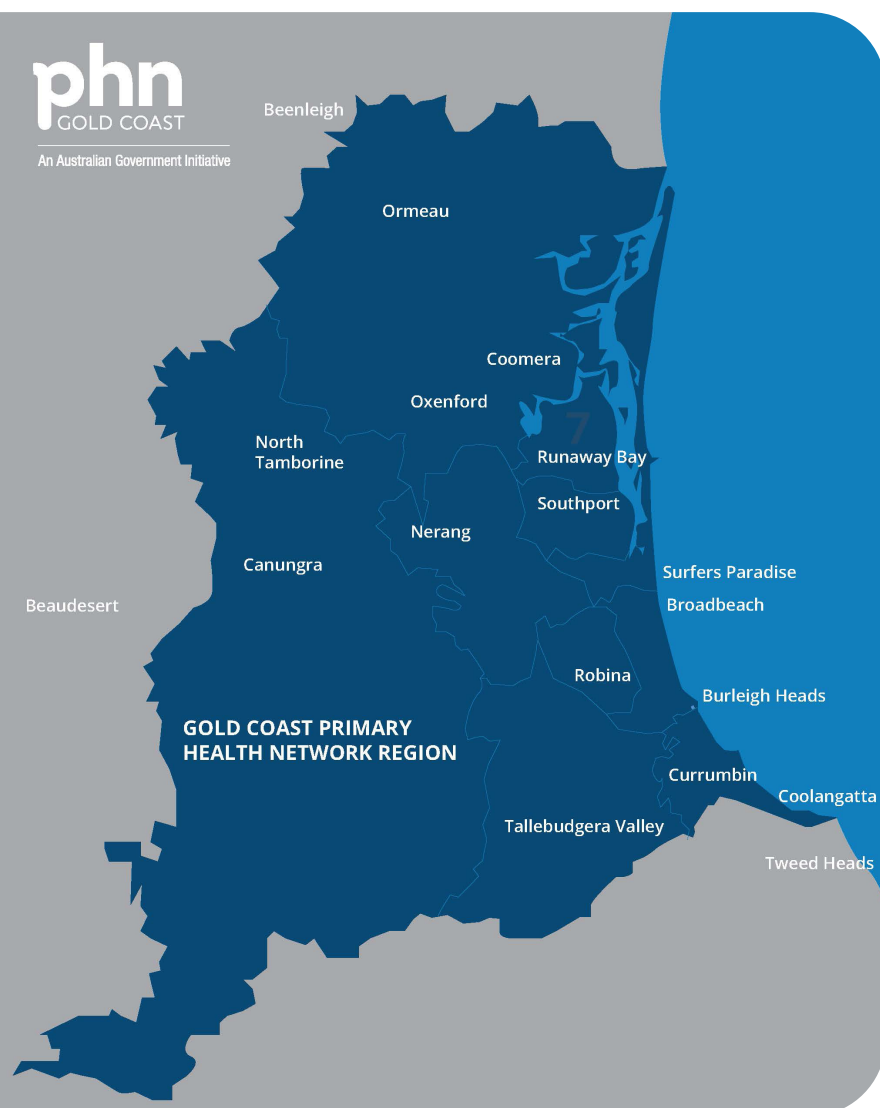
WHO WE ARE

Gold Coast Primary Health Network (GCPHN) is an independent not-for-profit company and one of 31 PHNs established by the Australian Government to identify the health needs of local communities, fund and improve primary health services and keep people well and out of hospital.

WHAT WE DO

We play an instrumental role in working with the local health sector and Gold Coast community to improve health services for residents by:

- Identifying the health needs of residents and designing solutions to meet those needs. This includes identifying service gaps, assessment, planning and establishing health services.
- Funding health organisations to provide local health services e.g. mental health/persistent pain services.
- Helping the health system work better together for patients and families. This includes establishing effective collaboration with local health services and supporting health professionals, including GPs, to improve the quality of patient care.
- Encouraging and supporting improvements in the delivery of primary healthcare services to patients including initiatives aimed at improving disease prevention and management, raising patient awareness, and improving access to appropriate services.
- Promoting a culture of efficiency, accountability, and continuous improvement in the delivery of primary health care services locally.







OUR VISION

'Building one world class health system for the Gold Coast'



OUR STRATEGIC GOALS

-  Improve coordination of care to ensure patients receive the right care, at the right place, at the right time and by the right person.
-  Increase efficiency and effectiveness of health services for patients, particularly those at risk of poor outcomes.
-  Engage and support general practice and other stakeholders to facilitate improvements in our local health system.
-  Be a high-performing, efficient and accountable organisation.

OUR VALUES



SUSTAINABLE

Efficient, Effective, Viable



COLLABORATIVE

Partnerships, Integrated, Engaged



INNOVATIVE

Flexible, Pioneering, Evolutionary



ACCOUNTABLE

Respect, Responsible, Outcomes



EVIDENCE-BASED

Research, Documenting, Transparent



INFLUENTIAL

Visible, Valued, Courageous

QUADRUPLE AIM

HOW WE MEASURE SUCCESS

How we measure the success of our activities is underpinned by the Quadruple Aim, which allows us to measure our strategic objectives through what we aim to achieve - improved patient outcomes, improved clinical performance and high-value health care.



OUR STRATEGIC FRAMEWORK



To ensure people receive the right care, at the right place, at the right time by the right person

IMPROVE COORDINATION OF CARE

Collaborate with stakeholders and partners to develop innovative evidence-based models of care for identified health needs.

Provide leadership and influence through partnerships and alliances to improve the coordination of care.

With partners, increase the breadth and depth of information in the Health Needs Assessment to inform joint planning and investment, to better integrate and coordinate commissioned services.

Develop and support disaster response capabilities in primary health care.



Of medical services particularly for those at risk of poor health outcomes

INCREASE EFFICIENCY AND EFFECTIVENESS

Develop a comprehensive, high-performing primary health care sector that enables the person-centred medical home model.

Develop a digital health strategy that drives value and quality improvement across primary and secondary care to improve health outcomes for people.

Drive better health outcomes and value in healthcare by supporting general practices to use advanced data analytics such as Primary Sense and Primary Health Insights.

Provide professional development and quality improvement programs to support digital transformation within general practice teams (and in time, the broader primary care sector) including improving data analytics, use of decision support tools, risk stratification, My Health Record, secure electronic messaging health pathways and smart referrals.

Foster participatory health towards achieving outcomes that matter to our community.



Actively engage and advocate for general practice and other stakeholders to facilitate improvement in our local health systems

ENGAGING WITH STAKEHOLDERS TO IMPROVE OUR HEALTH SYSTEM

Support the development of the primary care workforce and change management in the sector.

Work towards developing and incorporating consumer outcomes and Patient Reported Measures into service contracts.

Work with training providers to better deliver education opportunities, including using digital formats with an emphasis on priority health needs and quality practice.

Be a trusted source of information in the sector through developing, sharing and promoting.

Accurately curate information to ensure general practice, the primary care sector and other stakeholders receive concise, practical, and timely information to inform their operations.

- advocacy for general practice and the primary care sector.

Provide strategic and policy advice to stakeholders, including state and federal government, advocating for a high performing primary care sector.



Operate as a high performing, efficient and accountable organisation

ACCOUNTABLE ORGANISATION

Establishing efficient, accountable and effective governance and commissioning systems.

Support and develop flexible, agile teams to align with core purpose and contemporary workplace operations and management best practice.

Monitor and measure performance against the Quadruple Aim of better health outcomes, improved patient experience, improved provider experience and reducing costs of services.

GOLD COAST HEALTH PROFILE

830

General Practitioners

207

General Practices

80%

of adults saw a GP
in the last 12 months

39

is the median age
of residents

83

is the average
life expectancy

76,365

visits to GPs for mental
health concerns

11,068

mental health related
presentations to the
emergency department



640,996

residents live in our region

Aged 0-14	112,672
Aged 15-24	77,240
Aged 25-44	174,546
Aged 45-64	161,960
Aged 65+	114,349

12,724

residents identify as
Aboriginal and Torres
Strait Islander people

86,196

residents use a
language other than
English at home

89.3%

of people over 45 assessed
their health as excellent,
very good or good

39.6%

of adults who reported having
at least one long-term
health condition

33.1%

of adults saw a specialist
in the last 12 months

13.0%

of adults admitted to
hospital in the last 12 months



AN AVERAGE DAY ON THE GOLD COAST

19

People are born
10 people die



1,554

Visits are made to
a general practitioner



12

People are diagnosed with cancer

4

People die of cancer (Lung, Colorectal, Prostate, Pancreatic, Breast or Cancer of unknown or ill-defined primary site)

164

People participate in the national bowel cancer screening program (Aged 50 - 74)

253

People participate in BreastScreen Australia (Aged 50-74)

480

People participate in the national cervical screening program (Aged 25 - 74)

508

People present to Gold Coast University and Robina Hospital Emergency Department (Excluding viral infection)



63

People are hospitalised at Gold Coast University and Robina Hospitals which potentially could have been prevented by timely adequate health care in the community



OUR BOARD



Dr Roger Halliwell
(Board Chair)



Victoria Beedle



Kieran Chilcott



Dr Lisa Beecham



Dr Ka-King Cheung



Damian Green

A diverse skills-based Board governs GCPHN which is made up of GPs and broad health sector representation. The Board takes advice from its advisory councils.

COMMUNITY ADVISORY COUNCIL

The Community Advisory Council has a diverse membership of Gold Coast residents who advise the Board. This ensures that any services or programs consider the needs of health consumers and are locally relevant and cost-effective.

CLINICAL COUNCIL

The Clinical Council are health professionals. It includes GPs, allied health professionals and specialists with considerable experience across the primary care sector.

The council provides clinical advice to the Board that assists decision making.

COLLABORATION

We work with Gold Coast residents, health professionals, organisations, and other stakeholders, to inform the decisions we make and the services we fund. This includes Gold Coast Health, hospitals, local, state, and federal agencies, general practices, universities, health consumers and the broader community.



RECONCILIATION ACTION PLAN UPDATE

Our vision is for an inclusive Australian community, which:

- *acknowledges the impacts of our history.*
- *values Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences.*
- *builds respectful and trusted relationships between all Australians.*
- *contributes to a strong shared national culture of compassion and connection.*



We acknowledge the importance of reconciliation in building one world class health system for the families of the Yugambeh language region of South East Queensland. We aim to embed cultural understanding into our internal and external activities, striving for equal health, social and emotional wellbeing outcomes for Aboriginal and Torres Strait Islander peoples through a culturally informed, welcoming and proud environment.

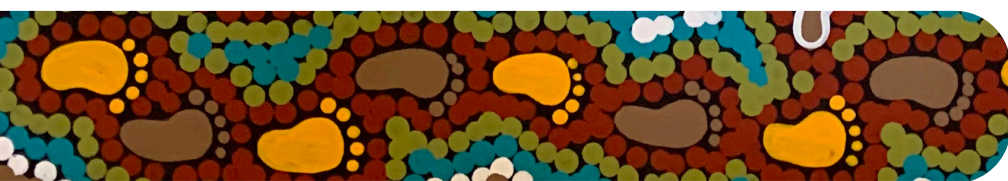
As a company, and as a group of individuals, we are committed to embedding reconciliation across the entire organisation to drive improved social and healthcare outcomes for Aboriginal and Torres Strait Islander people and enhance relationships between Australia's First Peoples and other Australians.

We are working to achieve this by ensuring that all our commissioned services undertake cultural safety training and offer Aboriginal and Torres Strait Islander peoples culturally appropriate healthcare services, as well as by advocating closing the gap in health inequity that our First Nations people experience. We offer our employees cultural awareness and education

opportunities with 97% of our workforce educated and actively participating in onsite workshops, virtual training and various RAP initiatives.

Our Innovate Reconciliation Action Plan (RAP), spans February 2021 – December 2022, underpins many of our activities and is led by the RAP Committee with support from all teams within our organisation. It has focused on the key elements of awareness raising, acknowledgement and ongoing education, and establishing trusted relationships with local Aboriginal and Torres Strait Islander healthcare providers and businesses. We have increased our organisation's cultural capabilities through education, valuing and celebrating the rich cultural heritage of First Nations people and collaborating with local organisations to support the development of culturally sensitive healthcare services for our community.

Our RAP committee has valued the input from local Elders, particularly the Yugambeh Region Aboriginal Corporation Alliance (YRACA), with whom GCPHN and the committee have sought out an advisory relationship.



OUR SUCCESSES

- **1,377,266 COVID-19 vaccines administered on the Gold Coast, with 80.6% of the population having their first dose and 77.8% fully vaccinated.**
- Provided COVID-19 coordination and communication support to vulnerable communities to receive their COVID-19 vaccination, including residential aged care facilities, people who are homebound, homeless, have mental health/substance abuse issues, people of non-English speaking backgrounds and the Aboriginal and Torres Strait Islander community.
- **Continued to support the vaccination rollout for general practice and GP respiratory clinics, including assisting with COVID-19 inquiries, vaccine allocation, ordering stock, personal protective equipment supply and fit testing, cold chain management, information materials and keeping GPs informed and updated.**
- With Gold Coast Health and PCCS, we launched a new Safe Space Hub at Southport providing mental health support to people outside regular business hours. In just nine months of operation, 652 people presented at the Southport service and 56% identified the service was an alternative to the emergency department.



- **A total of 765 medical and nursing students participated in the Clinical Placements Program in which GCPHN partnered with Griffith, Bond, and Southern Cross universities, to train the next generation of medical practitioners and practice nurses by placing them in general practices around the Gold Coast, northern NSW and Brisbane.**
- Through the Strengthening Health Assessments Pathways for Children and Young People in Care project, 257 children are on the health assessment pathway, with 76% reporting improved health outcomes.
- **The Gold Coast Referral and Triage Service provided 2,917 referrals to support services for people not in crisis but requiring mental health and suicide services.**
- From 01 July, 2021 to 30 June, 2022, 1,688 people accessed the Psychological Services Program, providing short-term individual sessions with a psychologist for people with moderate mental health needs.



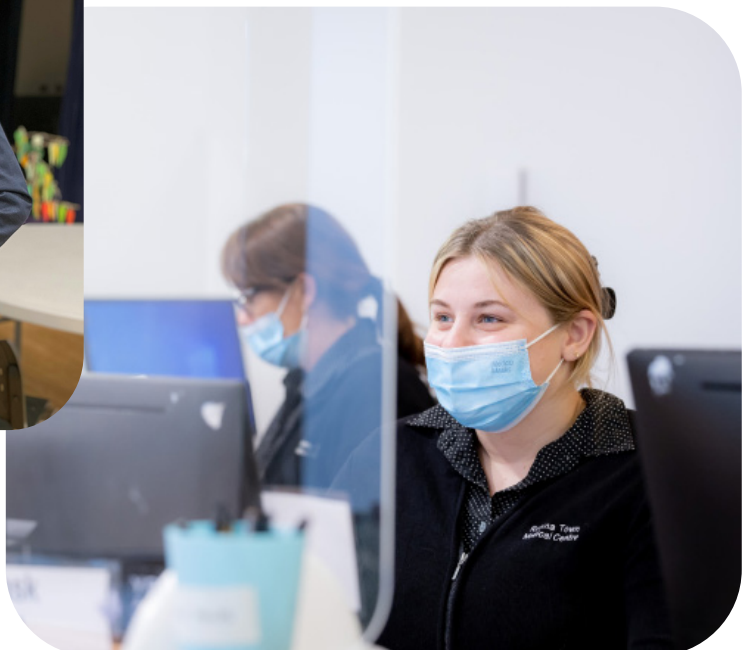
- **932 people accessed the After Hours AOD program which provides support for alcohol and drug misuse outside standard working hours, with 73% of participants recording significant improvement.**
- The Alcohol and Other Drugs (AOD) GP support project has delivered five training sessions and supported other drug and alcohol training packages to the primary healthcare sector, increasing GP and health professional knowledge about the AOD referral pathway and resources to improve drug and alcohol addiction treatment.
- **In the last 12 months, 418 consumers started the My Health for Life program, helping Queenslanders at risk of chronic disease, with 2,009 risk assessments completed.**
- All Gold Coast GPs, 99% of pharmacies and 48% of private specialists are registered for My Health Record.

- **In April 2022, 30 practices began participation in an influenza immunisation quality improvement activity to improve vaccination rates for patients aged 65 and over, or with diabetes or COPD. This activity concludes on 31 October 2022.**
- The Primary Sense software tool, pioneered by GCPHN to support general practices in identifying patients most at risk of poor health, will be available nationally to Primary Health Networks. On the Gold Coast, 93% of eligible general practices had Primary Sense installed by June 2022.
- **There were 266,822 GCPHN website users in the 2021-2022 year, a 70% increase from the previous year.**
- The Turning Pain into Gain program, which provides pain management services to patients through a multi-disciplinary team, saw 301 clients access the service, with increased demand among flood-affected communities.



OUR SUCCESSES

- **The Gold Coast Way Back Suicide Prevention Support Service has assisted 683 clients, 10% of the total volume of Way Back Support Service clients nationally.**
- 553 participants involved in the Expanded Horizons Program for young people who identify with the LGBTIQAP+ community, reported improved health and wellbeing regarding employment, study and independent living skills.
- **A total of 449 people have accessed the Community Pathway Connector program, for people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander peoples seeking to connect to services such as mental health support, housing, accommodation, clothing, food, and transport.**
- Southport and Upper Coomera headspace centres are operating well above the national average, providing mental health support to 2,892 young people
- **57 residential aged care facilities (RACFs) on the Gold Coast are now engaged with the Psychological Services in RACFs program, which has provided mental health support to 682 people, many experiencing significant improvement.**
- In the last 12 months, we have provided training and education events to 1,169 health professionals, including GPs, practice nurses and managers, registrars, allied health, specialist, and administration staff.
- **Supported staff across 30 general practices to implement a team-based cervical screening quality improvement activity aimed at improving the number of female patients with an up-to-date cervical screening. After the program in June 2022, the rate of cervical screening amongst participating practices reached 43.6%, compared to 37.6% before the commencement. In contrast, practices that did not participate in the program saw little improvement in their data and in fact, saw a decline of 0.5% compared to the quarter before commencement.**





- **Some low-functioning participants of the Lighthouse and headspace Early Psychosis Program found employment, started to attend school after months of no or low attendance, were accepted into a university or found work.**
- Support for 522 clients towards mental health recovery through the Clinical Care Coordination (Plus Social) Program, with 96% client satisfaction. Clients were also helped to transition to the NDIS.
- **As part of our Reconciliation Action Plan, 97% of our staff have completed cultural awareness activities and are collaborating with local organisations to develop culturally sensitive healthcare services.**
- Improved the integration of end-of-life care at home for patients, through better coordination with the health sector, including the development of an Advance Care Planning CQI Toolkit and publication of the Planning Your Future Care Today advanced care planning booklet.
- **The Integrated Team Care Program to improve healthcare coordination for Aboriginal and Torres Strait Islander community members provided 15,426 services for healthcare support, 401 transport services and cultural awareness engagement to 117 general practice staff.**
- Of the 75 patients that exited the GCPHN-commissioned chronic and complex wound clinic, 52 left with a fully healed wound.
- **187 individuals withdraw from substances in their own homes through support from the QuIHN Community Withdrawal Program. All clients completing treatment improved.**

CEO REPORT

MATT CARRODUS

This year, we transitioned from our initial pandemic response to living with COVID 19, which required new and flexible responses for vaccination support to vulnerable populations, including homeless people, housebound residents, aged care facilities and the multi-cultural community. We continued to promote essential public health messaging to keep the community informed, safe and well during challenging and uncertain times.

To navigate the constantly changing landscape, we have remained committed to supporting the primary care sector, including general practices and commissioned services providers. Together with the Gold Coast Hospital and Queensland Health, we developed pathways and resources to manage these challenges. General practice has been experiencing unprecedented demand during the pandemic. Despite this, and in addition to vaccination activity, Gold Coast general practices increased activity well beyond pre-COVID-19 levels to meet community needs.

Our strategic plan continues to be developed and implemented, with our vision, to 'Build one world class health system for the Gold Coast'. In 2021, this involved developing several health needs assessments to identify the local health needs of residents and designing service solutions to meet these needs. This included a second mental health Safe Space at Southport to provide alternatives to emergency department presentations for people experiencing mild to moderate mental health issues. Most significantly, 56% of people attending, indicated that if the service was not available, they would have visited a hospital emergency department. This initiative was jointly commissioned with Gold Coast Hospital and implemented through the Joint Oversight Committee for Mental Health, Suicide Prevention and AOD – a successful mechanism for integration enabling all components of the system to work better together for patients and their families.



Our Way Back Suicide Prevention Support Service has been recognised by Beyond Blue and Queensland Health for its strong collaboration between Gold Coast Hospital, GCPHN and the Wesley Mission. This collaboration, including the well-established Suicide Prevention Pathway at Gold Coast Hospital, has led to the service providing support to 10% of the total volume of Way Back Support Service clients nationally (32 operational sites Australia-wide by the end of 2021/22).

"Most significantly, 56% of people attending indicated that if the service was not available, they would have visited a hospital emergency department."

We expect the next year to present new challenges, foremost, the demand for general practices, mental health, and other health workers, as demand increases and the workforce capacity reduces. Innovative strategies will need to be developed to ensure a capable workforce sufficiently supports the community.

I want to acknowledge our dedicated staff who have worked hard to support healthcare providers and implement innovative strategies to meet community needs. Many of our activities have presented new challenges for our staff which they have ably accepted and performed well.

CHAIR REPORT

DR ROGER HALLIWELL



The last year has continued to be busy and challenging as we have navigated the COVID emergency. As a nation, we moved from COVID suppression to living with COVID. Although many restrictions have been gradually removed, Gold Coast Primary Health Network (GCPHN) has continued with a cautious approach in line with all recommendations/mandates from the government. We continue to work with Gold Coast Health and other peak organisations to ensure consistent and logical processes supporting our population through the pandemic.

Notwithstanding significant challenges, the GCPHN team has successfully managed to meet service delivery plans with our clinical partners and has expanded numerous programs funded by the Commonwealth. Mental health is the main area of activity, particularly for disadvantaged patients, who have needs beyond that funded through Medicare and the state health systems.

Working collaboratively with the broader healthcare system, we continue to advocate for patient access in troubled times, mainly supporting the primary care sector with its increased workload.

2021/22 also marked the successful commercialisation of Primary Sense, an innovative software solution supporting general practices. Our team has designed Primary Sense to analyse data from general practice, informing health care planning at a local level. It is also useful in identifying moderate to high-risk patients at a practice level, facilitating more targeted active management beyond the patient-driven agenda. Recognition of the functional success of this innovative tool has seen it transferred

to the national Primary Health Insights system run by the West Australian Primary Health Alliance (WAPHA), and it will be rolled out across participating Primary Health Networks in Australia in the next two years. It is now in most local practices and is in ongoing development to improve the patient journey in parts of Gold Coast Health.

“We continue to advocate for patient access in troubled times, particularly supporting the primary care sector with its substantially increased workload.”

I want to thank our CEO and staff for their commitment to completing all contracted activities and their ‘can do’ approach to the new activities required as the PHN network was tasked to deliver support to the healthcare sector.

The governance of GCPHN continues to be very engaged, responsive, and effective. My fellow directors have all contributed to the organisation’s governance, and I thank them for their ongoing support.



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