SYSTEM SHAPING STRATEGY ✡ OUR SYSTEM SHAPING STRATEGY ✡ OUR SYSTEM SHAPING STRATE

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GOLD COAST
An Australian Government Initiative

Strategic Plan
2026–2029



Acknowledgement of Country

Gold Coast Primary Health Network respectfully acknowledges the Aboriginal and Torres Strait Islander peoples of the Gold Coast – the Kombumerri people, part of the wider Yugambeh Language Speaking group – who are the Traditional Custodians of the lands, winds and waters of this region.

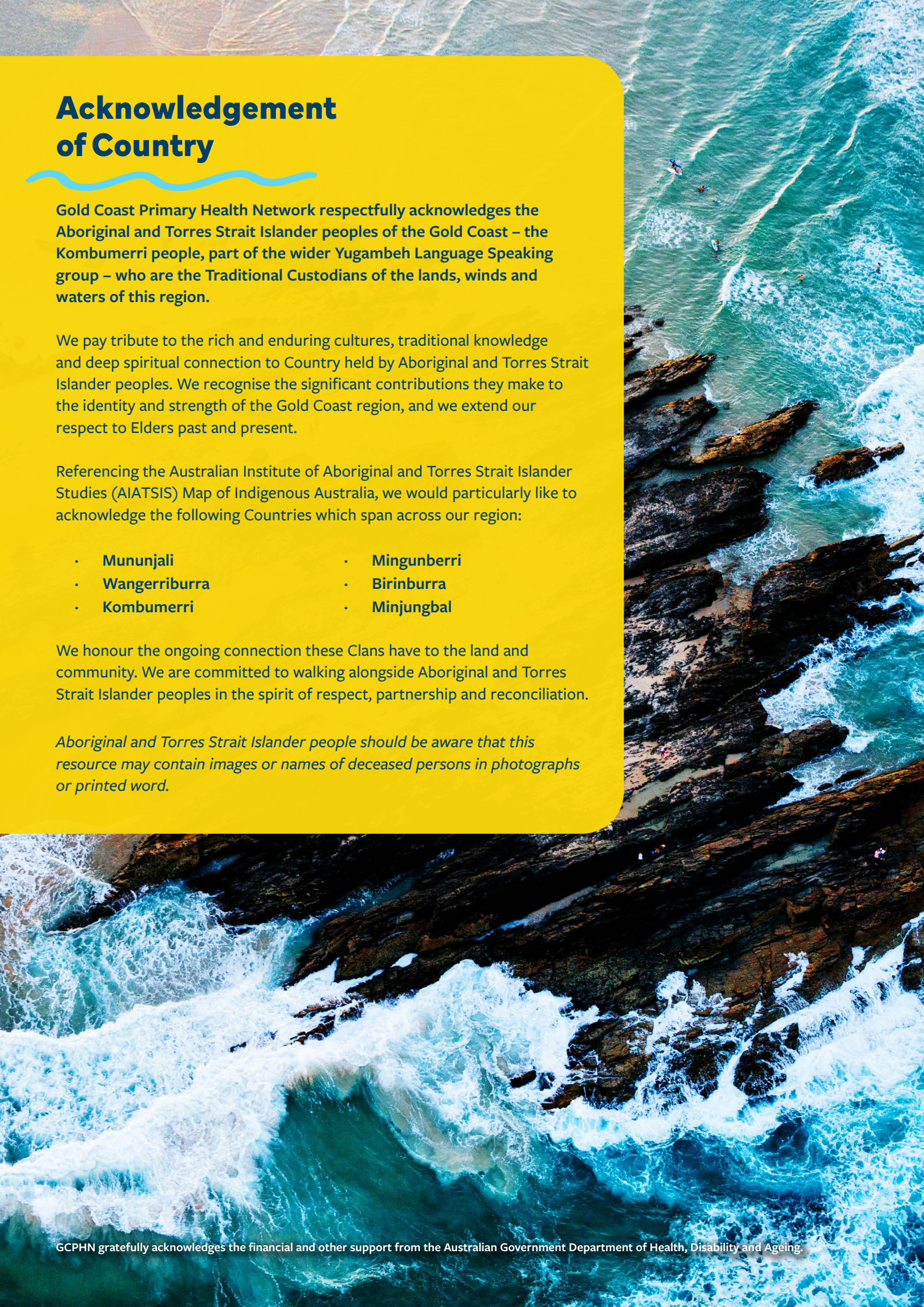
We pay tribute to the rich and enduring cultures, traditional knowledge and deep spiritual connection to Country held by Aboriginal and Torres Strait Islander peoples. We recognise the significant contributions they make to the identity and strength of the Gold Coast region, and we extend our respect to Elders past and present.

Referencing the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Map of Indigenous Australia, we would particularly like to acknowledge the following Countries which span across our region:

- **Mununjali**
- **Wangerriburra**
- **Kombumerri**
- **Mingunberri**
- **Birinburra**
- **Minjungbal**

We honour the ongoing connection these Clans have to the land and community. We are committed to walking alongside Aboriginal and Torres Strait Islander peoples in the spirit of respect, partnership and reconciliation.

Aboriginal and Torres Strait Islander people should be aware that this resource may contain images or names of deceased persons in photographs or printed word.



GCPHN gratefully acknowledges the financial and other support from the Australian Government Department of Health, Disability and Ageing.

Why this matters

The Gold Coast is growing and changing. More people need support to access care and live *healthier lives*. At the same time, health services are facing increasing pressure.

For many people, care can still be hard to access, navigate and connect across services. That's why Gold Coast Primary Health Network (GCPHN) plays an important role.

Not by delivering healthcare directly, but by helping shape a more connected and equitable health system that improves access to care and delivers better health outcomes for everyone.

Our vision

Shaping better health outcomes for every person on the Gold Coast.

Our mission

We bring people, providers and partners together to improve access to care, strengthen primary healthcare and shape a more connected and equitable health system.

Our values



Community first

We are part of the community and for the community.
We put the health and wellbeing of the Gold Coast at the heart of everything we do, acting with compassion and integrity to improve access, support equitable health outcomes and make a meaningful difference in people's lives.



Working together

We believe better health outcomes happen through collaboration.
We build trusted relationships across the health system and with our community, bringing people together to connect care, fill gaps and create lasting impact.



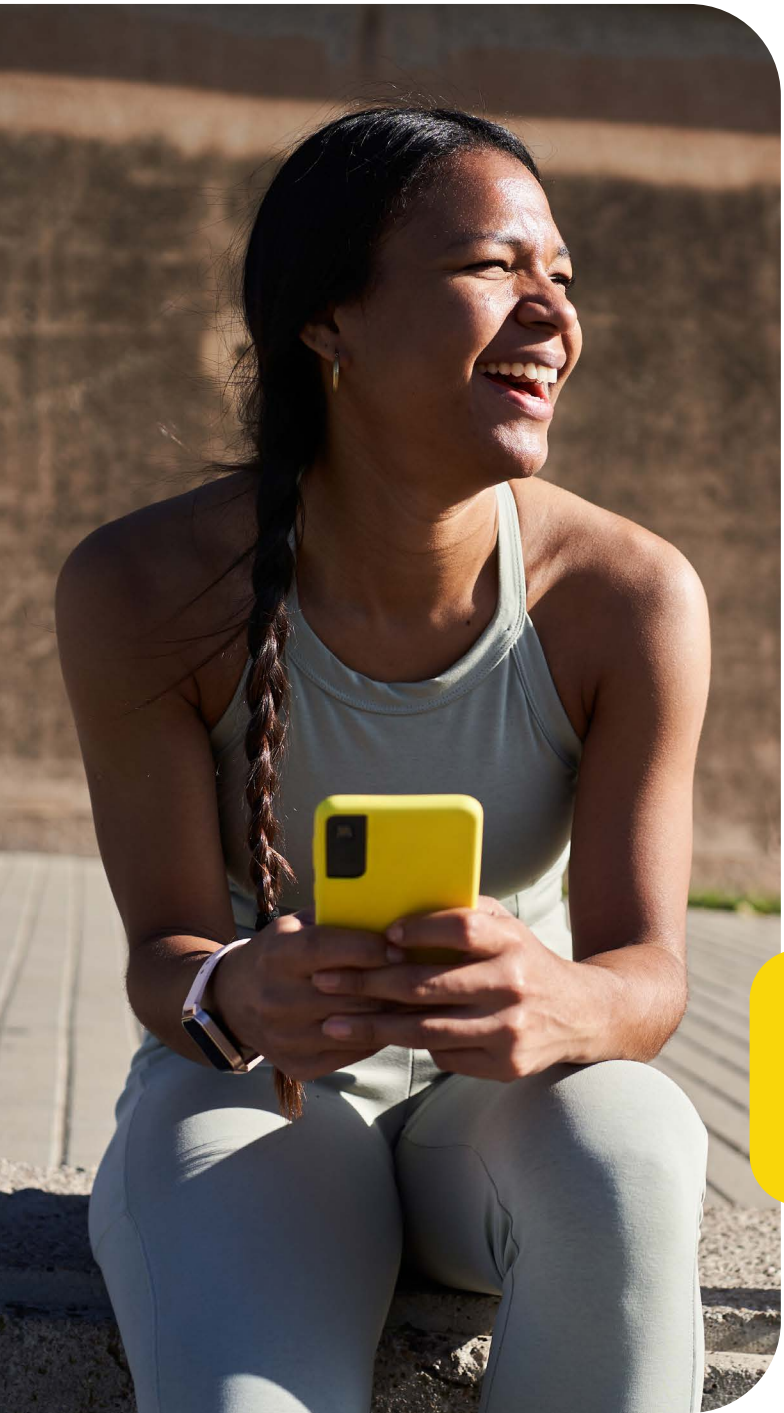
Bold and impactful

We think boldly and act with purpose. We embrace innovation, evidence and new ideas to strengthen primary healthcare. We challenge ourselves to lead positive change and deliver better outcomes for our community.

Our system shaping *mindset*

Our ambition is to be a leading system shaping PHN, driving better health outcomes where community need is greatest.

We think beyond individual services to strengthen the health system as a whole. We focus effort where community need is greatest, bring the right people together to design and improve care, and use evidence to guide decisions and invest in what works. By strengthening connections across the health system, we improve access to care and deliver better health outcomes for everyone.



Guided by our values, we will strengthen our role as a:

- → System shaper
- → Connector of people and services
- → Champion for prevention and health equity
- → Trusted source of evidence and information
- → Driver of better health outcomes

We will do this by:

- → Designing care and support where community need is greatest
- → Strengthening general practice and primary care
- → Using evidence to show what works
- → Building data, digital and workforce capability

This mindset shapes how we think, work and deliver better health outcomes for the Gold Coast community.

How we will build momentum

Refocus and build

Set priorities, strengthen commissioning discipline, improve data and evidence, and focus effort where it can have the greatest impact.

YEARS 1-2

Embed and differentiate

Embed portfolio-led commissioning, strengthen models of care, improve reporting and use evidence to guide decisions.

YEARS 3-4

Lead and scale

Demonstrate impact, build trust, influence funding and reform, and scale models that work.

YEARS 5+

Strategic focus areas

We focus on what will make the biggest difference:

1. Portfolio-led commissioning

Disciplined, evidence-informed and outcomes-focused commissioning model that directs investment to areas of greatest need, impact and value.

- All planning & investment decisions aligned to strategic direction
- Align activity to local need, where it will have the biggest impact
- Strengthen commissioning procurement, visibility & transparency

2. Putting primary care first

Position primary care as the coordinating anchor of the system, improving access, continuity and outcomes for priority populations.

- Support workforce & system capability uplift
- Co-design models in partnership with SMEs
- Improve pathways, access & continuity of care
- Support general practice in quality improvement initiatives

3. Evidence, value and scale

Build a clear, trusted and consistent evidence base that shows what works, informs decisions and strengthens confidence with government and partners.

- Strengthen outcomes & measurement
- Use evidence to guide decisions
- Embed review & evaluation in all our work
- Improve impact reporting

4. Data and digital maturity

Build trusted data and digital foundations to better identify need, inform planning and commissioning, support care coordination and improve visibility of performance and outcomes across the organisation and its partnerships.

- Improve data quality & governance
- Build reporting to inform decision-making
- Strengthen data sharing & digital connectivity
- Grow internal analytics & digital capability
- Use insights to inform commissioning investment

What will enable success:

Strong organisational capability and operating model maturity

GCPHN will build the internal capability, governance, systems and ways of working needed to deliver the strategy with focus, discipline and pace.



Targeted partnership and engagement

GCPHN will build strong, purposeful relationships with general practice, primary care, providers, consumers, community organisations, Gold Coast Health, government and regional partners.



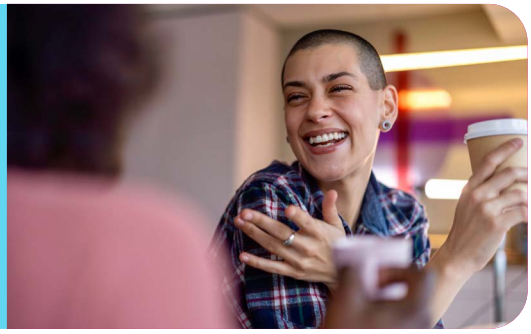
An empowered workforce

GCPHN will support its people to work with clarity, confidence and purpose, with the capability to engage externally, manage performance, use evidence and support change across the system.



Community and stakeholder informed communications and promotion

GCPHN will communicate clearly and consistently, helping communities, providers and partners understand available services, system priorities and the role we play in improving health outcomes.





Our impact

Impact is not how much we do.
It is what *changes* because of our work.

Across GCPHN, meaningful work is already happening every day.

- → Services are funded
- → General practices are supported
- → Partners are connected
- → Care pathways are improved
- → Evidence is built

The next phase is about making impact easier to see, explain and strengthen.

- Shaping services aligned to priority needs
- Better access and continuity
- Clearer pathways for patients
- Better connected services
- Evidence used in commissioning decisions
- Smarter investment
- More confidence in funding decisions
- Stronger case for more support and reform

What sets us apart

GCPHN is uniquely positioned between community, general practice, service providers, hospitals and government.

We can see where people face barriers to care, where services are under pressure, and where care can work better. Our role is to bring the right people together, use evidence, commission services where needed most, improve what works, and advocate for scale.

- → We see the whole picture
- → We work across the local health system
- → We turn evidence into action
- → We make considered choices
- → We improve as we go

We understand local needs, connect the right people, and turn good ideas into better health outcomes for every person on the Gold Coast.



Anatomy of our vision

our role — our impact

Shaping better health outcomes for every person on the Gold Coast

diversity, inclusion, equity

community first

Our shared story

This strategy does not change who we are. It makes clearer how we focus our effort, make decisions and maximise our impact where it matters most.

We know the **Gold Coast**.

We **identify gaps** in care.

We **connect** people and services.

We **invest** where it matters.

We **strengthen** primary care.

We **use evidence** to guide decisions.

We demonstrate **impact**.

We **advocate** for the community.

Our role: We help shape a more connected and equitable health system for the Gold Coast.

Our focus: We focus effort, investment and partnerships where local need is greatest.

Our impact: We improve lives by enabling better access and health outcomes for everyone.



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An Australian Government Initiative

Shaping healthier lives

Strategic Plan 2026–2029

gcphn.org.au

connect with us!

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