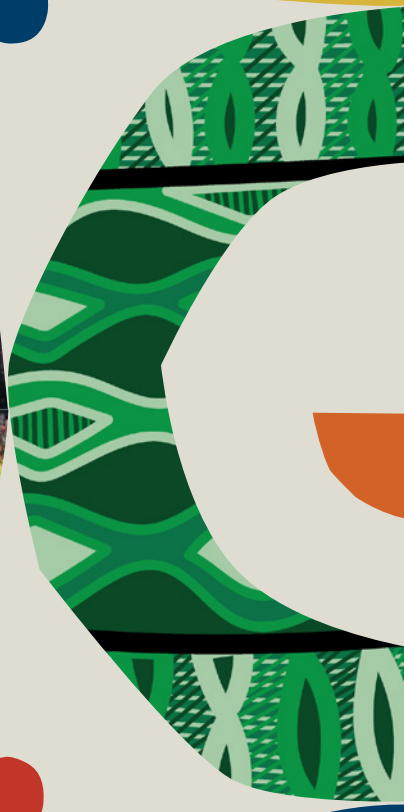
# STRATEGIC PLAN 2024 | 2029







phn NORTHERN TERRITORY

An Australian Government Initiative

RURAL Workforce AGENCY NT

# BOARD CHAIR FOREWORD

In my final year as a Director and as Chair of Northern Territory Primary Health Network (NT PHN), I am proud to present on behalf of the board the Northern Territory PHN Strategic Plan 2024–29.

The Northern Territory PHN board is represented by independent, skills-based directors. We are appreciative of the invaluable work of our leadership team and staff across the organisation, and the contribution of our partners, service providers, the primary health and mental health sector, and broader community.

I am from the Territory, with lifelong experiences and connections including family in the Centre and Top End. I joined the Northern Territory PHN board because of my work in the law and justice space and health partnerships, and to bring an Aboriginal Territorian perspective.

In my more than eight years on the board, I have seen how our systems, structures and supports have strengthened and improved over time. Our strategic plan builds on this body of work of continual review and improvement, and it also articulates a new vision and direction with our commitment to Aboriginal and Torres Strait Islander peoples and communities.

## The core of this vision is to acknowledge that platitudes and well-intentioned words are not enough. We must be accountable for what we do.

We must develop and strengthen systems that demonstrate measurable outcomes, evident in our commissioning decisions, workforce support and development strategies, and in the ways we enhance agency of Aboriginal and Torres Strait Islander Territorians across primary and mental health care. While prior plans pledged to commission culturally safe services, our new plan extends this commitment to cultivating a shared understanding and application of cultural safety and inclusivity within the primary and mental health care context.

I share the board's sentiment that if we aim high in this investment and strategic approach, we will enable Aboriginal and Torres Strait Islander Territorians to make a meaningful impact collectively with partners and allies.

**John Rawnsley**
Board Chair
Northern Territory PHN



# CEO FOREWORD



It is a pleasure to introduce the Northern Territory PHN Strategic Plan for 2024–29, marking our ninth year of dedicated service in enhancing primary health care across the Northern Territory. Since our inception, Northern Territory PHN has been at the forefront of driving integration and efficiency in primary care services by understanding local health needs, fostering partnerships and commissioning evidence-based services. This strategic plan serves as our roadmap toward realising this vision.

As a health care professional, I recognise the significance of person-centred care in improving health outcomes. Through our integrated approach, we strive to provide comprehensive health care services that meet everyone's unique needs. Our commitment is to deliver high-quality care that empowers Territorians to lead healthy and fulfilling lives.

Our commitment to tailored, patient-centred care and clinician support has evolved alongside the changing health care landscape. We are proud to play a central role in national health reform agendas and the Australian Government Department of Health and Aged Care priorities, ensuring equitable access to primary and mental health care.

At the heart of our commitment lies the support for primary care and mental health care providers as we assess and address the community's health care needs through strategic commissioning. We aim to reduce gaps and improve equity of access to primary care and mental health services.

Our strategic plan is centred on six key focus areas: supporting primary care providers, addressing local health needs through commissioned services, and integrating local and regional health systems. We are equally committed to evolving our organisational capability, nurturing a robust internal culture, and supporting our rural workforce.

As a PHN and Rural Workforce Agency, we embrace our role in driving local innovation to deliver national programs. Amidst the challenges faced by our health care system, we stand beside primary and mental health service providers, equipping them with resources for delivering high-quality care.

Our vision is clear—to build a sustainable, culturally aligned workforce, facilitate coordination and integration, and commission culturally safe programs. Through these efforts, we aim to realise a culturally responsive, integrated and accessible health system for the Northern Territory.

In this strategic plan, we embark on a journey to further our impact, innovate to meet evolving needs, and continue our unwavering commitment to improving health outcomes and life expectancy across our diverse region. Together with our partners and stakeholders, we look forward to shaping a healthier future for all Territorians.

**Gillian Yearsley**
Chief Executive Officer
Northern Territory PHN



# OUR PURPOSE

## At Northern Territory PHN, we seek to improve the health and wellbeing outcomes of communities across the Territory.

We have a dual role in improving the health and wellbeing outcomes for people living in the Northern Territory. We are responsible for commissioning contemporary health services. This means we oversee the delivery of vital health care initiatives in primary and mental health care to meet the needs of our communities. We are also a Rural Health Workforce Agency (RWA). This involves deploying skilled professionals to areas where they are needed most.

Our overarching commitment lies in driving health system reform, ensuring equitable access to care closer to home, and fostering a culturally safe and inclusive environment for health and wellbeing.

We deliver on the Australian Government's Health Reform Agenda for the Department of Health and Aged Care.

Our goal is clear—to create a primary and mental health care system that is responsive, coordinated and tailored to the diverse needs of our communities. This pursuit is integral to our transformative journey.

Our purpose is underpinned by:




### Centering on cultural safety and inclusiveness

We expect all health services commissioned by Northern Territory PHN to be culturally appropriate, safe, inclusive, accessible, respectful and well-coordinated. Through the application of continuous quality improvement and our Cultural Respect Framework, we strive for excellence to ensure that services are supported to be effective and outcomes-driven while acknowledging the rich tapestry and diversity of cultures in the Northern Territory.




### Actively listening and amplifying perspectives

We integrate processes that amplify the perspectives, participation and voices of community members and those with lived experiences. Doing so delivers health and wellbeing outcomes that genuinely matter to the individuals we serve. This commitment is integral to making space for authentic conversations and actively listening to feedback. We recognise the invaluable contributions of individuals, Elders, community members, carers, advocates and families in shaping decisions.




### Collaborating with our community

Collaboration with our community is at the forefront of our strategy. We are dedicated to building a robust primary and mental health care system that is responsive and equitable in its delivery. The involvement of consumers, carers, kin and Traditional Owners is emphasised throughout every phase of the commissioning process—from strategy and planning to delivery and evaluation. To do this, we ensure our governance, planning and collaboration efforts are focused on enhancing health care access, addressing social determinants of health, and fostering an environment that promotes wellbeing, economic prosperity and social cohesion.

We work collaboratively with our partners to develop innovative solutions beyond conventional approaches. This collective impact strategy aims to empower communities and improve access to high-quality care across the lifespan.




### Focusing on solutions for the future

We use meaningful data-driven approaches to identify areas for improvement. We leverage our partnerships in research to implement evidence-informed solutions for the timely translation of research into practice for better health and wellbeing outcomes.

We focus on building the future health care workforce, with a strong emphasis on developing Territorians, particularly our Aboriginal and Torres Strait Islander workforce. We invest in education and training programs that develop skills, capacity and capabilities, ensuring the workforce is equipped to provide high-quality, consumer-centred care to our communities.

# OUR ORGANISATION

In the heart of the Northern Territory, our organisation operates with a conviction that solutions to health care challenges emerge within the community. Governed by a board of independent and skilled directors, our focus on primary health is unwavering. Our strength lies in our teams' extraordinary skills and capabilities, particularly those with a community and clinical focus.

Central to our ethos is a connection with Northern Territory communities, and with our clinical and community councils, we continuously learn, listen and innovate, ensuring that local insights and cultural perspectives shape our initiatives and community-led responses for health solutions.

Traditional Owners are essential in our service delivery models, ensuring cultural safety and holistic wellbeing. Our programs prioritise cultural connections, Indigenous knowledge, and involvement of Elders. By integrating traditional healing and engaging with Traditional Owners, we seek health and wellbeing solutions aligned with community aspirations.

By prioritising community-driven solutions, we honour the authority, resilience and strength inherent in local voices.

Integral to our strategy is capacity-building in primary care and mental health services, empowering providers through resources, training and support. Collaboration with local health providers and stakeholders is fundamental as it bridges service gaps to deliver accessible, high-quality, culturally safe and inclusive services tailored to our unique populations.



As a primary health network, our core objectives are to:




**Build capacity in primary and mental health service provision**

We provide resources, training and support to enable primary care and mental health service providers to plan, support and deliver high-quality care.




**Commission health services**

We identify service gaps and consciously commission culturally appropriate and safe services that meet our community's unique health needs through various activities, such as health promotion, prevention, early intervention, treatment and management of chronic conditions.




**Coordinate health system integration**

We partner with collaborators and the community to shape an integrated and coordinated approach to primary and mental health care delivery, promoting better health and wellbeing outcomes for Territorians.




**Champion health workforce reform**

We address health workforce shortages in the Northern Territory, listening to the needs of the health sector, growing our Aboriginal and Torres Strait Islander workforce, and responding through initiatives that support retention, access, recruitment and advocacy for future needs.

We are committed to supporting our staff's professional growth through access to education, training and networking opportunities. Our dedication to growing an Aboriginal and Torres Strait Islander workforce reflects our goal of commissioning culturally safe services and engaging communities authentically.

To address health disparities, particularly in Aboriginal and Torres Strait Islander communities, we collaborate with partners across health and non-health sectors, including education, housing, justice and social inclusion, taking a health-in-all-connections approach. This collective impact approach leverages partnerships to achieve sustainable reductions in health disparities and the cycle of inequity.

This strategic plan will permeate our entire organisation, recognising the strength and resilience of our communities. It will serve as the consistent guiding principle in all our endeavours as a PHN in the Northern Territory. Accountability will be ingrained in every aspect of our operations. We will monitor our progress against this plan with transparency, seeking feedback and providing regular updates to the community, health care providers and partners. We will celebrate our achievements and learn from our experiences to continually improve as a PHN.



# OUR REGION

Northern Territory PHN serves a population of over 247,000 people in an area covering almost 1.3 million square kilometres. Our region spans from the diverse landscapes of Central Australia to the tropical coasts of the Arafura Sea and includes some of the most remote communities in Australia.



POPULATION OF
**247,000**



**IN 18 YEARS**
THE POPULATION IS EXPECTED TO REACH
**327,440**



**ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES**
ACCOUNT FOR
**30.8%**
OF THE POPULATION



**74.6%**
OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES LIVE IN
**REMOTE**
OR VERY REMOTE AREAS

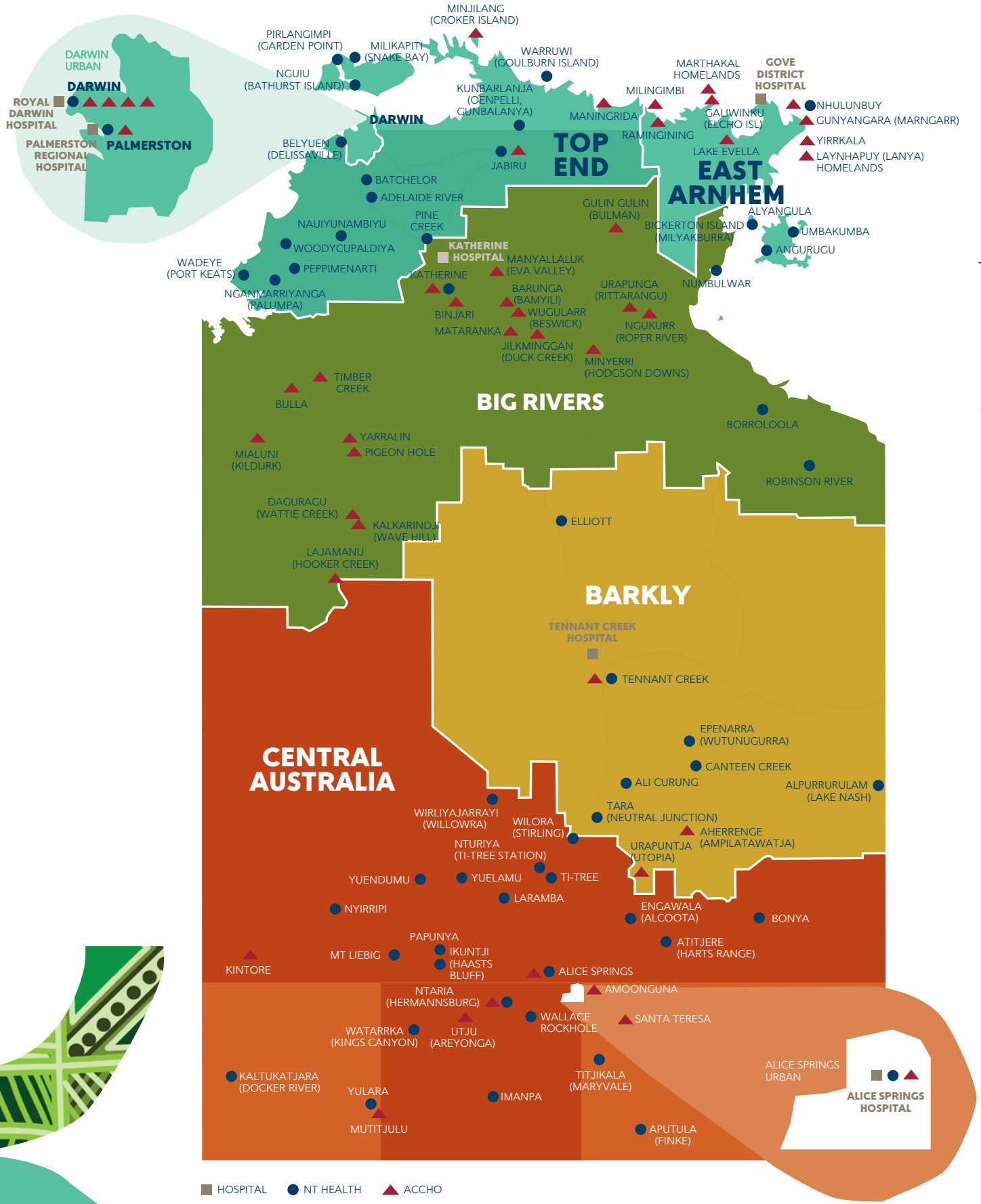
Encompassing Top End, Darwin, Big Rivers, East Arnhem, Barkly and Central Australia, our vast area is rich in cultural diversity and community, with a deep connection to the land and waters. Equally, this vastness presents unique challenges in delivering health care to a widely dispersed population, which includes a significant proportion of Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander peoples comprise 61,115 (30.8 per cent) of the Northern Territory population, of whom 74.6 per cent live in remote or very remote areas. Providing culturally safe and appropriate health care services that cater to diverse needs, languages and cultures presents a unique challenge for health care providers across the Northern Territory.

Socioeconomic disadvantage is a common denominator for the leading cause of early death and hospitalisation in the Northern Territory. The Aboriginal and Torres Strait Islander population across all regions of the Territory experience disproportionate levels of poverty, crowded housing and poor health and wellbeing, that have a direct relationship to the social determinants of health. People living in the Northern Territory experience homelessness ten times greater than anywhere else in Australia.

Our PHN recognises these challenges and the importance of meeting consumer needs and listening to stakeholder feedback. We prioritise evidence-informed, place-based, culturally safe and appropriate approaches to address health and wellbeing needs. We allocate resources equitably and efficiently.

By working collaboratively with the broader health sector, local communities, health care providers and stakeholders, Northern Territory PHN aims to honour our unique and diverse region by improving access to primary health care and delivering equitable health and wellbeing outcomes for Territorians.


DARWIN URBAN
DARWIN
ROYAL DARWIN HOSPITAL
PALMERSTON REGIONAL HOSPITAL
PALMERSTON
MINJILANG (CROKER ISLAND)
PIRLANGIMPI (GARDEN POINT)
MILIKAPITI (SNAKE BAY)
NGUIU (BATHURST ISLAND)
WARRUWI (GOULBURN ISLAND)
KUNBARLANJA (OENPELLI, GUNBALANYA)
MARTHAKAL HOMELANDS
GOVE DISTRICT HOSPITAL
MILINGIMBI
MANINGRIDA
GALIWINKU (ELCHO ISL)
NHULUNBUY
GUNYANGARA (MARNGARR)
RAMINGINING
YIRRKALA
LAKE EVELLA
LAYNHAPUY (LANYA) HOMELANDS
DARWIN
BELYUEN (DELISSAVILLE)
JABIRU
TOP END
EAST ARNHEM
BATCHELOR
ADELAIDE RIVER
GULIN GULIN (BULMAN)
ALYANGULA
NAUIYUNAMBIYU
PINE CREEK
BICKERTON ISLAND (MILYAKBURRA)
UMBAKUMBA
WOODYCUPALDIYA
KATHERINE HOSPITAL
ANGURUGU
WADEYE (PORT KEATS)
PEPPIMENARTI
MANYALLALUK (EVA VALLEY)
KATHERINE
NUMBULWAR
NGANMARRIYANGA (PALUMPA)
BARUNGA (BAMYILI)
URAPUNGA (RITTARANGU)
BINJARI
WUGULARR (BESWICK)
NGUKURR (ROPER RIVER)
MATARANKA
JILKMINGGAN (DUCK CREEK)
MINYERRI (HODGSON DOWNS)
TIMBER CREEK
BULLA
BIG RIVERS
BORROLOOLA
MIALUNI (KILDURK)
YARRALIN
PIGEON HOLE
ROBINSON RIVER
DAGURAGU (WATTIE CREEK)
ELLIOTT
KALKARINDJI (WAVE HILL)
LAJAMANU (HOOKER CREEK)
BARKLY
TENNANT CREEK HOSPITAL
TENNANT CREEK
EPENARRA (WUTUNUGURRA)
CANTEEN CREEK
CENTRAL AUSTRALIA
ALI CURUNG
ALPURRURULAM (LAKE NASH)
WIRLIYAJARRAYI (WILLOWRA)
TARA (NEUTRAL JUNCTION)
WILORA (STIRLING)
AHERRENGE (AMPILATAWATJA)
NTURIYA (TI-TREE STATION)
URAPUNTJA (UTOPIA)
YUENDUMU
YUELAMU
TI-TREE
LARAMBA
NYIRRIPI
ENGAWALA (ALCOOTA)
BONYA
PAPUNYA
ATITJERE (HARTS RANGE)
MT LIEBIG
IKUNTJI (HAASTS BLUFF)
KINTORE
ALICE SPRINGS
AMOONGUNA
NTARIA (HERMANNSBURG)
WALLACE ROCKHOLE
SANTA TERESA
WATARRKA (KINGS CANYON)
UTJU (AREYONGA)
ALICE SPRINGS URBAN
ALICE SPRINGS HOSPITAL
KALTUKATJARA (DOCKER RIVER)
TITJIKALA (MARYVALE)
YULARA
IMANPA
MUTITJULU
APUTULA (FINKE)
HOSPITAL
NT HEALTH
ACCHO

# OUR COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES

Our PHN is committed to leading and acting in the spirit of reconciliation. We recognise Aboriginal and Torres Strait Islander peoples and communities as the first peoples of Australia with a spiritual and physical connection to culture, language, land and waters.

Northern Territory PHN is governed and owned by Northern Territory based members and board. Our foundation is built on the principle that by devolving leadership, decision-making powers and responsibility from a national level to a Territory level we will improve the ways we deliver on our purpose and objectives.

We believe the challenges facing Aboriginal and Torres Strait Islander Territorians will be met by extending this same principle to all. By enhancing agency and ownership across all facets of our organisation, and how we support services and community, we will enable solutions to be led by Aboriginal and Torres Strait Islander Territorians.

## The Northern Territory is incredibly diverse. We know the rich tapestry of culture, identity, language, association, and connection across the Aboriginal and Torres Strait Islander population requires responsive and adaptive systems. This richness and diversity is a source of value, strength and resilience.

Building upon the insights from previous Northern Territory PHN strategic plans, we are furthering our commitment to Aboriginal and Torres Strait Islander health. While prior plans pledged to commission culturally safe services, this plan extends our commitment to cultivating a shared understanding and application of cultural safety and inclusivity within the primary and mental health care context.

We must be guided and led by Aboriginal and Torres Strait Islander Territorians, supported by appropriate resources and investments. It is imperative to acknowledge that Aboriginal and Torres Strait Islander individuals have the authority to define what cultural safety means to them.

Northern Territory PHN acknowledges that to improve health outcomes for Aboriginal and Torres Strait Islander Territorians we must go beyond platitudes and well-intentioned words. We must be accountable for what we do. We must develop and strengthen systems that demonstrate measurable outcomes, evident in our commissioning decisions, workforce support and development strategies, and in the ways we enhance agency of Aboriginal and Torres Strait Islander Territorians across primary and mental health care.



Across this strategic plan, cultural safety, responsiveness and respect are embedded in our focus areas and priorities. We will demonstrate how we do this through our organisational policies led by the Cultural Respect Framework and Reconciliation Action Plan. These policies will be reviewed and updated throughout the life of this strategic plan.

### Our people

As a health organisation, we are unique in the work we do and how we are connected to community, the workforce and services. We are committed to leading and acting in the spirit of reconciliation. The principles of reconciliation that include relationships, respect and opportunities continue to be embedded in everything we do.

Northern Territory PHN recognises that all staff have the right to work in a culturally safe and transparent environment, and we will ensure our staff and the wider health care sector are influenced to create workplaces that are free of racism, are respectful, and allow staff to enjoy their own and be respectful of other cultures. We acknowledge that achieving real change requires continuous learning and adaptation, and commitment to cultural safety, respect and responsiveness of our teams. Our dedication to improving our cultural responsiveness through education, policies and accountability will enable us to lead by example within the Northern Territory. We enhance this by nurturing relationships, respecting and learning about cultures, beliefs, histories and traditions of Aboriginal and Torres Strait Islander peoples in the Territory. Through collective impact, we work together to create positive and sustainable relationships for the betterment of all Aboriginal and Torres Strait Islander peoples and the broader communities.

### Partnering with Aboriginal Community Controlled Health Organisations

Our PHN acknowledges the significant role and contributions the Aboriginal Community Controlled Health sector in the Territory has served in improving health outcomes. Aboriginal Community Controlled Health Organisations are strong in leadership and governance and well connected across the communities they serve, demonstrating high levels of trust and accessibility to primary health. The principles of empowerment, agency and wellbeing that underpin community-controlled structures align with our commitment to Aboriginal and Torres Strait Islander health.

We recognise that supporting the agenda for transition to community control is a pivotal aspect of building on the commitment for a strong and sustainable Aboriginal community-controlled health sector to meet the unique needs of our most disadvantaged Territorians. We want to see these organisations take a lead role in health care delivery and to be strong and effective, reflecting the principles of self-determination and community empowerment.

### Closing the Gap

Northern Territory PHN supports the intent and spirit of the Closing the Gap agenda. We are committed to serving an impactful role within our scope of influence to the targets set at a national level, and to add value to the National Agreement and the Northern Territory Implementation Plan.

The priority reform areas under the National Agreement broadly reflect the commitments in this strategic plan.

We recognise our unique role in being governed and owned by Northern Territory based members and board. By working more closely with community and services, and with our commitment to Aboriginal and Torres Strait Islander peoples as set out in this plan, we are in a strong position to demonstrate value in our work and alignment to Closing the Gap.

# STRATEGIC PLAN SUMMARY

## VISION

A culturally safe, inclusive, person-centred and integrated health care system that helps Territorians thrive.

## OUR VALUES

### TRUSTED PARTNER

Working with others to promote unity and collective responsibility. We support each other to achieve better health and wellbeing outcomes for our communities.

### CULTURALLY SAFE

Committed to continuous learning and improved practices that deepen our understanding of how to best support culturally safe and responsive health care across the lifespan, especially for Aboriginal and Torres Strait Islander peoples.

## FOCUS AREAS AND STRATEGIC PRIORITIES

### FOCUS AREA 1
**Fostering cultural respect, safety and responsiveness**

Priority 1.1
Promote community-led decision-making through Traditional Owners, Elder groups, community and consumers.

Priority 1.2
Cultivate cultural responsiveness of Aboriginal-designed service delivery models, Aboriginal-developed ways of working and Aboriginal tools to measure outcomes.

Priority 1.3
Highlight cultural responsiveness as a key deliverable within our commissioned activities.

Priority 1.4
Ensure the promotion of health literacy, agency and autonomy across services.

Priority 1.5
Eliminate racism through inclusive strategies.

### FOCUS AREA 2
**Supporting primary care and mental health service providers**

Priority 2.1
Collaborate with primary health care and mental health service providers to understand needs, and support sustainable service delivery and equitable access.

Priority 2.2
Enhance the capacity and sustainability of Aboriginal and Torres Strait Islander primary and mental health care.

Priority 2.3
Advance equitable access to culturally responsive primary and mental health care workforce availability across the Northern Territory.

Priority 2.4
Cultivate primary care and mental health service innovation, including the meaningful use of data, research translation and digital health enablers for evidence-informed health care and continuous quality improvement.

Priority 2.5
Harness multidisciplinary approaches to support culturally safe and responsive continuity of care.

### FOCUS AREA 3
**Commissioning services to meet local health needs**

Priority 3.1
Ensure a community-led commissioning approach that is data-driven, digitally enabled and focuses on health and wellbeing outcomes.

Priority 3.2
Build a culturally responsive commissioning approach to achieve the best health and wellbeing outcomes and investment for our communities.

Priority 3.3
Demonstrate health impact through accountable and culturally responsive commissioning.

Priority 3.4
Transform from outputs to culturally safe and appropriate health and wellbeing outcomes, focused on individual and community-centred care.

Priority 3.5
Collaboratively co-create and commission activities with the sector and community for health and wellbeing.

## MISSION

We support communities through responsive primary and mental health care, fostering a sustainable workforce and prioritising the distinct needs of Territorians, with a focus on Aboriginal and Torres Strait Islander communities.

### AUTHENTIC

Acting with integrity, we are open, ethical and accountable in our actions and decisions. We are transparent and consistently do what is right in challenging situations.

### COURAGEOUS

Leading the way, speaking up, challenging inequity, embracing change, taking responsibility, advocating for the most disadvantaged communities, empowering others to embrace curiosity and making meaningful changes in the health care system.

### INCLUSIVE

Valuing cultural responsiveness, inclusion and diversity, and fostering an atmosphere that celebrates diversity and promotes equality.

Each focus area highlights our commitment to addressing health outcome inequity in the Northern Territory. The community we serve experiences some of the poorest health outcomes in Australia and we intend to engage in commissioning which focuses on opportunities to recognise the strengths of our communities and access their knowledge and resilience to provide appropriate solutions.

### FOCUS AREA 4
**Integrating locally responsive health systems**

- Priority 4.1 — Facilitate integrated planning and community-informed service provision.
- Priority 4.2 — Drive a collaborative approach to innovative data management and insights.
- Priority 4.3 — Engage in genuine collaborative planning and investment across the health sector.
- Priority 4.4 — Build community-centric advocacy and influence.
- Priority 4.5 — Embed a whole-system commitment to ongoing improvement and priority health reforms.

### FOCUS AREA 5
**Evolving our organisational capability and growing our workplace culture**

- Priority 5.1 — Elevate governance excellence by investing in our processes and systems.
- Priority 5.2 — Commit to our own Aboriginal and Torres Strait Islander recruitment, retention and professional development.
- Priority 5.3 — Grow and develop our people for high performance with an engaged, motivated, culturally safe and skilled workforce.
- Priority 5.4 — Grow our organisational culture to thrive, adapt and achieve success.
- Priority 5.5 — Empower our workforce capacity through responsive systems.

### FOCUS AREA 6
**Supporting the rural health workforce**

- Priority 6.1 — Systematically understand the needs of the primary health care and mental health service provider workforce to support planning and prioritising of workforce programs.
- Priority 6.2 — Develop and grow a dedicated and identified Aboriginal and Torres Strait Islander workforce in the Northern Territory.
- Priority 6.3 — Maintain equitable access to primary and mental health care workforce availability across the Northern Territory.
- Priority 6.4 — Improve access to supported career pathways into primary health care, especially for Aboriginal and Torres Strait Islander communities in the Northern Territory.
- Priority 6.5 — Support the primary health care and mental health provider sector to recruit, develop and retain health care professionals.

FOCUS AREA 1

# FOSTERING CULTURAL RESPECT, SAFETY AND RESPONSIVENESS

Our PHN is dedicated to nurturing and advancing cultural practices that positively impact the health and wellbeing of our communities.

STRATEGIC OUTCOMES

STRENGTHENING **CULTURAL RESPECT, SAFETY AND RESPONSIVENESS** FOR COMMUNITY WELLBEING



Priority 1.1

**Promote community-led decision-making through Traditional Owners, Elder groups, community and consumers.**

We facilitate community-led decision-making by fostering authentic partnerships, consultation and engagement with consumers, communities, Traditional Owners and Elders. We actively seek feedback to enhance cultural safety, inclusivity and responsiveness in health care delivery. We actively listen to community, share information, respect autonomy and prioritise cultural protocols and values.

Priority 1.2

**Cultivate cultural responsiveness of Aboriginal-designed service delivery models, Aboriginal-developed ways of working and Aboriginal tools to measure outcomes.**

We champion cultural respect, safety and responsiveness by implementing Aboriginal-led service models that reflect the community's needs, values and practices. We invest in innovative community-led responses to priorities created by communities. Communities guide us in meaningful measurements that will support local decision-making and service design.

Culturally-led strengths complement clinical governance, fostering innovative Aboriginal service models and investing in Aboriginal Territorian thinking that values intellectual property and determines investments for impactful community-led solutions. We prioritise measuring the true value of Aboriginal-led approaches, recognising the unique insights they offer. We ensure investments align with community priorities, enhancing cultural responsiveness in health care delivery.

Priority 1.3

**Highlight cultural responsiveness as a key deliverable within our commissioned activities.**

We elevate cultural safety, inclusivity, respect and responsiveness as a primary focus in all commissioned activities, ensuring alignment with community needs and values. We advance understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. We monitor the provision of services by our commissioned providers to strengthen a shared understanding and application of culturally appropriate engagement co-created with Aboriginal and Torres Strait Islander communities.

Priority 1.4

**Ensure the promotion of health literacy, agency and autonomy across services.**

We embed health literacy, health education and communication support using language resources as a part of the work we do.

In our commissioning, we prioritise culturally safe processes that respect autonomy and cultural values. We ensure commissioned services embody knowledge empowerment and agency, contributing to health equity and alignment with our shared goals.

Priority 1.5

**Eliminate racism through inclusive strategies.**

We uphold robust equal opportunity and anti-discrimination positive duty policies, holding ourselves and our partners accountable in practising the principles outlined. Our commitment includes fostering cultural safety, respect and awareness. Encouraging respectful dialogue, we aim to create a harmonious, inclusive environment in line with the broader commitment to eliminating systemic disparities.

FOCUS AREA 2

# SUPPORTING PRIMARY CARE AND MENTAL HEALTH SERVICE PROVIDERS

Our PHN is committed to developing the capacity and capability of primary care and mental health services to improve access to high-quality care for Territorians.

STRATEGIC OUTCOMES

IMPROVED ACCESS TO QUALITY **PRIMARY CARE AND MENTAL HEALTH SERVICES**







Priority 2.1

**Collaborate with primary health care and mental health service providers to understand needs, and support sustainable service delivery and equitable access.**

We collaboratively engage with primary health care and mental health service providers. Through ongoing dialogue, needs assessments and resource support, we empower services to deliver culturally responsive, sustainable and accessible care. By fostering collaboration, offering tailored training, and addressing barriers, we ensure efficient and equitable health services that uphold the principles of self-determination and community control.

Priority 2.2

**Enhance the capacity and sustainability of Aboriginal and Torres Strait Islander primary and mental health care.**

We partner with Aboriginal and Torres Strait Islander organisations to enhance the capacity and sustainability of services to strengthen access to culturally safe and appropriate primary and mental health care. Through strategic investments in workforce development, cultivation of meaningful partnerships, and promoting culturally safe and responsive care models, we drive sustained growth and collective impact firmly grounded in community-led principles.

Priority 2.3

**Advance equitable access to culturally responsive primary and mental health care workforce availability across the Northern Territory.**

We actively listen to and seek to understand the factors influencing service delivery in different regions of the Northern Territory. Through collaborative partnerships, we proactively address barriers to accessing primary and mental health care, working to dismantle systemic inequalities. Our commitment involves promoting cultural safety and diversity, fostering inclusion, ensuring the availability of accessible services, and engaging with vulnerable, priority and unique populations. Tailoring activities to meet specific community needs, we continuously progress towards equitable health and wellbeing, empowering communities in their health journey.

Priority 2.4

**Cultivate primary care and mental health service innovation, including the meaningful use of data, research translation and digital health enablers for evidence-informed health care and continuous quality improvement.**

We foster innovation and continuous quality improvement in primary and mental health care through the adoption of technology and contemporary service models tailored to the Northern Territory's unique environment. This includes collaborating with organisations for research translation and robust evaluation. By leveraging data and digital health enablers, we advocate for data-driven decision-making, the meaningful use of digital tools and seamless information exchange. Our commitment to evidence-informed health care practices aims to enhance health and wellbeing outcomes and equity, empowering communities in their health and wellbeing.

Priority 2.5

**Harness multidisciplinary approaches to support culturally safe and responsive continuity of care.**

We co-create initiatives that enhance the capacity of a multidisciplinary workforce in primary and mental health care. Through innovative and integrated models of care, we prioritise high-quality primary care and mental health services to advance health and wellbeing. Our commitment extends to supporting collaborative teams, fostering open communication, and ensuring coordinated efforts among health care professionals. We strive to facilitate seamless transitions between different health care settings, placing Territorians at the centre of culturally safe, responsive and community-led care practices.

FOCUS AREA 3

# COMMISSIONING SERVICES TO MEET LOCAL HEALTH NEEDS



Our PHN is committed to evolving how we commission programs and services to be culturally safe, transparent, meaningful, outcomes-focused and innovative.

STRATEGIC OUTCOMES

**ENHANCED LOCAL HEALTH AND WELLBEING** THROUGH INNOVATIVE, CULTURALLY SAFE COMMISSIONING







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| Priority 3.1<br>**Ensure a community-led commissioning approach that is data-driven, digitally enabled and focuses on health and wellbeing outcomes.** | We enhance our commissioning framework to elevate community-led commissioning, emphasising cultural safety and responsiveness. We support local decision-making through a place-based strategy and we commission services that meet holistic needs. Embedding culturally appropriate patient-reported measures, monitoring and evaluation allows us to understand impacts and foster continuous quality improvements. This informs future resource distribution with our partners to empower communities for health equity and wellbeing. |
| Priority 3.2<br>**Build a culturally responsive commissioning approach to achieve the best health and wellbeing outcomes and investment for our communities.** | We amplify our culturally-responsive commissioning approach to embed the priority reforms of the primary care sector. Identifying opportunities for quality improvement, we foster collaboration among health sectors and communities. Through proactive commissioning, listening to the sector, enhancing local decision-making and undertaking continuous evaluation, we optimise health and wellbeing investment across the life course and empower our communities. |
| Priority 3.3<br>**Demonstrate health impact through accountable and culturally responsive commissioning.** | We listen to the sector's and communities' voices to heighten our accountability, strengthen our systems and champion culturally responsive commissioning that actively demonstrates health and wellbeing impacts. Through robust measurement, research translation, clear outcome indicators and collaborative practices, we ensure transparency and are pivotal in showcasing tangible health and wellbeing outcomes for local communities. We foster a culture of transparency, collaboration and shared responsibility to deliver impactful services. |
| Priority 3.4<br>**Transform from outputs to culturally safe and appropriate health and wellbeing outcomes, focused on individual and community-centred care.** | We pivot to culturally appropriate health and wellbeing outcomes, engaging the sector and diverse communities to tailor services that are accessible, equitable and culturally safe. Fostering trust, inclusivity and collaboration, we adapt our approaches to locally relevant information and data, community priorities and self-determination, leading to effective and sustainable outcomes for Aboriginal and Torres Strait Islander peoples. |
| Priority 3.5<br>**Collaboratively co-create and commission activities with the sector and community for health and wellbeing.** | We prioritise collaborative co-creation of health services and activities built on a community-driven knowledge base through meaningful sector, consumer and community validation. This ensures culturally responsive, locally informed health and wellbeing services that foster health equity. |

FOCUS AREA 4

# INTEGRATING LOCALLY RESPONSIVE HEALTH SYSTEMS

Our PHN is dedicated to aligning and collaborating on shared priorities and strengthening culturally safe, integrated, coordinated and locally responsive health care.



STRATEGIC OUTCOMES

## ENHANCING CONSUMER AND PROVIDER EXPERIENCE

FOR BETTER HEALTH AND WELLBEING OUTCOMES



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| Priority 4.1<br>**Facilitate integrated planning and community-informed service provision.** | We provide stewardship for integrated planning for health and social care systems at a local level. Actively engaging key stakeholders in every region, we prioritise developing local service responses that are place-based and multidisciplinary. Our approach includes robust needs assessments, collaborative engagement with health care partners, equitable resource alignment and continuous outcome evaluation. Emphasising integrated care that supports smooth transitions across sectors, we encourage intersectoral collaboration and establish shared priorities for better, community-responsive care. |
| Priority 4.2<br>**Drive a collaborative approach to innovative data management and insights.** | We forge strong relationships with a range of agencies, partners and community-based health service providers, fostering coordination and integration across the system, including primary, acute and interstate transitions. Our focus is on driving innovative data management within these collaborations. We simplify data-sharing processes, implement robust data governance frameworks, and leverage technology to achieve system-wide data integration and usage for enhanced decision-making and improved community outcomes. |
| Priority 4.3<br>**Engage in genuine collaborative planning and investment across the health sector.** | We facilitate data and information sharing across health care sectors to enhance coordination and integration, joint planning, prioritisation, and investment to coordinate for collective impact and better health and wellbeing outcomes for Territorians. |
| Priority 4.4<br>**Build community-centric advocacy and influence.** | We actively advocate for the broader needs of our communities, extending beyond the health care system. Through engagement with community leaders and organisations, collaboration with policymakers, and evidence-informed research, we amplify community voices to drive systemic change and address social determinants of health. A community-centric approach enables us to improve health outcomes by addressing the root causes of health inequities in the Northern Territory. |
| Priority 4.5<br>**Embed a whole-system commitment to ongoing improvement and priority health reforms.** | We forge partnerships, exchange expertise, standardise data practices, and harness technology for smooth data integration and analysis. We champion the collaborative, culturally appropriate commissioning of services to fortify the Northern Territory health sector, ensuring sustained improvements in health and wellbeing for the region. |

FOCUS AREA 5

# EVOLVING OUR ORGANISATIONAL CAPABILITY AND GROWING OUR WORKPLACE CULTURE

Our PHN is committed to enhancing our organisational capability and transforming our workplace environment to empower our people to contribute to health equity.

STRATEGIC OUTCOMES

A CAPABLE, HIGH-PERFORMING WORKFORCE **ACHIEVING EXCELLENCE IN COMMUNITY HEALTH**





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| Priority 5.1<br>**Elevate governance excellence by investing in our processes and systems.** | We continue to refine our internal governance and decision-making, ensuring fairness, ethics and accountability to achieve our strategic objectives. We streamline and integrate our systems in our commitment to excellence, which is vital to us achieving health equity for Territorians. |
| Priority 5.2<br>**Commit to our own Aboriginal and Torres Strait Islander recruitment, retention and professional development.** | We are committed to advancing our own Aboriginal and Torres Strait Islander workforce by fostering culturally safe and appropriate recruitment, retention and professional development for our staff. We prioritise innovation, celebrate successes, implement targeted recruitment, offer cultural support, establish mentorship programs, and invest in ongoing training for career advancement. |
| Priority 5.3<br>**Grow and develop our people for high performance with an engaged, motivated, culturally safe and skilled workforce.** | We empower our team to excel through tailored tools, training and resources to enhance skills, knowledge and capabilities. We emphasise continuous learning, mentorship, coaching and clear performance expectations. We provide individual cultural supervision for all new staff. We foster a culturally safe and engaged workforce, recognising and rewarding achievements. |
| Priority 5.4<br>**Grow our organisational culture to thrive, adapt and achieve success.** | We prioritise growing our organisational culture by creating a supportive, collaborative and engaging environment. We encourage open communication, empower our teams, promote innovation and embrace continuous improvement. This commitment drives our motivation to serve the Northern Territory effectively. |
| Priority 5.5<br>**Empower our workforce capacity through responsive systems.** | We enhance workforce capacity by investing in modern technology and infrastructure. We streamline processes, provide user-friendly tools and prioritise training to optimise our efficiency and effectiveness. This empowers us to commission and coordinate cost-effective, timely and accessible health and wellbeing services that are culturally appropriate and support our vision for community empowerment and health equity. |

FOCUS AREA 6

# SUPPORTING THE RURAL HEALTH WORKFORCE



Our PHN is committed to achieving sustainable workforce solutions to improve primary and mental health care access in the Northern Territory.

STRATEGIC OUTCOMES

IMPROVED HEALTH ACCESS THROUGH **SUSTAINABLE WORKFORCE SOLUTIONS**

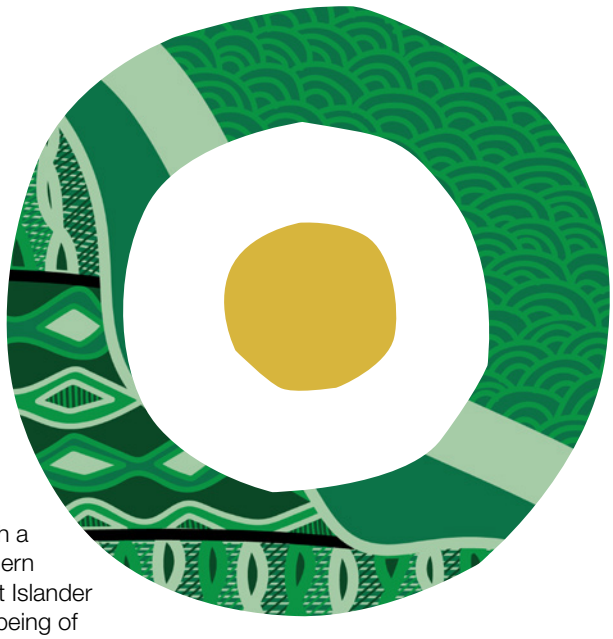




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| Priority 6.1<br>**Systematically understand the needs of the primary health care and mental health service provider workforce to support planning and prioritising of workforce programs.** | We work to understand the needs of the primary and mental health care workforce to develop a responsive approach to workforce programs. We do this through our annual needs assessment process and continuous engagement with the health and education sectors. |
| Priority 6.2<br>**Develop and grow a dedicated and identified Aboriginal and Torres Strait Islander workforce in the Northern Territory.** | We set a strategic direction for the growth and development of the Aboriginal and Torres Strait Islander workforce using data-driven approaches and high standards of supports and pathways for the investments we make in commissioning services and workforce priorities. We connect and elevate Aboriginal and Torres Strait Islander peoples as role models and leaders for the younger and future generations of Territorians. |
| Priority 6.3<br>**Maintain equitable access to primary and mental health care workforce availability across the Northern Territory.** | We facilitate the distribution of the primary and mental health care workforce to enhance equitable access throughout the Northern Territory through our understanding of community needs. |
| Priority 6.4<br>**Improve access to supported career pathways into primary health care, especially for Aboriginal and Torres Strait Islander communities in the Northern Territory.** | We strengthen and promote career pathways into primary health care including remote areas and primary health care student placements. We are innovative in finding solutions and creating future health workforce pathways for Aboriginal and Torres Strait Islander communities to learn and deliver care on country and in their communities. We value cultural expertise with equitable compensation across health and healing workforce pathways. |
| Priority 6.5<br>**Support the primary health care and mental health provider sector to recruit, develop and retain health care professionals.** | We develop and expand employment opportunities across the Northern Territory to improve recruitment and retention of health professionals. We continue to build our retention processes and work with the sector to establish place-based and responsive models of care. |



# QUINTUPLE AIM



**Our commitment to The Quintuple Aim for Health Care Improvement**

At Northern Territory PHN, our dedication to the quintuple aim with a cultural lens shapes our priorities for a healthier future in the Northern Territory. Our commitment is to elevate Aboriginal and Torres Strait Islander health, enhance culturally safe care experiences, support the wellbeing of primary and mental health care providers, reduce costs and champion health equity. Collaborating with partners, we aim to make a lasting impact, improve outcomes and ensure accessible, culturally sensitive health care for everyone in the Northern Territory community.




### Enhancing the care experience

We prioritise culturally safe and empowering health care experiences, ensuring individuals and communities receive quality care aligned with their unique needs.

We aim to enhance positive health care interactions for improved overall health and wellbeing through locally responsive person-centred approaches, innovation and technology.




### Improving population health

With a deep understanding of the unique health challenges the Northern Territory community faces, we work towards improving population health. Through culturally safe and responsive initiatives, strategic partnerships and local decision-making, we enhance individuals' and communities' overall health and wellbeing.




### Health professional and provider wellbeing

Acknowledging the crucial role of health care providers, we extend our commitment to their wellbeing. By promoting culturally safe environments, work-life balance, professional development and mental health support, we create a positive environment for the Northern Territory workforce.




### Advancing health equity

As advocates for health equity, we champion the rights of all, particularly Aboriginal and Torres Strait Islander populations. Addressing disparities, advocating for under-served communities and fostering inclusive, culturally sensitive care models are integral to our plan.




### Reducing costs

We are committed to ensuring our investments in health address the inequalities in health and wellbeing outcomes and life expectancy. We actively seek to efficiently allocate resources where they are needed most without compromising the quality of care. Critical for ongoing sustainable success, we are implementing efficient processes, leveraging data insights and collaborating with the sector and community to optimise resource allocation across Northern Territory PHN and the health system.



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An Australian Government Initiative

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