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Introduction

IPC Health is the new name for one of the earliest established community health services in Victoria. Formerly ISIS Primary Care (which itself was a merger of prior local services), we are very proud of re-launching and re-positioning IPC Health in Melbourne’s West. It is more than a name for us: we want to make a new beginning in terms of our identity and our overall strategy, which we are delighted to bring to you in this document.

Melbourne’s West has a population of 837,890 and the three Local Government Areas in which IPC Health is focussed is growing rapidly. We know that our communities have numerous needs, some of them complex, but all are addressable by delivering services close to home, in a culturally relevant way, and that keep them out of hospital, or other high-acuity services. Our primary vision, therefore, is to make the highest quality primary health care accessible to all who need it.

This involves us in many areas of work in addition to core service delivery. We will work with our partners to improve health literacy, to make the system more integrated and more navigable for people, especially those who are hard to reach, or whose health literacy is low.

A key to great service provision is our ability to use our assets, our people, and our information well, and we have a great deal planned in each of these areas, to enable us to respond to emerging needs in an agile way.

Our need to modernise rapidly means that we have already commenced significant reviews of every area of our operations. We also are placing tremendous emphasis on becoming a valued partner and have already been reaching out to a myriad of organisations and groups who share our objectives for a healthier West.

At this time of change and opportunity, we look forward to working with many of you, in our diverse communities, so that we can maximise and grow our resources, and our impact, together.

Trish McCluskey: Chair

Alex Johnstone: CEO
Our purpose

IPC Health is a community owned health service which exists so that:

**Communities**
- are healthy and well

**Individuals**
- through a single point of contact can connect to
  - a full spectrum of care and support
  - using consistent approaches
  - including those of our partners

**Funders**
- low burden, low demand, lower cost health system
  - with hospital as place of last resort

IPC Health fundamentally believes that communities are healthiest, and burden and demand on a health system is lowest when it can help to:

- **reduce the burden of disease** (the need for health care) by increasing the number of people who do not report a health condition (prevention and health promotion)
- **decrease the number of people with a health problem who require care and hospitalisation** (through high quality primary care, chronic disease management and self-care support)
- **reduce the demand for care** by increasing the number of people with a health problem who appropriately do not seek care (comprehensive self-care support)
- **markedly improve health literacy and e-health literacy**, especially amongst older people and disadvantaged groups

Adapted from the work of White & Kerr (1961), Green (2001) and Hancock (1999, 2016)
Our role

IPC Health’s role in achieving its purpose:

Our care addresses a full range of health conditions including those most prominently contributing to health burden in Melbourne’s West:

- heart disease
- diabetes
- hepatitis
- mental health
- dental health
- COPD
- stroke

Acknowledging the need to be at the forefront of health promotion, we will also focus attention on the determinants of health and associated risk factors and behaviours, such as, physical inactivity, family violence, and alcohol and drug consumption. These will be addressed through our collaborative efforts with our partners including local government authorities in support of their Health and Wellbeing Plans.
We deliver service primarily, but not limited to, the cities of Brimbank, Wyndham and Hobsons Bay, with a total population of 501,585.

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<thead>
<tr>
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<th>Population 2016</th>
<th>Projected Population 2036</th>
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<tbody>
<tr>
<td><strong>Brimbank</strong></td>
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<td></td>
<td>197,011</td>
<td>222,747</td>
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<td>Secondary migration</td>
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<td>High proportion of healthcare card holders</td>
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<td>Single parents</td>
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<td>High levels of unemployment</td>
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<td><strong>Hobsons Bay</strong></td>
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<td></td>
<td>90,663</td>
<td>107,243</td>
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<td>Ageing population: 30% above retirement age</td>
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<td>Disability: 17% of population</td>
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<td>Low supply of low-cost accommodation</td>
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<tr>
<td>Pockets of ethnic diversity</td>
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<tr>
<td><strong>Wyndham</strong></td>
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<td>213,911</td>
<td>424,476</td>
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<td>Young families in growth corridor: 70 births per week</td>
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<td>Financial stress and unemployment: 40% above Victorian average</td>
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<td>Poor transport infrastructure</td>
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<td>ATSI / Refugee / Asylum seeker populations</td>
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Success

We judge our success by four factors of:
1. We provide care that is highly valued
2. We have a positive reputation amongst all who rely on us, or interact with us
3. We run services as effective and viable businesses
4. We conduct our operations soundly and professionally

Our governance structures are established to be able to measure and report success on each of these, and to be able to plan improvements as required.
IPC Health will move through three stages of strategic progression:

**Year 1**
**Building foundations**

The work of discovery and insight has already commenced, with analytical work to be carried out in areas as diverse as service costing, space and infrastructure review, information requirements, staff capabilities, and broad process review.

**Year 2**
**Developing capacity**

The discovery and insight phase will lead naturally into the phase of working to streamline internal (and shared) capacity. This will involve working with government and other funders / investors, and care delivery partners, to adapt and redesign IPC Health’s core service offers throughout its catchments, and ensure it can meet burgeoning demand in Melbourne’s West.

**Year 3**
**Flourishing and innovating**

The prior two phases will create for IPC Health a sufficient process, business and reputational base to build on its core face-to-face service delivery and provide increasingly digital service access and delivery, through earlier interventions, tailored programmes of care, and increasingly culturally relevant services.
• Accurately determine cost and revenue potential for each service
• Review all service areas to determine increased or decreased investment
• Review space requirements and locations for services and corporate functions
• Determine information requirements, including data collection, analysis, storage and sharing
• Define desired staff capabilities
• Determine ability to demonstrate verifiable service / client outcomes
• Identify organisational processes that merit review or improvement

• Work with government and other funders on development of new service and infrastructure models
• Invest in clinical and business information systems and digital delivery platforms
• Develop existing, and attract new, high-performing and high-productivity staff
• Improve profitability of services by identifying alternative and additional revenue sources and cost-reductions
• Demonstrate and communicate service value, outcomes and quality

• Identify which communities and demographics are growing, in size and in complexity of need, and determine best mix of services and optimum locations for each
• Define our optimum network of partners and supporters and identify which strategic choices each is making
• Assess new and existing investment in services, including sustainable revenues
• Engage with, communicate with and build our profile in our communities
• Better match supply and demand, especially for high-utilisation services, in line with population health priorities

• Shift settings of care, including mobile / virtual services
• Refine and develop new models of care, including earlier detection and intervention
• Integrate our models of care, internally and with other providers
• Develop preventative and early interventions, including community strengthening
• Develop increasingly culturally relevant / tailored services
Localised response

IPC Health will create localised service responses in line with each local government area’s core characteristics, population health needs and service priorities. It will determine these needs in partnership with local and catchment-wide stakeholders, and will actively participate in, and where appropriate, lead shared governance arrangements.

**Hobsons Bay**
Population: 90,663
- Ageing population: 30% above retirement age
- Disability: 17% of population
- Low supply of low-cost accommodation
- Pockets of ethnic diversity

**Brimbank**
Population: 197,011
- Secondary migration
- High proportion of healthcare card holders
- Single parents
- High levels of unemployment

**Wyndham**
Population: 213,911
- Young families in growth corridor: 70 births per week
- Financial stress and unemployment: 40% above Victorian average
- Poor transport infrastructure
- ATSI / Refugee / Asylum seeker populations

**Area characteristics**

- **Hobsons Bay**
  - Unnecessary ED use: double Victorian average
  - Ambulance use to ED: 50% above Victorian average
  - Male obesity almost 50% above Victorian average
  - Adolescent smoking 50% above Victorian average
  - 20% fewer GPs per 1000 than Victorian average
  - 25% more high care RACFs than Victorian average

- **Brimbank**
  - Vaccine preventable illness: double Victorian average
  - Carer’s allowance 60% above Victorian average
  - Female and male obesity: 25% above Victorian average
  - Homelessness 50% above Victorian average
  - Diabetes prevalence and mortality: 60% above Victorian average
  - Dental services half of Victorian average

- **Wyndham**
  - Unnecessary ED use: 30% above Victorian average
  - Single parent payment: 30% above Victorian average
  - High level of family violence
  - Teenage pregnancy 50% above Victorian average
  - Allied health services 60% below Victorian average
  - Pharmacies: 50% of Victorian average

**Population Health Characteristics**

**Service Priorities**

- **Hobsons Bay**
  - Adult dental
  - Expanded GP services
  - Early intervention for families
  - Social inclusion programs
  - Transport programs
  - AOD
  - Problem gambling

- **Brimbank**
  - Adult and child dental
  - Financial counselling
  - AOD
  - Family violence
  - Family and child services
  - Mental health
  - New migrant services
  - Chronic diseases
  - Palliative care
  - Health literacy
  - General counselling

- **Wyndham**
  - Sexual and reproductive health
  - Mental health
  - Healthy lifestyles (tobacco, alcohol)
  - Services for young people
  - Volunteer opportunities
  - Disability
  - Early childhood and perinatal
  - Health literacy
  - Long-term aged care
  - Diabetes
  - Heart disease

**Governance Partnerships**

Join existing local governance arrangements and facilitation of new ones

**Better Health for the West**

- Wyndham
- Population: 213,911
- Adult dental
- Expanded GP services
- Early intervention for families
- Social inclusion programs
- Transport programs
- AOD
- Problem gambling

- Brimbank
- Population: 197,011
- Adult and child dental
- Financial counselling
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**Governance Better Health for the West Partnerships**

Join existing local governance arrangements and facilitation of new ones
In order to inform our localised responses to the needs of our community, we will work in partnership with our key partners to create action plans that address the identified needs of the community. An important next step will be to have joint planning sessions with each of our local government areas in the coming weeks and months as we all go through our planning cycles. Naturally we will review our plans and these directions on an annual basis in order to remain responsive to current and emerging priorities. To inform these discussions we welcome feedback from all in the community on the strategic directions set out in this document.

If you would like to provide feedback please write to:

Director, Brand, Business Development & Communications
IPC Health
P O Box 147
St Albans 3021
IPC Health acknowledges the support of the Commonwealth and Victorian Governments.

We work on the lands of the Kulin Nation.
We value the diversity and strength of our people and communities.