

Community and Primary Health Care

Portfolio Strategic Plan
Faculty of Medicine and Health



THE UNIVERSITY OF
SYDNEY

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We acknowledge the tradition of custodianship and lore of Country on which the University of Sydney campuses stand. We pay our respects to First Nations people who have cared and continue to care for Country.

Foreword

On behalf of the Faculty of Medicine and Health at the University of Sydney, I am pleased to present the Community and Primary Health Care Portfolio Strategic Plan 2022-2027.

Community and primary health care is core business for the Faculty of Medicine and Health at the University of Sydney. The establishment of this portfolio in 2020 provided a platform for our faculty to embed the principles of primary health care into our ways of working – that is with person-centred, comprehensive and high-quality care that treats the ‘whole’ person within their family, cultural and community context. It recognises the political, economic, social and environmental determinants of health and our desire to promote healthy lives and well-being for all at all ages.

In this document we set out our community and primary health care key areas of focus and the initiatives that we will deliver to meet our strategic goals over the next five years. We have created our plan with input from consumers, community and advocacy organisations, healthcare providers and colleagues from Primary Health Networks and Local Health Districts who share our vision of healthcare that delivers equity and access for all.

As we embark upon this ambitious plan, we face the challenges of a global pandemic. New models of care, emerging digital tools and working with an integrated team-based approach are now accepted as essential parts of delivering a modern and safe healthcare system. Also shaping our approach, Australia’s Primary Health Care 10 Year Plan 2022–2032 was published this year and has provided a future-focused set of aspirations for reform.

We have organised our program of work using four key themes – advocacy, engagement, education, and research. Achieving our vision will require a significant level of collaboration and partnership with people both internal and external to our University community of primary health care champions. Our faculty’s new Community and Primary Health Care Network is a place where we can connect and share ideas on innovation and reform in research and education, and I welcome you to join us there.

Our ability to translate the goals of this plan into tangible benefits for our community will be enhanced by working together. I would like to thank all who have provided invaluable contributions to its development. I look forward to its implementation with your support over the coming years.



Meredith Makeham
Associate Dean, Community and Primary Health Care at The University of Sydney, Faculty of Medicine and Health





The Faculty of Medicine and Health at the University of Sydney

Our values are embedded in everything we do

- **Courage and creativity**
- **Respect and integrity**
- **Diversity and inclusion**
- **Openness and engagement**

The Faculty of Medicine and Health (FMH) is the largest faculty in the University of Sydney, Australia's first university and one of the world's leading comprehensive research and teaching universities. We are a diverse community of students and staff from more than 170 countries.

Our values – courage and creativity; respect and integrity; diversity and inclusion; openness and engagement – are embedded into everything we do.

FMH is committed to educating and shaping future healthcare professionals. Comprising of 7 schools and 9 clinical schools, FMH brings together the areas of dentistry, medicine, medical sciences, nursing and midwifery, pharmacy, health sciences and public health.

The faculty delivers education and research programs using a multidisciplinary approach. It encompasses the widest array of healthcare disciplines of any University in Australia. Across the faculty and research centres, we have a total of 145 courses with over 12,000 enrolled students in 2022, including undergraduate, postgraduate coursework, postgraduate research as well as clinical and professional development courses. On average approximately 3,000 students graduate from FMH each year.

Primary health care principles and newly emerging models of care are integral to supporting a high quality, high performing Australian healthcare system. Community and primary health care (CPHC) themes are strongly embedded across our education and research programs. In 2022:

- CPHC-related content is delivered via over 200 units of study across 50 courses
- 75% of our students are enrolled in courses that include CPHC content
- 60% of our clinical placements offered to students in FMH are in CPHC settings
- 10% of our FMH staff are directly engaged with CPHC research and education
- 10% of our higher degree by research students are engaged in CPHC studies
- FMH obtains significant grant funding and publications for Fields of Research relating to CPHC, ranked 1st amongst the Go8 Universities in the past 5 years.

What is Community and Primary Health Care?

Primary health care addresses the majority of a person's health needs throughout their lifetime. This includes physical, mental and social well-being and it is people-centred rather than disease-centred. It is a whole-of-society approach that includes health promotion, disease prevention, treatment, rehabilitation and palliative care.

A primary health care approach includes three components

- meeting people's health needs throughout their lives
- addressing the broader determinants of health through multisectoral policy and action
- empowering individuals, families and communities to take charge of their own health.

By providing care in the community as well as care through the community, primary health care addresses not only individual and family health needs, but also the broader issue of public health and the needs of defined populations¹.

High-quality primary health care treats the "whole" person within their family, cultural and community context². It is based upon person-centred care that is delivered with preventive, promotive, curative and rehabilitative services. It considers the Primary Health Care System and Non-Health Sectors and takes account of political, economic, social and environmental determinants of health.

Primary care, on the other hand, in Australia refers to those services in the community that people go to first for health care: general practices, Aboriginal Community Controlled Health Services, community pharmacies, many allied health services, mental health services, community health and community nursing services and dental services. It is differentiated from secondary care delivered by specialists, where a referral is usually required, and tertiary care delivered in hospitals³.

PRIMARY HEALTH CARE IS...



¹ World Health Organisation. Primary health care. 2022.

² Primary Health Care Performance Initiative. High-quality primary health care. 2019.

³ Australian Government, Department of Health. Future focused primary health care: Australia's Primary Health Care 10 Year Plan 2022-2032. Canberra: Commonwealth of Australia, 2022.



Our purpose

We drive education, research, engagement and advocacy across the Faculty, and with our partners

Our CPHC Portfolio and Network

The Community and Primary Health Care (CPHC) Portfolio within the Faculty of Medicine and Health (FMH) was established in August 2020 with the appointment of the Associate Dean, Community and Primary Health Care.

Portfolio Purpose

Our purpose is to drive education, research, engagement and advocacy across the Faculty of Medicine and Health, and our partners that will:

- promote Primary Health Care principles including value, equity and access for all
- build a better-connected health workforce that delivers person-centred care
- consider people's lifelong health needs and improve the health of communities.

We are guided by our faculty's 2020-25 Strategy⁴, which drives our portfolio's strategic goals. We are focussed on leading new possibilities in the way we deliver wellness and healthcare and in making a distinctive impact on community and primary healthcare, both locally and globally.

The Community and Primary Health Care Network (CPHC Network) is the engagement arm of our portfolio. We are building strong partnerships between the University, healthcare and advocacy organisations, and people in the community.

Established in December 2021, the CPHC Network welcomes people and organisations both within and external to our University community who share our vision.

Our partners include consumers and their representative organisations, Primary Health Networks, Local Health Districts, and providers of primary health care services.

As we build our CPHC Network, we aim to engage with consumers and other organisations to understand the needs of our community and embed primary health care principles into our teaching and research.

Through our partnerships, we can work together to provide advocacy and drive reforms that improve healthcare delivery and outcomes for people in the community.

Network Vision

The CPHC Network is a home for ideas, innovation and reform in research and education to promote a primary health care system that delivers value, equity and access for all.

Our strategic goals

Our strategic goals and the activities to support them have been developed through consultation with consumers and primary health care experts, both internal and external to our University community. They describe our plans to deliver the aspirations of the Community and Primary Health Care portfolio and our CPHC Network. They are also aligned with our overarching Faculty of Medicine and Health Strategy 2020-25. This mapping is being used to help us track and measure our success.

We have organized our approach using the key themes of advocacy, engagement, research and education.



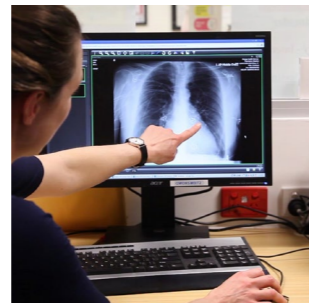
Advocacy

Championing primary health care reform in Australia, and the rights of individuals and communities to have equitable access to a safe, modern healthcare system.



Engagement

Ensuring the primary health care expertise of the University of Sydney, is recognised nationally and internationally and that we work with others who share our vision to deliver benefits to the community we serve.



Research

Creating the environment that supports our researchers to produce high quality primary health care outputs that lead to benefits and address the needs of individuals, the community and our broader healthcare system.



Education

Embedding primary health care principles and person-centred new models of care into our teaching and learning programs to ensure our graduates apply these to their future healthcare practice.



Advocacy

Our Advocacy goals aim to champion primary health care reform in Australia, and the rights of individuals and communities to have equitable access to a safe, modern healthcare system.

Advocacy goals

- Become widely recognised as a leading and accessible centre of excellence for community and primary health care nationally and internationally
- Develop opportunities for shared advocacy with our community and primary health care partners
- Engage in advocacy initiatives that align with the national Primary Health Care reform agenda and Australia's Primary Health Care 10 Year Plan.

How we will achieve our goals

- 1 Establish common goals and map successful advocacy programs with our primary health care partners to develop our advocacy initiatives.
- 2 Create opportunities to actively support consumer empowerment and increase consumer involvement with our research and education programs.
- 3 Monitor and participate in calls for academic input into primary health care policy development with community organisations, peak bodies and government.
- 4 Develop an action plan for community and primary health care advocacy with consumers and our partner organisations.
- 5 Ensure our primary health care expertise is known to peak body organisations in healthcare and government stakeholders.
- 6 Explore philanthropy partners with the University to increase opportunities for promotion and funding of primary health care initiatives.
- 7 Embed primary health care advocacy goals within our action plans across FMH schools and research centres.



Image credit: Photography by EmLyn Crockett.



Engagement

Our engagement goals aim to ensure the primary health care expertise of the University of Sydney is recognised nationally and internationally, and that we work with others who share our vision to deliver benefits to the community we serve.

Engagement goals

- Create opportunities for engagement between students, staff and affiliates with our community and primary health care partners that provide value for all
- Increase student engagement with primary health care initiatives across our schools and centres in FMH
- Build interest amongst our healthcare professional students and researchers in future career paths that will strengthen our primary health care workforce.

How we will achieve our goals

- 1 Develop a communication and engagement plan to promote value and benefit for all stakeholders of the CPHC portfolio.
- 2 Build our CPHC Network membership and structure to provide a platform for engagement initiatives and a home for new ideas and innovation.
- 3 Host events and other networking opportunities which will provide engagement opportunities for students, staff, and affiliates to engage with our external partners.
- 4 Undertake analysis of health professional student groups to explore their engagement with primary health care activities and opportunities.
- 5 Within our communication and engagement plan, develop and promote student participation in CPHC Network events and portfolio initiatives.
- 6 Develop and enhance measures of student sentiment and future healthcare workforce plans to capture and track interest in primary health care related fields.
- 7 Develop clinical placement engagement initiatives that are tailored for each healthcare professional course and its primary health care requirements.



Image credit: Photography by EmLyn Crockett.



Image credit: Photography by EmLyn Crockett.



Research

Our research goals aim to create an environment that supports our researchers to produce high quality primary health care outputs that lead to benefits and address the needs of individuals, the community and our broader healthcare system.

Research goals

- Build a culture of collaboration and research co-design with consumers and primary health care partners
- Establish opportunities for our researchers and CPHC Network members to work with community and primary health care organisations
- Increase our success in competitive grant schemes related to the primary health care field, and track and measure our success.

How we will achieve our goals

- 1 Conduct a stakeholder analysis to understand what really matters to consumers and the wider community in the primary health care research space.
- 2 Develop research co-design training opportunities for our primary health care researchers (such as specialist support from our community stakeholders).
- 3 Build opportunities for collaborative research with our partners focusing on the primary health care reform agenda and new models of care.
- 4 Co-design a research networking event program with primary health care organisations and consumers.
- 5 Work with our Early and Mid-Career researchers to develop initiatives to increase our primary health care research interest and outputs.
- 6 Measure, promote and celebrate our primary health care research impact and associated benefits to the community.
- 7 Work with our FMH Research Office to ensure primary health care grant opportunities are routinely identified and supported by our research support programs.



Education

Our education goals aim to embed primary health care principles and person-centred new models of care into our teaching and learning programs to ensure our graduates apply these to their future healthcare practice.

Education goals

- Increase the richness of our educational programs with respect to primary health care and person-centred concepts
- Support workforce development by providing opportunities for students to learn primary health care principles using new models of care including digital health technologies
- Enhance the quality of the educational experience for our supervisors and students engaged in primary care clinical placements.

How we will achieve our goals

- 1 Review and identify opportunities for embedding and enhancing primary health care principles and educational activities in our healthcare professional curricula.
- 2 Work with consumers and relevant peak bodies to design mechanisms to support quality improvement and involvement in our educational programs.
- 3 Work with our Primary Health Network and Local Health District stakeholders to create new opportunities for academic partnerships.
- 4 Identify opportunities to extend and build upon existing inter-professional learning experiences for our healthcare professional students.
- 5 Increase opportunities for inter-professional learning and team-based care in clinical placements and other educational initiatives.
- 6 Work with our clinical placements teams and systems to improve the primary care clinical placement experience for our students and staff.
- 7 Provide high-quality support to enhance the experience of our clinical supervisors including networking, continuing professional development and affiliation opportunities.



Enabling our strategic plan

Our ability to translate our community and primary health care strategic goals into real world outcomes will require close collaboration with others.

We highly value consumer involvement and our partnerships with organisations who share the vision of our Community and Primary Health Care portfolio and Network.

The success of our initiatives will be enabled by primary health care champions across our University community working together with our partners.

We want our FMH researchers and educators to be supported in their primary health care endeavours, produce high quality outcomes and shine as leaders in this field.

We want our graduates to develop a deep understanding of primary health care principles and work in this way in the future wherever they go and whatever they do.

Over the next five years, we will achieve our goals by delivering initiatives together that benefit the community we serve and deliver a better primary health care system for all.



Faculty of Medicine and Health

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sydney.edu.au/medicine-health/our-research/research-networks/community-and-primaryhealth-care-network



