

# Primary Care and Population Health Strategy 2018-23

Maintaining and improving the health and wellbeing of our patients, community and workforce, providing healthy environments and supporting collaboration with partners



## Our purpose

To improve the lives of our patients and their families, our communities and humanity.

**“  
Prevention is the bedrock  
of health wellbeing  
and independence.  
Conversations between  
people and their  
healthcare provider  
can be life changing.  
”**

Dr Michelle Ananda-Rajah,  
Alfred Health Physician

## Setting the scene

Alfred Health’s Strategic Plan 2016–23 includes seven strategic goals, one of which is to ‘engage with our diverse community to promote mental and physical health and wellbeing’. The strategic direction of Alfred Health highlights the importance of collaboration and partnerships in order to support our staff, patients and the community.

Alfred Health’s Primary Care and Population Health strategy 2018–23 aims to:

- Maintain and improve the health and wellbeing of our local population
- Promote environments in which people can be healthy
- Support the health and wellbeing of our workforce
- Reduce inequalities in health status

**“  
I really like the health  
information provided. It  
helps me make a healthy  
choice.  
”**

Alfred Health visitor

**“  
After a number of times  
trying to quit smoking,  
the support given by  
Alfred Health helped me  
finally break the habit.  
”**

Paul Barfett, Alfred Health employee





***We will continue to create and support healthier environments, enhanced clinical interactions and a healthy and supported workforce.***

## Message from the Chief Executive

I am delighted to present Alfred Health's Primary Care and Population Health Strategy (2018-2023).

This five-year strategy and its supporting action plan aims to maintain and improve the health and wellbeing of our population and workforce, promote environments in which people can be healthy and reduce inequalities in health status. Our continuing work and consultation with our community and key partners has allowed us to identify our top priorities for action over the next five years. We will continue to build on our achievements in healthy living and reducing the harm from tobacco, while enhancing our work in improving mental health and tackling new priorities of reducing the harm from alcohol and immunisations and prevention of blood-borne viruses.

We are proud of our achievements to date and recognise the need for our continued effort in preventive health measures. We will continue to maximise the value of our work by leveraging multiple networks, investments and activities to deliver the best outcomes for our community.

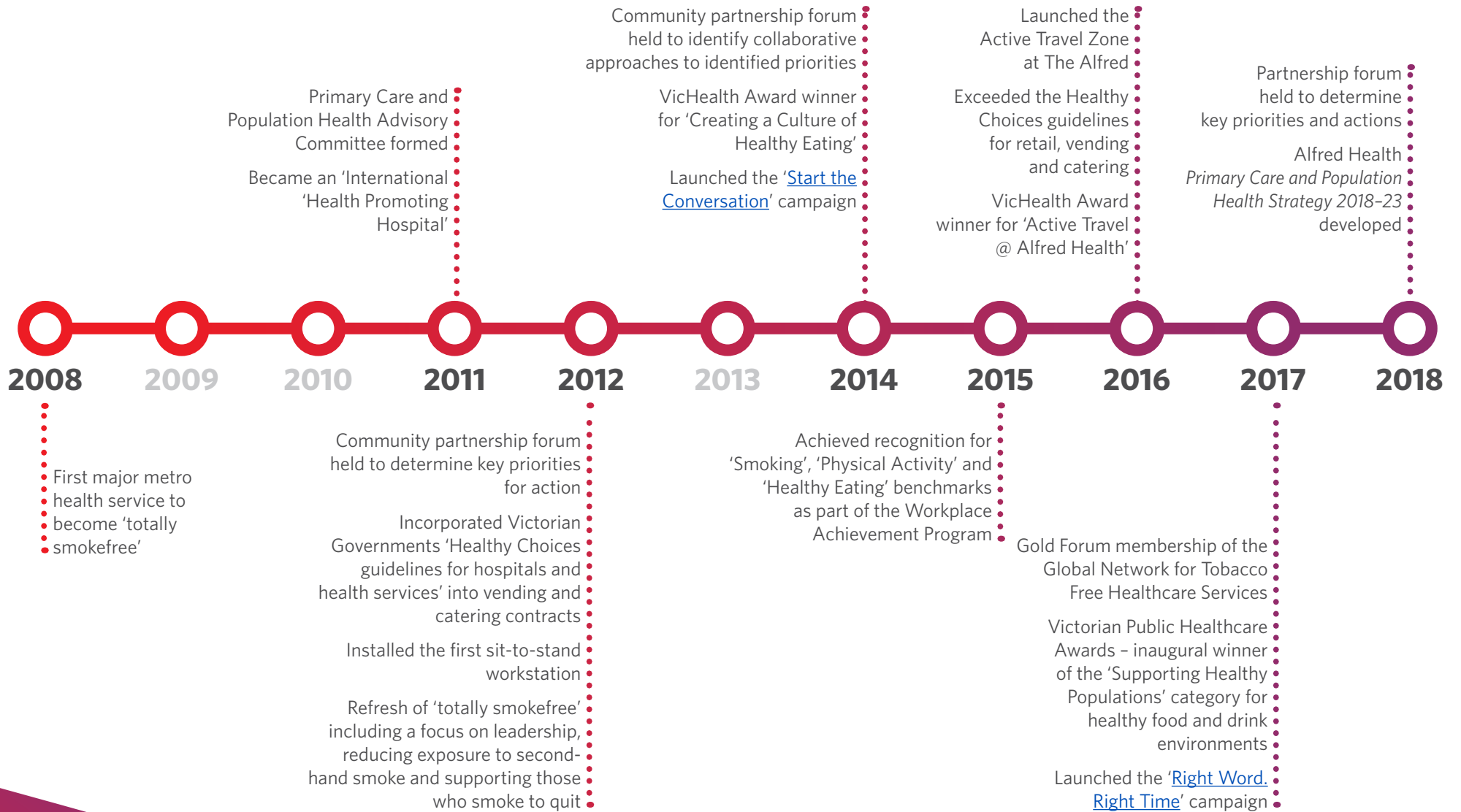
I look forward to your ongoing support and collaboration in making this strategy a success.

A handwritten signature in black ink that reads "Andrew Way".

Prof Andrew Way  
Chief Executive  
Alfred Health



## Primary care and population health journey



***Community and stakeholders have shaped the strategy and priorities.***

## Developing the strategy

A place-based approach focusing on local needs and local priorities, engaging the community as an active partner in developing solutions, and maximising value by leveraging multiple networks, investments and activities has been implemented to deliver the best outcomes for the community.

A Partnership Forum was held in April 2018 coordinated by the Primary Care and Population Health Advisory Committee which engaged internal and external stakeholders in proposing priorities and possible actions for addressing each. In preparation for the Partnership Forum, a Population Health Scoping Report was collated outlining both demographic data and priority health issues across Alfred Health's catchment.

Alfred Health's strategy and priorities have been shaped by community stakeholders, with consideration of the strategic direction of the Victorian Department of Health and Human Services (DHHS) and the Victorian Public Health and Wellbeing Plan (VPHWP).

This strategy is guided by the World Health Organisation principles of health promotion, the International Network of Health Promoting Hospitals and Health Services standards and the following principles:

- Addressing the broader determinants of health; recognising that health and wellbeing is affected by often complex and inter-related factors including social, economic, political and environment factors
- Basing action on best available evidence and application of these actions across the continuum of health care
- Working in collaboration with stakeholders to ensure alignment
- Ensuring active community engagement
- Acting to reduce inequities and injustice

The Primary Care and Population Health Advisory Committee provides governance and guidance of the strategy through quarterly reporting, reviews and support.

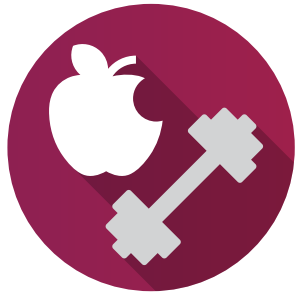


## Our priorities

In developing the strategy, five key priority areas have been identified for action:



***Reducing the harm from tobacco***



***Healthy living***



***Reducing the harm from alcohol***



***Improving mental health***

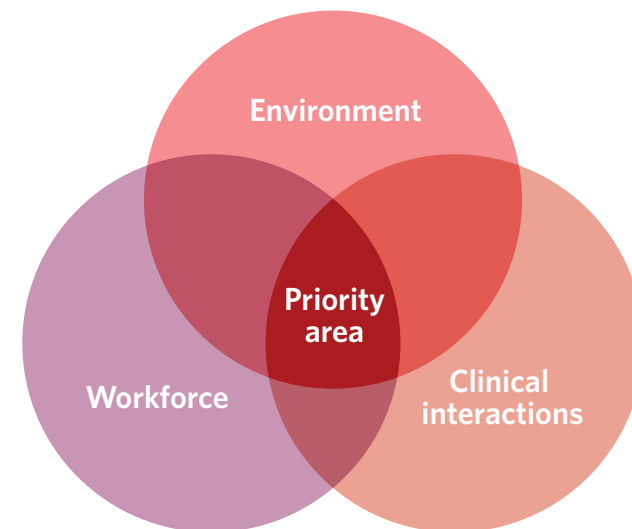


***Vaccinations and prevention of blood-borne viruses***

Alfred Health adopts the following concept in considering actions relative to the key priority areas identified:

- Our environment
- Our clinical interactions (inpatients, outpatients, patients prior to planned admissions)
- Our workforce

The venn diagram represents this concept simplistically, detailing the multiple overlapping aspects to each priority area.



## Strategy in summary

The goals we aim to achieve under the five priority areas, along with examples of actions to be undertaken are summarised below.



# 1. Reducing the harm from tobacco

## Environment

### GOAL

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Promote and enhance Alfred Health as a totally smokefree environment.

- Examine communication options to encourage compliance with Totally Smokefree
- Scope proactive offer of smoking cessation support to those smoking around the perimeter

## Clinical interactions

### GOAL

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Provide best-practice smoking cessation support to Alfred Health patients to reduce or cease their smoking.

- Deliver brief intervention for smoking cessation within all patient settings
- Capture and share digital patient stories

## Workforce

### GOAL

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Support smoking cessation among the workforce.

- Provide best practice smoking cessation support for staff who smoke
- Capture and share digital staff stories

## Collaboration

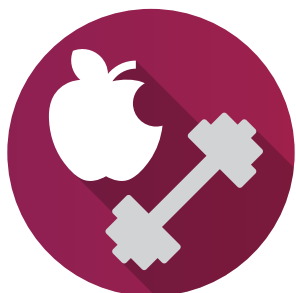
### GOAL

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Develop partnerships related to reducing harm from tobacco.

- Work alongside partners to deliver place-based approach to smokefree environments and smoking cessation across Victoria
- Consider opportunities for collaborative research with partners





## 2. Healthy living

### Environment

#### GOAL

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Provide and promote nutritious food and drinks (including retail spaces, catering and vending) and opportunities for active living at all Alfred Health sites.

- Support on-site food retailers and vending services to exceed the Victorian Healthy Choices guidelines
- Examine opportunities to nudge staff, patients and visitors towards healthier food choices
- Promote facilities that encourage active travel to and from Alfred Health sites

### Clinical interactions

#### GOAL

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Support patients with achieving a healthy weight, where clinically appropriate.

- Scope opportunities to embed brief interventions for obesity
- Develop learning materials for health professionals on best practice brief interventions for weight

### Workforce

#### GOAL

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Support staff to eat a healthy diet and participate in regular physical activity.

- Encourage active travel to and from work
- Promote sit-to-stand desks and audit the effectiveness
- Scope the opportunity to provide individualised dietary advice to staff

### Collaboration

#### GOAL

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Develop partnerships related to healthy eating and active living.

- Work alongside partners to deliver place-based approach to healthy food environments and across Victoria
- Consider opportunities for collaborative research with partners







### 3. Reducing the harm from alcohol

#### Environment

**GOAL**

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Create an environment that de-normalises alcohol consumption.

- Create and strengthen policies and practices within Alfred Health
- Consult with Alfred Health workforce regarding perceptions of alcohol in the workplace

#### Clinical interactions

**GOAL**

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Support patients to eliminate or minimise alcohol related harms.

- Consider opportunities to screen for risky alcohol use among patients and the delivery of effective brief intervention
- Develop learning materials for health professionals on best practice brief interventions for alcohol

#### Workforce

**GOAL**

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Minimise the impact that alcohol related harm has on the workforce.

- Achieve the alcohol benchmark in the Victorian Government’s Workplace Achievement Program
- Encourage staff participation in initiatives such as Feb Fast and Dry July

#### Collaboration

**GOAL**

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Develop partnerships related to reducing the harm from alcohol.

- Explore opportunities to work alongside partners such as primary health networks and local government areas
- Consider opportunities for collaborative research with partners





## 4. Improving mental health

### Environment

#### GOAL

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Create an environment that not only destigmatises mental health but supports optimal mental health for patients, visitors and the workforce.

- Provide and expand quiet spaces for patients, visitors and staff such as 'wellness' and spiritual spaces
- Ensure involvement in community support and awareness activities

### Clinical Interactions

#### GOAL

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Establish systematic evidence based interventions across the lifespan to people at risk of self-harm and suicide.

- Investigate universal risk screening for vulnerable persons
- Establish a pathway that links patients at high risk of self-harm or suicide to primary and community care

### Workforce

#### GOAL

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Support the mental wellbeing of all staff and detect and support employees who are at risk of self-harm or suicide.

- Support and evaluate organisational initiatives that are designed to support the workforce
- Achieve the mental health and wellbeing benchmark in the Victorian Government's Workplace Achievement Program

### Collaboration

#### GOAL

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Develop cross sector collaborations to contribute to community wellbeing.

- Explore opportunities to strengthen the interface between primary and tertiary care approaches
- Investigate opportunities with University partners to develop mental wellbeing capacity in undergraduates





## 5. Vaccinations and prevention of blood-borne viruses

### Environment

#### GOAL

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Create an environment that is safe for staff, patients and visitors and prevents transmission of blood-borne viruses and other vaccine preventable illnesses.

- Ensure appropriate access for staff, patients and visitors to safe disposal of sharps
- Implement communication strategies to encourage uptake of vaccinations for staff, patients and visitors

### Clinical Interactions

#### GOAL

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Support patients to reduce the risk of illness through appropriate vaccination and eliminate or minimise harm from blood-borne viruses.

- Develop innovative strategies to increase likelihood of identifying patients at risk of or infected with hepatitis B/C and provide timely testing, workup and treatment
- Examine innovative strategies to increase influenza vaccinations among patients

### Workforce

#### GOAL

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Support uptake of and provide appropriate vaccinations to staff and minimise the impact that preventable blood-borne viruses has on the workforce.

- Examine 'nudge' strategies to increase vaccination rates among staff
- Explore reasons staff choose not to vaccinate to develop opportunities to increase rates

### Collaboration

#### GOAL

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Develop partnerships related to vaccinations and prevention of blood-borne viruses.

- Formalise partnership with the Burnet Institute
- Ensure involvement in community support and awareness activities



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