



nnexus
Primary Health
living well in your community

**Strategic Plan
2023 - 2026**

About the Artworks:

The meaning behind the name Nexus and our logo:



The definition of Nexus is a connection or series of connections linking two or more things, with a central focus point.

This connection is depicted in our logo with the blue representing medical and the green representing nature and our environment.

Aboriginal Artworks:



We would like to thank and acknowledge Aunty Jo Honeysett, Taungurung Elder, for the Aboriginal Artworks created for Nexus Primary Health used in their entirety of parts thereof throughout this report.

Snake Egg Painting Meaning

This painting has three snakes, in the midst of two, are eggs that are both nurtured and protected to allow them to hatch and grow.

Turtle Painting Meaning

This painting depicts four turtles all coming together to eat and share each other's company. The river is abundant with food which is represented by the dots. The circles that surround the turtles are waterholes on country.

Acknowledgements:



We acknowledge the Traditional Custodians of this land on which we stand and pay our respect to the Elders, past, present and future, for they hold the memories, the traditions and the culture of all Aboriginal and Torres Strait Islander peoples.



We respect, honour and celebrate the diverse community in our region and aim to be a trailblazer in providing inclusive and accessible services, and organisational culture for our community, staff and volunteers.

Introduction

Message from the Board & CEO



The Board of Directors and the Senior Management Team of Nexus Primary Health are pleased to publish the Strategic Plan for the next three financial years, 2023/24 through to 2025/26.

The last three years have been demanding for Nexus with funding challenges and the impact of the global pandemic impacting staff and community wellbeing in ways that are hard to define and comprehend. Our committed teams at Nexus were able to respond well to the challenges posed and adapted to the changes with positivity. We are very proud of, and grateful to, our staff and volunteers who maintained their focus on service delivery and ensuring the community needs remained a priority.

It is, however, time to reset. Our new plan remains focused on ensuring the health and wellbeing of our community is at the heart of what we do, and the needs of our growing and diverse community are met as best we can within our funding capabilities. We will continue to deliver affordable, accessible services to our expanse geography through partnerships and collaboration with other providers. Political and administrative challenges will pose continued hurdles, but we will strive to find ways to adapt by listening to our community and incorporating their ideas and feedback into our systems and processes.

In preparation for this strategy, we commenced engagement with key stakeholders more than 12 months ago with a view to getting client, partner agency and staff/volunteer input. Pleasingly, on putting the feedback together, it was aligned with our internal understanding of where we were at and what our key opportunities for improvement were. In addition, a comprehensive staff survey undertaken reflected the internal sentiment that Nexus has a solid foundation of committed staff and volunteers who are passionate about delivering care to our local community to enhance their health and wellbeing. As a result, this strategy is about strengthening our current service delivery and engaging with our community and internal teams to ensure we are inclusive and responding to our local population needs in line with the funding opportunities.

Community Health is a critical aspect of our health care system in Victoria, playing an essential role in addressing the health needs of the community based on the social determinants of health. At Nexus we are continually grounded in the knowledge that effective community health, encompassing primary care, can lead to improved health outcomes, especially for vulnerable communities.

We are proud to be an integral part of the health system throughout Mitchell, Murrindindi and Strathbogie Shires and we look forward to working with our government stakeholders, service provider partners and the community to ensure continued quality service provision is available.

John Daly,
Board Chair

Amanda Mullins,
Chief Executive

Our history helps plan our future.

A walk through our story...

Nexus Primary Health has been on a change journey since the 1970's. Our constant has been our focus on the community and providing services to ensure our local communities have access to affordable healthcare in their local region.

1979

Nexus started by the community, for the community.

Nexus began its journey in 1979 as Broadford & District Community Health Centre, looking after a community of approximately 2,000 people from one Broadford site - the former Bush Nursing Hospital.

1981

The inaugural President appointed.

Des Callaghan was appointed and remained on the Board for 40 years. Since then, the Board has always had strong community representation.

1992

Change in name.

In 1992, we became Lower Hume Community Health Services, recognising that we provided services to a community including and beyond Broadford.

1994

New Board structure and name change.

A new, streamline Board structure was put in place along with a change in name to Mitchell Community Health Service Inc, as recommended by key stakeholders.

1996 - 1997

Broadford Building.

On, 21st April sod was turned for Broadford building with the building officially opening on 21st November.

2005/2006

Growing to help support our community in their homes.

Increase in staffing levels due to commencement of in-home care services and becoming one of the first health services to provide home care services. Initially collocating the Mitchell Shire services in 2001 before the government supported the funding to be provided directly.

2008/2009

Organisational changes.

Nexus became a Company Limited by Guarantee after changes to the Health Services Act jeopardised staff entitlements.

Mental health funding.

Mental Health programs at Nexus commenced with Personal Helpers and Mental Health funding (PHaMs) received aiming to assist the recovery of people whose lives are severely affected by mental illness.

2009

Black Saturday Bushfires.

In February 2009, Nexus was engaged to support the community during and after the Black Saturday Bushfires which decimated communities in the Mitchell and Murrindindi Shires.

The state government recognised our capacity to be a constant and ongoing presence, essential to what would be a long-term recovery process.

2012

Name change to Nexus Primary Health.

In 2012 we became Nexus Primary Health to reflect our role across a number of communities. The definition of Nexus is a connection or series of connections linking two or more things, with a central focus point.

2012/2013

Official Opening of the new Kinglake Ranges Health Centre.

The Kinglake Ranges Health Centre officially opened which was built from Bushfire Recovery funds in response to the community need. Nexus continues to operate this centre to this day.

2013/2014

Opening of the Wallan GP Superclinic.

Sod turning for the Wallan GP Superclinic commenced in late 2012 and the first services were provided just prior to Christmas 2013.

The services offered at the GP Superclinic have responded to community needs, now offering a mix of GP and nursing services, children's and adult's allied health, counselling, family violence supports, and external provider offered pathology and audiology services.

2015/2016

Helping to support the Strathbogie community.

Home and Community Care (HACC) services commenced in Strathbogie Shire including personal care, domestic assistance and respite services into Strathbogie replacing local council service provision.

2018/2019

Wallan Superclinic Redevelopment.

Redevelopment of Wallan including installation of elevator.

Partnership with FamilyCare and Primary Care Connect for Family Violence Therapeutic Services.

Partnership formed with FamilyCare, Primary Care Connect and The Bridge Youth Service for Family Violence Therapeutic Services, to support victim survivors of family violence on their healing journey.

2019/2020

Home Care Support Services provided to Murrindindi Shire.

Assisting Menzies support services to increase its home based services through the Murrindindi Home Support tender.

Redevelopment of Broadford

Successful Regional Health Infrastructure Fund grant allowed a significant redevelopment of the Broadford site, expanding consulting spaces from 7 to 20 and 2 large spaces to cater for group exercise and social support activities and programs. The redevelopment allowed for spaces to be designed specific to services to accommodate safe, accessible, and compliant spaces to enable quality service delivery to our clients.

2020 - 2022

COVID-19 Response

Nexus engaged with the Commonwealth and State Governments to set up a GP Respiratory Clinic, drive through testing site and subsequent COVID vaccination clinic at Wallan.

During the pandemic, Nexus performed 48,765 tests & COVID Positive consultations; and vaccinated 18,842 people both in clinic and in outreach clinics such as schools, nursing homes and in collaboration with local councils and community groups.

The Orange Door (TOD) opened in Goulburn (2021)

Nexus partnering with Family Safety Victoria, Rumbalara Aboriginal Co-operative, Primary Care Connect and FamilyCare, opened the TOD providing help for people experiencing family violence, or who need assistance with the care and wellbeing of children and young people.

PRESENT

We are the most significant primary and community health provider for over 86,000 people in diverse communities in the Mitchell, Murrindindi and Strathbogie Shires. Services are delivered across our 4 sites, and through outreach into people's homes.

We will continue to listen to our communities, focus on keeping you healthy and partner with others to provide services our communities need.



Our Vision, Mission and Values

Our Continued Vision

To support you to live well in our community.

Our Mission

Our role is to:

- Welcome and listen to everyone so we can support the individual to reach their health and wellbeing goals.
- Value our staff and volunteers.
- Embrace diversity.
- Deliver accessible best practice models of primary and allied healthcare and community services.
- Partner with individuals, our community and other agencies to provide safe, person focused care.

Our Values

The logo for CARE is displayed in a large, bold, sans-serif font. The letters 'C' and 'A' are green, while 'R', 'E', and 'E' are blue. The letters have a slight gradient and are set against a white background.

We stand **COURAGEOUSLY** with you as your local community health provider with an understanding of our evolving community needs.



We **ACT with integrity**. You will be listened to. We will partner with you to achieve your health and wellbeing goals with honesty and kindness.



RESPECT. You will be welcomed and respected. We will ask you what you need to be safe at Nexus.



Your **EXPERIENCE**, achievements and challenges will inform how we work together. **We will partner with you**, and other service providers to ensure you receive the best possible, locally based care.

Our Purpose

(Strategic Pillars)

Services

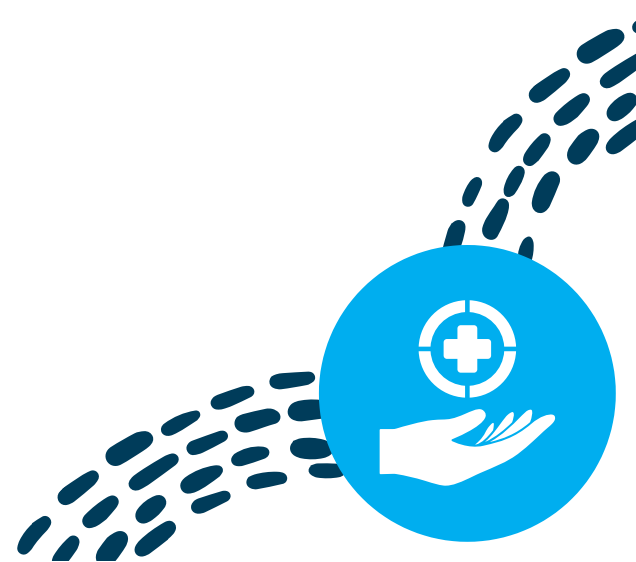
We will continue to deliver a comprehensive range of services to Mitchell, Murrindindi and Strathbogie Shires.

What we commit to:

Connecting meaningfully with our community to plan and deliver high quality services based on service gaps and community needs.

What success looks like:

- Services delivered responsive to community needs within our funding capability, evidenced by internal and local population data.
- Integrated partnerships with peer providers and other organisations that broaden delivery capability within current geography, particularly through the growth corridor.
- Expanded services utilising current and diversified funding using alternate delivery platforms.
- Local acute and primary care service provider partnerships supporting cross referrals to support the community to receive local, quality care.
- Improved internal synergies to improve the client experience with Nexus.



Our Purpose

(Strategic Pillars)

Workforce

We value our staff and volunteers, and we embrace diversity.

What we commit to:

Investing in our staff and volunteers, acknowledging our people are our most valued asset.

What success looks like:

- Flexible working models of service delivery to support staff needs and to promote work / life balance.
- A comprehensive Employee Value Proposition.
- A workforce strategy and action plan to optimise professional development and capability and to promote longevity of workforce.
- A workplace culture that values diversity and supports transparent contributions to system improvement within Nexus.
- Partnerships with training agencies to support training and education pathways to build a robust workforce.
- Internal collaboration promoting meaningful engagement with staff and volunteers to enhance service delivery.
- Identified opportunities for talent recognition supporting succession planning across leadership roles.



Our Purpose

(Strategic Pillars)

Partnerships

We partner with individuals, our community and other agencies to provide safe, person focused care.

What we commit to:

Working in partnership with the community and other providers to ensure accessible, local based access to health care in our communities.

What success looks like:

- Expanded networks and partnerships to provide greater access to services for our community in our current geographical regions.
- Enhanced internal partnerships leveraged to ensure consumer experience is maximised.
- An established Community Advisory Committee to provide a community voice for input and feedback into decision making at Nexus.
- Regular consumer experience surveys to actively seek community feedback on Nexus service provision.
- A comprehensive Stakeholder Engagement Strategy outlining collaboration initiatives to continue current partnerships and to build new partnerships to deliver local health and wellbeing services.
- Designed and implemented programs delivered through outreach and community based services to promote health and wellbeing services closer to home.



Our Purpose

(Strategic Pillars)

Excellence

We commit to deliver accessible best practice models of primary and allied healthcare and community services.

What we commit to:

Providing safe, accessible services that engage the communities we service and create a positive client journey

What success looks like:

- Optimised current site infrastructure for service delivery in line with industry standards.
- Comprehensive client management system review to ensure efficient and safe consumer data storage.
- Optimal utilisation of sites to support other community organisations.
- Successful industry specific accreditation across all sites.
- Regularly evaluated and audited internal programs to ensure best practice delivery of care in all settings.





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 **nexusprimaryhealth.org.au**

 **7-11 High St, Wallan**
.....
22 Emily St, Seymour
.....
72 Ferguson St, Broadford
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19 Whittlesea-Kinglake Rd, Kinglake



Allied Health



Community Support



Health Promotion



Medical & Nursing



Mental Health & Wellbeing

