

Innovating in Primary Care

2015 - 2022

Last updated 12 January 2023



Hunter New England and Central Coast (HNECC) PHN acknowledges the traditional custodians of the lands we walk, reside and work upon. We pay our respects to First Nations people and value the continued connection to culture, country, waterways and contributions made to the life of our vast region.



**FIRST NATIONS
HEALTH**

INNOVATION TIMELINE

2015

- Primary Health Networks established

- Innov8 online hub & Peoplebank
- Health Planning Compass
- Commissioning maps
- Collaborative innovation grants
- eReferral development
- Diabetes Alliance clinics
- Pilots – Low Intensity Mental Health and Indigenous
- Family Wellbeing

2016

- Healthy Weight Strategy and Primary Care model development
- Cervical Screening Course
- Inaugural Pitch Night
- Centre for Innovation in Regional Health Application & Establishment
- Mental Health & Drug & Alcohol Capacity Building Strategy
- National Health Care Homes trial
- Projects – Aged Care eHealth, Ambulance Alternate Pathways
- Pilots – Black Dog eClinics, Wellnet Chronic Disease
- Scholarships – Aboriginal Health Worker
- Baseline Commissioning Competency Review completed

2017

- Aboriginal Cultural Framework development
- Primary Mental Health Stepped Care Redesign
- Pitch Night
- Central Coast Mobile Imaging commencement
- New Practice Networks – AoD, headspace
- Pilots – Rural ENT Telehealth-enabled clinic, We Yarn suicide prevention, Mental Health Transitional Packages, Patient Reported Measures, Patch'd
- Scholarships program – including Medical Practice Assist
- Hosted Inaugural Commissioning Showcase (coming up to its 4th year, and now a NSW/ ACT Commissioning Network joint event)

2018

- Headspace funding boosted
- PHN hosts Youth Mental Health Forum
- Launch of Rural Communities Strategy
- Supports General Practice to participate in Quality Improvement Activities
- Care Navigation Pilot
- Early Start Pilot
- Dynamic Simulation modelling used to explore suicide prevention in the region.
- After Hours Needs Assessment

2019

- Commissioning performance measures quality initiative
- PHI national data storage and analysis implementation
- eReferral rollout
- Aboriginal Healing Forums and Indigenous Mental Health redesign
- Rural Workforce proposal completion
- Emergency Operations Centre
- PPE distribution and logistics
- Livestream Webinar implementation
- Capacity Tracker development and implementation
- Allied Health strategy development
- Counselling support – General Practice and Allied Health
- National policy papers – Telehealth, Distribution Priority Areas
- Grants – Telehealth, GP Wellbeing
- Re-assessment of Commissioning Competency Review

2020

- Pilots – Domestic Family Violence, Movement Disorder Nurse
- Primary Care Quality and Innovation Awards
- Primary Care Sharing Success Strategy
- COVID-19 Innovation Showcase
- General Practice and Allied Health Wellbeing Grants
- Central Coast Sea Change grants and marketing campaign
- Q-KPI's development

2021

- Bush GP Grants
- Digital Health Grants
- Inaugural Allied Health Conference
- Care Navigation Program – Ezidi Community
- Primary Care Domestic Family Violence Program
- Movement Disorder Nurse Pilot
- RACF Digital Health Grants – Telehealth Carts
- Too Deadly for Diabetes
- Commissioning Innovation Showcase

2022

Contents

Spotlight on innovation..... 5

2015-2016 – Founding year..... 6

2016-2017 – Second year of building innovation focus..... 7

2017-2018 – Third year of operations and continuing innovations 8

2018-2019 – Fourth year of operations and a new Strategic Plan 9

2019-2020 – Fifth year of operations and a pandemic response 10

2020-2021 – Sixth year of operations and an extended pandemic..... 11

2021-2022 – Seventh year of operations: innovation in action and impact on our communities..... 12

2022-2023 – Continued Innovation Focus..... 13

Not all that shines is golden..... 13

Conclusion 14

SPOTLIGHT ON INNOVATION

Since the inception of the Hunter New England Central Coast Primary Health Network (HNECC PHN) in 2015, our firm vision has been to focus on innovation in primary care with a desire to effect change at both a program and systemic level.

It is timely, as we continue to navigate the uncertain landscape presented by COVID-19, to reflect and celebrate innovation across the HNECC PHN activities.

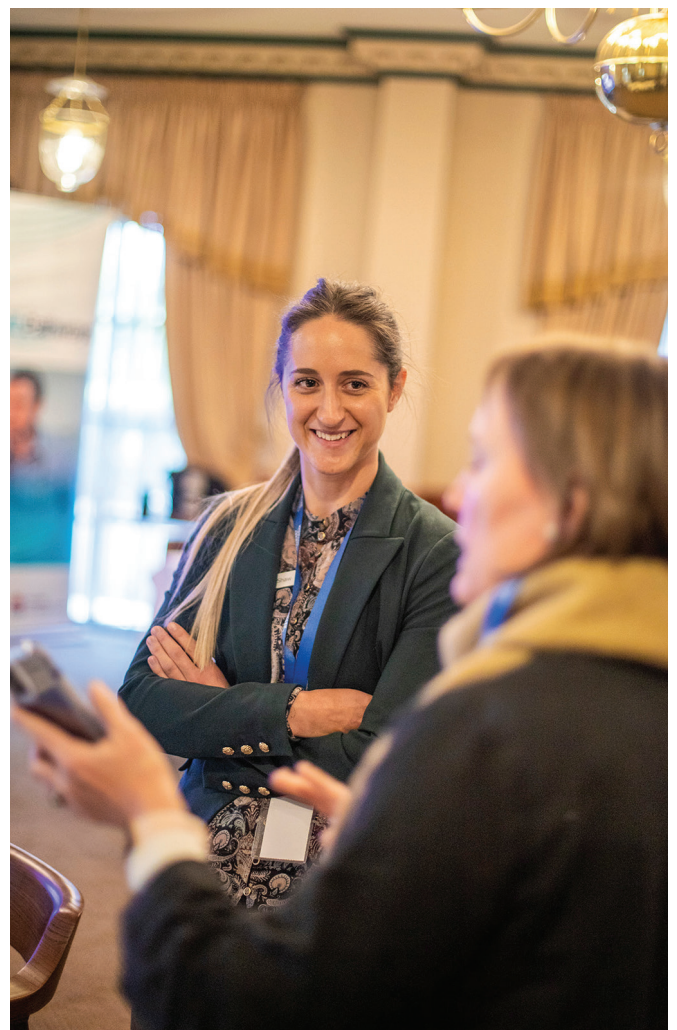
Innovation is a word that is embedded in the HNECC PHN's philosophy and mission. It is featured in organisational values and objectives:

Our Values – Innovation – We will invest in environments that create new and better ways to improve the health system so that people stay well and out of hospital.

Our Key Objectives – To pioneer new models of care that will consolidate our reputation as a leader in innovative primary care design.

The PHN's 2018–2023 Strategic Plan highlights our *We Will* Statements. As we work to close out the plan and reflect upon its key statements it is pleasing to see the considerable achievements and significant progress made – *We will* pioneer new models of care that will consolidate our reputation as a leader in innovative primary care design. *We will* drive health transformation across the region by generating new solutions to improve the health of our communities.

This document highlights some of the many innovative activities and approaches taken by the HNECC PHN over a seven-year period and provides a platform for discussion around the organisation's innovation approach. This document is by no means exhaustive, it does however provide a year-by-year review of notable achievements.



2015-2016 - FOUNDING YEAR

The HNECC PHN commenced with a firm vision around innovation with Flagship Innovation that was highlighted in the first annual report:

FLAGSHIP INNOVATION (source 2016 Annual Report)

Develop leading funding and care strategies to better support those with chronic disease risk factors or Mental illness (including Aboriginal people, young people or older people) to keep well in the community.

- *Develop and implement a high impact hospital avoidance initiative.*
- *Develop and implement new initiatives to improve health outcomes and efficiency through electronic referrals and better sharing of health information.*
- *Utilise the diversity of the region to translate successful primary care strategies to metropolitan, regional and rural areas.*
- *Implement an Innovation Hub and an Initiative Development strategy to stimulate innovation in Primary Care.*

The inaugural HNECC PHN board determined that “innovation” was to be a continuing contribution to the organisational purpose. Three key considerations were applied to all activities which were:

- How is the activity innovative?
- How is the activity locally relevant?
- How will the activity be evaluated?

In this first year of operations, the INNOV8 Health Development Initiative was introduced to the HNECC region. The INNOV8 online hub offered an informative online space for healthcare stakeholders to engage and collaborate. It was a clearing house for local innovative endeavours and provides up-to-date information on innovation support, including resources and information about innovation funding streams.

The Collaborative Health Innovation Project was the first INNOV8 initiative which promoted collaborative efforts between organisations. The purpose of the project was to identify, encourage and fund health innovation projects. Sixty organisations across 30 areas of interest in the region participated in ‘speed dating’ events to establish networks and facilitate industry partnerships to test new ideas. Eighty organisations expressed an interest in pitching for one-off seed funding with a focus on better supporting people with chronic disease risk factors. Successful projects were chosen and rolled out throughout 2017.

Two other initiatives of HealthPathways and e-referral were seeded in 2016 and would grow into Flagship Innovations in the following years.



2015 - 2016 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	Innovate Hub, Collaborative Health Innovation Project
Developing Innovation	eReferrals (with Hunter New England LHD), Commissioning Maps, HealthPathways
Tested and Ultimately Continued	HNE Diabetes Alliance Clinics
Tested and Not Continued	Low Intensity Mental Health Model, Family Wellbeing Pilot

2016-2017 – SECOND YEAR OF BUILDING INNOVATION FOCUS

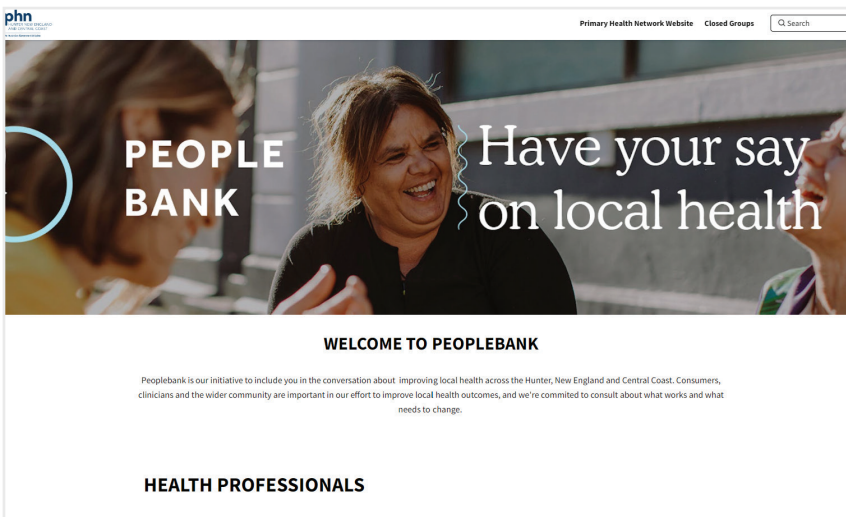
Opening statements within the 2017 annual report from Ms Jane Schwager AO Chairperson, reflected the increasing focus on innovation:

"We have worked hard at being innovative, seeking improved service models and systems to provide better primary health care across the HNECC PHN. Innovation is about creating opportunities to trial new and novel ways to tackle 'sticky' problems. This report highlights a range of examples where our staff have created opportunities to design and trial initiatives that will bring about better health outcomes for our people and communities."

The SeNT e-Referral project was developed to improve the communication and transfer of referral information between GPs and Specialists. Integrated with HealthPathways, this work was developed in partnership with Hunter New England Local Health District and was an early example of how the HNECC PHN supported clinicians to attain the highest standards in performance, safety and quality. The project was trialled with twenty general practices during the year with comprehensive implementation to occur in the following years. The HNECC PHN region had been the first area in Australia to introduce HealthPathways, and now continues to lead the country in measures of utilisation in practice.

Increasing meaningful communication with stakeholders became a focus for HNECC PHN in this year, resulting in the implementation of Peoplebank, a new online consultation platform. The true benefits of Peoplebank were highlighted when more than 500 online responses were received during the development of the Regional Mental Health and Suicide Prevention Plan. This feedback was integral in helping to build a profile of the mental health and wellbeing of the community. Peoplebank is still used a central communication channel in 2021 with many grants and Expression of Interest exercises being run through the platform.

This year the HNECC PHN region's strength in innovative research was rewarded when it was chosen by the National Health and Medical Research Council (NHMRC) to become a Centre for Innovation in Regional Health (CIRH). One of only two such centres in the country. The healthcare research and innovation hub aligned clinicians with health and medical researchers and supports the translation of research, so it drives clinical innovation across regional and rural communities in NSW. Joining the HNECC PHN as members of the research hub are the Hunter New England, Central Coast and Mid North Coast Local Health Districts, the Universities of Newcastle and New England, Hunter Medical Research Institute and the Calvary Mater Newcastle Hospital.



2016 - 2017 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	Pitch Night, HNECC PHN Peoplebank
Developing Innovation	Healthy Weight Initiative, HNECC PHN Scholarships Program, Centre for Innovation in Regional Health (Translational Research)
Tested and Ultimately Continued	
Tested and Not Continued	Aged Care eHealth Project, Ambulance Alternate Pathways Project, Black Dog eClinics, Wellnet Chronic Disease Pilot

2017-2018 – THIRD YEAR OF OPERATIONS AND CONTINUING INNOVATIONS

In February 2018 the HNECC PHN Board approved a formal Innovation Framework which recommended definitions of Innovation to be accepted by the HNECC PHN and to utilise these definitions to map existing and developing initiatives. It recommended at any time, the HNECC PHN should be focussed on no more than four high impact “flagship” innovations based on these principles.

This year also saw a focus on Aboriginal health and communities with several innovative programs developed to support better health outcomes in the region’s Aboriginal communities.

Ambulance Care Plans for Aboriginal People that empowered Aboriginal communities to make better use of ambulance services was one way the Primary Health Network worked to close the gap in health outcomes for Aboriginal communities across the Hunter New England region.

Consultation between the Central Coast Cancer Screening Network and key community representatives resulted in the planning and implementation of a group breast screening strategy for Aboriginal women.

In 2017-18 HNECC PHN held the second Pitch Night which was focused on initiatives aimed at improving health outcomes for Aboriginal communities. A pitch night is an event held for organisations to pitch their innovative ideas to gain exposure and funding. It can best be described as a hybrid of crowd funding and a ‘dragon’s den’ or ‘shark tank’ event. In this year Gomeroi Education and Training received \$41,000 for Aboriginal men’s health groups, Tamworth Local Aboriginal Land Council received \$62,000 to provide early intervention initiatives for Aboriginal children during school holidays and Beyond Empathy received \$44,000 for a creative men’s program that prioritises mental health, relationships, and transitional work skills.

2017 was also the year the HNECC PHN commenced developing the Health Weight Initiative which involved developing and trialling a model of care for General Practice to support people to reach a healthy weight and reduce their risk of chronic disease. Research shows that tackling obesity and unhealthy weight requires a multifaceted approach, as the causes of weight gain may relate to a range of physiological, social, genetic, environmental, and psychological factors. The model takes an inclusive approach to interventions, with multiple sectors and organisations included in the initiative to support people to reach and maintain a healthy weight.



2017 - 2018 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	Pitch Night, Practice Network – Alcohol & Other Drugs
Developing Innovation	HNECC PHN Cultural Audit & Framework
Tested and Ultimately Continued	Rural Telehealth ENT Clinic (with HNELHD), Mental Health Transitional Packages (with CCLHD & HNELHD)
Tested and Not Continued	Patch’d
National PHN / Primary Care Development	National PHN Commissioning Showcase

2018-2019 – FOURTH YEAR OF OPERATIONS AND A NEW STRATEGIC PLAN

The HNECC PHN commitment to innovation was reinforced in a new Strategic Plan, and in line with the plan work actively progressed towards an outcomes-based commissioning model that focuses on value-based health care.

This involved seeking innovative solutions and exploring how improved health outcomes can be achieved for the lowest cost. However, HNECC PHN also recognised that for patients, costs are not what matters most. So, in this year HNECC PHN introduced program-based Patient Reported Measure (PRM) trial activities that provided a mechanism to measure and evaluate patients' own perceptions of their experience while receiving care.

In 2019 the HNECC PHN Grants Program was launched to provide an agile mechanism to distribute funds into the community based on health needs. The HNECC PHN Grants program provided an opportunity to fund innovative ideas and approaches from a variety of organisations. A range of grant activities were funded in the first twelve months including grants for Health Weight Community Programs, Suicide Prevention, Early Start pilots, Care Navigation pilots, Aboriginal Medical Centre grants and Elders Olympic Grants.

Examples of innovative activities funded through the HNECC PHN Grants program include suicide prevention training for cohorts such as sporting coaches and carers, providing age-appropriate fitness classes and equipment for children, and the use of wearables for monitoring fitness levels in teenager fitness programs. Through the grants program the HNECC PHN was also able to trial some new ways of applying for grant funding designed particularly to assist smaller and Aboriginal organisations in the application process. Yarning and video applications were introduced and were well received by applicants.

The Empowering our Communities grant initiative provided funding for community-led mental health, social and emotional wellbeing initiatives that support communities significantly impacted by drought conditions. When the applications closed in May HNECC had distributed over \$1 million across 55 organisations for over 300 activities across the region.

This year HNECC PHN held the third Pitch Night which was focused on initiatives aimed at improving healthy weight in the community. In this year three organisations, Live Life Get Active, Diabetes NSW & ACT and The Wholesome Collective shared their passions for empowering the region through their health initiatives.

To further support better Aboriginal health outcomes a series of healing forum consultation events were held across the region. These community forums explored intergenerational trauma and traditional healing and the findings were used to inform ongoing Aboriginal Mental Health work.

The Central Coast Mobile Aged Care X-ray service was another innovation and a great example of the HNECC PHN and a Local Health District working together collaboratively. The benefit of using a mobile service is that they're easily transportable and can be taken to Residential Aged Care Facilities. The resident doesn't require transportation to a secondary imaging centre like a hospital emergency department or a private practice. The service puts patients at the centre of care. It's care in the right place at the right time.

Two examples of innovative events developed in this year included a Youth Mental Health Forum involving young people, HNECC PHN partners and the national peak bodies, and GP Wellness Workshops in Toronto and Narrabri.

2018 - 2019 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	Pitch Night, HNECC PHN Grants Program – including Empowering Our Communities Grants, Aboriginal Health Capacity Building, Yarning Grant application process
Developing Innovation	Healing Forums, Mental Health Access & Referral Service, Patient Reported Measures Pilot (Alcohol & Other Drugs), Rural Communities Strategy, Suicide Prevention Dynamic Simulation Modelling, Patient Reported Measures Pilot (Integrated Team Care & Rural Allied Health),
Tested and Ultimately Continued	Central Coast Mobile Imaging (with Central Coast LHD), Central Coast Alliance Diabetes Clinics (with CCLHD)
Tested and Not Continued	Early Start Grants

2019-2020 – FIFTH YEAR OF OPERATIONS AND A PANDEMIC RESPONSE

This financial year tested the resilience and commitment to innovation of the HNECC PHN to continually seek out new solutions for the unprecedented circumstances present across the region through continued drought, devastating bushfires and the COVID-10 Pandemic. The HNECC PHN Chair provided the following reflection in the annual report: *“Growth and change are said to occur when we are out of our comfort zone, but it would have been impossible for anyone to predict the level of change that these three events presented to us. Over the year while our focus was on managing the day-to-day operational challenges, we were concurrently studying and analysing these crises through scenario-based ‘lessons-learned’ exercises to understand what did and did not work. As Winston Churchill famously said, “Those that fail to learn from history, are doomed to repeat it.” We have learnt a great deal from these challenges, not least being the extraordinary resilience of our many communities.”*

The COVID-19 period provided opportunity for innovation like no other time in the HNECC PHN history. The magnitude of the situation meant the HNECC PHN needed to be open to innovation as daily developments and rapid elements of change mandated the need to look beyond the status quo and business as usual. The development of the Emergency Operations Centre and the implementation of the Capacity Tracker are two examples of innovative approaches adopted by HNECC PHN.

An Emergency Operations Centre (EOC) model was scoped and implemented with the main objective of enabling rapid and cohesive management of issues related to the pandemic. Whilst the EOC supported the Primary Health Network response through the pandemic, the model is fully adaptable for other natural disasters and emergencies.

The Capacity Tracker software and concept introduced to the HNECC PHN through a third-party consulting firm, and offered a tangible, operational tool that could assist with monitoring the residential aged care facility environments within the region. At the same time the Capacity Tracker offered a broader usage base that could be adopted for general practice. A small, internal team worked with the developer (North of England Commissioning Support Unit (NECS)) to localise and redesign the software to suit Residential Aged Care Facilities in Australia, the Australian COVID-19 situation, and to add an element for application in General Practice. The main functions of that version of Capacity Tracker included PPE supply status and alerts, as well as workforce supply status and alerts.

Alongside these emergency response efforts, the HNECC PHN continued to innovate where possible in a business-as-usual context. However, the HNECC PHN was mindful of the extreme pressure the sector was under and focussed on supporting the sector to work through the crisis circumstances.

The HNECC PHN were successful in receiving funding for two innovative pilot programs through the Department of Health. The Movement Disorder Nurse Pilot and the Family and Domestic Violence pilots were opportunities for the HNECC PHN to be at the forefront of innovative models of care in these areas.

Another initiative that has been recently developed is the Drug and Alcohol Regional Partnership Networks across the region. These regional partnership networks are working to identify and address key service gaps and opportunities for improvement.

2019 - 2020 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	Bushfire Community Support Grants, COVID Support Grants – Telehealth, AoD Regional Partnerships
Developing Innovation	eReferral Implementation, Rural Workforce Proposal, Primary Health Insights PHN Data Storage & Analysis
Tested and Ultimately Continued	HNECC PHN Capacity Tracker (with NECS UK), HNECC PHN Emergency Operations Centre, Livestream Webinars, Rural Communities Strategy
Tested and Not Continued	Care Navigation Pilots (Tamworth, Taree, Cessnock)
National PHN / Primary Care Development	Telehealth Policy Paper, COVID Response Publication

2020-2021 – SIXTH YEAR OF OPERATIONS AND AN EXTENDED PANDEMIC.

Despite the burdens of the previous twelve months and actually because of them, the HNECC PHN recognised the need to continue to focus on innovation and new ways of working. As a result, a time-limited team was assembled to leverage from the learnings of the COVID pandemic. The COVID Recovery team was a project focussed team that worked alongside the existing portfolios to deliver a scope of work designed to support and enhance existing activities. Project areas included Telehealth, Capacity Tracker, Remote Monitoring, Allied Health, Primary Care in Aged Care and Sharing Success and Supporting recovery. An evaluation report was developed to assess the effectiveness of this project-based model.

While this was occurring, dedicated work occurred between HNECC PHN and commissioned services to pilot a set of quality measures for improved commissioning outcomes. This was aligned with additional dedicated

work to develop a comprehensive and data-driven quality improvement program to support for General Practice.

Two highlights of the year were the inaugural Primary Care Quality and Innovation Awards held in June and the COVID-19 Innovation Showcase held in May. Both events were designed to highlight quality and innovation across the primary care sector. The COVID-19 Innovation showcase welcomed presenters from General Practice, Mental Health, Pharmacy, Allied Health, LHD's and Aged Care providers who all shared stories of how they innovated amidst COVID-19. It was truly inspirational, and the concept will be adopted as an annual event. The Quality Awards provided the opportunity for the sector to come together in a gala dinner and recognise great individual and organisational achievement across the sector. Again, there was broad representation of providers from across the region.



2020 - 2021 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	2022 Primary Care Quality & Innovation Awards, inaugural Allied health Conference, COVID-19 Sharing Success Showcase, GP & Allied Health Wellbeing Grants,
Developing Innovation	Rural Workforce Business Case, Comprehensive General Practice Quality Improvement Program
Tested and Ultimately Continued	Primary Care Domestic Family Violence Program, Care Navigation (Armidale Refugee Community), Rural Advocate Project (Score "Wellbeing Super spreaders")
Tested and Not Continued	Care Navigation Pilots (Tamworth, Taree, Cessnock)
National PHN / Primary Care Development	Distribution Priority Areas Policy Paper

2021-2022 – SEVENTH YEAR OF OPERATIONS: INNOVATION IN ACTION AND IMPACT ON OUR COMMUNITIES

Whilst it was another year navigating uncertain times marked by the changing landscape of COVID-19 and the challenges of multiple floods, we were heartened by the resilience displayed by primary care providers across the region, as well as by the efforts to seek innovative solutions and approaches to our work by the PHN team.

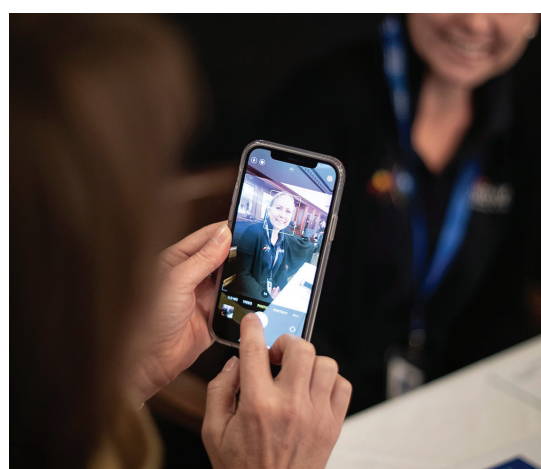
In this year's Covid Impact Survey, primary care clinicians reported that their two areas of most concern were the emotional and mental health of primary care workers, and management of chronic health conditions. These results were unsurprising. Workforce shortages and pressures, driven by a range of factors, created a perfect storm for GP burnout and fatigue. The PHN has found itself increasingly addressing workforce issues, including through the successful implementation of several incentive schemes to recruit GPs to our region. In the past 12 months, our incentives have supported the recruitment of 27 new GPs to the region.

The PHN invested some \$1,000,000 over the 12 months to provide 200 general practices, allied health practices and residential aged care facilities with \$5,000 digital

health grants. These grants have gone a long way to improving general digital health capabilities.

In the midst of the ongoing challenges this year presented our teams identified a number of exciting opportunities which resulted in flagship projects and innovative activities such as the inaugural Allied Health Conference #WeCareTogether, which saw 15 of the region's allied health professionals showcasing a variety of informative topics to a large and broad audience. In the first half of 2022 the SeNT eReferral system, originally launched in 2016, clocked up a milestone of 100,000 referrals electronically transmitted to over 450 HNELHD and private health providers across the region.

In March 2022 the annual Commissioning Innovation Showcase brought PHNs from across the country together to learn and share their commissioning experiences; and the second Primary Care Quality and Innovation Awards, held in June 2022, provided an opportunity to showcase innovation across the primary care sector.



2021 - 2022 INNOVATION HIGHLIGHTS

Supporting Innovation in the Region	2022 Primary Care Quality & Innovation Awards, inaugural Allied Health Conference, Commissioning Innovation Showcase, Digital Health Grants,
Developing Innovation	Movement Disorder Nurse specialist (MDNS) Pilot, Primary Mental Health Services for Children, Telepsychiatry pilot, Veteran's Care Navigation Program (Central Coast); Adolescent Mental Health Transitional Care; Open Dialogue approach (Youth Complex MH)
Tested and Ultimately Continued	Primary Care Domestic Family Violence Program, Too Deadly for Diabetes
Tested and Not Continued	AoD Transitional Care Pilot Program, Smarter Safer Homes Pilot – dementia care and monitoring at home
National PHN / Primary Care Development	The National PHN Allied Health in Primary Care Engagement Framework

Moving forward the HNECC PHN is keen to explore a deepening focus on advocacy for the community through strategically identifying opportunities, to provide the Department of Health with insight into local problems coupled with solutions and recommendations that could be implemented both regionally and nationally.

More broadly the concepts of Smart Health Communities which suggests a philosophical shift from 'sick care' to 'health care' are being considered which provides opportunity for the HNECC PHN to continue to explore innovation that will require cross sector collaborative approaches to work with communities and others. (Briggs et al., 2019).

As the PHN works to close out the 2018-2023 Strategic Plan there has been significant progress made against the key strategic objectives and many great achievements. Work on the development of the 2023-2028 new Strategic Plan is well underway with innovation lying at the core, with a view to supporting the HNECC PHN as a leading PHN that excels in delivering core business as well as achieving its aspirational goals.



NOT ALL THAT SHINES IS GOLDEN

Whilst the HNECC PHN has many examples of great innovation and achievement, there are equally many examples of activities and initiatives that did not achieve their objectives and could be viewed as failures.

These include pilot programs of new models of care, technology adoptions and organisational structures and approaches. However, it is becoming widely recognised that failure is just a part of the pathway to success and organisations should be tolerant of failure as it leads to learnings that ultimately leads to successful outcomes. Jeff Bezos, CEO Amazon, states "if you do not innovate then, you are leaving a lot on the table. Failure comes part and parcel with invention. It's not optional. We understand that and believe in failing early and iterating until we get it right."

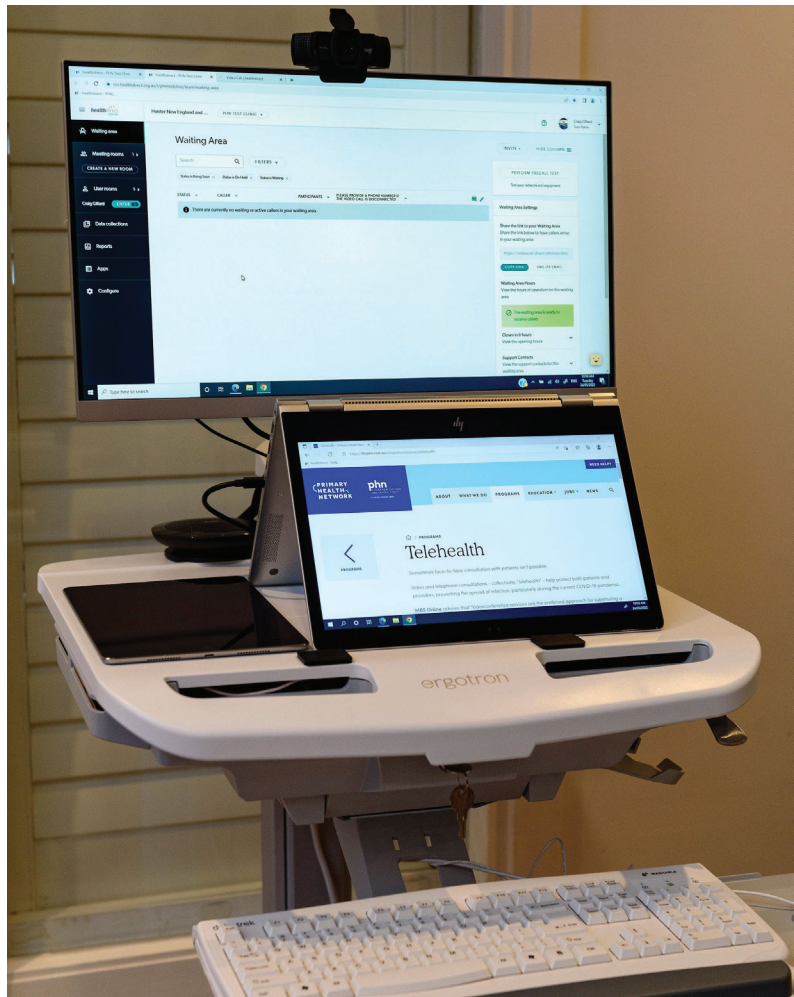
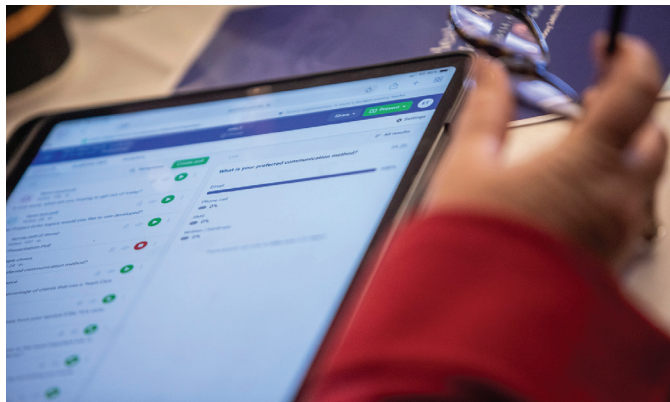
To support this ethos the HNECC PHN has strengthened its commitment to evaluation and learning from its activities. Evaluations have become more intentional and embedded within all work that is undertaken to ensure valuable lessons are identified and acted upon.

CONCLUSION

This paper provides a spotlight on some of the innovations developed by the HNECC PHN from inception through to current times and provides a basis for discussion about future innovation for the organisation. It demonstrates the commitment the HNECC PHN has had to continuing to push the envelope through new ideas and approaches whilst keeping the mission of Healthy People and Healthy Communities alive.

The organisation continues to explore innovation not only in the larger flagship projects or initiatives but also in the everyday work and tasks to ensure the HNECC PHN continues to push forward into new territory.

It is acknowledged there is still much to be done, and with an increase of digital health tools and approaches, the rapid rate of change is ensuring HNECC PHN must continue to innovate for its region and communities.



phn
HUNTER NEW ENGLAND
AND CENTRAL COAST

An Australian Government Initiative

**PRIMARY
HEALTH
NETWORK**