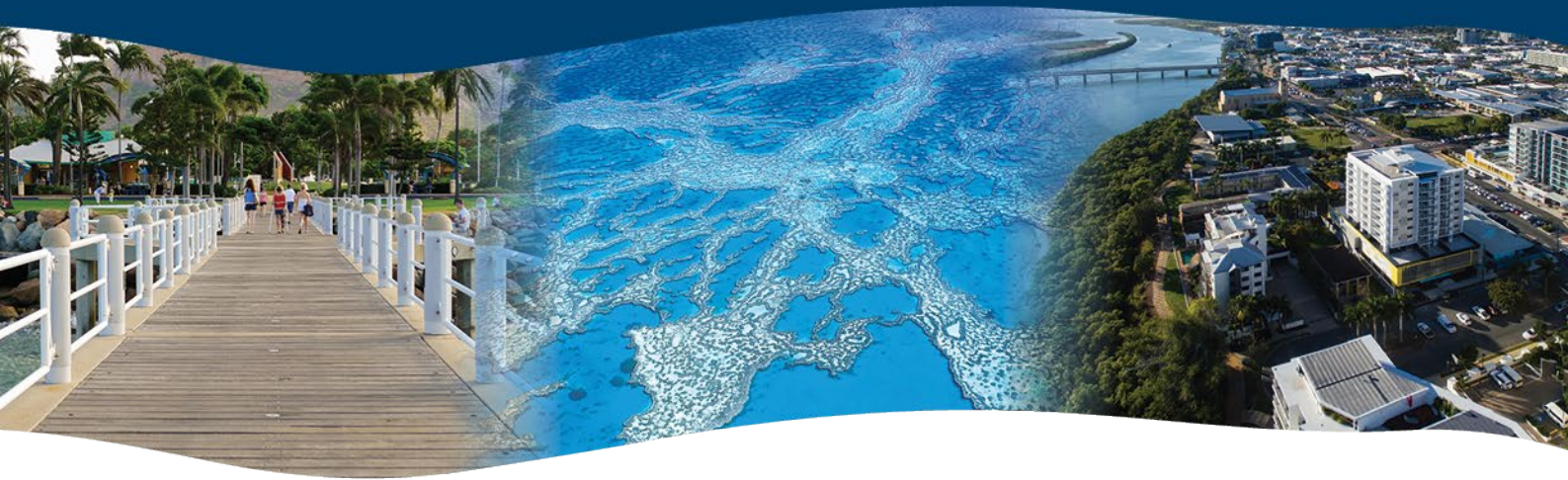




Northern Queensland Primary Health Network

Activity Work Plan

Integrated Team Care

2025/26 – 2028/29

Updated August 2026



NQPHN acknowledges the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We respect their continued connection to land and sea, country, kin, and community. We also pay our respect to their Elders past, present, and emerging as the custodians of knowledge and lore.



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Disclaimer

All activities captured in this Activity Work Plan are identified in the Joint Regional Needs Assessment conducted by Northern Queensland Primary Health Network and have been approved by the Department of Health, Disability and Ageing.

ITC - 1 - Care Coordination and Supplementary Services

Activity priorities and description

Program key priority areas

Aboriginal and Torres Strait Islander Health.

Aim of activity

To contribute to improving health outcomes for Aboriginal and Torres Strait Islander peoples with chronic health conditions through better access to primary health care, including culturally appropriate mainstream services and by providing care coordination, multidisciplinary care, and support towards self-management of their own health.

Description of activity

2022/23 activities

This activity involves supporting implementation of the revised Integrated Team Care (ITC) service delivery model that was commissioned in 2021/22.

The model involves:

- 12 Aboriginal Community Controlled Health Organisation's (ACCHO's) delivering care coordination, outreach supports, and access to supplementary services within their respective geographical catchment areas.
- ACCHOs working in collaboration with mainstream general practices to provide the mainstream component.
- Implementation of localised approaches to reflect ACCHO's local context and the local needs of their communities, particularly in rural and remote areas.

Northern Queensland Primary Health Network (NQPHN) has retained two (2) Indigenous Health Priority Officer (IHPO) positions to provide program leadership, planning, and workforce support. NQPHN will use its IHPO workforce to support ACCHOs to implement local service models while defining consistency for some elements and working collectively on systems development.

Areas of focus

- Establishment and maintenance of ITC governance and leadership structures to ensure strong collaboration between the ITC service delivery providers and mainstream health services for the delivery of primary care services.
- Policies and procedures to manage referral, intake, demand, and discharge processes.
- Continuity of care for people that move between locations to prevent individuals from being lost to service supported by local arrangements between ACCHOs.
- Consistent use of MBS Item such as 723 Coordinate of Team Care Arrangements and regular reviews of Item 715 Aboriginal and/or Torres Strait Islander people's Health Assessment and General Practitioner (GP) Management Plan.
- Communication and case management between health care providers to support the patient journey, linking with other services such as nurse navigators, to maximise the best outcomes for the patient and reduce duplication of services.

The governance structures include both strategic and operational groups to oversee transparent monitoring, shared accountability and to progress enhancements including:

- Further development of the NQPHN ITC Model of Care and implementation guidelines which describe the local approach to implementation, processes, and protocols. The guidelines will be further developed collaboratively between NQPHN, local ITC contracted providers, clients, community representatives, and other significant health sector participants.
- Develop and support implementation of a comprehensive ITC program workforce strategy, ensuring that the ITC workforce is well supported, and workforce attraction and retention is a focus.
- Develop a consistent and localised approach to supplementary services exploring opportunities for joint arrangements where this provides improved efficiencies and outcomes.
- Develop and support the implementation of clear local reporting and data requirements with contracted providers.

2024/2025 activities

- Funding for Indigenous Health Project Officer (IHPO) positions to be redistributed amongst the ACCHOs within the region.
- Funding for cultural competency will be redistributed amongst the ACCHOs within the region.
- All other activities continue.

2025/2026 activities

- Service delivery, including employment of Team Leads, Care Coordinators, Outreach Workers, and provision of access to supplementary services in order to achieve better treatment and management of chronic conditions, better access to appropriate health care, and increased uptake of Aboriginal and Torres Strait Islander Medicare Benefit Scheme (MBS) items.
- Increasing the cultural competence of mainstream primary care providers across the region, including but not limited to general practice.
- Provision of sub-regional program leadership, planning, program development, and workforce support associated with activities of the Indigenous Health Project Officer (IHPO) roles.
- All other activities continue.

2026/2027 activities

- Continue to support service delivery by maintaining Team Lead, Care Coordinator, and Outreach Worker roles and access to supplementary services, to improve treatment and management of chronic conditions and increase access to Aboriginal and Torres Strait Islander MBS items.
- Provision of sub regional leadership, planning, and workforce support to enhance the effectiveness and impact of Indigenous Health Project Officer (IHPO) roles.
- Support transition planning with the sector for the future state of the ITC program, with a focus on building commissioning capability within a First Nations organisation.
- All other activities continue.

ITC - 2 - Culturally competent mainstream services

Activity priorities and description

Program key priority areas

Aboriginal and Torres Strait Islander Health.

Aim of activity

The aim of Indigenous Allied Health Australia (IAHA) is to improve Aboriginal and Torres Strait Islander peoples' access to culturally safe, effective essential health services. Improving access to primary health care through culturally safe care coordination across services, strengthening the cultural capability of the health workforce.

Description of activity

NQPHN will:

- Improve culturally safe access to mainstream primary care for Aboriginal and Torres Strait Islander people, while supporting client choice.
- Foster partnerships between Aboriginal Community Controlled and mainstream primary care services, where feasible, to support Aboriginal and Torres Strait Islander people to access primary health care.
- Build the capacity of mainstream primary care services to provide culturally safe care to Aboriginal and Torres Strait Islander people.
- Work with Community Controlled peak to identify and provide access to localised cultural competency opportunities.
- Support Queensland health's framework on cultural capability, noting there are a number of barriers that restrict Aboriginal and/or Torres Strait Islander people's access to equitable and quality health care.
 - Some of the barriers mentioned included health service provider attitudes and practice, communication issues, poor cultural understanding, and racism (Queensland Health, 2024, p. 24).

