



*Great health for all Territorians*

# **NT Health STRATEGIC PLAN 2023-2028**

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## Acknowledgement of Country

NT Health respectfully acknowledges the Traditional Custodians of the country on which we work and live throughout the Northern Territory. We recognise the deep connection Aboriginal people have with their lands, waters and communities. We pay our respects to Elders past and present whose ancestral land we provide health services upon. Throughout this document the term Aboriginal should be taken to include Torres Strait Islander people. The term Aboriginal has been used in recognition that Aboriginal people are the Traditional Owners of the Northern Territory.





# A Quality Health System for the NT

“ Our quality health system fosters excellence, based on research, to share expertise and learning. Our collaborative workforce culture leads to shared achievements while cultural capability, distributed and inclusive leadership, quality improvement and research is woven through our health system.

”

It is our pleasure to share the NT Health Strategic Plan 2023-2028.

As our services touch the lives of all Territorians, we are charged with the responsibility to make sure they receive the very best care, as close to home as possible and that it is culturally safe and responsive. This plan reflects our strength as a single, integrated health care service and provides a clear vision for our staff, patients, stakeholders and the community to deliver in partnership over the next five years.

We consulted widely with our staff, stakeholders and the community to develop this plan because we wanted to make sure it focused on what matters most to Territorians. We know that by working in partnership we are better placed to drive action, deliver change and achieve improvements in the health and wellbeing of Territorians.

The NT Health Strategic Plan 2023-2028 is transformative, bold and inspired by our collective dedication to understanding the unique needs of each person in our care. Together we have the opportunity to develop a high quality public health system that is recognised for its success in tackling complex public, regional and remote health challenges, a system that harnesses the benefits of learning, retains top talent and attracts new skills.

This plan is structured around four strategic focus areas that will enable us to achieve a new approach to designing and delivering care. Our focus is on preventative and primary health care and the use of the appropriate technology, infrastructure, environment and workforce approaches to provide personalised care closer to home. We will deliver care models informed by data and in partnership across the health and wellbeing sectors.

Our services need to be accessible to all; culturally safe

and appropriate. We will continue our work with our partners, patients, carers and communities to provide a system that involves Aboriginal Territorians as active partners. We will strengthen our relationships with other government, non-government and Aboriginal controlled organisations to develop true partnerships and a more integrated health system.

Our commitment to leadership in remote care will continue, and our use of technology to bridge distances will expand. We will respond wholeheartedly to the opportunities for improvement that are presented by health data, technology, research and innovation; ensuring these are suited to the needs of Territory health consumers and clinicians.

Our staff are our greatest asset. We know that to provide excellent care experiences, we must acknowledge and appreciate our staff, whose skill, passion and commitment every day at work improves the lives of Territorians. Our staff will continue to lead the way in building a future-ready health system for the Territory; so we can respond to local needs, provide health education, support patient expectations for greater control of their own care and achieve the best health outcomes from available resources. Supporting our workforce to do what they do best, seek out opportunity and feel valued at work are vital parts of the NT Health Strategic Plan 2023-2028.

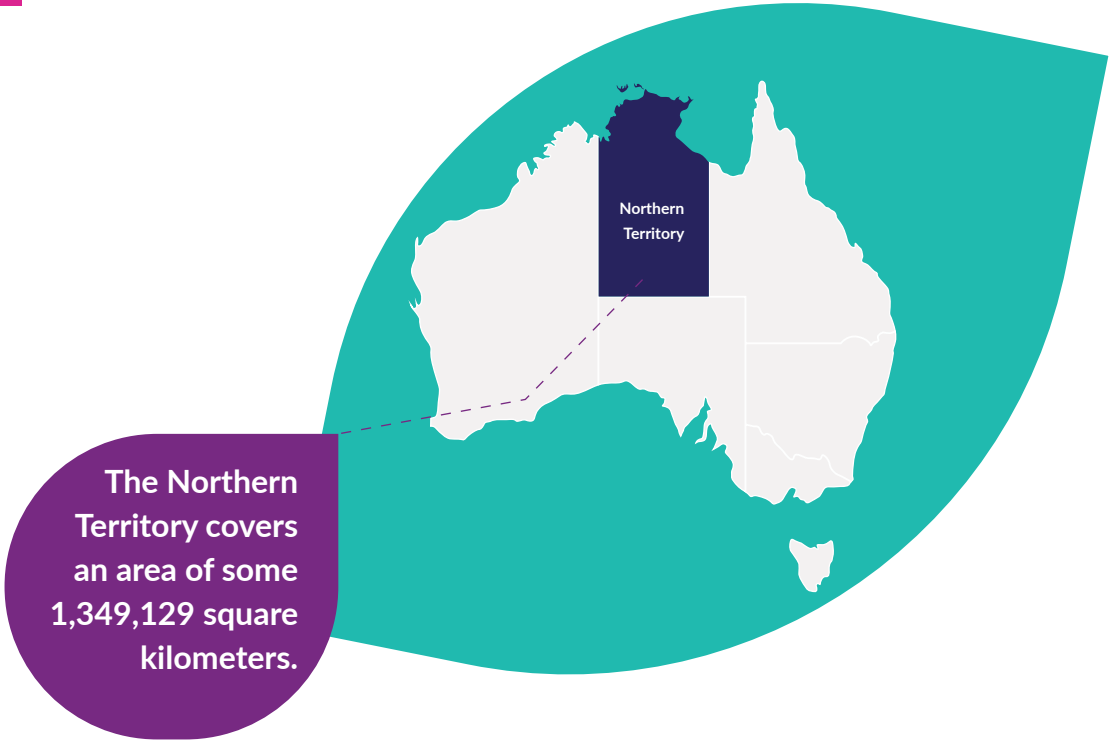
As NT Health, we will work together as one system in partnership with individuals, families, the community, Aboriginal health organisations and stakeholders to provide high quality, evidence-based, patient-centred care.

We look forward to working in partnership to pursue our vision of:

**Great health for all Territorians.**

**NT Health Leadership Committee**

# Health in the NT



The NT's population is less than 1% of Australia's population.

30% of the population are Aboriginal people.

**245,909**  
people live in the Northern Territory

-  The NT has the highest premature death rate across the total population.
-  70% who live remotely are Aboriginal and reside in one of 600 communities or remote outstations.
-  Language and culture are diverse with over 200 languages spoken.
-  There is an increasing prevalence of chronic conditions.

# Our services

NT Health manages the Northern Territory public health system which includes the Regional Health Service. NT Health operates across five service delivery regions to provide the full spectrum of essential, quality health services, from health promotion to prevention, treatment, rehabilitation, and palliative care across the life course.

Each region is a service area that aligns NT Health with the NT Government regional boundaries and provides greater opportunity for collaboration; ensuring consistency with regional reporting; and strengthening local accountability and responsive care.

Public health services are provided through six public hospitals, including two in Greater Darwin, one in Alice Springs, Tennant Creek, Katherine and Gove. The two largest hospitals are the Royal Darwin Hospital and the Alice Springs Hospital.

We provide direct care to the community through 39 primary health care centres and support 133 clinics/services operated by Aboriginal Community Controlled Health Organisations throughout the NT. Public health care accounts for 20 per cent of the NT Government's budget.

## Regions







# Our vision

## Great health for all Territorians

# Our vision

## Great health for all Territorians



All Territorians should have great health.

Through four focus areas and an outcomes based strategy we will foster a system that encompasses person-centred care, providing value to the patient and client, while also carefully managing within our policy and budgetary restraints.

Our vision and strategic directions have been founded on several key drivers:

- Keeping our population well to reduce demand on health care services and focus on primary prevention.
- Empowering Territorians to improve health literacy through availability of information and data.
- Adopting new models of care that provide efficient, consistent and safe services to reflect best practice and contextually applied evidence based care.
- Harnessing technology to help overcome the physical and financial barriers of distance, and to improve decision making.
- Establishing workforce solutions to improve the retention of skilled staff, attract talent and introduce new ways of working.
- Maximising the power of partnerships within communities, government and non-government organisations, particularly with the Aboriginal Community Controlled Health Organisations to address inequalities in remote areas.
- Ensuring value and that “what matters to patients” is the basis for how care is provided





## Our values

**Safe | Responsive | Kind**

Our people will demonstrate our values in their work through their decision-making and interactions with patients, the community, peers and other organisations.

## Our underpinning principles

- Consumers and communities are active participants in the design, decision-making and delivery of health care services
- Clinical and cultural governance is embedded in all we do
- Evidence and analysis inform clinical service design and delivery
- We are an environmentally and fiscally responsible organisation
- Equity underpins our decision making and investments





## Our goals and strategies



# Strategic focus area 1:

## Support and develop our workforce

We are committed to supporting a workforce that is safe, responsive and kind. Staff will be empowered to work to their full scope of practice and ability, doing the best job they can every day and supported to achieve their career aspirations

Outcome	Goals
1.1 Improved attraction and retention of our skilled workforce	<ul style="list-style-type: none"> <li>Invest in our workforce and leaders to grow and develop their capabilities</li> <li>Develop a compelling employer brand that attracts a quality health workforce aligned to contemporary models of care</li> <li>Grow our local workforce through local education pathways</li> </ul>
1.2 Our Aboriginal workforce is sustainably increased	<ul style="list-style-type: none"> <li>Maximise the opportunities provided through Aboriginal career pathways</li> <li>Invest in the development of local community based workforce</li> </ul>
1.3 We demonstrate a culture where staff feel valued, safe and supported	<ul style="list-style-type: none"> <li>Develop, promote and embed a safe, responsive and kind culture that promotes respect, compassion, inclusion, and collaboration</li> <li>Recognise and celebrate our achievements</li> </ul>
1.4 Provide culturally responsive services – supporting and encouraging culturally safe practice	<ul style="list-style-type: none"> <li>Integrate cultural values, strengths and diversity into service design and delivery</li> <li>Continue to build, strengthen and maintain meaningful partnerships with Aboriginal people, communities and organisations</li> <li>Develop cultural capability and competence across our workforce</li> </ul>

### We will measure our success by:

- The proportion of our workforce and by staff group that identifies as Aboriginal
- Vacancy and retention rates
- Number of people who report inappropriate workplace behaviours in our services
- Our workforce being representative of the diverse community we serve
- Proportion of staff reporting that our values are reflected in our work and activities
- Proportion of Aboriginal staff reporting feeling culturally safe
- Evaluation of professional development opportunities and uptake

# Strategic focus area 2:

## Promote wellbeing and prevent illness

We will tackle the fundamental issue of social determinants of health and build an environment that enables us to have the best start in life and support healthy lifestyles across our life span. Territorians will have an increased awareness of harms and be protected through legislation and action. Health care is something we will provide together with our partners and our communities.

Outcome	Goals
2.1 Territorians' lifetime physical and mental health improves	<ul style="list-style-type: none"> <li>Mental health and emotional and social wellbeing are embedded within all health care services and delivery</li> <li>An integrated approach to mental health promotion and suicide prevention</li> <li>Improve the life expectancy of all Territorians and reduce rates of chronic disease</li> </ul>
2.2 Partner to build a health promoting environment	<ul style="list-style-type: none"> <li>Strengthen partnerships within NT Health and across agencies to deliver coordinated services at the local level</li> <li>Integrate and reorientate services to focus on early intervention and health literacy</li> <li>Develop and comply with legislation to enable and protect healthy environments</li> <li>Develop and implement programs to prevent injury</li> </ul>
2.3 Children have the best start in life, from before birth to under five years	<ul style="list-style-type: none"> <li>Strengthen multi-agency team approach to support a healthy start to life</li> <li>Provide culturally competent care from conception, to birth and beyond</li> </ul>
2.4 Territorians are supported to have healthy lives	<ul style="list-style-type: none"> <li>Provide information, education and resources to support people to take an active role in managing their own health care</li> <li>Implement population wide awareness about lifestyle factors that contribute to chronic disease, and community-based prevention programs</li> </ul>

### We will measure our success by:

- Proportion of patients and carers with positive experiences of mental health support and services
- Rates of potentially preventable hospitalisations and rates of chronic disease ( including obesity, type 2 diabetes, chronic kidney disease and cardiovascular disease)
- Proportion of the population smoking, consuming alcohol, undertaking exercise, eating a healthy diet and living with a healthy weight
- Data from NT stores about food and beverage
- Immunisation rates
- Life expectancy/mortality rates
- Proportion of babies born with a healthy birthweight
- Rates of hospital separations and admissions for injury



# Strategic focus area 3:

## Provide high quality health care that reflects personal and community needs

We will provide high quality care for Territorians that is safe, effective, and person-centred – with flexibility to adjust to personal needs and preferences, values and community context. At the same time we will provide more guidance to support self-managed care, and more choices to enable access to care closer to home.

Outcome	Goals
3.1 Community capability in managing health and wellbeing improves	<ul style="list-style-type: none"> <li>Our services are joined up and coordinated</li> <li>Actively involve consumers, carers and the community in co-designing service planning, providing direction and decision-making</li> </ul>
3.2 People have more choice in access to health care	<ul style="list-style-type: none"> <li>Deliver equitable and value-based health care models, centred on patient needs and preferences</li> <li>Develop contemporary models to deliver care using technology</li> </ul>
3.3 Access to treatment and care that meets individual circumstances	<ul style="list-style-type: none"> <li>Facilitate meaningful, open and unbiased consumer and carer engagement</li> <li>Clinicians are supported to innovate and improve care models</li> </ul>
3.4 Territorians feel safe in our care	<ul style="list-style-type: none"> <li>Strong clinical and cultural governance, systems, processes and standards are implemented</li> <li>People accessing services know their rights and responsibilities</li> </ul>

### We will measure our success by:

- Use of telehealth by clinicians and patients
- Location of care: closer to and at home
- Proportion of NT primary care services that are managed by Aboriginal Community Controlled Health Services
- Patient satisfaction rates
- Proportion of patients who attend a planned appointment
- In depth case studies learning from new models of care in partnership with research organisations

# Strategic focus area 4:

## Connect service delivery and support systems for a sustainable future

Our financial, digital, governance and infrastructure management will support new models of care and emergency planning while making sure we are an environmentally sustainable and fiscally responsible organisation. We will continuously improve our practice and care through learning, evaluating our programs and implementing actions.

Outcome	Goals
4.1 Our governance and financial systems support a sustainable future	<ul style="list-style-type: none"> <li>Reduce our environmental impact</li> <li>Improve data to guide and support operational and strategic decision-making</li> <li>Ensure strong governance through accountability and performance frameworks</li> </ul>
4.2 Partner to address social determinants, challenges and trends in our community	<ul style="list-style-type: none"> <li>Plan, commission and deliver high quality services to achieve shared outcomes</li> <li>Address the impacts of climate change through service design</li> <li>Ensure an all hazards approach to disruptive events and emergencies</li> </ul>
4.3 Enable, incentivise and implement new models of care	<ul style="list-style-type: none"> <li>Ensure clinical pathways focus on the whole of patient journey</li> <li>Maximise the opportunities of technology to inform the delivery of safe high-quality care which is integrated, coordinated, person-centred and closer to home</li> </ul>
4.4 We are a learning health system	<ul style="list-style-type: none"> <li>Strategically partner with research institutes, universities and leaders in research and innovation projects which benefit our community</li> <li>Local research is aligned with our system challenges and opportunities</li> <li>Develop research skills of our clinical staff and support their research engagement</li> </ul>

### We will measure our success by:

- Achievement of research partnerships aligned to local health initiatives involving leadership by local health and research teams, commencing from inception
- Achievement of agreed annual financial targets
- Development of clinical pathways that include primary care, hospital and post discharge care
- Energy usage including the proportion of our energy use that is from renewable energy sources
- Emissions and waste footprint
- Preparedness and responsiveness to disruptive events
- Implementation of a standardised quality improvement approach





## Monitoring, reporting and evaluation framework

We will drive implementation of this plan through our operational business planning processes, monitor progress through our governance forums and report on our actions and achievements annually. We will continue to review and refresh this plan to make sure it remains responsive to contemporary events and developments and will evaluate at its end.

**NT Health**  
**Strategic Plan 2023 -2028**

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