

Enhancing Primary Healthcare Policy Development in the Asia-Pacific Region

Building Competencies and Promoting Evidence-Informed Decision-Making

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Focus of the presentation

Transformation in primary care

The Australian experience – Primary health network

Developing competent leaders and managers for primary care success

Structured the change with sustainability in mind



Primary care are at transformation point

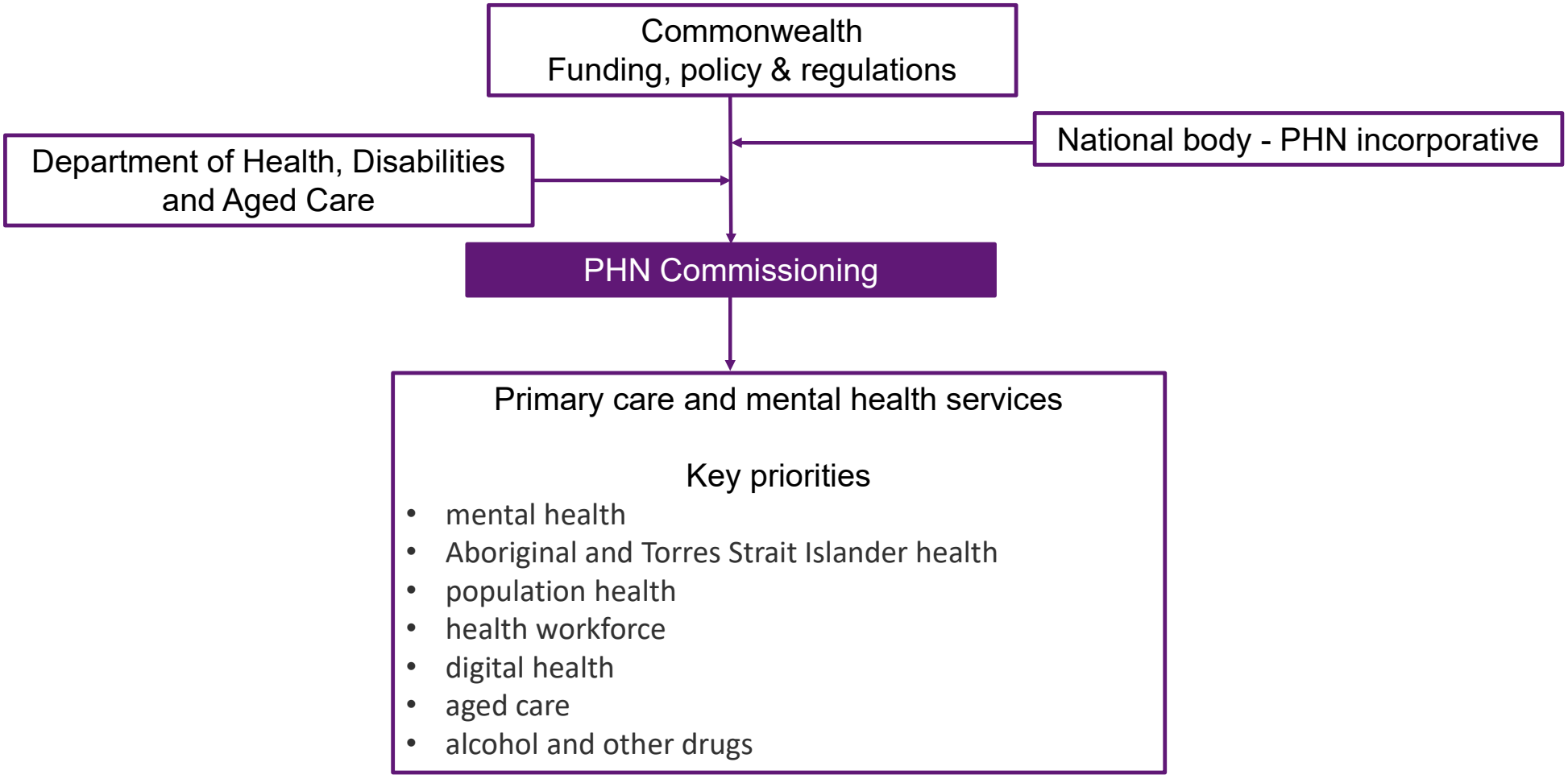
- Focus on patient outcomes + system sustainability
- Integrated care models
- Multidisciplinary team-based care
- Data-driven decisions and data exchange
- Digital health and communication tools
- Value-based payment models
- Workforce upskilling

Primary Health Networks (PHNs) and Commissioning in Australia

Primary care in Australia – 1/3 of total health spending

31 PHNs established in 2015 – independent commissioners

Primary Health Networks (PHNs) as commissioners



Primary Health Networks (PHNs) and Commissioning in Australia

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Guided by the Commonwealth Commission Framework

PHN plan, prioritise and fund services based on local needs

The Commissioning Cycle

- Assess health and sociall needs and analyse gaps
- Prioritise health and service needs
- Develop and plan for agreed priorities
- Identify partners to support process



- Shape structure of supply
- Consult & engage
- Co-design
- Design & contractt services

- Monitor and manage commissioned providers performance
- Evaluate services
- Evaluate commissioningg direction
- Learn from evaluation outcomes to drive quality improvement

Key factors for health commissioning success

- Financial incentive in building staff capability
- Specific strategies for regional and rural services



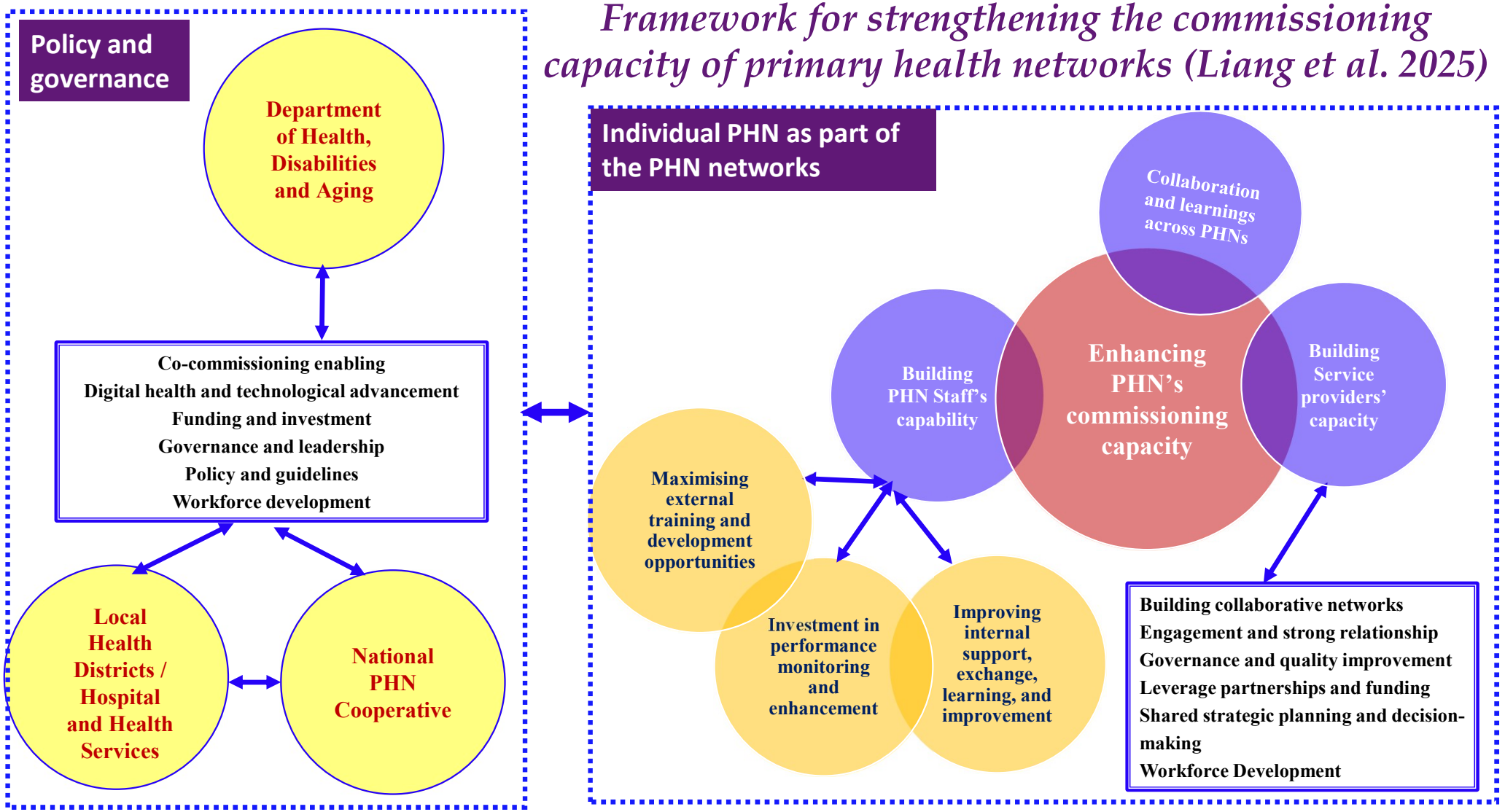
- Co-assessing local needs
- Co-planning of commissioned work
- Mechanisms for feedback
- Open for suggestions
- Keeping transparency
- Flexible funding on identified service gaps
- Specific strategies for regional and rural areas

- Providing timely response
- Willingness to listen
- Open for suggestions
- Allowing access to programs, workshops and staff

- Ongoing support on projects
- Guidance in data collection and the use of information system
- Improve clinical and corporate governance

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Framework for strengthening the commissioning capacity of primary health networks (Liang et al. 2025)



Changes are constant and inevitable

Many change efforts fail or stall due to lack of sustained behavioral change

Traditional responses to change often involve updating policies, delivering one-off training, and mandating new procedures.

However, these approaches don't always work because behavioral change is complex and contextual. It's influenced by beliefs, values, social norms, organizational culture, and how people experience change



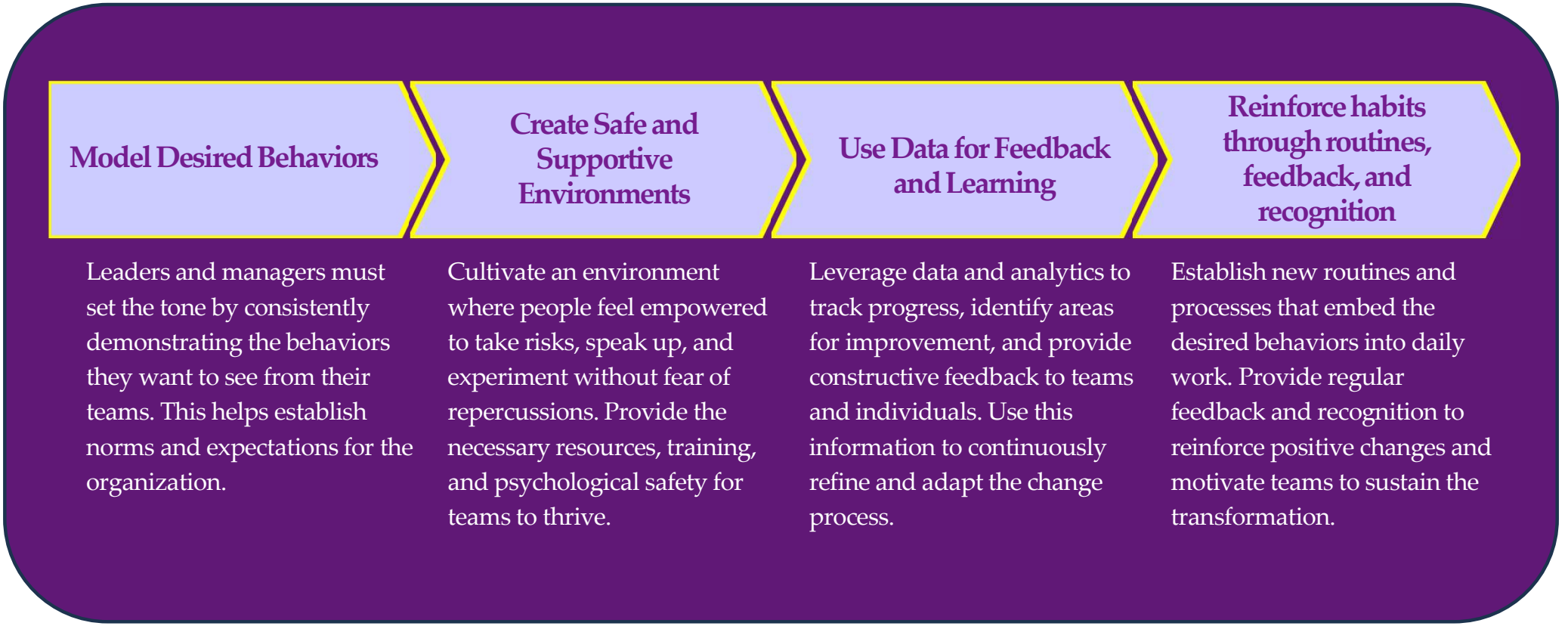
Leadership and management capacity is often the missing enabler

Behavioral change is central to healthcare transformation

Sustainable transformation in healthcare needs competent leaders and managers who demonstrate the right knowledge, skills, and attitudes that lead and manage changes.



How Leaders and Managers Drive Changes



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Competency requirements

MCAP
- Management Competency Assessment tool
Assessing 102 management behaviors



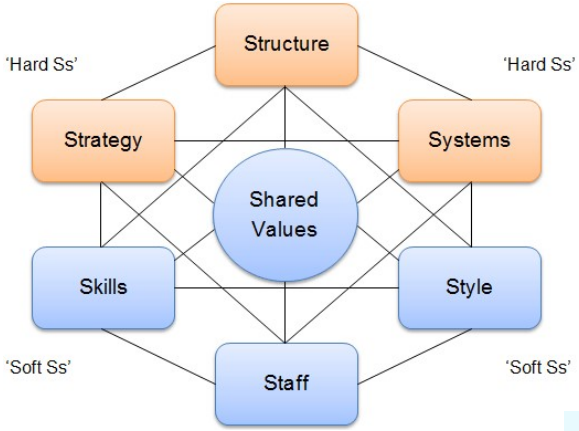
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Strategies for Strengthening Managerial Capability

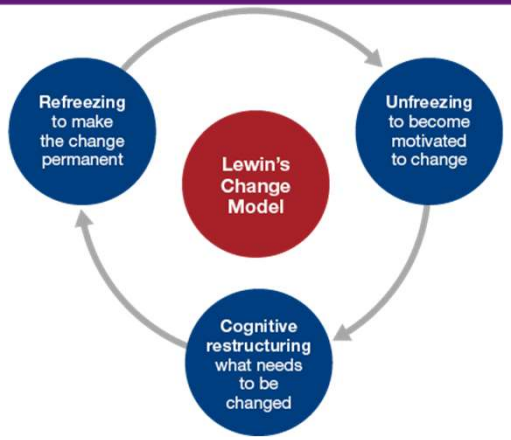


By adopting these strategies, healthcare organizations can build the managerial capability needed to drive and sustain behavioral change across the system, ultimately enabling effective and resilient transformation.

The Change Models



McKinsey 7S model



Lewin 3 Stage Model of Change



ADKAR Change Management Model



Kotter's 8 step model

www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html
https://experianta.com/directory/concepts/adkar-change-management-model/
https://au.pinterest.com/pin/kotters-8-steps-for-change-google-image-result-for-http3bpblogspotcomdpdlugg7tnctb92avd3nsiaaaaaaaaa--55169164155642780/
https://www.leadershipcentre.org.uk/artofchangemaking/theory/lewins-model-of-change/

The Cyclical Evaluation Process

Application of learning

Interpret the evaluation findings and apply the lessons learned to inform decision-making, guide program improvements, and enhance future project

Analysis

Systematically analyze the collected data to identify patterns, trends, and insights that address the evaluation objectives.

Feedback and adjustment

Share the evaluation results with stakeholders and incorporate their feedback to refine the project approach

Data Collection and Triangulation

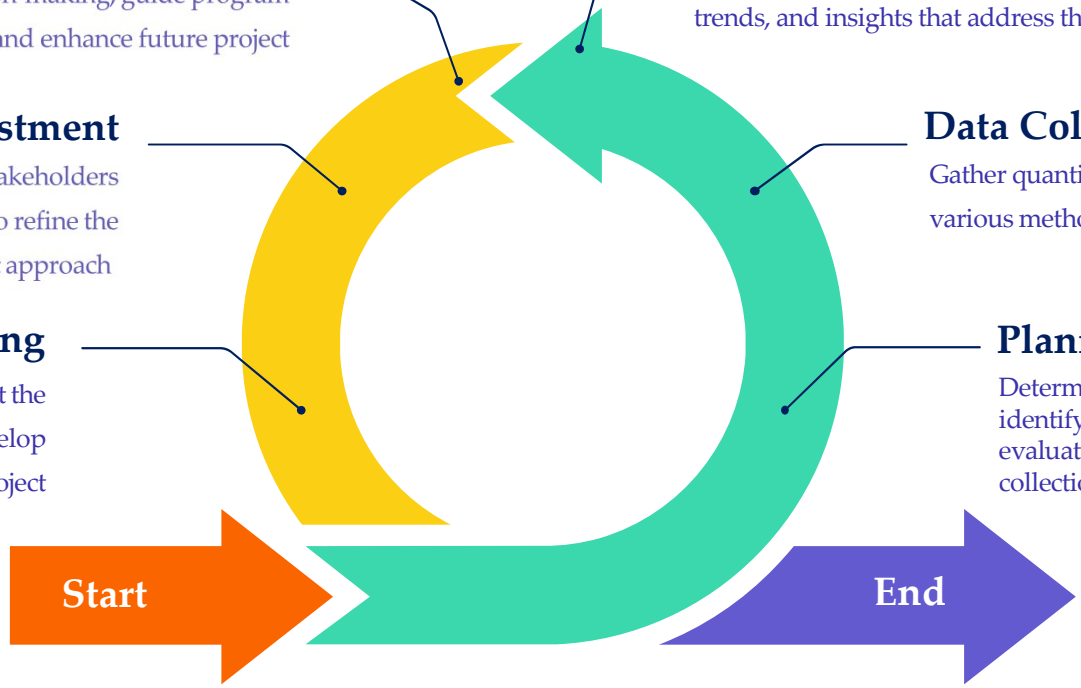
Gather quantitative and qualitative data through various methods

Replanning

Use the evaluation insights to revisit the project plan, update objectives, and develop new strategies for the next phase of the project

Planning

Determine the evaluation objectives, identify key stakeholders, and design the evaluation methodology and data collection approach.



Planning, implementation, reporting

Sum up - making sustainable transformation in primary care

Workforce capacity building	Organisation capacity building	Collaborative partnerships
Digital health enablement	System and process; policy and governance alignment	Monitoring, adaptation, evaluation & learning


Thank you!
Thanks!
Thank you so much!
Thanks a lot!