

BARWON HEALTH
STRATEGIC PLAN
2020-25

FUTURE READY



Barwon
Health



We, Barwon Health, acknowledge the Traditional Owners of the land, the Wadawurrung people of the Kulin Nation.

We pay our respects to the Elders both past and present.

We thank the Traditional Owners for custodianship of the land, and celebrate the continuing culture of the Wadawurrung people acknowledging the memory of honourable ancestors. We also welcome all Aboriginal and Torres Strait Islander people present today.

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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE

The last 12 months at Barwon Health have been an unprecedented time in which we dealt with two very significant challenges: the cyber attack in September 2019 and responding to the COVID-19 pandemic from January 2020.

During this time we have also been working on our new strategic plan for Barwon Health, and we thank our staff, community, partners and supporters for engaging with us on long term strategy during these extraordinary times.

Strategy is about choices. We have engaged widely over the past 12 months and have made our choices, taking into account government policy and the challenges we have faced. We want to be 'future-ready' as well as focusing on the opportunities and challenges over the next five years.

We need to ensure that we have the capability to continue to deliver services to meet the needs of our community under all circumstances. Despite the cyber attack and the COVID-19 pandemic, Barwon Health has continued to deliver services to meet the needs of our community. We recognise the resilience and commitment of our staff in achieving this and thank our community for supporting us through these challenges.

It is clear that the COVID-19 pandemic of 2020 will have a lasting impact on society and how we operate. Our strategy needs to accommodate and adapt to the changes that this will bring.

In developing our new strategy, we decided to stretch our thinking thirty years forward to 2050. Our Barwon Health 2050 strategy discussion paper focused on taking this longer term perspective to inform the 2020-25 strategic plan. This has led to many interesting conversations about what life will be like in the Barwon community in 2050; how healthcare delivery will change over this time; and

how the health care workforce of 2050 will work.

While we have set a bold vision for the future, this strategic plan represents the first step in charting our new course. It is a high level strategic plan summarised on page four. Our next strategic task is to develop our strategy in more detail with plans that will focus on our clinical services, our research, how we work, how we move to become a modern enterprise that is digitally enabled, and the priorities for capital investment and planning.

In addition we will develop annual plans for 2020-21 and the four subsequent years to focus our efforts on implementation and adapt to the opportunities and challenges as they present.



Brian Cook
Chair



Frances Diver
Chief Executive

July 2020

BARWON HEALTH STRATEGIC PLAN 2020-25

STRATEGIC
CLINICAL
SERVICE
PLAN
2020-30

RESEARCH
STRATEGIC
PLAN
2020-25

WORKFORCE
& CULTURE
STRATEGIC
PLAN 2020-25

DIGITAL
STRATEGY
2020-25

STRATEGIC
CAPITAL
INVESTMENT &
DEVELOPMENT
PLAN 2021-31

ANNUAL PLANS

CLINICAL
SERVICE
PLANS FOR
KEY AREAS

2020-21
BARWON
HEALTH
PLAN

2021-22
BARWON
HEALTH
PLAN

2022-23
BARWON
HEALTH
PLAN

2023-24
BARWON
HEALTH
PLAN

2024-25
BARWON
HEALTH
PLAN

STRATEGIC PLAN SUMMARY

OUR VISION

BY 2050, EVERYONE IN OUR COMMUNITY ENJOYS THE BEST HEALTH AND WELLBEING IN VICTORIA.

OUR PURPOSE

PROVIDE BEST CARE, EVERY PERSON, EVERY DAY, SO THAT EVERYONE FEELS BETTER.

STRATEGIC PRIORITY 1: DELIVER BEST CARE

PERSON-CENTRED

Our consumers direct the care they receive to achieve their goals.

VALUE

We aim always to improve the value of our services.

INTEGRATION

We integrate care without gaps or duplication of effort.

EVIDENCE

We apply evidence to improve care.

APPROPRIATE

Right care, right time, right place, right way.

STRATEGIC PRIORITY 2: INVEST TO IMPROVE

RESEARCH

We embed research in care to create a learning system.

RESILIENCE

We build our capacity to deal with the unexpected.

EXPERIENCE

We improve the experience of our consumers and our people.

ACCESS

We aim to improve timely, local, simple and equitable access to services.

FACILITIES

We develop fit-for-purpose, modern facilities to improve consumer experience and staff satisfaction.

STRATEGIC PRIORITY 3: ENSURE OUR FUTURE

FINANCIAL SUSTAINABILITY

We live within our means and we grow our capacity.

AGILE

We are agile in responding to changing needs and opportunities.

ENVIRONMENTAL SUSTAINABILITY

We aim to achieve net zero emissions by 2050 to reduce the impact of climate change on the health of our community.

GROW OUR OWN

We train, develop and support staff, for Barwon Health and for the region.

TOGETHER

We partner for greater impact.

OUR VALUES

RESPECT

We respect the people we connect with.

COMPASSION

We show compassion for the people we care for and work with.

COMMITMENT

We are committed to quality and excellence in everything we do.

ACCOUNTABILITY

We take accountability for what we do and act with integrity.

INNOVATION

We drive innovation for better care.

OUR ENABLERS

- **Integrated models of care:** integrated models of care make transitions seamless.
- **Our people:** leadership, staff engagement, teamwork and commitment to excellence.
- **Our culture:** supports us to make the right choices every time.
- **Effective tools:** platforms, processes and systems, technology and analytics.

WE MEASURE OUR SUCCESS BY:

- Our consumers feel better.
- Our community is confident that Barwon Health will meet their healthcare needs.
- Our stakeholders recognise us as an innovative health service and a trustworthy partner.
- Our owner, the Victorian Government, supports our plans.
- Our staff tell us that they feel hopeful, confident and safe in the workplace.

CORE OBJECTIVES FOR VICTORIAN PUBLIC HEALTH SERVICES THAT FRAME THE BARWON HEALTH STRATEGY

- Quality and safety.
- Good governance and leadership.
- Access and timeliness.
- Financial sustainability.



**ABOUT
BARWON HEALTH**

Barwon Health is the regional health service for the Barwon South West Region and part of the Victorian public health care system.

Barwon Health is established under the Health Services Act 1988 as a Schedule 5 public health service.

Formed in 1998, Barwon Health is one of the largest and most comprehensive regional health services in Australia, providing care at all stages of life and circumstance.

With more than 7100 staff, we are one of Australia's largest regional employers and the largest employer in Geelong.

Barwon Health provides services for everyone who needs care, regardless of their financial status or the location of their usual residence.

As the regional health service, we provide leadership and tertiary referral services across the Barwon South Western Region.

Our local community is the G21 region which comprises the residents of the City of Greater Geelong, Colac Otway Shire, Golden Plains Shire, Borough of Queenscliffe and Surf Coast Shire.

We provide services from University Hospital Geelong in central Geelong, the McKellar Centre in North Geelong and other locations including the Sunrise Centre, a partnership initiative with the Geelong Football Club and the Transport Accident Commission that provides a contemporary community venue for specialist community rehabilitation programs.

In January 2020 we opened our newest site, Barwon Health North.

We provide community health services from Anglesea, Belmont, Corio, Newcomb, and Torquay.

We provide community dental services from Belmont, Corio and Newcomb.

We provide mental health and alcohol and other drug services from Swanston Centre at University Hospital Geelong; Prevention & Recovery Care (PARC) at Belmont, Community Rehabilitation Facility at Belmont, Blakiston Lodge Psychogeriatric Unit at the McKellar Centre and ten community based locations including Belmont, central Geelong, Colac, Corio and Newcomb.

We have 363 residential aged care beds across two sites: Alan David Lodge in Charlemont and Percy Baxter Lodge, Wallace Lodge and Blakiston Lodge on the McKellar Centre campus in North Geelong.

We provide a comprehensive range of health services including acute care (medicine, surgery, women's health, paediatrics, emergency and specialist clinics), mental health, alcohol and other drug services, primary care, community health, rehabilitation, geriatric medicine, palliative care and hospital in the home.

We are one of four public radiation oncology providers in Victoria.

We have a public private partnership with Epworth HealthCare to deliver surgery, renal dialysis and day oncology services at Epworth Geelong.

We provide health promotion programs that aim to improve the health and wellbeing of the population and address priorities in the Victorian Public Health and Wellbeing Plan 2019-2023.

As a major teaching hospital, we have relationships with Deakin University, LaTrobe University, the Gordon Institute and other tertiary education providers including the University of Melbourne and Monash University. We provide teaching and training for all health professionals across all disciplines, at all career stages.

We are committed to 'grow our own', so we invest in leadership and development.

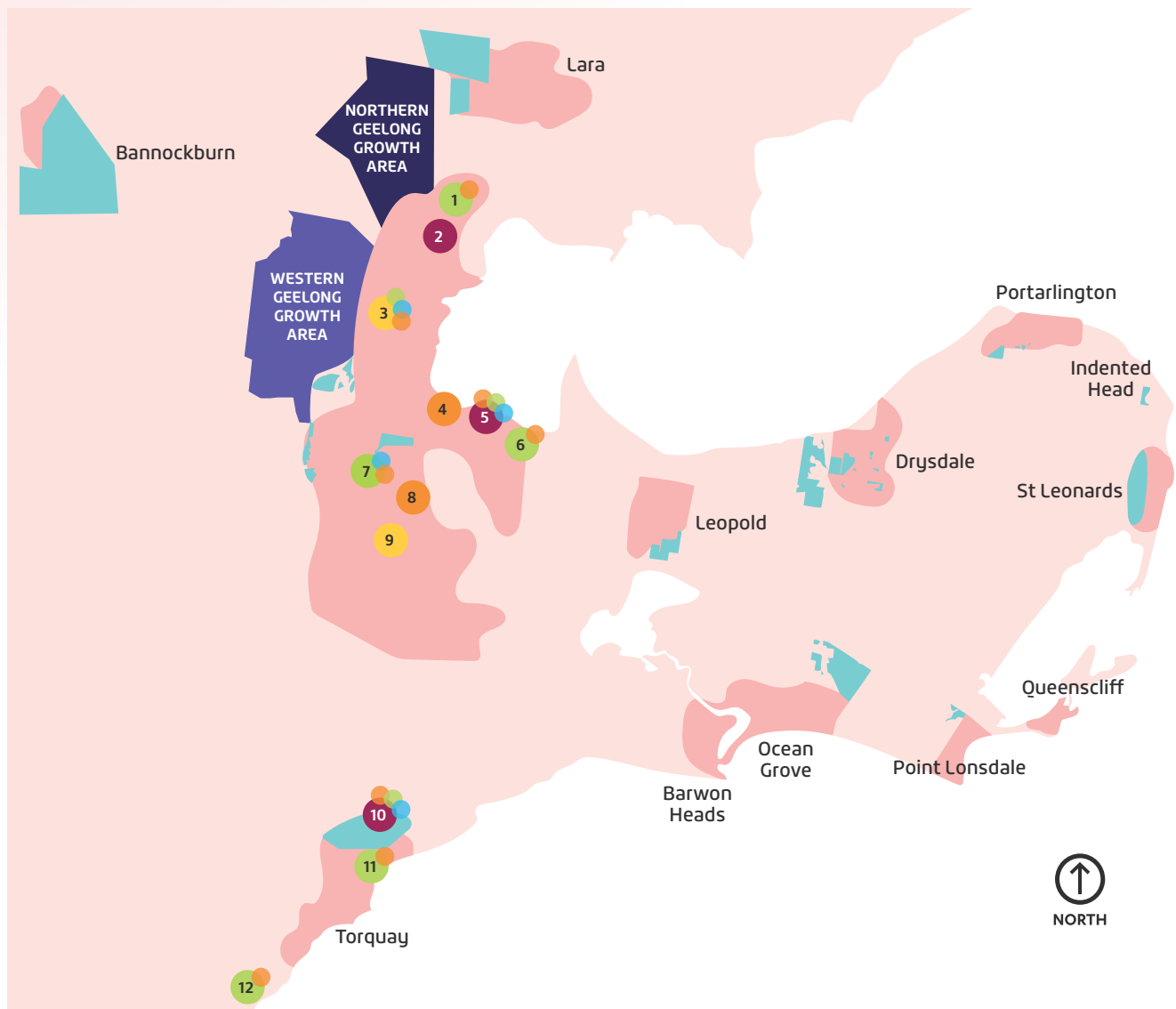
Our people are committed to continuously improving their skills to provide best care.

We collaborate, lead, generate and facilitate research.

We seek to embed research in routine clinical care to create a learning healthcare system.

Barwon Health Foundation is our key partner in philanthropic endeavours.

MAJOR BARWON HEALTH SERVICE LOCATIONS



BARWON HEALTH FACILITIES

1. Corio Community Health Centre
2. Barwon Health North
3. McKellar Centre
4. Mental Health, Alcohol and Other Drugs (MHAOD) Community Hub
5. University Hospital Geelong
6. Newcomb Community Health Centre
7. Belmont Community Health and Rehabilitation Centre
8. Community Rehab Facility (CRF) and Prevention and Recovery Care (PARC)
9. Alan David Lodge
10. Barwon Health Surf Coast (Future)
11. Torquay Community Health Centre
12. Angelsea Community Health Care

CARE TYPES

- Acute
- Community
- Aged Care
- Mental Health
- Rehabilitation

GROWTH AREAS

- Future Northern Growth Area
- Future Western Growth Area
- Current Growth Areas

POPULATION DENSITY

- < 500 People
- 500+ People

A LONG AND PROUD TRADITION

Barwon Health was formed on 1 April 1998 as the result of a voluntary amalgamation between:

- *Geelong Hospital (now University Hospital Geelong)*
 - *Grace McKellar Centre (now McKellar Centre)*
- *Surf Coast Community Health Centre (Torquay and Anglesea)*
 - *Geelong Community Health Centre*
 - *Corio Community Health Centre*

A committee was formed in 1849 to establish a public hospital in Geelong. After fundraising for several years, it opened in 1853 as the Geelong Infirmary and Benevolent Asylum (the infirmary to provide treatment and asylum to accommodate older people).

In 1923, the residents of the Benevolent Asylum were moved to the Ballarat Benevolent Asylum and the hospital was renamed as the Geelong Hospital. The Geelong Hospital was renamed the Geelong and District Hospital (Kitchener Memorial) in 1924 in recognition of Lord Kitchener, a distinguished military official who had visited Geelong on his way to inspect the Queenscliff fort.

The closure of the Geelong Benevolent Asylum left a gap in accommodation for older people in Geelong. This was recognised in 1944 with the establishment of a public appeal to provide care and accommodation for older people in Geelong and the surrounding district.

The former Bell Park Homestead was donated by the McKellar family as a gift to the Old Folks' Home Appeal, and the McKellar Centre opened in 1959 to provide care and accommodation for older persons.

The name recognises the contributions of Grace McKellar who campaigned to improve the welfare of older and less privileged people in the community following the closure of the Geelong Benevolent Asylum in 1923.

In 2012 the name of the Geelong Hospital site was changed to University Hospital Geelong in recognition of the close partnership with Deakin University and to reflect the increased role of Barwon Health in training health professionals.

Barwon Health continues to develop services to meet the needs of the Geelong and surrounding communities, with the opening of Barwon Health North in Norlane and the reactivation of Building B (formerly the Geelong Private Hospital) as a Barwon Health clinical facility in 2020. A key focus for planning and implementation over the next five years will be Barwon Health Surf Coast in Torquay, the new Women's and Children's Hospital on the University Hospital Geelong site, and the planning for a new acute mental health inpatient unit on the McKellar site, all supported by Victorian Government commitments.

A photograph of a woman in a hospital bed, smiling and looking towards a man who is partially visible on the left. The woman has dark hair and is wearing a blue hospital gown. The man has a beard and is wearing a white shirt. The background is a blurred hospital room. Overlaid on the bottom half of the image is a large, semi-transparent blue graphic consisting of concentric circles and a white geometric shape with vertices at the top, bottom, and right, connected by thin white lines.

STRATEGIC RISKS

In September 2019, the Barwon Health Board and Leadership Group identified the key strategic risks faced by Barwon Health as:

- **Responding to changes in health policy** – that Barwon Health will have insufficient agility to respond appropriately to rapidly evolving health policy directions.
- **Leadership stability** – that Barwon Health will be unable to capture strategic opportunities because of rapid turnover in the leadership group
- **Inability to meet demand** – that Barwon Health will be unable to meet rapidly increasing demand for services resulting from population growth and ageing, and increasing prevalence of chronic disease.
- **Financial sufficiency** – that Barwon Health will be unable to meet service, research and education expectations due to inadequate income and/or poor control of expenditure.
- **Information security** – that Barwon Health will have inadequate information infrastructure and/or capability to detect, avert and/or rapidly respond to cyber security breaches.
- **Workforce performance** – that suboptimal workforce capability, wellbeing and/or culture will jeopardise Barwon Health’s achievement of its strategic and service objectives.
- **Regional partnerships** – that Barwon Health will be unable to establish and maintain strong and productive regional partnerships with health services, governments and organisations.
- **Physical infrastructure** – that Barwon Health’s physical infrastructure is inadequate to support achievement of core service delivery, research and/or education objectives.
- **Investment and development strategy** – that Barwon Health fails to boldly define its organisational clinical, research and education roles, and identify the programs and models of care in which it will invest for growth and development.

Developing a shared understanding of strategic risks was a first and important step in identifying the strategic challenges facing Barwon Health. The need to respond effectively to these risks has been part of the discussions and engagement that have informed the development of this strategic plan.



STRATEGIC CONTEXT

This section describes the strategic context for Barwon Health as a regional health service, including the opportunities and challenges in the current environment and over the next five years. It draws on the input and engagement internal and external to Barwon Health that was undertaken to inform this strategy.

OUR COMMUNITY

As the regional health service, we provide leadership and tertiary referral services across the Barwon South Western Region.

Our local community is the G21 region which comprises the residents of the City of Greater Geelong, Colac Otway Shire, Golden Plains Shire, Borough of Queenscliff and Surf Coast Shire. The G21 region comprises the eastern half of the Barwon South West Region with the addition of the Golden Plains Shire. We provide most of the secondary and tertiary health services to the community living in the G21 region.

The G21 region is very diverse, including the regional city of Geelong, the second largest city in Victoria, rural towns, coastal settlements on the Bellarine Peninsula and on the Surf Coast, and scattered communities. The community of the G21 region reflects this diversity including First Australians, those with connections to place that stretch back many generations, and new arrivals from elsewhere in Australia and from overseas. Geelong, as a regional centre, port and industrial hub, has attracted successive waves of migrants who have established strong communities in the area and more recently has welcomed refugees and students from across the world.

The regional economy is similarly diverse: education including Deakin University, significant public entities including CSIRO, NDIA, TAC and Worksafe, food production, tourism and hospitality, creative industries and significant port, transport and logistics infrastructure including Avalon Airport.

We need to ensure that our services, facilities, and most of all the attitudes and practices of our workforce, recognise and accommodate diversity including:

- age
- ability
- race, national or ethnic origin, immigrant status or skin colour
- sex, pregnancy, marital or relationship status, family responsibilities, breastfeeding
- religious beliefs and practices
- sexual orientation, gender identify or intersex status.

Many of the comments in response to the Barwon Health 2050 strategy discussion paper called for a greater recognition and accommodation of diversity in Barwon Health's practices, processes and facilities. There was also advocacy for a greater emphasis on inclusion as part of Barwon Health's culture.

About 350,000 people currently live in the G21 region, three-quarters of whom live in City of Greater Geelong. We expect continued growth over the coming years, mostly focused in the northern, western and southern growth corridors in Geelong, with additional growth on the Surf Coast and in the Bellarine Peninsula. The number of residents in the G21 region is expected to exceed 500,000 within the next 20 years. Dealing effectively with the growth in demand is a key strategic issue for Barwon Health.

The G21 region includes some of the most advantaged communities in Victoria as well as some of the most vulnerable communities. We know that the health status of the region varies according to postcode of residence.

A recent Infrastructure Victoria paper defined disadvantage as “people experiencing a low standard of living due to a lack of economic, human or social capital resources, or a lack of access to the opportunities to generate those resources”.

Time series data shows that disadvantage is persistent in some areas in the G21 region, with few signs of improvement over decades. This leads to disparities in health outcomes between advantaged and disadvantaged areas.

A recent study of health inequality in Australia assessed that the gap in life expectancy between the most and least advantaged areas was ten years.

Disadvantage is also linked to increased utilisation of health services, with Barwon Health data showing that residents in the nine most disadvantaged suburbs of Geelong had more than twice the rate of presentations to the Emergency Department at University Hospital Geelong than the remaining residents in Geelong.

OUR COMMUNITY HAS POORER HEALTH AND WELLBEING ON A RANGE OF MEASURES COMPARED WITH THE AVERAGE ACROSS VICTORIA, INCLUDING SMOKING RATES, HIGH BLOOD PRESSURE AND PSYCHOLOGICAL DISTRESS. WE AIM TO TURN THIS AROUND SO THAT BY 2050, OUR COMMUNITY HAS THE BEST HEALTH AND WELLBEING, AND THAT THIS IS SHARED BY EVERYONE IN OUR COMMUNITY.

OUR CHALLENGES ARE TO MEET THE DIVERSE NEEDS OF OUR COMMUNITY, RESPOND TO GROWING DEMAND AS THE SIZE OF OUR POPULATION INCREASES, AND TO ADDRESS THE DISPARITIES IN HEALTH OUTCOMES SO EVERYONE IN OUR COMMUNITY CAN ENJOY THE BEST HEALTH AND WELLBEING IN VICTORIA.





CLOSING THE GAP

Barwon Health is committed to providing culturally responsive care for Aboriginal and Torres Strait Islander people accessing our services.

Barwon Health's services are mostly located in Wadawurrung Country, bordering Bun Wurrung, Djadja Wurrung, Djab Wurrung, Girai Wurrung, Djargurd Wurrung, Gulidjan and Gadubanud Countries.

We have been working hard over the past few years to strengthen services for the Aboriginal and Torres Strait Islander community in our local area and to promote acknowledgement, understanding and respect of Aboriginal culture. We recognise that we have much more to do.

OUR VISION FOR RECONCILIATION IS TO CLOSE THE UNACCEPTABLE AND ONGOING HEALTH GAP THAT STILL EXISTS BETWEEN ABORIGINAL AND TORRES STRAIT ISLANDER AUSTRALIANS AND NON-INDIGENOUS AUSTRALIANS.

We recognise that this requires the expertise and experiences of the Aboriginal and Torres Strait Islander community to be the central focus of decision making, and we will collaborate with the local Aboriginal and Torres Strait Islander community to achieve this.

We will continue to strengthen relationships with the Wathaurong Aboriginal community and the other Aboriginal communities across the Barwon South West Region to build the mechanisms for healthy and resilient communities necessary to *Close the Gap*.

Barwon Health seeks to create and embed a culture of respect through listening and learning that supports reconciliation and cultural responsiveness across our health service. The importance of connections with place and people to the wellbeing of Aboriginal and Torres Strait Islander communities will be demonstrated through promotion and celebration of our shared histories and cultures. We aim to be an employer of choice for Aboriginal and Torres Strait Islander peoples in the Greater Geelong area and beyond. We are committed to increasing and retaining our Aboriginal and Torres Strait Islander workforce across all areas within Barwon Health.

Close the Gap commits to developing and implementing a comprehensive, long term plan of action, that is targeted to need, evidence-based and capable of addressing the existing inequalities in health services, to achieve equality of health status and life expectancy between Indigenous and non-Indigenous Australians.

BARWON HEALTH SUPPORTS *CLOSE THE GAP*, NOTING THAT FULL PARTICIPATION OF INDIGENOUS AUSTRALIANS IN ALL ASPECTS OF ADDRESSING THEIR HEALTH NEEDS IS CRITICAL TO SUCCESS.

Barwon Health acknowledges that self-determination is an 'on going process of choice' to ensure that Indigenous communities are able to meet their social, cultural and economic needs. We welcome advice from the Wathaurong Aboriginal community and the other Aboriginal communities in our local area on how we can work in partnership to *Close the Gap*.

BARWON HEALTH'S ROLE

Barwon Health's prime responsibility is to meet the health service needs of our local community resident within Geelong and the surrounding areas of the G21 region.

Barwon Health's role extends beyond direct service delivery.

As the regional health service for the Barwon South West Region we have a leadership role in partnering with the other public and private health services in the interests of improving health outcomes for the community.

Together with the local governments in our community, we share responsibility for the protection and improvement of the health of our community.

We are also part of the Victorian public health service system and therefore must work with other services to provide integrated and coherent services.

Barwon Health is a key part of the local service system that includes private and non-government providers in health and in the delivery of social services.

Together with the local governments in our area, we have a responsibility for the protection and improvement of the health of our community.

As the largest employer in Geelong and the surrounding areas, we have a civic responsibility to work in partnership to enhance economic and social prosperity, including sustainability, for the whole of the G21 region.

Barwon Health also has important roles in training health care workers and in conducting research as part of a national and global community. Deakin University is a key partner for us in training and research, and we are a key industry partner for Deakin University. Our other academic and training partners include LaTrobe University and the Gordon Institute.

Barwon Health Foundation is our key partner in philanthropic endeavours.



WHAT MAKES BARWON HEALTH UNIQUE

Barwon Health is the largest and most diverse health care provider in a local and regional service system that includes private health care providers, primary care, emergency care and social service providers (private, local government and non government organisations).

As the regional health service, our responsibilities include supporting other public health services within and beyond our local community to meet the needs of the regional community.

A combination of factors means that Barwon Health is unique:

- the scale and range of services we provide: whole of life course, whole of system care, from 'cradle to grave', across acute, sub-acute, mental health, community health, dental, and aged care services;
- the opportunities this provides us to deliver connected and innovative services, as well as in research;
- the high level of capability that means we can meet most requirements (comparable to the major metropolitan health services and in some cases exceeding this);
- our existing role in population health services including health promotion, immunisation and infectious disease;
- our leadership role as the regional health service for the Barwon South West region;
- the configuration of our local service system with Barwon Health as the largest public provider meeting the majority of local needs for secondary and tertiary health care (high self-sufficiency in the region with relatively few people needing to travel outside the region to access the health care they require); and
- our location in Geelong (the second largest city in Victoria and a major city of national importance).

Barwon Health will consider how best to leverage this unique combination of factors to improve the health and wellbeing of our community, as we develop and implement our strategies over the next five years.

In addition, there are further opportunities to:

- build on Barwon Health's experience in cohort studies to leverage the research opportunity that providing our range of services to a large, stable and representative population brings;
- embed research in routine clinical care to create a learning healthcare system;
- collaborate more effectively with our academic partners including Deakin University; and
- collaborate with the Barwon community on the integration of clinical care and research, to solve the important problems in 21st century healthcare.

These opportunities will be considered in more detail in the strategic research plan.

EXPECTATIONS OF BARWON HEALTH AS A PUBLIC HEALTH SERVICE

The Victorian Health Services Act 1988 sets a number of objectives and obligations for public health services including that they:

- Provide safe, patient-centred and appropriate health services.
- Foster continuous improvement in the quality and safety of the care and the health services they provide.
- Are governed and managed effectively, efficiently and economically.
- Make effective use of public funding.
- Are accountable to the public.
- Provide consumers with sufficient information in appropriate forms and languages to make informed decisions about healthcare.
- Enable staff to participate in decisions affecting their work environment.
- Enable consumers to choose the type of health care most appropriate to their need.

These key requirements set the framework within which Barwon Health operates.

The 2019-20 Policy and Funding Guidelines produced by the Department of Health and Human Services include the government aspiration that “Every Victorian can get the best care, in the very best facilities, when they need it”. This statement succinctly captures the key expectations of:

- Equity of access
- Best care – quality, safety, effectiveness, appropriateness, etc
- Facilities that are fit for purpose and adaptive to meet changing healthcare expectations
- Timely access to care.

The Health Services Act 1988 provides for the negotiation of an annual Statement of Priorities between government and public health services. These annual agreements support the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability. While the specific requirements change from year-to-year in response to the changing context and government policy, these four key expectations endure as the key framework within which Barwon Health operates.

The 2019-20 Statement of Priorities positions *Health 2040: advancing health, access and care* as the key government policy statement for the health and wellbeing of Victorians and for the Victorian healthcare system that the Barwon Health strategy needs to respond to:

BETTER HEALTH

Focuses on prevention, early intervention, community engagement and people's self-management to maximise the health and wellbeing of all Victorians.

BETTER ACCESS

Focuses on reducing waiting times and delivering equal access to care via statewide service planning, targeted investment, and unlocking innovation.

BETTER CARE

Focuses on people's experience of care, improving quality and safety, ensuring accountability for achieving the best health outcomes, and supporting the workforce to deliver the best care.

Barwon Health needs to respond not only to the policy directions set by government; we also need to work with other public health services to meet our shared challenges and opportunities as the system collectively responds to local, national and global conditions.

While our major accountability relationship is with the Victorian Government, we also need to respond to Commonwealth policy and direction particularly in relation to where the Australian Government is the primary funder and/or setter of policy including aged care services and private patients.

CHANGES TO THE VICTORIAN MENTAL HEALTH SYSTEM

A key Victorian government initiative for this term is the Royal Commission into the Victorian Mental Health System (the Royal Commission). The interim report was released in November 2019 and a final report is expected in February 2021. The government committed to the implementation of every recommendation prior to the establishment of the Royal Commission and has already established Mental Health Reform Victoria to drive this.

The interim report concluded that widespread change to the Victorian system is needed:

“the state’s mental health system has catastrophically failed to live up to expectations ... the system is woefully unprepared for current and future mental health challenges ... Historical underinvestment and increasing demand mean that services can no longer respond adequately to people living with mental illness, their families and carers. ... there is now widespread acknowledgement that our mental health services have reached crisis point” (p 12).

Barwon Health welcomes the opportunity of this once-in-a-generation reform and notes that meeting the expectations set by the Royal Commission will require significant investment from government and a sustained and coherent commitment to work in collaboration with services, consumers, carers and clinicians. The next five years is a critical time for Barwon Health to engage with the reforms so we can meet the needs of our community now and into the future, working with our users, partners and importantly our staff to create the future service system.

In dealing with these opportunities and challenges, it is important to acknowledge that mental health services in the Barwon community are also part of a local service system with private sector and community sector providers funded by the Victorian and Australian Governments, private health insurers and individual out-of-pocket payments. We need to work in partnership with others to develop creative responses tailored to our local circumstances that embrace innovation and evidence so our services meet the needs of consumers and carers in our community without gaps and duplication. The Western Victoria Primary Health Network is a key partner for Barwon Health in this endeavour.

RESPONDING EFFECTIVELY TO THE TWIN CHALLENGES OF CHRONIC DISEASE AND COMPLEXITY

The focus of the Australian health system has largely shifted from acute episodic care to the prevention and better management of chronic disease, as a result of reduction in other diseases and changing lifestyles. About one in every two Australians has at least one chronic condition, with the likelihood of multiple chronic conditions increasing with age.

Chronic diseases range from mild to more significant conditions with common features including:

- complex causality, with multiple factors leading to their onset
- a long development period, for which there may be no symptoms
- a prolonged course of illness, perhaps leading to other health complications
- associated functional impairment or disability.

Chronic diseases include: cardiovascular conditions (such as coronary heart disease and stroke); cancers (such as lung and colorectal cancer); mental health conditions (such as depression) and severe and enduring mental illness; diabetes; respiratory diseases (including asthma and chronic obstructive pulmonary disease); arthritis, osteoporosis and other musculoskeletal conditions; chronic kidney disease; and oral diseases (such as tooth decay and gum disease). The social and economic consequences of chronic disease can have a detrimental impact on quality of life in addition to, or exceeding, the health impacts.

Risk factors for chronic disease include: health behaviours such as tobacco use, alcohol consumption, physical activity, dietary choices, use of illicit drugs and vaccination; biomedical factors such as birth weight, body weight (including overweight and obesity), blood pressure, blood

cholesterol, and immune status; socioeconomic characteristics; safety factors including family violence, risk-taking and occupational health and safety; psychological factors including stress; health literacy; and individual factors such as genetics, the prenatal environment, gender, ageing, life course and intergenerational influences.

People with chronic and complex care needs have a combination of multiple chronic conditions, mental health issues, medication-related problems, and social vulnerability. This cohort are typically high users of health services and responding effectively to their needs requires reorientation of services to meet the complex and overlapping needs of the individual. Integration of services across multiple providers, between primary and specialist care, and between health and social care, is required with coordinated, consistent responses and timely intervention. As with mental health services, we need to partner with others to develop creative responses, tailored to our local circumstances that embrace innovation and evidence so that, our services meet the needs of consumers and carers in our community without gaps and duplication.

While prevention is ideal, a number of responses to the Barwon Health 2050 strategy discussion paper commented that delaying onset and progression of disease was the key to improving health outcomes for the community.

CARE AT HOME

Barwon Health has already shifted a significant proportion of its services from a hospital setting to home, using remote patient monitoring, telehealth, hospital in the home programs and other interventions.

A key innovation is the new acute mental health 'hospital in the home' service which was recently funded by the Victorian Government and will commence in September 2020. The response to the COVID-19 pandemic demonstrated that there was capacity for further uptake of care at home.

There are two key priorities for Barwon Health over the next five years:

- Developing a systematic integrated home-based care platform able to scale up capacity to meet changing needs.
- Increasing the ease of use of telehealth for both clinicians and consumers, with the aim of preventing unnecessary travel for consumers and carers, and providing greater flexibility for clinicians to work from the most convenient location.





CARE IN THE COMMUNITY

In 2020 Barwon Health opened the new Barwon Health North service in Norlane to improve access of the community in the northern suburbs of Geelong to health services.

Barwon Health North provides urgent care walk-in services for minor illnesses and injuries, diagnostic services, child and family services, 'healthy @ home' chronic disease management services, and adult and paediatric specialist clinics. The urgent care centre at Barwon Health North is supported through telehealth connections to the Emergency Department at University Hospital Geelong.

The Victorian Government has made a significant commitment to funding more 'community hospitals' across the state and Barwon Health has commenced planning for the new Barwon Health Surf Coast service to be located in Torquay.

The Mental Health Drugs and Alcohol Services Directorate at Barwon Health has planned for consolidation of its fragmented community services into four geographic hubs, located across the catchment area to optimise access.



Community hubs offer the potential for easier and faster access to specialist services that are attuned to meeting the particular needs of the communities that they service. The new Child and Family Health Service at Barwon Health North is an example of how Barwon Health can redesign its services with a clear vision that “together with families, we work to make sure that every child that grows up in the northern suburbs of Geelong has the opportunity to dream, achieve and succeed”. A key to this service is the engagement of general practitioners as trusted colleagues and partners in care along with specialist medical staff, allied health professionals and mental health workers at Barwon Health and community services such as out of home care providers.

Consideration will be given to designing a Child and Family Health Service for Barwon Health Surf Coast that learns from the Barwon Health North experience and tailors the services to meet the specific needs of the Surf Coast community.

The key priorities for Barwon Health over the next five years are to:

- Evaluate and learn from the Barwon Health North service to influence the planning of future community facilities.
- Commission the new Barwon Health Surf Coast service.
- Develop a long-term plan for the future provision of care in the community, incorporating both current community health services and potential additional community hospital sites, and including partnerships with community based providers.
- Consider how the Emergency Department at the University Hospital Geelong can extend its support of the Urgent Care Centre at Barwon Health North to other urgent care facilities operated by our partner health services across the Barwon South West region.



FUTURE CARE

Unsurprisingly, many of the responses to the Barwon Health 2050 strategy discussion paper, commented on the future of care as being:

- Patient centred
- Multidisciplinary in nature
- High value care
- Integrated across organisational boundaries to provide a seamless experience for consumers

Improving the communication between consumers and clinicians continues to be a key issue for Barwon Health.

There is considerable interest in redesigning models of care to improve access, improve the patient-centred focus of care, improve patient safety and improve staff satisfaction.

Partnering across organisational boundaries, including developing consistent practices and referral pathways across the region, across organisational boundaries, across public and private hospitals, and with primary care, is critical to improve patient experience, consumer safety and continuity of care. Building trust, mutual respect and shared purpose with primary providers and with other community providers, including residential care, aged care and disability services, are essential to achieve integration and improve the experience of our consumers. In addition, we acknowledge that partnering with other organisations can focus on achieving their goals by using the leverage that Barwon Health, as a large organisation and regional health service, can bring.

Earlier in the sections on mental health services and on responding effectively to the twin challenges of chronic disease and complexity, we identified the Western Victorian Primary Health Network as an important partner.

We are committed to partnering with the Wathurong Aboriginal Co-operative as a key way for Barwon Health to deliver on its commitment

to closing the gap and to foster reconciliation and cultural responsiveness across our health service. We welcome opportunities to strengthen relationships with the other Aboriginal communities across the Barwon South West Region and acknowledge the importance of connections with place and people to the wellbeing of Aboriginal and Torres Strait Islander communities.

There is strong support for embedding research within routine clinical practice and for developing new pathways to build research capability and interest with early career clinicians.

Provision of future care requires a 'future-ready' workforce and an organisational commitment to grow and foster the development of leaders at all levels. There is considerable interest in Barwon Health adopting a more open and agile approach to developing leaders and to training staff in new skills.

Barwon Health is implementing the Victorian Government commitment to provide a new Women's and Children's Hospital in Geelong. Key principles that underpin the provision of future care for this service are:

- Age-appropriate
- Culturally safe
- Inclusive
- Family friendly
- Person-centred
- Flexible to meet individual needs
- Evidence-based practice
- Respectful
- Holistic care including spiritual and cultural needs
- Reducing the separation between mental health care and physical health care.



DIGITAL HEALTH

Given the shift to digital over the last couple of decades that the community has experienced via their interactions with banks, airlines, government services and so on, many people expect their interactions with the public health service sector to work in similar ways.

The community expects to easily book or rebook appointments through apps on their phones or look up their personal medical history. Increasingly, the future clinician workforce expects public health services to have electronic medical records, and those that do not will struggle to attract and retain staff.

Investing in the transformation to a digital health service is expected to:

- Enable opportunities for consumers to have greater engagement and participation in their health care (eg portals to the electronic health record).
- Improve care outcomes through timely access to results and information.
- Reduce medication errors.
- Facilitate the use of new artificial intelligence tools, including machine learning, to support clinician decision making.
- Enable more seamless care as consumers move between different service providers, and even between different services within Barwon Health.
- Provide a rich data source to inform research opportunities.

DIGITAL HEALTH CARE IS AN ESSENTIAL ELEMENT IN PROVIDING 'ANYWHERE' CARE: MOBILE, CONNECTED, TECHNOLOGY ENABLED.

FUTURE RESILIENCE

Recognising the long and continuous history of Barwon Health is important in shaping the strategic plan. Many of our current staff have worked at Barwon Health for a long time and many of our current staff began their professional careers as students and trainees at Barwon Health.

This stability and longevity brings many benefits to Barwon Health of strong professional and collegiate relationships.

The expected growth of services over the next five years and beyond, to meet growing community demand and changing expectations, provides an opportunity for new thinking about the way we do things at Barwon Health.

Engaging those future leaders who are already working at Barwon Health, and consulting with students and trainees, will be important to ensure that the new workforce and culture strategic plan reflects the views and aspirations of future leaders as well as current leaders.

ONE KEY CHALLENGE FOR BOTH CURRENT AND FUTURE LEADERS IS BUILDING THE FUTURE RESILIENCE TO RESPOND EFFECTIVELY TO SHOCKS AND ENSURE THAT BARWON HEALTH CAN CONTINUE TO PROVIDE THE KEY SERVICES REQUIRED BY THE COMMUNITY.

The ongoing need to respond to the COVID-19 pandemic at the time of preparing this strategic plan, and recognising the risk of further pandemics, as well as the experience of the cyber attack and the subsequent prolonged recovery in 2019, demonstrates that Barwon Health needs to ensure that it has sufficient resilience so our community can have confidence that Barwon Health will meet their needs for urgent care.

Barwon Health has a legacy of inadequate systems and processes that needs to be addressed so Barwon Health can grow and prosper over the next five years. Information systems are one example but there are many other examples including rostering practices, robust business continuity planning and best practice risk management.

MODERN, FIT FOR PURPOSE FACILITIES

The Victorian Government has announced three major new facilities for Barwon Health, all of which are currently in planning:

- *the new Women's and Children's Hospital on the University Hospital Geelong site;*
- *Barwon Health Surf Coast (the Torquay Community Hospital); and*
- *The new acute mental health unit to be located on the McKellar Centre site.*

Barwon Health also has a number of other capital works underway including:

- The reactivation of Building B in the University Hospital Geelong precinct as an elective surgery centre (and for now, to provide surge capacity if needed for further COVID-19 outbreaks).
- Refurbishment of the Swanston Centre at University Hospital Geelong to improve the amenity and safety of the acute mental health unit.
- Development of a mental health crisis hub in the Emergency Department at University Hospital Geelong to improve the facilities and services for people presenting with urgent mental health, alcohol and drug issues.
- Development of a paediatric emergency hub in the Emergency Department at University Hospital Geelong to improve the facilities for children requiring urgent specialist assessment and treatment and their families.
- Provision of a new paediatric rehabilitation facility at the McKellar Centre to provide a more appropriate environment for younger patients requiring rehabilitation services. This project has been fully funded by donations from our community.
- Development of the Adrian Costa Clinical Trials Centre.

However, Barwon Health lacks a comprehensive capital plan that will accommodate the expanding needs of the growing population and provide our community with "the best care, in the very best facilities, when they need it".

A COMPREHENSIVE CAPITAL INVESTMENT STRATEGIC PLAN WILL BE DEVELOPED TO RESPOND TO THE CLINICAL SERVICES STRATEGIC PLAN, TO PROVIDE ADEQUATE AND FIT FOR PURPOSE FACILITIES FOR OUR STAFF TO UNDERTAKE THEIR WORK EFFECTIVELY, EFFICIENTLY AND SAFELY, CONSISTENT WITH THE MODERNISATION OF BARWON HEALTH.

The capital investment strategic plan will also respond to the research strategic plan.

Substantial capital renewal also provides the opportunity for Barwon Health to embrace evidence-based healthcare design in all its new facilities that:

- takes account of how good design can help consumers recover effectively and comfortably;
- accommodates the diverse range of community needs in a calm setting that encourages hope;
- provides a modern, pleasant and safe workplace; and
- meets 21st century community expectations for sustainability including Barwon Health's commitment to achieve net zero emissions by 2050.

Good design also responds to place. Geelong and the surrounding areas are fortunate to have Corio Bay, the Bellarine Peninsula, Surf Coast, surrounding hills, river, historic buildings and rich farmlands. Geelong has a rich history and a diverse community, from First Australians through to established migrants and new migrants. The City of Greater Geelong has recognised design as an essential driver for sustainable urban renewal and development. The UNESCO Creative Cities Network brings together 180 cities from 73 countries to collaborate on placing creativity at the core of local development plans.

THE PRECINCT AROUND THE UNIVERSITY HOSPITAL GEELONG SITE HAS THE POTENTIAL TO DEVELOP INTO A VIBRANT INNOVATION PRECINCT THAT ATTRACTS INNOVATORS FROM ALL DISCIPLINES. BARWON HEALTH WILL ENGAGE WITH THE CITY OF GREATER GEELONG TO IMPROVE ACCESS AND LEVERAGE THE POTENTIAL OF THE PRECINCT FOR WIDER BENEFIT.

There is the opportunity in developing a comprehensive capital plan for Barwon Health to include aspirational design guidelines that encourage more than just adequate and fit for purpose facilities.



ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

Barwon Health acknowledges that climate change is the greatest threat to global health in the 21st century. There is a need to prepare for the impacts of climate change and the necessary adaptations that we need to make.

Barwon Health will work with the Department of Health and Human Services and other public health services to provide local leadership in meeting the challenges of climate change.

Victorian Government policy recognises the link between the health and wellbeing of the environment and the health and wellbeing of Victorians, in particular that disadvantaged and vulnerable groups are more likely to be affected by the negative effects of climate change. Barwon Health responds to this policy and shares the department's commitment to the protection of the environment and adopting a pollution prevention approach to all activities to support and enhance the wellbeing of all Victorians.

Health Care Without Harm is an international non-government organisation that seeks to transform the health sector worldwide so it becomes ecologically sustainable. In a paper released in September 2019, they documented key conclusions about healthcare's global climate footprint including that:

- Healthcare is a major contributor to the climate crisis.
- More than half of healthcare's footprint comes from energy use.
- Decarbonising healthcare's supply chain is critical.
- Fossil fuel combustion is at the heart of healthcare's climate footprint.

The most frequently raised issue from staff in response to the Barwon Health 2050 initiative launched in November 2019, and from community and staff in response to the Barwon Health 2050 strategy discussion paper, was a call for Barwon Health to take stronger action on climate change and related environmental sustainability issues such as energy, water and waste. Many of the responses cited the *Global Green and Healthy Hospital Framework* which has ten key action areas: leadership; chemicals; waste; energy; water; transportation; food; pharmaceuticals; buildings; and purchasing. These ten issues could frame Barwon Health's response to climate change and commitment to sustainability. There was also support for including sustainability as a core Barwon Health value.

Due to the nature of the services they provide, hospitals use significant amounts of energy and water and generate large volumes of waste. Barwon Health is committed to adopting sustainable practices that reduce adverse environmental impact and the inclusion of sustainability as one of our core values is a tangible symbol of our commitment.

The Victorian Government has set a long-term target of net zero greenhouse gas emissions by 2050. Barwon Health will mirror this commitment and over the term of this strategic plan will identify the most effective path forward to achieve this.

JOY IN WORK

Crisis has the benefit of helping us focus on what is really important. Kindness and collaboration are two key aspects of our culture that have been highlighted in the response to first the local cyber-attack on 30 September 2019 and the prolonged recovery that followed, and then the COVID-19 pandemic of 2020.

With such a great impact on our economy, employment, and people in the community, we know healthcare services will feel the demand and it's going to be a big effort for us to work together and ensure we are providing what the community needs. It's going to be a bumpy ride, so please look after each other, and be patient and kind with each other, because we need to co-operate to get through this. We saw the same kind of teamwork during the cyber security incident last year and I know staff will rise to the occasion to support each other.

Barwon Health CEO Message – COVID-19 Update #3, 16 March 2020.

The Barwon Health 2050 strategy discussion paper canvassed some of the key cultural components as:

- Respect for the human element - to help our patients and clients navigate the many dimensions of illness with genuine care and compassion - must continue to be a central focus.
- A culture of collaboration and respect for each other helps reduce errors and promote safety.
- Intelligent kindness promotes wellbeing, reduces stress and increases satisfaction for patients and staff.

Professor Donald Berwick, former Chief Executive Officer of the Institute for Healthcare Improvement (IHI) in the United States wrote in 2017 that *In our work in health care, joy is not just humane; it's instrumental... the gifts of hope, confidence and*

safety that healthcare should offer patients and families can only come from a workforce that feels hopeful, confident and safe. Joy in work is an essential resource for the enterprise of healing.

Many of the responses to the Barwon Health 2050 strategy discussion paper called for improved engagement of our workforce. IHI has proposed that health services focus on 'joy in work' as the means to improve staff engagement for the following reasons:

- It leverages the assets of the compassion and dedication of health care staff.
- Joy is about more than the absence of burnout - it is connected to the meaning and purpose of the work in healthcare, and focusing on this aspect helps to build organisational resilience.
- Joy in work is a fundamental right of workers.
- A focus on improving equity, not just for staff but also for the communities that they serve, improves the engagement of all staff, leading to a more equitable and diverse environment. When everyone is engaged in an equitable and diverse environment, they feel as though they can listen to what matters to patients and colleagues, comfortably ask questions, request help or challenge what's happening, and use teamwork to successfully solve challenges. All of these contribute to a positive work experience and enable the entire team to experience joy in work.
- A focus on measuring joy helps attract and retain top performers.

Barwon Health will consider the idea of improving 'joy in work' as a key component in the development of the Workforce and Culture Strategic Plan.





**PURPOSE
AND
VISION**

OUR VISION

By 2050, everyone in the Barwon community enjoys the best health and wellbeing in Victoria.

OUR PURPOSE

Provide best care, every person, every day, so that everyone feels better.

The purpose is focused on 'why we do what we do' and incorporates three key concepts of:

- 'Best Care' (providing an explicit link to Barwon Best Care)
- Reliability and consistency ('every person, every day')
- Patient-centredness (the reason we provide care is so that our consumers feel better).

Barwon Best Care means care that is:

- Personal: Our care is based on the person's needs and goals
- Connected: We work together to provide the plan of care
- Safe: We want our patients and staff to feel safe and be safe
- Effective: We deliver the right care in the right way at the right time.

The vision statement is designed to be long term in nature ('by 2050'), ambitious and focused on improving health outcomes ('the best health and wellbeing') and connecting to equity ('everyone in the Barwon community').

Testing of this statement during the consultation process demonstrated that it is inspiring to staff and connects with the broader health and social care sector beyond Barwon Health. While the major task for Barwon Health clearly remains as providing patient care rather than focusing on improving population health, there is widespread support for Barwon Health to take up a leadership role to focus collective effort.

The vision is backed by a commitment to invest in developing a robust and comprehensive evaluation framework by which Barwon Health can measure progress towards achieving this aim.



BARWON BEST CARE

It's all of our business.

CONSUMER	CLINICAL STAFF	CLINICAL SUPPORT STAFF	MANAGERS AND SENIOR CLINICIANS	EXECUTIVE AND BOARD
To Receive Best Care...	To Provide Best Care...	To Support Best Care...	To Lead Best Care...	To Govern Best Care...
I actively participate in decision making and direct the care I receive	I communicate with patients and their families and am sensitive to their needs and preferences	I ensure that our patient's needs are the focus of the services I provide	I engage with and consider the needs of patients when making decisions	The needs of our patients and community are at the forefront of all my decisions
I communicate my needs, wants and preferences in order to receive the help and treatment I need in a coordinated way	I am an active team player and communicate effectively with all teams involved in care provision	I contribute clear and effective communication and provision of care	I look for ways to support staff to work effectively, efficiently and as part of a team	I set a clear vision and strategic direction for Barwon Best Care that drives improvement across the organisation
I have a right to receive high quality, effective care	I am good at what I do and motivated to continually improve my skills to provide the best care possible	I provide services that enable effective, efficient, reliable care	I guide, engage and support staff best clinical care	I oversee and enable the development, implementation and ongoing improvement of organisation-wide systems supporting Best Care
I communicate my concerns and am able to escalate them if I feel unsafe	I keep patients from harm, and manage and report safety concerns when I see them	I address safety concerns in a timely manner and report any safety concerns I see	I promote a culture of safety, and escalate and manage safety concerns appropriately	I promote a culture of safety and address safety concerns when they are raised





VALUES

OUR VALUES

Respect: *We respect the people we connect with.*

Compassion: *We show compassion for the people we care for and work with.*

Commitment: *We are committed to quality and excellence in everything we do.*

Accountability: *We take accountability for what we do and act with integrity.*

Innovation: *We drive innovation for better care.*

The established values for Barwon Health have been retained with the addition of the words 'and act with integrity' to the value statement of accountability.

There was feedback from staff and the wider community in the responses to the Barwon Health 2050 strategy discussion paper calling for the inclusion of new values on inclusion, sustainability and collaboration, as well as the view that innovation, although important at Barwon Health, should not be cited as a value. In addition, many staff responses called for a greater emphasis on 'living the values'. This will be addressed in the development of the Workforce and Culture Strategic Plan as well as incorporated into the regular performance assessment process.



STRATEGIES



**STRATEGIC PRIORITY 1:
DELIVER BEST CARE**

PERSON-CENTRED

Our consumers direct the care they receive to achieve their goals.

VALUE

We aim always to improve the value of our services.

INTEGRATION

We integrate care without gaps or duplication of effort.

EVIDENCE

We apply evidence to improve care.

APPROPRIATE

Right care, right time, right place, right way.

**STRATEGIC PRIORITY 2:
INVEST TO IMPROVE**

RESEARCH

We embed research in care to create a learning system.

RESILIENCE

We build our capacity to deal with the unexpected.

EXPERIENCE

We improve the experience of our consumers and our people.

ACCESS

We aim to improve timely, local, simple and equitable access to services.

FACILITIES

We develop fit-for-purpose, modern facilities to improve consumer experience and staff satisfaction.

**STRATEGIC PRIORITY 3:
ENSURE OUR FUTURE**

FINANCIAL SUSTAINABILITY

We live within our means and we grow our capacity.

AGILE

We are agile in responding to changing needs and opportunities.

ENVIRONMENTAL SUSTAINABILITY

We aim to achieve net zero emissions by 2050 to reduce the impact of climate change on the health of our community.

GROW OUR OWN

We train, develop and support staff, for Barwon Health and for the region.

TOGETHER

We partner for greater impact.

The strategies are grouped into three strategic priorities, with five strategies identified under each.

The first strategic priority is focused on Barwon Health's core purpose of delivering best care, which links to the established Barwon Best Care principles. There are five areas of focus:

- Person-centred.
- Improving the value of our services. There was considerable interest in the consultation for Barwon Health to take a more explicit approach to value, with value determined from the consumer perspective. The consistent application of value from the consumer perspective was expected to result in less low-value treatment including unwarranted end of life care.
- More focus on integration of care within Barwon Health (across disciplines and across organisational boundaries), and with primary care and other providers outside Barwon Health, was a consistent message during the consultation. Improving communication with GPs is a key priority for the 2020-25 strategic plan.
- Applying evidence to improve care.
- Ensuring that all services provision is appropriate: the right care (high value, evidence-based care), delivered in the right place (home based or community based care where these can be safely and appropriately substituted for care provided at University Hospital Geelong), timely care (recognising that there are currently unacceptably long waits to access some services at Barwon Health) and that care is delivered in the right way including through standardised, reproducible processes where appropriate.

The second strategic priority focuses Barwon Health's efforts and resources on improving:

- Research linked to improving care for better consumer outcomes
- Barwon Health's resilience to deal with unexpected challenges, including the ongoing impact of COVID-19 and future pandemics or other emergencies such as bushfires.
- The experience of both consumers and of staff, taking into consideration every aspect of Barwon Health that consumers and staff interact with including organisational culture, facilities, IT systems, business processes and so on.
- Access to services across the four dimensions of timely, local, simple and equitable.
- Facilities. This strategy echoes the Victorian Government's commitment to provide fit for purpose facilities that are measured by the contribution to improving both consumer experience and also staff satisfaction in their workplace.

The third strategic priority explicitly connects to Barwon Health's stewardship role:

- Financial sustainability - containing expenditure within revenue with the aim of increasing Barwon Health's capacity to deliver services sustainably into the future.
- Developing Barwon Health's capacity to respond to changing needs and opportunities, noting that the lack of agility to respond was one of the strategic risks identified in September 2019.
- Environmental sustainability - with an explicit commitment that mirrors the Victorian Government aspiration of achieving net zero emissions by 2050.
- Training and development of staff - recognising that Barwon Health not only needs to train staff to ensure its future capacity to deliver services, but also that training and support of clinicians across the region is a core part of Barwon Health's regional leadership role and vital to ensuring the public health services across the region can continue to meet the needs of their local communities into the future.
- The last statement on 'together' provides a renewed commitment for Barwon Health to look outwards and partner with others including civic leaders and local governments across the G21 region.

ENABLERS

OUR ENABLERS

- **Integrated models of care:** *integrated models of care make transitions seamless.*
 - **Our people:** *leadership, staff engagement, teamwork and commitment to excellence.*
 - **Our culture:** *supports us to make the right choices every time and act with integrity.*
- **Effective tools:** *platforms, processes and systems, technology and analytics.*

Four key enablers are recognised as essential in supporting the delivery of the strategic priorities:

- A focus on designing models of care that integrates across and beyond Barwon Health so transitions of care appear seamless to the consumer. A key measure of this is that consumers are not required to endlessly explain their journey of care.
- Workforce - focusing on leadership, staff engagement, teamwork and commitment to excellence in everything that we do.
- Organisational culture - focusing on making the right choice the easy choice every time.
- Equipping our staff with the right tools to undertake their work effectively and efficiently: platforms, processes and systems, technology and analytics.

MEASURES OF SUCCESS

WE MEASURE OUR SUCCESS BY:

- *Our consumers feel better.*
- *Our community is confident that Barwon Health will meet their health care needs.*
- *Our stakeholders recognise us as an innovative health service and a trustworthy partner.*
- *Our owner, the Victorian Government, supports our plans.*
- *Our staff tell us that they feel hopeful, confident and safe in the workplace.*

These five key measures will be embedded in the annual plans to measure progress towards achieving the strategic plan, and reported on regularly to both staff and the community. While the measurement of the progress against the vision statement needs to be comprehensive and robust so it can be effectively used over multiple strategic plan cycles, the framework for these measures of success for the 2020-25 strategic plan will be simpler and more agile, so it can be measured on an annual frequent basis.

IMPLEMENTATION

Releasing this strategic plan is the first step in charting our new course towards achieving our ambitious goal that by 2050, everyone in the Barwon community enjoys the best health and wellbeing.

STAKEHOLDER ENGAGEMENT

The next step is to engage with staff, the wider community, and our current and prospective partners, so they understand Barwon Health's strategic intent and how we will assess progress. Consistent with the emphasis in this strategic plan on partnerships, Barwon Health will use this engagement to seek new opportunities for alignment and collaboration.

EVALUATION FRAMEWORK

Barwon Health will develop a robust and comprehensive evaluation framework to measure progress towards achieving the vision. This work will commence in 2020-21. The framework will include population health measures, service utilisation measures, and measures of consumer-reported outcomes. We will produce a baseline report which will be the start of regularly track progress towards achieving the vision.

SUITE OF STRATEGIC PLANS

The Barwon Health strategy will be developed in more detail with strategic plans that will focus on our clinical services, our research, how we work, how we move to becoming a modern enterprise that is digitally enabled, and the priorities for capital investment and planning.

We will start by developing the following four strategic plans during 2020-21:

- Strategic Clinical Services Plan 2020-30
- Research Strategic Plan 2020-2025
- Workforce and Culture Strategic Plan 2020-2025
- Digital Strategy 2020-25.

In 2021-22 we will complete the Strategic Capital Investment and Development Plan 2021-2031. In addition, as part of developing the Strategic Clinical Services Plan 2020-2030, we will identify specific clinical areas which require a detailed clinical services plan to be developed to support significant change, reorientation or growth. Development of these detailed clinical services plans will commence in 2021-22.

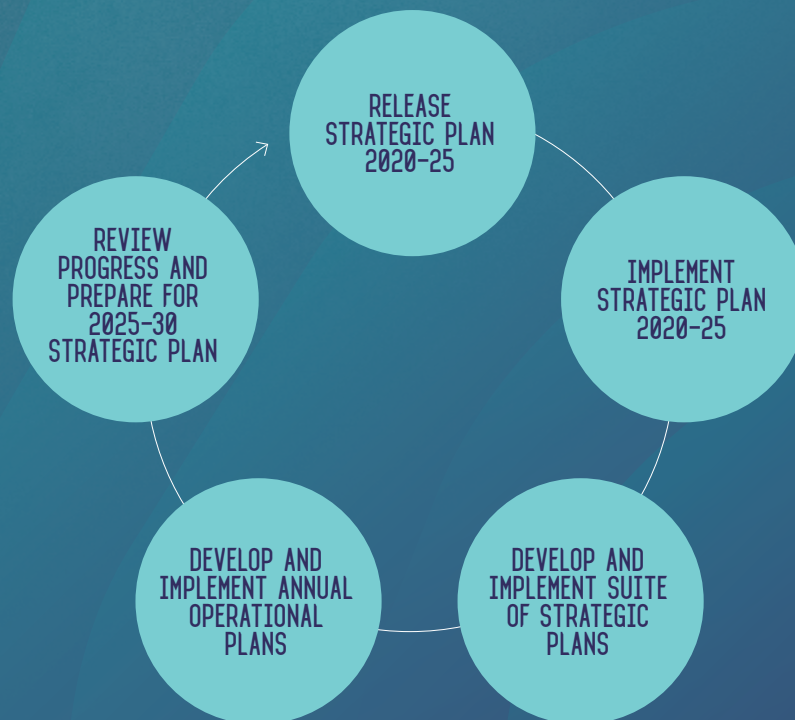
ANNUAL PLANS

Barwon Health will develop an annual business plan for 2020-21, and the four subsequent years in the life of this plan, to focus our efforts on delivering in accord with the strategies and adapting to new opportunities and challenges as they present.

STRATEGIC PLAN 2025-30

During 2023-24 we will review progress on delivering the 2020-25 strategic plan and start to prepare for the next five year strategic plan for the period 2025-2030.

BARWON HEALTH STRATEGIC PLAN 2020-25









**Barwon
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