



Strategic Plan 2015-2020

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VISION

Together with our community we build healthier lives, inspired by world class standards

MISSION

With our consumers at the forefront, we excel in delivering efficient integrated care, education & research to advance health and wellbeing for all







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

Innovation

We drive **innovation** for better care

PILLARS

Our Consumers at the Forefront

Our People at their Best

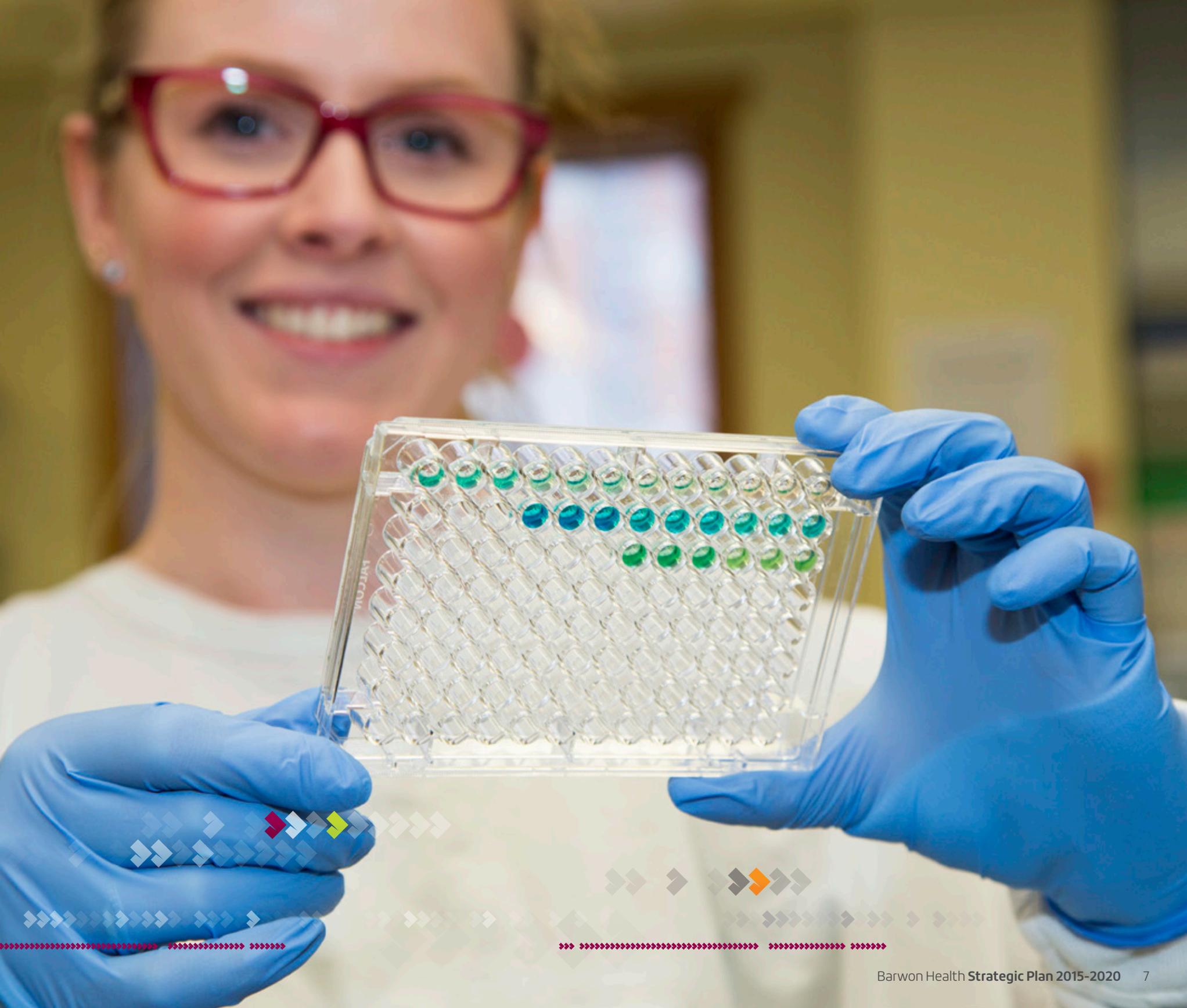
Right Care, Right Time, Right Place

Research, Education and Training for Excellence

Our Community's Wellbeing

ENABLERS

Leadership
Prosperous
Knowledge





PILLAR 1
OUR CONSUMERS AT
THE FOREFRONT

STRATEGIC PRIORITIES	HOW WILL WE MEET THE OBJECTIVE?	WHAT WILL SUCCESS LOOK LIKE?
<p>1 Access to trusted health knowledge on-demand</p>	<ul style="list-style-type: none"> • The community has up to date information on our services and building healthier lives. • Portable, personalised digital access to prevention, wellness, self-care and health service information. 	<ul style="list-style-type: none"> • ‘Consumer at the forefront’ is part of our everyday conversation; • Recognised for our integrated approach to putting consumers at the forefront of care;
<p>2 Confidence to sit at the forefront of one’s own health management</p>	<ul style="list-style-type: none"> • A complete electronic health record that consumers can contribute to and access fully. • Our culture seeks to understand what matters to consumers and ensures consumers are comfortable to openly discuss their experiences. 	<ul style="list-style-type: none"> • Exceed external benchmarks on measures related to acting on consumer needs and preferences; • Patient experience surveys exceed external benchmarks; • Use of technology by consumers to engage with us;
<p>3 Pathways of care, adapted to meet each person’s needs</p>	<ul style="list-style-type: none"> • Safe and effective care transitions across Barwon Health and partner agencies. • Precise and individualised care through consumer relationship management. 	<ul style="list-style-type: none"> • Consumers contributing information to and accessing own records; • We always communicate well with our consumers (from their perspective).
<p>4 Lead the transition from consumer-centred care to consumers at the forefront of care</p>	<ul style="list-style-type: none"> • Consumers and community engaged in co-designing our services. • People joining our workforce put consumers at the forefront of care. • Research the outcomes of community members with experience as consumers holding clinical, education, research and leadership roles. 	



PILLAR 2
OUR PEOPLE
AT THEIR BEST

STRATEGIC PRIORITIES	HOW WILL WE MEET THE OBJECTIVE?	WHAT WILL SUCCESS LOOK LIKE?
<p>1 Living the values in every action and interaction</p>	<ul style="list-style-type: none"> • People joining our workforce best fit our values. • Living our values is a feature of all services. • Living our values is an absolute requirement when assessing performance. 	<ul style="list-style-type: none"> • Staff survey results exceed external benchmarks on engagement and job satisfaction; • Recognised as a values based organisation;
<p>2 Harnessing our diversity, capabilities and integrating our efforts through high performing teams</p>	<ul style="list-style-type: none"> • Roles reformed to provide more tailored services to consumers and bridge gaps between our professions. • Our workforce better represents world's best talent, knowledge and skills. • Our workforce represents the diversity of the community Barwon Health serves and reflects strong partnerships with indigenous communities. • Our teams are aligned with care pathways and focus on inter-professional service delivery and learning. • Our full scope of practice and capabilities are utilised and career-long development of excellence supported. 	<ul style="list-style-type: none"> • High performance on Advancing Interdisciplinary Clinical Excellence framework; • We have a culture where people strive to work to the full extent of their qualifications, capability and experience and a working environment that enables this to happen.
<p>3 Well-informed and consulted when decisions are made</p>	<ul style="list-style-type: none"> • Standard and reliable forms of communication and consultation across the organisation and with our partners across the region. • Five-year plans and annual business planning compiled for all services aligned to the Barwon Health Strategic Plan and its allocation of financial resources. • Financial skills built to ensure balanced decision-making. 	
<p>4 Capable of responding with resilience in an environment of rapid change</p>	<ul style="list-style-type: none"> • Our people engaged to better align workforce needs and working arrangements. • A positive culture of questioning, engagement and alignment that seeks accountability, welcomes and helps drive forward any strategic, business or clinical initiative. • Inspiring leaders identified and developed in a structured succession model. 	

A photograph of a woman with short brown hair, wearing a dark jacket over a blue top and a necklace with a circular pendant. She is smiling warmly as she looks at a tablet computer held by another person whose face is partially visible on the right. The background is softly blurred, suggesting an indoor setting. The image is overlaid with a semi-transparent purple banner on the left side containing text. There are decorative diamond patterns in the top left and bottom right corners.

PILLAR 3
RIGHT CARE, RIGHT
TIME, RIGHT PLACE

STRATEGIC PRIORITIES	HOW WILL WE MEET THE OBJECTIVE?	WHAT WILL SUCCESS LOOK LIKE?
<p>1 Quality and Safety to the highest standard all day, everyday</p>	<ul style="list-style-type: none"> Information collected in the electronic health record analysed automatically and used at the point of care. Safety and quality continuously improved through a culture of inquiry, innovation and evaluation. World-class clinical outcomes with no “never” events, built on evidence-based best practice. Infrastructure and equipment supports the highest standards of care and performance. 	<ul style="list-style-type: none"> Exceed external benchmarks on measures of effective care, safe care and integrated care; Exceed external benchmarks on measures of timeliness and efficiency of care; Measurement of clinical outcomes embedded in every clinical service; World-class delivery of home-based health services;
<p>2 Putting consumers at the forefront of care delivery and service design</p>	<ul style="list-style-type: none"> Effectiveness of care improved through high levels of consumer service and cultural awareness. Care decisions made when consumers are fully informed of their options. Community members with experience as consumers hold clinical, education, research and leadership roles. 	<ul style="list-style-type: none"> Recognised as a Digital Health Service incorporating technology into care and data for predictive health care; Barwon Health North established and plans in place for other health hubs in the Greater Geelong area;
<p>3 Transforming the timing of services and care</p>	<ul style="list-style-type: none"> Barwon@Home implemented to drive our home-based service expansion. Healthier lives built through world-class chronic illness support. Exceptional integrated regional health service delivery. 	<ul style="list-style-type: none"> Health services are delivered within an integrated region; Strong asset management plan.
<p>4 With our partners develop a wider range of services closer to local communities</p>	<ul style="list-style-type: none"> Regional care pathways agreed with partner agencies for each main clinical condition. Regional workforce offered learning opportunities, clinical knowledge and support systems. Consumers living within the region have access to the entire range of public acute and outpatient services. 	

PILLAR 4

RESEARCH, EDUCATION &
TRAINING FOR EXCELLENCE



STRATEGIC PRIORITIES	HOW WILL WE MEET THE OBJECTIVE?	WHAT WILL SUCCESS LOOK LIKE?
<p>1 Excel in population and preventative health research</p>	<ul style="list-style-type: none"> • Research into integrated health with a focus on chronic illness management, mental health, child health & early development, and infectious diseases. • Research partnerships connect the wellness, prevention, self-care and treatment components of the regional health service system. 	<ul style="list-style-type: none"> • Recognised as a leader in integrated healthcare, innovation and solutions to healthcare challenges; • Senior university appointments (Professors) in strategic disciplines; • Healthcare Enterprise Analytics Report Tool (HEART) - mature, complete and a core asset;
<p>2 Generating and adopting leading health practices</p>	<ul style="list-style-type: none"> • Best practice research integrated with individualised data and available at the point of care. • Strategic university appointments and promotion of clinicians and managers who teach, train and research drives evidence-based best practice. • Be a leading contributor to the regional Academic Health Science Network that partners with recognised international academic institutions. • Research evidence translated into training and research curricula for delivery in the health service. 	<ul style="list-style-type: none"> • Plans in place for a world-class research & education health service; • Supply of health professionals leading to sustainability of the health workforce; • A research engaged internal community; • International education and training links.
<p>3 Training and educating our people for excellence in care delivery, teaching and research</p>	<ul style="list-style-type: none"> • Excellence in inter-professional learning (IPL) and its contribution to the scholarship of clinical teaching and training. • Teaching and training practice contemporary and evidence-based. • Our people supported to participate in education, teaching and training leading to published research. 	
<p>4 Be the leading partner for education & training providers and learners</p>	<ul style="list-style-type: none"> • Capacity for clinical placements increased through clinical placement innovation. • Infrastructure, resources and culture to provide an optimal learning environment in which teachers, trainers and learners excel. • Specialist training for the region and regional Australia offered to all disciplines. • Regional Health Library services for clinicians, clinical educators, trainers, consumers and students. 	



PILLAR 5
OUR COMMUNITY'S
WELLBEING

STRATEGIC PRIORITIES	HOW WILL WE MEET THE OBJECTIVE?	WHAT WILL SUCCESS LOOK LIKE?
<p>1 Prevention and wellness services tailored to individual and local community needs</p>	<ul style="list-style-type: none"> • Our community's unique characteristics and needs understood to build local community-based health promotion, wellness, prevention, self-care and treatment services. • Strong partnerships with non-health organisations to encourage positive health behaviours in our community. 	<ul style="list-style-type: none"> • Measurement of health and wellbeing outcomes embedded in every clinical service; • Close the gap on equity of care measures; • Exceed external benchmarks on effective preventative care measures;
<p>2 Pathways of care are focused on health and wellbeing outcomes</p>	<ul style="list-style-type: none"> • Be Australia's leading rehabilitation service for quality health and wellbeing outcomes. • World-class approaches to end of life care. 	<ul style="list-style-type: none"> • Gain World Health Organisation accreditation as a Health Promoting Health Service.
<p>3 Understanding the health literacy profile of the community to address differences in access, self-management and engagement</p>	<ul style="list-style-type: none"> • Groups in our community at-risk of poor health service access have health access plans in place. • Population-based approach to health literacy in local communities. 	
<p>4 With our partners encourage healthier living during childhood</p>	<ul style="list-style-type: none"> • Primary care type services expanded into 0-10 year age group. • Positively influence the social factors critical to a healthy start to life. 	

STRATEGIC ENABLERS

Leadership

Clinical and business leadership that has the ambition and capability to deliver on the Vision

Prosperity

Generating the capacity to deliver on the Vision

Knowledge

Using the power of our data and world knowledge as integrated information for care to deliver on the Vision



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