

# STRATEGIC DIRECTION AND PRIORITIES 2004-2010

KEY PRIORITIES AND MAJOR ORGANISATIONAL ACTIVITY ASSOCIATED WITH THESE PRIORITIES ARE OUTLINED IN THE FOLLOWING TABLE

CORNERSTONES	STRATEGIC DIRECTION	KEY PRIORITIES 2004-2010	KEY AREAS OF FOCUS FOR BUSINESS PLAN 2007/08
<b>QUALITY AND SAFETY</b>	To provide strong leadership and strategies to improve quality of service, promote safety and reduce risk to patients and staff.	<ul style="list-style-type: none"> <li>Investing and maintaining a robust focus on clinical safety and quality of care through continuous quality improvement and risk management strategies.</li> <li>Undertaking scrutiny of clinical practice through clinical audit and performance monitoring and responding to identified problems.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a Barwon Health Organisation Governance Support Unit.</li> <li>Development of a Business Continuity Plan.</li> <li>Review of Building and Engineering Services.</li> <li>Review of Linencare Business Unit.</li> <li>Review of Board Risk Register.</li> <li>Review of electrical and power sources.</li> <li>Progression to Electronic Medical Records.</li> <li>Aged Care Strategic Direction and Development.</li> </ul>
<b>ACCESS</b>	To ensure that the community is: <ul style="list-style-type: none"> <li>Informed about and assisted to access services.</li> <li>Able to access information about services.</li> <li>Able to receive healthcare and treatment on a timely manner and at a location close to home where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening access to health care, treatment and support in terms of timelines and location.</li> <li>Appropriate expansion or enhancement or decentralisation of facilities and services to deliver services either centrally or locally being cognisant of consideration for ageing in place.</li> <li>Managing individual needs and expectation through identifying care and treatment parameters and managing the gap between expectation and deliverable service.</li> </ul>	<ul style="list-style-type: none"> <li>Development of best practice management in Emergency Department.</li> <li>Managing outpatient demand.</li> <li>Continue upgrading and redeveloping facilities throughout Barwon Health.</li> <li>Masterplanning for Barwon Health.</li> </ul>
<b>POPULATION HEALTH</b>	To work in partnership with staff, and local communities to build healthy communities through the promotion of lifelong health and through a commitment to providing services that meet the needs of the population at a level acceptable to the population, accessible at time of need and within the parameters of safe care.	<ul style="list-style-type: none"> <li>Promoting a robust approach to population health needs through implementing practices that maximise and promote well health.</li> <li>Taking a strategic approach to secure broader public health outcomes in partnership with staff, local health providers, businesses and local people.</li> <li>Strengthening in development terms the key external health outcome priority areas (cardiovascular, cancer, joint degeneration, cerebro-vascular, mental health).</li> <li>Recognising and addressing future needs and support for an ageing population.</li> </ul>	<ul style="list-style-type: none"> <li>Establish Centre for Population Research and Development               <ul style="list-style-type: none"> <li>Take leadership and ownership of establishing a Centre.</li> <li>Establish a core team and seek partners.</li> <li>Develop funding streams.</li> </ul> </li> </ul>

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<p><b>ENGAGEMENT</b></p>	<p>Working with local services to strengthen and develop communities:</p> <ul style="list-style-type: none"> <li>• Improving and developing existing and new collaborative interagency approaches.</li> <li>• Developing partnerships that enable services to be more responsive.</li> <li>• Linking with the community through volunteers.</li> <li>• Involving consumers and the community in improving quality and safety in service planning.</li> <li>• Focusing on communication with the community at large.</li> </ul>	<ul style="list-style-type: none"> <li>• Fostering neighbourhood renewal and neighbourhood capacity building through Communities in Action inter-agency initiatives.</li> <li>• Delivering responsive services for Aboriginal communities.</li> <li>• Recognising cultural diversity and working alongside the community to ensure services and staff are responsive to particular cultural needs.</li> <li>• Continue to develop the strong volunteer base recognising both individual and collective needs.</li> </ul> <p>Communicating with communities effectively through an annual plan of activity that engages communities in order to:</p> <ul style="list-style-type: none"> <li>• Inform.</li> <li>• Contribute to planning services and facilities.</li> <li>• Contribute to consumer audit.</li> <li>• Assist services to be user-friendly.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrating health development workers in neighbourhoods.</li> <li>• G21 Health and Well Being. implementation plans plus development of Centre for Population Health.</li> <li>• Friends of Health Centres model.</li> <li>• Publicity/Public Relations.</li> <li>• Marketing the services and organisation.</li> <li>• Community Engagement Committee.</li> </ul>
<p><b>SOUND KNOWLEDGE BASE</b></p>	<p>To develop a vibrant culture of education and research for all staff, fostering clinical excellence, effective leadership and a solid foundation of continuous learning and a quest for knowledge and scientific research.</p>	<ul style="list-style-type: none"> <li>• Actively encourage and facilitate clinical education and research through recruitment processes that seek staff with the right clinical skills and willingness to contribute to education and research, and, making available professional development opportunities to maximise contributions.</li> <li>• Developing and expanding the proportion of staff involved in research through recognition of research activity in workload planning, including research performance as part of overall clinical staff performance review and encouraging and promoting publications.</li> <li>• Strengthen partnerships with Deakin and Melbourne Universities to maximise opportunities for joint research, support and grants.</li> <li>• Actively work towards an independent research centre incorporating a wide range of services, agencies and educational establishments to maximise opportunities for securing grants, broader marketing and communication models.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an integrated Education and Training Unit.</li> <li>• Progressing Barwon Health Clinical School for Medical Student Training.</li> <li>• Progress research strategy.</li> </ul>

# STRATEGIC DIRECTION AND PRIORITIES 2004-2010 continued

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SUSTAINABILITY	<p>To ensure the performance of Barwon Health clinically and in business practice:</p> <ul style="list-style-type: none"> <li>• Meets the highest standards.</li> <li>• Remains viable through skilled resource and demand management.</li> <li>• Builds on strengths and opportunities within resources available.</li> </ul>	<ul style="list-style-type: none"> <li>• Confirming and strengthening a multi-disciplinary, integrated service delivery model that ensures continuity and co-ordination of care, linked where appropriate with other health services and agencies.</li> <li>• Investing in care co-ordination and case management as a formal standard approach for all patients with complex needs.</li> <li>• Strengthening and developing Allied Health services redirecting focus from bed-based to home and ambulatory care.</li> <li>• Building a dynamic organisational culture that ensures the right people, in the right place with the right skills.</li> <li>• Commitment to a culture and environment where things happen for people, things get done and staff have a common goal and sense of direction.</li> <li>• Developing strong leadership and support systems that enhance decision-making and support the organisation efficiently and effectively.</li> <li>• Investing in and committing to appropriate Information Technology infrastructure to lead the organisation into the next decade.</li> <li>• Ensure organisation resources, (human, capital and financial) are managed efficiently and effectively, identifying and pursuing additional revenue opportunities, corporate and individual philanthropy and general financial improvements on an ongoing basis.</li> <li>• Ensuring the Facilities Master Plan and planning process for future developments maintains direction and rigour in meeting improvements and expansions at the right time to meet service changes and population growth and demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of a new model of care.</li> <li>• Centralising Core Clinical Services.</li> <li>• Maximising bed stock through the bed reconfiguration at Geelong Hospital.</li> <li>• Maintaining quality staff and planning for future workforce needs.</li> </ul>