

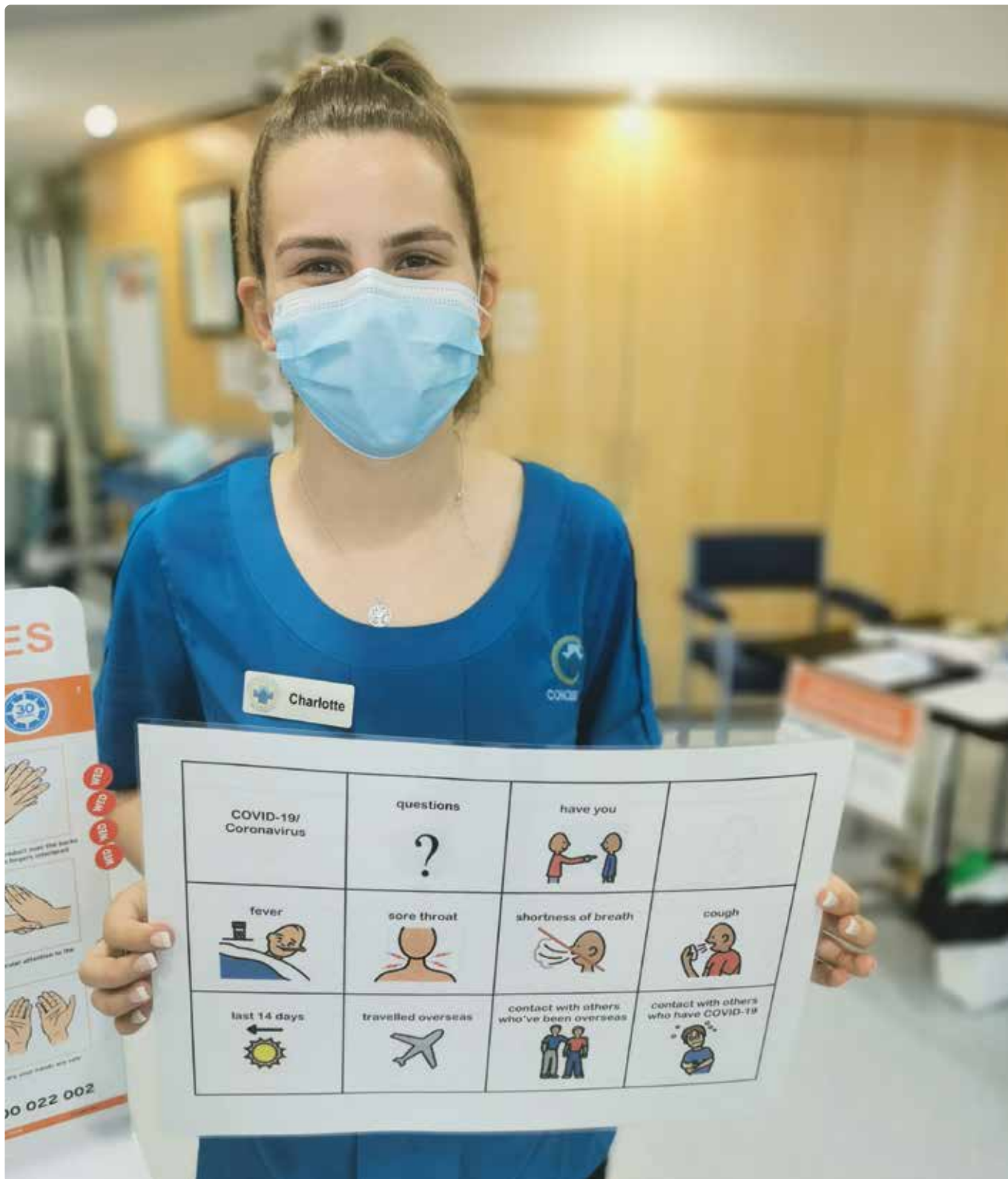
# Strategic Plan 2020-2025

*Leading the Transformation*



Northeast Health Wangaratta

*Every patient, Every time*



Northeast Health Wangaratta acknowledges the Traditional Owners of the land on which we work and live, and pays respect to the Elders – past and present – for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander peoples across our region.

We are proud and committed to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander community about how best to improve the health, social and economic outcomes of First Nations' people.

We are working towards Rainbow Tick Accreditation and embraces inclusive practice for LGBTQIA+ patients, carers, visitors and our team.

Northeast Health Wangaratta respects and celebrates all forms of diversity. We welcome and value people from all walks of life to access our services and join our team.

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# Foreword

## From our Board Chair and Chief Executive Officer

### **We are pleased to present our Strategic Plan 2020-2025 for Northeast Health Wangaratta (NHW).**

Our new five year plan sets out what we are working towards, our aspirations, our strategic priorities, and the values and beliefs that both define us and bring us together.

This plan provides clear direction to our community about our focus areas for the next five years, and how we will work with our community to deliver on our priorities.

NHW has a rich and proud history of caring for the communities of North East Victoria, with our milestone 150 years in 2022.

The year 2020 has been a defining year, with the coronavirus pandemic requiring us to change how we provide healthcare to our community and how

this care will be delivered into the future. Change and reform of the Victorian health system is inevitable.

NHW will embrace this change and will facilitate greater integration, consolidation and transformation of our health service, and forge closer partnerships with health services within the Hume Region.

There are many opportunities and challenges for NHW over the period of this plan. This includes the increasing complexity of disease and associated healthcare needs, promoting wellness and healthy ageing, being innovative in the use of technology, and improving access to healthcare. Our plan provides the pathway to seize opportunities and tackle challenges to ensure we are providing the very best healthcare for our community.

This plan sets out our core pillars, strategic priorities and the actions we will take to achieve these priorities and the indicators of success.



### We will achieve our priorities through:

- healthcare defined by safety and high quality that goes beyond responsive treatment and has a focus on wellness and healthy ageing;
- a skilled, inclusive and engaged team with the capacity, capability and expertise to deliver exceptional care for the diverse needs of our community;
- a health service that invests in, develops and embeds the physical and digital infrastructure that will enhance our healthcare and realise better models of care;
- an environmentally and financially sustainable organisation through innovation, pragmatism and responsiveness;
- a trusted organisation with deep links to our community, region and beyond; and
- an integrated, consolidated and transformed health sector that will enhance healthcare for our community.

Our strategy is a reflection of who we are and where we are heading. It has been developed with our key stakeholders and is our commitment to the community. This plan puts the users of our service at the forefront of everything we do: Every Patient, Every Resident, Every Client, Every Time.

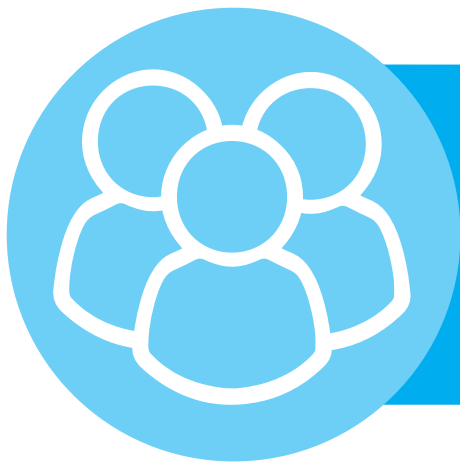
Our board and executive are proud of the commitment of our staff in continuing to deliver excellence in healthcare.



**Jonathan Green**  
Board Chair



**Tim Griffiths**  
Chief Executive Officer



# About Us

## Our history

A hospital was first established on our current site in 1872. Through decades of commitment, connection, investment, and the passion of our community and region, a district base hospital evolved into today's modern health service of NHW.

Today, the hospital is the largest employer in North East Victoria and employs over 1,500 people across our region. We also engage more than 340 volunteers, who are a critical part of both our team and our community.

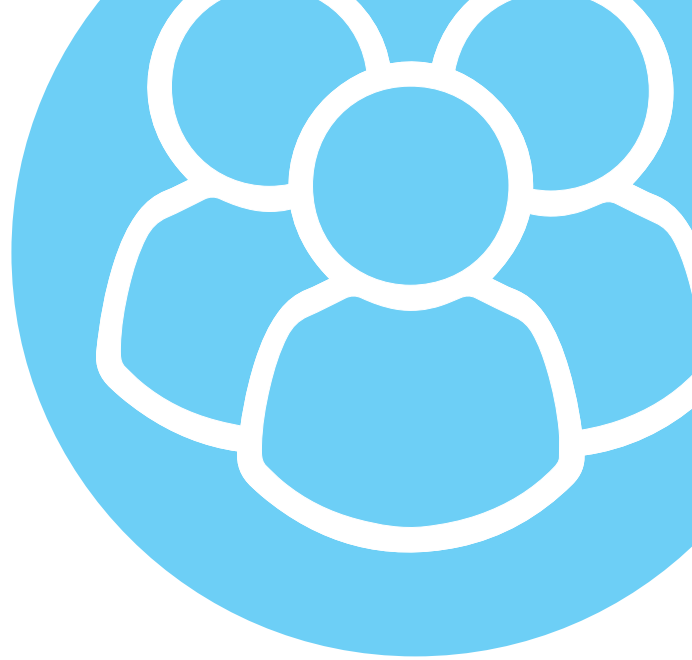
We operate an extensive range of healthcare services and supports for people of all ages living in North East Victoria. We deliver our services from our sites in Wangaratta, in people's homes and, more recently, through telehealth with our healthcare partners and in the community.

## Our role in the region

We are a specialist health service in North East Victoria, providing quality care to more than 90,000 people across the broader North East region including Bright, Mansfield, Beechworth, Myrtleford, Yarrawonga, and Benalla. We operate a 24/7 emergency department and deliver an extensive range of healthcare services including our residential aged care facility, Illoura. NHW is a healthcare provider, a local employer, an educator, an innovator, an advocate, and a regional partner and leader.

We recognise and embrace a regional approach to caring for our community, and recognise its social diversity and the impact it has on health. Our services are developed and delivered to meet the specific health needs of our community. We operate as part of a network, brought to life through meaningful partnerships across North East Victoria and further afield. These partnerships enable collaborative support for patients, and shared resources and knowledge.





Alongside our regional role, we strive to deliver benefit to the whole of the Victorian healthcare system and are informed, active contributors to the policies, strategies and guidelines set by the Victorian Department of Health and Human Services (DHHS). We are actively using State policies and plans from neighbouring health services to inform our position and approach so as to complement, not duplicate, services for the benefit of the people of North East Victoria.

Over the next five years, we commit to delivering equitable, accessible, high quality and safe healthcare. We recognise the need to be flexible and responsive, and work together with our community, our healthcare partners and DHHS.

The next five years will see us strengthen our role and lead healthcare transformation in our region. This will support us to be relevant and ready for the changing and growing health and wellbeing needs of people across North East Victoria.

## Our people

Our people are the driving force of our organisation, and bring our purpose and values to life each day. People join us because they want to make a positive impact in our community, and they stay because we ask them to bring their whole selves to work.

Our excellence, care, integrity and creativity comes from our team and their commitment to their work. We sincerely believe that high quality care can only be delivered as a result of the strengths and passion of our people.

We embrace diversity and inclusion, and welcome team members from all backgrounds, faiths and life experiences. We seek to support and empower all of our people, working collaboratively as a team to provide excellence in care and make a lasting impact.

*An artists impression of the new Emergency Department to be developed in 2021.*





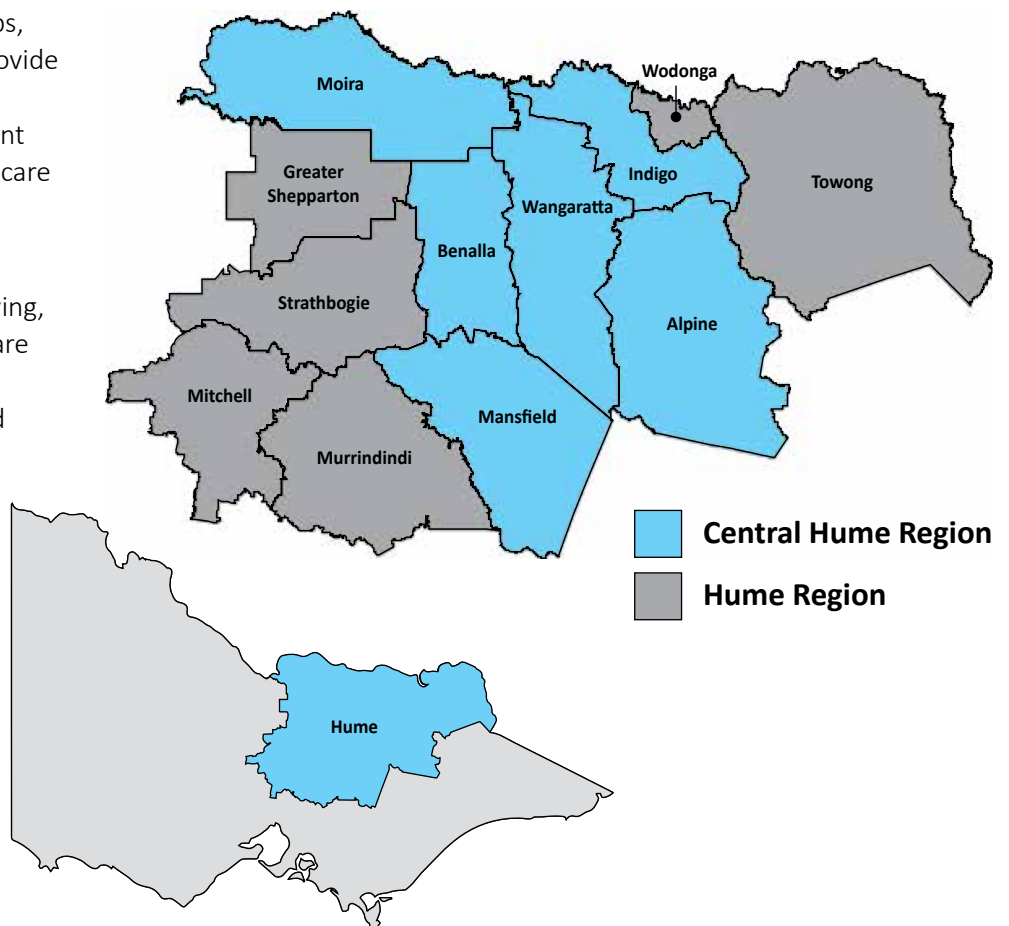
# Our Community

NHW supports more than 90,000 people in the Rural City of Wangaratta and neighbouring communities in the Central Hume.

Our services cover all age groups, with a range of services that provide emergency and elective care, community-based and outpatient services, through to residential care services.

Our community is becoming increasingly diverse and is growing, with rising demand for healthcare services.

We must understand, listen and work with our community in shaping our future health services.



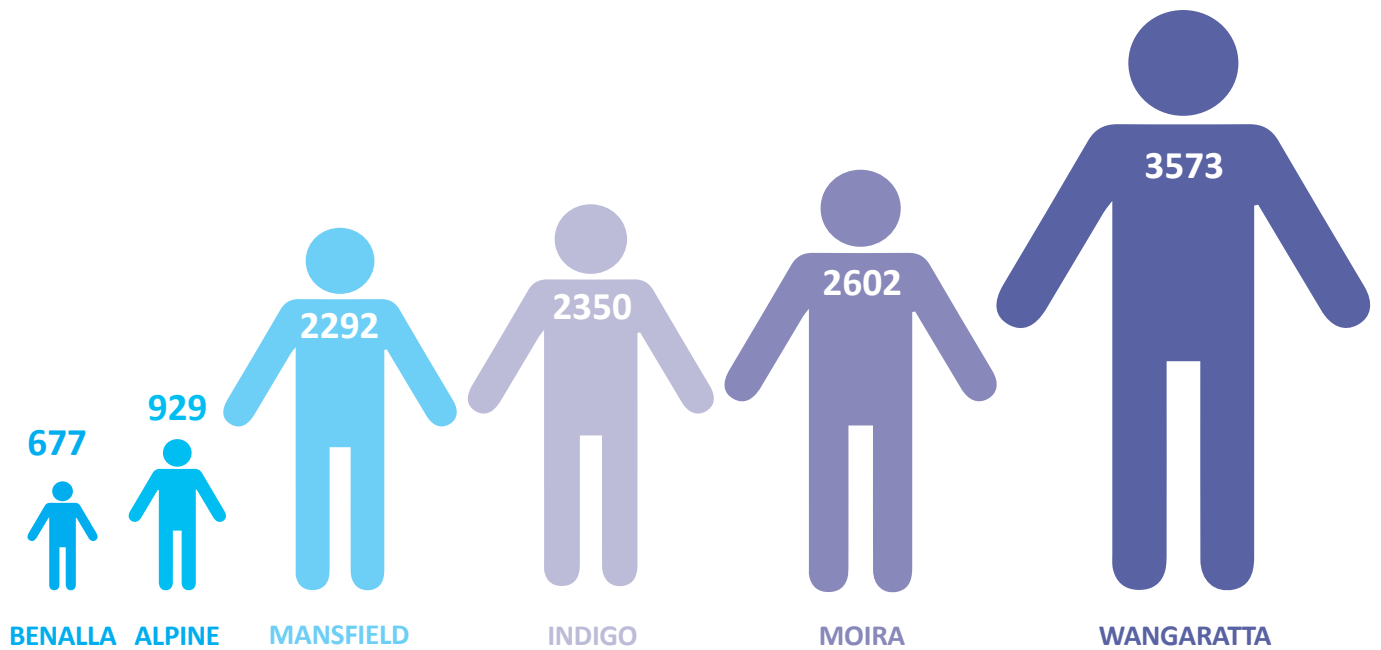




## Projected population growth, Local Government Areas, Central Hume 2016 - 2036.

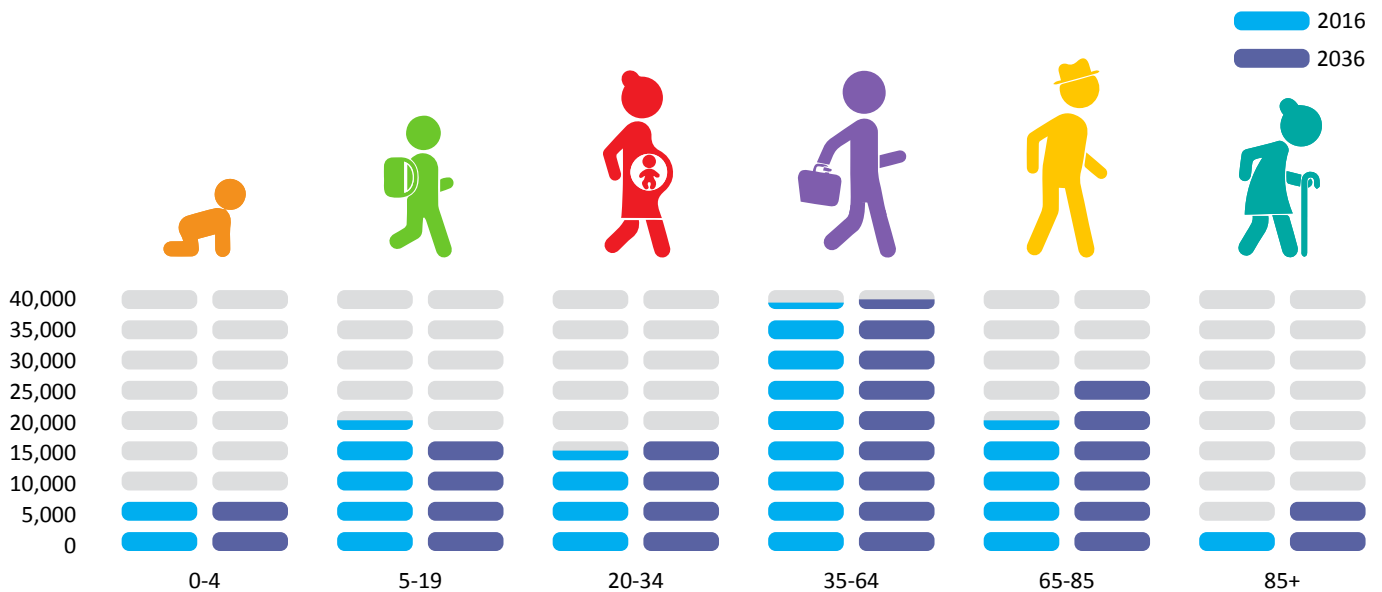
Our community is diverse - 16% of residents were born overseas and 1.4% are Aboriginal and Torres Strait Islander.<sup>1</sup> Our catchment includes rural cities close to health services, and many living in small localities and remote locations. Like many regional and rural communities, our people are ageing.

Over the next 15 years, Hume community members aged 75 years and older in Hume will grow from 16,654 (9%) to 29,915 (16%), and the number of people 85 years and older will also increase significantly.<sup>2</sup>





## Population change by age group for our catchment



As with all communities, ours faces health and social challenges. Our lifestyles are placing our health at risk. For example, one in five Wangaratta residents is a smoker,<sup>3</sup> and 60% of adults are overweight or obese.<sup>4</sup> Chronic illness is common - over one in 10 of us has been diagnosed with heart disease,<sup>5</sup> and nearly two thirds of adults have one or more chronic diseases.<sup>6</sup> One in 100 has a drug use and possession offence,<sup>7</sup> and family violence is more prevalent in our region than across Victoria as a whole.<sup>8</sup> As with other communities, our health, wellbeing and economy can be negatively impacted by climate factors and events, including fires, floods and droughts.

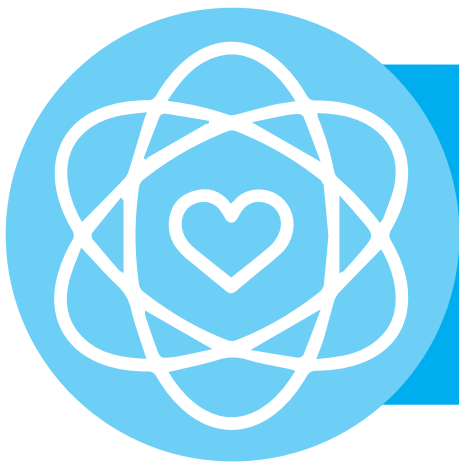
We acknowledge the influence of the social determinants of health – including education level, employment status, income and housing – on the mental and physical health outcomes of individuals and communities. Of note, a significantly higher proportion of our community has not completed year

12 in comparison with the rest of Victoria, and the weekly household income in Wangaratta is a third lower than the state average<sup>9</sup>. These socio-economic factors can have direct impact on access to healthcare and individual health. For example, 12% of people in our community have delayed buying medicine and 16% have delayed seeking health services because they couldn't afford them.<sup>10</sup>

However, there are positive results for us to build on. In comparison with the Victorian population, we have higher rates of screening for breast and bowel cancer, our rates of psychological stress, anxiety and depression are lower, and our residents report better health status, life satisfaction and a feeling of life being worthwhile.<sup>11</sup>

As an organisation and a community, we will keep our collective health challenges, achievements and needs front of mind for the years ahead.





# Our Values and Beliefs

Our values and beliefs are fundamental to NHW, and are shared by all of our team members. They guide and inform our decision and behaviours every day, and are central in enabling the provision of safe, high quality healthcare for all people in North East Victoria. Our values and beliefs put our patients, community and people at the centre of everything we do, and are critical to our past, present and future success. Consequently, we commit to being bold and never compromising on these values, even in difficult circumstances where the temptation is great.

## Our values and beliefs are:

### Courage

Boldness and bravery are required to meet the needs of our community – this means going above and beyond what we do today.

### Excellence

Quality is non-negotiable. We believe in ourselves – we have the vision, skills and determination to innovate and drive excellence.

### Fairness

We believe that everyone has the right to equitable, inclusive, accessible healthcare, and that this is vital for a flourishing community.

### Integrity

We commit to being open and ethical in all our actions, and ensuring we have a positive culture defined by commitment.

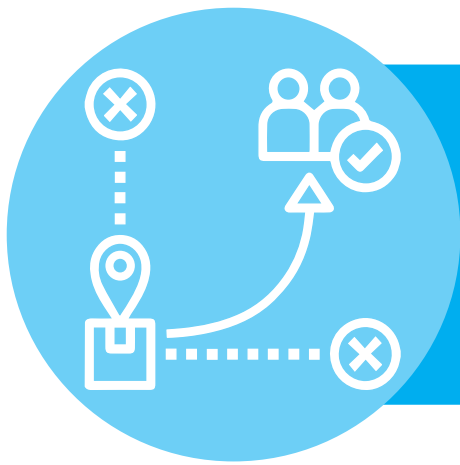
### Kindness

We will always support one another, care deeply about our community, team and partners, and treat each and every person with kindness and compassion.

### Respect

We believe in not only listening but hearing, responding to and advocating for those we care for and about. We believe in and commit to trust and mutual understanding.





# Strategic Context

The coronavirus pandemic has resulted in rapid change in terms of how we do business. It has changed models of care, how we collaborate, and how we use technology to provide value-based care.

To capitalise on the changed environment, respond to the challenges we are facing and avoid duplication of effort, it is vital for NHW to understand the context in our community, with our partners, and across the Victorian and Australian healthcare system. As such, we have outlined a number of key trends that have informed the development of our strategy.

## Increasing complexity of disease and healthcare needs



Our community is growing and ageing, and includes people from all walks of life, which has implications for healthcare needs. Demand for our services is increasing and, in many instances, the complexity of presentations is also increasing. This includes a significant rise in co-morbidities, whereby an individual seeks healthcare and is found to have a number of health conditions. Provision of the right care in the right place at the right time will enable us to effectively respond to these changes and ensure equitable access for our community.



Moreover, there is a shift underway in how the community prefers to access and receive health services. For example, many of our patients are seeking healthcare beyond the hospital walls, be that at home, in community or in primary health settings. It is imperative that our community engages with NHW, understands the health services we offer, and trusts us to provide high quality, safe healthcare.

## Supporting the wellness agenda and healthy ageing

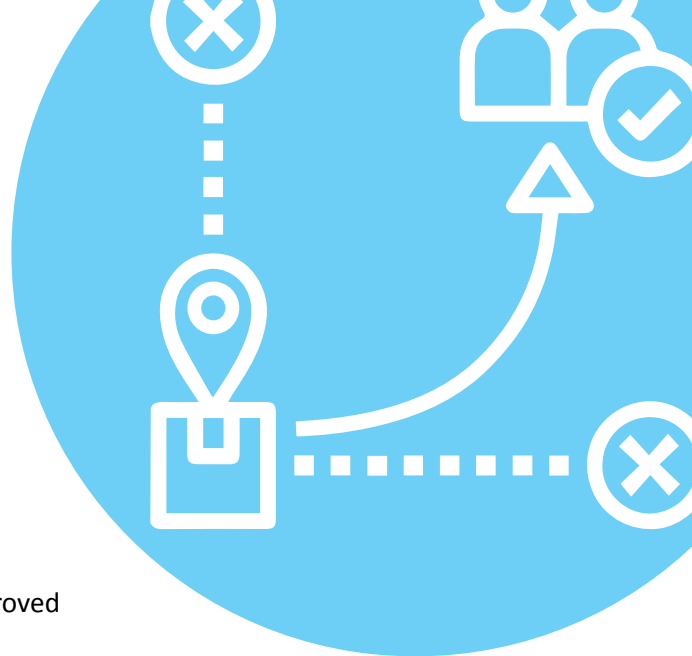


As our population ages, and healthcare demand and complexity grows, there is recognition across the Victorian healthcare system that supporting wellness and healthy ageing are of vital importance. The wellness agenda is about promoting and enabling good health and wellbeing, as well as responding to illness and injury. In the interest of being proactive rather than reactive, the wellness agenda comprises early intervention and prevention activities such as health promotion and education to protect against and mitigate ill health.



Healthy ageing is a key health consideration in Victoria, Australia and globally. For us, as our community and workforce ages, supporting healthy ageing in the North East and in our organisation will become increasingly important. We recognise that volunteering is a key strategy in healthy ageing, which is promoted by active community participation. Both the wellness agenda and healthy ageing require new models of care if they are to be successful.

# It is a time of great opportunity and challenge in health...



New technologies and new partnerships yield the promise of improved access, safety and quality.

However, with increasing complexity of healthcare and growing demand for services, the health system and its infrastructure are under increasing pressure.

## Growing focus on clinical outcomes, quality & organisational sustainability



The policy framework that governs the Victorian healthcare sector is comprehensive, robust and evolving. There are policies, legislation and guidelines to support Victorian healthcare organisations, including NHW. These guiding documents include the DHHS strategic plan, the Victorian public health and wellbeing plan, capability frameworks, and other resources about accreditation, data collection and hospital boards. At heart, these regulations and compliance measures are about driving the best possible access, quality and safety outcomes across the health sector.



Furthermore, the Victorian healthcare system comprises over 80 organisations, each with their own governance arrangements, delivering place-based care across the state. This results in significant opportunities for collaboration and shared learning, but also the reality of competition for human and financial resources. Many health organisations are considering how best to provide access to high quality, safe healthcare, and support their own financial and environmental sustainability. The coronavirus pandemic has changed the environment in which we work, which provides an opportunity for reform and to drive greater efficiencies through the Victorian health sector. Opportunities include the integration and consolidation of health services, which could support workforce management, shared services, rationalisation of service and elimination of duplication, ultimately resulting in sustainable, value-based care.

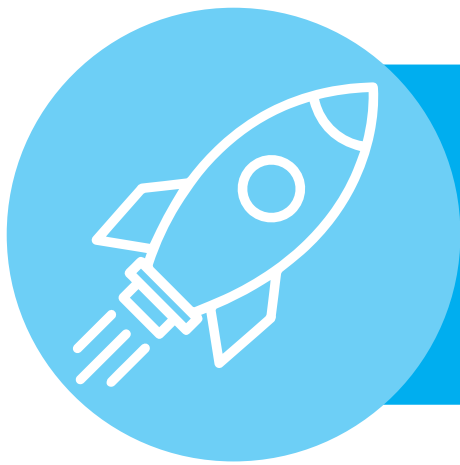
## Digital developments and changing workforce requirements



Technological developments and disruptions are coming thick and fast. These generate numerous opportunities and risks for healthcare, as is the case with other sectors. Innovations in digital solutions and technology present opportunities to improve access to health (e.g. through telehealth), to increase efficiency and effectiveness (e.g. through the sophisticated analytical capabilities of artificial intelligence), and to increase community awareness and engagement (e.g. through virtual and augmented reality). In addition, there are very real risks to be aware of, such as cybersecurity and privacy breaches.



In health, technology and digital tools are enablers with the potential to bring about positive changes but they are meaningless without a workforce who are digitally literate and empowered to apply them. Health services are delivered and defined by healthcare providers and the teams that support them. At NHW, we are privileged to have an exceptional team, who are committed to their work, and to working with kindness, respect and innovation. We recognise that to respond to increasing demand and complexity, and capitalise on the opportunities offered by technology, the number, knowledge and skills of our team all need to grow. This is a key consideration given our workforce is ageing, and many members of our team are looking for different roles and greater workplace flexibility.



# The Next Five Years

As a result of the strategic context and through extensive stakeholder engagement conducted during our strategic planning process, we have identified our drivers for change for the next five years.

These are considerations and capabilities that we must recognise, understand and meet, and which inform our strategic priorities. They require NHW's continued transformation, which builds on our existing successes and strengths, as well as our areas for development.

## **Our drivers for change are to:**

### **Be responsive**

As an agile and flexible service, we can effectively respond to the changing and growing needs within our community.

### **Focus on wellness**

We will reduce the burden of disease and injury in our community through increased focus on wellness, early intervention and prevention that go beyond what we do today.

### **Leverage digital**

Integrating and applying digital infrastructure will enable us to make better decisions, increase equitable access, enable collaboration and drive efficiencies, supporting better outcomes for the community.

### **Be transformative**

We will put new and enhanced approaches and models of care in place that address and respond to need, without compromising on our quality, safety and financial viability.

### **Collaborate and integrate**

Exploring, initiating and strengthening our collaborations is essential to our success, including going beyond what partnership looks like today so our organisation, our region and the health system is more connected, sustainable and resilient.

### **Connect and reconnect with community**

We will continue to work closely with our community, so that they inform and shape our approach, as well as trust and understand us and our services.



# Strategy Development

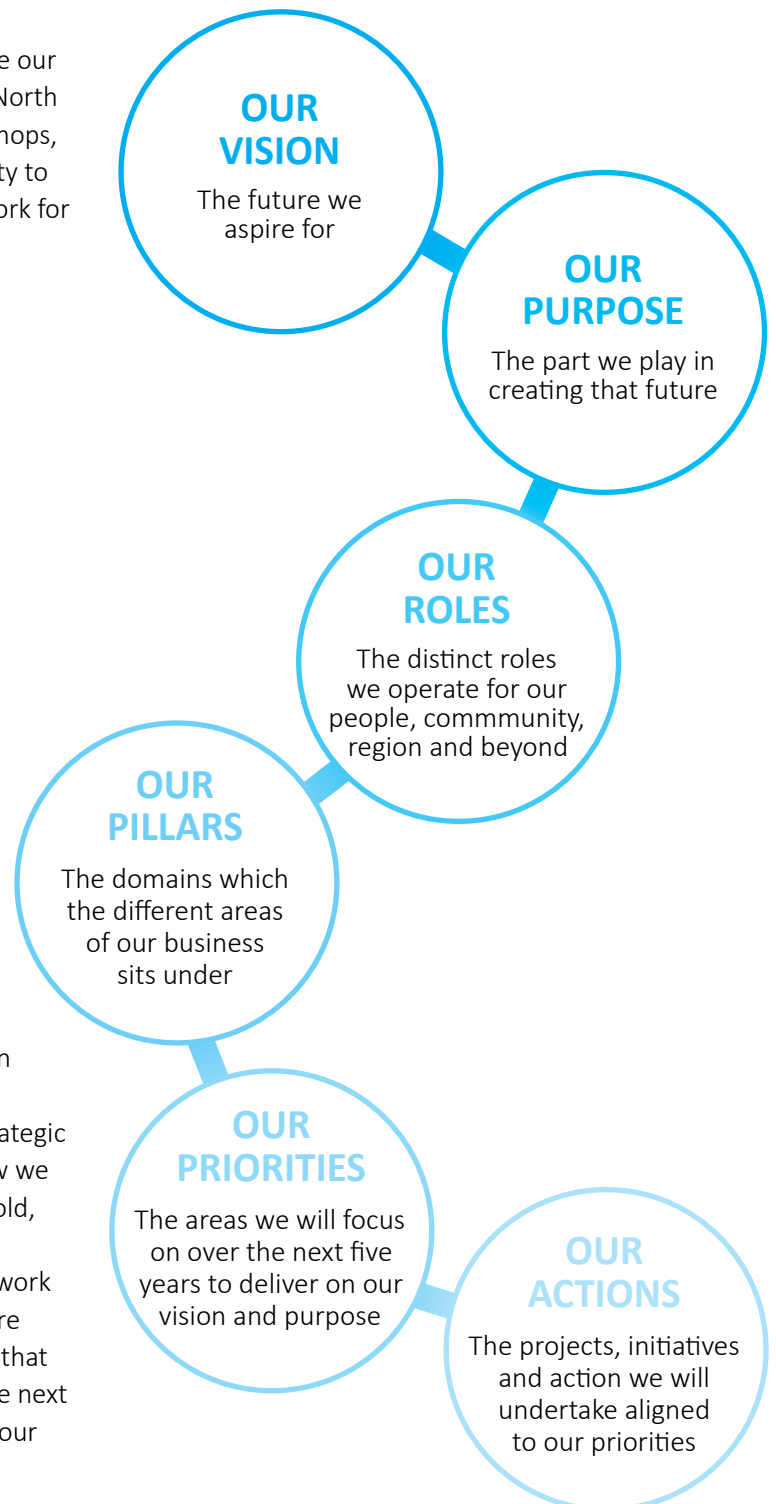


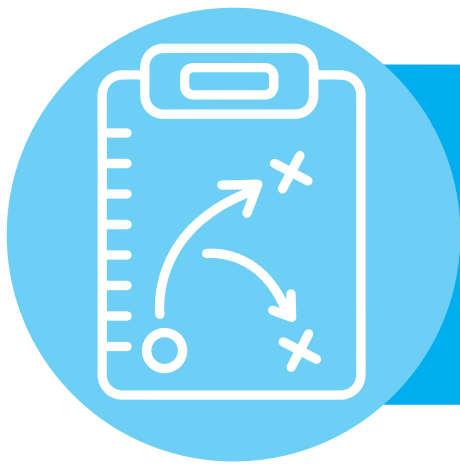
This strategy has been developed with and alongside our Board, team, community and partners from across North East Victoria and beyond. Through a blend of workshops, interviews and research we have had the opportunity to reflect, innovate and create a direction and framework for NHW for the next five years.

## This strategy provides:

- a foundation for all stakeholders to understand what we are looking to achieve over the next five years, how we will prioritise our actions to achieve it and the aspirations we have for our community;
- a framework to inform our strategic decisions and our annual operational, workforce and clinical plans; and
- A tool for enhancing and fostering new relationships across our region.

The next five years are about providing leadership in the transformation of our healthcare service, while continuing to deliver high quality, safe care. This strategic plan sets out our aspirations and priorities, and how we will deliver on these through being collaborative, bold, innovative and responsive to the opportunities and challenges ahead. Over the next five years, we will work towards our four core pillars and priorities, which are underpinned by 20 focussed actions. We recognise that our strategic actions will continue to evolve over the next five years so they remain fit-for-purpose, and drive our vision and purpose.





# Our Strategic Plan

## Our Vision

Thriving communities in North East Victoria, achieving the best quality of life for everyone.

## Our Purpose

To be leaders in health, who transform and deliver high quality, safe healthcare for all.

## Our Roles

Healthcare provider | Employer | Educator  
Innovator | Advocate | Partner & Leader

## Our Pillars and Priorities



### Safe and high quality care

Healthcare defined by safety and high quality that goes beyond responsive treatment and has a focus on wellbeing and healthy ageing.



### Engaged people and culture

A skilled, inclusive & engaged organisation with the capacity, capability and expertise to deliver exceptional care for our community.



### Sustainable and enduring resources

A health service that invests in, develops and embeds effective physical and digital infrastructure. A financially and environmentally sustainable organisation.

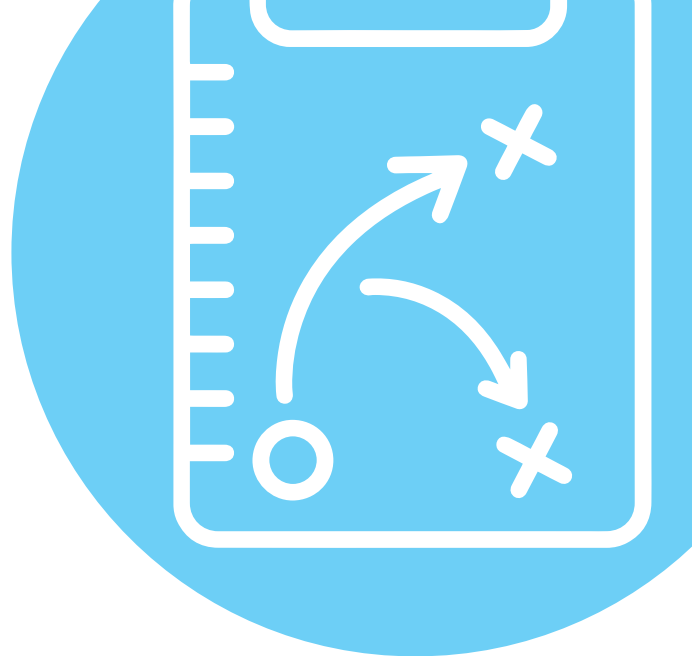


### Collaboration and partnerships

A trusted organisation with deep links into our community, region and beyond. An integrated, consolidated and transformed health sector.

Our strategy on a page outlines what we are working towards, our strategic priorities, and the values and beliefs that bring us together as a team.

Together, these elements make up our strategic direction and ensure that our team, community and partners understand our areas of focus and how we will work together over the coming years.



## Our Values and Beliefs



### Courage

Boldness and bravery are required to meet the needs of our community – this means going above and beyond what we do today.



### Excellence

Quality is non-negotiable. We believe in ourselves – we have the vision, skills and determination to innovate and drive excellence.



### Fairness

We believe that everyone has a right to equitable access to healthcare, and that this is vital for a flourishing community.



### Integrity

We commit to being open and ethical in our actions, and ensuring we have a positive culture defined by commitment.



### Kindness

We will always support one another, care deeply about our community, team and partners, and treat each and every person with kindness and compassion.



### Respect

We believe in not only listening but hearing, responding to and advocating for those we care for and about. We believe in and commit to trust and mutual understanding.



# Our Roles

We play so many roles in our community, and recognising our position as more than a healthcare provider is an important part of our focus for the coming five years. As well as being one of the largest healthcare providers in North East Victoria, we are a significant community employer, a professional educator, a health service innovator, an advocate for our community, and a keen collaborator, partner and leader in the region.

## We are a healthcare provider...

...committed to the provision of equitable, accessible, high quality and safe healthcare.

## We are an employer...

...which supports, grows and empowers its people to deliver.

## We are an educator...

...conducting research, and sharing its knowledge and experience internally and externally, within the health sector, the region and beyond.

## We are an innovator...

...developing and enhancing new models of care, practice and other solutions that will see tangible outcomes for NHW and more broadly.

## We are an advocate...

...representing the needs of our team, community and region at a range of forums, with consideration to both current and future healthcare needs.

## We are a partner and leader...

...actively leading opportunities to collaborate and develop meaningful partnerships that will share resources and expertise, reduce duplication and ultimately drive better outcomes for communities.

**The next five years are about building on our strengths, learning from all of our experiences, and being bold and innovative in the way we work. The following pillars, priorities and actions define our areas of focus.**

**PILLAR  
1**

# Access to safe and high quality care

## Our Priority

Healthcare defined by safety and high quality that goes beyond responsive treatment, and has a focus on wellness and healthy ageing.



## Our Strategic Actions

1.1	<b>Focus on the right care, in the right place, at the right time</b>	Balancing access to healthcare and the provision of safe, quality healthcare is about ensuring our community gets the right care, in the right place, at the right time. Understanding our community’s health needs and preferences is central to this, as is ensuring our community is actively involved in the healthcare it receives. As well as high quality service delivery by our team, we also recognise the importance of value-based healthcare which aims for care that uses resources optimally to enable the best patient outcomes.
1.2	<b>Create, enhance and advance new models of care that better connect and support the people we serve</b>	Investigating, creating, enhancing and implementing new models of care and pathways will improve access to high quality healthcare regardless of entry point, and support better outcomes for people living with chronic disease and complex health needs. Embedding greater access to our services via virtual care such as telehealth can increase the reach and scope of services we deliver and facilitate for our community.
1.3	<b>Increase our focus on wellness, early intervention and healthy ageing</b>	We will grow our work in illness prevention, early intervention and healthy ageing, so as to enable the best health status in the communities we serve. This will entail developing services and other solutions that improve how we connect and engage with our community in their homes, workplaces and community in general, and effectively respond to their health needs and preferences.
1.4	<b>Integrate acute and community services</b>	We will explore, trial and review approaches to better align and integrate our acute services with community services both in Wangaratta and within the region, maintaining a focus at all times on the healthcare needs of our patients.
1.5	<b>Ensure clinical capacity is in place to meet demand</b>	As demand for services continues to increase, we will ensure we have the clinical capacity and medical specialisation - either directly, virtually or through strong partnerships - to ensure we always offer safe and high quality care.

## Indicators of success

We will know we are delivering safe and high quality care when:

- ✓ we maintain our accreditation status across the organisation;
- ✓ we achieve a rate of hospital-acquired complications that is less than our Health Roundtable peer group;
- ✓ mortality rates meet healthcare system benchmarks;
- ✓ our patient satisfaction levels via the Victorian Healthcare Experience Survey exceed overall satisfaction targets; and
- ✓ people receive care in the emergency department and for elective surgery within defined target timeframes.



**PILLAR  
2**

## Engaged people and culture

### Our Priority

A skilled, inclusive and engaged organisation with the capacity, capability and expertise to deliver exceptional care for the diverse needs of our community.

### Our Strategic Actions

<b>2.1</b>	<b>We will have an engaged and enabled workforce that meets our business needs</b>	Our positive workforce culture will provide a safe, inclusive workplace in which staff will grow and flourish. Our environment of opportunity will attract, engage and retain the workforce we need over the next five years. We will collaborate, innovate, change and adapt our workforce approaches, and partner with others to achieve success and work with purpose and pride.
<b>2.2</b>	<b>We will invest in the capability and expertise required to ensure our culture and workforce meet the health needs of community</b>	Our workforce will be engaged, accountable and valued in their work, and we commit to supporting them through coaching, mentoring, training, opportunities and recognition, which will deliver on the provision of high quality healthcare.
<b>2.3</b>	<b>Strengthen our culture of commitment, innovation and transformation</b>	Our exceptional culture of commitment, creativity, collaboration, kindness and courage is an organisational strength. We will listen to, communicate with and empower our team to ensure they envisage, challenge, adapt, improve and embed effective change. Our motivated and committed workforce will design solutions, participate in decision-making, undertake collaborative cross-service projects, recognise and enable innovation, and continue to embed our excellence frameworks.
<b>2.4</b>	<b>We will be a safe, inclusive and accessible workplace and health service</b>	We will ensure a safe, inclusive and accessible work environment free from bullying, discrimination and harassment, in which we are committed to the health, wellbeing and safety of our team. This will have the mechanisms and resources in place to ensure people feel safe at work, will call out unacceptable behaviour, and be a part of an inclusive and diverse culture.
<b>2.5</b>	<b>We will grow our education and research profile and contribution</b>	We will increase our education, research and clinical trials at Northeast Health Wangaratta. This will drive evidence-based and innovative practice from within, and provide opportunities for our team to develop and learn.
<b>2.6</b>	<b>We will strengthen leadership excellence and capability</b>	We will invest, strengthen and develop our leaders to instil our organisational values, adapt and grow our culture of excellence and ensure as custodians of the health service that it is being managed in a manner that makes our community proud.



## Indicators of success

We will know we have engaged people and a strong culture when:

- ✓ the participation rate and engagement score of our staff satisfaction survey, People Matter, are maintained within the top 10% of our benchmarked group;
- ✓ we maintain a low vacancy rate against our approved workforce model; and
- ✓ we have a diverse, safe and inclusive culture.





**PILLAR  
3**

## Sustainable and enduring resources

### Our Priority

A health service that invests in, develops and embeds the physical and digital infrastructure that will enhance our healthcare and realise better models of care. An environmentally and financially sustainable organisation through innovation, pragmatism and responsiveness.

### Our Strategic Actions

<b>3.1</b>	<b>Build the financial sustainability of the organisation</b>	Demand for our services and the complexity of presentations are growing year-on-year; our workforce, infrastructure and service capacity needs to match this increasing demand and complexity. We anticipate that growth will be key to our organisation's ongoing financial strength and sustainability, alongside pragmatic and fit-for-purpose commercial models that have the safety and quality of our healthcare services at heart.
<b>3.2</b>	<b>Embed data-informed practice</b>	Data and analytics are an enabler that can provide insight on healthcare demand and preferences, inform and guide decision-making and practice, and increase our efficiency and effectiveness. All of this can contribute to improved health and wellbeing outcomes for our patients and community. As such, we will work towards systematic use of data and analytics by our healthcare professionals, administrators and other team members.
<b>3.3</b>	<b>Continue to implement existing and future infrastructure masterplans</b>	Our physical and digital infrastructure is critical to high quality and safe healthcare provision, which is accessible to all. The continued implementation of our current infrastructure masterplan is a key strategic action for us, as is continuing to scope, advocate for and develop our infrastructure so we can efficiently and effectively meet the growing community demand for our services.
<b>3.4</b>	<b>Build a digital workplace to create greater digital connection throughout our region and beyond</b>	Ensure every part of our organisation and our partners are moving towards a set of common digital systems, tools and data, be that clinical or corporate. This is about enabling safe, efficient and effective practice supported by accessible, reliable and user-friendly digital solutions. With these tools and systems in place alongside effective data analytics, our team will be supported to better share patient and health data, communicate with one another, and drive organisational efficiencies. Ultimately, digital solutions can inform and support practice, improve patient outcomes and potentially reduce the burden of disease.
<b>3.5</b>	<b>Focus on our environmental sustainability and footprint</b>	Climate change is having an impact on the health and wellbeing of our community. We see it as our social and ethical responsibility to recognise, manage and offset our environmental footprint through fit-for-purpose and strategic approaches to our environmental sustainability.
<b>3.6</b>	<b>Enhance disaster preparedness and business continuity planning</b>	While this strategy was developed and written, our organisation and communities were impacted by large-scale bushfires and the coronavirus pandemic. In light of these and other challenges, we will continue to capture and harness the learnings from these disruptions to test, review and improve our readiness to respond to these crises through disaster preparedness and other business continuity activities.





## Indicators of success

We will know we are on track with our resource sustainability when:

- ✓ we develop, implement and complete our new facilities redevelopment masterplan;
- ✓ our digital infrastructure is planned, developed and implemented;
- ✓ we have achieved our agreed annual financial KPIs; and
- ✓ we increase our utilisation of renewable energy.





## PILLAR 4

# Collaboration and partnerships

## Our Priority

A trusted organisation with deep links into our community, region and beyond. An integrated, consolidated and transformed health sector that will enhance healthcare for our community.

## Our Strategic Actions

4.1	<b>Increase representative and meaningful engagement with our community</b>	We will meaningfully engage and work alongside our community to improve services, and increase their knowledge and involvement in managing their own healthcare.
4.2	<b>Strengthen collaboration with our partners across the region, going beyond the format of our current partnerships to create integrated, consolidated and transformed health services</b>	Partnerships, both new and existing, will continue to be critical to our success over the coming five years. We will work in collaboration to investigate, create and implement brave new systems of healthcare that drive mutual benefit for communities and organisations. This may include health service restructures, effective cluster management of workforce, and improved patient flow. We will explore the role of partnerships in driving efficiencies, eliminating duplication, consolidating services where it makes sense to do so, while always ensuring our commitment to equitable access, safety and quality.
4.3	<b>Engage with and advocate to government</b>	We will collaborate with our regional partners to jointly collect, collate and leverage data and evidence that enables us to advocate collectively to government for the communities in North East Victoria.

## Indicators of success

We will know we are effectively collaborating and partnering when:

- ✓ our Victorian Healthcare Experience Survey results exceed benchmark for people feeling involved in their own care;
- ✓ we run well-attended annual community forums with high level of information exchange;
- ✓ we are seen as valued partners within our sub-region; and
- ✓ shared governance and operational arrangements are explored, planned and executed with other health providers.



<sup>1</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA26700](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA26700)

<sup>2</sup> <http://www.delwp.vic.gov.au/planning/forward-policy-and-research/victoria-in-future-population-and-household-projections> - Data For Victoria and Major Regions

<sup>3</sup> [https://www.vichealth.vic.gov.au/-/media/VHIndicators/Regional-city/Vic161\\_Wangaratta\\_indicator\\_v5.pdf?la=en&hash=FDA6B38C4BEFDF0C3ACCFAF41C743D764B4A8B4](https://www.vichealth.vic.gov.au/-/media/VHIndicators/Regional-city/Vic161_Wangaratta_indicator_v5.pdf?la=en&hash=FDA6B38C4BEFDF0C3ACCFAF41C743D764B4A8B4)

<sup>4</sup> <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

<sup>5</sup> [https://www.centralhumepcp.org/wp-content/uploads/2018/02/Data\\_Profile\\_for\\_Wangaratta\\_Local\\_Government\\_Area\\_February\\_2017.pdf](https://www.centralhumepcp.org/wp-content/uploads/2018/02/Data_Profile_for_Wangaratta_Local_Government_Area_February_2017.pdf)

<sup>6</sup> <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

<sup>7</sup> <https://www2.health.vic.gov.au/Api/downloadmedia>

<sup>8</sup> [https://www.centralhumepcp.org/wp-content/uploads/2018/02/Data\\_Profile\\_for\\_Wangaratta\\_Local\\_Government\\_Area\\_February\\_2017.pdf](https://www.centralhumepcp.org/wp-content/uploads/2018/02/Data_Profile_for_Wangaratta_Local_Government_Area_February_2017.pdf)

<sup>9</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA26700](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA26700)

<sup>10</sup> <https://www2.health.vic.gov.au/Api/downloadmedia>

<sup>11</sup> <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>



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