



Heathcote Health Strategic Plan

2025-2029





Acknowledgement of Traditional Owners.

Heathcote Health acknowledges First Nations People and recognises their cultural heritage, beliefs and relationship with the land. We pay our respect to Elders both past and present, and thank them for their contribution to our health service.

Heathcote Health acknowledges that to Close the Gap we need to work together with Aboriginal and Torres Strait Islander peoples, communities, staff and other stakeholders to ensure that we meet community needs.

Commitment Statement Against Family Violence.

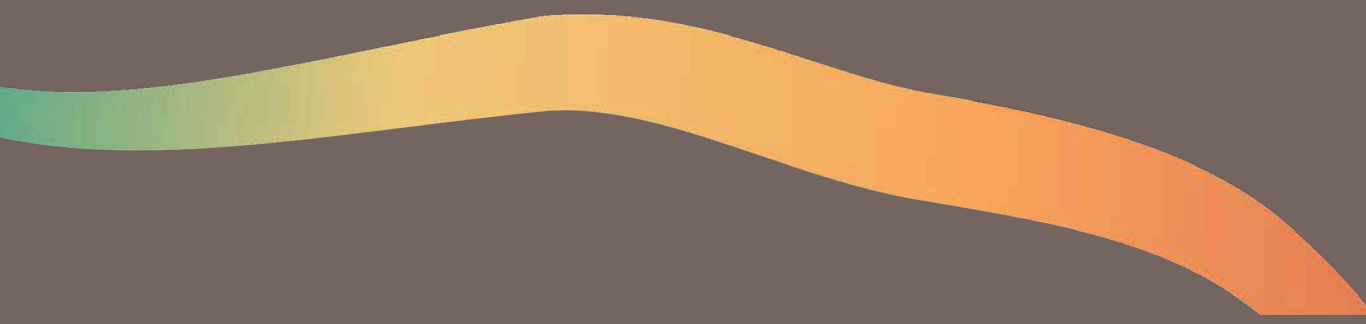
Our vision is a future where our community is free from family violence and where healthy, respectful relationships prevail.

Child Safe Place.

We comply with standards, and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.

Contents

Our story & message from the Chair	3
Our context	4
Our challenges and opportunities	5
Our policy environment	7
Our service profile	8
Our staff & partners	9
Our community	13
Our path forward	16
Our plan in summary	17
Our vision, mission & values	21
Our strategy 2025-2029	23
Our strategic journey	27
How we developed the strategic plan	28
Our appreciation & thanks	29



Our story & message from the Chair

Heathcote Health is a public hospital funded by the Victorian Department of Health and Human Services and the Commonwealth Department of Social Services. The service operates under the provisions of the Victorian Health Services Act 1988 (Vic.) and the responsible Minister for Health.

Heathcote Hospital was established in 1859. In 1994 Heathcote Hospital, McIvor Shire Council's Home and Community Care and the McIvor Community House amalgamated to form McIvor Health & Community Services. The health service changed its name to Heathcote Health in March 2010.

For almost 165 years, Heathcote Health has been committed to meeting the health needs of our local community. Our proud history underpins Heathcote Health's reputation as a reliable and sustainable provider of health care services throughout our local area; a reputation accomplished through the professionalism of our staff and their ongoing commitment and dedication to helping clients in need.

As the organisation stands today, Heathcote Health is financially well established with effective governance in the provision of quality services. The Strategic Plan 2025-2029 provides the framework for Heathcote Health to take the next steps in our targeted service development, and increase our service provision and reach to assist more individuals in our community and surrounds.

With the aim of positioning ourselves to sustainably achieve greater health and social outcomes for the communities that we serve, Heathcote Health is investing in engaging with clients, community members, partners and staff, to better understand current and future health needs and the best way to utilise the available resources to meet those needs.

Our Strategic Plan process has considered how the Australian health sector is evolving, Commonwealth and State funding priorities, and how Heathcote Health can respond to these trends, challenges and opportunities, now and into the future. We have identified where Heathcote Health can best be positioned within Victoria's future health service priority areas, and be ready to respond to strategic health funding opportunities.

To drive the Strategic Plan 2025-2029 forward, the next step in our journey will be to ensure sustainable, accessible, integrated service delivery models. We will work further with our staff and strengthen engagement with clients and the community to continue to uncover emerging health needs. We will also keep abreast of developments in technology, workforce management and service delivery to better support our staff to meet the needs of our community.

Heathcote Health's culture of innovation, has supported the development of new services, stakeholder lead partnerships and initiatives aimed at encouraging and achieving better health outcomes in the communities we support. Evaluations of our recent community projects demonstrate that our initiatives are being well received and assisting us in achieving our vision for good health and wellbeing. We will continue to actively seek funding to do this innovative and important work in the community.

Our Strategic Plan 2025-2029 embeds innovation, sustainable growth and development into the future of Heathcote Health.



Elissa Watson
Board Chair
Heathcote Health

Our context

This Strategic Plan has been developed with consideration of our operating environment and the Victorian Government policy framework.

Operating environment

The Victorian Government policy framework aims to improve health outcomes, access and care for all Victorians, with key directions including:

Community priorities

- Keep people healthy and safe in the community
Care closer to home
- Keep improving care
- Improve Aboriginal health and wellbeing.

System priorities

- Moving from competition to collaboration
- A stronger workforce
- A health system that you can count on.

Policy Framework

There are a number of key challenges and opportunities that Heathcote Health has considered in relation to the development of the Strategic Plan including:

- Minimising variation and eliminating harm (Targeting Zero)
- Equity of access in the face of changing demand
Consumer health and digital literacy and expectations of care
- Leadership and the workforce
- Delivering services sustainably
- Managing health information and organisational knowledge
- Service Capability Frameworks in relation to service provision
- The Cancer Plan and Palliative Care Plan to better meet the demand and needs of the community
- Utilising technology to enhance care delivery and outcomes.



Our challenges and opportunities

The healthcare system in which Heathcote Health operates is evolving in response to a broad range of internal and external factors. Changes in this environment will present Heathcote Health with a range of challenges and opportunities.

Over the course of the last Strategic Plan, Heathcote Health has embedded a robust framework of performance excellence to manage these challenges and to take advantage of opportunities.

Focus and effort moving forward will be aimed at achieving sustainable, accessible and integrated health services which result in positive health outcomes and quality of life for our community.

The Strategic Plan 2025-2029 will guide the Heathcote Health team on the journey over the next four years.

Minimising variation & eliminating harm

Health care systems are complex and so are the needs of the patients cared for by Heathcote Health every year. Our focus is on our patients receiving the right care at the right time – and safely.

In doing so, we prioritise strong, clear communication from the patient's point of entry through to discharge. Communication and information sharing is extended to a patient's family or carer.

In creating safe, quality services, Heathcote Health aims to ensure consistency across our care protocols and processes, while supporting individualised care for our patients and consumers. Heathcote Health is continuing its commitment to:

- Evidence-based care models which are aligned with latest research
- Making safety and quality improvement a priority
- Improving the flow of information to facilitate identification of deficiencies in care and focus attention on opportunities for improvement
- Ensuring robust clinical governance and safety and quality performance
- Ensuring the board of directors remains highly skilled, independent and effective
- Strengthening our capabilities to direct and lead efforts to improve safety and quality of care
- Focusing our systems on improving patients' experience of care.

Equity of access in the face of changing demand

A client's socio-economic status, gender, cultural background, sexual orientation, ability or religion should not be a barrier to accessing quality health care. Equity in healthcare is a fundamental principle of Heathcote Health where all consumers have equal access to high quality and safe health care.

Our challenge is to strengthen our connection with communities and individuals whose experience of the health system has been less than positive. This presents a great opportunity to develop our capacity to engage and involve consumers of all backgrounds, in their care.

Heathcote Health acknowledges our services must continue to address the burden of disease while meeting increasing demand for the care and treatment of chronic illnesses and mental ill health. Our commitment to doing so will rely on new ideas, innovation and technology as we continue to expand our contemporary health care facilities and expertise.

Our challenges and opportunities

Delivering services sustainably

Achieving better outcomes for the resources invested in delivering health care is a key focus for Heathcote Health. The sustainability of Heathcote Health's operations from a financial and environmental perspective is a priority for the organisation. A significant contribution towards achieving this will be utilising the full capacity of our infrastructure and having efficient and effective systems to manage the flow of clients in and out of our services.

Consumer health & digital literacy and expectations of care

The overall health and digital literacy of the community is slowly increasing, with the 'baby boomer' generation in particular taking a greater interest in their own health and wellbeing. While this interest can pose a range of challenges in a complex endeavour such as health, this level of ownership and responsibility can only be positive in the long term. Heathcote Health will continue to work towards building the health literacy of our consumers in regard to their own health and wellbeing, self-management options, remote monitoring options, digital access to care.

Leadership and workforce

As Heathcote Health continues to evolve under the direction of the leadership team, we recognise the need for change and are committed to investing in our best asset - our people. We understand the future demands of the health system in Heathcote and surrounds and the challenges of health workforce shortages in regional and rural areas.

Our goal is to grow and support a skilled workforce and we are committed to working with a broad range of Universities, educational, community stakeholders and health services in the Local Health Service Network with whom we have productive relationships, to deliver the health workforce of the future. We will achieve this through shared workforce arrangements, mentoring, training and professional development opportunities.

Our people are critical to the evolution of our health service. Our approach is to continue to develop effective health professionals, managers and leaders and we recognise the need for all health professionals to work together in collaborative and respectful teams.

Managing health information and organisational knowledge

Health information and data are the backbone of Heathcote Health's operations and finances. Our ability to manage health information effectively, efficiently and securely has been buoyed by advances in technology and digital systems. Ongoing investment and commitment to develop this capability will enable Heathcote Health to more accurately analyse current trends across the organisation and plan for future service demand and improvements to patient care.

We are committed to exploring and developing new technologies to enhance our systems and strengthen our organisational knowledge and use of data.

Utilising digital technologies to enhance care delivery

As a member of the Loddon Mallee ICT Alliance, Heathcote Health recognises the potential of digital technologies such as telehealth, remote monitoring, e-health to assist with the delivery of care in a timely way and as close to a consumer's home as possible. We are eager to explore how we can further utilise digital health and technology to breach barriers to health care.

Implementing regulation, legislation and policy

We have embraced the intent of government and Department of Health policies which drive fairness and equity for everyone accessing health care. Heathcote Health also has its own, robust suite of policies and protocols which govern the delivery of safe, quality health services. Each of these has influenced our strategic choices in the development of this plan.

Our policy environment

Health 2040 (2016) is the Victorian Government’s vision for the public health system. It recognises challenges facing the health system including ageing of the population, higher levels of chronic disease, disparities in health outcomes across various groups and ongoing financial constraints impacting on capacity to fund the system in the future. Health 2040 includes a range of priority areas that are designed to result in:

- Better Health
- Better Access
- Better Care.

Our annual Statement of Priorities* outlines our responses to these goals.



Better Health

including the skills and support necessary to be healthy and well



Better Access

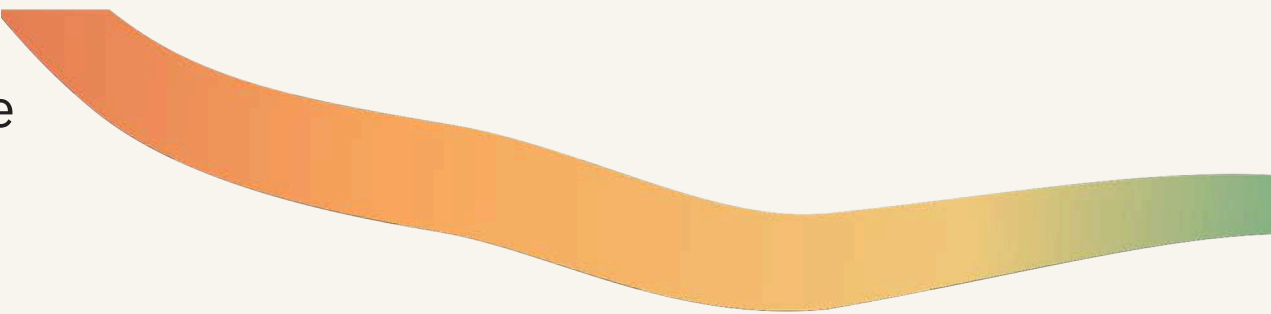
including fair, timely and easier to access healthcare



Better Care

with world-class healthcare delivered to everyone, every time.

Our service profile



Heathcote Health is a public hospital funded by the Victorian Department of Health and the Commonwealth Department of Health. The service operates under the provisions of the Health Services Act 1988 (Vic) and the responsible Minister for Health.

Heathcote Hospital was established in 1859. In 1994 Heathcote Hospital, McIvor Shire Council's Home and Community Care and the McIvor Community House amalgamated to form McIvor Health & Community Services. The health service changed its name to Heathcote Health in March 2010.

Heathcote Health operates, or facilitates, the provision of a number of services including:

- 24 hour Urgent Care Centre
- 8 bed acute care service
- 2 transitional care places (bed based and community)
- 12 bed residential high care nursing home
- 30 bed residential low care hostel (including one respite bed)
- Commonwealth Home Support Program (CHSP) services
- District Nursing services
- Community Health Programs
- Social Support Groups
- Home Care Packages; and
- Allied Health including Physiotherapy and Podiatry, Hearing Tests (audiometry), Echo Cardiology and Optometry.

In addition, Heathcote Health supports a co-located GP Clinic, known as Heathcote Primary Health, pathology service and radiology (X-Ray) expanded service.



Our staff

Heathcote Health recognises its most valuable assets are the individuals who work hard each and every day, to improve the lives of the people of Heathcote and surrounds. We aim to attract and retain the best staff and to provide safe working environments and rewarding work experiences. We invest in the capability of our staff and ensure we are using best practice human resources management systems and processes.

Heathcote Health is committed to the wellbeing of our staff by managing workplace health and safety and occupational violence and aggression. Partnering with our staff is critical to the success of building a culture of safety at Heathcote Health.

unities



CITY OF
BENDIGO

BENDIGO

SAYS NO TO
VIOLENCE

Our partners

Heathcote Health is supported in the great work it does by a varied range of organisational partners and particularly through the collaborative work of the Local Health Service Networks. Our partners, like Bendigo Health support Heathcote Health across all areas of operations. In this way, Heathcote Health ensures it operates in a way that contributes to the health and wellbeing of the community.

The relationships we have with our partners vary in their form and function depending upon the nature of the partnership. Such partnerships can take the form of contracts, leases and licences, memoranda of understanding and formal/informal arrangements.

Like Heathcote Health's own services, the nature of our partnerships changes and evolves over time to ensure services meet the needs of the community. Heathcote Health will actively seek out and engage in positive partnerships with other organisations and institutions where tangible benefits can be delivered to everyone involved.

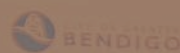
We recognise this ambitious Strategic Plan cannot be achieved by Heathcote Health operating independently of others. Collaborating with others within and associated with the health system will deliver the greatest benefits for Heathcote Health and for the health of the community.

Days of Activism
against family-based violence
November 25 to December 10

Greater
Bendigo
Against
Family
Violence

Go to
[facebook.com/
greaterbendigoagainstfamilyviolence](https://facebook.com/greaterbendigoagainstfamilyviolence)
to find out more

RESPECT WOMEN CALL IT OUT



Our Local Health Service Network

In 2025 the Department of Health established the Local Health Service Networks. Local Health Service Networks group health services within a geographical region and are responsible for delivering better care, as close to home as possible. Participation in the Local Health Service Network will enable Heathcote Health to work together with other health services to deliver more accessible, higher quality care for the local community.

Heathcote Health is part of the Loddon Mallee Local Health Service Network which includes: Bendigo Health, Boort District Health, Cohuna District Hospital, Dhelkaya Health, Echuca Regional Health, Inglewood and Districts Health Service, Kerang District Health, Mallee Track Health and Community Service, Mildura Base Public Hospital, Robinvale District Health Services, Rochester and Elmore District Health Service, and Swan Hill District Health.

The Loddon Mallee Local Health Service Network will deliver stronger referral pathways that enable specialties to share expertise across the region. In addition, to support better access to high complexity care and expertise, the Local Health Service Network will establish a formal tertiary relationship so that patients can more easily and quickly access specialist care when they need it.

The priority focus areas for the Local Health Service Network are:



Workforce:
attraction and
retention



Clinical governance: role
delineation and demand
management



Access and flow:
referral pathways



Sustainability: support
services and back of
house consolidation

Our work in partnership

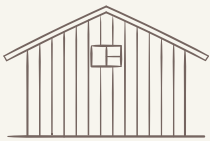
Heathcote Health has a significant number of partnership arrangements in place to support the delivery of timely, effective and safe care for the community. These partnerships extend to support professional development pathways for staff, actively building the capability and capacity of individuals in both clinical and support service roles.

It is the intent of Heathcote Health to continue to foster existing partnerships and develop new partnerships now and into the future. The following examples of Heathcote Health partnerships in action include but are not limited to:



Royal Flying Doctors Service

In partnership with the Royal Flying Doctors Service Victoria we have successfully developed and implemented a free community transport service for Heathcote and district residents living within 30 kilometres of Heathcote to take them to medical and specialist appointments and social connection activities within a 50 kilometre radius of Heathcote. RFDS then extended this program to other geographic locations throughout Victoria.



Mens Shed

In partnership with Heathcote Men's Shed Association we sourced and secured funding to construct and establish a Men's Shed on the Heathcote Health campus, supported by a Crown Lease and Memorandum of Association.



Swinburne University & Heathcote Community House

In partnership with Swinburne University and Heathcote Community House we were the pilot site to test and develop the Heathcote Community Wellbeing Action Plan using a collective impact approach with funding from the Helen MacPherson Smith Trust.



Murray Primary Health Network

In partnership with Murray Primary Health Network we piloted and tested the development of the Nurse Practitioner RIPERN Assessment and Collaborative Care Model of Care and the Nurse Practitioner-led Disability COVID-19 Model of Care.

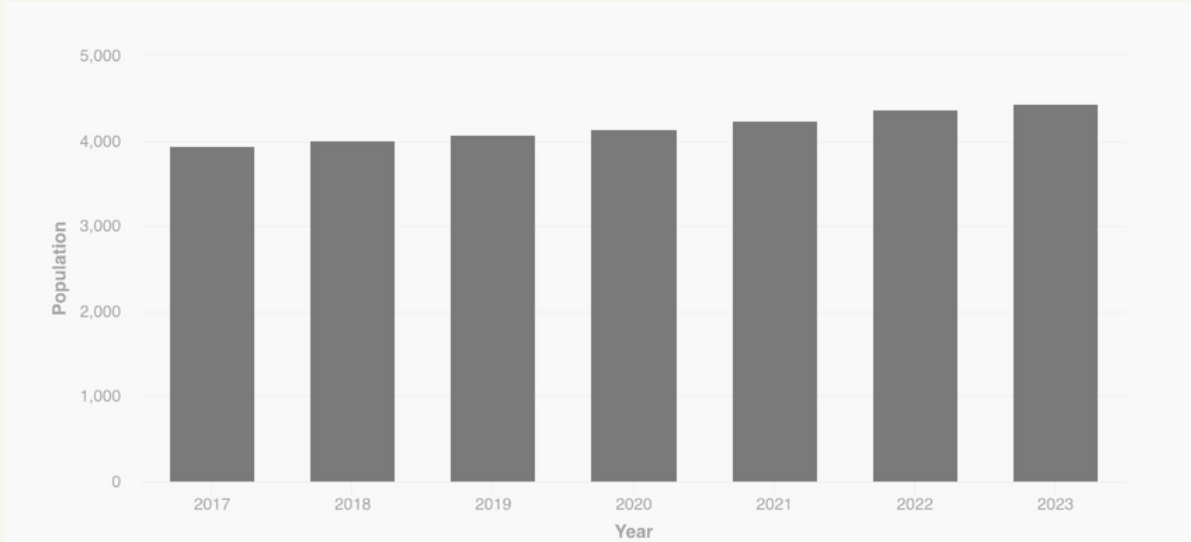


La Trobe University & rural health services

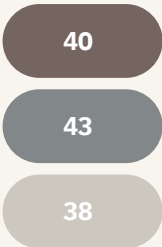
In partnership with La Trobe University, Rural Northwest Health and Rochester and Elmore District Health Service tested and developed community participation models for health and wellbeing in the Improving the Health of Communities Through Participation Project.

Our community

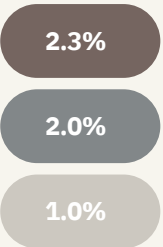
The 2023 estimated resident population for Heathcote and surrounds was 4,446, this was an increase of 707 people when compared to 2016 where the population was estimated to be 3,739.



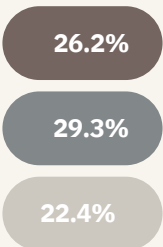
MEDIAN AGE
56 (+1)



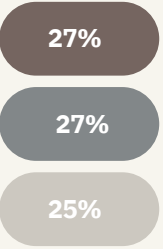
FIRST NATION POPULATION
1.6% (+0.8%)



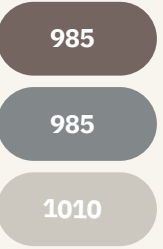
65+ POPULATION
42.5% (+1.5%)



LONE PERSON HOUSEHOLDS
31% (+1%)



SEIFA INDEX OF DISADVANTAGE
951



The largest changes in the age structure in Heathcote and surrounds between 2016 and 2021 were in the age groups:

- **Seniors** (70 to 84) (+116 people)
- **Empty nesters and retirees** (60 to 69) (+98 people)
- **Young workforce** (25 to 34) (+82 people)
- **Older workers and pre-retirees** (50 to 59) (+55 people)

LEGEND

BENDIGO

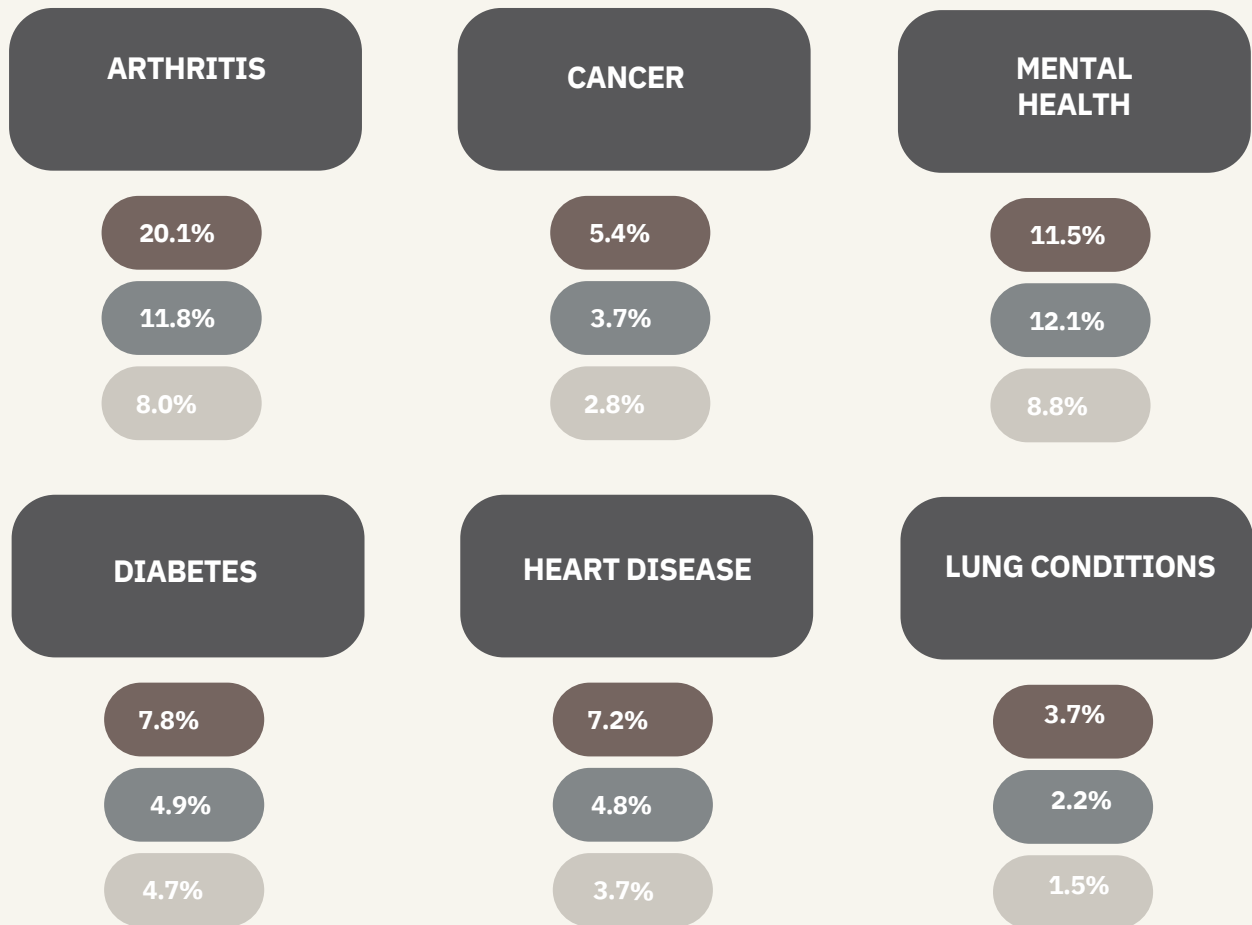
REGIONAL VICTORIA

VICTORIA

• Data sourced from 2021 ABS Census data - 2021 data with change from 2016 provided in brackets.

Our community's health

In Heathcote and surrounds the most common long-term health condition was arthritis, while 45.0% of the population reported one or more health conditions, a higher rate than in Bendigo (36.0%). The health statistics across all health indicators for Heathcote and surrounds are worse when compared to both the Bendigo and Victorian averages. This demonstrates that there is still work to be done.



A focus on supporting individuals with multiple chronic diseases and comorbidities will continue to be a priority focus area for Heathcote Health with 7.2% of the population reporting having three or more complex conditions. Improvements in early intervention, diagnosis and timely care will best support the needs of the community now and into the future.

LEGEND

HEATHCOTE & SURROUNDS

BENDIGO

VICTORIA

• Data sourced from 2021 ABS Census data

Our First Nations community

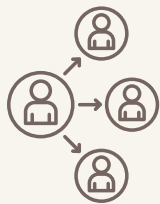
Our strategic plan presents a strong foundation for delivering community-centred care for all. However, at Heathcote Health we see an opportunity to further enhance our impact on Aboriginal health and wellbeing by embedding explicit commitments to cultural safety, Aboriginal-led partnerships, and inclusive service design.

We are committed to strengthening partnerships with organisations such as Bendigo and District Aboriginal Co-operative, Njernda, and Victorian Aboriginal Community Controlled Health Organisations and involving Aboriginal voices at every stage of service delivery to foster greater trust, improve health outcomes, and demonstrate genuine commitment to reconciliation and equity in healthcare.

Our work will be completed in partnership and linked to the priority initiatives and actions as identified by the Local Health Service Network with a focus on:



Cultural safety and competency



Aboriginal specific programs and services



Partnerships with Aboriginal Organisations



Data and health outcomes reporting



Community engagement and co-design

Our path forward



Connected services and engaged people (2-3 years)

Our immediate focus is to create the foundations for future success by effectively communicating and connecting with our partners. We will actively engage with the newly established Local Health Service Network to align strategic efforts.

We will engage our workforce and nurture relationships with our community and our partners to create quality conditions and greater accountability. This will foster an environment ready for change and innovation.



Integrated health care services (3-6 years)

In order to deliver consistently excellent, integrated health care, we will anticipate and respond to the needs of those we serve. We will work to maximise our contribution to the capability and capacity of the Local Health Service Network by:

- Improving access and flow by being a step down destination for restorative and convalescent care
- Building Heathcote Health's workforce and service capability and capacity in-line with role delineation frameworks
- Actively seeking out opportunities for sustainable support service provision.

We will use research, teaching, training and innovation to embed excellence in models of care and commit to continuously improve our clinical, environmental and financial performance.



Good health and wellbeing for our community (10 years)

Our longer-term vision is to solidify our position as a trusted partner within the community, the Loddon Mallee region, and across Victoria. This will be achieved by being agile, adapting our services to continually deliver exceptional outcomes and providing leadership in the pursuit of service and operational excellence, while attracting and retaining the very best talent.



In summary

Plan on a page

Vision

Good health and wellbeing for our local community.

Mission

To deliver integrated health and wellness services that help each person be their best.

Our unique value proposition

We represent the local voice of the Heathcote community and surrounds for their healthcare needs. We deliver targeted sustainable services that are aligned to our strengths. Our ability to partner with multi-stakeholders to incubate, test and embed innovative solutions for the delivery of integrated healthcare that best meets community needs is what enables us to attract the highest calibre of staff.

How we serve



Listen

We understand everyone's health care journey is different. We will listen, advocate and amplify local healthcare needs.



Care

We will be the first choice for people seeking local healthcare, by being proactive, safe, and innovative. We utilise the broader health system to be of value and deliver care to the Heathcote and surrounding community.



Connect

We connect to provide clients with services and supports to enhance their health and wellbeing. We attract a skilled workforce, who is connected to our community and we are an employer of choice.

Strategic domains

Healthy Community

We design, deliver and continuously improve coordinated care in response to the needs and expectations of our community focusing on vulnerable and disadvantaged individuals..

Engaged Workforce

We invest in creating a culture where our people feel valued and are empowered, engaged and focused on the needs of our community.

Strong Service

Our strong business fundamentals ensure we have a sustainable approach to delivering care that can continue to serve our community in the long term.

In summary

Our strategic domains



Our three strategic domains are mutually reinforcing. We recognise that we can improve our capacity to enhance our community's health when we engage with them, and invest in the organisation so we may support our workforce to perform - making a real difference to our community over time.

We design, deliver and continuously improve coordinated care in response to the needs and expectations of our community.

- Listen and engage
- Easy access
- Inclusive
- Continuous improvement

Healthy Community

By understanding our community, we design and deliver integrated health and wellbeing services with care and focus. We invest in our people, service innovation and systems to meet the needs of our community.



Strong Service

Our strong business fundamentals ensure we have a sustainable approach to delivering care that can continue to serve our community in the long term.

- Sustainable growth
- Investment in systems
- Working in partnership

Engaged Workforce

We invest in creating a culture where our people feel valued and are empowered, engaged and focused on the needs of our community.

- High performing staff
- Embrace learning
- Innovation mindset
- Safe and well at work



In summary

Our strategic goals

Healthy Community

- 1.** We listen to and actively engage clients, our community and key stakeholders to help us better understand and meet their needs, and to ensure awareness of our services.
- 2.** We provide our community with inclusive health services that are considerate of our diverse community and easy to access.
- 3.** We are focused on continuous improvement by evaluating our services and acting on the evidence of what works.

Engaged Workforce

- 4.** We provide a safe and inclusive environment which attracts, retains and progresses passionate and high performing staff who model our values.
- 5.** We embrace learning by investing in training and professional development to support our people to meet our clients' and community needs.
- 6.** We encourage our people to adopt an innovation mindset to help us achieve our mission.

Strong Business

- 7.** We work in partnership with others to foster sharing of resources, ideas, experiences and strengths.
- 8.** We invest in technology and processes that make life easier and enhance our ability to serve our community.
- 9.** We grow sustainably and meet demand through a commitment to efficiency measures, strategic partnerships and innovation.



ANNUAL HEATHCOTE COMMUNITY

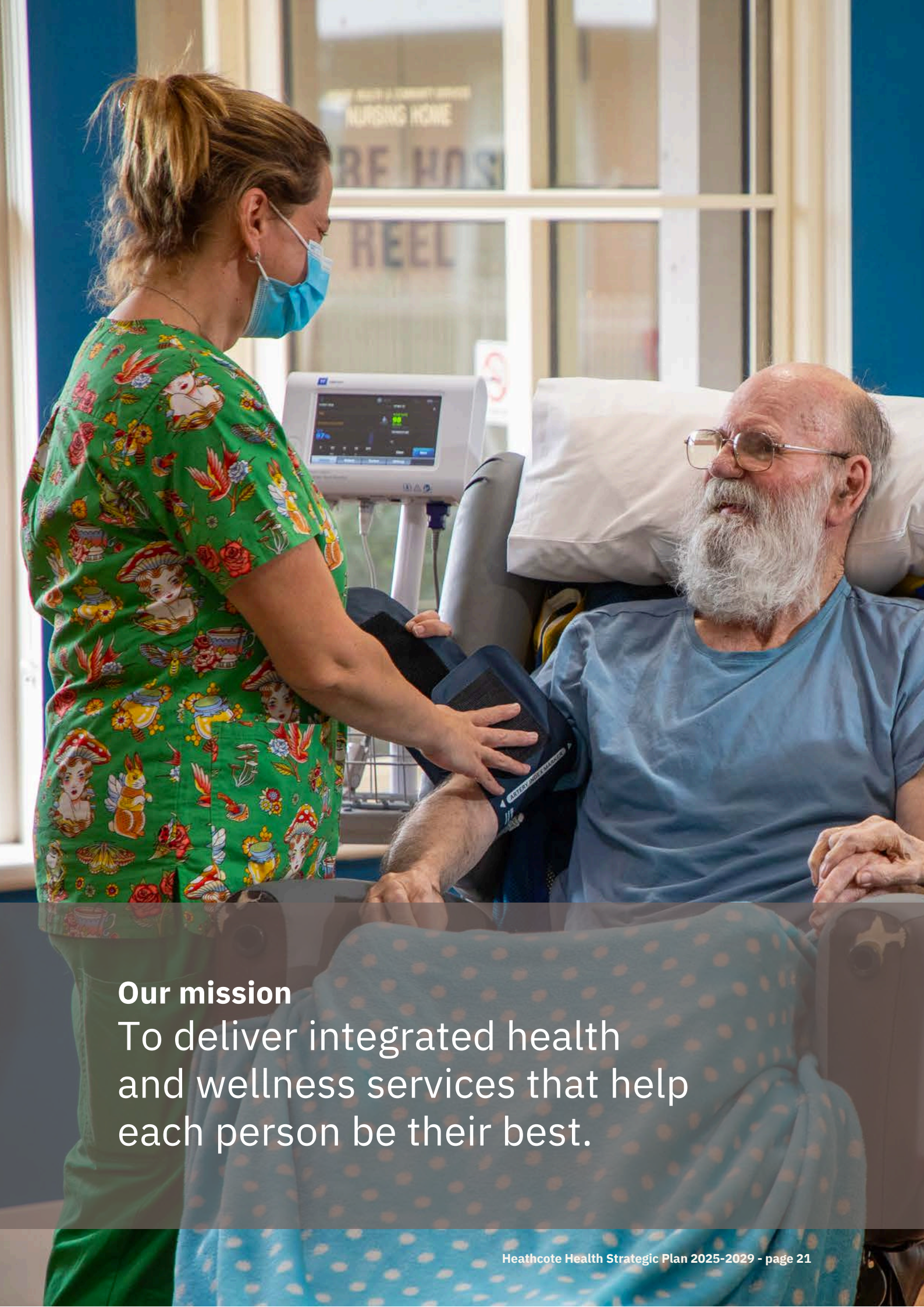
Our vision

Good health and wellbeing for
our local community.

SMILES DAY

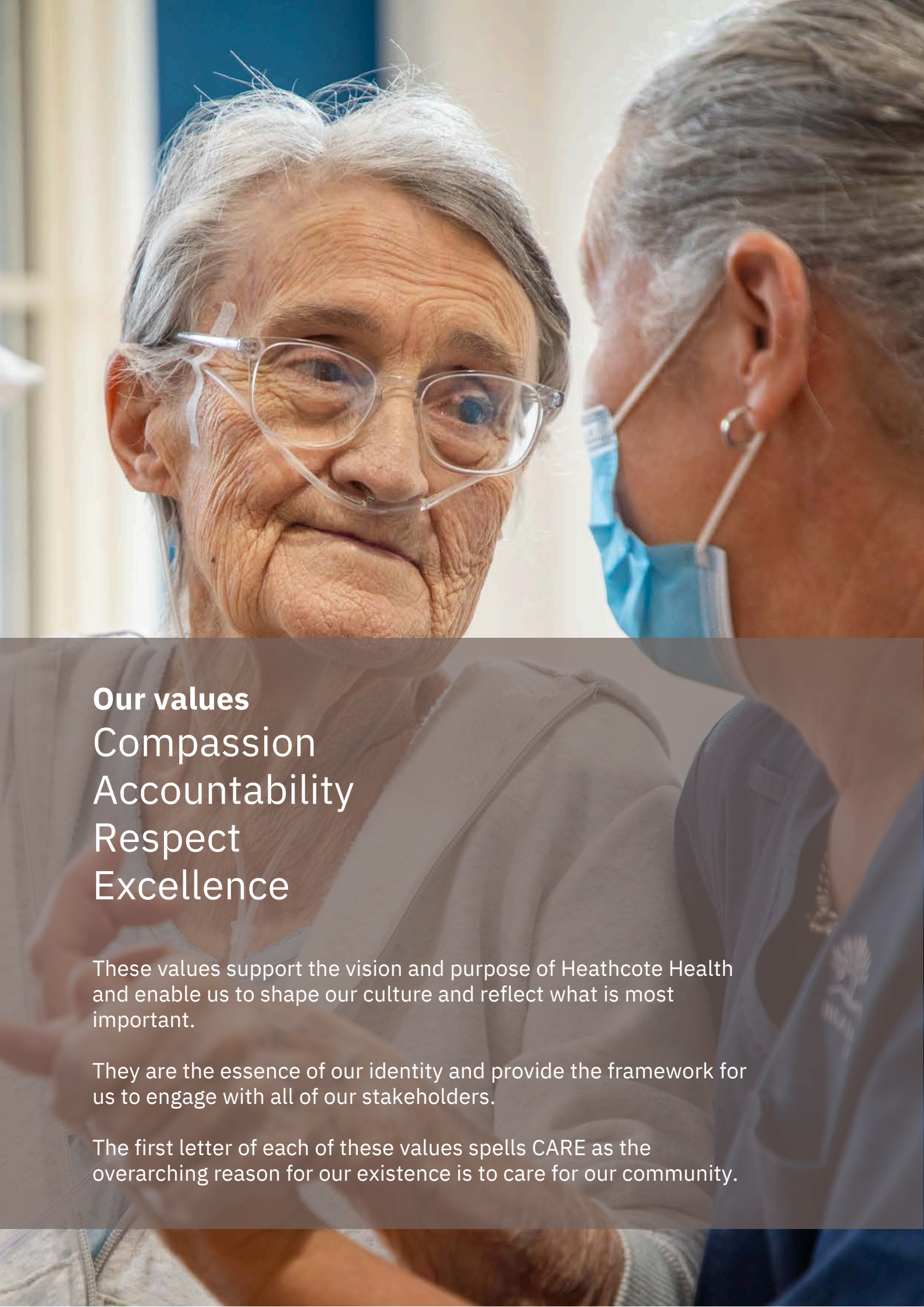
- SATURDAY 10TH DECEMBER -

LOTS OF FUN



Our mission

To deliver integrated health and wellness services that help each person be their best.



Our values

Compassion
Accountability
Respect
Excellence

These values support the vision and purpose of Heathcote Health and enable us to shape our culture and reflect what is most important.

They are the essence of our identity and provide the framework for us to engage with all of our stakeholders.

The first letter of each of these values spells CARE as the overarching reason for our existence is to care for our community.

Strategic activities

Healthy Community

We design, deliver and continuously improve coordinated care in response to the needs and expectations of our community focusing on vulnerable and disadvantaged individuals.

Strategic goals	Activities	What is involved	Success measures
1. We listen to and actively engage clients, our community and key stakeholders to help us better understand and meet their needs, and to ensure awareness of our services	1.1 Grow community and sector awareness of Heathcote Health	<ul style="list-style-type: none"> Actively participate in and implement activity from the Local Health Service Network (LHSN) Strategy Build and extend relationships with all level of Government to gain insights into ministerial preferences, key processes and trends and future policy directions, opening up opportunities for collaboration and partnership Consolidate Heathcote Health's role within the sub-region and region 	<ul style="list-style-type: none"> Sustained service delivery through partnerships Proactive decision making across the health service Key stakeholders understand the value of the health service Organisations request to partner with the health service Active member of LHSN
	1.2 Invest in community and key stakeholder engagement	<ul style="list-style-type: none"> Actively engage with the community and key stakeholders to participate in co-design and human centred design activities Seek to understand our community's unique diversity and actively engage diverse group in decision making Effectively communicate with our community to ensure awareness of services and service reforms affecting how care will be delivered 	<ul style="list-style-type: none"> Increased health related initiatives being lead by the community and/ or key stakeholders Number of clients engaged in co-design/ human centred-design activities Effective and active Consumer Advisory Committee
2. We provide our community with inclusive health services that are considerate of our diverse community and easy to access	2.1 Identify ways to support our community through telehealth, remote monitoring and digital solutions	<ul style="list-style-type: none"> Develop a comprehensive telehealth strategy for all service types to reduce community travel Establish remote monitoring systems to enhance safety and quality of care across all community service delivery Encourage the use of e-prescribing, e-scripts, e-referrals to streamline service delivery Establish and embed processes to leverage electronic medical records 	<ul style="list-style-type: none"> Reduced travel Increase in services available locally Increased use of telehealth Improved health outcomes attributed to early identification via remote monitoring Electronic medical records are used to support service access
	2.2 Coordinate care within and between Heathcote Health	<ul style="list-style-type: none"> Undertake a review to understand the barriers to accessing services between Heathcote Health and the primary care and broader health service system incorporating access and flow recommendations from the LHSN Build and extend partnership opportunities to ensure easily accessible and better coordinated individual care and be met across services and funding bodies 	<ul style="list-style-type: none"> Service needs understood Systems established to support internal and external service navigation Partnerships secured Timely access to services Consistent care coordination for all clients

Strategic activities

Healthy Community

Strategic goals	Activities	What is involved	Success measures
	<p>2.3 Grow core services and investigate alternative funding models for service expansion</p>	<ul style="list-style-type: none"> • Use the Clinical Capability Framework to inform core service delivery and identify gaps in service provision that could be filled through strengthened partnership arrangements • Undertake a Service Plan to inform growth in in-home aged care services provision (including CHSP, HCP, respite and palliative care) • Integrate recommendations from the Aged Care Royal Commission into Residential Aged Care Service creating a modern, high quality, compliant aged care service • Extend community based service provision inline with the community hub, better@home and 104 High Street • Develop an organisation wide approach for allied health service provision across all care types • Develop integrated holistic models of care incorporating chronic disease management, allied health, mental health services and engagement with social and support services 	<ul style="list-style-type: none"> • Clients are better able to receive the services they need • Increased service awareness in target communities • Increased availability of allied health services • Holistic models of care with secure funding streams
<p>3. We are focused on continuous improvement by evaluating our services and acting on the evidence of what works</p>	<p>3.1 Evaluation of services and programs</p>	<ul style="list-style-type: none"> • Establish reporting and evaluation processes for all services and programs, including client surveys • Incorporate evaluation results in strategic business growth and decision making processes • Establish data capture, analysis and reporting processes for consistent decision making (leveraging technology) 	<ul style="list-style-type: none"> • Consistent approach for service evaluation embedded and applied by all levels of the health service • Proportion of services completing annual evaluations and acting on results • Increased number of positive client satisfaction surveys • Evaluation embedded in Clinical Governance Framework and regularly reviewed

Strategic activities

Engaged Workforce

We invest in creating a culture where our people feel valued and are empowered, engaged and focused on the needs of our community.

Strategic goals	Activities	What is involved	Success measures
4. We provide a safe and inclusive environment which attracts, retains and progresses passionate and high performing staff who model our values	4.1 Develop and implement a People and Culture Plan to: <ol style="list-style-type: none"> Strengthen recruitment and retention processes Formalise succession planning Formalise and embed HR management practices Implement initiatives to improve the health and wellbeing of our people 	<ul style="list-style-type: none"> Focused activity plan as per People and Culture Plan Plan and implement a wellbeing program with focus on psychological wellbeing Develop employee value proposition Develop succession plans for critical roles Develop and implement HR management structure throughout the organisation Implement administration review Develop partnerships in-line with the LHSN including the extended metropolitan health services and women's and children's services to provide a mechanism to allow for greater mobility of workforce, and foster collaboration and knowledge sharing Establish talent pipelines and professional development pathways 	<ul style="list-style-type: none"> Reduced staff turnover Reduced reportable injuries Reduced work hours lost Reduced vacancy to filled position time Increased workplace satisfaction Employer of choice Documented plan for staff succession Documented position descriptions that align with staff roles Established performance management approach and embed feedback throughout the organisation Documented career pathways
	4.2 Implement and embed a strong leadership culture across the organisation	<ul style="list-style-type: none"> Establish peer mentoring program for all area managers Equip all managers with the skills, competencies and resources to configure services for effectiveness and efficiency 	<ul style="list-style-type: none"> Increased transparency Increased evidenced based performance Improved performance across key performance indicators Consistent reporting Increase confidence and capacity of leadership team
5. We embrace learning by investing in training and professional development to support our people to meet our clients' and community needs	5.1 Implement the People and Culture Plan to: <ol style="list-style-type: none"> Enable staff to work to fullest scope of practice Extend the capability and capacity of staff in all areas Ensure a culturally safe environment for staff and community 	<ul style="list-style-type: none"> Implement revised performance and development system with increased focus on individual development and career planning Establish partnerships with the education and training and development sector to increase the skills and capabilities of the workforce Identify roles of vulnerability in the health service and establish and implement a cross training program 	<ul style="list-style-type: none"> Increase in internal career progression Reduction in critical skills shortages across the health service Redundant capability readily available Increased opportunity and participation in training and development opportunities Cultural safety training is completed by all staff and embedded into practices
	6.1 Undertake an assessment of skills capabilities and resources required to successfully manage, implement, embed and evaluate change	<ul style="list-style-type: none"> Change management framework developed and implemented Development and delivery of training in systems understanding and quality improvement processes Funding and resource allocation aligned to project requirements Agile delivery of projects 	<ul style="list-style-type: none"> Increase in staff lead innovation Increased change management knowledge across all staff groups Staff feel confident to initiate and lead quality projects and are resourced to do so
6. We encourage our people to adopt an innovation mindset to help us achieve our mission			

Strategic activities

Strong Service

Our strong business fundamentals ensure we have a sustainable approach to delivering care that can continue to serve our community in the long term.

Strategic goals	Activities	What is involved	Success measures
7. We grow sustainably and meet demand through a commitment to efficiency measures, strategic partnerships and innovation	7.1 Explore financially responsible business and service growth opportunities using a robust design and approval process	<ul style="list-style-type: none"> Establish a timeline for strategic initiatives process Apply a consistent design process when developing new initiatives Apply a consistent decision-making framework to prioritise new initiatives for Board approval 	<ul style="list-style-type: none"> Targeted services that have gone through a rigorous, transparent process of selection and prioritisation Ensure long term health service financial safety and sustainability
	7.2 Take action on environmental sustainability/ climate change mitigation and adaptation strategies	<ul style="list-style-type: none"> Implement recommended actions from the Department of Health and Human Services Climate Change Adaptation Action Plan 	<ul style="list-style-type: none"> Reduced environmental impact Reduce climate related health impacts locally
8. We invest in technology and processes that make life easier and enhance our ability to serve our community	8.1 Implementation of the Regional ICT Strategy	<ul style="list-style-type: none"> Implement system changes, including data migration, systems integration and change management for new systems including but not limited to the Primary Care Electronic Medical Record Decommission legacy systems Leverage electronic medical records whilst protecting patient information to enhance quality of care 	<ul style="list-style-type: none"> Timely implementation and data migration Staff report greater ease of use and better client outcomes Effective sharing of information between health services Reduction in licence costs
	8.2 Centralised Intake system	<ul style="list-style-type: none"> Scope business requirements Develop business case for investment and/or partnership opportunity Implement and embed throughout organisation (subject to business case approval) 	<ul style="list-style-type: none"> Business case approved Implementation according to project plan Staff report that the new system provides easy access to accurate data Clients access services in a timely manner
9. We work in partnership with others to foster sharing of resources, ideas, experiences and strengths	9.1 Strengthen collaboration with like-minded organisations	<ul style="list-style-type: none"> Targeted external engagement on the Strategic Plan focussing on areas of potential collaboration including opportunities identified with the LHSN Establish a partnership framework to assess the value of existing partnership and identify gaps or opportunities for strengthened/ new collaboration/ partnership arrangements Strengthen communication processes internally and externally about experience and strengths 	<ul style="list-style-type: none"> Strategic Plan utilised in external engagement approach Stakeholders understand health services role and responsibilities Staff identify areas for internal cross collaboration Number potential partner organisations identified Consolidate and strengthen existing partnerships
	9.2 Enable easy communication and data sharing to better integrate care between service providers and partners	<ul style="list-style-type: none"> Establish a data governance framework including data sharing protocols, security, ownership and use of data Build skills and capabilities in data capture and analytics Share data with key stakeholders and partners to generate collaborative solutions Enhance cyber-security processes to protect all data sources 	<ul style="list-style-type: none"> Effective data governance Greater engagement with partners and key stakeholders about the issues that matter Data informed discussions and decision making Safety protocols in place and all individuals accountable

In summary

Our strategic journey

2025-2026

Establishing the foundations

2025-2026 is 'Year Zero' for our Strategic Plan.

Focuses include:

- Set ambitious targets for each Strategic Goal
- Launch Strategic Plan internally with a clear engagement strategy for all staff
- Identify data gaps for effective measurement of outcomes and tools to address those gaps
- Build team capacity to analyse and respond to data, enabling a culture of continuous improvement

2027-2028

Embedding initiatives

In this year of consolidation our focuses include:

- Continue to apply data gathering and analysis capability to monitor and measure progress on Strategic Goals
- Refine and expand successful pilot initiatives

2026-2027

Building momentum

We will commence measuring our performance against our Strategic Goals. Focuses include:

- Apply data gathering and analysis capability to measure and report progress on Strategic Goals
- Undertake targeted external engagement on our strategic priorities with key stakeholders
- Develop Shared Value design models to identify, scope and prioritise new strategic initiatives for piloting
- Pilot at least one new strategic initiative in each Strategic Domain


2028-2029

Deepening impact and looking ahead

In the final year of our Strategic Plan we will take stock, report on our impact, absorb learnings and prepare the next plan. Focuses include:

- Continue to apply data gathering and analysis capability to report on Strategic Goals
- Release Impact Report measuring success across the each financial year period
- Commence strategic planning process for 2028-2029

How we developed the plan



The Strategic Plan was developed in three phases, each building on the prior:

Phase 01 – Background review

A comprehensive review of the current landscape in which Heathcote Health operates was developed through analysis of publicly available data and review of key documents. This included the demographics of our community and the health and social needs. Further review was undertaken of the Government priority directions and the policy environment.

Phase 02 – Comprehensive engagement

Extensive consultation was undertaken with our community, our workforce, our Board and Executive Group, and our external partners via surveys, interviews, and face to face consultation to understand the priorities for our community.

During the consultation period, there were more than 380 consultation touch points that members of our community, workforce and partners enthusiastically shared their insights and aspirations for Heathcote Health.

Phase 03 – Synthesis and reporting

Information from the background review and comprehensive engagement was synthesised to build our Strategic Plan for 2025-2029.



Our appreciation & thanks

We would like to thank the Heathcote community, our workforce and partners for their contribution to this Strategic Plan.

We look forward to continuing to work together to deliver quality care, positive experiences and better outcomes for our communities.

