



2016/19

# Strategic Plan



Northern Health

PASSIONATE

We  
care

COLLABORATIVE

We are  
a team

DEDICATED

We are  
focused

PROGRESSIVE

We look  
to improve

PARTNERSHIP

We  
Collaborate

# Our Vision

Outstanding health care for our community.

# Our Mission

At Northern Health we are committed to the wellbeing of the people of Melbourne's north. We draw upon the richness, knowledge and strength of northern communities as we partner with them in their care.

# Our Strategic Goals

- Patient First - Our patients' expectations are exceeded because we partner with them to deliver innovative and accessible care.
- Quality and Safety - We pursue the highest quality outcomes of care.
- Our People - Passionate and capable people have great careers and provide outstanding health care.
- Sustainability – We eliminate unnecessary processes and costs to ensure long-term financial viability and sustainability

# Our Values

- Passionate – we care
- Dedicated – we are focused
- Progressive – we look to improve
- Collaborative – we are a team
- Partnership – we collaborate



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NURSE

Northern Health  
Unit A

Joseph

# Message from the Board Chair and Chief Executive

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We are delighted to present the 2016-19 Strategic Plan for Northern Health.

Melbourne's northern communities include a number of the significant population growth corridors in Victoria. At Northern Health, we invest in understanding and being responsive to the growing and changing health needs of our diverse communities. This investment includes transforming the way we work to ensure we are proactive and prepared.

Northern Health has made great strides to embed a strong culture underpinned by our values: Dedicated, Passionate, Progressive, Collaborative, and Partnership.

We are developing ever stronger ties with the local community and, with the development and implementation of this Plan, we renew our commitment to working in partnership with residents of the north. Together, we will use our combined strengths to achieve the best health outcomes possible for our shared community.

Northern Health is passionately pursuing the provision of the highest quality care by valuing innovation, education and research.

With approximately 75 per cent of Northern Health's workforce living locally, Northern Health is a major local employer. We recognise that

our staff are also part of our local community. Northern Health is committed to enhancing the health and well-being of our staff. We provide our people with a workplace that is safe and that promotes and nurtures physical, mental, emotional and social wellbeing. By enhancing the well-being of our people, we enhance the well-being of the northern community.

This Plan has been developed to refresh the Northern Health Strategic Plan 2013-2017. Given the significant organisational change that has occurred in the past two years, it is timely and appropriate to present a refreshed vision for the future. Developed in collaboration with our staff, community and service partners, this Plan is Northern Health's guiding map for the next three financial years. The Plan defines Northern Health's refreshed mission and strategic goals and the actions it will take to achieve the vision of providing outstanding health care for our community.

We have developed strategic goals, objectives and outcome measures to ensure that we meet the needs of our patients. Northern Health will focus on:

- Delivering 'patient first' focused care in collaboration with our partners.
- Pursuing the highest quality and safety outcomes and embedding them into everything we do.

- Recruiting passionate and capable people who are engaged and committed to providing outstanding care.
- Ensuring long-term sustainability, including development of strategically important partnerships that strengthen our ability to collaboratively meet the needs of the north.

Northern Health has developed concise outcome measures to monitor our progress against our strategic goals. We look forward to sharing our achievements towards meeting them on an annual basis. Northern Health will treat the Strategic Plan as a living document and as the needs of the community change, Northern Health will shift its focus accordingly. By living our vision, mission and values, Northern Health will deliver outstanding healthcare to the northern community.



**Jennifer Williams**  
Board Chair  
Northern Health



**Siva Sivarajah**  
Chief Executive  
Northern Health

# Our Vision

## WHERE WE ARE GOING

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### **Outstanding health care for our community.**

We deliver the best health care through active engagement with our community.

Our care is responsive, localised and consistent because we use the resources we have effectively, and we build partnerships with the broader health sector to connect with services that complement ours.

We put back into our community, from being a major provider of jobs, to supporting the people of the north in their personal health journey. We are a model for health care organisations that aspire to work closely with their community to deliver outstanding care.

# Our Mission

## HOW WE GET THERE

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### **At Northern Health, we are committed to the wellbeing of the people of Melbourne's north. We draw upon the richness, knowledge and strength of northern communities as we partner with them in their care.**

We also understand that we are an important part of a larger health system. We are therefore experts at connecting our communities to the services they need within that larger system.

We are technical experts in our fields and take the big picture view of the social, cultural and personal influences on the health of the people we care for. We know that in partnership with us, patients and their families are better able to manage their health.

At Northern Health, we help our patients move smoothly through the health care system. We do this by improving systems and processes to minimise wasted time, effort and resources.

We ensure that everyone feels welcomed and cared for in every interaction that we have.

# Our Strategic Goals

## WHAT WE STRIVE TO ACHIEVE

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Northern Health has developed the following strategic goals, which will contribute to the continued improvement of our organisation and the provision of excellent patient experiences. Work towards these strategic goals will also help Northern Health meet our commitments to the Victorian Government.

### **Patient First:**

Across Northern Health the patient always comes first. We exceed our patient's expectations because we partner with them to deliver innovative and accessible care. We ask our patients, "What matters to them," and plan their care accordingly. We consider patients first in every aspect of our organisation, both clinical and non-clinical.

### **Quality and Safety:**

We pursue the highest quality of care resulting in optimal health outcomes for our patients. Through the promotion of continuous improvement, we have built a framework for innovation, including the delivery of progressive service models. We seek to operate the most efficient service possible, and provide the most positive patient experience possible.

### **Our People:**

At Northern Health, passionate and capable people have great careers and provide outstanding health care. Our culture fosters staff engagement. Our staff understand our strategic directions and are committed to achieving them. We value and celebrate our staff's behaviours and achievements.

### **Sustainability:**

Northern Health works to maintain a sustainable organisation. We implement and monitor sustainability controls to ensure Northern Health has the resources available to meet the needs of the community. We seek to always provide a positive patient experience and eliminate unnecessary practices and processes to free up valuable resources and ensure long-term sustainability. Through the development of partnerships, we enhance our ability to meet our community's needs. We seek productivity gains where possible, employ economically sustainable practices and act to reduce our environmental impact.

# Our Values

## HOW WE BEHAVE ON THE WAY

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### **Passionate – we care.**

We love what we do and inspire others with our energy. We take pride in our work, knowing that it contributes to the better health of our community. We demonstrate our respect and consideration for our community and as a result members of our community feel cared for and supported.

### **Dedicated – we are focused.**

We understand our individual role and how it contributes to the health of our community. This clarity gives us the determination and confidence to do our best work. We have the commitment and faith to achieve our vision. This focus maintains our motivation and belief in what we do.

### **Progressive – we look to improve.**

We seek out better ways of working, teaching and leading in research. We understand our environment and are flexible to adopt change that moves us towards our vision. We are also responsive, and ensure that all improvements support the health of our community.

### **Collaborative – we are a team.**

We work together to achieve our vision. We are effective because we support, appreciate and believe in each other. We know how to ask for contributions and offer assistance. We listen to and empower our community to attain the best in health through our collective decision-making, because we are all part of the team. We collaborate internally with our colleagues and externally with our partners.

### **Partnership – we collaborate.**

We build partnerships to underpin and support our endeavours, including both local and metropolitan health services, community health services, local government agencies and non-government bodies. We utilise a collaborative approach to planning and delivering care to provide a more effective, efficient and sustainable way to achieve improved health for Melbourne's northern community.

CAN  
HELP YOU?

CAN I  
HELP YOU?

Northern Health



# About Our Community

## About the northern community

### The strength of our diversity

The northern community is extremely diverse and dynamic. The region contains residents originating from over 126 countries by birth, and is characterised by a range of unique features that create a distinct environment for health service provision, including:

- over 118 languages spoken
- high numbers of Aboriginal and Torres Strait Islander (ATSI) residents
- high numbers of migrant, refugee and multicultural residents
- higher than average numbers of younger and older people
- higher than average birth rates.

Northern Health celebrates the diversity of our communities and prides itself on a strong connection with the local Indigenous community (the Wurundjeri people), migrant, refugee and multicultural communities and locally born residents. We recognise the knowledge, strengths and rich experiences the people of the north draw from their diverse backgrounds and bring to their interactions with Northern Health and other community members.

The northern community has a history of local residents and business working together to support local people. Northern Health is proud to participate in these endeavours. We do this in a number of different ways. For example:

- Northern Health is working with a collective of local health and well-being agencies (for example, local government, community health, education, primary care and other non-government organisations) to improve the health and well-being of the people of the north.
- Northern Health is working to develop strategic partnerships with other health and well-being agencies (for example, Kilmore and District Hospital, Plenty Valley Community Health Service, Dianella Community Health Service, Nexus Primary Health and the Royal Children's Hospital) that will ensure that together, we can provide integrated care to the northern community.

### Growth in the north

Northern Health is situated in the northern growth corridor. The northern growth corridor population will grow by 59 per cent between 2016 and 2031<sup>1</sup>. In line with population growth, Northern Health expects demand for our services to also grow. Department of Health and Human Services activity projections<sup>2</sup> indicate that Northern Health will experience strong growth from 2016 to 2031. Demand for Emergency Department and inpatient services will see activity in these areas grow by 50 per cent<sup>2</sup> and 70 per cent<sup>3</sup> respectively.

Northern Health and northern residents face a range of new opportunities and challenges with this continued growth. The new communities of the north will be provided with diverse local

housing options. Well considered urban design will ensure housing developments are a healthy environment for people to live in, with suitable access to parks and recreation facilities. Growth in the northern community will enable the region to support over 83,000 jobs by 2050,<sup>4</sup> helping to broaden the socio-economic mix in the community. This will have positive flow on effects for the education, earning and health literacy capacity of our communities.

The continued establishment of affordable housing in the north means that the surge in the number of young families living in the area is expected to increase. Northern Health also expects the current baby boom of the north to continue, with flow on effects in years to come related to demand for locally provided paediatric services. The northern suburbs, like most other regions, will also experience strong growth in the ageing population. An important objective for Northern Health will be to ensure our services match the diverse needs of the local population, while acknowledging and responding to the significantly higher health service utilisation rates of both our youngest, and particularly, our oldest residents.

Current Northern Health capacity will not be sufficient to enable our community to access the health services they require locally as our community grows. This growth will also challenge Northern Health's already overburdened infrastructure capacity. Northern Health will continue to advocate for further development of our facilities to ensure we have the resources required to meet the needs of the

1. Victoria in Future 2015 Population Projections, accessed at: <http://www.dtpi.vic.gov.au/data-and-research/population/census-2011/victoria-in-future-2015>

2. Department of Health and Human Services, Emergency Projections 2014.

3. Department of Health and Human Services, Inpatient Projection Model, 2016.

4. Department of Transport, Planning and Local Infrastructure 2013, Plan Melbourne: Metropolitan Planning Strategy, DTPLI, Victoria, Australia.

northern communities. However, we will also use this opportunity to develop new ways of working that not only maximise the use of our existing resources, but also delivers care in different ways, with an emphasis on care in the community and a high level of collaboration with our partner organisations.

**Our health challenges**

People living in the northern catchment have typically exhibited a poorer health status than other

areas of Victoria, with obesity levels, type 2 diabetes, lack of physical activity and smoking rates above Victorian averages.<sup>4</sup> These characteristics are all high risk factors for chronic and complex disease that require high levels of health care. Taking a patient first approach, Northern Health works with local residents to address the health and welfare challenges they face.

With levels of chronic and complex disease rates expected to rise

over time, Northern Health is committed to not just providing outstanding healthcare, but working with our partner agencies and our consumers to reduce the level of chronic and complex disease risk factors in the community. Northern Health will continue our involvement in the coalition of local agencies that are committed to improving the health outcomes of the local community, and over time demand for acute health services.

4. Public Health Information Development Unit, 2014, 'Social health atlas of Australia', PHIDU, viewed November 2014 at <http://www.adelaide.edu.au/phidu/maps-data/data/>





# About Northern Health

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## Who we are

Northern Health is the major provider of acute, sub-acute and ambulatory specialist services in Melbourne's north. Our campuses include Broadmeadows Health Service, Bundoora Extended Care Centre, Craigieburn Health Service, Panch Health Service and The Northern Hospital in Epping.

Across our campuses<sup>5</sup> we provide a range of primary, secondary and some tertiary health care services, including:

- emergency and intensive care
- acute medical, surgical and maternity services
- sub-acute, palliative care and aged care
- specialist clinics and community-based services
- mental health (via Melbourne Health).

The Northern Health catchment includes three of the state's six growth areas: the City of Hume, the City of Whittlesea and the Shire of Mitchell. This includes the rapidly expanding metropolitan region north of Epping and Broadmeadows including Craigieburn and South Morang; the future suburbs of Lockerbie and Merrifield; and the rural communities of Kinglake, Kilmore and Seymour.

Northern Health is proud of the services we are able to provide. In 2015-16 we:

- treated over 85,000 people in our emergency department
- admitted over 75,000 patients across all Northern Health campuses
- performed almost 15,000 elective surgeries

- saw over 205,000 people in our specialist clinics
- delivered over 3,580 babies.

In addition, Northern Health also delivers a range of quality services in the community and works closely with our local government, primary care and community health partners to deliver the right care in the right place. We pursue our commitment to treat more people locally so that they get the care that they deserve, close to home and surrounded by the support of their community.

## Our recent achievements

Northern Health has achieved some great things in recent years. We are proud of delivering high-quality care that puts our patients first, as well as working with our partners to improve the overall health of the northern community. Particular achievements include:

- Development and implementation of a formal partnership framework to guide our work in developing partnerships that will improve the health and well-being of the community and provide more integrated pathways to care.
- Improved access to vital services locally via the improvement of patient facilities, including the opening of the refurbished Northern Hospital Emergency Department and Special Care Nursery.
- Redevelopment of our Patient Experience Consumer Advisory Committee to ensure we understand and are able to better meet the health needs of the community.
- Northern Health and our partner universities are also proud to

be utilising the new Northern Centre for Health Education and Research facility at The Northern Hospital to train the next generation of health care practitioners. Through the alignment of our research efforts to the needs of our local community, we look forward to contributing to better health outcomes for the northern community.

5. Northern Health rents the Panch Health Service to other providers and does not provide any services from this location.

# Our Current State

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Northern Health has a clear vision to deliver outstanding health care to our community. We have made many improvements since the previous Northern Health strategic plan<sup>6</sup> was published, and are committed to continuing our improvement work to facilitate the achievement of our vision.

Our mission of working in partnership with our community and other health care providers asks us to consider the strengths of our community, including our staff. This approach exists informally in parts of the organisation and we plan to ensure it is embedded into everything that we do.

In the last two years, Northern Health has completed significant work to understand where improvements are required. Through this process, we have identified specific focus areas for continuous improvement activities, and found examples where excellent practice already exists. We have developed and implemented new structures and processes that have already resulted in tangible improvements for patients and staff. These new systems and ways of working will be further enhanced moving forward, supporting the organisation to achieve our vision and our strategic goals.

We are working to re-shape our organisational culture to one driven by behaviours that are aligned to our organisational values. Our challenge for 2016-2019 is to fully embed our new systems and processes into our everyday practices, and to consolidate the foundation work done to strengthen our culture.

This will cement our strategic approach as one that is mature, planned and responsive.

This Strategic Plan refresh reflects all that we have learnt since the development of the preceding strategic plan. With the clear direction set out in this refreshed Plan we are well prepared to build on our successes and continue to make the changes we need to help us move towards our envisioned future.

## Patient First

At Northern Health we are committed to providing 'Patient First' focused care that exceeds patient expectations and is accessible and innovative. Our staff care about providing great care, but our systems and processes haven't always made it easy to deliver a great patient experience.

We have explored what Patient First care means and the development of this strategic goal reflects our commitment to deliver consistently positive patient experiences. We are increasingly partnering with our consumers, the community and other providers by involving them in our business, giving them the opportunity to participate in and shape the development of their local health services. This ranges from co-designing individual service system components to participating in the development of this Strategic Plan. We are actively seeking out consumer feedback and embedding a robust process for responding to both positive and negative feedback so that we learn and improve. We recognise and value the diversity of the northern community and have refreshed the Northern

Health Patient Experience and Consumer Advisory Committee (PECAC) to better reflect this diversity. Problem solving for our improvement efforts will start with this group of former and current Northern Health patients, enabling the development of true consumer focussed interventions.

Our commitment to Patient First care has already achieved some meaningful results, such as improvements in patient waiting times and the involvement of patients in the design of our services. We know however, that we have to do more work to place the patient at the centre of their care and translate their feedback into the service that our community deserves. Our patients tell us that they want not only timely, accessible and technically excellent health care, but warm and welcoming care that makes them feel valued, informed and safe.

We have some existing systems and strategies that will, once embedded, support our achievement of this strategic goal. For example, we have an Education and Research Plan that will translate knowledge into improved services and practices, as well as staff orientation training that will continue to build a Patient First culture that is based on our values.

Our continued efforts towards achieving this goal will ensure there are appropriate processes and systems that support our staff, volunteers and students to provide consistently great patient experiences, involve our community in the improvement and re-design of our services, and ensure our staff value and celebrate the diversity of our community.

6. Northern Health Strategic Plan 2013-2017

## Quality and Safety

Northern Health is committed to zero avoidable harm and providing the most positive experience for our patients and reducing unnecessary processes in our system, particularly those that take time away from patient care. In order to achieve our quality and safety goals, every staff member needs to understand what they can do every day to improve the quality and safety of the care we provide.

Previously, patient feedback told us we were not always delivering the highest quality services. We know we have work to do to make Northern Health better for our whole community. For example, our patients are still waiting too long to access some of our services, but we are making progress in improving this.

To enhance our patient's experience, we are making improvements to our quality and safety systems across the organisation. We have implemented quality processes that enhance our ability to robustly respond to quality issues in a systematic manner. We have also implemented better ways to understand and solve problems and realise improvement opportunities. These changes are supported by work we have done to our data systems to make visible our quality and safety performance. We are responding to patient feedback by undertaking targeted work to improve service delivery in areas our patients told us they would most value improvement. Combined, these actions are improving the care we are providing to our patients and give us a better picture of our current performance, and an understanding of where, and how, we can further improve.

Our work is not over. We know we can still make Northern Health better for our whole community. Our work to eliminate avoidable

harm, stop doing activities that don't enhance patients experience, and reduce unnecessary activities and processes in our system will continue. This Plan reaffirms our commitment to delivering care that aligns with the highest standards for quality and safety.

## Our People

At Northern Health, we want our people to have great careers and the tools and support systems they require to provide outstanding care to our community. We value highly the people who work at Northern Health, be they a staff member, a student, or a volunteer. Their relationships with the northern community and their daily contribution to the organisation will help us all achieve our vision.

Seventy five per cent of our workforce are residents of our local community, who want to live, learn and work locally. Our staff, volunteer and student population reflects the rich diversity of our northern community.

Our organisational structure has been designed to support our strategic priorities, and systematic organisation-wide approaches to workforce planning are being introduced. The cultural literacy of our workforce is being developed to bring the strengths of various cultural backgrounds to the organisation. Strengthening our values-based culture supports our staff to have great careers at Northern Health. We are offering more comprehensive learning and organisational development packages, and celebrating and rewarding our people's achievements. Responding to an identified need to enhance our workforce services, we have changed our processes to better respond to the needs of our people.

Our current work is guided by our Education and Research Plan and supported by the recent

commissioning of the Northern Centre for Health Education & Research; a state of the art education and research precinct. Our people are also benefitting from our new orientation program and improved clinical education and leadership development.

We have more opportunities to further strengthen our culture and the capabilities of our people and enhance their ability to have a great career at Northern Health. The measures already in place, and those planned for the future, will support a diverse, skilled and caring workforce that lives its values and provides outstanding care for the community.

## Sustainability

Northern Health is committed to long-term organisational sustainability. We strive to be not only financially sustainable, but also sustainable in the context of understanding and servicing the needs of the northern community, and meeting our environmental responsibilities. We are responding to our sustainability responsibilities across a range of organisational areas. Many of the activities we have undertaken in the past two years have been aimed at bolstering our systems and processes to further our ability to operate sustainably.

We are developing new and strategically important partnerships as a priority. We recognise that achievement of our vision will require new and different ways of working and maximal use of the resources in our region. Building new partnerships, and strengthening those we already have, is producing a model of shared ownership of improved health care in our region. These models will assist Northern Health and our partner agencies to deliver to our consumers the right care at the right time, delivered by the most appropriate agency.

To ensure we understand our community's current and future requirements, and are responding accordingly, we are planning for future clinical service requirements. We are implementing more reliable, capable and transparent budget processes and financial management systems based on accurate assumptions that will ensure we have the right resources when we need them. This is supported by improvements in our data systems that enable

us to make more informed decisions, and build a sustainable and dynamic system that removes waste throughout the whole organisation.

Northern Health is committed to being an environmentally responsible organisation. We continue to work to improve our impact on the local environment and have developed an Environmental Management Plan to support these actions.

Our work to achieve a sustainable organisation is ongoing, with efforts to strengthen our data systems, capacity-planning and financial management systems continuing. Together, these sustainability initiatives and those still to be enacted, will help us reach our goal of being a well prepared, efficiently managed, financially responsible, viable and informed organisation that meets our community's needs.



# Our Future State

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The northern region of Melbourne will be a different environment in 2019. There will be a larger population, living in new estates and working in new business centres. There will be more older residents, more young families, more babies, and a greater diversity of resident backgrounds.

In 2019, Northern Health will be closer to achieving its vision for outstanding health care for its community. We will be doing this through our commitment to the wellbeing of the people of the north and by celebrating and responding to the characteristics that make our community unique.

Through the implementation of this Plan, Northern Health will have demonstrated a commitment to, and provision of, timely access to services, a highly efficient and productive health system, improved preventative and primary care, and ultimately better health outcomes for the northern community.

When we revisit our four main strategic themes, the Northern Health community will look very different because of our work together.

## Patient First

We exceed our patients' expectations because we partner with them to deliver innovative and accessible care, and consistently great experiences. Their diverse backgrounds and many languages are welcomed and celebrated. Community members are active participants in managing and improving their own health, and their needs, desires and characteristics shape our services. Our patients participate in our education and research activities. They live productive, informed and healthy lives. People know how to engage with their local health care system, both in and out of the hospital, confident that they will always be listened to and treated with dignity, kindness and respect.

## Quality and Safety

Northern Health pursues the highest quality care outcomes to create an environment where our patients, staff, students and volunteers feel safe, well and supported. The organisation can be relied upon to provide excellent care that leads to better outcomes and quality of life. Our patients and community contribute to the development of our high-quality services. Our research efforts align to the needs of our local community, enabling us to translate our research into measurable health gains for our patients and the northern community. Staff members understand how they can contribute every day to quality healthcare and a safe working environment. Staff members always speak up when things aren't right and, together with clear systems and practices, this promotes a culture of innovation, managed risk and continual improvement. Northern Health has appropriate space and resources to nurture and inspire our community of patients, families, staff and partners.





## Our People

The capable and driven Northern Health staff have significant careers and provide outstanding health care. Northern Health is a local employer of choice. Our people have the right resources and the opportunities to develop their careers at Northern Health. They feel valued, listened to, and acknowledged for their good work. They are clear about their role in the organisation and they work with the community to deliver healthcare that addresses the community's needs. Northern Health attracts the best people who are proud to work here and who contribute to a respectful culture that demonstrates the organisation's values. Our people make sure that all staff are safe, healthy and well at work. They are experts in clinical care and assist patients through

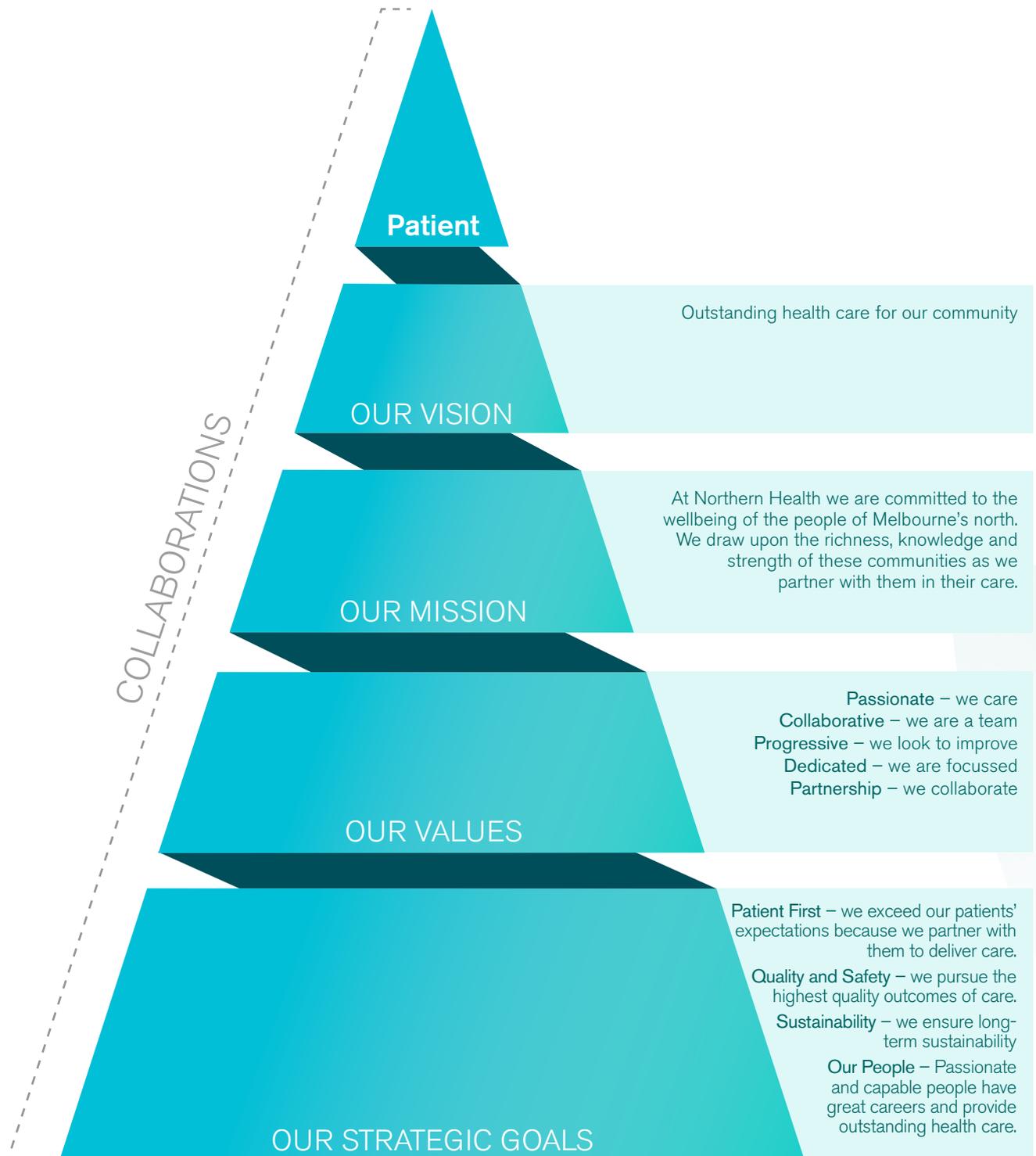
appropriate clinical pathways using their understanding of the whole health system. Our people are always looking for ways to improve the systems in the organisation for the benefit of the whole community and are committed to education and translating research into clinical practice. The people at Northern Health have diverse backgrounds and cultural literacy that builds on their excellent relationships with the community.

## Sustainability

Northern Health eliminates unnecessary processes and costs to ensure long-term financial viability and sustainability. We have the right infrastructure and integrated systems that use our resources to the best advantage. We plan for the needs of the local community and

review and measure our activity to make sure that we are efficient and responsive to change, while still on the path to our goals. Largely because of transparency in all that we do, each of us understands how our work interacts with the whole system and how it contributes to our goals. We are highly effective at managing our environmental sustainability. The organisation works in effective strategic partnerships with patients, volunteers, students, other health services, and external partners with a shared vision to deliver the outstanding healthcare that our community deserves. We have partnerships with the right agencies to support the health and well-being of our community. Our consumers can access the care they need through Northern Health or via the links we have with our partners.

# Our Strategy



# Our Strategic Goals, Objectives and Outcomes

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## OUR VISION

Outstanding health care for our community.

## OUR MISSION

At Northern Health we are committed to the wellbeing of the people of Melbourne's north. We draw upon the richness, knowledge and strength of these communities as we partner with them in their care.

## STRATEGIC GOALS

### GOAL 1

#### **Patient First**

Our patients' expectations are exceeded because we partner with them to deliver innovative and accessible care.

### GOAL 2

#### **Quality and Safety**

We pursue the highest quality outcomes of care.

### GOAL 3

#### **Our People**

Passionate and capable people have great careers and provide outstanding health care.

### GOAL 4

#### **Sustainability**

We ensure long-term sustainability.

# Our Strategic Goals, Objectives and Outcomes cont'd

Strategic Goal	Objectives	Year 3 Outcomes	Measures*
<p><b>GOAL 1</b></p> <p><b>Patient First</b></p> <p>Our patients' expectations are exceeded because we partner with them to deliver innovative and accessible care.</p>	<p>Service access and patient flow through the care continuum is efficient and equitable.</p> <hr/> <p>The patient is at the centre of their care and is involved in decisions about their treatment</p> <hr/> <p>Patients are involved in designing the Northern Health service system</p>	<p>NEAT Overall target is met (as per State determined targets)</p> <p>NEST (as per SOP)</p> <hr/> <p>NPS: 80 per cent by June 2019</p> <p>VHES Overall Patient Experience Rating: &gt;90 per cent of VHES respondents rate their overall experience as very good or good.</p> <hr/> <p>Consumers are involved in all redesign projects.</p>	<p>NEAT NEST</p> <hr/> <p>Net Promoter Score VHES overall experience rating</p> <hr/> <p>100 per cent inclusion of redesign projects include consumers.</p>
<p><b>GOAL 2</b></p> <p><b>Quality and Safety</b></p> <p>We pursue the highest quality outcomes of care.</p>	<p>We increase our capability to continuously improve.</p> <hr/> <p>High-quality and safe service delivery results in zero harm.</p> <hr/> <p>We take a proactive approach to risk management.</p>	<p>HICQ Score: Achieved Level three.</p> <hr/> <p>Zero avoidable harm.</p> <hr/> <p>Top three in VMIA Risk Maturity Assessment</p> <p>HQIP Clinical Audit Maturity Score: Level five</p>	<p>Health Improvement Capability Quotient (HICQ)</p> <hr/> <p>Continued reduction from 2015 levels</p> <hr/> <p>VMIA risk management framework</p> <p>HQIP Clinical Audit Matrix</p>

# Our Strategic Goals, Objectives and Outcomes cont'd

Strategic Goal	Objectives	Year 3 Outcomes	Measures*
<p><b>GOAL 3</b></p> <p><b>Our People</b></p> <p>Passionate and capable people have great careers and provide outstanding health care.</p>	<p>We will ensure our people are safe, healthy and well at work</p> <hr/> <p>We will attract and retain highly skilled people by providing outstanding career opportunities for staff and volunteers</p> <hr/> <p>Education and research is integrated with care provision and aligned to the needs of our community</p> <hr/> <p>We build a skilled values-based and capable workforce by providing professional development and leadership opportunities</p>	<p>Unplanned absence: &lt;=4 per cent</p> <hr/> <p>Retention rate: 98per cent</p> <hr/> <p>50 per cent of staff are involved in education and/or research</p> <hr/> <p>100 per cent compliance of annual performance and appraisal plans</p>	<p>Unplanned absence</p> <hr/> <p>Retention rate</p> <hr/> <p>Staff involvement in research</p> <hr/> <p>100 per cent of eligible staff participates in performance planning and appraisals</p>
<p><b>GOAL 4</b></p> <p><b>Sustainability</b></p> <p>We ensure long-term sustainability.</p>	<p>We maintain an economically sustainable enterprise</p> <hr/> <p>We reduce the pressure upon our services by creating strategic partnerships to improve health and well-being of our community</p> <hr/> <p>Northern Health is an environmentally sustainable organisation</p> <hr/> <p>We plan for services and infrastructure so as to understand our changing context and respond accordingly</p>	<p>We have a multi- year plan that has helped us build an organisational financial surplus</p> <hr/> <p>Formalised partnerships with metropolitan and neighbouring health services</p> <hr/> <p>Improved partnerships with primary care providers</p> <hr/> <p>More efficient energy consumption and decreased waste production Maturity Score: Level five</p> <hr/> <p>Northern Health has a prioritised plan for clinical service and capital development, aligned to the needs of the community</p>	<p>Performance against budget</p> <p>Achievement of the Statement of Priorities as agreed with DHHS</p> <hr/> <p>Partnership agreements embedded with Royal Childrens Hospital and The Kilmore and District Hospital</p> <p>VicHealth Partnerships Analysis Tool scores</p> <p>Number of GPs participating in Northern Health shared care models of service delivery</p> <hr/> <p>Gigajoules/OBD*</p> <p>Tonnes Clinical waste and landfill/OBD</p> <p>Percentage Recycling</p> <p>*OBD = Occupied Bed Day</p> <hr/> <p>Northern Health updates clinical service and capital infrastructure requirement data annually in line with strategic plan progress check</p> <p>Northern Heath's self-sufficiency has not decreased</p>

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