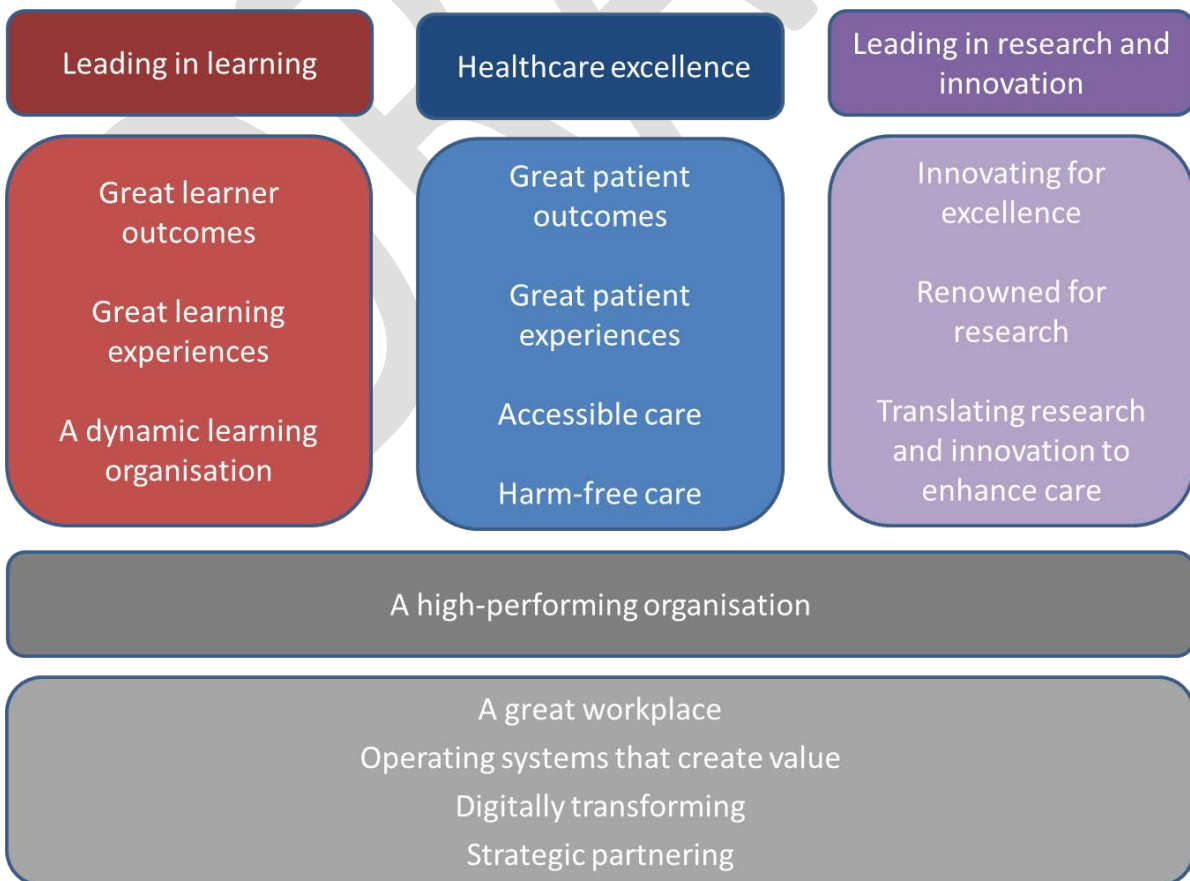


# **Eastern Health Strategic Plan Summary**

## **Draft for Consultation**



**(Visual representation is for illustrative purposes only)**

## Overview

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This strategic plan provides a bold message to ourselves, our patients and the community, our partners and other stakeholders on the path that Eastern Health will tread into the future. Every aspect of our strategy has been considered and reimagined to create a powerful symbol that will guide our organisation to deliver on our existing and future commitments, and also our collaboration with partners to enhance the health of our community and the lives of those within it.

It is with this Strategic Plan that Eastern Health will continue to build on the success of the past and meet the challenges of the future.

### Vision for the future

#### **Great care, everywhere, every time**

These five words symbolise what we wish for every individual who comes into contact with Eastern Health.

Our community, individual patients receiving care and our staff who work with them in achieving great care outcomes, work together for great care, regardless of where or when this occurs.

Over many years the term 'great' has come to symbolise not just the outcome for everyone involved, but also the effort in developing systems of care which support our staff and our patients to experience great care, everywhere and every time.

This vision statement will be embedded in our daily language to reinforce its significance for everyone who comes into contact with us.

### Mission to deliver

#### **Together we care, learn, discover and innovate**

Eastern Health's mission statement is succinct and clear. In partnership with each other, our consumers, other healthcare providers and an array of other organisations, Eastern Health cares for the community. This community may reside nearby, within the eastern metropolitan region, within the state of Victoria or further afield.

In order to continue to meet the needs of our diverse population, we contribute to the development and refinement of the health system by sharing our knowledge and expertise in supporting the education of students, and ensuring the next generation of our workforce will have the skills and capability to continue to achieve great healthcare outcomes.

Through our research efforts in partnership with others, we contribute to building our collective understanding of health and how best to care for our community.

The challenge of maintaining and building the health of the population we serve requires that Eastern Health continuously adapts to the changing health needs and expectations of the community. This requires innovation not only in the technical delivery of individual care and clinical treatment decisions, but also in how health services are delivered through enhanced models of service delivery, as well as health management and governance systems.

Eastern Health's mission is wide ranging and encompasses all three business fields in which we operate every day.

## The Values that guide us

### **Patients First**

- Patient, client, consumer, resident-focused
- Recognising and meeting the needs of others
- Positive attitude in all interactions

### **Kindness**

- Caring
- Compassionate
- Considerate
- Helpful

### **Respect**

- Support the diversity and dignity of individuals
- Uphold basic human rights for all
- Value the contribution of others

### **Excellence**

- Class-leading quality
- Technical expertise
- Accountable
- Integrity and pride in all work

### **Agility**

- Innovative
- Responsive
- Adaptable

### **Humility**

- Self-understanding
- Awareness
- Openness
- Appreciating other perspectives

These values represent and describe the very heart of our organisation and what it stands for. The principles that these values reflect guide how we work and what we hold as most important in ourselves and each other.

These values represent the first decisive change to the values of Eastern Health since it was established in 2000. The decision to revise the values was made specifically in response to feedback from our staff about what is important and the key attributes that the organisation requires in order to meet the challenges of the future.

'Patients First' is recognised as our primary and most important value. It recognises our focus and attention to the care and wellbeing of the patients we care for. Across Eastern Health, the term patient also represents consumer, client, resident, person and individual.

## Strategic Initiatives and Priority Goals

Four strategic initiatives have been identified by which Eastern Health will deliver on its vision and mission and meet the expectations of our consumers, our staff and other stakeholders. These are identified in the figure, along with a total of 14 priority goals that will be the focus of Eastern Health activity, decisions and improvements throughout the life of this strategic plan.

The four strategic initiatives are displayed as three across and supported by the fourth to recognise that a high performing organisation is a necessity to enable the other three initiatives to flourish.

### 11.1. Health Care Excellence

*Great patient outcomes*

*Great patient experiences*

*Accessible care*

*Harm-free care*

Excellence in health care is more than just the individual delivery of safe, high quality services. Eastern Health will excel in the delivery, management and governance of healthcare services. This includes working towards more reliable, safer health care with no instances of what might be considered preventable harm. We will strive to exceed consumer expectations in all interactions, achieving health outcomes which set the benchmark for others to follow.

Consumers will access the healthcare services that they need to support them to manage their own health conditions when and where they need them. This is expected to include access to a range of technology-enabled services via such things as telephone, online, self-help and virtual care options. This will include enhancing the health literacy of patients and the community so that together, we can partner for better healthcare outcomes.

### 11.2. Leading in Learning

*Great learner outcomes*

*Great learning experiences*

*A dynamic learning organisation*

Learning is recognised as a truly life-long pursuit for Eastern Health and as such, we will work towards being recognised as the destination of choice for learners in all aspects of health, including clinical and non-clinical roles. With dedicated and fit-for-purpose facilities, Eastern Health has the capability to deliver inter-professional education to build the expertise of the workforce and develop the next generation of healthcare leaders.

Our students will seek employment at Eastern Health, recognising the organisation as a high-performing healthcare leader; while our staff are highly sought after for their skills, knowledge and capability. By linking learning with our other strategic initiatives, Eastern Health will see a rapid translation of cutting-edge information, knowledge and practice applied for the benefit our community.

### **11.3. Leading in Research and Innovation**

*Innovating for excellence*

*Renowned for research*

*Translating research and  
innovation to enhance care*

Eastern Health is building a strong culture of innovation and our reputation for this continues to grow, within Victoria, nationally and internationally. Through our robust improvement and innovation methodology, we are working with our consumers to transform the way we deliver and manage our health services. This strategic plan will see Eastern Health continue to drive innovation as a recognised and valued component of every role throughout the organisation.

Over the life of this strategic plan, Eastern Health will continue to build its reputation as a research centre with outcomes which are proven to save and improve the lives of those we care for. With improving rates of success for our research applications, we will contribute broadly to the collective understanding of disease management and health care. Through the combination of research and innovation, we will quickly translate positive research outcomes into practice. We will openly share our expertise with our healthcare partners to support their service development, as well as to influence state and national policy to enhance the effectiveness and efficiency of the entire healthcare system.

### **11.4. A High-Performing Organisation**

*A great workplace*

*Operating systems that create value*

*Digitally transforming*

*Strategic partnering*

Our strong organisational culture will support a capable, high achieving workforce of staff and volunteers with leaders across our clinical and non-clinical operations. Eastern Health will take a no-tolerance approach to staff and volunteer injuries, building a safe workplace and environment for all our employees, volunteers and visitors.

Over the course of this plan, Eastern Health will work towards building robust systems which support how we work, to ensure the organisation operates as efficiently and effectively as possible. Eastern Health aims to be recognised as best in class for its rate of resource utilisation, including natural resources and waste production – both recyclable and non-recyclable. The return on investment in developing our systems will demonstrate our efficiency and effectiveness, while ensuring we build financial reserves for the future with surplus annual budgets to reinvest into health services.

Eastern Health will continue to pursue its journey towards a technologically advanced health service. We will continue to invest in digital systems and capability to underpin enhancements to our efficiency and effectiveness, as well as ensuring the safety and quality of our health care, education and research efforts.

Eastern 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 that this ambitious strategic plan cannot be achieved solely by Eastern Health operating independently of others. Collaborating with others within and associated with the health system will deliver the greatest benefits for Eastern Health and for the health of our community.

## Guiding our path

We will use a range of indicators and clear performance targets to monitor and guide the organisation on its strategic journey. Some of the key measures and targets aligned with each of the four strategic initiatives are identified below.

Strategic Initiative	Indicator (Indicative)	Target (Suggested)
Healthcare excellence	Benchmarked hospital standardised mortality rate (HSMR)	Results in the top 25% of benchmarked peers
	Accreditation relating to National Safety and Quality in Health Service (NSQHS) Standards (or other relevant accreditation)	Achieve 'Met with Merit' assessment against all criteria related to patient outcomes
	Victorian Health Experience Survey results across the four common questions	Achieve top 5% of participating health services
	Net promoter/patient experience score (including data from patients, families and staff)	Achieve an average score $\geq 9$ from each group
	Inpatient length of stay	Outperform the state average by 5% across all major clinically related groups (MCRGs)
	Rate of avoidable hospital presentations and admissions	0.0% of admissions are avoidable
	Patient access	Details of measure to be confirmed
	Incidents of preventable patient harm	Zero incidents per annum
	Patient safety culture	Results in the top 10% of health organisations
	Self-sufficiency	Average rate of 75% across all clinical streams that Eastern Health provides
Leading in learning	Learner achievement rates	Results in the top 10% of peer organisations
	Student retention rates	Results in the top 10% of peer organisations
	Percentage of vacancies filled by student and staff	Average of 70% per annum across all vacancies

	Patient experience with students as reported in Victorian Health Experience Survey	Results for student related questions (57 & 58) greater than statewide average
Leading in research and innovation	Percentage of staff who have completed Eastern Health improvement training and implemented at least one innovation project	≥ 75% of all staff
	Percentage of innovation activities in which consumers are directly involved and/or lead	≥ 80%
	Number of published research studies and citations in reputable journals	Annual growth of 5% and 10% per annum
	Impact of research	Details of measure to be confirmed
	Research funding application success rate	65% of all external applications for funding are successful
A high-performing organisation	Percentage of staff who agree with the 'engagement' questions in the annual People Matter Survey	Average agreement responses (engagement index) are ≥ 5% above the benchmark rate
	Incidents of preventable staff harm	Zero incidents per annum
	Number of substantiated staff complaints of bullying and harassment	Zero substantiated complaints per annum
	Utility consumption and non-recyclable waste production rates	Average reduction of 2% per annum over the life of the plan
	Operating budget	Positive financial position of at least \$2.5 million over the life of the plan with no instances of financial deficit in any year.
	Digitally-enabled health care	Recognised as an HIMSS (Health Information Management Systems) level 6 organisation

*Note: At the time of issuing this draft for consultation, these measures and associated targets remain under review.*