

# Working together towards 2025

Strategic plan



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### Acknowledgement of traditional owners

Eastern Health acknowledges the Traditional Owners and Custodians of the land on which we work and live and pays respects to their Elders past and present.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country and value their unique contribution to our diverse community.

We are proud to embrace the spirit of reconciliation and learn from the local Aboriginal and Torres Strait Islander communities about how to best work with them to advance their health, social and economic outcomes.



### Acknowledgement of diverse backgrounds

Eastern Health is committed to ensuring that the needs of all patients, families and carers as well as our staff, students and volunteers are identified and met in an appropriate and respectful manner.

Working in partnership with our communities, Eastern Health will ensure it provides a culturally safe environment that recognises, responds to and supports the diverse needs of its consumers and workforce.

Eastern Health recognises that many LGBTIQ people experience stigma, discrimination and violence because of their identity. We work in partnership to learn and grow so that we can support and respond appropriately to the needs of our LGBTIQ colleagues, our patients and their families.



Eastern Health is an inclusive healthcare provider

A copy of this publication in an accessible format can be found at:  
[www.easternhealth.org.au/strategicplan](http://www.easternhealth.org.au/strategicplan)

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# We are Eastern Health

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Eastern Health has a proud history of serving its diverse community. It is people led, for people and with people at its heart.

Although many of our hospitals and services hold a special place in the lives of our communities, it is our people that are our difference.

We deliver a broad range of services that provide care for all moments in life, leading services, underpinned by research and strengthened by deep partnerships with universities. Together we make valuable contributions to the body of health care knowledge.

We are committed to training and growing our health care workforce to meet needs now and for the future.

Our community is changing, and there are increasing health, social and economic pressures. Understanding these changes informs the way we think about the future of our health service.

We are part of a much larger Victorian health system, working closely with partners and with the Department of Health to support the reform necessary to ensure an accessible, high quality and sustainable health care system that can serve the needs of all Victorians.





# Message from the Board Chair and Chief Executive

## Our strategic plan is the roadmap for our future together.

The plan builds upon the momentum and success of our organisation and takes the learnings from some of our most challenging times to set us on a path to transform for a new generation of health care to meet the needs of our diverse community.

It affirms our commitment to working together with our patients, consumers, staff, communities, and partners to be healthier.

Our promise and values in action guide us each day in our care for patients and each other.

Our strategic plan has been informed by extensive consultation with our people: patients, consumers, staff, the community, and our partners. More than 2000 people have provided input and we have used this to guide the development of our plan. We have also been guided by the relevant data and evidence and considered international trends and government policy to understand the future we can create.

The needs of our patients, consumers and communities are continuously changing as too are the ways in which health care can be delivered. We are already skilled at developing and delivering innovative care, but we need to keep changing too. Our focus of keeping you well in the community will include more care delivered in the community and at home, supported by technology and more informed patients and consumers.

By embedding self-determination and lived experience we can work together to transform our planning, processes, systems and infrastructure and continue to improve our outcomes and sustainability.



Tass Mousaferiadis



David Plunkett

**Tass Mousaferiadis**  
Chair, Eastern Health Board

**David Plunkett**  
Chief Executive Officer

# Our community

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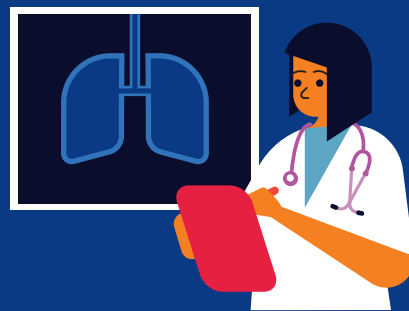
Our community is growing (16% growth to 2036), and the growth is uneven, with some areas due to grow much faster than others



Our community is ageing (the proportion of the population over 85 years is set to grow by 75% to 2036)



Compared with the rest of metropolitan Melbourne we have greater rates of suicide and road traffic injuries



Compared with the rest of metropolitan Melbourne, we have better outcomes for a range of chronic illnesses



Compared with the rest of metropolitan Melbourne we have fewer individuals and families dependent on welfare support



In some local government areas, we have higher rates of youth mortality



In some areas of our catchment there are individuals and communities at risk of disadvantage and poorer life outcomes



Health care access is unevenly distributed across our communities



# Our opportunities

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## Our people

We understand that it is our staff, volunteers, and partners who are at the heart of our success.

We take seriously our role as one of the largest health services in Victoria and one of the largest employers in our region.

Over many decades, and especially over these past few years our staff have met every challenge head on, working to meet the needs of our community. Our people are highly valued by us and our community and our learning and improving never stops. We will continue to build our capability to be a successful people-focussed organisation, one where our people thrive.

## Responding to the Royal Commissions: Mental Health, Aged Care and Disability

The findings and recommendations of several Royal Commissions create a call to action for us to do better. We understand that we need to stay keenly focussed on the possibilities and work together to create better systems and care.

We have been working to ensure that we are in the best position to respond to the transformations that will be necessary to meet the vision of each of the Commissions. We understand that our work will need to occur in partnership with the community, other health services and government, working hand in hand to co-design systems and services that better meet their needs.

## Our research and teaching partnerships

As health care changes we need to be at the forefront of understanding what works and successfully implementing it into our day-to-day work. Our partnerships support us to do this, driving benefits to individuals and communities.

Our deep and long-standing partnerships with universities and training partners are critical to our success as a quality health care service and a training ground for the workforces of the future.

We will leverage these partnerships to:

- Make care better for our community,
- Build our profile,
- Equip our workforces for the future,
- Embrace digital and other new models of care and build new roles and skill sets to successfully deploy them,
- Provide well-articulated career pathways for our people,
- Provide recognition of industry-based learning to transition to university-based postgraduate courses.

## Our leading services

Several of our services are national leaders, delivering best in field care and outcomes, providing a benchmark for what is possible. We know that bringing together clinical practice, research and learning underpins this success.





# Our challenges

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## Meeting the needs of the diverse community

Our community is diverse and becoming more so; this creates opportunities and challenges.

We continue to work hard to ensure we are equipped to respond to the needs of every individual with whom we interact. This includes our staff who, as part of our community, need a workplace that enables them to thrive.

Creating systems of care that are responsive and balancing the needs of individuals is critical if we are to achieve equitable health care but creates a challenge to our resource use and the skills and capabilities of our teams. Over the life of this strategic plan, we will continue to focus on getting better at this so we can be healthier together.

## Our infrastructure

We are one of the largest public health services in Australia, providing a comprehensive range of high-quality health care.

We continue to improve and remodel to meet the current and future needs of our community. This includes changes in the daily practice of our highly skilled workforce, as well as continuously improving our physical and digital assets to ensure they are fit for purpose, consistent across Eastern Health and easily accessible.

As we move into this next phase, we need to be mindful to create a sustainable services that will respond to the community now and into the future.

## Increasing demand for services

As our community changes, we will see a greater demand for our services from older members of our community, those with chronic illness and those at risk of poorer health outcomes. This demand will be unevenly distributed across our catchment, and we will be challenged to ensure we have the right care and services in the right place, at the right time to respond.

## Technology driven change

Technology offers us so much opportunity to do things we have never been able to do before, and to do things faster, cheaper and more effectively.

It creates an exciting future. It also requires us to be able to invest in both the uplift of our current technology and our ability to apply it to better meet the needs of our community.

Some of our current systems and supporting infrastructure require renewal to support a growing multi-campus health service.

We will continue to find new ways of working, building our capability to make best use of the technology we have, whilst working to bring online new and exciting developments that can help us transform care and our organisation.



# Our promise

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## Healthier together

Our promise is to our communities, patients, consumers and staff.

Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.

# Values in action – behaviours that matter most

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**Respect for all**

**Safe always**

**Partnering in care**

**Learning and improving every day**

As we shift the focus of our organisation towards 2025, we are clear about our shared behaviours that matter most, the ways of working that will support our continued success. Learning from the challenges of the past and looking towards the future, we understand that we are building towards a more engaged, more reliable, always safe health service in partnership with our people to improve every day.





# Eastern Health strategic plan

Our Promise

## Healthier together

Our strategic goals

Our strategies

Outcomes

### Enabled and empowered people

**Together we enable the success of our people**

- Partner with our staff to build an engaged and sustainable workforce
- Extend our capability as a learning organisation
- Develop workforces of the future through strong partnerships with universities and training partners
- Build our use of clinical and data informatics and analytics to support high quality decisions

- Employer of choice
- Staff recommend Eastern Health as a workplace for others
- Increased speed of improvement
- Reliable data to inform our decision making

### Excellent care and experiences

**Together we deliver the best health care experiences and outcomes**

- Continuously strengthen our partnerships with patients, consumers and the community to enable shared decision making and co-designed care
- Connect clinical practice, research and teaching to advance care and outcomes through dedicated Centres of Excellence
- Deliver care closer to home through new care models and leveraging technology
- Enhance impacts on care through increased research collaboration with universities

- Improved consumer experiences (VHES)
- Improved care outcomes
- More care delivered closer to or at home
- Three Centres of Excellence established
- Increased EH investigator led collaborations translated into improved care

Our values in action – behaviours that matter most

**Respect for all**

**Safe always**

**Partnering in care**

**Learning and improving every day**

Our strategic goals

Our strategies

Outcomes

### Safe and welcoming

**We create and come together in spaces that are safe and welcoming**

- Ensure employee wellbeing and engagement
- Enhance our capacity to be an equitable and inclusive health services
- Strengthen our safety culture to prevent harm
- Create environments that welcome our diverse communities

- Improved consumer experiences (VHES)
- Staff recommend Eastern Health as a workplace for others
- Improved safety and reduced harm
- Spaces and practices that enable inclusive care

### Optimising resources

**Working together we continuously improve our resource deployment**

- Partner to create better outcomes for our community
- Pursue opportunities to deliver modern, fit for purpose technology, equipment and infrastructure
- Enhance value and reduce waste in our systems and services through innovation
- Drive financial sustainability

- Increased services and care delivered in collaboration with partners in community settings
- Uplift in consistent digital workflows and reduced hybrid medical record and applications
- Reduced CO2 emissions, paper use and non-recyclable waste
- Reduced hospital length of stay and increase in timely service access
- Increased philanthropic activity and reduced reliance on sustainability grants

Our promise

# Healthier together





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## Reporting our progress

It is important that our community can rely on us to do what we say we will do and to be accountable for all our actions.

As we work to implement our promise of *healthier together*, we will regularly measure to see how we are going and regularly seek feedback from our people, including patients, consumers, staff, community and partners.

We will keep you updated through our:

- Quality reports
- Annual reports
- Regular updates through our social media channels.

## Providing feedback

We are committed to working in partnership with our community and welcome your feedback.

If you have feedback about the strategic plan, you can share it by sending an email to [StrategicPlan@easternhealth.org.au](mailto:StrategicPlan@easternhealth.org.au)

If you have feedback about the care or service, you have experienced at Eastern Health you can share this by sending an email to [feedback@easternhealth.org.au](mailto:feedback@easternhealth.org.au) or contacting our Centre for Patient Experience on **1800-EASTERN (1800-327-837)**

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