



**Northern Health
Strategic Plan 2020-24**

Northern Health



Northern Health acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders past, present and emerging. We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land (the Wurundjeri people) on which Northern Health's campuses are built.

We recognise and value the ongoing contribution of Aboriginal people and communities to our lives and we embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.



Contents

- 4 Message from the Board Chair and Chief Executive
- 6 Who we are
- 8 Our Vision
- 10 Our Values
- 11 Our Priorities
- 12 Our Trusted Care Commitment
- 15 A safe, positive patient experience
- 17 A healthier community
- 19 An innovative, sustainable future
- 21 Enabled staff, empowered teams
- 23 Engaged learners, inspired researchers
- 25 Measuring our transformation
- 25 Consultation



Message from the Board Chair and Chief Executive

We are proud to present the Northern Health 2020-24 Strategic Plan, the roadmap for our exciting future.

This plan builds on the momentum and success of our organisation, and pushes us forward to better serve our community and its health care needs.

Our intent is to provide reliable high quality Trusted Care for our patients, families, carers and community. We want to make a difference for every person by providing an excellent care experience, every time; and we want to do this together.

Our plan boldly affirms our commitment to creating a healthier community by strengthening care and capacity for Staying Well in the community, improving health equity, health promotion, disease prevention and disease management.

In health care, the pace of change continues to increase. We will ensure our sustainability by transforming our operations, infrastructure and systems through innovation and continue to improve and drive efficiency.

We recognise the value and importance of our passionate, dedicated and diverse workforce and will support them during the transformation journey. We will achieve our ambition in partnership with our staff, community and other health partners.

Above all, we commit to our values of “safe, kind, together” in our approach to patient care, and each other.



Jennifer Williams AM
Board Chair



Siva Sivarajah
Chief Executive



Who we are

Northern Health is the key provider of public health care in Melbourne's northern region, one of the fastest growing communities in Australia. We take care of our community by providing a wide range of health services at Northern Hospital Epping, Broadmeadows Hospital, Craigieburn Centre and Bundoora Centre.

Northern Health collaborates with our partners to help expand the range of health care services offered to our culturally rich and diverse community, including:

- Emergency and intensive care
- Acute medical, surgical and maternity services
- Sub-acute, palliative care and aged care
- Specialist clinics and community-based services.

Meeting the immediate and longer-term health care needs of our community requires a transformation in how we provide health care services, and Northern Health has embarked on the journey to transform into a High Reliability Healthcare Organisation. We are learning from leading health systems around the world, and adapting their experience into our own local context to do what we do, better.





Our Vision

A healthier community, making a difference for every person, every day.

Our vision drives our commitment to transform the role of Northern Health to become an active partner in all aspects of wellbeing in our community.

We will extend our thinking beyond the hospital walls through partnerships. Our focus will be the delivery of safe and trusted person-centred care, truly making a difference for everyone and supporting people with lived health care experience.

We will be relentless in achieving our vision by addressing inequalities in access and outcomes, and advocating for the needs of our patients.

We will lead and innovate whilst striving for excellence in our performance at all levels to improve the health outcomes of our community.

Together,
with our community,
#WeAreNorthern





Our Values



safe

We provide safe, trusted care for our patients.
We are inclusive and culturally safe, celebrating the diversity of our staff and community.



kind

We treat everyone with kindness, respect and empathy.
We provide patient-centred and compassionate care.



together

We work together with our staff, patients, consumers and health system partners.

Our Priorities



A safe,
positive
patient
experience



A healthier
community



An
innovative,
sustainable
future



Enabled
staff,
empowered
teams



Engaged
learners,
inspired
researchers

Our Trusted Care Commitment



We have placed Trusted Care at the centre of our transformational journey, which began with the understanding that building trust is about delivering safe, person-centred, and clinically excellent care.

This care is operationally efficient, and delivered by high functioning teams in a culture that fosters trust both within the health service and from the community.

Our transformation is an opportunity for us to rethink how we deliver services to best meet the needs of our community into the future. This shifts our perspective from the traditional model of hospital based care, to a progressive health service model that is embedded in the broader network of health, social and other community services.

We will increase care for our patients outside hospital walls through stronger partnerships and better care integration with community providers and other agencies. This new approach will deliver services outside the conventional hospital setting, with a greater focus on health and wellbeing in the community and seek to support our community's health through early intervention, prevention and health promotion.

We call this **Staying Well** and believe it's critical to the realisation of our vision of **creating a healthier community, making a difference for every person, every day.**







A safe, positive patient experience



Goal

Our commitment to safety and reliability optimises capacity, enables quality improvement and innovation, and prevents avoidable harm.

We will work together with patients, their families and carers to provide positive care experiences.

Strategic Initiatives

- Strengthen quality and safety systems, and pursue clinical excellence.
- Develop strong relationships with patients and carers to ensure they share decision making and co-design their care.
- Embed technologies to provide a safer, positive, person-centred experience.
- Provide a range of clinical services that meet the health care needs of the catchment population.

Outcomes

- Avoidable harm is prevented.
- Patients and carers are engaged in decision making.
- Patient experience scores improve year-on-year.
- Clinical services align with state-wide service planning.





A healthier community



Goal

We will work with patients, staff and partners to embed the concept of 'Staying Well', both in hospital based and community care.

Holistic and integrated care addresses the needs of patients with complex conditions.

Strategic Initiatives

- Better understand our patients and people in our community and their lived health experience.
- Predict people likely to present for care (high risk groups) and provide proactive care and treatment out of hospital.
- Connect acute and community care services for target groups; incorporate community-based social supports and early interventions and provide rapid access to acute care when required.
- Implement technologies to help people support their own health at home or in conjunction with their community care team.
- Strengthen partnerships with community and other service providers for out of hospital supports.

Outcomes

- Measurable, improved health outcomes for people in our community.
- Reduced hospital presentations and readmissions for ageing patients and those with chronic and complex disease.
- Improved health outcomes for at risk populations, including Aboriginal and Torres Strait Islander Peoples, refugees and those suffering from mental health conditions.
- Improved continuity of care for Northern Health patients by working with community partners to reduce duplication and better coordinate care across agencies.





An innovative, sustainable future



Goal

Strong financial management and elimination of operational and clinical inefficiencies have released resources. We have transformed to deliver value to our communities and our funders.

Strategic Initiatives

- Improve the value of health care expenditure at Northern Health by reducing waste*.
- Invest in new opportunities and innovations, including digital processes.
- Optimise capacity and care through the Northern Hospital expansion and community hospitals at Craigieburn and within the City of Whittlesea.
- Improve the organisation's reputation in the community.

**Behavioural, Clinical, Administrative*

Outcomes

- Northern Health is a trusted provider of value-based health care.
- Northern Health will reduce inefficiencies to enable treatment of a greater number of patients within current resources.
- Northern Health is a recognised leader in healthcare innovation.
- Patient access and flow is optimised.
- Northern Health routinely exceeds performance measures and targets.
- New services and facilities are successfully commissioned.
- Northern Health has a strong reputation in the community.





Enabled staff, empowered teams



Goal

Staff have the skills, knowledge, motivation and opportunity to make a difference for patients and each other.

Strategic Initiatives

- Provide education and development opportunities that enable all staff to contribute to improving the safety of the health service.
- Develop teams that are structured and function in a manner which encourages multi-disciplinary communication, problem solving and innovation.
- Embed the characteristics and behaviours of a High Reliable Healthcare Organisation that build a culture which is psychologically and physically safe for patients and staff.
- Enhance staff recognition programs and performance systems.

Outcomes

- Northern Health staff are active participants in a safety culture.
- Staff are engaged and empowered to use all their skills and knowledge.
- Northern Health is an employer of choice.





Engaged learners, inspired researchers



Goal

Research and education equips staff with the latest knowledge and best practices to support positive patient experiences and safe, effective care.

Strategic Initiatives

- Elevate Northern Health's research profile.
- Translate research into healthcare practice.
- Enhance teaching and learning culture.
- Use digital technology like e-health, telemedicine and internet to enhance learning.
- Build community health literacy, including understanding of health and risk factors.

Outcomes

- Northern Health's research capability is recognised.
- Northern Health is a partner of choice for research and attracts research funding.
- Northern Health is sought after for innovation and transformational training.
- Northern Health staff are competent at using methods and tools that seek to enhance patient understanding of health information.



Measuring our success

We will ensure we are achieving our transformation by incorporating a strong set of internal and external measures to guide us on the journey towards creating a healthier community, making a difference to every person, every day.

Consultation

This strategic plan is led by our Board and Executive and involved close consultation with our staff, patients, partners, providers, and our community.

We would like to acknowledge and thank patients, our community and organisations that participated in the consultations and contributed to the development of this Strategic Plan.





Broadmeadows Hospital

35 Johnstone Street Broadmeadows Vic 3047
T. (03) 8345 5000

Bundoora Centre

1231 Plenty Road Bundoora Vic 3083
T. (03) 9495 3100

Craigieburn Centre

274-304 Craigieburn Road Craigieburn Vic 3064
T. (03) 8338 3000

Northern Hospital

185 Cooper Street Epping Vic 3076
T. (03) 8405 8000