

Strategic Plan: Creating
tomorrow's healthcare, together



Together

2035



Acknowledgement of Country

The Royal Melbourne Hospital (RMH) acknowledges the Kulin Nation as the Traditional Custodians of the land on which our services are located. We are committed to improving the health and wellbeing of First Nations people.



Connection by Kenita-Lee McCartney

“In the heart of the Royal Melbourne Hospital, a profound story of reconciliation unfolds, woven through the vibrant artwork that reflects the spirit of collaboration.

The circles depicted in the artwork symbolise meeting circles where people come together, telling the tale of unity among healthcare services dedicated to the holistic care of Aboriginal and Torres Strait Islander peoples.

The U shapes represent people, it represents the community, those who have walked through the doors seeking care and those who will be cared for from the hospital and its partners in the future.

The artwork tells the story of the commitment of Royal Melbourne Hospital’s relationship to Aboriginal and Torres Strait Islander peoples.”

Introduction from our Chair and Chief Executive



On behalf of the Board and Executive team at the Royal Melbourne Hospital (RMH), we are very pleased to present Together 2035: Creating tomorrow's healthcare, together. This strategy outlays how we will continue to care for our community with excellence, compassion and ambition in a healthcare context that is rapidly developing and changing.

The RMH has a long and proud history of caring for some of Victoria's most complex and diverse communities. We enter this next chapter from a position of strength. Our previous strategy, Towards 2025: Advancing health for everyone, every day, delivered meaningful progress across care, research, education and system leadership, made possible by the capability and compassion of our people. Every day, our staff demonstrate what is possible when expertise is matched with commitment and care. Together 2035 builds on that success, while recognising that demand, workforce expectations, technology and community needs are reshaping the healthcare paradigm.



The essence of Together 2035 is in evolution, not revolution; we're turning our attention to the future with optimism and creating innovation through collaboration. The three strategic pillars outline a powerful roadmap to our future state. Redesigning world-class care reflects our commitment to safe, equitable and responsive care. Thriving through inspiration and curiosity recognises that supporting our people to learn, innovate and thrive is essential. Leading research excellence for clinical impact builds on our role within the Parkville Biomedical Precinct to translate discovery into better outcomes for people, community and health systems.

At the heart of this strategy is our purpose: advancing health for everyone, every day. It anchors our decisions and guides our actions. Our long-standing values of People First, Lead with Kindness, and Excellence Together, shape how we work, how we lead and how we care - especially in times of change and pressure.

Our future depends on strong partnerships across the Parkville Local Health Service Network (LHSN), the University of Melbourne, medical research institutes and health services across Victoria. This is a strategy focused on delivery, with clear priorities and shared accountability. Importantly, the work is already underway.

Together 2035 is our bold and collective commitment to a sustainable, people-centred future for healthcare.

Linda Bardo Nicholls AO, Board Chair
Professor Shelley Dolan, Chief Executive

Celebrating our strengths

Since 1848, the Royal Melbourne Hospital (RMH) has been one of Australia's leading hospitals, delivering quality health care to the local community as well as providing tertiary and complex services for the whole of Victoria.

The last five-year Strategic Plan, Towards 2025: Advancing health for everyone, every day, focused on five key areas:

01.

**Be a great place
to work and a great
place to receive care.**

02.

**Grow our Home
First approach.**

03.

**Realise the potential
of the Melbourne
Biomedical Precinct.**

04.

**Become a digital
health service.**

05.

**Strive for
sustainability.**



It has been a privilege to provide world-class care to our community during this period, including through the challenging years of the COVID-19 pandemic. The RMH continues to provide a comprehensive range of services to a community of more than 550,000 people through three hospitals, more than 50 community locations, and in people's homes. In this period, the RMH played an invaluable role in the introduction of then Parkville Electronic Medical Record system, streamlining the technology behind the care.

The foundation of the RMH's exceptional care is our people - a 13,000-strong workforce - placing the RMH as a top-three hospital in Australia and among the top-100 hospitals globally.

We have continued to invest in shared digital solutions across the Parkville LHSN to support more of our patients to receive the care they need, when and where they need it. We have vastly expanded our RMH@Home and virtual services to provide 24/7 support and outreach care to patients in their home and aged care facilities.

We extended our long history of leading world-class translational research through collaboration with our Parkville LHSN partners, including medical research institutes, university partners, and the Peter Doherty Institute for Infection and Immunity (the Doherty Institute), with major innovations in areas such as neurosciences, cardiology, infectious diseases, dermatology, allergy, cancer, intensive care, anaesthesia, emergency care, and complex diseases.

We secured multibillion-dollar government investment to redevelop our ageing facilities and, over the past five years, delivered enabling works along with new infrastructure and sustainability initiatives that will support our future growth.

Looking forward



The world around us is changing; demand for world-class healthcare is rising, and now more than ever, healthcare consumers are seeking agency and influence over the treatments that profoundly affect them.

The future of health will see more personalised medicine and consumer empowerment, a greater focus on prevention, new models of care, digital and AI innovation, a workforce of the future, increased efficiency, and outcomes-based funding. Sector collaboration, innovative partnerships, strong relationships, and a spirit of cooperation will be imperative in delivering real outcomes for Victorians.

Together 2035 is oriented to the evolving needs of patients, consumers, carers and community. The forward plan articulated in this strategy is informed by meaningful consultation with the RMH's exceptional teams; government and regulatory agencies; health, research, and education partners in the Parkville LHSN; as well as the broader biomedical precinct and the Victorian health system.

The RMH will build upon our promise of delivering world-class health care for Victoria every day. We continually strive for improvement to help shape a better future for all Victorians.

Advancements will be made through the collection, evaluation, and monitoring of patient-focused outcomes and feedback. We will reimagine how we think and collaborate as a system to deliver better outcomes for our communities. Our world-class, person-centred care will be delivered by an increasingly empowered multidisciplinary workforce, working in partnership with - and enabled by - digital infrastructure that makes a difference for patients.

Over the coming decade we will also embark on one of the largest and most complex capital redevelopments ever seen in Australia. This once-in-a-generation program will shape the future of the Parkville Biomedical Precinct - redefining how we provide care, transforming the workplace for our staff, and enabling stronger research and education partnerships.

Together

2035

In the setting of these challenges and opportunities, our role is to deliver exceptional care for all, while continuously strengthening the health system through evolving models of care and leadership in knowledge and innovation. We are committed to creating a safe and supportive environment, and we are proudly a values-led organisation that respects the individual rights and dignity of every person, regardless of background, identity, or circumstance.

Our Purpose

**Advancing health
for everyone,
every day.**

Together, we will achieve this through three strategic pillars:

- **Redesigning world-class care**
- **Thriving through inspiration and curiosity**
- **Leading research excellence for clinical impact**

The strategic drivers that will get us there are:

- **Systems thinking**
- **Digital intelligence**
- **Performance and sustainability**

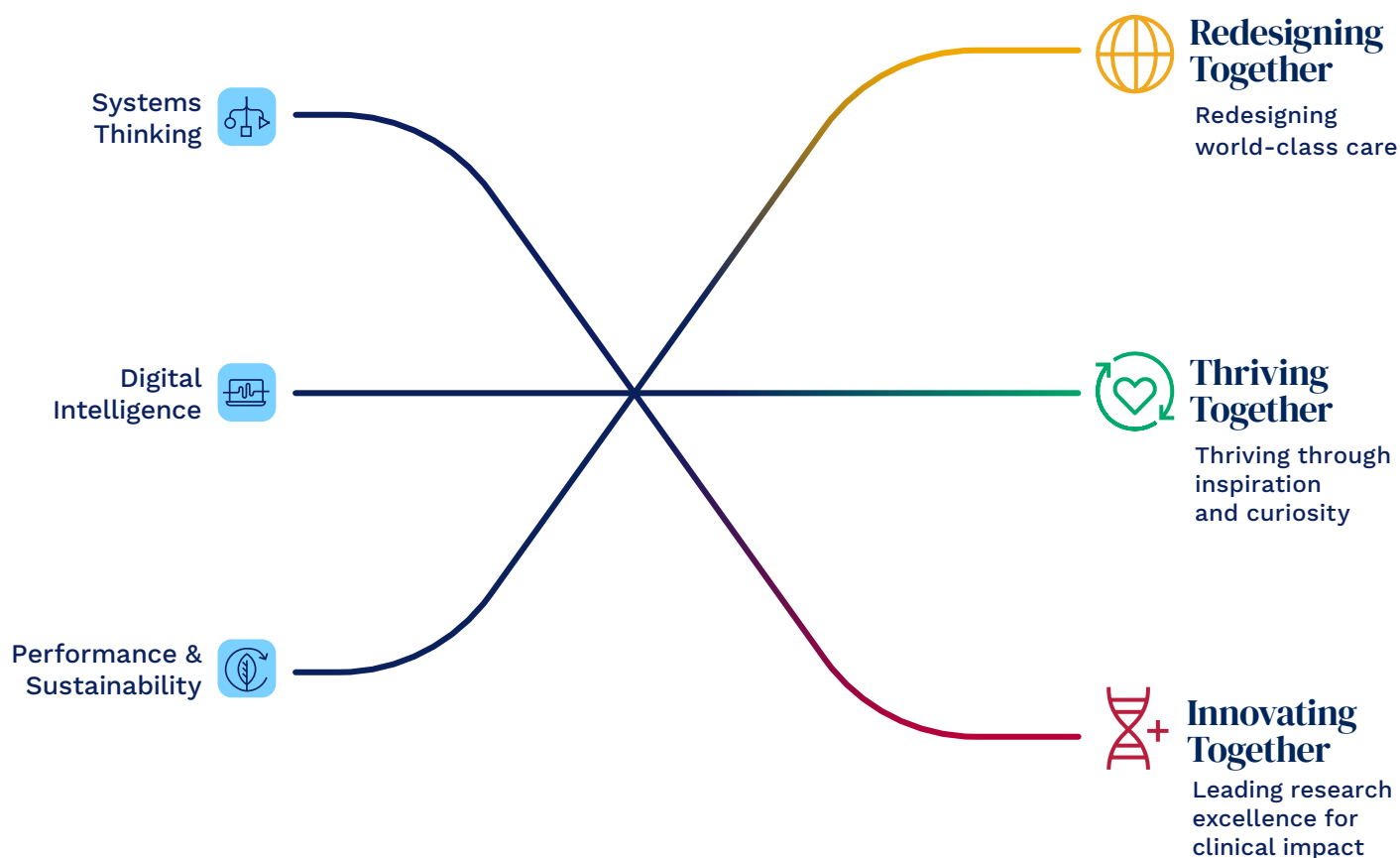
This strategy is underpinned by living Our Values:

-  **People First**
-  **Lead with Kindness**
-  **Excellence Together**

Our 10-year strategy to create tomorrow's healthcare

Strategic Drivers

Strategic Pillars





Our 10-year ambition

Our 10-year ambition positions the organisation to have a meaningful impact. Acknowledging the need for agility, adaptability and failing fast, it is assumed throughout this strategy cycle that nothing will stay stagnant. We will continuously strive for excellence in health - through data insights, the latest research, responding to community sentiment and global trends, and importantly the views, needs and feedback of patients, consumers, carers and community. The intention is to surpass our targets in relation to operational and quality performance and deliver excellence. We will review our strategic initiatives' performance and achievements regularly and will redevelop our areas of focus every three years. This is an evolving, live document, and as such, we anticipate it will not remain stagnant throughout the next decade.

The intention is to surpass our targets in relation to operation and quality performance and deliver excellence.



Redesigning.

Strategic Pillar 1:

Together, we are
redesigning
world-class care

Thriving.

Strategic Pillar 2:

Together, we are thriving
through inspiration
and curiosity

Innovating.

Strategic Pillar 3:

Together, we are leading
research excellence for
clinical impact

Together.

Strategic Pillar 1:



Redesigning Together



Strategic Pillar 1: Redesigning Together

Together, we are redesigning world-class care



The RMH is known for delivering world-class care for patients, consumers, carers and community. Year-on-year we treat record numbers of patients arriving with increasingly complex healthcare requirements. Patients value the innovative and speciality services we provide; there is greater appetite for shared decision-making and better communication channels tailored to the needs of consumers.

The RMH is privileged to be in the Parkville LHSN with leading specialist services: The Royal Children's Hospital, the Peter MacCallum Cancer Centre, the Royal Women's Hospital, The Royal Victorian Eye and Ear Hospital, Oral Health Victoria, and Parkville Youth Mental Health

and Wellbeing Service. We are a key part of the broader health ecosystem which spans primary care, hospitals, disability, mental health and aged care.

Our consultation has highlighted a need for a system that works in an equitable and integrated way, putting patients at the centre - empowered in their care. To deliver this, we must work with our LHSN partners and with partners across the health system to meet the needs of our diverse communities.

Our strategic aspirations

The RMH will improve the delivery of person-centred integrated care resulting in better patient outcomes. We commit to pursuing system reform and driving innovation to create new models of care closer to home. We will be a recognised leader in First Nations health, supported by a strong anti-racism culture. Building on our strong partnerships, more will be done to collaborate across the system to ensure faster, more equitable access to the best care in the right place at the right time for everyone, including more care delivered closer to home. In preparing for 50 per cent growth in service demand by 2035, we must continue to accelerate digital and virtual care and explore innovation with our partners in prevention and primary and community care to deliver financially sustainable accessible quality care. To do this we will:

- **Empower patients, carers, families and community:** we will ensure patients are at the centre of their care, guided by a deep understanding of patient, carer and community needs. This approach is grounded in cultural safety, builds mutual trust, and improves health literacy through an intersectional lens
- **Deliver care closer to home and virtually:** we will reimagine models of care with courage and creativity - pioneering patient-centred innovations that transform how and where care is delivered
- **Champion First Nations health:** we will champion First Nations health and research, embed self-determination and anti-racist practice, dismantling structural inequities and creating an empowering environment that makes a material difference to First Nations health outcomes
- **Ensure health equity:** we commit to improving health outcomes for vulnerable and underserved populations by ensuring equitable access to quality care and co-designing solutions with communities, including people who are culturally and linguistically diverse (CALD), have refugee or migrant backgrounds, are experiencing homelessness, live with disability, women, or are part of the LGBTQIA+ community

Our strategic initiatives

Our initiatives are informed by the latest research, patient outcomes and experience metrics, community feedback and international innovation standards. Our initial focus areas will include:

- **Innovate and deliver new models of care:** we will innovate, design and deliver new models of care, aligned with our Clinical Services Plan, systematically embedding the latest research evidence into clinical protocols, with fewer unwarranted variations and more personalised precision medicine
- **Learn from patients, consumers, carers and community:** we will measure and embed patient reported outcome and experience measures (PROMs/PREMs) into all services, implement the Person-Centred (Value-Based) Care Project and execute the Community Engagement Plan
- **Deliver care closer to home and virtually:** we will work collaboratively to establish the Virtual Hospital with our partner Austin Health and expand Hospital in the Home supported by the Digital Coordination Centre Phase Two
- **Ensure holistic care, including mental health:** we will ensure our new models of care will be holistic across medical, allied health and mental health, with the workforce supported by digital enablement and modern facilities to deliver better outcomes along the patient journey
- **Lead in First Nations Health:** we will action the RMH First Nations Anti-Racism and Cultural Safety Framework
- **Drive health equity:** we will champion anti-racism initiatives and undertake analysis to identify target priority areas for population health outcome improvements

Strategic Pillar 2:



Thriving Together



Strategic Pillar 2: Thriving Together

Together, we are thriving through inspiration and curiosity



Our 13,000-strong staff cohort are a dedicated, caring and innovative team, delivering world-class care to patients, consumers, carers and community.

As a genuinely values-led organisation, our kindness, compassion and collaboration set us apart. We attract purpose-driven, high-performing, diverse talent who exist in a

thriving environment that inspires them to contribute meaningfully to our future.

Together, we create a psychologically safe culture, meaning everyone feels able to speak up in an inclusive, welcoming, diverse environment. Alongside our partners, we play a significant role in education, capability building and growing the skills of the future for Victoria and beyond.

Our strategic aspirations

The RMH has a diverse, inclusive and agile multi-disciplinary workforce who are proud of their contribution to our organisation and the broader health sector. We will attract the best international and local talent who are inspired to challenge old ways of working, be brave in delivering new, progressive approaches to care, and our leaders will be role models for our culture and values, breaking down traditional health hierarchical power dynamics. We will work with our people to evolve their scope of practice to lead transformation. We will use technology to enable our people to focus on what matters at the bedside and ensure all our people are equipped with best-practice tools and systems so that days can be spent on tasks that deliver meaningful impact. We will be an inspiring place to thrive and connect through our focus on culture, capability and connected ways of working. To do this, we will:

- **Establish the workforce of the future:** we will build capability and embrace new ways of working to tackle with intellectual curiosity and kindness the challenges facing the health sector. Our agile and innovative multi-disciplinary workforce will be supported to work at the top of their scope of practice, regardless of their role
- **Ensure compassionate accountability:** we will strive to ensure our people feel pride in the work they do, celebrate the tangible impact we have on the community, and every staff member will embody the RMH's values and excellence in every interaction. Through our values we will build psychological safety, opportunities for improvement and all take ownership in continuously improving on delivering our promise
- **Enable growth for everyone:** we will create flexible career paths, with talent management, teaching and leadership pathways so that our innovation, agility and courage ensure we are leaders in healthcare. Working at the RMH will ensure opportunities for building capability, growing leadership and driving innovation through creativity.
- **Embed an inclusive, safe culture:** we will maintain an inclusive workforce that reflects the rich diversity of our community, meaning people show up as themselves. We will prioritise ensuring we provide a safe place for everyone, reaching the full spectrum of delivering on a safe culture.

Our strategic initiatives

While our targeted initiatives will be informed by our people and patients, the latest in organisational research and our performance, there are immediate areas of initial focus critical to the delivery of the strategic aspirations. Our initial focus areas will include:

- **Secure the strength of our workforce:** we will establish our Employee Engagement Strategy, including developing a Capability Framework and a Future Workforce Strategy, that prioritises succession programs to support the building and retention of diverse talent across the organisation
- **Grow and learn:** we will be a leader in partnering with higher education, research and industry leaders to develop skills across the future spectrum of roles, with flexible educational pathways and lifelong learning opportunities. We will be a location of choice for clinical research and education, with more early, mid and senior-career clinical researcher appointments and support for roles in clinical supervision
- **Live our values:** We will evolve how we live our values and integrate them into the way we show up, treat each other and care for our community
- **Connect 'Ways of Working':** we will leverage systems thinking to collaborate proactively with the Parkville LHSN on opportunities for integration, streamlining, automation and shared growth, delivering better outcomes for patients through aligned teams, processes and systems with a unified experience and better sustainability.

Strategic Pillar 3:



Innovating Together



Strategic Pillar 3: Innovating Together

Together, we are leading research excellence for clinical impact



As an important partner in the Melbourne Biomedical Precinct, the RMH will continue to lead in research and innovation. We will continue to grow our enduring partnerships within Parkville, including with world-leading universities and medical research institutes. To advance research and innovation, we will partner with government and industry to realise the promise of collaboration and innovation. We will continue to partner with international research leaders including the University of Melbourne; medical research institutes: the Doherty Institute; WEHI, and The Florey; CSIRO; CSL; and others.

The RMH is committed to being a signatory to Victorian Aboriginal Health, Medical and Wellbeing research ACCORD. We will continue to collaborate meaningfully with the health services in the Parkville LHSN to deliver research across the whole of Victoria. We will ensure that regional partners are supported to collaborate on clinical research trials. We will use the primacy of science to solve the pressing health problems that face our community and to improve care and quality of life.

Our strategic aspirations

The RMH will expand the global impact of our research, collaborating with partners to make discoveries, innovate and deliver outcomes that improve lives, drive meaningful change, and set new standards of excellence. To do this, we will:

- **Promote the RMH as an international centre of excellence in fundamental science, translational and health services research:** we will be an international centre of research excellence for Victoria, Australia and globally - meaning that we courageously support innovative research and seek funding in areas that will make the most impact for our community
- **Ensure research innovation and translation:** we will ensure our research supports innovative clinical care, transforming clinical practice and health services science
- **Deliver research equity:** we will consciously drive toward research equity by supporting all to access research participation and to benefit from its outcomes. We will strive to ensure equity of access to clinical trials and ensure research outcomes apply to all in the community throughout Victoria
- **Research funding:** we will build research funding through increased commercialisation of clinical trials, philanthropy and major grant programs in order to fund growth and competitive research programs, clinical scientists and clinical trials

Our strategic initiatives

While our targeted initiatives will be informed by community need, data insights and emerging knowledge, there are immediate areas of initial focus critical to the delivery of the strategic aspirations. Our initial focus areas will include:

- **Fundamental research and science (new discoveries):** we will continue to collaborate in the Parkville Biomedical Precinct with the University of Melbourne and medical research institutes in discovery science
- **Research impact:** we will ensure benchmarks of research activity demonstrate international engagement and excellence across the domains of research dissemination, communication, education and impact throughout and beyond the RMH
- **Health system research:** we will become a leader in health system research, including collaboration with academic partners and centres of excellence to strengthen evaluation, data-enabled learning, and system impact
- **Be a leader in clinical trials:** we will build a Clinical Trials Business Unit which supports engagement for clinical trials from RMH clinicians and industry, that streamlines ethics and governance approvals processes, builds engagement and activity, and leverages digital platforms and data insights
- **Research commercialisation:** we will have strong capabilities in clinical trials, training and philanthropy that will enable new and evidence-based models of innovative care

Driving a brighter future. Together.



Strategic Driver 1:

Systems Thinking



Strategic Driver 2:

Digital Intelligence



Strategic Driver 3:

Performance & Sustainability



Strategic Driver 1: Systems Thinking

The RMH understands that we operate within complex systems and that achieving our strategic aspirations will require partnership across the Victorian and Australian health ecosystems. The RMH is committed to taking a systems-view when implementing its strategy and when addressing challenges and opportunities, partnering with others to achieve outcomes that benefit all Victorians.

Our strategic aspirations

The RMH will adopt systems thinking and partner locally, nationally and globally. We will:

- **Be a partner of choice:** modelling a strong partnership ethos, collaborating to deliver world-class care, research, and education.
- **Adopt a system view:** working together with partners to understand how to strengthen our health system for all Victorians.
- **Be a trusted partner of government:** enable the delivery of a strengthened Victorian health system, demonstrating the unique value of the RMH across care, research and education.

Our strategic initiatives

While our targeted initiatives will be developed in collaboration with our partners, there are immediate areas of initial focus critical to the delivery of the strategic aspirations. For instance:

- **Stronger partnerships for a stronger system:** we will strengthen key strategic partnerships, including with the Parkville LHSN, research organisations and other stakeholders, with a focus on leveraging each other's strengths and our combined capability to achieve this strategy and deliver a more equitable and financially sustainable health system.
- **Effective, active partnership with patients and carers:** we will execute the RMH Community Engagement Plan and work with the Parkville LHSN to develop and implement a model that ensures consumers and people with lived experience are effectively and actively engaged in the delivery of this strategy.
- **Partnerships for better care, closer to home:** we will partner with other Victorian LHSNs, primary care and community health to improve integration, transitions of care and increase care delivered closer to home.



Strategic Driver 2: Digital Intelligence

With optimised foundational digital platforms, the RMH will use digital intelligence – data, digital tools and artificial intelligence (AI) – to measurably improve quality, safety, operational performance and patient experience over the next decade. Our strategy emphasises adaptability: we will standardise core foundations while remaining selective and fit-for-purpose in the adoption of new digital tools and AI across all areas of the organisation as technologies and models of care evolve.

Hospitals will increasingly focus on complex multidisciplinary care, supported by integrated digital intelligence as a central driver of system-level performance: to continuously improve precision and quality of care, optimise efficiency, reduce friction and strengthen patient-centred coordination. In parallel, we will shift appropriate care beyond the hospital walls by strengthening virtual and home-based models, supported by digitally enabled workflows, including remote patient monitoring and patient facing intelligence. Over time, these capabilities will support a learning and continuously improving health system, where data and digital workflows inform safer care and better decision-making at scale.

Our strategic aspirations

The RMH will drive and enable innovation through shared digital intelligence, including Parkville LHSN-wide platforms, to deliver improved clinical and operational outcomes in a safe, scalable and sustainable way. We will:

- **Digital transformation:** we will optimise the RMH's core digital platforms to enable innovation, deploying AI selectively and fit-for-purpose uses across clinical and operational workflows to optimise quality, efficiency and service.
- **Next-generation digital intelligence:** we will build advanced analytics and health intelligence capabilities that turn data into timely insight, supporting better decision-making and coordinated, timely action at scale.
- **Redefining place of care:** we will support evolving expectations that high-quality, safe care can be delivered beyond hospital walls, enabling both patients and our workforce to have confidence across virtual, physical and hybrid environments.

Our strategic initiatives

To ensure the Together 2035 is durable and articulates detailed sequencing, named initiatives and technology choices will be set out in a rolling three-year roadmap that can evolve as technology and models of care change. Within that roadmap, the RMH will prioritise a small number of enduring focus areas that support the digital aspirations outlined above. For instance:

- **Core digital platforms and architecture:** Strengthening the RMH's core digital platforms to provide a stable, interoperable foundation that enables innovation, scalability and future models of care across the Parkville LHSN.
- **Digital and data governance:** Establishing clear accountability, decision rights and lifecycle oversight for digital, data and AI to support safe, coordinated and sustainable use at the RMH and in partnership with the Parkville LHSN where relevant.
- **Data quality and decision support:** Strengthening the RMH's data and analytics capabilities by improving the consistency, quality and accessibility of data, including progress toward a shared ontology for priority clinical and operational information, to support reliable operational insight, clinical decision-making and performance improvement.
- **Responsible use of AI:** Enabling the selective, fit-for-purpose use of AI in clinical and operational contexts, supported by appropriate governance, monitoring and evaluation across the lifecycle.
- **Workforce capability and adoption:** Supporting workforce to confidently use digital intelligence across physical, virtual and hybrid environments as part of evolving models of care.



Strategic Driver 3: Performance & Sustainability

The RMH has made strong progress in both financial and environmental sustainability over the past five years. Looking ahead, we will need to continue strengthening our financial sustainability and diversify our revenue sources, including through philanthropy, to help fund the services required to meet growing patient demand. The RMH recognises, and is deeply appreciative of, the existing generous support received from individuals, families, businesses, trusts, foundations, community groups and organisations.

We recognise that good corporate governance and ethical global citizenship will evolve significantly over the next decade, and as such, the RMH is committed to responding to future sustainability requirements and emerging demands. Specifically, environmental sustainability will be a dimension of our decision-making, ensuring that we are undertaking the important work on a journey toward Net Zero.

The RMH faces significant challenges with an ageing infrastructure asset base that does not easily support contemporary health service delivery and requires replacement. The Victorian Government has committed to the renewal of the RMH via the implementation of our master plan and we look forward to working with all stakeholders to enact this plan.

Our strategic aspirations

The RMH will be financially and environmentally sustainable, with greater productivity and efficiency, diversified revenue and positive environmental outcomes. We will:

- **Operational excellence:** we will deliver improved productivity across both clinical and non-clinical areas, supported by systems that enable quick, informed and transparent decision-making, and learning from others about new, efficient approaches.
- **Proactive and sustainable investment:** we will have a planned investment pipeline that considers a proactive rather than reactive approach to the RMH's investment needs, with disciplined execution of projects aligned to strategy, supported by contemporary tools to inform our investment decisions.
- **Environmental sustainability leaders:** we will be strong corporate leaders in driving sustainable, inclusive and responsible practices in areas that impact our communities and the world more broadly, including paying particular attention to environmental and social justice issues.
- **Build the hospital of the future:** we will reimagine and modernise our built environment through a transformative capital redevelopment - anchored in evidence-based design and driven by innovation - positioning the Parkville precinct as a global leader in the future of health-care delivery and research.

Our strategic initiatives

While our targeted initiatives will need to be responsive to the evolving world, there are immediate areas of initial focus critical to the delivery of the strategic aspirations.

For instance:

- **Operational excellence:** we will embed benchmarking analysis into our processes to ensure our productivity continues to improve.
- **Shared services:** we will seek to create shared services across the Parkville LHSN to improve the financial sustainability of the system, and ensure better people experiences through utilising economies of scale and shared expertise.
- **Grow our third-party revenue:** we will diversify our revenue and grow non-government funding by building our philanthropy capability and scaling commercial opportunities.
- **Environmental leadership:** we will establish systems to assess our environmental footprint and report on this across our entire supply chain, including embedding a culture of 'choosing wisely' and working closer with our Parkville LHSN partners.
- **Our redevelopments:** alongside our Parkville precinct partners and government, we will commence delivery of our redevelopment.



Journey to 2035, together

The RMH is excited to embark on our 10-year strategy. We have already started to act, building on our strengths, learning from others and positioning ourselves to respond to the changing healthcare environment and future needs of patients, consumers, carers and community.

We recognise we will need to stay agile to the changes that will undoubtedly come over the next decade, while remaining committed to our destination and bold aspiration.

Working with our partners, we look forward to being recognised as a system-leader in creating tomorrow's healthcare, together.



The Royal
Melbourne
Hospital

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Advancing health for
everyone, every day.