We have great pleasure in presenting Transforming Health – The Melbourne Health Strategic Plan 2015-2020 under our new vision to be First in Care, Research and Learning.

Transforming Health is our plan for the future – one which we are proud to commit to achieving together.
Our vision to be *First in Care, Research and Learning* sets a bold agenda. It challenges us to work with our patients, consumers and partners to deliver world-class health and medical research services within a learning environment.

We acknowledge that health care is undergoing significant and rapid change. We know that this requires us to take new and innovative approaches to our delivery of care, research and learning. *Transforming Health* meets this challenge. Under this Plan we commit to leading and transforming the way we deliver care to our local and broader community.

We have a proud tradition of firsts since 1848 when the Royal Melbourne was established as Victoria’s first hospital. Through our three services, The Royal Melbourne Hospital, NorthWestern Mental Health and The Doherty Institute for Infection and Immunity, we continue to build on our legacy of excellence in caring for our community. We have been at the forefront of many Australian firsts and world-renowned innovations. Today we are recognised as a leading public health service.

This Plan builds on the successes of our past and opens a new chapter to deliver the high quality care that Victorians have come to expect.

It reflects on our achievements, considers our challenges and opportunities, and places an emphasis on working with our community and partners. This Plan highlights our strategic priorities for the next five years. It also aims to look beyond 2020 as we continue to build the foundation for a sustainable health service for many years to come.

This Plan was developed after listening to and involving our staff, patients, consumers, carers and partners in a conversation about what is important and expected of us. This feedback provided the foundation for determining our strategic priorities.

We wish to thank everyone who shared their thoughts and aspirations that helped us shape this Plan. We want to keep our community involved so that we are continually challenged to deliver on our vision and the priorities.

An organisation is more than bricks and mortar. It is the beating heart of all who share our values and who work together to achieve a common goal. Melbourne Health looks ahead with energy, commitment and a firm intent to be *First in Care, Research and Learning*.

We commend this Plan to you.

Robert Doyle  
*Board Chair*

Dr Gareth Goodier  
*Chief Executive*
We are a leading public health service in Victoria with a history of providing the best possible care for our patients and consumers.

We provide important state-wide acute and sub-acute health care and mental health services. In addition, we service our local community in the north and west areas of metropolitan Melbourne.

We are committed to applying evidence based research to drive improvements in clinical outcomes and health care experience. With a focus on teaching and education, we encourage lifelong learning to enable our people to realise their potential.

Our vision is to be “First in Care, Research and Learning” to improve outcomes for our community and Victorians.
Our vision is to be “First in Care, Research and Learning” to improve outcomes for our community and Victorians.

Our vision

Care
First in delivering safe and high quality care

Research
First in evidence-based research integrated into practice

Learning
First in developing our workforce and community

We aim to achieve our vision by focusing on six strategic priorities

Care and outcomes
Deliver outstanding care and outcomes

Patient and consumer experience
Partner with and empower our patients and consumers

Innovation and Transformation
Embrace innovative thinking in everything we do

Workforce and Culture
Enable our people to be the best they can be

Collaboration
Maximise the potential of our partnerships

Sustainability
Be a recognised, respected and sustainable health service

Our values and behaviours guide the way we work together to achieve our vision

Caring
We treat everyone with kindness and compassion

Excellence
We are committed to learning and innovation

Integrity
We are open, honest and fair

Respect
We treat everyone with respect and dignity at all times

Unity
We work together for the benefit of all
OUR STRATEGY
TO BE FIRST

This Strategic Plan is a plan for our people and represents our commitment to the Victorian community over the next five years and beyond.

We are committed to living our values everyday in everything we do. We encourage you to hold us to account for our values and behaviours.

Our staff, volunteers and consumers embraced the opportunity to help develop this Plan – giving their time over 12 months to help shape our future and determine our commitment to those we serve through our vision and values. We listened to our partners and the community to understand their needs and expectations of Melbourne Health.

To develop this Plan we focused on identifying and exploring the achievements and challenges outlined in this report, the responsibilities and requirements of our service within the context of the environment, and asked ourselves what we need to deliver to move toward achieving our vision.

We are excited by the momentum of the planning, and look forward to now collectively executing our commitments to achieve the best health outcomes for our community.
Serving a population base of over 1 million, our world-class reputation has its beginnings in The Royal Melbourne Hospital – Victoria’s first public hospital – established in 1848 to answer the need for public health services for a rapidly growing city.
First in delivering safe and high quality care

For more than 167 years, we have provided a comprehensive range of acute, sub-acute and community public health services to our local community within Melbourne’s west and north, as well as regional and rural Victorians and interstate patients and consumers.

Today we provide care through three key services:

• The Royal Melbourne Hospital
• NorthWestern Mental Health
• The Doherty Institute for Infection and Immunity
Professor Dennis Velakoulis, Director, Neuropsychiatry Unit, The Royal Melbourne Hospital and Clinical Director, Melbourne Neuropsychiatry Centre
The Royal Melbourne Hospital – our acute and sub-acute academic health service

As one of the largest hospitals in Victoria, The Royal Melbourne Hospital in Parkville provides a comprehensive range of health services across two campuses. Our City campus provides general and specialist medical and surgical acute services. Sub-acute services, including rehabilitation and aged care, outpatient and community programs are provided from our Royal Park campus.

The Royal Melbourne Hospital plays a key role within the broader Victorian health sector as a major Victorian referral service for specialist and complex care, being a designated state-wide provider for services including trauma. It also houses centres of excellence for tertiary services in several key specialties including neurosciences, nephrology, oncology, cardiology and genomics.

NorthWestern Mental Health – our mental health service

As the largest provider of mental health services in Victoria, NorthWestern Mental Health works in partnership with consumers and carers to provide a comprehensive suite of general and specialist services to youth, adult and aged people within the community, residential and health services.

Services are delivered through six programs spanning 30 sites across the northern and western suburbs of Melbourne, reaching communities based in Broadmeadows to the north, Preston to the east and Sunshine to the west. It also delivers a number of state-wide specialist services including the neuropsychiatry service and the eating disorder service.

The Doherty Institute for Infection and Immunity – our infection and immunity service

The Doherty Institute, our partnership with the University of Melbourne, aims to be a world-class institute that combines research into infectious diseases and immunity with teaching excellence, reference laboratory diagnostic services, epidemiology and clinical services.

A typical day at Melbourne Health

Based on 2014/15 data

- **8700** staff provide care to our patients, consumers and carers across 30 sites
- **273** people are admitted to our health service
- **164** people attend our Emergency Department
- **1767** outpatient appointments are held
- **50** volunteers support a range of our services at The Royal Melbourne Hospital
- **532** people are treated in our mental health bed based services
- **1288** mental health services are provided in the community
- **54** theatre procedures occur
We constantly seek out new therapies and innovative practices and methods, through a culture of learning and discovery. Over the next five years we will strengthen this culture as we aim to be a leading centre for the delivery of translational health research and education.

**The Royal Melbourne Hospital – a leader in the Melbourne Biomedical Precinct**

The Royal Melbourne is based in the heart of the leading Melbourne Biomedical Precinct. This Precinct has established itself as a major global research and teaching powerhouse. Twenty-five health service, research and academic partners share a formidable history of ground-breaking medical discoveries and developments. Partners within the Precinct include The University of Melbourne, Walter and Eliza Hall Institute, The Royal Melbourne Hospital, The Royal Women’s Hospital, The Royal Children’s Hospital, The Murdoch Children’s Research Institute, future home of the Peter MacCallum Cancer Centre, The Florey Institute of Neuroscience and Mental Health and CSIRO – all within a three kilometre radius. The strength of these partners, the relationships and existing collaborations, along with their proximity means that the Precinct has the ability to rival the top global biomedical Precincts.

**NorthWestern Mental Health – a leader in mental health service research**

In addition to research conducted within NorthWestern Mental Health, we also form the primary clinical base for a number of nationally leading institutes. These include the Mental Health Research Institute which focuses on improving the lives of those affected by psychotic illness and neurodegenerative diseases and Orygen, the National Centre of Excellence in Youth Mental Health, which works collaboratively with our youth services. Other key partners include The Florey Institute of Neuroscience and Mental Health and The Melbourne Brain Centre.

**The Doherty Institute for Infection and Immunity – a leader in infection and immunity**

The Doherty Institute is leading research into infectious diseases and immunity. Key partners include the University of Melbourne, in addition to other national and international bodies such as the World Health Organisation (WHO) with a number of designations for reference and research.
seek out new innovative practices through a culture of discovery.

Mark Prowse, VIDRL Medical Scientist based at the Doherty
Learning is more than just education at Melbourne Health, it is a commitment to deliver excellence in care and research for our patients and consumers.

Jen Hogan, Simulation Education Coordinator at The Royal Melbourne Hospital
Relationships with other academic institutions including, but not limited to the Australian Catholic University, Deakin University, LaTrobe University and Victoria University are imperative to build our future workforce through comprehensive undergraduate and postgraduate training for our nursing and allied health services.

We recognise the importance of continued academic excellence and learning and its integration into practice. To foster this, we have University of Melbourne Chairs in psychiatry, radiology, medicine, surgery, adult clinical genetics, nursing, translational neuroscience and epidemiology, biostatistics and health services research. We also hold Professorial positions at Australian Catholic University for mental health nursing, and at LaTrobe University for allied health.

We recognise our role in improving health literacy and awareness for our community, to empower patients and consumers to partner effectively in decision-making about their care and in the design and delivery of our services.

LEARNING
First in developing our workforce and community

We are a leading academic health service with a focus on ongoing learning and development for our people. Learning is more than just education at Melbourne Health, it is a commitment to deliver excellence in care and research for our patients and consumers. We provide development opportunities for staff at all levels both clinically and non-clinically. We are dedicated to supporting a learning culture that ignites discovery to make a difference every day.

As a leader in clinical teaching and training, we also look to shape the health care and research leaders of the future in collaboration with our teaching and training partners. We have strong relationships with leading academic institutions across clinical specialities for undergraduate students, staff, post-graduate students and external health professionals. Our enduring partnership with the University of Melbourne has been in place for more than 150 years. Through this relationship, our NorthWestern Mental Health service trains more psychiatrists than any other program in Australia.
Our Community

We serve both a local community and broader state-wide population for specialist services.
Locally, The Royal Melbourne Hospital serves a community of over 550,000 and NorthWestern Mental Health a population of over 1 million based in the western and northern suburbs of Melbourne. This community is diverse in terms of culture, language, age, ethnicity and socio-economic status. Future planning for the secondary health services we deliver will centre on the key characteristics of our community and meeting their health needs:

- **Growing and diverse age profile:** increases in both our older and also younger population groups within different areas of our catchment are anticipated over the next 20 years with 66 per cent growth expected in our community aged 75 years and over, and over 40 per cent growth in those aged 25-64 years.

- **Cultural diversity:** we have relatively large migrant communities residing in our catchment when compared with other Melbourne metropolitan catchments. On average, across our catchment, over a third of our community speak a language other than English at home.

- **Variation in socio-economic disadvantage:** some communities within our catchment face relatively significant disadvantage. Five of the thirteen Local Government Areas (LGAs) that make up the Melbourne Health catchment, are below the 50th percentile in terms of relative disadvantage.

- **High disease burden:** there is increased prevalence of disease burden within our catchment in relation to:
  - Chronic conditions (e.g. diabetes, hypertension, circulatory system diseases, osteoporosis)
  - Mental and behavioural health problems (e.g. mood effective disorders, psychological distress)
  - Mortality rates (e.g. circulatory system disease, ischaemic heart disease, chronic obstructive pulmonary disease, colorectal and lung disease)
  - Avoidable hospital admissions (e.g. diabetes, congestive cardiac failure).

To service our local community and meet the expected challenges, we are committed to working with our hospital and community service partners across the spectrum of health care and wellness.
Our previous Strategic Plan set a challenging program. Here is a summary of our most recent achievements.
OUR ACHIEVEMENTS IN CARE

We are driving better health care and wellness outcomes by:

• Focusing on safety as the foundation of care by launching the Safety First initiative.

• Receiving outstanding results in our review in 2013 against the new National Standards 1, 2 and 3 with several criteria achieving ‘met with merit’ status.

• Becoming a leader in benchmarking as the first Australian full member of the Dr Foster (Global Comparator) organisation.

• Establishing a Collaborative Framework agreement with community partners, recognised as leading in collaborative efforts across the spectrum of health care.

• Launching our Partnerships in Care strategy to demonstrate our pledge to partner with our patients, consumers, carers and families, and to develop a culture that places their experience at the heart of everything we do.

• Commencing the Victorian Tuberculosis Program in 2014 to provide public tuberculosis surveillance and health services for Victorians.

Dr Bruce Campbell, (left) Consultant Neurologist, Head of Hyperacute Stroke and Professor Peter Mitchell, Director of the Neurointervention Service and Head of the Endovascular Clot Retrieval State Wide Service at The Royal Melbourne Hospital
OUR ACHIEVEMENTS IN RESEARCH

We continued to excel as a leading centre in the delivery of translational health and research by:

• Opening The Peter Doherty Institute for Infection and Immunity in 2014 in collaboration with the University of Melbourne to lead research in the prevention of, treatment and elimination of infectious diseases.

• Opening The Melbourne Brain Centre at RMH in 2011 as a translational research centre in partnership with the University of Melbourne, Florey Neurosciences Institute and the Mental Health Research Institute.

• Launching The Melbourne Genomics Health Alliance with six other Parkville precinct organisations in 2014 with the intent to integrate genomic information into everyday health care and personalise medicine.

• Leading the Melbourne Healthcare Partners Advanced Health Research and Translation Centre. This Centre has been recognised as one of the world’s best for using medical research to improve patient care by the National Health and Medical Research Council.

• Establishing a Research Hall of Fame to acknowledge our lifetime achievers in research, and commencing The RMH Research Medal in 2014 to recognise and support our future research leaders.

• Establishing a Precinct approach to research ethics approval, to improve efficiency and timeliness of the application process.
Our Achievements in Learning

We have continued to foster a strong culture as an employer of choice by:

- Achieving excellence in learning in our future leaders, including, as a first for the Royal Melbourne, a 100 per cent pass rate for our Fellow of the Royal Australian College of Physicians (FRACP) exam candidates.
- Establishing professorial positions for nursing and allied health to strengthen academic and research excellence.
- Opening the Nursing and Allied Health learning centre with multi-purpose space to support undergraduate training.
- Delivering ‘The Chameleon Leadership Program’ with Mt Eliza Business School, providing many of our staff with individual growth opportunities within the context of performance at Melbourne Health.
- Establishing Melbourne Simulation, an education and training facility committed to improving patient safety outcomes through the delivery of innovative simulation-based courses.
- Strengthening our international academic and research partnerships with leading academic hospitals in China: Shanghai’s Huashan Hospital, Jingling Hospital in Nanjing, and Peking University First Hospital.
At Melbourne Health, we celebrate excellence demonstrated by our staff. We are proud of their passion and commitment.
We attract and retain the highest calibre of professionals in their fields and our staff garner both local and international recognition. We would like to recognise the staff over the past five years that have been awarded our senior awards at Melbourne Health for their excellence, contribution and commitment to our service.

**Chairman’s Lifetime Achievement Award**

The Chairman’s Award is Melbourne Health’s highest honour to an individual in recognition of their dedication, commitment and achievements in health. The award recognises outstanding careers achieved over at least 20 years of service in the health system and at least five years at Melbourne Health.

- Brenton Cadd, Facial Prosthetics
- Professor Peter Colman, Director Diabetes and Endocrinology
- A/Prof Jitu Vohra and A/Prof Harry Mond, Cardiology
- A/Prof Rodney Judson, Director Trauma Service
- Dr Mike Catton, Director VIDRL

**Chief Executive’s Award for Outstanding Achievement**

The Chief Executive’s Award is awarded for an outstanding individual or team achievement. The award recognises an outstanding success or action above and beyond the call of duty.

- Northern Area Mental Health Service – Aboriginal Health Clinical Engagement Project
- Victorian Infectious Diseases Service – The National Guidance Antimicrobial Stewardship Program
- Capital Projects Team
- Facial Prosthetics Team
- Broadmeadows Adult Psychiatric Inpatient Unit (BIPU)
- Peter Kelly, Operations Director, NorthWestern Mental Health
- Barbara Haynes OAM, Royal Melbourne Volunteer
- Michelle Thompson, Respiratory Outreach Nurse
- North West Area Mental Health Service – Committee Redesign Project
- Michael McCambridge, Director, Facilities Management
- Helping Young People Early (HYPE) Program
- HMO Redesign and Improvement Team
- North West Area Mental Health Service – Building Family Skills Together
- Outpatient Improvement Initiatives
- Business Improvement Team
- Thyroid Cancer Multidisciplinary Team
- Heartwise Team – Community Based Chronic Heart Failure Program
- Human Resources – Building Positive Relationships with our Future Workforce
- Cardiac Genetic Clinic
- Multidisciplinary Stroke Care Team
OUR CHALLENGES

We recognise that we face a number of key challenges that need to be addressed as we strive to achieve our vision. This Plan is our collective response to these challenges.

A growing population

Our population is growing, particularly in the northern and western regions of metropolitan Melbourne, with demand expected to increase. Two of the Local Government Areas (LGAs) within the NorthWestern Mental Health catchment – Melton and Wyndham, are the fastest growing Australian municipalities by population volume.

We need to build our capacity and focus on planning to meet growing service requirements. We will do so collaboratively, in coordination with our health service and community partners.

Professor George Braithberg, Director Emergency Medicine, The Royal Melbourne Hospital
A paper-based information system

Our current information and communication technology system, which is predominantly paper-based, hinders our ability to efficiently and effectively deliver safe, timely and coordinated care, research and learning.

We must look at opportunities to move our information system from paper to electronic. Working with the Department of Health and Human Services and other health services will be key to realising this critical service improvement.

Infrastructure

Our facilities and systems across the Royal Melbourne and NorthWestern Mental Health are ageing. Our supporting technology and structures inhibit modern practice in health care, research and learning.

We must focus on opportunities to redevelop key facilities across our service and plan for refurbishment and upgrades as a priority. Upgrades to system infrastructure will also enable us to provide leading care and support best practice.

Financial sustainability in the face of rising costs of care

Health care costs are increasing; the 2015 Intergenerational Report identified that health care costs will continue to rise with Commonwealth spending alone to increase from 4.2 per cent of GDP to 5.5 per cent of GDP.

We must continue to identify ways to improve productivity, and provide care efficiently while balancing patient and consumer needs. Improving the use of data to drive decision-making, and encouraging innovation are key to finding better ways of working. In addition, new or alternate funding and revenue streams will be explored where appropriate.

An ageing population with complex co-morbidities

Our local community is following a broader state and national trend in which a growing proportion are 65 years or older. As they live longer, when presenting, they are experiencing more complex conditions. Rises in chronic and lifestyle health conditions is a trend seen more broadly.

We need to think innovatively, work with our community partners, educate and empower our community to support improved preventative and primary health care.

Rising patient and consumer expectations

Our local and broader community expect optimal high quality and timely care when using our service. Improvements in health literacy have also increased the demand placed on our services.

We need to continue to work together with our patients, consumers, carers and partner organisations to provide services that meet their needs, and empower them to make informed decisions and manage their care.

(left to right) Associate Professor Ruth Vine, Executive Director, Peter Kelly, Operations Manager and Associate Professor Peter Burnett, Director Clinical Governance, at NorthWestern Mental Health

Joanne Stoeckel (left) and Nikhil Singh, Royal Melbourne Hospital Pharmacists
Over the next five years, we will transform health by focusing on six priorities.

We have aligned our first five priorities to deliver on the three pillars of our vision: Care, Research and Learning.

Sustainability is our sixth and final priority and its goals will support the delivery of the first five strategic priorities.

Objectives have been developed for each priority, providing us with a road map and clear direction for our efforts. The Melbourne Health Planning framework will support us to monitor and measure the performance of our staff, teams and organisation against our strategic priorities.

We have developed an Implementation Plan for the first three years of this Plan which outlines the key projects, activities and actions we must take in the next three years to achieve our sought outcomes.

Professor Kate Leslie, Anaesthetist and Head of Anaesthesia Research at The Royal Melbourne Hospital
Melbourne Health Strategic Plan 2015-2020

1. Care and Outcomes
   - Apply evidence based practice across our services to improve outcomes
   - Improve patient safety and clinical outcomes with the aid of an EMR

2. Patient and Consumer Experience
   - Deliver excellent care in partnership with our patients, consumers and carers

3. Innovation and Transformation
   - Be bold, challenge existing approaches to optimise safe, quality and timely care

4. Workforce and Culture
   - Foster engaged, empowered and high performing teams

5. Collaboration
   - Deliver high quality care through local, national and global partnerships

6. Sustainability

Enablers

Brand
First in Care, Research & Learning

**Research**
First in evidence-based research integrated into practice

- Lead globally in the integration and translation of research to practice
- Engage patients, consumers and carers meaningfully in innovation and research
- Achieve and capitalise on discovery and clinical breakthroughs
- Attract world class researchers to embed research excellence
- Strengthen strategic research and discovery partnerships that maximise mutual benefit

**Learning**
First in developing our workforce and community

- Embed benchmarking and outcome measurement
- Skill our people in person centred care and shared decision-making
- Be innovative in our approach to teaching and learning
- Build highly skilled leaders and flexible workforce models
- Drive strategic relationships to achieve excellence in workforce development
We commit to:

**Goal Objectives**

- **Apply evidence based practice across our services to improve outcomes**
  - Embed evidence based practice to drive the delivery of services
  - Improve timely access and patient flow across the services
  - Embed a Safety First culture

- **Improve patient safety and clinical outcomes with the aid of an EMR**
  - Deliver contemporary integrated information systems that improve clinical and corporate outcomes

- **Lead globally in the integration and translation of research to practice**
  - Enhance our leadership position in translational research and embed into best practice

- **Embed benchmarking and outcome measurement**
  - Ensure the use of data and information to improve decision-making

Our patients, consumers and carers should expect timely, safe and best practice care at all times.

We commit to focusing on what we do best – providing safe, timely, quality care based on the best available evidence. It is the responsibility of all of us to stay focused on what the community expects of us. We must strive as individuals and as teams to optimise the service we provide.

Over the next five years we will deliver outstanding care and clinical outcomes. We will build upon our ‘Safety First’ approach to embed a culture of safety in everything we do for and with our patients and consumers. We will improve outcomes through the use of data and benchmarking to monitor our performance.

In research, our priority is to position ourselves as the leading service in research that can directly translate to patient and consumer care.
PATIENT AND CONSUMER EXPERIENCE

We partner with and empower our patients and consumers.

Our patients, consumers and carers should expect optimal person and family centred care achieved through a commitment to partnering.

We commit to a culture that places the experience of our patients, consumers, their carers and families at the ‘heart of everything’ we do. We strive to recognise each person’s individual needs and choices in the provision of care across all of our services.

Our desire is to see partnering with patients and consumers as the norm.

Over the next five years we will meaningfully partner with, and empower our patients, consumers and carers. We aim to implement a shared model of decision-making based on what is important to patients, consumers and carers about their health and well being. We endeavour to empower both our community and our staff to fulfil this partnership role.

We commit to:

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| Deliver excellent care in partnership with our patients, consumers and carers | • Empower patients, consumers and carers to enable shared decision-making  
• Deliver services that meet the needs of the community we serve  
• Create a positive experience that supports person and family centred care |
| Engage patients, consumers and carers meaningfully in innovation and research | • Partner with our patients, consumers and carers to inform and deliver evidence-based care |
| Skill our people in person centred care and shared decision-making | • Equip our staff and volunteers to meaningfully partner with patients, consumers and carers  
• Strengthen the health literacy of our patients, consumers and carers |
INNOVATION AND TRANSFORMATION

We embrace innovative thinking to drive everything we do.

Our patients, consumers and carers should expect innovative and bold thinking that will enhance future care and its delivery.

We commit to fostering and embracing a culture that supports critical thinking and generates ideas that challenge the way we do things. To be a leading sustainable health service able to meet increasing patient and consumer expectations and rising costs, we cannot continue to work in the same way. We know that we will not achieve our vision by accepting the status quo.

Over the next five years we will continue to build upon a culture of firsts, where innovation is encouraged and rewarded. We will continually explore and consider new and innovative ways to transform our services and influence at a community, state, national and international level. We will collaborate not only with each other, but with our community, research and academic partners to challenge current practice and drive future discoveries. We will work to define our role and services, and work with our partners to support optimal care delivery.

We commit to:

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| Be bold, challenge existing approaches to optimise safe, quality and timely care | • Transform our services to deliver sustainable improvements in care  
• Drive innovation and continuous improvement in community service delivery |
| Achieve and capitalise on discovery and clinical breakthroughs | • Foster a culture of research and best practice  
• Proactively lead the commercialisation of ideas, discoveries and innovations |
| Be innovative in our approach to teaching and learning | • Achieve a consistent and coordinated approach to education and learning across the organisation  
• Implement and sustain contemporary learning models |
WORKFORCE AND CULTURE

We enable our people to be the best they can be.

Our patients, consumers and carers should expect optimal care to be provided by passionate, highly skilled and values driven staff.

Our people will enable us to achieve our vision. We commit to building an environment that supports our people to achieve their potential.

Over the next five years we will invest in our people to drive firsts in the delivery of care, research and learning.

This means building capability within a supportive team based culture. Our values will underpin everything we do.

Investing in our workforce and providing them with a flexible supportive environment and the necessary skills to be the best they can be, will make us an employer of choice. It will enable us to attract and retain the best and brightest people across clinical, research and non-clinical services within modern workforce models.

We commit to:

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| Foster engaged, empowered and high performing teams | • Embed our values in everything we do  
• Build an agile and accountable workforce that embraces change  
• Recognise and celebrate the outstanding achievements of our workforce |
| Attract world class researchers to embed research excellence | • Support our workforce to pursue innovation and research based activities |
| Build highly skilled leaders and flexible workforce models | • Recruit and retain a highly skilled workforce that is reflective of our community  
• Develop values based, innovative and effective health leaders  
• Embrace workforce models to meet the changing needs of our community |
COLLABORATION

We maximise the potential of our partnerships.

Our patients, consumers and carers should expect seamless care provided across their care journey.

We commit to building and strengthening relationships with our key partners in health, research, education and community services. Through collaborating with others, we can deliver the care and services that our patients and consumers expect. We are one part of the health care continuum; our success depends on collaborating effectively with others. Over the next five years we will work with other health services and community partners to deliver an integrated and seamless health care service for our community together.

We are committed to realising the potential of the Parkville precinct partnerships, including the Victorian Comprehensive Cancer Centre, the Doherty Institute and the Melbourne Brain Centre. Our focus extends to our research partners so that evidence-based research is integrated with clinical practice. We will also fulfil our role in improved integrated partnerships with academic institutions across all clinical disciplines, exploring opportunities to provide modern, innovative learning models.

We commit to:

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| Deliver high quality care through local, national and global partnerships | • Collaborate with our partners to deliver high quality care  
• Support the vision for the Victorian Comprehensive Cancer Centre  
• Explore partnering opportunities that deliver value and mutual benefit in care delivery |
| Strengthen strategic research and discovery partnerships that maximise mutual benefit | • Consolidate our position in the precinct through the promotion of the Melbourne Biomedical Precinct and our academic partners |
| Drive strategic relationships to achieve excellence in workforce development | • Foster innovative and collaborative models which support learning and knowledge exchange |
Our patients, consumers and carers should receive care from a proud, modern and sustainable service.

We are committed to act sustainably to continue to drive excellence and achieve our vision.

Over the next five years we will continue to build a financially accountable culture and a sustainable financial position to attract the investment needed to bring our facilities and systems up to modern standards.

Upgrades to eHealth, IT and informatics, as well as vital facility infrastructure across The Royal Melbourne Hospital and NorthWestern Mental Health are our priority.

To be first in care, research and learning, we will need to continue to build our brand.

We will build on our track record of leadership in environmental sustainability by fostering a culture of ‘Green’ thinking.

We commit to:

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<td>Brand: Build upon a renowned and recognised brand</td>
<td>• Further improve and strengthen our brand awareness</td>
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<td>Infrastructure and technology: Drive investment in infrastructure, information and informatics</td>
<td>• Build facilities that support world-class health care delivery</td>
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<td>• Drive efficiencies and effectiveness through eHealth</td>
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<td>• Invest in contemporary integrated information systems that improve clinical and corporate outcomes</td>
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<td>• Drive robust clinical and non-clinical decision-making through improved information</td>
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<td>Financial: Achieve financial sustainability</td>
<td>• Achieve a strong and viable financial position</td>
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<td>Environmental: Lead in environmental sustainability</td>
<td>• Minimise our environmental impact</td>
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<td>• Promote ‘Green’ thinking</td>
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This Strategic Plan is our commitment to the Victorian community over the next five years and beyond. Over the past 12 months, our staff and volunteers have helped to develop this Plan – giving their time to help shape our future and determine our commitment to those we serve. During this time we heard from members of our Board and Executive, our newest to longest standing physicians, surgeons, nurses and allied health professionals, our researchers, educators and innovators, to our generous volunteers, support and facilities staff, administrators and managers.

We would like to thank each of the 450 people who provided robust insights and honest feedback as part of the ‘Shaping our Future’ workshops. Their names can be found here.
