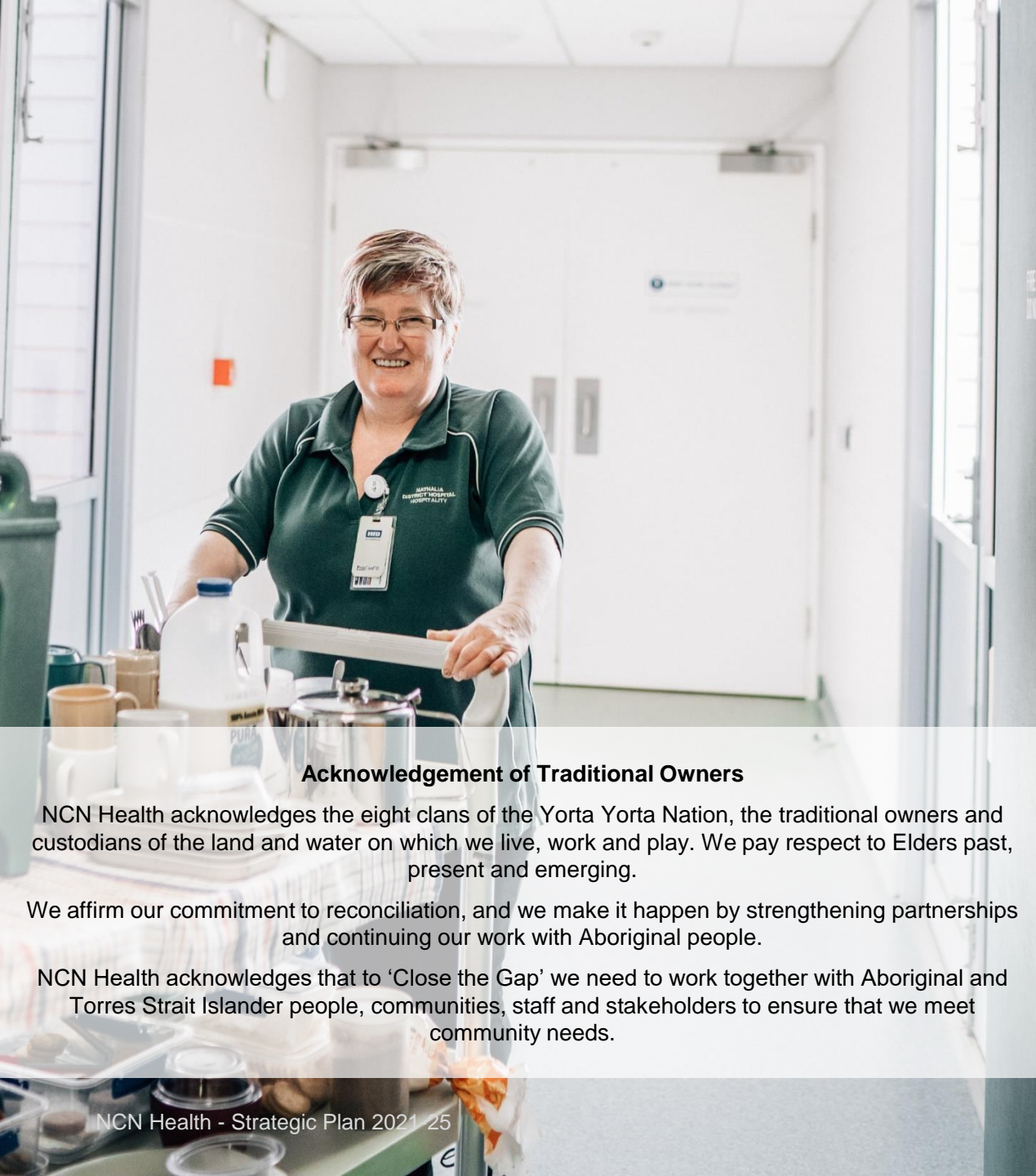




**NCN
Health**

Nathalia
Cobram
Numurkah

Strategic Plan 2021–25



Acknowledgement of Traditional Owners

NCN Health acknowledges the eight clans of the Yorta Yorta Nation, the traditional owners and custodians of the land and water on which we live, work and play. We pay respect to Elders past, present and emerging.

We affirm our commitment to reconciliation, and we make it happen by strengthening partnerships and continuing our work with Aboriginal people.

NCN Health acknowledges that to 'Close the Gap' we need to work together with Aboriginal and Torres Strait Islander people, communities, staff and stakeholders to ensure that we meet community needs.

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Commitment Statement Against Family Violence

Our vision is a future where our community is free from family violence.

Child Safe Place

We comply with standards, and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.

All Welcome Here

Everybody matters. NCN Health is committed to embracing diversity. We respect and welcome all people.

Message from the CEO

Our new strategic plan sets the direction for NCN Health for the next five years. NCN Health is a newly created health service following voluntary amalgamation of Nathalia District Hospital, Cobram District Health and Numurkah District Health Service. This plan is forward thinking and focused on individuals and our collective communities. It sets out how we will work with our partners and the government to provide safe and high-quality care for people living and working in the Moira Shire.

At this exciting stage of our new health service there is a strong focus on our people across the organisation who demonstrate our new values of Respect, Accountability and Partnership in every interaction and care with patients, residents, clients and our community. Our culture is shaped by our values and our professional and dedicated staff showcase that they are our greatest asset to reach our purpose and promise.

There are many complex challenges for building healthy rural communities. Transformational change is required to address these challenges, and to realise the opportunities created through the amalgamation. This plan provides a platform for innovation and describes how NCN Health will have a positive impact on the health and wellbeing of those who use our service.

As a large rural health care provider, we look to integrated care using technology and collaboration with people and partners to strengthen the connection and services we deliver into our diverse NCN Health community. The much needed modernisation of our infrastructure will also support the strategic pillars within this plan.

The contribution of the community, partners and staff in the creation of this plan has demonstrated strong engagement and interest in NCN Health. We thank everyone for your time and commitment to help shape our exciting future. This plan is ambitious and I am proud to lead NCN Health and privileged to work with our committed and loyal staff to deliver on the outcomes of this plan and improve the health and wellbeing of individuals and our communities.



Jacquie Phillips
Chief Executive Officer

Message from the Chair

NCN Health offers an exciting future in healthcare and wellbeing support to our rural communities in Moira Shire. The plan sets the direction of our new health service for the next five years and shows the strong engagement of external partners, individuals, community and staff in its creation. We are very grateful for the contribution in shaping our future and ensuring we have a positive impact on the health and wellbeing of our people and communities.

Rural health care is complex and challenging. The communities we care for are diverse and have different needs. Community needs are also changing over time, and we must position ourselves to respond to these changes.

Our Board is ready to embrace the direction this plan sets out to meet those challenges and the positive future of NCN Health. Transformation is exciting and we look to the opportunities that are within this plan to create positive change and continue to lead NCN Health as a high performing health service.

This purpose and promise for NCN Health provide a foundation to continue the principle of working as one with our staff who are backbone of our health service. Our new values of Respect, Accountability and Partnership support our shared outcomes.

Our commitment to consumers and the community is strongly reflected in this plan and the high-quality care we provide. We look to promote healthy living and expand the range of health care and wellbeing services to meet the health needs of our local communities.

This exciting new era of NCN Health as a large rural health care provider is supported by this comprehensive five year plan and provider of excellent and high quality health care that is centred around people and consumers. Our Board is proud of our people and we look forward to working with all our staff at NCN Health to implement the strategies within the 2020-2025 strategic plan.



Dale Brooks
Chair of the NCN Health Board

Our health service

We are a local, community focused rural health service

NCN Health is an amalgamated health service caring for diverse rural communities across the West Moira region.

We are a rural health service that cares for approximately 18,000 people in our community, which includes Nathalia, Cobram, Numurkah and surrounding communities within the Moira Shire.

Our community is made up of many smaller communities and visitors with diverse needs based on location, background, age and other demographic factors. We care for all demographics of our community, including the most vulnerable and isolated.

Our health service was created on 1 July 2019, combining the services of three former health organisations (Nathalia District Hospital, Cobram District Health and Numurkah District Health Service) under a combined management and governance structure.

NCN Health turned one on 1 July 2020, celebrating 12 months of achievement. In the first year, strong governance and leadership have been established; planning has been undertaken; and high-quality health services have been delivered at our campuses and into the community.

We are local and community focused.

The health of our local communities is our primary focus. Our campuses provide our communities with local access to a range of safe, reliable and high-quality services that reflect their needs.

Our skilled and dedicated workforce is passionate about the communities they work and live in. They make an important contribution to our towns and the rich flavour of our collective culture.

We collaborate and engage wholeheartedly to ensure our service understands and responds to the shifting needs and expectations of our people and communities.

“We connect with our communities and this shows by the support they provide back to the health service”
- staff member

Our logo

New branding for NCN Health was developed in January 2020, bringing together three health services under one strong identity.

In our new logo, the three entities of Nathalia, Cobram and Numurkah are represented by individual arrow heads (a strong shape on its own) and join together into a unified configuration.

The coming together of the arrow heads also forms a directional arrow in the negative space – which represents a positive message of ‘moving forward together’.



Our health service

We are more than a healthcare provider

We support positive health outcomes for everyone in our communities, through all life stages.

We play a key leadership role in building the health of our communities, and the care we provide spans all life stages from pre birth to aged care.

We want our communities to see us as integral to supporting the health and wellbeing of the whole community, not only as a place to connect with when they require support due to illness or aging.

In addition to providing essential healthcare, we advocate for the health needs of the community and lead health promotion and prevention. By providing proactive health education and preventative health programs that cater to local needs, we help the community take timely actions to remain healthy and well.

We offer consumer-led and individualised services through value-based partnership.

We believe in emphasising the humanity of health in the way we deliver our services. We strive to deliver care in a way that works for our communities; reducing their need to travel for care, keeping people at home longer and providing a personal level of care that makes people feel comfortable when they are with us.

Promoting personal choice in the care we provide is paramount. Our communities can feel confident that their choices will be respected by us. We build and maintain strong connections to our community that result in warm and friendly relationships.

We work with others to achieve our vision for healthy communities. Our peers and partners include healthcare and community service providers, commonwealth, state and local government, educational institutions, industry providers and suppliers. We seek to coordinate with all our partners in the region to generate stronger community health outcomes through education, prevention and advocacy.

Our communities

Our people

Our peers and partners

We are better together.



**“We want to future proof the community and healthcare; we are here for the long haul”
- staff member**

Service snapshot

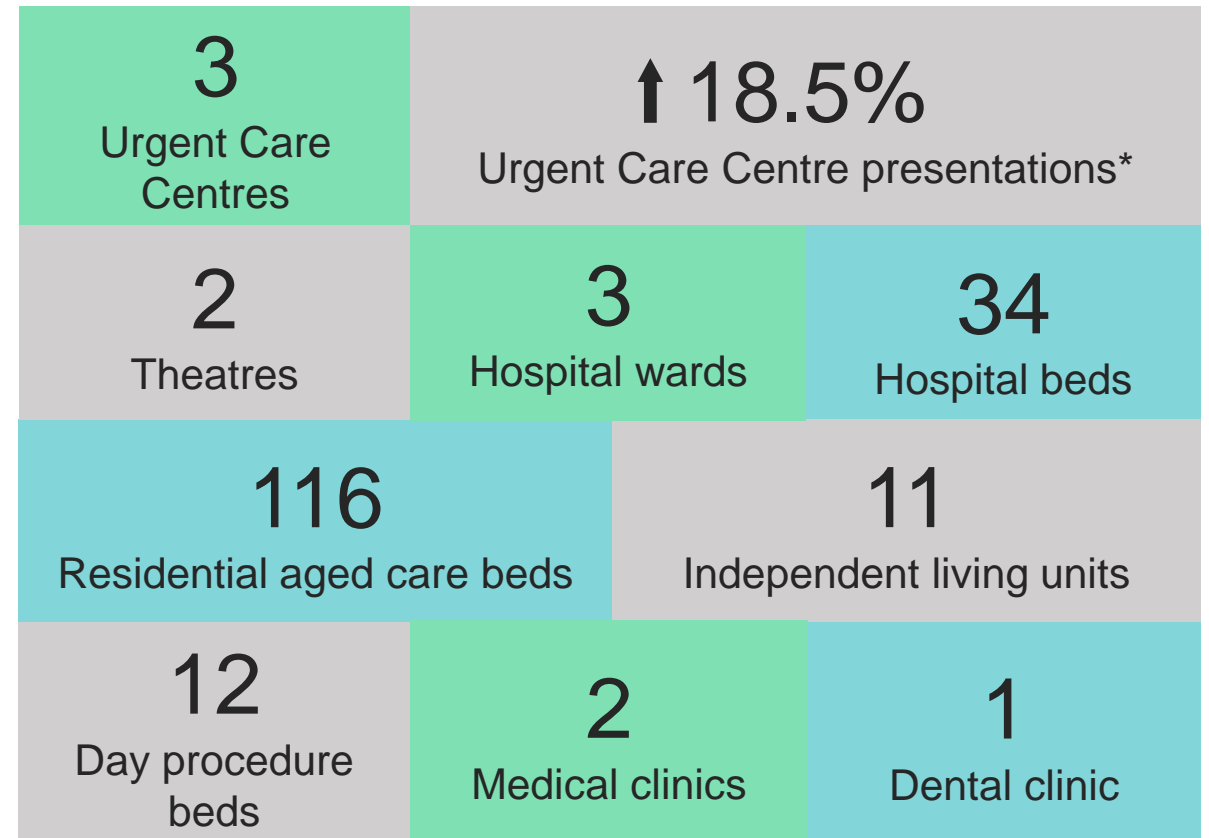
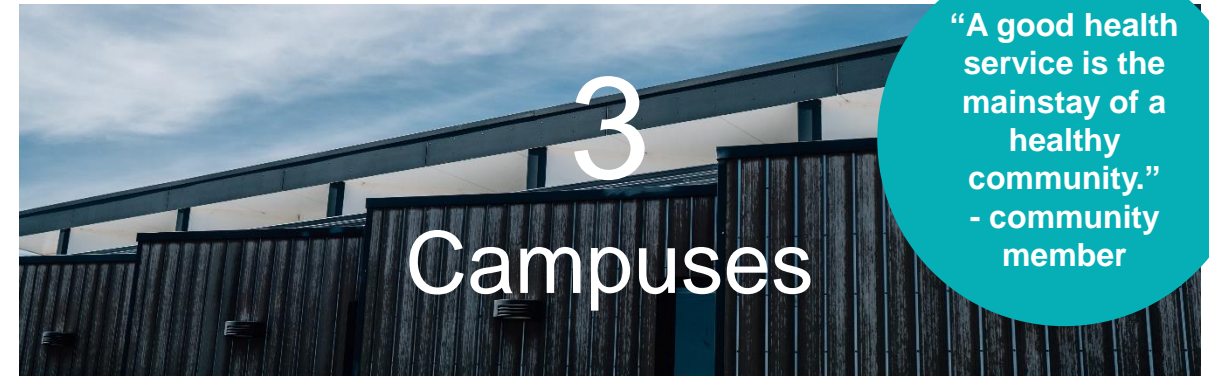
We care for our communities in many ways

We provide a range of safe, high-quality services to meet the needs of our communities across all life stages. Our model of care is driven by our community focus and our promotion of a person's choice in the care they receive. The way we deliver care evolves to take advantage of new and innovative opportunities to improve the safety, quality and accessibility of our services.

We deliver a diverse range of services across our three campuses, including:

- Urgent and hospital care
- Theatre
- Radiology
- Pathology Collection
- Transitional care
- X-ray and Ultrasound
- Dental and medical clinics
- Diabetes Education
- Nutrition and Dietetics
- Exercise groups
- Planned Activity Groups
- Healthy Habits Group
- Health Promotion
- Community Midwife
- Obstetrics and Gynaecology
- Community Rehabilitation
- District Nursing Service
- Physiotherapy
- Occupational Therapy
- Speech Therapy
- Podiatry
- Footcare
- Chronic Disease Support and Management
- Geriatrics
- Palliative Care (Moira Palliative Care Service)
- Psychology, Psychiatry and Counselling
- Visiting Services (hearing, alcohol and other drugs, family violence, homelessness support, Centre Against Sexual Assault)
- Home Care Packages
- Residential aged care
- Social work
- NDIS

In addition to the services above, we work with our peers and partners to connect our communities to other types of care they may need through our referral pathways.



* Comparing the period from 1 November 2018 and 31 October 2019 to the period from 1 November 2019 to 31 October 2020

Service snapshot

We are focused on improving community health and wellbeing

We delivered close to 6,500 hours of Primary Health as well as Home and Community Care program services to the community in 2019/20.

6,496
Service Hours of Primary Health & Home and Community Care



Source: NCN Health Annual Report 2019/2020



“We are very fortunate to have such a good facility in town.”
- community member

Our people

We are caring, capable and compassionate



Our workforce

Our workforce is caring, capable, compassionate and united in their pride for supporting our communities. We employ approximately 585 people across our three campuses.

Our people work together to deliver safe, quality care. We engage with our people and empower them to continuously improve our service.

Board and CEO

The NCN Health Board is accountable to the Minister for Health for the health service’s performance. The role of the Board is to steer the entity on behalf of the Minister in accordance with government policy.

The Chief Executive Officer (CEO) is the bridge between the Board and management and staff. The CEO is responsible for the day-to-day management of the health service in accordance with the law, decisions of the Board and government policies.

Our leaders

NCN Health has a strong leadership team who together promote a shared vision and direction for the health service that connects with staff and the community.


Our structure



Our communities

We provide care for 18,000 diverse people across the West Moira region

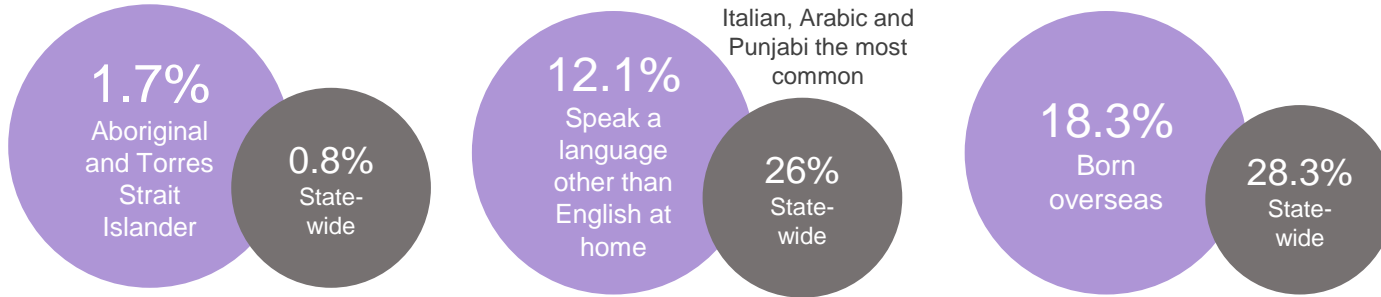
We care for diverse and rural communities across the West Moira region, which includes the major towns of Nathalia, Cobram and Numurkah as well as surrounding communities, a catchment of approximately 18,000 people located within the Moira Shire, accounting for 60% of the Shire's population.

 Our campus locations



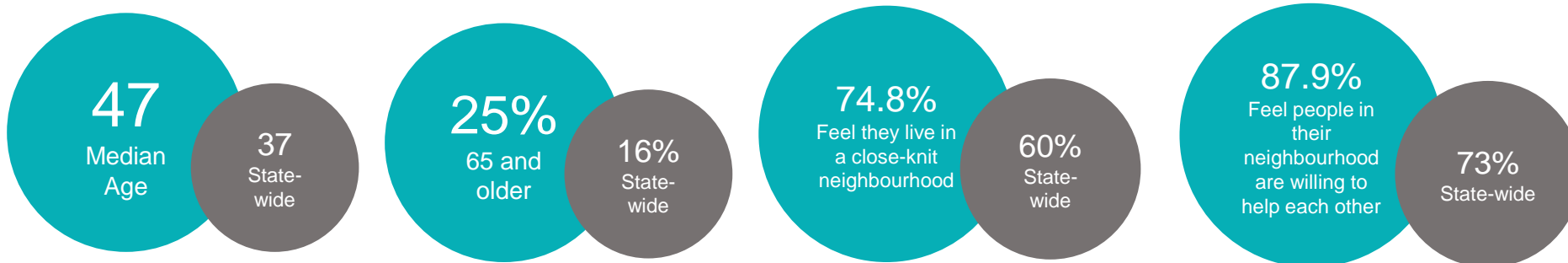
Our community profile

Cultural and linguistic diversity

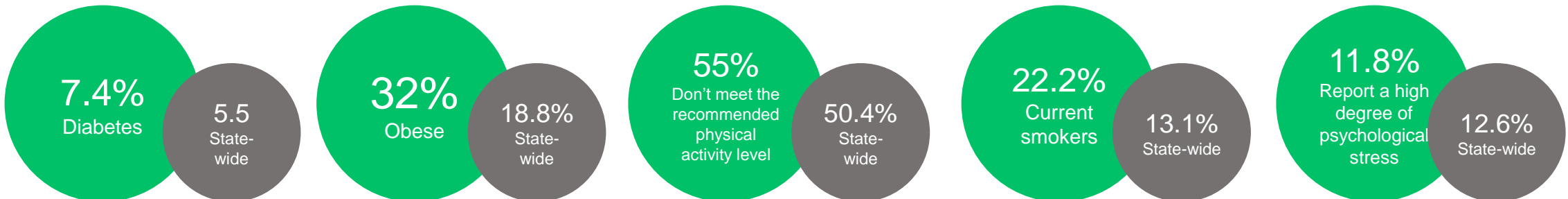


We care for
18,000
people across
the West
Moira region

Age and community



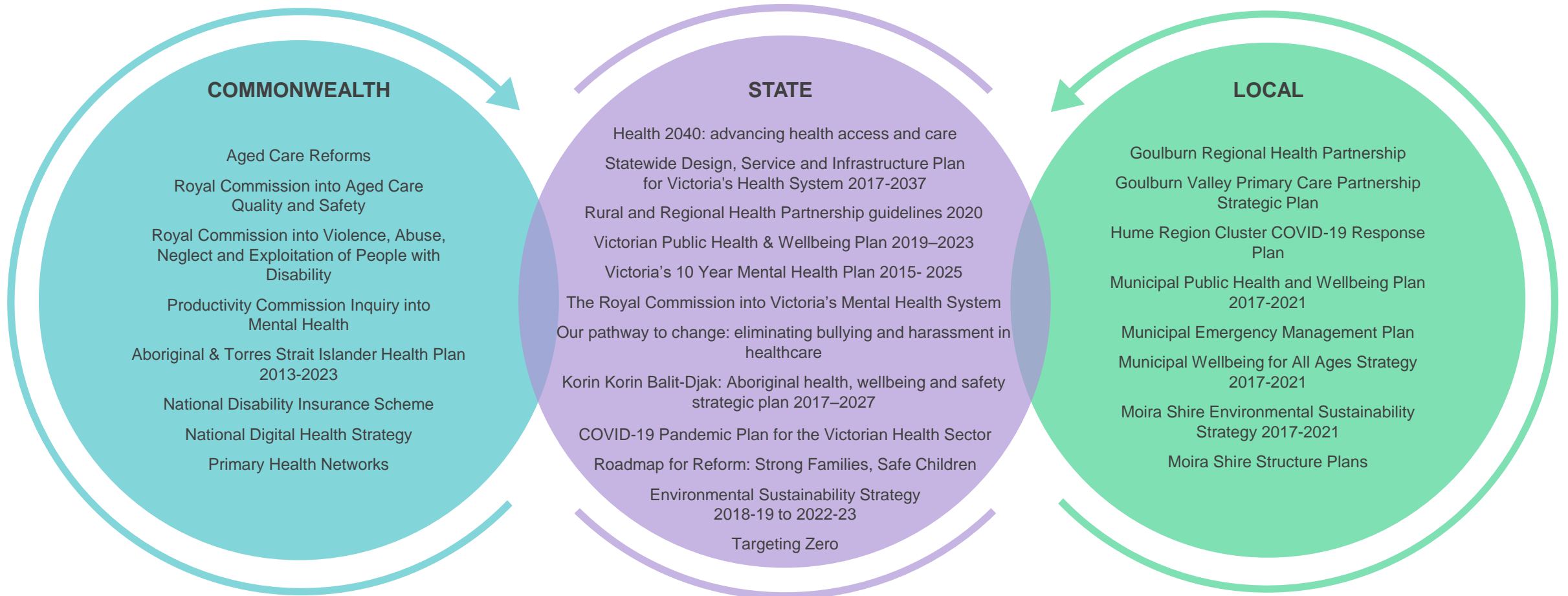
Health and wellbeing



Our policy landscape

We align with and contribute to the achievement of Government priorities at all levels

Ongoing policy developments and major health reforms at all levels of government continue to shape and influence how we design and deliver healthcare for our community. Below is a snapshot of key policies, plans, inquiries and reforms that impact our operations from the Commonwealth down to local government level.



Our drivers for change

Our communities, our health service and our sector are experiencing significant change, and we must adapt

Shifting health needs in our diverse communities

We care for a diverse community with changing demographics and increasingly complex health needs. The median age of Moira's population is 47 years, above the State median of 37 years. People aged 65 years and over make up 25% of the population and this is projected to increase to 36% by 2031.* Meanwhile, leading risk factors for chronic disease such as smoking, obesity and insufficient physical activity occur at rates significantly higher than state averages, while mental health issues are on the rise as a result of recent major external events impacting the region such as drought, bushfire and pandemic.

It is important for us to respond to the overall shifts in community health needs while reflecting their local needs and culture. There is an opportunity to increase our focus on health promotion and prevention to proactively combat chronic disease and mental health issues. Emerging technology and models of care (e.g. virtual care) will continue to offer new opportunities for us to build healthy and resilient communities into the future.

Evolving our health service

As an amalgamated health service, we are united by a shared culture and purpose to improve health outcomes for everyone in our diverse communities with safe and high-quality care. In the first year since NCN Health came into being, strong governance, leadership and key roles have been established, and quality health services have been delivered across the three campuses.

Building on a solid foundation, we will continue to develop our workforce and facilities for the future to meet growing demand and consumer expectations while strengthening our reputation as an employer of choice. As a unified health service, we are in a stronger position to navigate the changing landscape of policies and reforms and secure more funding to ensure a bright and financially sustainable future. We must position ourselves to maximise these opportunities for the benefit of our communities. There is strong importance on local, urgent, hospital and residential aged care that enables integration and coordination of safe and appropriate community-based care with patients and their carers.

Strong ties with our local communities

As a major employer and active player in the local economy, we have a strong connection to and impact on the local community. Our large and diverse workforce is an integral part of both NCN Health and the diverse communities we work and live in. They continuously support and engage with the wider community through all life stages.

Our communities care deeply about their local health service. Our strong presence and reliable services give community members peace of mind and a sense of security that help is available when needed. We strive to deliver local, personalised and accessible care as close to home as possible.

There is an opportunity to improve visibility and awareness of what services we provide and how to access them both in campus and remotely. We will build on our strong local ties and continue to deepen community engagement to increase service reach, improve ease of access, identify unmet needs and deliver consumer-led care to our diverse communities, including the most vulnerable and isolated.

A more connected health system

Our communities are better off when we work together. The importance of collaboration and partnerships cannot be underestimated in improving health outcomes especially for people in rural areas. In addition to providing care, we are also an important conduit for many other services in the region through our partnerships with nearby organisations and referral pathways to other healthcare providers (e.g. Goulburn Regional Health Partnership and Goulburn Valley Primary Care Partnership).

There is growing appetite to build on these relationships to provide a strong and stable platform for greater collaboration moving forward. The Hume Region Cluster established during COVID-19 serves as a great example of working together for a more cohesive and rapid pandemic response. Building value-based health partnerships based on mutual trust and respect is crucial to our long-term success.

As a unified health service, we also have a stronger voice for health advocacy and education. We will work with our peers and partners to drive coordinated efforts across our service system to promote the health and wellbeing of the whole community.

Building healthy communities

Some examples of how we respond to community needs

Moira Mental Health Services – Partnering to improve the mental health of our communities

NCN Health in partnership with Yarrawonga Health (and funded by Murray Primary Health Network) has provided access to a range of psychological services across Moira. The service has successfully received ongoing funding since the innovative partnership was formed in 2018, enhancing access to mental health services.

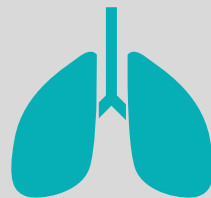
The intake pathway ensures each client receives individual contact with the service to determine their needs and immediate referrals if required (within 48 hours).

Telehealth services, a Mindfulness Group, outreach to local supporting organisations and a Men's mental health night have been provided through the service.



The Respiratory Project – Working together to tackle chronic lung disease

A grant funded partnership project led by NCN Health in partnership with Yarrawonga that aims to improve lung health and reduce avoidable admissions and death due to lung disease. It focuses on providing Pulmonary Rehabilitation.



More For Moira – Building healthy communities through education and prevention

More4Moira is a program led by NCN Health that promotes healthy eating and active living in children. The project began through a partnership with Deakin University. NCN Health supports the community as the backbone agency for the project and has now achieved over 120 initiatives across the community supporting the key messages: encourage activity, offer vegetables, provide tap water and support breastfeeding.

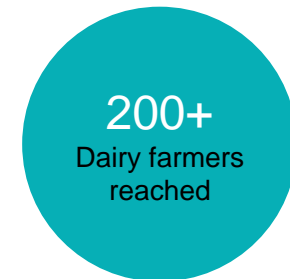
Dairy Project – Local support targeted to local needs

A Dairy Industry Support Worker role based at NCN Health was created to support dairy farmers in the region with ongoing stress/ health issues as a result of changes to the industry. The role worked with Dairy farmers, businesses and communities across Moira Shire. The project has reached 200 dairy farmers directly through community events held. A service finder publication was created with local support services targeted to the dairy community.

The work focused on community engagement, enhancing social connections (reducing isolation), and providing support with accessing counselling/mental health services.

The innovative project has resulted in the creation of strong networks and industry/community partnerships working together to help local families address challenges in the rural Dairy community.

The project has involved schools, Rotary, government, health services, businesses and agencies working together to ensure people access and receive the help they need and form sustainable networks and social connections.



“We show respect to all, we make ourselves and others accountable for behaviours and actions and we look to partner with others where we can, to improve the services we provide.”



Our purpose, promise and values

We are committed to shared goals and values

Our purpose, promise and values summarise why we are here and how we will work to fulfill our goals. They underpin the development and delivery of our strategic plan.

Our purpose

Building healthy communities together

Our promise

We work together to provide safe, high-quality care that improves the health and wellbeing of the diverse communities we live in

Our Values

The development of NCN Health values was undertaken during the year with extensive staff input. Our values shape who we are and are imperative to the future success of our health service.

The values apply equally to all visitors and employees at NCN Health:

- **RESPECT:** Value the rights, beliefs and choices of every individual
- **ACCOUNTABILITY:** Take responsibility for our decisions and actions
- **PARTNERSHIP:** Work together to create value in health

Our strategic framework

Our strategic framework lays the groundwork for how we will respond to the challenges and opportunities we have identified

Our purpose

Building healthy communities together

Our promise

We work together to provide safe, high-quality care that improves the health and wellbeing of the diverse communities we live in

Our values

RESPECT

ACCOUNTABILITY

PARTNERSHIP

Our strategic outcomes

1

Working as one

We work as one team with a shared purpose to build healthy communities together.

Our priorities:

- Cultivate a shared culture of safety and high-quality care
- Boost two-way communication and engage our people in key decisions
- Grow and develop our workforce for the future
- Streamline our processes and systems and strengthen our financial and environmental sustainability

Our success measures:

- People Matter Survey
- Victorian Healthcare Experience Survey
- Quality and safety measures
- Financial results and funding outcomes
- Environmental sustainability measures
- Workforce diversity and capacity

2

Strengthened by partnership

We are a trusted partner in healthcare to our consumers, peers and other organisations.

Our priorities:

- Position NCN Health as a trusted partner for our peer healthcare providers and suppliers
- Nurture value-based health partnerships based on mutual trust and respect
- Elevate our voice as an advocate for the health needs of our communities
- Codesign and collaborate to deliver seamless healthcare and wellbeing pathways for our communities

Our success measures:

- Partnership participation and strength
- Service referrals and patient attendance
- Number of joint initiatives
- Representation on regional health partnership groups and opportunities
- Local self-sufficiency through access to outreach and visiting services

3

Close to home

We provide local, personalised and accessible care close to home.

Our priorities:

- Deepen our engagement with our diverse communities
- Strengthen evidence-based decision-making about our service design
- Optimise our service model to promote accessibility, equality and responsiveness
- Amplify awareness of our services and our reputation as a preferred healthcare provider
- Modernise our ageing facilities to cater for changing health needs

Our success measures:

- Service provision and usage data
- Waiting lists and wait times for services
- Consumer feedback and experience
- Individual health outcomes
- New or expanded services
- Fit-for-purpose facilities

4

Into our communities

We reach into communities to provide care for all people through all life stages.

Our priorities:

- Drive health promotion, education and disease prevention across our communities
- Modernise our service delivery models to provide flexible and holistic care options
- Promote a person's choice in care
- Strengthen continuity of care in our services

Our success measures:

- Virtual care access and usage
- Programs offered and attended
- Community participation & engagement
- Community health measures
- Community reports and KPIs
- New and innovative models of care

Outcome 1

Working as one

We work as one team with a shared purpose to improve health outcomes for everyone in our diverse communities. Our skilled and dedicated workforce are passionate about the communities we work and live in. We trust and empower our people to deliver the safe and high-quality care our communities need now and into the future.

Our investment in our people attracts high caliber professionals to our service. We have a bright and financially sustainable future.

Our priorities:

1. Strengthen our shared culture of safety and high-quality care
2. Boost two-way communication and engage our people in key decisions
3. Grow and develop our workforce for the future
4. Streamline our processes and systems and consolidate our financial sustainability

We will know we are successful when:

1. Our staff tell and show us they are engaged (e.g. People Matter Survey, turnover)
2. Our communities report having positive experiences with us (e.g. Victorian Healthcare Experience Survey)
3. Our quality and safety measures and clinical indicators improve
4. Financial results are strong, and our funding submissions are successful
5. Environmental sustainability measures improve
6. We embrace workforce diversity and have the right resourcing and capacity to deliver our outcomes

Our strategic actions:

1. Maintain and develop our workforce safety practices to promote the health and wellbeing of our people
2. Build a consistent presence across all our campuses including the same branding, signage and uniform
3. Develop a set of shared internal communication and knowledge sharing practices that encourage collaboration, transparency and feedback (e.g. staff rounding, joint meetings)
4. Increase opportunities and support for staff and student collaboration, education and development (e.g. rotation across campuses, training, alignment of functions)
5. Celebrate our collective successes by embedding a reward and recognition mechanism
6. Develop a workforce plan to identify capability gaps and upskill or recruit staff accordingly to develop an agile workforce (e.g. skills matrix, talent management and succession planning)
7. Consolidate our internal systems, policies and procedures to improve operational and financial efficiencies
8. Review the financial viability of our services and identify opportunities to strengthen our performance
9. Conduct an environmental sustainability review (e.g. Greener Hospitals review)

Outcome 2

Strengthened by partnership

Working together is central to improving the health and wellbeing of our communities. We have deep respect for the contributions of our partners and cooperate with them to drive coordinated efforts across our service system.

We are visible. We are a trusted partner to our consumers, peers and other organisations we work with. We will continue to maintain and build on our strong connections to enhance the accessibility of services to people within our communities and beyond.

Our priorities:

1. Cement NCN Health as a trusted partner for our peers, collaborators and co-producers
2. Grow value-based health partnerships based on mutual trust and respect
3. Elevate our voice as an advocate for the health needs of our communities
4. Codesign and collaborate to deliver seamless healthcare and wellbeing pathways for our communities

We will know we are successful when:

1. We work more closely with our partners and deliver more joint initiatives
2. We have strengthened and coordinated service referrals and patient intake both within and out of NCN Health
3. We can influence outcomes from key regional and state health partnership groups
4. The self-sufficiency level for our catchment area has improved with enhanced local access to visiting and outreach services

Our strategic actions:

1. Explore and expand our partnerships with other health service providers and community service organisations to increase the reach and accessibility of healthcare in our region
2. Simplify and streamline healthcare and referral pathways into and out of NCN Health with readily accessible information
3. Promote health and wellbeing targeted to our diverse communities in partnership with community groups and local education providers
4. Conduct a population-based health needs analysis in collaboration with Moira Shire to better respond to gaps and adapt to evolving community health needs
5. Explore and codesign a regional workforce strategy

Outcome 3

Close to home

People living in rural communities need access to essential and quality healthcare close to home. We actively engage with our communities to understand their needs. We place them at the centre of our service design and delivery, ensuring equitable, accessible healthcare for everyone.

We communicate to raise awareness of our services, and we will invest in the development of modern facilities that better meet local needs and enable the delivery of new models of care.

Our priorities:

1. Deepen our engagement with our diverse communities
2. Strengthen evidence-based decision-making about our service design
3. Evolve our service model to promote accessibility, equality and responsiveness
4. Amplify awareness of our services and our reputation as a preferred healthcare provider
5. Modernise our ageing facilities to cater for changing health needs

We will know we are successful when:

1. Service provision and usage data shows more people are accessing our services
2. Our residential aged care occupancy is high
3. Waiting lists and wait times for services are reduced
4. Consumer feedback is regular and results in service improvement and innovation activities
5. Consumers report they have access to the services they need, either directly or by referral
6. Health outcome measures are improving
7. We have fit-for-purpose facilities that keep pace with community needs and expectations

Our strategic actions:

1. Design a multi-channel marketing strategy to promote our services within our communities
2. Craft a strategy for deep community engagement that identifies unmet needs and service gaps
3. Develop a centralised system and a single point of contact to improve ease of access for a more seamless consumer experience (e.g. one waiting list for aged care)
4. Consolidate our databases to identify local needs and drive evidence-based decision making about our services
5. Explore options for campus specialisation to better meet local needs through the breadth and depth of our services
6. Improve our evaluation practices and use them to drive service quality and continuous improvement
7. Develop a clinical service plan for NCN Health that responds to the evolving needs of our community
8. Conduct master planning across NCN Health sites to ensure our facilities are tailor made for our services (e.g. capital investment for infrastructure upgrade at the Cobram campus, redevelopment of Numurkah Pioneers Memorial Lodge)
9. Continue to support local economic development and community resilience (e.g. through professional employment and shared services opportunities)

Outcome 4

Into our communities

Our commitment to healthcare extends beyond our facilities. We provide care for all people, including the most vulnerable and isolated. We reach into our communities through all life stages, and in ways that respect a person's choice in care.

We aspire to be a leader in health promotion and prevention. We will proactively tackle chronic disease and mental health issues to nurture healthy and resilient communities.

Our priorities:

1. Drive health promotion, education and disease prevention across our communities
2. Modernise our service delivery models to provide flexible and holistic care options
3. Promote a person's choice in care
4. Strengthen continuity of care in our services

We will know we are successful when:

1. There is evidence that people are accessing our services in new ways (e.g. increase in virtual care access and usage)
2. We offer more health promotion, education and disease prevention programs
3. Community participation & engagement with our program increases
4. Community health measures improve
5. Patient experience with transition care improves

Our strategic actions:

1. Improve the health literacy of our communities and be a trusted source of health information
2. Empower individuals to take charge of their own health through the implementation of more consumer-driven models of care
3. Design targeted programs and campaigns to proactively address chronic disease and mental health issues in the community
4. Continue to build our presence and relationships with diverse and isolated community groups
5. Support shared care planning and better ageing in place for our community through health coaching, Transition Care Programs and Home Care Packages
6. Explore and enable innovative models of care and outreach services (e.g. expand the use of virtual care)
7. Enhance care coordination between hospital care and community health and wellbeing to provide integrated care
8. Develop a change management framework to guide the implementation of new and emerging models of care

Implementation plan

We are clear about the path ahead, and excited for our future

We're excited to implement our strategic plan. Our ability to do so successfully depends on having an organised and considered approach to delivery. To that end, we've designed the implementation of our plan to align with short term, medium term and long term goals for implementation.

This approach recognises that some of our strategic actions can be implemented immediately, while others might require a bit more planning and preparation. Our implementation plan (overleaf) highlights when each of our strategic actions will receive a dedicated focus over the next five years.

It's important to note that many of our actions (e.g. our safety practices, engaging with our communities and partners) are always a priority for us. These areas are an important part of our business as usual activities, and our effort in these areas extends year round, beyond the dedicated focus noted in this strategic plan.

We will regularly review and monitor our progress against our implementation plan. Where required, we will adapt our plan to ongoing changes in community needs and our external environment.

Short term focus (1-2 years)

Position our people and places for the work to come

The first two years of our implementation plan will focus on driving developments in the way we work, how we enable people to access our services and our facilities.

With regard to the way we work, this includes making sure we have a consistent identity and image across our campuses. It also means improving how we communicate, learn from and recognise each other. We'll also be working hard to plan for our future workforce by revisiting our workforce strategies.

From a process and places perspective, we will consolidate our internal systems and policies across our campuses and invest in the infrastructure needed to deliver quality care.

We will also ensure that our communities find it easy to access our services by streamlining referrals pathways and intake models and providing accessible health advice.

This work will put us in a better position to deliver the actions under medium and long term focuses of our plan. It will strengthen our workforce capability to deliver the next set of actions, and ensure community access to our services is working well.

Medium term focus (2-3 Years)

Develop our presence and information base

Our focus in years 2 and 3 (overlapping with our short term focus) will be deepening our engagement with our communities and partners and making sure we have the information we need to improve the care we provide.

This includes developing a plan to maintain and grow our deep engagement with communities and partners, as well as strengthening the way we connect with those who are more diverse or difficult to reach.

We will genuinely listen to explore how we can provide the best care to meet local needs, to educate and promote health in our communities and we will work with our partners to plan for a strong regional health workforce.

Internally we will develop our ability to store and use data to inform the decisions we make about our services.

Recognising that good data ensures our communities are always at the centre of our choices. We will also review the financial sustainability of our services and identify the growth we need to support.

We will begin to rethink the way we care for our communities. Including developing and beginning to implement service and master plans to drive improvements.

Long term focus (4-5 Years)

Rethink how we care for our communities

Prepared with a solid foundation and contemporary information about the needs of our communities, our focus in the final 2 years of our plan will be implementing and consolidating changes in the way we provide care for our communities.

At its heart, this is about ensuring that the services we deliver meet the needs of those we provide care to.

We will explore and implement options for campus specialisation that can expand the breadth and depth of the care we provide and deliver tailored programs to address community concerns like chronic disease and mental health. We will also implement innovations that can improve our models of care and outreach.

The way we reach into our communities to provide care off-campus will also be a key focus, as will working with our partners in community groups, education and local government to build healthy communities together.

Implementation plan

1 Working as one

We work as one team with a shared purpose to build healthy communities together.

Our actions	2021	2022	2023	2024	2025
1 Maintain and develop our workforce safety practices	█				
2 Build branding and uniform consistency across our campuses	█				
3 Develop our internal communication and knowledge sharing	█				
4 Increase opportunities for staff collaboration, education and development		█			
5 Embed a reward and recognition mechanism	█				
6 Develop a workforce plan	█				
7 Consolidate our internal systems, policies and procedures	█				
8 Review the financial viability of our services		█			
9 Conduct an environmental sustainability review	█				

2 Strengthened by partnership

We are a trusted partner in healthcare to our consumers, peers and other organisations.

Our actions	2021	2022	2023	2024	2025
1 Explore and expand our partnerships		█			
2 Simplify and streamline healthcare and referral pathways with readily accessible information	█				
3 Work with community groups and educators to promote health and wellbeing			█		
4 Conduct a population-based health needs analysis in collaboration with Moira Shire	█				
5 Explore and codesign a regional workforce strategy		█			

3 Close to home

We provide local, personalised and accessible care close to home.

Our actions	2021	2022	2023	2024	2025
1 Design a multi-channel marketing strategy	█				
2 Craft a strategy for deep community engagement	█				
3 Develop a centralised system and single point of contact	█				
4 Consolidate our databases to identify local needs	█				
5 Explore options for campus specialisation		█			
6 Improve our evaluation practices	█				
7 Develop a clinical service plan		█			
8 Conduct master planning across NCN Health sites		█			
9 Continue to support local economic development and community resilience	█				

4 Into our communities

We reach into communities to provide care for all people through all life stages.

Our actions	2021	2022	2023	2024	2025
1 Improve the health literacy of our communities		█			
2 Implement more consumer-driven models of care			█		
3 Design targeted programs and campaigns to address chronic disease and mental health		█			
4 Build our presence and relationships with diverse and isolated community groups		█			
5 Support shared care planning and better ageing in place		█			
6 Explore and enable innovative models of care and outreach services			█		
7 Explore innovative models of care and outreach services			█		
8 Develop a change management framework	█				



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