

# 2018–22 Strategic Plan

Shaping the future through exceptional  
care, discovery and learning



# Foreword

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We are proud to introduce Austin Health's Strategic Plan 2018-22. Our plan provides a clear direction for Austin Health for the next five years and describes the six strategic priorities and initiatives that we will pursue to achieve our vision of *shaping the future through exceptional care, discovery and learning*. The plan also identifies a number of core organisational capabilities that will be strengthened to support the delivery of our strategy.

There are many significant forces shaping Austin Health and transforming our delivery of care. Meeting the needs of the patients and community we serve in an environment of increasing demand and complexity, rising community expectation and advances in technology, requires us to think differently about the way we deliver care. Over the next five years we will deliver a bold new approach to care that we are confident will result in improved patient outcomes and experiences.

Strong collaboration with our consumers, neighbouring, rural and regional health services, community providers and government will be integral as we strive to pursue person-centred, seamless and integrated care.

These partnerships will result in better outcomes for our consumers by supporting people to keep healthy and out of hospital.

They will also allow us to focus our specialist resources to strengthen our role as a provider of tertiary and quaternary care.

The dedication of our staff and their pursuit of excellence is critical to the success of this Strategic Plan. To support our people to achieve our bold ambition, we will strengthen our capabilities, our organisational engagement, our culture of inclusiveness and leadership.

On behalf of the Austin Health Board and Executive team, we would like to thank our staff, consumers, and our healthcare partners for their contribution to our plan and the development of our strategic priorities. We know that ongoing engagement with all of these stakeholders will be fundamental to delivering the plan, and we are committed to working together to realise our strategic objectives by 2022.



The Hon. Judith Troeth AM  
Board Chair



Sue Shilbury  
Chief Executive Officer





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Shaping the future through exceptional care, discovery and learning.

# Executive summary

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## **Austin Health has been very successful in delivering high quality healthcare, introducing workforce redesign and building an exceptional learning environment coupled with world-class research.**

The challenges in healthcare are however, increasingly complex and will require Austin Health to be more agile, innovative and function differently over the life of this Strategic Plan. The growth of personalised medicine, digital technologies, demand from consumers for person-centred care and the increasing health needs of our community, require us to develop smarter ways to deliver better treatment and care. Having a clear view of our future is imperative to delivering sustainable healthcare.

Over the next five years, Austin Health will aim to strengthen its role as a leader in the delivery of highly-specialised tertiary care in the north-east region of Victoria. We will support other health services within our region to ensure their patients have improved access to specialist tertiary clinical services and expertise. Austin Health is committed to partnering with community and other service providers to ensure more of our patients are cared for in the community.

We aim to reinforce our role as an internationally recognised centre of excellence in research and a health service that delivers exceptional, consistent patient care. We will mature our digital capability and review our models of care, linking them to infrastructure and other investment priorities.

Our Strategic Plan 2018-22 sets the roadmap to achieve these goals. Central themes are innovation, specialisation, digital transformation and greater connectivity and collaboration with patients, current and future partners. The talent and dedication of our people underpin our successes to date and remain our most important asset.



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To achieve the ambitions set out in this strategy, we must support our workforce to thrive. Building the capability of our leaders will be central to this, as will leveraging our existing positive culture across our workforce of more than 8,500 staff and 500 volunteers. Ensuring we have the right skills and knowledge to adapt to a rapidly changing environment is critical. We will achieve this by providing our people with strong development support while also enhancing our recruitment practices, planning for critical role succession and the development of talent pipelines.

Austin Health cares for the health needs of an increasingly diverse community, at almost every life stage. Like all communities we are diverse, incorporating relatively advantaged residents and some of Victoria's most disadvantaged residents.

Austin Health is ready to meet the challenges ahead. Throughout the strategic planning process, our staff have emphasised a need to be bolder in our aspirations for the future and to raise our profile as a leading healthcare organisation. As part of our Strategic Plan, we articulate a new vision which reflects our ambition and a statement of organisational values that captures our identity and beliefs.

Our Strategic Plan for 2018-22 will involve concerted action across six interdependent priority areas. Over the next five years we will:

1. Partner with consumers to create a distinct approach to care that is reliable, safe and puts patients at the centre
2. Collaborate with local partners to improve the lives of people in our community
3. Transform Austin Health's digital environment
4. Advance the research and learning precinct in Melbourne's north-east
5. Grow our delivery of specialised care in regional and state-wide services
6. Take our team to the next level with the right support and culture.

In this document we set out the initiatives that we will pursue in each priority area. Collectively they will reposition Austin Health over the next five years.

Austin Health will concurrently strengthen the key organisational capabilities needed to deliver the strategy. We also know that boldness and ambition require an organisation to be sustainable, and underpinned by effective governance and sound commercial management. We will continue to be a health service that listens to its people and utilises data to 'get the basics right'.

Developing the Strategic Plan has involved extensive consultation and contribution from across our organisation, community and our health system partners. Strong engagement with these stakeholders will be fundamental to deliver the plan effectively. Ultimately our success will be measured by the outcomes and experience we achieve for each person who entrusts us with their care.

A summary of our Strategic Plan is set out on the next page. Each element of the plan is discussed in more detail on pages 16-24.

Our staff have emphasised a need to be bolder in our aspirations for the future and to raise our profile as a leading healthcare organisation.

# Our ambition

Over the next five years, Austin Health will deliver a bold, new approach to care that delivers better outcomes and the best experiences for every person through the priority areas and initiatives set out below.

## Austin Health strategic priorities and initiatives

### PARTNERSHIPS



#### Reliable, safe, person-centred care

Partner with consumers to create a distinct approach to care that is reliable, safe and puts patients at the centre

- Design a person-centred model of care with consumers and staff
- Become the safest health service in Australia
- Facilities and environment that support our model of care
- Redesign and optimise our service models



#### Community integration and collaboration

Collaborate with local partners to improve the lives of people in our community

- Develop an integrated service plan with primary and community health services and general practice
- Improve access to local hospital care for people in Banyule, Darebin and Nillumbik
- Partner to deliver integrated care for all patients with complex chronic disease

### TRANSFORMATION



#### Digital transformation

Transform Austin Health's digital environment

- Ensure we have a single electronic view of the patient record
- Establish a centre for health data analytics
- Selectively invest in new and emerging technologies
- Strengthen our IT infrastructure, services and functions

### GROWTH



#### National leader in research and teaching

Advance the research and learning precinct in Melbourne's north-east

- Develop our research and learning precinct with our university and research partners
- Grow the scale and impact of Austin Health's translational and health service research
- Embed a consistent, inter-disciplinary approach to research and teaching
- Become the health service of choice for students



#### Innovation in specialist care

Grow our delivery of specialised care in regional and state-wide services

- Strengthen our world-leading, flagship clinical services
- Focus on clinical services where we can be most effective and efficient
- Improve access and care for rural and regional patients
- Lead the delivery of specialist care for the north-east region



#### Talented, capable, engaged people

Take our team to the next level with the right support and culture

- Leverage our positive culture through workforce engagement
- Build leadership excellence and capability
- Support personal growth and development of our people
- Value diversity and inclusion to bring richness to our work environment

# Our vision and values

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## Our vision

Our vision is “shaping the future through exceptional care, discovery and learning”. Our Strategic Plan is aligned with our vision. Together this brings a clear, strong direction and priorities to boldly differentiate Austin Health.

## Our values

Our values reflect what is most important to us, what we care about and support us to deliver this Strategic Plan, by driving the qualities and behaviours that we will need individually and collectively to be successful. Our values define who we are, and shape our culture and the behaviours, practices and mindsets of our people. They guide how we work with each other, and with consumers, the community and our partners.

Our four organisational values are:



### Our actions show we care

We are inclusive and considerate. We appreciate one another, always listening and interacting with compassion.



### We bring our best

We are guided by the needs of our patients, bringing commitment, integrity and energy to everything we do. We are passionate about delivering excellence.



### Together we achieve

Our culture of collaboration means we work openly with our people, our community and beyond to achieve great outcomes.



### We shape the future

Through research, education and learning we innovate, exploring new opportunities that will change healthcare for the better.

Our values reflect what is most important to us, what we care about and support us to deliver this Strategic Plan, by driving the qualities and behaviours that we will need individually and collectively to be successful.

# Our identity

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**Austin Health has a reputation as a leading specialist tertiary and quaternary health service. It is known for its delivery of high-quality, safe care, a strong record in research and a place where staff are proud to work.**

We are the state-wide provider for a range of specialist services. These include:

- Victorian Spinal Cord Service
- Victorian Respiratory Support Services
- Victorian Liver Transplant Unit
- Acquired Brain Injury Unit
- Child Mental Health Inpatient Unit
- State-wide Toxicology Services (including the Victorian Poisons Information Centre).

Austin Health is renowned for its specialist work in cancer, infectious diseases, obesity, sleep medicine, intensive care medicine, neurology, endocrinology, mental health and rehabilitation.

Austin Health is an internationally recognised centre of excellence in hospital-based research. We work with our affiliated research centres and partnerships to deliver ground-breaking discoveries that benefit patients worldwide. Austin Health has an extensive range of research auspiced by Austin LifeSciences (ALS). ALS brings together almost 1,000 researchers and a number of research institutes in partnership with University of Melbourne, La Trobe University and the Mercy Hospital for Women to achieve ongoing excellence in research and better health outcomes for our local, national and international communities.

These include:

- The Florey Institute of Neuroscience and Mental Health (The Florey)
- Olivia Newton-John Cancer Research Institute
- Institute for Breathing and Sleep
- Parent-Infant Research Institute
- Spinal Research Institute
- Austin Medical Research Foundation.

The embedding of scientific research within a clinical environment as recommended by the 2013 McKeon Strategic Review of Health and Medical Research is exemplified by the Olivia Newton-John Cancer Research Institute, the Florey Institute and the multi-disciplinary research team in the Intensive Care Unit (ICU) at Austin Health.

The Olivia Newton-John Cancer Research Institute provides our patients with access to the best possible emerging care through clinical trials, new treatments and personalised medicine, including immunotherapies and targeted therapies. Specifically, it has led to the development of the licensing of a brain cancer drug now in global clinical trials, an integrated translational bowel cancer research program and antibody-directed therapy for cancers including colon, breast, brain and melanoma.

The relationship with the Florey Institute has demonstrated how the intimate link between scientists and clinicians providing care can lead to dramatic improvements in the diagnosis and management of people experiencing strokes, epilepsy and Alzheimer's disease.

Our ICU research team is dedicated to providing and promoting evidence to support and improve patient care and has an extraordinary record of achievement. The team is led by Professor Rinaldo Bellomo, who in 2017-18 was recognised for the fourth year running as one of the Thomson Reuters Highly Cited Researchers. The award places him in the top 1 per cent of researchers in the world.

Our workforce provides safe, high-quality care, and there is evidence of our commitment to a continual cycle of improvement across Austin Health. This is reflected in the outstanding accreditation results we achieved in the 2016 National Safety and Quality Health Service Standards where we ranked among the top health services in Australia. In addition, the survey team highlighted the priority put on great patient experience across the organisation.

Austin Health's success is underpinned by the talent of our staff and also by virtue of the fact that our workforce is highly-engaged. In the latest state-wide public sector employment survey conducted, 95 per cent of staff who responded to the survey agreed with the statement 'My organisation provides high-quality services to the Victorian community'.

In the same survey, 87 per cent of respondents agreed that Austin Health is a safe place to work. We care deeply about the health and safety of our staff and it is an area where we invest significant effort.

Austin Health has been committed to improving the lives of patients and their families since it was founded by philanthropist Elizabeth Austin, as a 'hospital for the incurables' in 1882. To achieve the best outcomes for patients in 2018 and beyond we are cognisant of the need for consumers to be active partners in the planning and delivery of care. We ensure that consumers are given meaningful opportunities to actively engage and that their perspectives are valued in the planning, service delivery and evaluation of our health service.



95 per cent of staff who responded to the survey agreed with the statement 'My organisation provides high-quality services to the Victorian community.'

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We are proud of our expertise and experience in the development and rollout of health technology, albeit we recognise we still have work to do.

We recently introduced Australia's first research clinical data warehouse and are establishing a Database Analytics Research and Evaluation Centre in partnership with the University of Melbourne. The Centre will enable researchers and clinicians to work in one system and explore a vast amount of health data to support research and improve health outcomes. The partnership will also provide enhanced training in clinical and population health informatics across the healthcare system.

In 2017 we became the first health service in Australia to introduce an oncology information system into adult cancer healthcare.

We are world-renowned in clinical teaching and training for doctors, nurses and allied health professionals. In medicine, we are the largest Victorian provider of training for specialist surgeons and physicians.

All these strengths – our people, clinical care, research, innovation, education and our consumer relationships – are the foundations of this Strategic Plan.

We are world-renowned in clinical teaching and training for doctors, nurses and allied health professionals.



# Our future

## The needs of our community are growing and becoming more complex. The community we care for is increasingly diverse and has growing and more complex healthcare needs.

Our primary catchment of more than 343,000 people covers three Local Government Areas and includes relatively affluent residents and some of Victoria's most disadvantaged residents. Cultural diversity ranges significantly from only 8.3 per cent of people speaking a language other than English at home and 0.4 per cent of people identifying as Aboriginal or Torres Strait Islander in Nillumbik, compared with 41 per cent speaking a language other than English at home and 1 per cent of residents being Aboriginal or Torres Strait Islander in Darebin.

This diversity brings differing needs, expectations and beliefs about health and healthcare. Our community is also ageing, and its healthcare needs are becoming more complex.

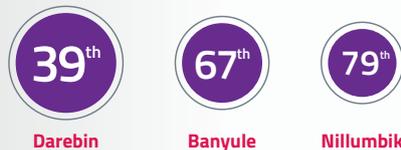
Our strategic approach for the next five years reflects this diversity and is particularly cognisant of the needs of our most vulnerable populations. It considers the changes we need to make to continue to provide high-quality care.

In particular:

- There will be an increasing shift toward community-based care.
- Personalised medicine will see dramatic improvements in diagnosis and treatment.
- A whole-of-patient approach will increasingly replace the traditional approach of focusing on clinical specialities and single diseases.
- Technological advancements will change the way we deliver care and interact with patients.
- Our service delivery model must change and new partnerships outside the acute healthcare system will be fundamental to achieving this.

### Austin Health catchment

Austin Health's primary catchment varies significantly in terms of socio-economic disadvantage



Ranking on the Index of Relative Socio-Economic Disadvantage (IRSD) out of Victoria's 79 Local Government Areas.

Variability in socio-economic status brings variability in population health



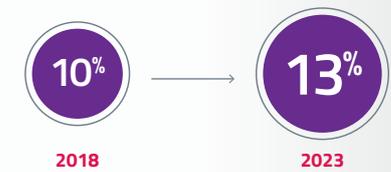
Percentage of people reporting fair or poor health.

Austin Health's catchment is ageing



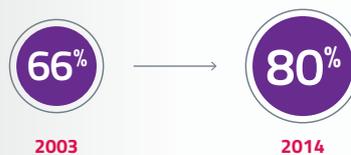
Predicted percentage of all hospital admissions by age group (by 2026).

Population over the age of 70



Current and predicted population statistics for the 70+ age group.

An ageing population brings with it increasingly complex and chronic illness



Estimated percentage of patients with complex illness.



Percentage of patients with complex illness by age group.

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## **Our consumers expect and need more from us**

At the same time as our community is growing and their healthcare needs are becoming more complex, our relationship with consumers is changing. Our consumers are better informed and increasingly expect greater control over what, how and where they receive care. They want to participate in decision making and expect choice and value for money.

In response to this, we are continuing to increasingly focus on person-centred care. Person-centred care is healthcare that is respectful of and responsive to the preferences, needs and values of patients and the community.

Our approach to person-centred care is underpinned by effective communication – to develop a deep understanding of the needs and expectations of each person. We are equally committed to working in partnership with consumers and the community to improve our services. *Our Patient Expectations* was developed in consultation and written together with our consumers. It clearly sets out what patients want in their health care and informs what success looks like in the design and delivery of care at Austin Health.

## **We need to think differently to provide better care**

More complex health needs, increasing expectations and advances in technology are challenging the status quo at Austin Health. These changes require us to think differently about the future of care.

To fulfil our commitment to person-centred care, we must develop better ways to coordinate care and support each patient. This goes beyond hospital services to include primary health, aged care and community support services. An integrated approach to care will require Austin Health to re-think its role in many areas of service delivery and develop new partnerships outside the acute healthcare system.

Enhancing ambulatory and community-based care will become an increasing focus of our service delivery model. We know that most people would prefer to have access to care that includes service provision within the ambulatory setting or in their home rather than stay in hospital.

Community-based care is already part of current service provision but technological advancements in telehealth, remote monitoring, and the establishment of greater partnerships with regional, rural and community-based healthcare providers will extend Austin Health's role beyond the hospital. The roll-out of the National Disability Insurance Scheme (NDIS) and the strength of other community providers challenges us to reconsider our role as a provider of some community services.

## **Safety and quality remains fundamental to all that we do**

Despite the rapid change that is taking place, our fundamental commitment to consistently provide safe, effective care to every person remains unchanged. Austin Health is highly regarded for its clinical expertise and the safety of its services. We also recognise a need to pursue further improvements and to be more transparent with the community about our performance, particularly when things go wrong.

Fulfilling the recommendations and ambitions of the *Targeting Zero* Review of Safety and Quality Assurance in Victorian Hospitals will remain a central focus of our work over the next five years. Equally we recognise the potential for Austin Health to share the expertise of our clinical leaders with other health services to support system-wide improvements.

The safety, health and wellbeing of our staff will also continue to be paramount.

Austin Health recently implemented a Workforce Mental Health Strategy to support and promote the psychological wellbeing of our staff. This included the implementation of a Doctor Health Program, Peer Support Program and cultural change programs for our medical workforce as well as an onsite counselling service for all staff and training programs for managers on mental illness. Over the next five years we will extend these important initiatives across Austin Health and build leadership capability to support the health, safety and wellbeing of our people. This will be a key focus of our People Strategy.

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### **Our research is integral to improving clinical practice**

The 2013 McKeon Review has resulted in changes in funding, philosophy and structure of Australia's research environment. The aim of these shifts is to enable the rapid translation of research into clinical practice that will lead to improved health outcomes nationally and reduce cost.

This has led to significant changes to the structure of the National Health and Medical Research Council, the establishment of the Medical Research Futures Fund and the introduction of the National Health and Research Translational Centres (NHRTC). Austin Health is an important partner in one of these NHRTCs — the Melbourne Academic Centre for Health (MACH). As a member of MACH, we are collaborating with other health services and the University of Melbourne to undertake research that will improve health service delivery.

Our partnership with the Victorian Comprehensive Cancer Care Centre will also lead to research delivering better outcomes for cancer patients, specifically in its focus on more clinical trials and increased patient participation in these trials.

Austin Health knows that research is integral to improving clinical practice and providing better care. To achieve this we need to attract talented people to work at Austin Health who are passionate about discovery. This will enable us to continue to build knowledge that informs clinical practice, ensure what we do is evidence based and leads to improvements in healthcare, patient outcomes and patient experience. We also know that we need to work collaboratively to leverage our collective efforts.

### **Advances in technology are transforming healthcare**

Advances in medical and digital technology are transforming healthcare. At Austin Health, these advances will shape the way we provide care, conduct research and teach our students. Game-changing breakthroughs in genomics, nanotechnology and big data are unfolding alongside rapid advances in pharmaceuticals, surgical techniques, diagnostic testing, and nursing and allied health interventions.

New digital technologies spanning connectivity, mobility and big data are creating innovative ways to plan and deliver services and interact more closely with patients. Digital technology will enable better information sharing and multi-disciplinary collaboration, both inside Austin Health and across the health system. With established expertise and experience in the development and rollout of health technology, Austin Health understands the potential opportunities created by technologies, big data and a strong data analytics capability. Our Strategic Plan ensures that those opportunities are pursued.

An integrated approach to care will require Austin Health to re-think its role in many areas of service delivery and develop new partnerships outside the acute healthcare system.

# Designing our Strategic Plan

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**Our strategic planning process was led by our Board and Executive, and developed in close consultation with our consumers, staff, our research and teaching partners and our community. The plan reflects the valuable input, contributions and feedback received throughout the process.**

To ensure everyone had the opportunity to participate and have their say, consultation occurred via a range of methods. We carried out face-to-face forums and meetings and staff were encouraged to share their thoughts by posting on 'strategy walls' at each of our three campuses, or through an online tool.

We received direct input from approximately 1,000 people including 100 consumers, more than 700 staff, and other stakeholders, including neighbouring health services, universities, research institutes, Better Health North East Melbourne and the Department of Health and Human Services (DHHS). In particular, our Community Advisory Committee and Clinical Council consultations provided important insights on the consumer and clinical staff perspectives.

Consultation, particularly with our consumers and staff, was critical to ensuring that the plan reflects their needs, expectations, collective ambition and vision for Austin Health in the future. Staff and consumers told us that:

- They have an ambition to be bold and progressive.
- Having a strong culture where staff and consumers feel valued and supported is important.
- Innovation, technology and an integrated approach to clinical care should be part of what defines Austin Health in the future.
- Our partners across the community, local and primary health providers, research institutes, the private sector, government and other health services, are important. Effective and transparent communication is key to the success of those partnerships.

- We need new skills to keep pace and achieve our ambitions.
- Improving our IT infrastructure and responding to the opportunities provided by new technologies will be critical to our future success.
- Research and teaching is important, and greater integration and support is needed to ensure Austin Health maintains and strengthens its existing reputation in these areas into the future.

The Strategic Plan reflects this important input. Our people were integral in the development of this plan and will be fundamental to its delivery and successful implementation.

Innovation, technology and an integrated approach to clinical care will define Austin Health in the future.



# Our strategic priorities

## Change and innovation continue to be needed if we are to provide safe, outstanding care that fulfils the needs and expectations of each patient.

We must also lift our contribution as a system leader in tertiary and quaternary care, in research and in education. Austin Health is ready to meet this challenge. Over the next five years, Austin Health will become a more specialised, innovative and better connected health service. This ambition applies equally to our role as a local health service for Melbourne's north-east and our role as a leader in highly specialised tertiary care.

### Our priority areas

A bold Strategic Plan requires a clear focus. Our priority areas establish our focus for 2018-22. The priority areas are interdependent. Success will require concerted action across all these areas.

### Twenty three specific initiatives provide a clear plan of action

In this section we describe each of our priority areas and the initiatives that will support their achievement. The initiatives provide an ambitious but achievable program of work. However, they are not intended as a prescriptive roadmap and are not an exhaustive list of everything we will do. We know that constant change is part of our environment and we will be ready to adapt and respond to new opportunities and challenges that emerge over the next five years.

### Clear measures of success will be used to monitor our progress

For our Strategic Plan to be successful it must also be measurable. Austin Health measures, monitors and reports an extensive range of clinical and operational performance measures. Alongside this reporting framework, a smaller number of measures have been identified to track our progress in the priority areas. The measures will provide the high-level means by which to monitor overall progress against the plan.





## Reliable, safe, person-centred care

### Partner with consumers to create a distinct approach to care that is reliable, safe and puts patients at the centre.

The way we provide care needs to change. While we have always brought expertise, commitment and compassion to the way we care, over the next five years we will develop a consistent model of delivering care that is distinctive to Austin Health. It will be innovative, evidence-based and above all, person-centred.

Our new model of care will drive improvements in patient safety, outcomes and experiences. It will create development opportunities for staff and drive efficiencies in how we use our resources.

#### The principles of our model of care

A model of care defines how care is planned with, and delivered, for each patient. While our services are diverse, our new model of care will be guided by common principles. The way we provide care at Austin Health will:

- Be developed in partnership with our consumers.
- Be consistently warm and welcoming to our patients.
- Improve the patient experience and patient-reported outcomes (PROMS).
- Be highly reliable.

- Be linked to comprehensive teaching and research programs.
- Explore innovative new ways of achieving better outcomes and experiences.
- Be informed and supported by our digital capability.
- Be collaborative, involving a coordinated effort from every team member.
- Be connected to health professionals and services in the broader health system.
- Reduce variation in practice.

Translating these principles into action will be central to our strategy and the focus of the key initiatives.

#### Initiatives

##### 1. Involve consumers and staff in the design of a genuine and consistent person-centred model of care across all our services

Austin Health's new model of care will be developed in partnership with consumers and staff to ensure that it meets the distinct needs of our consumers and community and is owned by our staff.

##### We will:

- Implement the principles of care articulated in Our Patients' Expectations across Austin Health.
- Implement the Partnering with Consumer Plan to ensure consumers participate in and support new initiatives, including the development of models of care.

- Review our existing models of care against leading practices to ensure they are evidence based and current best practice.
- Adopt an organisation-wide approach to designing new care models that involves consumers.

##### 2. Become the safest health service in Australia

Austin Health has proven capability and a strong record in safety and quality. We care about and strive for more than just compliance. However, our ambition is to go even further. It is to become the safest health service in Australia, leading safety for both consumers and staff.

##### We will:

- Develop and support clinical leaders to drive quality improvements and culture change to achieve the highest levels of consumer and staff safety.
- Strengthen our safety and quality governance across the organisation.
- Accelerate the implementation of evidence based and safe research findings into clinical practice to improve the safety and quality of healthcare at Austin Health.
- Expand the transparent, public reporting of our performance.
- Undertake initiatives that drive a culture of respect and collaboration to enhance staff safety and wellbeing.
- Develop a Safety Scorecard for Austin Health that defines our measures of success for patient and staff safety.

Over the next five years we will develop a consistent model of delivering care that is distinctive to Austin Health.

### 3. Ensure our models of care are supported by our facilities and environment

To provide great patient outcomes, experiences, and efficient service delivery, we require the right facilities, technology and environment. Our environment has the potential to create a better experience for all consumers and staff, and it should reflect our values.

#### We will:

- Pursue the infrastructure priorities as determined by the master planning process.
- Prioritise improvements to our existing patient environment to positively impact patient experience.

### 4. Redesign and optimise our service models to deliver care more efficiently

New models of care will substantially change our infrastructure requirements. In the longer term, this creates opportunities for Austin Health to redesign the way services are delivered.

#### We will:

Work with DHHS and the Victorian Health and Human Services Building Authority to:

- Progress service master planning following our model of care redesign.
- Pursue feasibility and business case development to support service redesign and care delivery optimisation.

### Measures of success

- Leading patient experience results.
- Leading clinical outcome measures.
- Adoption of Patient Reported Outcome Measures.
- Lowest incidents of preventable harm in Australia.
- Consistent achievement of system performance targets.





## Community integration and collaboration

### Collaborate with local partners to improve the lives of people in our community.

Focusing on our local catchment and enabling more care to be delivered in the community will produce better health outcomes. Equally, it will enable Austin Health's specialist resources to be available to deliver better value care.

Austin Health will work with primary healthcare providers, community and population health stakeholders — including Better Health North East Melbourne (BHNEM) — to create a system of integrated, community-based care.

#### Initiatives

##### 1. Develop integrated service plans with primary and community health services and general practice that help keep people healthy and out of hospital

Our approach to integrated care should be in collaboration with our community partners, including primary and community health services and general practice, as well as neighbouring public and private health services.

#### We will:

- Work with local primary and community healthcare stakeholders, general practice and our neighbouring secondary and tertiary health service partners to develop integrated service plans for north-east Melbourne.
- Work with local primary and community healthcare stakeholders, general practice and our neighbouring secondary and tertiary health service partners to promote an agreed regional approach to prevention, early detection and early intervention strategies that improve our population health outcomes.

- Work in partnership with members of the BHNEM Collaborative to implement the population health based strategic priorities identified in the BHNEM Strategic Plan
- Develop innovative partnership initiatives and population health strategies to improve the health outcomes of our community.

##### 2. Improve access to local hospital care for people in Banyule, Darebin and Nillumbik

At the same time, clear delineation of our secondary services will enable us to continue to care for our local community while providing specialist tertiary and quaternary services.

#### We will:

- Develop and promote referral pathways for general practitioners, health services and community providers to standardise and simplify the referral process and improve access to our services.
- Work with our neighbouring health services and our primary and community health partners to better coordinate access to secondary care for people in our local communities.

##### 3. Partner with primary care, community health services and general practice to deliver integrated care for all patients with complex chronic disease

By partnering with community care providers there is potential to do more to improve the population health of our local community.

People with multiple or chronic complex conditions frequently seek care in hospital that could be avoided or better managed in the community.

#### We will:

- Explore the potential for new ways of providing support for evidence based integrated chronic disease management.
- Work with our primary and community care partners to trial new approaches to community-based chronic disease management, which integrates primary care and secondary care expertise.
- Develop tools to predict which patients are at risk so we can make the most difference through service integration and connecting care.
- Seek out new technologies that may help patients better manage and monitor their care outside the hospital and help them navigate their way through the health system.

#### Measures of success

- Increase in the number of healthcare pathways for secondary services.
- Increased proportion of services provided in the community.
- Reduced potentially preventable hospital admissions and unplanned re-admissions.
- Improved outcomes for patients with multiple or chronic complex conditions.
- Stronger, more sustainable and beneficial relationships with partners.





## Digital transformation

### Transform Austin Health's digital environment.

Austin Health has been a leader in the application of technology to healthcare. We understand that technology has the potential to significantly advance the work we do, the way we interact with our patients and enhance their experience at Austin Health. However, the pace of technology advancement and the rate of investment and adoption by other health services demand a new level of strategic focus from Austin Health.

At the same time, we must ensure that our information technology infrastructure, services and functions enable us to deliver our core work and pursue our strategic priorities.

Austin Health has developed a Digital Health Strategy 2018-22 that provides the Strategic Framework for information and communication technology (ICT) innovation across the organisation.

#### Initiatives

##### 1. Ensure we have a single electronic view of the patient record

A single electronic view of the patient record is key to delivering more person-centred care and improving safety and quality. An integrated system increases efficiency, improves patient outcomes and experiences and reduces risk. We need to have a single electronic view of the patient record across the whole organisation.

##### We will:

- Integrate our systems, processes and workflows to create a connected and coordinated system.
- Design and deliver our systems in collaboration with users to ensure that they meet their needs and expectations.
- Provide our clinicians and other system users with the education, tools and training required to maximise their use of our systems.

##### 2. Establish a centre for health data analytics to support clinical care, innovation and research

Austin Health has led the use of data and analytics to improve the quality of patient care and research. We have collected large volumes of data and established a research data warehouse. These are important assets that we must use to support clinical care, innovation and research.

##### We will:

- Establish a health data analytics centre that delivers analytical outcomes.
- Support the establishment and operation of the centre with the right infrastructure and clinical leadership.
- Strengthen our data collection and analytics reporting systems, processes and tools.

##### 3. Selectively invest in new and emerging technologies that improve outcomes for consumers, support clinicians and advance our flagship clinical and research programs

The pace of change in digital health means we need to be continuously learning, trying new things and scanning the horizon for new and disruptive technologies. New technologies have the potential to substantially improve both the experience and outcomes for consumers, as well as support our clinical care and advance our research.

##### We will:

- Partner with patients, community and industry to support the development and testing of new technologies.
- Adopt contemporary technologies that will improve outcomes for consumers, support clinicians and advance our flagship clinical and research programs.
- Ensure our investments are evidence-informed, deliver value and balance risk.

##### 4. Strengthen our IT infrastructure, services and functions to support our clinical care, operations and strategic priority areas

Austin Health's IT environment is the backbone of many operational and financial systems and processes. A strong IT foundation will support us to deliver more efficient, safe and high-quality care, and be a significant enabler for many of our strategic goals.

##### We will:

- Identify and invest in IT infrastructure, services and functions with the most potential to improve quality, safety and operational efficiency or reduce risk.
- Connect and integrate our IT infrastructure and systems so that they make us more efficient.
- Create an IT service delivery model, including structure and policies that supports our people, clinical care, operational efficiency and strategic priority areas.

##### Measures of success

- Increase the use of data and information to improve care and research.
- Provide the information and technology for a single patient view.
- Embrace and harness contemporary technologies and new methods to more efficiently and effectively deliver our services.
- Strengthen ICT's value to the organisation through greater team cohesion and collaborative approaches.



## National leader in research and teaching

### Advance the research and learning precinct in Melbourne's north-east.

Austin Health brings a distinguished history of ground breaking research through its partnerships with the Florey Institute, the Olivia Newton-John Cancer Research Institute and Austin LifeSciences. Equally, we have a strong reputation as a teaching health service. Our clinical education programs have prepared generations of health professionals to be leaders in clinical practice.

However, we recognise there is an important opportunity to do much more. Our integrated and influential research and learning precinct in Melbourne's north-east improves clinical care, research and teaching outcomes. It is also critical to continuing to attract the best students, clinicians and researchers.

#### Initiatives

##### 1. Strengthen our university and research partnerships to support the development of our research and learning precinct

Austin Health's university partnerships are vital to the achievement of both our research and teaching ambitions. We need a more consistent, strategic approach to our university partnerships that ensures they are strong, mutually beneficial and aligned with our strategic goals and priorities.

##### We will:

- Work with our research and university partners to develop and maintain the infrastructure needed to support excellence in clinical, laboratory and health services research.
- Develop a recruitment strategy to attract the most capable and accomplished researchers to the Austin Health research precinct.
- Establish an ongoing scheme to track research performance and benchmark it against other top institutions.

##### 2. Invest in translational and health service research to grow its scale and impact

With the right support, our research expertise has the potential to deliver greater impact and influence for our patients and the health system. Austin Health is well positioned to focus on translational and health services research which aligns with our existing areas of research strength and flagship clinical services.

##### We will:

- Develop a comprehensive research strategy with a focus on translational and health services research that is underpinned by high quality basic science.
- Strengthen and diversify our research partnerships, including industry partnerships.
- Increase our investment in research programs and facilities utilising a range of funding sources.
- Engage and mobilise our research capacity into our areas of need.

##### 3. Embed a consistent, inter-disciplinary approach to research and teaching across all Austin Health services

Research and learning can take a more prominent and consistent role in the way we provide all our services at Austin Health. We will draw on the principles of the Academic Health Sciences Centre model to more closely link our clinical care, education programs and research efforts.

##### We will:

- Develop a consistent structure and operating model to embed research and teaching within clinical care.
- Support more of our senior clinical staff to take a formal role in research and teaching at Austin Health.
- Increase alignment between our flagship clinical services and our areas of research strength.

##### 4. Become the health service of choice for undergraduate and postgraduate medical, nursing, allied health and research students

Austin Health will build on its strong foundations in teaching to deliver great learning outcomes and attract the best and brightest students. Excellence and leadership in education will benefit patients, students, staff, the health system, and be a cornerstone of our research and learning precinct.

##### We will:

- Work with students to understand their expectations and develop and implement initiatives to ensure their learning experience is maximised.
- Explore opportunities for new, complementary partnerships with our university partners that can expand the scale and breadth of our education programs across all disciplines.
- Strengthen our communications about teaching at Austin Health to help patients, future students and the community understand the role and significance of teaching.

#### Measures of success

- Increased impact and volume of Austin Health published research.
- Measure and increase research grant funding.
- More senior clinical staff formally involved in research and teaching.
- Increased undergraduate and postgraduate placements and appointments.
- An increase in the amount of translational research that results in changed clinical practice.



## Innovation in specialist care

### Grow our delivery of specialised care in regional and state-wide services.

We will further define our role as a specialist provider of key tertiary and quaternary health services. Our future role in the Victorian health system will be strengthened by leading the delivery of these specialist services. We will use our expertise to ensure patients from metropolitan, regional and rural patients have access to specialist care.

We will formalise links with our neighbouring health services and rural health services in our region. This will establish a coordinated system where patients have access to higher levels of specialist and complex care that is not available locally, within a clinically appropriate timeframe. Our role as a specialist provider and a clinical leader will also include the provision of specialist expertise and clinical advice to strengthen clinical decision making, and to ensure patients are receiving the right care in the right place.

While we already have several leading clinical services, we will continue to improve our outcomes and patient experience by further linking research and teaching to clinical practice. By 2022, Austin Health will have a select number of world-leading flagship areas of specialist care and a more defined approach to health service partnerships.

#### Initiatives

##### 1. Strengthen our world-leading flagship clinical services, including cancer, liver and spinal services

A proactive approach to the development of flagship services will allow greater expertise, delivering better outcomes for patients, greater efficiency and value for the health system.

#### We will:

- Review the scale, current capability and future potential for each of our tertiary and quaternary services.
- Prioritise the further development of a select number of flagship clinical services and ensure that there is a strong link between research, teaching and clinical practice within each service.

##### 2. Focus on the clinical services where we can be most effective and efficient

To allow us to focus our resources in those clinical areas where the evidence shows we can be most effective, we will review our role across our practices and services. Transitioning our role in areas that can be more effectively or efficiently delivered by others will mean our work will complement rather than duplicate our health service partners.

#### We will:

- Identify activity and services with potential for change or transition in line with our new models of care and flagship services.
- Review our role in areas of clinical care no longer supported by new research and evidence, or where the activity can be provided more effectively and/or efficiently elsewhere.

##### 3. Expand and formalise strategic partnerships in north-east Victoria to provide improved access and care for rural and regional patients

A regional service framework offers the potential to improve access to tertiary and quaternary services, creating better experiences and outcomes for regional patients. Greater collaboration between services will enable shared expertise and foster new areas of collaboration across research programs and teaching.

#### We will:

- Identify priorities for the development of a tertiary and quaternary regional service framework with our metropolitan, regional and rural partners, including Eastern Health, Northern Health, Ballarat Health Services and Bendigo Health.
- Work with regional partners and the DHHS to pilot a regional service framework in a key area of tertiary or quaternary clinical need.
- Explore the potential to expand regional service frameworks across all our flagship services.

##### 4. Work with our neighbouring health services to strengthen our partnerships to deliver specialist tertiary care for the north-east region

A coordinated and collaborative approach to the delivery of specialist tertiary care in our region will ensure patients requiring access to a higher level of care will receive it within clinically appropriate timeframes.

#### We will:

- Develop default referral pathways to and from Austin Health for patients requiring access to a higher level of specialist care.
- Develop agreed time based metrics for patient access to Austin Health for specialist inpatient care and ambulatory services.
- Establish arrangements for providing specialist clinical advice to supporting the collaborative management of patients referred for specialist care.

#### Measures of success

- Increased scale and depth of tertiary activity.
- Increased proportion of regional tertiary activity.
- Meeting agreed access KPIs.



## Talented, capable, engaged people

### Take our team to the next level with the right support and culture.

Austin Health has long understood and valued the critical contribution our people make in caring for the health needs of our community. Our people achieve excellence in patient care, research and teaching.

We know that our people are key to us realising our ambitions for this Strategic Plan. To achieve success, our People Strategy 2018-22 will focus on a number of key priorities.

#### Initiatives

##### 1. Leverage our positive culture through workforce engagement

We will strengthen our level of organisational engagement as a critical aspect of our positive culture.

##### We will:

- Undertake initiatives to lift our level of organisational engagement.
- Regularly measure our organisational culture using industry benchmarks and transparently share those results with our workforce.

##### 2. Build leadership excellence and capability

Bold and capable leadership will be required to guide Austin Health into the future. We will develop excellence in leadership to match our reputation as a leading healthcare organisation.

##### We will:

- Develop one enterprise view of what leadership is at Austin Health across all disciplines.
- Build leadership excellence and develop the next generation of leaders.
- Identify critical leadership roles and develop succession plans for these.

##### 3. Support personal growth and development of our people

Austin Health has outstanding people. We are committed to strengthening the skills and capabilities of our people.

##### We will:

- Identify the capabilities needed for the future.
- Support our people to develop these skills through a focus on development.
- Build feedback, coaching mindset and capabilities.

##### 4. Value diversity and inclusion to bring richness to our work environment

Austin Health's local community is diverse. We need to ensure that diversity is reflected in our workforce so that we can meet the needs of our community. We will increase our diversity through our openness and inclusiveness.

##### We will:

- Develop initiatives to increase the diversity of our workforce.
- Strengthen our culture of inclusiveness.
- Build upon our indigenous strategies and employment plan.

##### Measures of success

- Increased levels of employee engagement.
- Increased capability and confidence in leaders.
- Increased diversity in Austin Health's workforce.
- Succession plans in place for key leadership roles.

Austin Health has long understood and valued the critical contribution our people make in caring for the health needs of our community.

# How we will achieve success

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**In addition to our strategic priorities, we will develop a number of core capabilities that will support the effective and efficient achievement of our strategic objectives.**

## **Raise our profile and enhance communication**

Austin Health's profile and reputation as a leading specialist tertiary and quaternary health service and research centre is critical to attracting the right staff, students, partnerships and funding, as well as influencing change in the Victorian health system. Therefore, a strong profile and positive reputation within our community, across the state and the sector is key to the successful delivery of our Strategic Plan.

### **We will:**

- Develop our communications capability and capacity, including digital communications, to improve how our communications contribute to excellent patient care, well informed staff and a positive workplace culture.
- Enhance our profile and reputation so that we have the greatest influence possible, attract and retain the best staff and encourage philanthropic support.
- Strongly advocate key elements of our Strategic Plan, to help consumers, the community, policy makers and other stakeholders understand our initiatives and work with us to deliver them.
- Ensure that our brand and identity is unified to create the greatest possible impact and influence for Austin Health.

## **Strengthen and expand our partnerships**

Successful delivery of our Strategic Plan will require strong partnerships with universities, research partners, government, commercial partners and other health services including, community-based, regional, rural health and human service agencies, such as the NDIS.

While Austin Health has a large number of clinical, teaching and research partners, our approach to investing in future partnerships will be more strategic, coordinated and driven by organisational priorities.

### **We will:**

- Invest in partnerships that are aligned with our strategic priorities and are mutually beneficial, leveraging off the capabilities and learning of each organisation.
- Support our staff to partner and collaborate effectively, at all levels of the organisation.
- Think beyond traditional university, research and clinical partners to strengthen our relationships with community groups, such as patient and social groups, and with commercial partners where we have the potential to learn from business outside the health sector.

## **Ensure organisational sustainability**

Our Strategic Plan is bold and reflects our collective ambition. To achieve it, and to be sustainable, we need effective stewardship that is underpinned by robust governance. This will ensure that we have the means and structures to invest strategically and effectively in our priority areas.

### **We will:**

- Drive greater value in the way we plan and deliver our services, ensuring they are underpinned by a structured evaluation framework for new programs and models of care. This will include commissioning and contestability of our services.
- Deliver financial performance that will support investment in our Strategic Plan.
- Explore new revenue sources and commercial opportunities.
- Maximise opportunities for philanthropic engagement and support for our services.
- Align our investments and resource allocation with our priority areas.
- Maintain and continuously improve our governance.
- Mature our organisation-wide approach to innovation.
- Link our infrastructure to our models of care and other investment priorities.
- Ensure our structures and systems are adaptive and responsive.

## **Build a strong culture of philanthropy**

Austin Health has a proud history of philanthropy and we understand that building on this culture is important to achieving our goals.

### **We will:**

- Engage our staff such that they understand that we are all ambassadors for Austin Health.
- Provide leadership in philanthropic endeavour.
- Build connections between the fundraising team and staff, ensuring the connection between giving and what we are striving to achieve.

# Implementing our Strategic Plan

## Delivery of our Strategic Plan will be governed by the Austin Health planning cycle.

Delivery of our Strategic Plan will be monitored by our Board, led by the Executive and require the commitment of all staff. Our Strategic Plan will be a 'live' document that is consistently referred to and provides strong direction and focus for the organisation over the next five years. It will drive our activity and investment and be governed by our planning cycles.

A strong and robust implementation plan will be developed to lead delivery of the Strategic Plan over the next five years. The implementation plan will be developed in consultation with staff. It will set out the detailed activities that will need to take place, timing of delivery and assign accountabilities across the organisation.

The implementation plan will also provide high-level financial forecasts that help us understand the financial investment required and highlight dependencies across initiatives.

The implementation plan will inform annual business plans. The annual business planning cycle will capture the specific projects, budgets, timing and accountabilities associated with each strategy (some of which are already underway). Our annual planning cycle will include a review process which, where necessary, will allow us to adjust or amend our implementation plan and Strategic Plan to ensure that they remain relevant.

## We will transparently monitor and report our progress and performance

Austin Health measures, monitors and reports an extensive range of clinical and operational performance measures. Alongside this reporting framework, the performance measures set out in our Strategic Plan will be used to track and report on our progress against our priority areas. More detailed performance indicators and measures will also be included in our annual business plans and in business cases that support major investments and activities.

Our performance will be transparently shared with our consumers, staff and stakeholders. Our reporting will be consistent and will provide the data and analysis we need to ensure that we are individually and collectively accountable.

### Austin Health planning cycle







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