



Strategic Plan 2023-27

Austin Health's three main campuses are on the lands of the Wurundjeri People of the Kulin Nations. We pay our respects to Wurundjeri Elders past, present and emerging and acknowledge the ongoing connections to land, waterways, culture and lore of the oldest living culture in the world.

We acknowledge the Aboriginal, Torres Strait Islander People and all Indigenous nations of the world, who continue to uplift communities and champion rights to land, water, language and traditions. We support the important role Indigenous people continuously hold in our society.



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Preface

Our Strategic Plan for the next five years is ambitious. It provides a bold and transformative direction for our future.

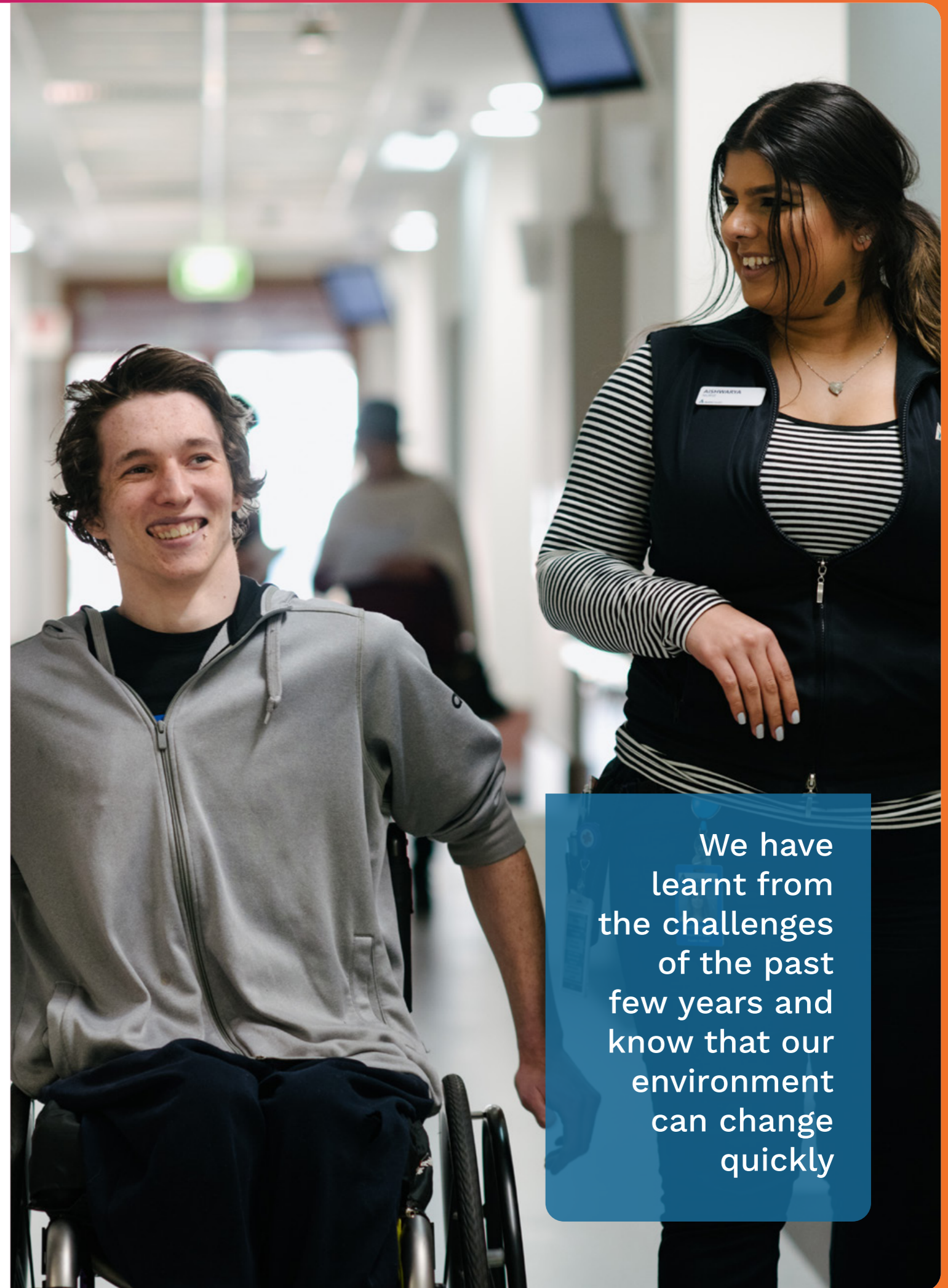
We have learnt from the challenges of the past few years and know that our environment can change quickly and that some factors are outside our control. Taking these lessons forward, this Strategic Plan allows us to be agile and responsive, balancing focus with flexibility. It allows us to respond to changing needs in our communities and the healthcare environment over time.

Tested against our Guiding Principles, our focus will be on achieving five core, targeted Strategic Outcomes:



To optimise the achievement of our strategy, we will engage in clear and actionable rolling implementation planning. This will provide the roadmap to achieve our Strategic Outcomes and enable us to keep our eyes on the horizon, aligning to our changing environment and facilitating our evolution. We have documented our expected achievements in this Plan to review our progress each year over the next five years to keep ourselves accountable.

We are excited to share with you our journey towards 2027.



We have learnt from the challenges of the past few years and know that our environment can change quickly

Message from the Board Chair and Chief Executive Officer

Helping people live healthy, productive, and fulfilled lives

On behalf of the Board of Directors and Executive, we are proud to present our 2023-27 Strategic Plan.

Our patients, people and broader community remain the cornerstone of our strategy. Every day, they inspire dedication to our purpose of helping people live healthy, productive, and fulfilled lives.

Our patients and community are why we are here, and our strategy has been guided by their hopes for our future. We engaged over 135 patients and community members and over 1,270 volunteers, staff, Board members and community partners through a range of interviews, forums, focus groups and surveys to inform our strategy. Subject matter experts deepened our understanding of emerging themes including global best practice in patient care, innovative service models and our role in contributing to a brighter future through environmentally sustainable healthcare. We are grateful for the contributions of our patients, staff, community, and our partners in developing our Strategic Plan 2023-27.

Centred on shaping the future through exceptional care, discovery, and learning; our strategy outlines a bold and promising future. We recognise that change is constant in health care and over the coming years, we will focus on achieving a small number of ambitious outcomes. This will ensure we are ready and able to evolve and respond to change, unexpected challenges, and new opportunities.

We are excited by our ambition to establish the Australian Centre for Transplantation Excellence and Research. Further defining our role as a leading provider of specialist care in Victoria, it will extend us to new heights in clinical care, teaching and research and provide the best possible care to our patients.

The COVID-19 pandemic resulted in a fundamental change to the way we work. We will harness the momentum of responding to the pandemic and build on our achievements by continuing to reimagine the way we provide care in the future. We will continue to reach out to our patients and community by extending our care beyond traditional service models, including growing home-based and virtual care and exploring other innovative service models to improve our patients' experience and access to care.

We will continue to advance our commitment to reconciliation in line with our Reconciliation Action Plan. We are dedicated to providing culturally safe and reliable

care that supports Aboriginal and/or Torres Strait Islander Peoples and their families to navigate the hospital system in a culturally safe way.

We acknowledge and thank our people for their remarkable courage, resilience, and exceptional commitment to our organisation. We will continue to nurture our positive, collaborative, and compassionate culture and our commitment to supporting our people and their wellbeing will be ongoing. Together, we will build on our reputation as a preferred place to work, learn and grow careers.

At Austin Health, we commit to the significant role we play in creating an environment where we embrace the diversity of our people and strengthen our culture of inclusion. Our services will continue to be respectful and inclusive to support the health needs of members of our diverse community.

Our purpose, vision, and values remain unchanged and unwavering. Our plan includes six Guiding Principles that represent what we stand for, and are central to all that we do. They apply in all circumstances providing universal and enduring guidance to our work, behaviours, and decision-making. They describe what is important to us, and are our commitment to our patients, people, community, and service system.

Our future relies on us working together and engaging in effective, collaborative, and innovative partnerships with Government, other health services, other sectors and with our community. We are committed to strengthening these partnerships.

This is our roadmap to providing first class care to our patients and our community.



Chief Executive Officer
Adam Horsburgh



Board Chair
Ross Cooke OAM

“The deployment of our strategy will be guided by our patients and community. Their advice will provide valuable input into the continuous improvement of our services so that they are accessible, equitable, inclusive, and responsive to our community’s needs. Through our patients and community’s leadership and insights we will shape our organisation and the services it provides to ensure our community receives the best possible care.”

Co-Chair, Community Advisory Committee (Board member) **Julie Bignell**



Who we are

We are proud at Austin Health to be a major healthcare provider located in the north east of Melbourne in Victoria. The local community we serve is diverse, encompassing people from various backgrounds and ages, and we know that the care needs of our community are becoming increasingly complex. We deliver outstanding health professional education and research across three campuses in Melbourne's north east metropolitan region.

Our campuses

We provide care to our patients across three campuses, in the home and community-based health services. Our major campuses are:

- Austin Hospital (including the Olivia Newton-John Cancer Wellness and Research Centre)
- Heidelberg Repatriation Hospital
- Royal Talbot Rehabilitation Centre.

Over the next five years, we will see the completion of the new Eltham Area Community Hospital. The new community hospital will expand our reach and enhance access to lower complexity hospital care, community health care and social services closer to our patients' homes.

We are committed to developing our Masterplan to redesign the way we deliver services into the future.



Our services

We are a major tertiary and quaternary health service that provides an extensive range of acute, sub-acute, and mental health services and a comprehensive range of ambulatory services including, specialist outpatient clinics and outreach services.

We are home to a number of state-wide services:

- Acquired Brain Injury Unit
- Child Mental Health Unit
- Victorian Liver Transplant Unit
- Clinical Toxicology Service
- Victorian Poisons Information Centre
- Victorian Respiratory Support Service
- Victorian Spinal Cord Service.

We continue to provide support to regional Victoria through the operation of a number of specialist clinical services and several pathology services.

We have a clear plan for our clinical services system. Our future service system will respond to the changing healthcare environment; ensuring that the care we provide interacts with and connects to the broader system of care.

Our clinical service system will:

- Support people to stay well connected with primary care for prevention and monitoring
- Accelerate and grow home and community-based models of care
- Develop and advance new specialist care for adults, reinforcing Austin Health's role as a specialist quaternary service
- Rapidly innovate and transform mental health care in line with the recommendations from the Royal Commission into Victoria's Mental Health System.

Our research and education

Our world-renowned research and state-wide specialist work support the care provided to our local community, particularly in cancer, organ transplantation, spinal cord injuries, neurology, endocrinology, mental health, and rehabilitation.

We lead the education of our future workforce as the largest provider of training for specialist physicians and surgeons in Victoria. Austin Health's exceptional people set us apart as they continue to show extraordinary care, compassion, and commitment to our patients, across services provided in the hospital, the community and at home.

Our leadership

Our leadership role in the North Eastern Public Health Unit (NEPHU) has allowed us to respond to public health issues by partnering with other hospitals and community-based organisations in Melbourne's north east. Through this, we will continue to keep the community safe and informed through prevention and early action.

As part of our role in the North East Metro Health Service Partnership (NEMHSP), we will continue to take leadership in fostering collaborative partnerships across our region to ensure that Victorians can access the right care in the most appropriate place. We strive to provide joined-up care for our patients and community to optimise health and wellbeing outcomes and positive interactions with health providers.

In 2021-22...

90,047

Emergency Department presentations



182

people received a transplant at Austin Health.



Including

49

kidney transplants

65

liver transplants

65

bone marrow transplants

3

intestinal transplants

364,197

outpatient clinics attendances



including

168,073

telehealth appointments



We were proud to be an employer of

11,018

staff



Our catchment covered more than

335,000

people



We provided

108,941

episodes of care on our wards



We published

2,475

research papers



Our Purpose, Vision and Values

Purpose

At Austin Health, we are united with our people, partners and community for one purpose.



Helping people live healthy, productive and fulfilled lives.

Vision

Since 1882, Austin Health has provided exceptional care to our community. Today, our vision describes how we will lead the future of health care.



Shaping the future through exceptional care, discovery, and learning.

Values

Our values reflect what we want to be known for. They shape our culture and the behaviours, practices, and mindsets of our people. Our values will help us achieve what we set to do over the next five years.



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 Guiding Principles

Our Guiding Principles represent what we stand for. They are the foundation for all we do, providing universal and enduring guidance to our day-to-day behaviours and decision-making. We will test our ideas and decisions against these principles to ensure we stay true to what is important to us, our patients, community, people and the broader service system.

Timely access to high quality care

We provide high-quality care to our patients in the right place at the right time. We commit to remove barriers to accessing care and promote equity and consistency in our practices. We remain flexible in our care, using innovative and evidence-based practices to deliver appropriate care to our patients.

A great place to learn, work and grow

We are proud to be a major teaching and training health service that invests in developing our people to be the best they can be. We embrace our people's diversity and commit to strengthening our inclusive culture. We support the career development of clinical and non-clinical staff, who all play a vital role in our organisation.

Research activities that improve patient outcomes

Our research is highly relevant to our patients. Our research is recognised and helps us cultivate a culture of improvement in delivering care. We strive to harness our research and academic partnerships to convert discovery and innovation into improved health outcomes.

Listen to what our patients and community say

We know and appreciate that when it comes to caring for our patients, their needs are different and unique. Our patients require care that is personalised and involves them in decision-making. We put our patients and community at the centre of everything we do. Members of our diverse community will experience inclusive services.

Culturally safe services for Aboriginal and/or Torres Strait Islander Peoples

We acknowledge and respect the diverse and distinct cultures of Aboriginal and/or Torres Strait Islander Peoples and are committed to providing a culturally safe environment for patients, families and staff.

Technology and infrastructure support patient care

We evolve with new technologies and tools to support contemporary and holistic care. We strive to ensure our physical spaces are fit for purpose, modern and safe for our people to help progressive patient care. We commit to take a leading role in setting the standard for the environmental and social agenda of the broader Victorian health system.

Our Strategic Outcomes

Our patients receive the right care in the most appropriate place

Our services will be provided in settings that enable excellent outcomes, experience and flexibility to our patients. We will explore well-coordinated, innovative, and alternate models of care, including the use of technology to provide care beyond the four walls of the hospital. We will empower patients to take control of their health and be active in decision-making about their care options.



Our approach

Expand telehealth, virtual care and home-based models.

Implement a patient portal to improve the provision of timely information sharing between our patients and their clinicians.

Expand specialist support and shared care arrangements in rural and regional areas to enable care to be provided locally.

Our expected achievements

- Meaningful increase in telehealth models, virtual care, and home-based care
- Successful implementation of the patient portal
- Increased number of shared care arrangements in regional and rural areas

Our people are well supported and encouraged to reach their full potential

We will continue to value, embrace and celebrate all our people's diverse skills and perspectives. We will commit to nurturing our positive collaborative, compassionate culture where our people are encouraged to be their best and realise their full potential. Care for our staff means we provide a safe and inclusive workplace where all cultural identities are recognised and our people's needs and rights are well supported.



Our approach

Embed safe practices across all areas of Austin Health to protect and empower our staff, including utilising the principles of SafeWards and expanding the success across our health service.

Develop workforce models that promote interdisciplinary or interprofessional learning for our clinical and non-clinical workforce.

Build leadership capability across our organisation to help our people grow their careers, including encouraging pathways into academia, research, and leadership.

Our expected achievements

- Improved overall psychological safety climate score reported through the People Matter Survey
- Improved employee retention and time to hire for new recruits in our nursing workforce
- Increased staff engagement reported through the People Matter Survey

Our Strategic Outcomes (continued)

We are national leaders in specialist care

We will advance our reputation across Australia as a leading specialist centre. We will commit to excellence in our specialist services with education and research at the forefront to meet the specialist needs of our community.



Our approach

Establish the Australian Centre for Transplantation Excellence and Research, using cutting-edge technology, research, and interventions to improve health outcomes and patient experience across the transplant journey.

Implement strategies including referral pathways to enhance access to specialist services across the north east region of Victoria.

Grow the capability and capacity of our existing specialist services, including oncology, mental health, transplantation, and specialist surgical services.

Our expected achievements

- Established the Australian Centre for Transplantation Excellence and Research, including a research program focused on transplantation services
- Increased number of liver transplants and kidney transplants per annum
- Growth in the capability and capacity of our existing specialist services

Our partnerships enable a comprehensive system of care

We will strengthen our partnerships to effect positive change in our community and strengthen the system of care for our patients. We will extend our leadership in the north east metropolitan region and improve connections within our hospital and our external partners – creating an integrated, supportive and efficient network inside and out.



Our approach

Expand the role of the North Eastern Public Health Unit (NEPHU) and engage in partnerships with local agencies to deliver preventive health strategies and promote the health and wellbeing of our population.

Build connections with health services in our region to progress state-wide reform opportunities and build system capacity.

Develop a Primary Care and Community Integration Strategy.

Our expected achievements

- Expanded role of NEPHU in the community
- Increased effectiveness of our health service partnerships as measured through annual surveys completed by partners
- Primary Care and Community Integration Strategy developed and implemented

Our Strategic Outcomes (continued)

We are leaders in environmentally sustainable healthcare

We will act on climate change. We will reduce our carbon footprint by driving environmental sustainability that is embedded across the whole organisation. We commit to achieving a net zero emission target by 2040. We will position ourselves as leaders in the Victorian healthcare system.



Our approach

Develop, resource, embed and enact a comprehensive Environment, Social and Governance (ESG) Strategy that articulates our commitment to climate change action. We will understand our baseline performance and define our roadmap to achieve a net zero emission target by 2040 with clear annual targets.

Promote and embed sustainable practices and models of care through strengthened education and communication of sustainability opportunities, including embedding the principles of our successful Green Theatres program across our health service.

Collaborate with HealthShare Victoria (HSV) and other partners to develop procurement strategies that are environmentally sustainable (carbon neutral, waste neutral and air pollution free).

Our expected achievements

- ESG Strategy to achieve net zero carbon emissions by 2040 developed; with clear interim annual targets
- Improved uptake of sustainable practices and models of care while maintaining excellent outcomes for our patients across all Austin Health sites
- Developed carbon neutral, waste neutral and air pollution free energy, infrastructure and procurement strategies with HSV and other partners

Our Plan on a page

Our Purpose

Helping people live healthy, productive and fulfilled lives.

Our Vision

Shaping the future through exceptional care, discovery and learning.

Our Values



Our actions show we care



We bring our best



Together we achieve



We shape the future

Our Guiding Principles



Timely access to high quality care



A great place to learn, work and grow



Research activities that improve patient outcomes



Listen to what our patients and community say



Culturally safe services for Aboriginal and/or Torres Strait Islander Peoples



Technology and infrastructure support patient care

Our Strategic Outcomes

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Our partnerships enable a comprehensive system of care



Our patients receive the right care in the most appropriate place

Our people are well supported and encouraged to reach their full potential

We are national leaders in specialist care

Our reflections

Over the last 5 years...

- We established a new state-wide radiation therapy service, MR-Linac
- We implemented a new SMS-based patient experience survey
- We developed and implemented Austin Health's first and second Reconciliation Action Plans – Reflect and Innovate
- We rolled out Microsoft Office 365
- We reduced our rates of hospital acquired pressure injuries to lead our peers with the lowest rate
- We published over 6,500 research papers in three years including 122 related to the COVID-19 pandemic
- We developed a "Partnering with Consumers" Plan
- We worked with the Department of Health to support the development of state-wide referral criteria for specialist clinics
- We went live with an eReferral management solution in specialist clinics
- We commenced planning for our Eltham Area Community Hospital

Our response to the pandemic...

- We led the rollout of the COVID-19 vaccine program in the north east metropolitan region
- We provided COVID-19 care and monitoring for people in the north east metropolitan region through the COVID Positive Care Pathway initiatives
- We co-developed the COVID Monitor tool to support self-monitoring and patient care management in the community
- We provided PCR testing clinics and outreach testing for adults, children, and vulnerable populations
- We led the development of a regional plan for the expected surge in demand for COVID-19 related critical care



As we reflect on our achievements, we think about the important lessons we learned to take with us as we work into the future. When we set out our goals in 2018, we could not have imagined the challenges we would face.

Despite these, we have become a leader within the Victorian healthcare system, demonstrating our ability to drive system integration and collaboration. While some progress has been made towards each of our 2018-22 Strategic Plan focus areas, there is still work to be done.

We commit to our patients, people, and community our unwavering alignment to our newly established Guiding Principles and Strategic Outcomes. We look forward to the future with hope and determination to achieve this Plan.

2027

Austin

HEALTH



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Heidelberg Repatriation Hospital

Wurundjeri Country
300 Waterdale Road
PO Box 5444
Ivanhoe Victoria Australia 3079
Phone: 03 9496 5000

Royal Talbot Rehabilitation Centre

Wurundjeri Country
1 Yarra Boulevard
Kew Victoria Australia 3101
Phone: 03 9490 7500

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Olivia Newton-John Cancer
Wellness & Research Centre



ONJ Cancer Centre

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