



Strategic Plan 2021–2025



Strategic Plan 2021–2025

**This Plan should be read in conjunction with the
*Bass Coast Health Clinical Services Plan 2021–2025.***



Bass Coast Health acknowledges Aboriginal people as the first peoples and custodians of the lands where we work. We commit to reconciliation and engaging respectfully to honour their ongoing cultural and spiritual connection to this country.

Published by Bass Coast Health, 235 Graham Street, Wonthaggi Vic. 3995

Available at: <https://www.gha2.net.au/BCH/Content/Publications>

© Bass Coast Health, June 2022.

Contents

Message from the Board Chair and Chief Executive Officer	2
BCH Vision, Mission and Values	4
BCH Behaviours – We Care	5
Strategic Plan summary	6
Alignment to <i>Health 2040</i> Goals	7
Strategic Goal 1 – Safety and Quality	8
Strategic Goal 2 – Service Growth and Development	11
Strategic Goal 3 – People	14
Strategic Goal 4 – Partnerships and Collaboration	17
Strategic Goal 5 – Financial Health	20
Embracing our Strategic Plan and future	23

Message from the Board Chair and Chief Executive Officer

Bass Coast Health (BCH) is ambitious on behalf of its community, and proud to present a Strategic Plan 2021–2025 that will achieve safe, high-quality care. This plan has been proudly presented with its companion document, our BCH Clinical Services Plan 2021–2025, and together, both documents provide our strategic and clinical roadmap for the coming years.

BCH's recent history has been a story of improvement in better serving the local community, building a positive culture, developing new leaders, advocating for and delivering better health services and improved facilities, creating new services and improving self-sufficiency, all while responsibly managing its finances.

The strategic outlook is challenging, and incredibly optimistic.

The challenges include ongoing pandemic risks, growing demand for services from both the young and old, elevated expectations from our community, a set of challenging infrastructure legacies and projects, national and local workforce shortfalls, and significant budget constraints.

The optimism significantly outweighs these challenges, and each of these challenges is an opportunity for growth and improvement. The BCH team is agile, skilled, responsive, and contemporary. The key priority always is safety and quality, which means the tougher it gets, the greater the focus on safety and quality. Staff and volunteers at BCH work passionately to provide the best care; they too are users of the service. Their time and effort is an investment in their local health service which serves their friends and loved ones.

The Strategic Plan and Clinical Services Plan outline the priorities and actions that BCH intends to take to address our challenges and opportunities.



BCH will continue to provide leadership and advocacy to continue to deliver better health outcomes for and with our local and sub-regional community. We will modernise our facilities. We will expand our services and programs in partnership with consumers and community members. We will build self-sufficiency in partnership with other health services so that more people can get safe, high-quality care, locally.

Importantly, we will harness and leverage the skills, determination, passion and values of our 1,000 plus staff members and 250 volunteers. We will also invest to grow our workforce and grow their capability in the knowledge that our staff, and our volunteers, are our greatest strength.

The Strategic Plan commits BCH to concerted action over the next five years across five strategic priorities:

- We will deliver safe, high-quality, person-centred care.
- We will grow service capacity and capability to deliver more care locally.
- We will enable a skilled, resilient workforce that is highly valued and supported.
- We will nurture genuine partnerships focused on shared outcomes and inclusiveness.
- We will provide strong financial governance that improves viability and sustainability.

The plan has been developed to align with the ever-changing landscape of Victoria's health sector goals and strategic priorities, most recently articulated in the *Health 2040* strategy; the *Statewide Design, Service and Infrastructure Plan for Victoria's Health System 2017–2037*; the Victorian Capabilities and Clinical Governance Frameworks; and the *National Safety and Quality Health Service Standards*.

The Board and Executive team thank our consumers, community members, staff, volunteers and our partners for finding the time during a pandemic, to contribute to our strategic priorities and our Clinical Services Plan. Continued engagement and partnership will be fundamental to our future success, and will ensure we can deliver against the strategic priorities to provide the best possible care to our community.

It is a privilege to serve this community and we are extremely grateful for your support.



A handwritten signature in black ink, appearing to read 'Don Paproth'.

Don Paproth, Board Chair



A handwritten signature in black ink, appearing to read 'Jan Child'.

Jan Child, CEO

BCH Vision, Mission and Values

Our Vision

Excellence in care

Our Mission

Delivering person-centred care to improve health, wellbeing, care experience and health outcomes, with our community

Our Values



BCH Behaviours – We Care

BCH Values encompass the We Care behaviours that are expected of our staff.

Value	Definition	Behaviours – what will it look like?
Wellbeing	Being comfortable, positive, healthy and content, both individually and collectively.	<p>We will encourage healthy behaviours, including exercise, a balanced diet, smoking cessation, and mindfulness.</p> <p>We will be a positive support and role model to others and proactively support the wellbeing of our colleagues and community members.</p> <p>We will balance home and work priorities and prioritise quality time away from the workplace, to optimise life at home and personal wellness.</p> <p>We will actively celebrate achievements, both individually and as a team.</p> <p>We will enable a sense of belonging, teamwork and relationships through social activities, communication and gatherings.</p>
Equity	Being fair and impartial and enabling everyone access our services and be part of the journey.	<p>We will enhance awareness and knowledge of services.</p> <p>We will enhance service access and options for consumers.</p> <p>We will understand, respect and encourage diversity.</p> <p>We will value differences through positive acknowledgement.</p> <p>We will be self-aware.</p> <p>We will actively provide a culturally safe workplace.</p> <p>We will value the individual role that each staff member plays in delivering our vision.</p>
Compassion	Recognition of another's circumstances with kindness, respect and understanding, free from judgement.	<p>We will actively consider what matters to others, and understand what our consumers want and need.</p> <p>We will deliver what is expected in a way that we would want it to be delivered to someone we love.</p> <p>We will empower individuals and support their reasonable choices.</p> <p>We will be concerned, considerate, empathetic and understanding of how others are feeling.</p> <p>We will demonstrate humility and insight about our own behaviours and actions.</p>
Accountability	Taking responsibility for decisions, actions and behaviours. Working within delegated authority.	<p>We will actively fulfil the expectations of our individual and team roles to deliver positive outcomes for consumers and families.</p> <p>We will never walk past behaviours that are not acceptable. We will be courageous and speak up when something doesn't feel or look right.</p> <p>We will be realistic and transparent in voicing when we cannot deliver or meet expectations.</p> <p>We will take responsibility for matters broader than our role to ensure there is proper follow-up and closure for our consumers.</p> <p>We will display a duty of candour to our consumers and families.</p>
Respect	Treating others how we would like to be treated. Honouring, showing regard and consideration.	<p>We will actively listen to other points of view and perspectives.</p> <p>We will be transparent, honest, and open with our communication; proactively communicate change; and clarify any concerns.</p> <p>We will be present – we will recognise that the interaction with the person in front of us now is the most important thing in this moment and deserves our full attention.</p> <p>We will act with complete integrity and ensure that the actions we take are ethical.</p> <p>We will humbly accept feedback from others about our behaviours, and accept that feedback is part of our personal growth and learning.</p>
Excellence	Being the best we can be.	<p>We will conduct our work in a way that demonstrates an unwavering commitment to safety and high-quality care.</p> <p>We will collaborate with others and work as a team to deliver the whole continuum of care.</p> <p>We will be innovative and enquiring to continually improve what we do.</p> <p>We will embrace growth opportunities so that individuals and teams can develop and learn.</p> <p>We will provide positive recognition when people demonstrate strong examples of behaviours in line with our values.</p>

Bass Coast Health Strategic Plan 2021–2025

Safety and Quality

We will deliver safe, high quality, person-centred care

- Optimise safety, quality, clinical governance and clinical risk systems and processes.
- Deliver person and family-centred care that optimises user experience.
- Be agile and responsive to external risks and events that impact on safety and quality including the COVID-19 pandemic.
- Embrace digital health, and utilise data to improve outcomes.

Service Growth and Development

We will grow service capacity and capability to deliver more care locally

- Expand existing services to meet service gaps and build local and sub-regional self-sufficiency.
- Develop new services to meet service gaps and build local and sub-regional self-sufficiency.
- Increase prevention opportunities to promote good health and wellness, prevent disease, and optimise chronic disease management.

People

We will enable a skilled, resilient workforce that is highly valued and supported

- Enable a workplace culture that values teamwork and collaboration, and builds the reputation as a great place to work.
- Maintain and grow a skilled and competent workforce that harnesses individual strengths and passion.
- Deliver a working environment that optimises worker safety and wellbeing.
- Build a strong learning and development culture that cultivates research and inquiry.

Partnerships and Collaboration

We will nurture genuine partnerships focused on shared outcomes and inclusiveness

- Embed inclusive practice, partnering and responsiveness into everything we do.
- Continue to embrace and strengthen the community's voice, connection, investment and engagement in the health service, including our extraordinary volunteers.
- Proactively partner with our sub-regional and regional colleagues to facilitate improved local service delivery and access.
- Strengthen partnerships with other providers including regional and metropolitan services, medical specialists and other providers of care to facilitate strong and enduring pathways for our patients.

Financial Health

We will provide strong financial governance that improves viability and sustainability

- Maintain strong corporate governance that strengthens accountability and enables robust resource management across all levels of the organisation.
- Deliver a growth led revenue strategy that focuses on efficiency and productivity.
- Proactively seek innovative opportunities to bring in new funding to improve financial sustainability.
- Deliver on a significant capital and asset management strategy to improve infrastructure.

Alignment to *Health 2040* Goals

The BCH Strategic Plan closely aligns with the goals and commitments set out in the Victorian Department's *Health 2040: Advancing health, access and care*:

Better Health

- A system geared to prevention as much as treatment.
- Everyone understands their own health and risks.
- Illness is detected and managed early.
- Healthy neighbourhoods and communities encourage healthy lifestyles.

Better Access

- Care is always there when people need it.
- More access to care in the home and community.
- People are connected to the full range of care and support they need.
- There is fair access to care.

Better Care

- Target zero avoidable harm.
- Healthcare that focuses on outcomes.
- People are active partners in care.
- Care fits together around people's needs.

Strategic Goal 1 – Safety and Quality

We will deliver safe, high-quality, person-centred care

1.1 Optimise safety, quality, clinical governance and clinical risk systems and processes.

- ▶ Continue to strengthen quality and clinical governance structures and processes to eliminate avoidable harm and strengthen quality of care.
- ▶ Implement Department of Health (DH) and Safer Care Victoria service capability frameworks across key clinical areas including Urgent, Emergency and Trauma Care Services, Maternity and Newborns, Surgical and Procedural, Renal Services, and Cancer Services.
- ▶ Continue to implement the state-wide reforms arising from Targeting zero.
- ▶ Maintain compliance with accreditation and other regulatory frameworks.
- ▶ Improve and extend the reach of Key Performance Indicators to ensure comprehensive monitoring of all patient safety and clinical risks, and clinical practice improvement.



1.2 Deliver person and family-centred care that optimises user experience.

- ▶ Facilitate genuine consumer and carer partnership in all aspects of individual care.
- ▶ Develop processes and systems so that all service areas measure and act on user experience.
- ▶ Facilitate Person Centred Care training for staff which aligns with BCH Values and draws on consumer and carer experience.
- ▶ Implement the BCH Diversity Framework to support the organisation to respond to the diverse needs of its consumers, carers and staff.
- ▶ Communicate Victorian Health Experience Survey and other results to staff and consumers and actively make service changes in response to care experience feedback.
- ▶ Expand consumer feedback processes including the involvement of consumer advocates and consumer reviews of incidents.
- ▶ Build staff awareness and facilitate service changes to improve health literacy.



1.3 Be agile and responsive to external risks and events that impact on safety and quality, including the COVID-19 pandemic.

- ▶ Provide leadership to the community and maintain preparedness for waves of COVID-19 transmission, and facilitate services that support a comprehensive and local COVID-19 response.
- ▶ Work with the Gippsland Public Health Unit, regional and sub-regional colleagues to optimise pandemic preparedness across the community.
- ▶ Enhance Business Continuity preparedness for all sites and services.
- ▶ Proactively support staff and community throughout the rapid change and unprecedented challenges.

1.4 Embrace digital health and utilise data to improve outcomes.

- ▶ Implement the comprehensive BCH Information and Communication Technology (ICT) Strategic Roadmap 2020–2025.
- ▶ Actively participate in the Gippsland Health Alliance (GHA) activities and strategy to optimise local IT capacity, systems and processes.
- ▶ Pro-actively participate in the development and implementation of the Electronic Medical Record (EMR).
- ▶ Re-design systems and processes which optimise Data Integrity and Management to meet Business Intelligence requirements.
- ▶ Further embed e-health opportunities into care models.



Strategic Goal 2 – Service Growth and Development

We will grow service capacity and capability to deliver more care locally

2.1 Expand existing services to meet service gaps and build local and sub-regional self-sufficiency.

- ▶ Develop a sustainable model for local Public Sector Residential Aged Care that considers future demand, infrastructure and funding constraints, and partnership opportunities.
- ▶ Develop contemporary and connected models of care for older people that reduce avoidable admission to inpatient care and optimises healthy ageing in their own home setting.
- ▶ Continue to build Cancer services and provide a greater breadth of treatments, including specialist and allied and psychosocial support.
- ▶ Grow Cardiology services to provide specialist nursing and medical services and interventional procedures within our capability.
- ▶ Strengthen Acute Medical Inpatient capability (including a Close Observation Unit service) with physician support.
- ▶ Expand programs to better respond to the needs of vulnerable families.
- ▶ Re-design programs and services that meet the specific needs of our diverse community including Aboriginal and Torres Strait Islander peoples, people that identify as LGBTQI+ and people with disabilities.
- ▶ Develop a contemporary Palliative Care service that meets the specific needs of the Bass Coast and South Gippsland communities, and connects to BCH cancer programs.
- ▶ Further develop Outpatient services that provide local, public access to specialists in line with DH policy and Victorian Auditor-General's Office requirements.
- ▶ Expand elective surgery services capability (including pre-admission and post-operative care) and facilitate robust surgical pathways for more complex surgical care.
- ▶ Expand the integrated sub-acute model of care across inpatient and community settings through strengthened specialist staffing arrangements.
- ▶ Review and re-develop system wide models of care, with consumers, for high prevalence chronic diseases including respiratory system diseases, diabetes, cardiac failure and asthma, in collaboration with other care providers.

2.2 Develop new services to meet service gaps and build local and sub-regional self-sufficiency.

- ▶ Coordinate and Collaborate with our sub-regional colleagues on workforce initiatives and give consideration for shared employment models where appropriate.
- ▶ Design and implement a model for Paediatric service provision which includes inpatient and outpatient service delivery.
- ▶ Expand a Better at Home service model that facilitates safe and contemporary substitution of acute (Hospital in the Home) and sub-acute (Geriatric Evaluation and Management at home) and COVID Care at Home.
- ▶ Develop targeted Men's Health programs with a focus on high prevalence issues such as prostate cancer.
- ▶ Develop Outpatient consultative services in the areas of Plastics, Dermatology, Respiratory, Paediatric and Endocrinology.
- ▶ Increase the BCH service profile for waterline community members and seek new locations, where services can be delivered.
- ▶ Collaborate with Latrobe Regional Health and others to develop local Mental Health services across Bass Coast for aged, acute, adult and child and facilitate access to specialised services such as eating disorders (in line with the recommendations of the Royal Commission into Victoria's Mental Health System).
- ▶ Create 24 hour emergency theatre services.
- ▶ Expand Women's services and Maternity capability to deliver Level 4 Maternity services.



2.3 Increase prevention opportunities to promote good health and wellness, prevent disease and optimise chronic disease management.

- ▶ Maintain the sub-regional collaborative of pooled health promotion resources from BCH, Gippsland Southern Health Service and South Gippsland Hospital, to sustain and strengthen the work of the South Coast Prevention Team.
- ▶ Collaborate with local government to align the Victorian public health and wellbeing plans, the South Coast Prevention Plan, and the Bass Coast Shire and South Gippsland Shire Municipal Public Health and Well-being Plans.
- ▶ Implement the South Coast Prevention Team workplan with a specific focus on increasing the physical activity of people aged over 55 years; enhancing healthy food and drink choices; and achieving actions as specified in the Achievement Program.
- ▶ Proactively seek out new and innovative sub-regional prevention opportunities to promote health and prevent disease.
- ▶ Collaborate with the Gippsland Primary Health Network and consumers to develop integrated, evidence-based clinical pathways.



Strategic Goal 3 – People

We will enable a skilled, resilient workforce that is highly valued and supported.

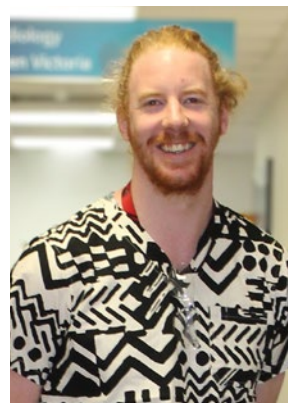
3.1 Enable a workplace culture that values teamwork and collaboration, and builds the reputation of BCH as a great place to work.

- ▶ Develop and implement a People and Culture Strategy that invests in and strengthens our workforce.
- ▶ Continue to implement an organisational development program that focuses on wellbeing, strengths training, and coaching.
- ▶ Facilitate team building across the organisation through a series of multidisciplinary and multiservice workshops.
- ▶ Undertake an annual *People Matter* survey and actively implement changes in response to feedback.
- ▶ Coordinate and Collaborate with our regional and sub-regional colleagues on workforce planning initiatives.
- ▶ Optimise communication and engagement of staff in managing and leading change, and facilitate open and transparent involvement in decision-making.
- ▶ Encourage kindness to others and facilitate respectful workplace behaviour in line with the Values and the Code of Conduct.



3.2 Maintain and grow a skilled and competent workforce that harnesses individual strengths and passion.

- ▶ Develop Nursing, Allied Health and Medical workforce plans in line with the requirements of the Clinical Services Plan.
- ▶ Develop a specific Recruitment and Retention strategy for growth and high-risk areas.
- ▶ Invest in current and future leaders by developing their capability and strengthening their autonomy and engagement.
- ▶ Invest in a learning and development model that builds capability and responds to identified staff needs.
- ▶ Facilitate arrangements to support staff to build awareness of BCH sites and services so that they have the opportunity to walk in others' shoes.



3.3 Deliver a working environment that optimises worker safety and wellbeing.

- ▶ Enhance the Health and Wellbeing committee and support the initiatives of the committee.
- ▶ Maintain an evidence-based approach to the prevention of Occupational Violence and Aggression (OVA) that reduces risks to staff and promotes pro-active de-escalation.
- ▶ Maintain a strong staff immunisation program.
- ▶ Continue the Manual Handling / Back Injury Prevention program to reduce the number of related staff injuries.
- ▶ Improve staff facilities including dining, accommodation and communal areas.
- ▶ Actively implement the Respiratory Prevention Program and facilitate optimal compliance with fit testing.
- ▶ Maintain robust COVID Safe Plans that facilitate optimal safety for staff.

3.4 Build a strong learning and development culture that cultivates research and inquiry.

- ▶ Expand and strengthen training and development through contemporary undergraduate, postgraduate and prevocational programs.
- ▶ Create information sharing opportunities across the services which include article reviews, lunchtime learning sessions and presentation of conference and study learnings.
- ▶ Develop and implement the BCH Research framework which supports research across the organisation and builds a culture of enquiry.
- ▶ Enhance staff orientation, training and competencies through contemporary processes.
- ▶ Expand work experience and traineeship opportunities in collaboration with industry partners.
- ▶ Facilitate clinical trials when safe to do so.
- ▶ Participate in the development of the Community University Centre at Wonthaggi in partnership with education providers.
- ▶ Review the corporate models for Human Resources and Learning and Development to better support our growing workforce.

Strategic Goal 4 – Partnerships and Collaboration

We will nurture genuine partnerships focused on shared outcomes and inclusiveness.

4.1 Embed inclusive practice, partnering and responsiveness into everything we do.

- ▶ Develop and implement the BCH Diversity framework and enhance our service responses to our diverse community members including Aboriginal and Torres Strait Islander peoples, people that identify as LGBTQI+ and people with disabilities.
- ▶ Work with our Community Advisory Committee and Consumer Representatives to enhance and enrich our services and places of care, guided by consumer voice.
- ▶ Further develop the BCH Reconciliation Action Plan and the BCH Cultural Safety Plan, and with staff and community input, develop a multi-year Aboriginal and Torres Strait Islander Health Strategy consistent with the state-wide Korin Korin Balit-Djak Strategic Plan (2017–2027).
- ▶ Lead the efforts of the South Coast Disability Action Plan, and develop a local plan that is active in addressing the needs of disabled community members.
- ▶ Work with consumers and local agencies to address the health needs of vulnerable families.
- ▶ Continue to pursue Rainbow Tick accreditation.
- ▶ Use BCH buying power to embed social procurement into our workplace to deliver opportunities for local businesses and social enterprises.



4.2 Continue to embrace and strengthen the community's voice, connection, investment and engagement in the health service, including our extraordinary volunteers.

- ▶ Continue to support, value and grow our volunteers.
- ▶ Support BCH Auxiliaries as they volunteer to raise funds for our services.
- ▶ Encourage and support consumers to actively participate in BCH planning, service delivery and evaluation.
- ▶ Facilitate community leadership roles by empowering volunteers and community members to share information.
- ▶ Further advance the role of the Community Advisory Committee and enable strong engagement in service development, planning and evaluation, and in the provision of strategic advice and influence to the Executive and the Board.
- ▶ Establish formal and ongoing Advisory Groups for key consumer groups, services and initiatives including for Aboriginal and Torres Strait Islander peoples and Phillip Island.
- ▶ Develop a Marketing and Communications Strategy, to better promote available services and optimise the BCH service profile across the community.
- ▶ Improve our outward-facing profile including our website, phone system and social media strategy, to build accurate information for our community.



4.3 Proactively partner with our sub-regional and regional colleagues to facilitate improved local service delivery and access.

- ▶ Actively engage with and strengthen the work of the Regional Partnership/ Gippsland Health Alliance, to ensure partnerships are equitable and optimised for local benefit.
- ▶ Consistent with the DH Partnership Guidelines, continue to progress collaborative arrangements with the Gippsland Public Health Unit.
- ▶ Continue to facilitate opportunities for regular collaboration, communication and leadership development between the South Coast Partnership (BCH, Gippsland Southern Health Service, South Gippsland Hospital and Kooweerup Regional Health Service).
- ▶ Implement the South Gippsland Coast Partnership workplan to progress work on service delineation, service capability and service planning that will bring in new services and increase self-sufficiency across the sub-region.

4.4 Strengthen partnerships with other providers including regional and metropolitan services, medical specialists and other providers of care to facilitate strong and enduring pathways for our patients.

- ▶ Further develop Memorandums of Understanding (MOUs) with Metropolitan and Regional Health Services, expanding on current arrangements, to support increased capability and capacity and local service delivery at BCH.
- ▶ Strengthen the partnership with the Monash Health Pathology service to bring expanded public pathology services to the region.
- ▶ Continue to collaborate with our contracted Radiology provider to facilitate a responsive service that increases the breadth of services available to the local community.
- ▶ Participate in Health Share Victoria reforms to improve service outcomes.
- ▶ Proactively facilitate communication and collaboration with local GP practices including developing opportunities for Rural Generalist posts and GP registrars.



Strategic Goal 5 – Financial Health

We will provide strong financial governance that improves viability and sustainability.

5.1 Maintain strong corporate governance that strengthens accountability and enables robust resource management across all levels of the organisation.

- ▶ Maintain a strong and independent Finance team that can facilitate strong revenue and expenditure management, monitoring and reporting.
- ▶ Improve the financial literacy of our emerging leaders in the budget-building and variance analysis processes.
- ▶ Maintain strong oversight of Cash Flow management and reporting.
- ▶ Continually strengthen and review the BCH Corporate Risk Management Framework to ensure risk is effectively mitigated.
- ▶ Foster a financially accountable culture that seeks to improve productivity and efficiencies into day-to-day work.
- ▶ Develop annual strategies to manage and mitigate financial risks, whilst also maximising opportunities.

5.2 Deliver a growth-led revenue strategy that focuses on efficiency and productivity.

- ▶ Proactively explore opportunities to attract new funding for service growth.
- ▶ Facilitate strong business case preparation, review and evaluation for all current and new services.
- ▶ Develop and implement the BCH performance measurement framework and continue to progress the business analytical and cost modelling work to better understand where efficiency and performance can improve.
- ▶ Maintain positive, strategic relationships with DH, Victorian Health Building Authority, the State and Commonwealth governments and other funding bodies, and be responsive when opportunities arise for new services or service innovation.
- ▶ Strengthen opportunities to achieve best value outcomes through a revised contract management framework and continued monitoring of Health Purchasing Victoria purchasing policies.

5.3 Proactively seek innovative opportunities to bring in new funding to improve financial sustainability.

- ▶ Develop and implement a revenue strategy that optimises billing and identifies other revenue opportunities to attract new funding.
- ▶ Develop and implement a contemporary fundraising strategy.
- ▶ Develop a program for identifying grants from trustees and other philanthropic groups.
- ▶ Develop a targeted bequest program.
- ▶ Provide transparency and appreciation for donations and ensure funds are directed transparently and appropriately.



5.4 Deliver on a significant capital and asset management strategy to improve infrastructure.

- ▶ Deliver the Wonthaggi Hospital Expansion.
- ▶ Renovate and refurbish Armitage House.
- ▶ Find opportunities for establishment of onsite staff accommodation facilities.
- ▶ Complete planning for, then deliver the Phillip Island Community Hospital.
- ▶ Advocate strongly for Stages 2 and 3 of the Wonthaggi Hospital redevelopment.
- ▶ Facilitate robust Asset Management processes which comply with DH requirements.
- ▶ Find opportunities to renovate Kirrak House and work to eliminate shared bathrooms and bedroom settings.
- ▶ Refresh Griffiths Point Lodge and develop a longer-term capital strategy to build new and expanded Public Sector Residential Aged Care services.
- ▶ Plan towards a rebuild of the Bass Coast Health helipad.
- ▶ Implement design principles and learnings from the COVID-19 pandemic response, including infrastructure changes that facilitate protection of patients and staff from aerosol generating procedures; protective measures associated with services and mechanical engineering; and infrastructure changes as a result of density requirements.
- ▶ Develop a plan for optimising BCH service presence across the Waterline Communities.
- ▶ Collaborate with partners to expand transport options for clients to enhance access to local and metropolitan health services.
- ▶ Maintain and enhance the clinical and non-clinical asset registry, which includes maintenance, asset disposal and replacement processes.





Embracing our Strategic Plan and future

We are proud to present the BCH Strategic Plan for 2021-2025. This is an ambitious plan which will continue to transform our services, infrastructure, workforce and models of care to provide excellent care for the Bass Coast and South Gippsland community.

The BCH Strategic Plan guides the delivery of a better health service and an integrated health system for the future with a strong and enduring focus on safety and quality. There is an investment in additional capabilities, strategic partnerships, new models of care and upgraded infrastructure.

Our aim is to deliver better health outcomes and experience through the integration of care across primary and community, acute, sub-acute and aged care services – indeed across all health and social services – with our partners.

BCH aspires to build lifelong relationships and trust with Bass Coast individuals and families to improve health outcomes and experiences.

Our pledge to you is that we will work hard to make sure our patients and families experience care that is safe and of the highest quality.

We strive to make sure that BCH's reputation will continue to grow, as a great place to work, and as the best place to receive care.

And we will partner genuinely with you, our community members, our staff and volunteers, to take the written words of our strategic plan, and create a dynamic and trusted sub-regional health service.

