

2011 - 2015

STRATEGIC PLAN

Together, caring for the West



Western Health

OUR VISION

Together, caring for the West,
our patients, staff, community and environment.

OUR PURPOSE

Working collaboratively to provide quality health and well-being services for the people of the West.

OUR APPROACH

Sharing responsibility for setting our strategic direction.
Steering Western Health, guided by our blueprint.
Together, caring for the West - our patients, staff,
community and environment.

OUR VALUES

Compassion - consistently acting with empathy and integrity.
Accountability - taking responsibility for our decisions and actions.
Respect - for the rights, beliefs and choice of every individual.
Excellence - inspiring and motivating innovation and achievement.
Safety - prioritising safety as an essential part of everyday practice.

Acknowledgement of Traditional Owners

Western Health respectfully acknowledges the traditional owners of the land on which its sites stand as the Boon Wurrung and the Wurundjeri people of the greater Kulin Nation.

IT IS WITH PLEASURE THAT WE PRESENT THE WESTERN HEALTH STRATEGIC PLAN 2011-2015.

Western Health's 2008-2013 Strategic Plan was developed through a collaborative process involving Western Health staff, the Board of Western Health and key community organisations. As such, it meets our intention of sharing responsibility, ownership and accountability for setting the strategic direction for Western Health and ensures the priorities outlined in this plan deliver quality health care for people in the West.

The Plan has been refreshed in 2011 to identify our achievements against the original objectives, reflect upon and update our original strategic priority areas, and to ensure that our priorities are aligned with current challenges and opportunities.

This plan builds on the strong foundation established over many years of delivering care to the communities of the West.

We are currently in the midst of a very exciting and progressive period at Western Health. Since 2008 we have undertaken and are continuing significant capital projects to modernise and further develop our hospitals.

Western Health is strongly supported in our desire to improve the health and well being of the people of the West, and we are very thankful for the support we receive from service provider partners, local, state and federal governments and individuals and groups in the West.

To this end, we invite you to consider the information within the Western Health Strategic Plan. We hope you find it interesting, informative and reflective of our strong commitment to improving health in the West.



Ralph Wills

Board Chair



Kathryn Cook

Chief Executive

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WHO WE ARE AND WHAT WE DO

Western Health was formed in July 2000 with individual sites having a history of many decades. Today Western Health operates three acute public hospitals located at Footscray, St Albans and Williamstown, a day hospital at Sunbury, a transition care facility at Williamstown and a residential care facility at Melton.

Western Health services are provided to a population of over 775,000 people across the western region of Melbourne.

Western Health provides a comprehensive, integrated range of services from its various sites; ranging from acute tertiary services in areas of

emergency medicine, intensive care, medical and surgical services, through to subacute care and specialist ambulatory clinics. Western Health provides a combination of hospital and community based services to aged people, adults, children and newborn babies.

Employing appropriately 5,000 staff, Western Health has a strong philosophy of working with its local community to deliver excellence in patient care. Western Health has long standing relationships with health providers in the western region of Melbourne and has strong affiliations with numerous Colleges and academic institutions.

ON A TYPICAL DAY AT WESTERN HEALTH (BASED ON 2010/11 DATA)

40

patients are visited at home by our Hospital In the Home program

100

patients require the services of an interpreter

329

patients attend one of our three Emergency Departments

13

babies are welcomed into the world at Sunshine Hospital

327

patients are discharged

57

surgical operations take place

3,006

meals are served

933

patients are cared for overnight (acute, sub-acute and residential care)

112

volunteers provide a range of services

446

patients see a doctor in an outpatient clinic

OUR FACILITIES

WESTERN HOSPITAL

Western Hospital is an acute teaching hospital with approximately 360 beds. It provides the majority of acute elective and acute emergency services for Western Health. Patients are provided with a range of inpatient and outpatient services including acute general medical and surgical, intensive and coronary care, sub-specialty medicine, surgical services, and related clinical support. Research covering a range of medical, surgical and specialty areas is also conducted at the hospital.

Western Health maintains strong partnerships with a number of lead universities including the University of Melbourne, La Trobe, Monash, RMIT and Victoria University for medical, nursing and midwifery and allied health training.

SUNSHINE HOSPITAL

Sunshine Hospital is a teaching hospital in Melbourne's outer-West with approximately 426 beds. Sunshine Hospital has a comprehensive range of services including women's and children's services, surgical, medical, mental health, aged care and rehabilitation services. Sunshine Hospital's emergency department, incorporating a paediatric service, is one of the busiest general emergency departments in the state.

The Maternity services at Sunshine Hospital continue to grow to meet the increasing demand within the community and it now has the third highest number of births of any hospital site in the state.

SUNSHINE HOSPITAL RADIATION THERAPY CENTRE

The Sunshine Hospital Radiation Therapy Centre opened in March 2011. It will enable around 900 people a year from Melbourne's western suburbs to receive their cancer treatment closer to home.

The new centre, a partnership between Western Health and the Peter MacCallum Cancer Centre, provides a state-of-the-art radiation planning system and two linear accelerators deliver treatment to patients with a range of cancers. Two additional bunker spaces have been included to provide for projected future growth.

WILLIAMSTOWN HOSPITAL

Williamstown Hospital is a 90 bed facility providing emergency services, surgical services, a range of

rehabilitation services including geriatric evaluation and management, transitional and restorative care, renal dialysis services and community rehabilitation.

SUNBURY DAY HOSPITAL

The new \$21 million Sunbury Day Hospital opened its doors to its first patients in February 2011. The Day Hospital provides day medical, day surgical, dialysis treatment and a number of specialist clinics.

DRUG AND ALCOHOL SERVICES

Drug and Alcohol Services provide a diverse range of services for individuals and their families affected by drug and alcohol related problems. Drug and Alcohol Services is a community based program of Western Health and offers innovative and client centred recovery programs that include specialist programs for Adult, Women and Children's Services, Youth and Family and Residential Withdrawal Services.

WESTERN CENTRE FOR HEALTH RESEARCH AND EDUCATION

Located at Sunshine Hospital, the Western Centre for Health Research and Education was officially opened in June 2011 and provides a range of purpose built, state-of-the-art teaching and research facilities. Available within the Centre is a 200 seat auditorium, a 100 seat lecture theatre, library facilities, simulation centres and a number of seminar and tutorial rooms. The Centre is home to the Western Clinical School for Medicine and Allied Health in partnership with the University of Melbourne and also houses researchers, academics and educators from Western Health, Victoria University and the University of Melbourne.

The Centre will play a pivotal role in researching diseases that affect our local communities, positioning Western Health as an area of excellence in academic and research fields.

REG GEARY HOUSE

Established in 1994, Reg Geary House is one of the key providers of residential aged care within the Melton community, providing 30 high care beds.

HAZELDEAN TRANSITION CARE

Hazeldean offers transition care. It is located in Williamstown, a short distance from Williamstown Hospital.

OUR COMMUNITY

OUR COMMUNITY:

- is growing at an unprecedented rate
- is among the fastest growth corridors in Australia
- covers a total catchment area of 1,569 square kilometres
- has a population of over 775,000 people
- has high levels of cancer, heart disease, stroke and mental illness, with diabetes and depression also significant population health issues
- has a diverse social and economic status
- is one of the most culturally diverse communities in the State, speaking more than 100 different languages/dialects
- provides a significant number of our staff
- has a strong history of working collaboratively with Western Health to deliver excellence in patient care.

WESTERN HEALTH'S CATCHMENT INCLUDES THE FOLLOWING LOCAL GOVERNMENT MUNICIPALITIES:

- Brimbank
- Hobson's Bay
- Hume
- Maribyrnong
- Melton
- Moonee Valley
- Wyndham
- Moorabool



OUR ACHIEVEMENTS SO FAR

Achievement highlights from the Western Health (WH) Strategic Plan 2008 – 2011 include:

Safe & Effective Patient Care

We have

- defined the essential elements of how WH intends to deliver its care into the future by developing an organisational Model of Care
- applied a WH Framework for Quality & Clinical Governance to the planning, review and improvement of safe, quality patient care throughout WH
- progressed investment in information and communication technology through development and delivery of an Information Systems Strategic Plan
- improved our information management and decision-making capability by developing a centralised Data Warehouse and Monitoring and Performance (MaP) system.

People & Culture

We have

- promoted our WH Values and recognised staff who model these values in their everyday work practices
- supported leadership engagement and continuity through the introduction of senior leadership forums and an organisational Succession Planning Process
- demonstrated improvement in staff opinion of the leadership at WH and the balance between performance management and professional development
- attracted high calibre candidates to key staff vacancies through the progression of workforce planning strategy development and implementation.

Community & Partnerships

We have

- partnered with local government and local and regional health care providers to progress a Better Health Plan for the West
- progressed relationships with Aboriginal communities and improved support for the management of Aboriginal patient health care needs
- expanded our in-house language services and introduced cultural diversity training to better meet the needs of our culturally diverse community
- increased community participation in service planning, delivery and review through the development of the WH Cultural Diversity and Community Advisory Committee and the WH Community Participation Plan.

Research & Learning

We have

- positioned ourselves to become a Centre for Excellence in Research, Education and Training by constructing the Western Centre for Health Research and Education, establishing a Western Clinical School and establishing a Board sub-committee for research and learning
- developed a Research Strategy that will help to guide and grow the research effort at WH
- developed an Education Strategy that aligns workforce, organisational development and the educational needs of WH.

Self-Sufficiency & Sustainability

We have

- outlined and informed the future role and strategic service directions for WH by developing an organisational Service Plan
- expanded our service capacity and the type of care services WH can offer by constructing a new day hospital at Sunbury and a radiotherapy facility at Sunshine Hospital
- upgraded our facilities to support the delivery of safe, effective care by completing a range of capital and infrastructure projects
- completed \$115M worth of capital works, with \$142M of other works in construction
- introduced a WH Business Improvement Program that has informed management of budgetary pressures and realised productivity, performance and efficiency gains
- consistently produced operating results closely aligned with budget targets.



WHERE WE ARE GOING

VISION FOR 2015

Western Health serves the people of the West - but to do this well we must be clear about our key priority areas and ensure they remain relevant. This will be achieved by following a collaborative approach, in which we continue to build upon and improve the range and nature of health and well-being services for the West.

Through the process of consulting, involving, including and working with the people and stakeholders in the West, we aim to provide the best services we can to care for the region.

To strengthen our approach, by 2015 we expect to be a health service that:

- continues to deliver and enhance culturally appropriate health care
- remains proactive in building a healthy community
- is a major collaborator with community health partners in the West to deliver health care
- has the resources to respond to ongoing growth and demand
- recruits and retains a compassionate, motivated and competent workforce
- is an effective advocate to improve health outcomes in the West
- is able to provide sustainable health services to the West
- is recognised as a leader in research and learning
- is recognised for excellence and innovation
- delivers timely, accurate clinical information and decision making.

POLICY CONTEXT

There are a number of key policies that guide the delivery of services to Western Health's patients. In particular, the Australian Health Reform Plan has implications to the funding and organisation of health and hospital services.

Western Health is also strongly guided by Victorian State Government priorities for the improvement of the health system to ensure that health services become more responsive to people's needs, better co-ordinated, more efficient, and more rigorously informed and informative.



AUSTRALIAN GOVERNMENT POLICY

A national health reform package was announced by the Council of Australian Governments (COAG) in early 2011.

The key impacts of the Agreement are:

- States will remain managers of the public hospital system and will continue to negotiate funding agreements with health services.
- The Commonwealth will increase its contribution to efficient growth funding for hospitals.
- States and the Commonwealth will contribute funding for health services into a single national pool and a national approach to activity based funding.
- States will continue to play a significant role in the delivery of primary health care services.
- Medicare Locals will be established and these entities will plan and support face-to-face GP services outside normal hours.

NATIONAL MATERNITY SERVICES PLAN

The national maternity services plan was endorsed in November 2010. It will result in the following key impacts for Western Health:

- Establishment of collaborative working arrangements between privately practicing midwives and Western Health.
- MBS and PBS benefits for services provided by eligible, privately practising midwives, working in collaboration with doctors.
- A Government-supported professional indemnity insurance scheme for eligible, privately practising midwives.
- Extra scholarships for GPs and midwives to expand the maternity workforce.

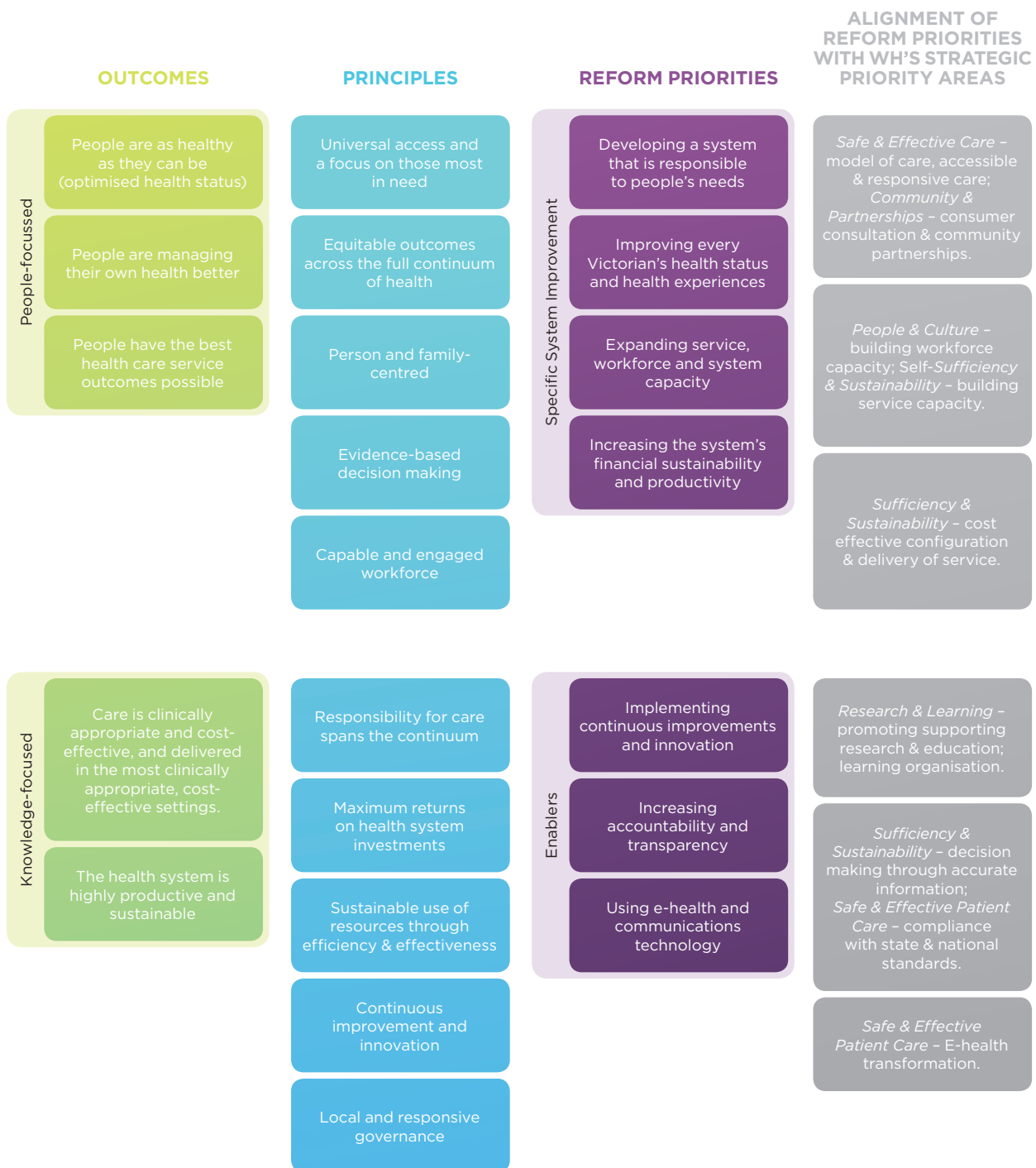
VICTORIAN STATE GOVERNMENT POLICIES

Western Health's Strategic Priority Areas align with the Victorian Health Priorities Framework 2012–2022. This Framework released in May 2011 aims to establish the key outcomes, attributes and improvement priorities for the health care system in Victoria. It provides a framework for planning and delivering an innovative, informed and effective health care system that is responsive to people's needs, now and in the future.

Seven priorities aim to create a health system that is underpinned by expertise among health professions and health literacy among the public, so that people can live healthy and productive lives. These seven priorities are designed to address, now and in the future, the key issues in the Victorian health system. The first four priorities target specific changes and improvements to the health system and the other three are essential underlying changes to allow the health system to work more effectively.

The outcomes, principles and priorities of the Victorian Health Priorities Framework are outlined within the diagram on the following page (extracted from the May 2011 Metropolitan Health Plan document). Accompanying this diagram is a description of priority alignment with Western Health's Strategic Priority Areas.

OUTCOMES, PRINCIPLES AND PRIORITIES OF THE VICTORIAN HEALTH PRIORITIES FRAMEWORK 2012-2022



THE CHALLENGES AHEAD

In the face of a growing population and growing demand for health care services, the key strategic challenges for Western Health include managing the increasing prevalence of chronic disease and an ageing population, developing viable workforce solutions in the face of workforce shortages, implementing new technologies to support health care efficiencies and ensuring the future delivery of services meets consumer expectations.

POPULATION GROWTH

The western region of Melbourne is growing at an unprecedented rate and is the fastest growing area in Australia. Two of the Local Government Areas within the catchment – Melton and Wyndham, are the fastest growing Australian municipalities by population volumes.

WORKFORCE

Due to a combination of local, national and international factors Western Health will continue to experience some difficulties in attracting, recruiting and retaining the required numbers of staff with appropriate skills and qualities across most job types.

CHRONIC DISEASE

A key challenge in planning future services is the increasing prevalence of chronic disease. The west has high levels of cancer, heart disease, stroke and mental illness, with diabetes and depression also being significant population health issues. The prevalence of chronic disease in the west will only increase as the population grows and ages.

AGEING POPULATION

In addition to predicted population growth, the western metropolitan regional profile highlights a changing population structure with a significant increase in the number of people aged 65 years and older. Hospital use increases with age, as older people are more likely to experience acute health problems, have a background of one or more chronic illnesses and live in complex social situations.

MEDICAL TECHNOLOGY

As Western Health seeks more efficient and effective ways to manage patient demand, the health service requires more sophisticated ICT (Information and Communication Technology) systems. In addition, medical technologies are rapidly changing and driving practice and new service models. New medical investigative techniques and equipment, less invasive surgical techniques, new drug therapies and new screening and diagnostic techniques enable patients to receive medical intervention and care earlier in their disease progression and in different locations within the community.

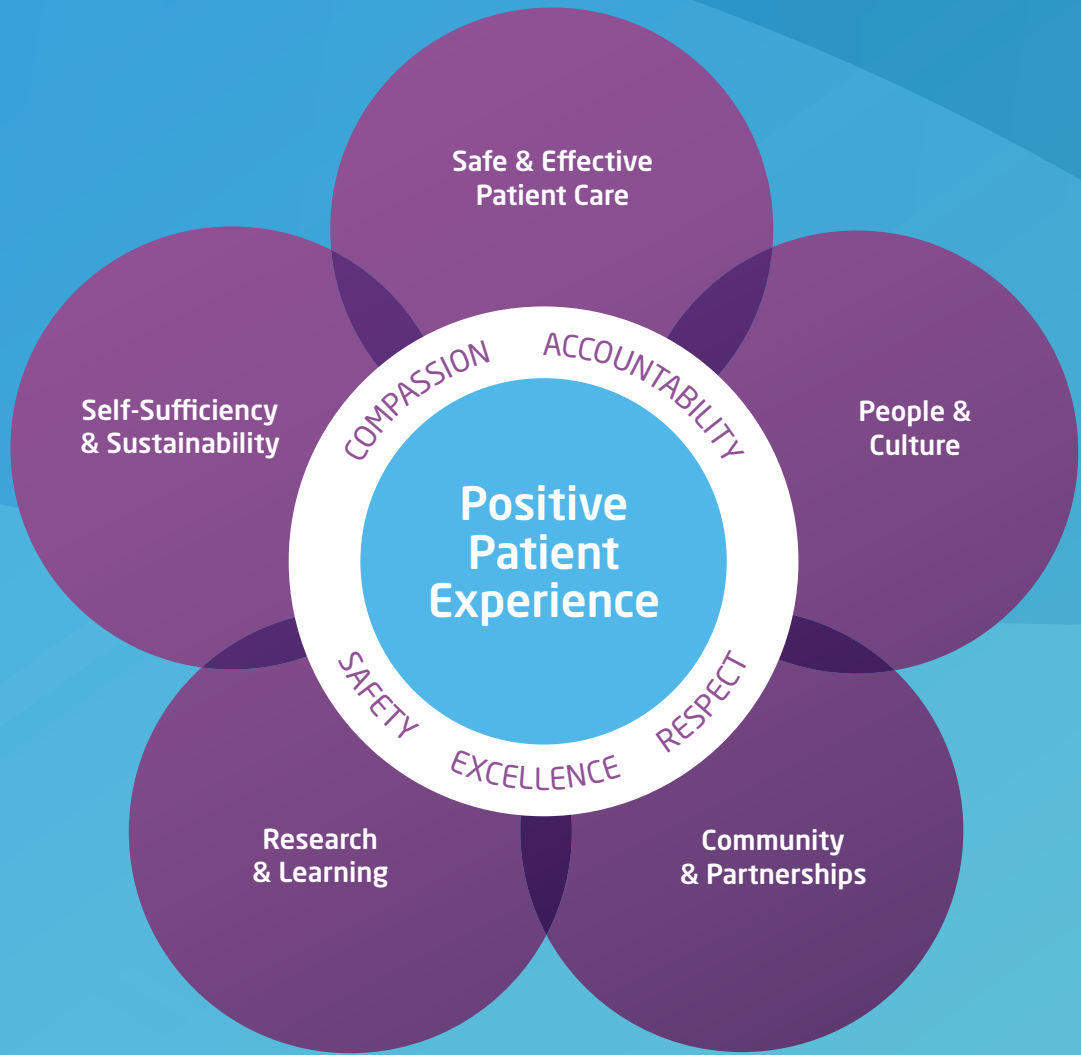
TIMELY ACCESS TO ACCURATE INFORMATION

Provision of clinician access to patient information at point of care is a key to transforming healthcare moving forward. In addition, access to up-to-date administrative and management decision making information affords opportunities across Western Health to improve work processes and financial efficiencies.

PATIENT EXPERIENCE

The demand for health care services that best meet patient needs is increasing as community health literacy improves and expectations for high quality care develop. Community expectations of the health care system are changing and these will challenge Western Health to respond. The increasing need for privacy, involvement of family and increased choice in the time and venues for treatment are key areas for consideration.





OUR STRATEGIC FOCUS

Providing and continuously enhancing a Positive Patient Experience is the foundation of our Strategic Focus.

This is demonstrated through the application of our Values of Compassion, Accountability, Respect, Excellence and Safety (CARES) and strongly supported and enabled by five priority areas: Safe and Effective Patient Care, People and Culture, Community and Partnerships, Research and Learning; and Self-sufficiency and Sustainability.

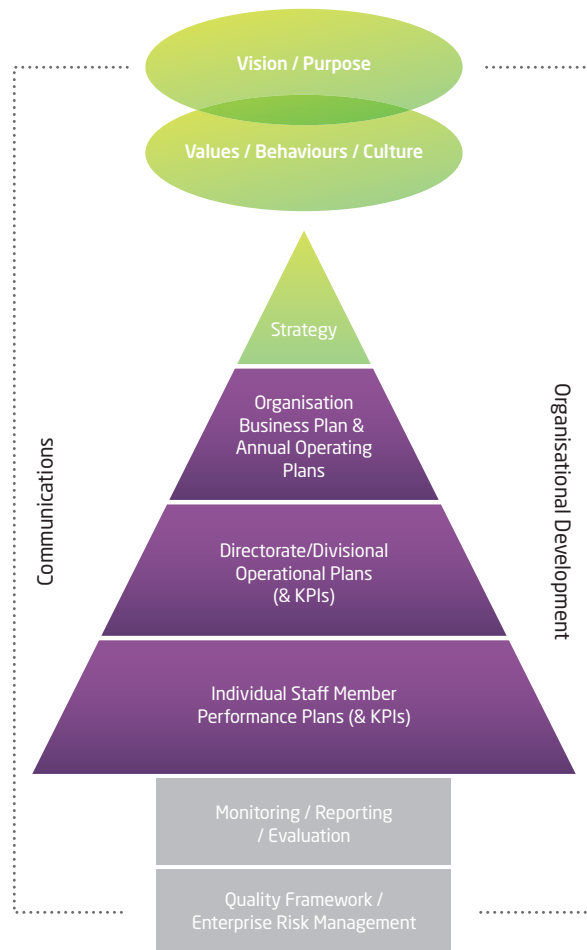
OUR PLANNING FRAMEWORK

WESTERN HEALTH'S STRATEGIC PLAN DRIVES THE ACTIVITIES AND PRIORITIES OF THE ORGANISATION AT ALL LEVELS.

This is done through the following:

- Strategic objectives and annual implementation initiatives are captured in the annual Western Health Business and Operating Plans, and aligned Directorate/ Divisional Operational Plans.
- Individual performance and development plans clearly articulate the role and responsibility of each staff member, the area of the organisation they work within and their contribution to Western Health's Strategic Priority Areas.
- Western Health's Quality and Risk Management Frameworks support the identification and implementation of strategic objective annual operating initiatives.

A range of co-ordinated reporting/ communications activities will continue to keep the community, stakeholders and staff informed about Strategic Plan implementation. This includes reporting on strategic priorities in the annual Statement of Priorities agreed between the Chair of the Western Health Board of Directors and the Minister of Health and communicating Strategic Plan achievements in the annual Western Health Annual Report.



OUR STRATEGIC PRIORITY AREAS

To make sure we stay focused, and to help us manage our resources and services appropriately, we have identified five key priorities:

1

Safe & Effective
Patient Care

2

People
& Culture

3

Community
& Partnerships

4

Research
& Learning

5

Self-Sufficiency
& Sustainability

The following pages outline exactly what we will do for each of these strategic priorities, how we will do it and how we will measure our success.



STRATEGIC PRIORITY ONE

SAFE & EFFECTIVE PATIENT CARE

Objectives	Key Actions	2011	2012	2013	2014	2015	Measures of Success
1.1 Minimise preventable patient harm.	<ul style="list-style-type: none"> Align WH practice with National Standards for Quality, Safe Patient Care. Redesign processes to support the profiling and mitigation of organisation-wide risks to safe, quality patient care. 	▲	▲	▲			<ul style="list-style-type: none"> Improved patient safety & care outcomes. Compliance with state/national standards for the provision of safe, quality patient care. Increased patient satisfaction with participation & communication of care. WH known as a Health Promoting organisation. Planning of new services & delivery of care that is consistent with an agreed organisation-wide model. Demonstrated investment in e-health & leading edge clinical care technology. Compliance with national/state access targets. Demonstrated clinical leadership that is celebrated & informs improved patient care. The delivery of transformational care initiatives that improve the patient experience.
1.2 Enable patients to be active participants in their own care.	<ul style="list-style-type: none"> Promote & support patient & carer health literacy. Empower patients to be active care participants through human rights principles informed care delivery. Further develop Health Promotion initiatives & programs to support patients and carers to be active participants in the prevention & minimisation of illness & the management of chronic conditions. 	▲	▲	▲	▲	▲	
1.3 Support the provision of appropriate and effective patient care and services.	<ul style="list-style-type: none"> Plan services in accordance with WH's agreed Model of Care. Progress WH's E-health transformation to support appropriate and timely care delivery and new models of care. Invest in leading edge technology to provide quality, safe patient care. Integrate evidence based practice, research & education with clinical practice to innovate and optimise the patient experience/care outcomes. Ensure that clinical practices are consistent with the best available evidence or recognised clinical guidelines. 	▲	▲	▲	▲	▲	
1.4 Provide responsive and accessible services.	<ul style="list-style-type: none"> Drive continuous improvement in elective surgery & emergency care access. Re-design service capacity, processes & interfaces to improve patient flow & manage demand. 	▲	▲	▲	▲	▲	
1.5 Develop clinical leadership that facilitates continuous service improvement.	<ul style="list-style-type: none"> Introduce the 'Clinicians at the Helm' Program to support clinical leadership across WH. Further develop clinical credentialing, competency & performance management systems. 	▲	▲	▲	▲	▲	

STRATEGIC PRIORITY TWO

PEOPLE & CULTURE

Objectives	Key Actions	2011	2012	2013	2014	2015	Measures of Success
2.1 Ensure we are driven by our values.	<ul style="list-style-type: none"> Actively support a culture within WH where behaviour consistent with the WH values is imbedded, modelled and recognised. Progress the development of values driven recruitment processes. 	▲	▲				<ul style="list-style-type: none"> Evidence of values alignment in recruitment and staff behaviour. Leadership Development Programs implemented.
2.2 Provide leadership that inspires and enables delivery of a quality patient experience.	<ul style="list-style-type: none"> Progress implementation of Leadership Development Programs for middle managers. Ensure leadership continuity via succession planning. Grow future leaders via talent management strategies. 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> Leadership continuity in mission critical roles. Performance Management Framework supporting performance excellence. Improved capability to match workforce with service demand.
2.3 Focus on achieving performance excellence.	<ul style="list-style-type: none"> Progress implementation of an organisation-wide Performance management framework. 	▲	▲				<ul style="list-style-type: none"> Support Services Business Partnership Framework implemented and informing work practice efficiencies.
2.4 Develop a workforce that has the capacity and capability to meet service demand and optimise patient/service outcomes.	<ul style="list-style-type: none"> Integrate the organisational workforce planning process into divisional / operational planning activity. Progress implementation of a Support Services Business Partnership Framework. Progress utilisation and promotion of the WH Brand as a key tool to support attraction of quality people. 	▲	▲				<ul style="list-style-type: none"> Healthy Workplace Strategy & OHS Program informing reduced absenteeism and workcover costs. Demonstration of an organisation-wide approach consistent with 'One Western Health' principles.
2.5 Prioritise the safety and well being of our people.	<ul style="list-style-type: none"> Develop and implement a healthy workplace strategy. Progress development and implementation of the WH Occupational Health and Safety Program. 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> WH Organisational Framework implementation.
2.6 Ensure that everything we do drives 'one Western Health'.	<ul style="list-style-type: none"> Embed 'one Western Health' principles into core parts of the business through implementation of the WH Organisational Development Framework. Apply 'one Western Health' principles to project prioritisation and resourcing processes. 	▲	▲	▲			

STRATEGIC PRIORITY THREE

COMMUNITY & PARTNERSHIPS

Objectives	Key Actions	2011	2012	2013	2014	2015	Measures of Success
3.1 Engage with WH Stakeholders to plan and support service delivery.	<ul style="list-style-type: none"> Develop & implement a WH Stakeholder Engagement Framework & Communication Plan. 	▲	▲	▲			<ul style="list-style-type: none"> Evidence of stakeholder engagement in the development of WH services & programs.
3.2 Partner with community health care providers, local government and other primary care organisations to meet the health care needs of the West.	<ul style="list-style-type: none"> In partnership with local government, western region health care providers, and other regional agencies/ organisations, develop the Better Health Plan for the West and actively support implementation. Build & strengthen the relationship with general practitioners (GPs) & primary care providers to deliver seamless patient care & explore options for shared care/partnership models of service delivery. 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> Better Health Plan for the West priority outcomes identified & used to inform service planning & delivery. Increased shared care/ partnership arrangements with General Practitioners. Demonstrated improvement in cultural competency across WH.
3.3 Understand and respond to the specific needs of WH's culturally and linguistically diverse (CALD) community.	<ul style="list-style-type: none"> Identify & action Cultural Awareness & Competency training opportunities for WH staff. Continue to develop language services to meet the needs of established and newly arrived communities. Work with CALD Community & patient groups to understand & address needs for health service delivery. Work with Aboriginal Health Services & Elders to address 'Closing the Gap' priority areas. 	▲	▲	▲			<ul style="list-style-type: none"> Language services that have evolved to address the needs of newly arrived communities. Improved health care services/ supports for the Aboriginal Community. Increased consumer involvement in the review & improvement of care & service delivery.
3.4 Consult and involve patients, carers and community members in the review and improvement of care and service delivery.	<ul style="list-style-type: none"> Introduce an organisation-wide consumer register to support consumer engagement in the review and improvement of WH Care and Services. Implement patient experience informed projects within the WH Community Participation Plan to improve care & service delivery. Progress & support community representation on WH committees. 	▲	▲	▲			

CLINICAL TRIALS



STRATEGIC PRIORITY FOUR

RESEARCH & LEARNING

Objectives	Key Actions	2011	2012	2013	2014	2015	Measures of Success
4.1 Encourage, promote & support research.	Implement the WH Research Strategy: <ul style="list-style-type: none"> • establish WH as a nationally recognised centre of research excellence • attract, develop and retain staff • provide funding for research • create and develop effective research governance systems. 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> • An increase in the total amount of external funding produced through competitive grants and industry sponsors. • An increase in research publications and participation in research across groups. • Learning and research leaders celebrated by WH and internal and external profiles promoted. • Established professorial positions across clinical specialities. • Evidence of cross-sectoral collaborative research and education projects. • Continued improvements in academic progression and pass rates in college exams. • Continued improvements in recruitment and retention in graduate and intern programs. • WH is considered in the top 10 teaching organisations in the state.
4.2 Promote WH as a Centre for Excellence for education, training and research.	<ul style="list-style-type: none"> • Optimise opportunities arising from the establishment of the Western Centre for Health Research and Education (CHRE) to: <ul style="list-style-type: none"> - further develop and strengthen collaborative education and research projects - adopt and develop innovative approaches to research and learning through the use of technology. • Promote academic advancement and expand professorial appointments. • Establish our reputation as a leader in clinical research through the development of the Australian Institute of Musculo-Skeletal Science. 	▲	▲	▲	▲	▲	
4.3 Become an organisation which actively learns in order to improve.	<ul style="list-style-type: none"> • Continued development of and participation in Clinical Trial Programs and Research. • Promote translational research at the point of patient care. • Look beyond health to identify and apply techniques for service review and improvement. • Embrace a cycle of problem solving and improvement to learn from experience and enhance clinical care/service delivery. 	▲	▲	▲	▲	▲	
4.4 Provide education, training and development opportunities for current and future staff to enable excellence in service delivery.	Implement the WH Education Strategy to support: <ul style="list-style-type: none"> • a Best Practice Clinical Learning Environment Framework • ongoing development of Continuous Professional Development Programs • development of Knowledge Management Resources and Systems • alignment with Organisational Development Framework • optimisation of Clinical Training Capacity and Capability • development of relationships with key academic partners, professional bodies and other education bodies. 	▲	▲	▲	▲	▲	

STRATEGIC PRIORITY FIVE

SELF-SUFFICIENCY
& SUSTAINABILITY

Objectives	Key Actions	2011	2012	2013	2014	2015	Measures of Success
5.1 Deliver the WH Service Plan.	<ul style="list-style-type: none"> Complete and receive endorsement on the WH Service Plan 2011. Undertake clinical service plans for targeted patient cohorts including: Drug & Alcohol, Cardiac, Paediatric, Emergency, Subacute Services. 	▲		▲	▲		<ul style="list-style-type: none"> A clear plan for the development & delivery of future services to meet catchment growth needs.
5.2 Integrate capital development works to support the WH Service Plan.	<ul style="list-style-type: none"> Undertake a Strategic Master Plan Review for Western Hospital Footscray, Sunshine Hospital & The Williamstown Hospital. Progress high priority capital business cases including security and food. Complete the construction of the Sunshine Hospital Acute Services Building. 	▲					<ul style="list-style-type: none"> Clear options for how WH will develop & deliver services across its sites. Completed and functional acute services building. Robust budget and business planning processes.
5.3 Support financial viability through prudent resource management.	<ul style="list-style-type: none"> Further improve budgeting processes and alignment with Strategic Planning. Further develop the WH Business Improvement Process. Leverage opportunities through procurement and contract & commercial management. Develop tools to support service portfolio decisions & to position WH for federal funding change requirements (Clinical Costing System). 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> Achievable business improvement project initiatives. Progression of clinical costing system. Independent income stream from retail, training & research initiatives. WH Foundation implemented, with partnership building & revenue generation progressed.
5.4 Grow and further diversify income streams.	<ul style="list-style-type: none"> Explore other income sources to support service capability. Implement the WH Foundation to strengthen industry partnerships & grow revenue. 	▲	▲	▲	▲	▲	<ul style="list-style-type: none"> Capital activities driven by Asset Management and Capital Plans.
5.5 Manage and improve assets & infrastructure within available funding.	<p>Refresh &/or develop a number of WH Plans that will support improved asset & infrastructure management:</p> <ul style="list-style-type: none"> refresh the WH Capital Prioritisation Framework develop an Asset Management Plan develop a WH Capital Plan develop an Environmental Management Plan. 	▲	▲				<ul style="list-style-type: none"> Environmental risks & compliance requirements addressed. Timely clinician access to patient information. Progression of information management solutions.
5.6 Support timely access to accurate information.	<ul style="list-style-type: none"> Increase clinician access to patient information at point of care. Improve access to up-to-date management decision making information. Create workforce and financial efficiencies through workflow automation. Align WH activity with Federal & State Government e-health and health reform agendas. 	▲	▲	▲	▲	▲	



Together, caring for the West

WESTERN HOSPITAL

Gordon Street
Footscray VIC 3011
Locked Bag 2, Footscray VIC 3011
8345 6666

SUNSHINE HOSPITAL

Furlong Road
St Albans VIC 3021
PO Box 294, St Albans VIC 3021
8345 1333

**SUNSHINE HOSPITAL
RADIATION THERAPY
CENTRE**

176 Furlong Road
St Albans VIC 3021
8395 9999

**WESTERN CENTRE FOR
HEALTH RESEARCH AND
EDUCATION**

Sunshine Hospital
Furlong Road
St Albans VIC 3021
8345 1333

SUNBURY DAY HOSPITAL

7 Macedon Road
Sunbury VIC 3429
9732 8600

WILLIAMSTOWN HOSPITAL

Railway Crescent
Williamstown VIC 3016
9393 0100

DRUG & ALCOHOL SERVICES

3-7 Eleanor Street
Footscray VIC 3011
8345 6682

**HAZELDEAN
TRANSITION CARE**

211-215 Osborne Street
Williamstown VIC 3016
9397 3167

REG GEARY HOUSE

54 Pinnacle Crescent
Melton South VIC 3338
9747 0533

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