



Western Health



# Western Health Strategic Direction

2024—2027

YOUR CULTURE — YOUR ABILITY — YOUR IDENTITY

## WE WELCOME YOU AT WESTERN HEALTH

Western Health acknowledges the Traditional Custodians of the land on which our sites stand, the Wurundjeri Woi-Wurrung, Boon Wurrung and Bunurong peoples of the greater Kulin Nation. We pay respects to Elders past, present and emerging.

We are committed to the healing of country, working towards equity in health outcomes, and the ongoing journey of reconciliation.

Western Health is committed to respectfully listening and learning from Aboriginal and Torres Strait Islander people and wholeheartedly supports their journey to self-determination.



# Contents

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## 02 FOREWORD

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## 04 OUR STRATEGY

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- 06 Strategic Framework
  - 08 Strategic Direction 01: We partner with patients, consumers, families and carers
  - 16 Strategic Direction 02: We care for our people
  - 24 Strategic Direction 03: We deliver services for the future
  - 32 Strategic Direction 04: We are better together
  - 40 Strategic Direction 05: We discover and learn
- 

## 48 DRIVING FACTORS THAT SHAPE OUR FUTURE

---

## 50 DELIVERING OUR STRATEGY

---

- 51 Implementing a dynamic strategy
    - Engagement
    - Governance and monitoring
- 

## 52 ABOUT WESTERN HEALTH

---

- 54 Our community
  - Our people
  - Our services
- 57 Our research and education
  - Building pathways through our model of care
  - Essential enablers of our strategy
- 58 Western Health's model of care
- 60 Our locations

# Foreword

On behalf of the Board of Directors and Executive, we are proud to present Western Health's Strategic Plan for 2024-2027.

**Western Health is on a remarkable growth trajectory, driven by an unwavering commitment to providing the highest quality of services, through Best Care, for the unique and culturally diverse community of the west of Melbourne.**

Over the life of our previous strategy, our dedicated team has demonstrated inspiring leadership and adaptability throughout a period of rapid expansion, change and uncertainty. Our people have navigated the challenges posed by COVID-19 whilst supporting our transformation into one of the state's largest mental health providers, the introduction of primary health care at the Dame Phyllis Frost Centre, the transition of services at Bacchus Marsh and Melton, the next phase of the Electronic Medical Record, completion of the new Sunshine Mental Health and Wellness Centre, progression of the New Footscray Hospital and meeting the milestones for the new Melton Hospital. As a consequence, Western Health is active across the continuum of care from prevention through primary, community, acute and longer-term care.

We approach the future with confidence, building upon the accomplishments of the past three years, enhancing our range of capabilities, and delivering exceptional services.

The pace of growth and change brings the exciting prospect of new opportunities. Our Strategic Plan for 2024-2027 underscores our ongoing commitment to shape the future of health and care. In preparation, we engaged extensively with consumers, volunteers, staff, and external stakeholders through interviews, workshops, focus groups, pop-up sessions, and surveys. Their invaluable insights are reflected within our plan, which is further informed by global best practices and a comprehensive analysis of the needs of our community.

Our community, while proudly diverse, experiences a higher burden of disease and challenging socioeconomic circumstances which for some, are barriers to their access and equity in healthcare. We recognise and respect the individual needs of our patients and consumers. Therefore, our approach consistently focusses on person-centred care which is inclusive and enables the active involvement of our patients, consumers, their families and carers in their care choices. In collaboration with our partners and the Victorian Government, we continue to work towards a health system that delivers better outcomes for the people of the West.

To drive our clinical leadership and innovation, Western Health will leverage digital technologies and informatics, and grow our Western Health at Home services and virtual care models, further expanding care closer to home. We will deepen our expertise and capability in chronic disease treatment, care and research to support people to live well. This dedication to evidence-based practice will elevate our models of care. In maintaining these high standards of care, our people will be equipped through state-of-the-art learning, education and professional development opportunities within a supportive and inclusive workplace culture.

Our Strategic Plan 2024 – 2027 continues to be ambitious, and attentive in its focus on the needs of our community and our long-term goals to improve healthcare outcomes for the people of the West, through our vision of **Together, we deliver the healthcare of the future.**



**Adj Prof Russell Harrison**  
Chief Executive



**Robyn Batten AM**  
Board Chair

# Our Strategy

**We work within a dynamic environment that delivers opportunities and challenges in equal measure. The health needs of our rapidly expanding community are increasingly complex, and require a collaborative response with our partners in the broader health system and in the West.**

Our Strategic Plan for 2024–2027 offers clear guidance to position Western Health for the future while providing a flexible framework that can adapt to our evolving context. This allows us to pursue emerging opportunities, innovations and technologies as we move forward. As we work through detailed plans and implementation, we will monitor its alignment with our circumstances and overall goals and make adjustments to remain true to our strategic vision.

## **WE DELIVER THIS STRATEGY TOGETHER**

The collective ‘we’ emphasises our connection within and beyond Western Health and our unwavering commitment to working in true partnership with our patients, people and communities.

## **STRATEGIC FRAMEWORK**

Our five Strategic Directions will endure to guide us well beyond this period, supported by strategic initiatives which outline what we are seeking to achieve to deliver on our Directions.

Our four Guiding Principles represent, as part of the Framework, all that Western Health is and aspires to be:

**Connected** we collaborate, connect patients to the right services, face-to-face and virtually, and harness the connection we have with our community and each other.

**Simple** we will take a straightforward approach, engage people in a way and language that is easy to understand and down to earth.

**Sustainable** we are resilient and adaptive, use our resources responsibly and contribute to long-term benefits for our community and environment.

**Innovative** we are curious, champion new ways of working and lead by doing.

## VISION

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Together, we deliver the healthcare of the future.

## PURPOSE

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Providing the Best Care for the people of the West, in the right place and at the right time.

## GUIDING PRINCIPLES

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Connected, Simple, Sustainable, Innovative.

## VALUES

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Compassion, Accountability, Respect, Excellence, Safety.





01

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**WE PARTNER  
WITH PATIENTS,  
CONSUMERS,  
FAMILIES AND  
CARERS**

Our patients, consumers, their families and carers are actively involved in their care and the design of approaches that support their choices and individual needs.



02

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**WE CARE FOR  
OUR PEOPLE**

Our staff and volunteers are supported, engaged and equipped to embrace a dynamic future.



03

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**WE DELIVER  
SERVICES FOR  
THE FUTURE**

Our services are developed to improve access to high-quality, connected care and deliver better health outcomes for our community.



04

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**WE ARE BETTER  
TOGETHER**

Our respectful relationships with our community, system-wide partners and each other drive collaboration and better outcomes.



05

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**WE DISCOVER  
AND LEARN**

Our commitment to innovate, discover and learn inspires us to shape the healthcare of the future.



We partner  
with patients,  
consumers,  
families and  
carers









Our patients, consumers, their families and carers are actively involved in their care and the design of approaches that support their choices and individual needs.

The health and wellbeing of our patients and consumers remains at the heart of our commitment to continuously assess and enhance our care. We will be guided by what our patients, consumers, families and carers tell us is important. In practice, this means listening to and actively involving individuals from all backgrounds, identities, and abilities in the co-design of their care. Our aim is to facilitate connected, personalised, and culturally sensitive care that aligns with their unique needs and choices.

By equipping people with the right knowledge and resources, we enable them to take an active role in managing their conditions, facilitating their recovery, and feeling supported when faced with important decisions about their health. Strengthening our communication and information exchange processes, both during their time with us at Western Health and as they transition back to their homes and communities, will be pivotal in achieving this goal.

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### 1.1 **EQUITABLE AND INCLUSIVE CARE**

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### 1.2 **SEAMLESS CARE PATHWAYS AND PERSONALISED CARE**

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### 1.3 **RIGHT INFORMATION AT THE RIGHT TIME**

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### 1.4 **MEASURING WHAT MATTERS**

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Engage and involve patients and consumers in designing equitable and inclusive approaches to care, now and into the future.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Develop the Consumer Engagement Framework which will enable patients, consumers and carers to participate in clinical governance, codesign of services and decision making.
- + Create a cohesive approach to Diversity, Equity and Inclusion, to further healthcare equity.
- + Develop and grow the consumer and carer Lived Experience program, with supporting structures to enable them to inform models of care and support patients and consumers in their care.

**MEASURING OUR ACHIEVEMENT**

Evaluate lived experience workforce engagement in processes.

Diversity, Equity & Inclusion Framework in place.



Support our patients and consumers with seamless navigation of care pathways, that are connected, personalised and culturally appropriate.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Develop proactive partnering models with a focus on people with chronic disease, disability, high-risk re-admission and First Nations backgrounds.
- + Create disability access pathways, and navigation for people with complex care needs to improve consumer experience and carer support.
- + Strengthen consistency and best practice in our approach to the design and delivery of our care pathways across Western Health, to enable patients and consumers to receive the right care at the right time and right place.

**MEASURING OUR ACHIEVEMENT**

**Meet the annual Statement of Priorities.**

**Patient Reported Outcome Measures and  
Patient Reported Experience Measures.**



Provide the right information at the right time to support two-way communication between consumers and clinicians, and enable patients and consumers to make informed decisions about their care.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Continue the development and delivery of the Western Health patient portal in response to user feedback.
- + Establish a suite of tools (digital, paper-based, in person) to enable consumers to readily access information and engage with their clinicians to support their care and choices.

**MEASURING OUR ACHIEVEMENT**

Evaluate engagement with our patient portal.

Evaluate communication tools with patients, carers and treating teams.





Implement outcome measures to evaluate how we are doing and inform improvement in our care, guided by what is most important to our patients and consumers.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Utilise Western Health performance data to inform effective consumer participation, proactive clinical decision making and to drive improvement projects, to deliver Best Care.

**MEASURING OUR ACHIEVEMENT**

Patient and consumer experience scores.  
Victorian Healthcare Experience Survey.  
Mental Health carer experience surveys.

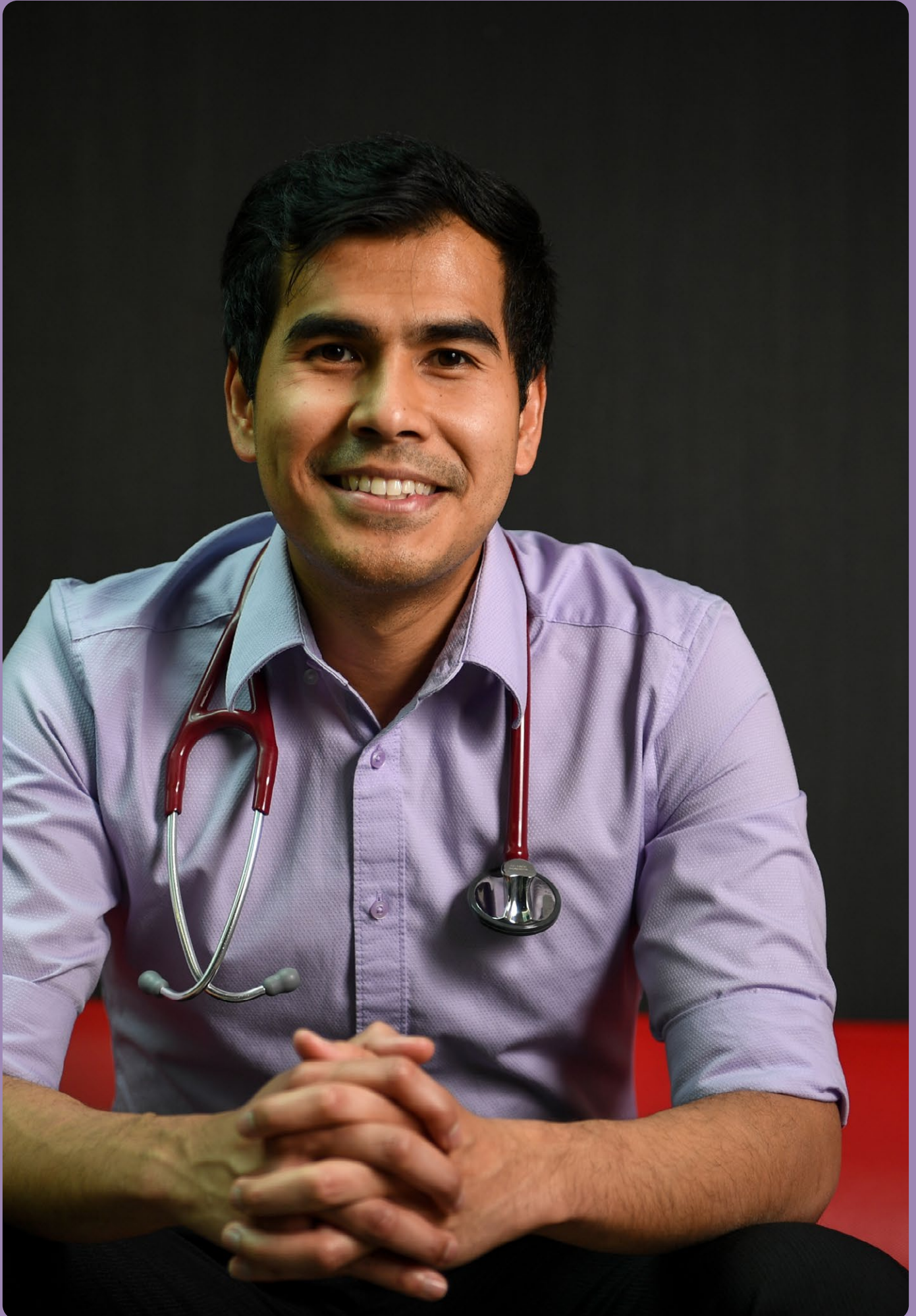


# We care for our people









## Our staff and volunteers are supported, engaged and equipped to embrace a dynamic future.

We value all people who work with us at Western Health. We value what they bring every day — diversity, authenticity, leadership, a ‘can-do’ attitude, talent and compassion. Our staff and volunteers share strong connections with patients, consumers, our community and each other, with many living in the communities they serve.

We prioritise a holistic employee experience. This encompasses professional development opportunities that encourage leadership, research, innovation, and continuous learning. Additionally, we are strengthening our programs to support wellbeing, gender equity and work-life balance to achieve a safe, healthy and inclusive culture. Our commitment to the employee experience ensures that we attract and nurture the best talent and welcome back valued colleagues, because we know Best People deliver Best Care.

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### 2.1 ATTRACT PEOPLE TO WESTERN HEALTH

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### 2.2 RECRUIT THE RIGHT PEOPLE TO THE RIGHT ROLE, IN THE RIGHT PLACE

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### 2.3 GROW, DEVELOP AND RETAIN OUR WORKFORCE

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### 2.4 FOSTER A HEALTHY AND INCLUSIVE WORKPLACE CULTURE

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2.1 **INITIATIVE:**  
**ATTRACT PEOPLE TO WESTERN HEALTH**

Build Western Health’s profile and reputation as a great place to work, to attract staff, volunteers and partners to Western Health.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Develop the Western Health Employee Value Proposition and promote and communicate Western Health’s achievements, career opportunities and points of difference to attract and retain staff and volunteers.

**MEASURING OUR ACHIEVEMENT**

**Sustain and improve the year-on-year workforce results, including critical roles.**





Recruit the right people, to the right role, in the right place and support staff to work at the top of their role and scope of practice.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Deliver on Western Health's Workforce Strategy action plan.
- + Identify target cohorts and partner with tertiary and vocational education providers to build workforce pipeline and meet growing workforce needs.

**MEASURING OUR ACHIEVEMENT**

**Retention rate.**

**Staff satisfaction pulse and People Matters Survey results.**



## 2.3 INITIATIVE: GROW, DEVELOP AND RETAIN OUR WORKFORCE

Support our people to grow, develop and stay with Western Health through personal and professional development initiatives and provide opportunities for career progression.

### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Implement Western Health's Education and Learning Strategy to systematically build clinical and non-clinical leadership capabilities to meet future workforce needs.
- + Embed Western Health Academy and support staff to pursue lifelong learning and reach their potential.

### MEASURING OUR ACHIEVEMENT

**Retention rate.**

**Number of staff undertaking post-graduate education and mentorship.**

**Number of leadership roles filled by internal applicants.**





## 2.4 INITIATIVE: FOSTER A HEALTHY AND INCLUSIVE WORKPLACE CULTURE

Foster a healthy and inclusive workplace culture as Western Health continues to grow and expand, providing a great employee experience from recruitment to onboarding and throughout the employment lifecycle.

### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Implement the Gender Equality Action Plan to address gaps and increase inclusivity.
- + Activate a culture of wellness, including flexible working to support fatigue management and work life balance.
- + Grow and refine the Employee Positive Workplace Issue Resolution (EMPOWIR) and Occupational Violence and Aggression programs to foster a positive safety culture.

### MEASURING OUR ACHIEVEMENT

People Matters Survey.

Staff pulse survey.



# We deliver services for the future









# Our services are developed to improve access to high-quality, connected care and deliver better health outcomes for our community.

At Western Health, we want individuals to feel confident at every stage of their lives that we will offer exceptional health services and care, right here in the West. We are acting now for the future. We are deepening our expertise and extending our capabilities in chronic disease management and innovating in clinical care, leveraging technology and informatics to enhance our services. As we continue to build a virtually connected health system, our commitment to providing a wide range of care options offers patients greater access and flexibility in choosing how and where they receive care.

Our community is multicultural, socioeconomically diverse and growing rapidly. Our focus to improve the quality and sustainability of our services and facilities will ensure accessible care for future generations.

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### 3.1 EXPAND CAPABILITY IN SPECIFIED CLINICAL LEADERSHIP AREAS

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### 3.2 DEVELOP AND IMPLEMENT INNOVATIVE MODELS OF CARE

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### 3.3 FUTURE-FOCUSED SUPPORT SERVICES

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### 3.4 EMBED SUSTAINABLE WAYS OF WORKING

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Position Western Health for future leadership in specific clinical areas, expanding capability, investing in innovation and supporting through cutting-edge research.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Build expertise and capability in chronic disease treatment, care and research to support people to live well.
- + Leverage technology and informatics across our data sources to generate insights and test and pilot opportunities for innovation in our care and supporting services.

**MEASURING OUR ACHIEVEMENT**

**Number of people treated in non-hospital settings.**

**Bed-days saved for people with chronic conditions.**





Develop and implement innovative, integrated models that include home based and virtual care, leveraging contemporary digital technologies and informatics, to meet the growing and diverse needs of our community.

#### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Transform mental health and wellbeing models of care to meet contemporary practice standards.
- + Expand and embed virtual care and Western Health at Home models (Emergency Department, telehealth, remote support).
- + Advance opportunities in Emergency Department, outpatient clinics, theatre and bed plans to improve access and flow, and optimise care pathways to create capacity and flexibility.
- + Lift our capability and delivery models in surgical services to respond to current and future community needs.

#### MEASURING OUR ACHIEVEMENT

Patient Reported Outcome Measures and Patient Reported Experience Measures.

Increase in activity.

Reduced length of stay.

Conversion rate of multiday to same day stay.



### 3.3 INITIATIVE: FUTURE-FOCUSED SUPPORT SERVICES

Continue to strengthen our operating model and infrastructure in the context of continuous environmental change to deliver future services and models of care.

#### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Implement Modern Workplace digital technology initiatives and people system solutions (PeopleConnect).
- + Embed and expand Electronic Medical Record functionality and integration across Western Health.
- + Deliver New Footscray Hospital, New Melton Hospital, and Community Hospital developments.
- + Inform and translate Safer Care Victoria capability frameworks into practice.

#### MEASURING OUR ACHIEVEMENT

**An Operating Model that supports our strategic ambitions.**

**Capital programs milestones delivered.**





### 3.4 INITIATIVE: EMBED SUSTAINABLE WAYS OF WORKING

Use our human, financial and physical resources wisely to minimise waste, safeguard our operations, reduce our environmental footprint and be sustainable in the way we deliver healthcare.

#### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Prioritise and deliver initiatives in line with the Sustainability Strategy, integrating sustainability into our work programs.
- + Working with Government and partners for financial sustainability.
- + Continue to develop the cybersecurity position and response.

#### MEASURING OUR ACHIEVEMENT

Tracking for Net Zero emissions.

Financial and budget targets.

System security benchmarks achieved.



# We are better together









## Our respectful relationships with our community, system-wide partners and each other drive collaboration and better outcomes.

Every day, we engage and collaborate to improve the health and wellbeing of our communities. Together, we listen, learn and act, so that patients can benefit from our collective knowledge to achieve their health goals. This will be strengthened through our relationships with healthcare providers, academic partners and the momentum from

working with our health colleagues to drive system performance. These external alliances and our focus on better outcomes are equally reflected internally, as we work together across clinical and non-clinical teams to plan and deliver Best Care for the people of the West.

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### 4.1 CONNECT WITH, AND ADVOCATE FOR, OUR COMMUNITY

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### 4.2 ACTIVELY ENGAGE WITH GPs, PRIMARY CARE AND COMMUNITY PROVIDERS

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### 4.3 OPTIMISE SYSTEM-WIDE PARTNERSHIPS

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### 4.4 STRENGTHEN OUR COLLABORATION WITHIN AND ACROSS TEAMS

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Build strong connections with our community to better understand their unique and diverse needs, support health prevention and advocate to create a better health system for the people of the West.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Create a systematic approach to consumer engagement through our committees, project advisory roles, and consumer advisor capacity building through the WeLearn portal and education programs.
- + Build our relationships with community groups and priority populations, to reach people who do not usually access health care.
- + Implement priorities for public health prevention through the Western Public Health Unit (WPHU), with a focus on vaping and tobacco use, the impact of climate change on health, and food systems and healthier eating.

**MEASURING OUR ACHIEVEMENT**

Pulse survey of our consumer advisors' level of engagement across Western Health.

Consistent consumer participation in meeting structures.



## 4.2 INITIATIVE: ACTIVELY ENGAGE WITH GPs, PRIMARY CARE AND COMMUNITY PROVIDERS

Actively engage with General Practitioners, primary care and community providers to enhance patient and consumer centred holistic care.

### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Strengthen engagement with General Practitioners through better mutual sharing of patient information, and support with referral decisions and access pathways.
- + Provide information, education and support to General Practitioners and community health providers to enable ongoing management of patients in the primary care setting.
- + Expand and enhance our shared care models, including discharge, through co-design that more effectively engages the North Western Melbourne Primary Health Network, General Practitioners and community care providers.

### MEASURING OUR ACHIEVEMENT

General Practitioner pulse survey.

Transfer of care summaries provided on time.

Patient Reported Experience Measures.



### 4.3 INITIATIVE: OPTIMISE SYSTEM-WIDE PARTNERSHIPS

Collaborate with our Health Service Partners and regional partners to advocate for improved health system performance.

#### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Continued engagement with the North Western Primary Health Network, West Metro Health Service Partnership and the Department of Health on initiatives, policy directions and information sharing requirements.
- + Explore opportunities to partner with other health providers, including community providers in the West to support holistic care.
- + Work with local government through the public health unit to inform and respond to emerging issues and communicable disease initiatives.

#### MEASURING OUR ACHIEVEMENT

**Improved, productive relationships with partners as indicated through feedback and collaborative projects.**





Work cohesively within and across internal and external teams to systematically share insights, leverage and scale initiatives to deliver better outcomes.

**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Develop a more systematic approach, including Communities of Practice and simulation, to build connections internal and external between all staff, clinical leaders, educators and research to progress multidisciplinary projects, learning and innovation.

**MEASURING OUR ACHIEVEMENT**

**Demonstrated activity in multidisciplinary projects, learning and innovation.**













# Our commitment to innovate, discover and learn inspires us to shape the healthcare of the future.

We are curious and forward-thinking. We question, investigate, evaluate, adapt and innovate as we share, mentor, encourage and learn. To positively influence the future of healthcare, we will enable a culture of research, working with our valued partners to build our reputation as a centre of expertise for translational and health service research.

Our learning programs will be designed to equip our workforce with the capabilities necessary to meet the ever-evolving needs of the future. We actively encourage our staff to lead and participate in research and education, to be recognised as specialists in their respective fields. Their inspiration is drawn from our local population, with a particular focus on improving health conditions prevalent in the West, including chronic illnesses and complex needs.

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- 5.1 GROW AND SCALE OUR RESEARCH ACTIVITIES
  - 5.2 INSPIRE OUR PEOPLE TO ENGAGE IN INNOVATIVE RESEARCH
  - 5.3 STATE OF THE ART LEARNING AND EDUCATION
  - 5.4 ENHANCE OUR CULTURE OF CONTINUOUS IMPROVEMENT
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Grow, scale and raise awareness of our research activity and achievements, in line with the unique needs of our community.

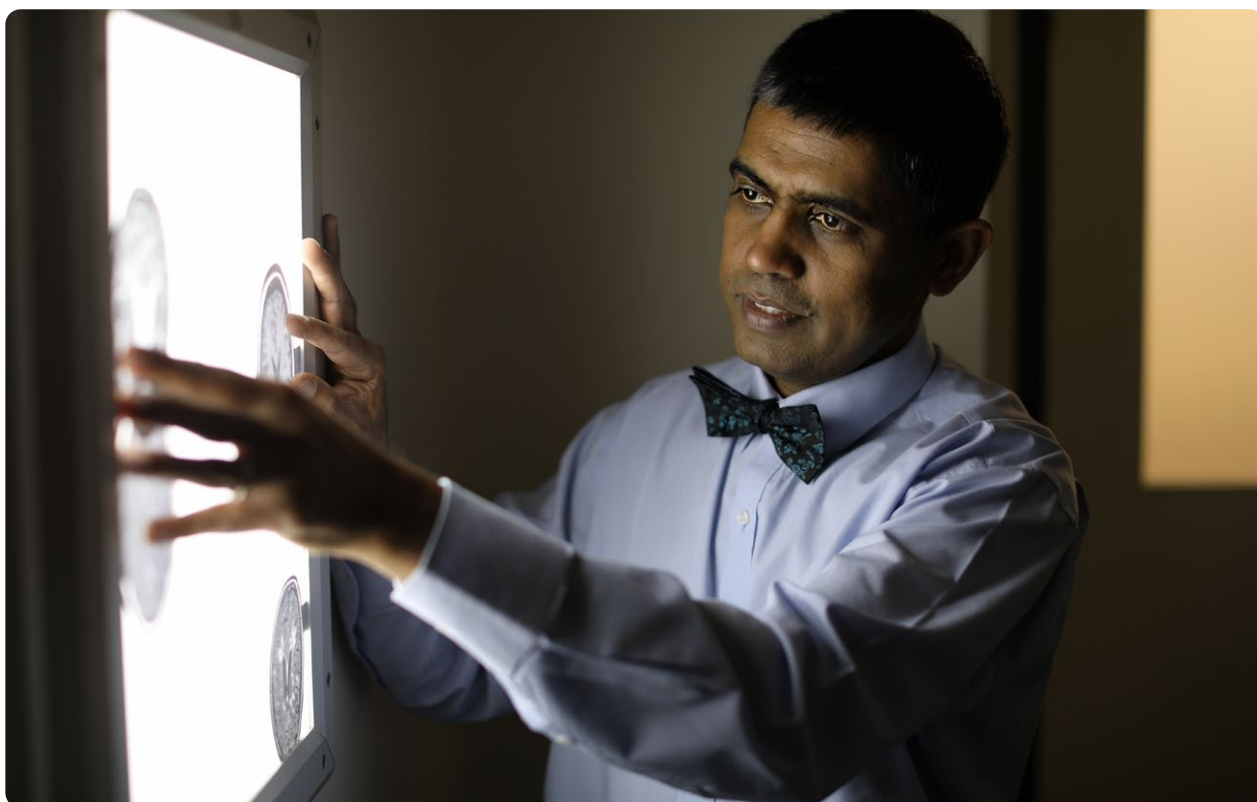
**STRATEGIC PROGRAMS OF WORK  
(2024–27)**

- + Expand research programs in chronic disease management.
- + Support and enable increased research activity with a focus on improving health conditions prevalent in the western catchment.
- + Research with a focus on health systems and technology to support models of care.

**MEASURING OUR ACHIEVEMENT**

Number, scale and impact of studies e.g. H-index.

Increased research grants, philanthropic funding and collaboration.



## 5.2 INITIATIVE: INSPIRE OUR PEOPLE TO ENGAGE IN INNOVATIVE RESEARCH

Inspire our people to actively engage in non-traditional and innovative research opportunities across all our campuses, services and diverse communities, supported by university and research partnerships.

### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Enable staff with the tools, resources, guidance and mentorship through our academic partnerships, and supporting systems and processes within Western Health.
- + Appointment of dedicated Professorial positions to build capability and research activity with a connection to leading universities.
- + Support staff to pursue funding through research fellowships and grants.

### MEASURING OUR ACHIEVEMENT

Number of staff actively engaged in research.

Number of senior clinicians with an active research focus.





### 5.3 INITIATIVE: STATE OF THE ART LEARNING AND EDUCATION

Harness the opportunities of virtual and interactive delivery of education and training in blended and tailored programs, that are learner centred, team based and flexible, in collaboration with our university and education partners.

#### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Invest in and develop our simulation program, leveraging virtual reality to deliver team based, multi-campus, in-situ learning and systems improvement for all staff.
- + Redesign of the medical education strategy to build a more robust and cohesive program of learning to meet future workforce needs.
- + Tailored education for clinical and non-clinical staff to support development and learning opportunities.

#### MEASURING OUR ACHIEVEMENT

Increased knowledge gained in education measured by learner satisfaction, assessments and patient outcomes.



## 5.4 INITIATIVE: ENHANCE OUR CULTURE OF CONTINUOUS IMPROVEMENT

Enhance our culture of continuous improvement, informed by evidence-based methodologies, safety science, and data and informatics, to improve performance in the delivery of safe, high-quality care and services.

### STRATEGIC PROGRAMS OF WORK (2024–27)

- + Further develop a culture of proactively using data and analysis to tailor the care we provide, and to inform improvement opportunities.
- + Identify ways to innovate in care and to manage variation in care.
- + Using our data to contribute to entity wide planning and specific service plans.

### MEASURING OUR ACHIEVEMENT

Number of quality improvement projects translated into practice.

Robust evidence used to support clinical and non-clinical improvement projects and initiatives.



# Driving factors that shape our future



**In setting our strategic directions, Western Health is mindful of the following factors:**

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#### **HEALTH SYSTEM REFORM**

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Outcomes of the Expert Advisory Committee to review the Victorian Health System.

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Driving collaborative health system reform through Health Service Partnerships (HSP).

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The difficulties faced by primary and community care providers.

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#### **ECONOMIC**

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Balancing growing demand for healthcare with a focus on operational and financial sustainability.

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Funding and financial constraints faced by Western Health and system partners, including the impact of changes to funding weights and pricing.

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Increased focus on value-based health care to optimise patient outcomes and efficiency, and reduce waste and variation.

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#### **WORKFORCE**

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Global workforce and skills shortages, and the need to build a capable, responsive workforce for the future.

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Employee expectations for flexible ways of working to support work-life balance.

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Progressive social change to foster a safe, diverse and inclusive workforce.

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#### **HEALTH AND SOCIAL**

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Catchment population growing at a faster rate than state average, driving rapid growth in demand for health care, and a need to emphasise population health.

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Lower socioeconomic status and cultural and linguistic diversity across the West impacting equity of access to care.

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The importance of promoting the wellbeing of patients, consumers and staff.

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Post COVID impacts, including managing planned surgery backlogs, growing mental health demand, higher burden of disease, and the impacts of deferred care.

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#### **TECHNOLOGY**

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Continued need to accelerate digitalisation and connected data, as Western Health embarks on significant digital uplift through the Human Resources Information System and realising the benefits of the Electronic Medical Record phase 2.1.

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Cybersecurity continues to be a key theme in the public domain, to protect consumer data and minimise service disruptions.

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#### **LEGAL**

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Recent legislative developments relating to Climate Change, Gender Equality, Occupational Health and Safety, Mental Health and Wellbeing and Critical Infrastructure will influence the way we operate and deliver services into the future.

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#### **ENVIRONMENTAL**

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Increased focus on environmental sustainability, with new government targets of net zero emissions by 2050, and 100% of electricity used in government to be 100% renewable by 2025.



Our Strategic Plan for 2024–2027 offers clear guidance to position Western Health for the future while also providing a flexible framework that can adapt to our evolving context as we move forward.

#### IMPLEMENTING A DYNAMIC STRATEGY

We will proactively manage progress and incorporate planned refresh touchpoints to amplify our strategic impact during implementation. Our achievements will be quantified through defined performance measures, ensuring accountability and tracking our success.

#### ENGAGEMENT

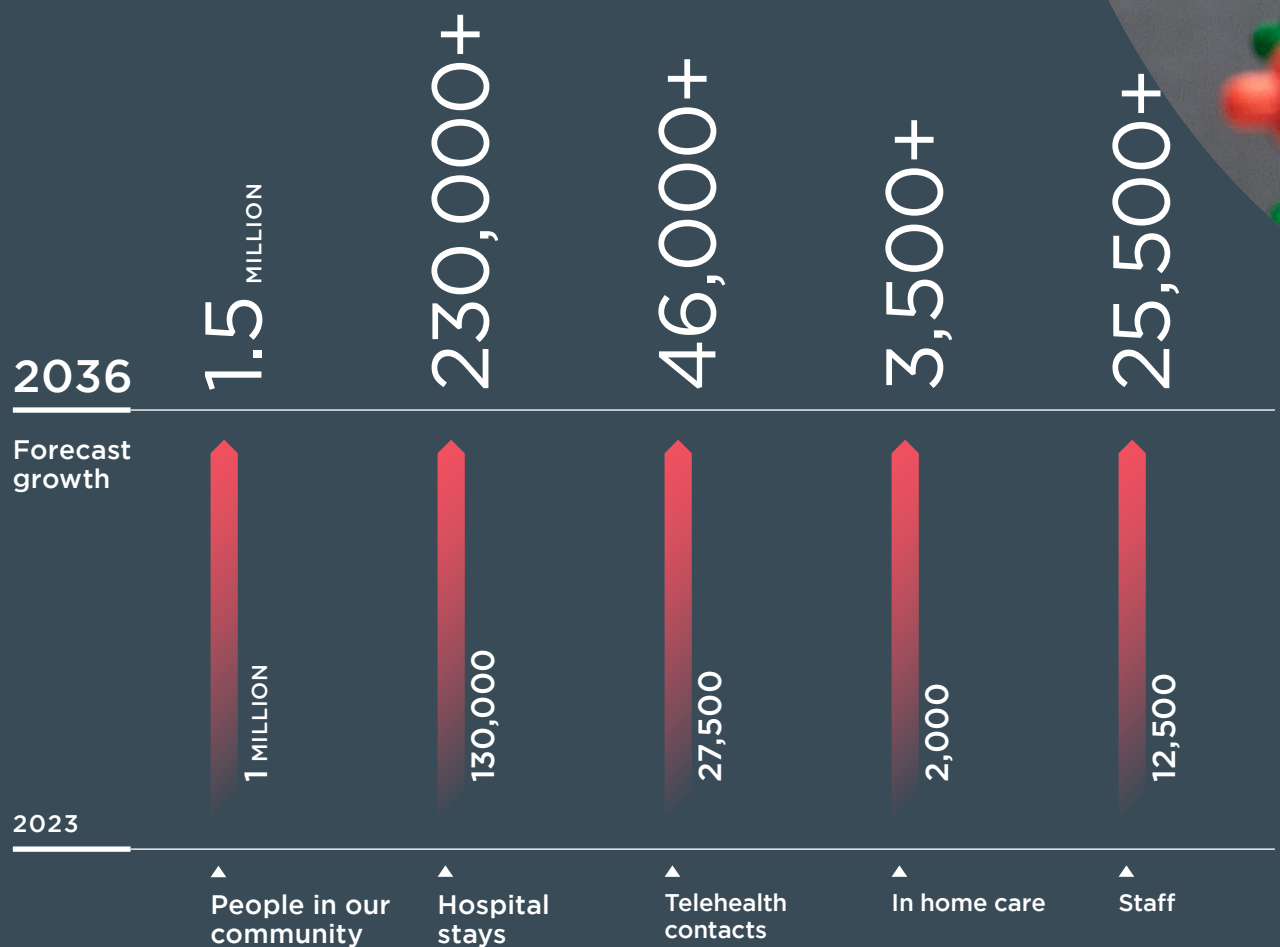
Engagement will be an integral and embedded part of our process, fostering opportunities for collaboration with our staff, the wider community, and our current and prospective partners. By incorporating their perspectives and expertise, our actions will be practical and meaningful, driving us towards our goal of better outcomes for the people of the West.

#### GOVERNANCE AND MONITORING

The Western Health Board is accountable to the Minister for Health through the Department of Health. It is responsive and transparent in all areas of its responsibility. The Strategic Direction 2024–2027 will guide our investments, priorities and activities. Our progress is monitored and reported through annual and operational reporting and budgeting processes. Driven by the commitment of our Executives, staff and volunteers, and supported by our communities and system partners, our Strategic Direction 2024–2027 will enable Western Health to deliver the healthcare of the future, together.



# About Western Health





# Western Health is the major healthcare provider to one of the fastest growing and most diverse regions of Australia, spanning the municipalities of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley, Moorabool, Hume and Wyndham.

## OUR COMMUNITY

The catchment population surpassing 1,000,000 and the birth rate and movement into this region means that strong growth will continue in the years ahead, and at a greater rate than the rest of Victoria.

Our communities are culturally rich, with members speaking more than 150 different languages and dialects. It is home to more than 10,000 people identifying as Aboriginal or Torres Strait Islander. Yet, while proudly diverse, people from across our suburbs face significant challenges. Some groups within our community will have particular needs that will be considered holistically, including refugee and asylum seekers, multicultural groups, First Nations, those with vulnerability, disability and LGBTIQ+. Many experience substantial social and economic disadvantage, with higher-than-average unemployment, and a large proportion of our population experience financial hardship.

Our population has high risk factors in obesity, smoking and low rates of exercise, and higher-than-average rates of cancer, heart disease, stroke, mental illness and diabetes. Our community is ageing, with frailty and dementia becoming a significant challenge to independent, healthy living. We are committed to providing Best Care for communities across Melbourne's West, improving equity in access to care, and health outcomes for all.

## OUR PEOPLE

Employing more than 12,500 staff and over 700 volunteers, we are focused on enabling and supporting the culture and capability of all people across the organisation. A large proportion of our staff are from the western suburbs, or live locally, further entrenching Western Health in the communities we serve.

## OUR SERVICES

Western Health provides a comprehensive, integrated range of clinical services from our various sites ranging from mental health and wellbeing services, and acute tertiary services in areas of emergency medicine, intensive care, medical and surgical services, through to subacute care and onsite and virtual ambulatory clinics. Our specialised services include oncology, renal, women's health including maternity, chronic disease, geriatrics and cardiology.

We provide a combination of hospital, community-based and in-reach services for aged, adult and paediatric patients and newborn babies. Western Health also provides the primary health care service at the Dame Phyllis Frost Centre, and offers drug health and addiction medicine support through our inpatient service and community Drug Health Service. Population health and disease prevention programs are developed by the Western Public Health Unit.

Western Health continues to grow, striving to deliver the best care for our community. With exponential growth in our activity, in 2022-23 Western Health cared for over 800,000 patients, performed over 14,000 planned and 10,000 emergency surgeries and managed over 150,000 Emergency Department (ED) presentations. Western Health proudly delivers over 27,000 clinic appointments monthly and welcomes over 6700 babies annually.

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PATIENTS CARED FOR

800,000+

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PLANNED SURGERIES PERFORMED

14,000+

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EMERGENCY SURGERIES PERFORMED

10,000+

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PRESENTATIONS MANAGED ACROSS ED

150,000+

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CLINIC APPOINTMENTS DELIVERED MONTHLY

27,000+

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BABIES WELCOMED ANNUALLY

6,700+





## OUR RESEARCH AND EDUCATION

Underpinning our world-class clinical care is our commitment to research and education. Western Health has highly effective collaborative partnerships for research with universities, hospitals, research groups and industry throughout Australia and the world.

The Western Centre for Health Research and Education, based at Sunshine Hospital, provides a range of purpose-built, state-of-the-art teaching, research and simulation facilities. It is home to the Western Clinical School for Medicine and Allied Health, in partnership with the University of Melbourne.

Our researchers, academics and educators collaborate across Western Health, Deakin University, Victoria University, the University of Melbourne, La Trobe University, Australian Catholic University, The Centre for Chronic Disease and the Australian Institute for Musculoskeletal Science.

## BUILDING PATHWAYS THROUGH OUR MODEL OF CARE

As our service area grows and the demand for healthcare services increases, we will continue to expand our reach beyond the confines of the traditional acute hospital setting and into the heart of the community. Our approach integrates innovations in Western Health at Home services and virtual care models, complemented by our community-based facilities, to reach people where they are. When emergency situations and complex medical needs arise, our patients, consumers and community can be assured by the comprehensive emergency and acute services offered in our hospitals.

Together with our partners and in collaboration with primary care and community providers, we are striving to provide equitable access through connected care pathways. Our ambition to offer the Best Care where needed for the people of the West at all ages and stages, is the driving force behind our ongoing commitment to innovating and broadening of our model of care.

## ESSENTIAL ENABLERS FOR OUR STRATEGY

**Connecting with community:** Meaningful engagement with our community, to be responsive to the unique and localised needs of the people of the West.

**Partnering:** Collaborating with our community, provider and academic partners and policy makers to improve system performance and drive equity in access, better care and health outcomes.

**Our people:** Inspiring and enabling our workforce, within a supportive culture, to bring new ideas and adapt to a dynamic environment to deliver best care, and meet the needs of the future.

**Data and technology:** Supporting our teams with the technology, tools, data and analytics to support virtual and personalised care, drive quality and performance, inspire innovative and sustainable practices, and agile decision making.

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## WESTERN HEALTH'S MODEL OF CARE

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### Enabling 'best care'

Transforming quality of care and services to ensure Best Care for every person every time.

### Diversity, Equity and Inclusion

Health equity for diverse communities including cultural, disability & LGBTQIA+

### Wilim Berrbang

Providing support and assistance to Aboriginal & Torres Strait Islander people.

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## CARE IN THE COMMUNITY

### Community Based Services

Support our community with allied health, paediatric, counselling and family violence services along with other community programs and partnerships.

### Mental Health & AOD Community

A range of mental health and wellbeing, alcohol and other drug services..

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## CARE IN OUR HOSPITALS

### Footscray Hospital

A major teaching tertiary hospital responsible for providing a range of inpatient and outpatient acute services. It provides acute elective and acute emergency services for Western Health, including acute general medical and surgical, intensive and coronary care, sub-specialty medicine, surgical services, mental health and related clinical support.

### Sunshine Hospital

A major teaching tertiary hospital across Western Health's network, centrally located and servicing the growing needs across the wider Western region. It provides a comprehensive range of acute, subacute and mental health services along with one of the busiest EDs in the state. This includes the Joan Kirner Women's and Children's Hospital, Westside Lodge Dual Diagnosis Drug Rehabilitation Centre, the Western Centre for Health Research and Education (WHCRE), renal dialysis and radiation therapy services.

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## CARE FOR PEOPLE AT HOME

### Western Health at Home

Western Health offers a range of at home services, these include early supported discharge, residential in-reach, geriatric evaluation and management, oncology, dialysis, women's and children's support.

### Western Virtual

Providing remote patient monitoring services in areas including chronic disease management.

### Spiritual Care

Offering emotional and spiritual support for patients, carers and Western Health staff.

### Research and Clinical Trials

Improving patient outcomes and promoting new and enhanced clinical practice and service delivery.

### Public Health Unit

Promoting population health and disease prevention within central and western suburbs of Melbourne.



### Custodial Health

Primary care services are provided for Dame Phyllis Frost Centre.

### Aged Care

Grant Lodge collocated with Bacchus Marsh Hospital provides residential aged care.



### Williamstown Hospital

A non-tertiary hospital, providing emergency, surgical, rehabilitation and geriatric evaluation and management services, renal dialysis, community rehabilitation and transition care. Collocated with Boollam Boollam which provides transitional care for people with complex needs.

### Melton Health

Provides a range of community-based services including urgent care, renal dialysis, oncology, chronic disease management, women and children's health, dental clinics, family services and specialist clinics.



### Bacchus Marsh Hospital

A non-tertiary hospital providing urgent care, general medical and surgical, palliative care, maternity and special care nursery services, including community based and specialist clinics. Bacchus Marsh Hospital also supports Grant Lodge Residential Aged Care Facility.

### Sunbury Day Hospital

Provides a range of same-day services including surgery, medical, chemotherapy, renal dialysis and specialist clinics.



### Hospital in the Home

Provides acute admitted care to patients within their home.





Reinforcing our model, a number of exciting major projects are also underway, ensuring we can continue to provide Best Care into the future.

#### OUR EXISTING LOCATIONS

Western Health manages acute public hospitals including Sunshine Hospital (including Joan Kirner Women's and Children's), Footscray Hospital, Williamstown Hospital, Bacchus Marsh and Melton Regional Hospital, and Sunbury Day Hospital. We operate Boollam Boollam in Williamstown, Melton Health and Community Services, Bacchus Marsh Community Health Centre, Caroline Springs Community Health Centre and Grant Lodge Residential Aged Care in Bacchus Marsh. Our new Mental Health and Wellbeing Centre is open in Sunshine, complemented by a range of Community Mental Health, and Drug Health services across the West. Western Health also provides primary health services for the Dame Phyllis Frost Centre.

#### MAJOR PROJECTS

**New Footscray Hospital:** Opening in 2025, this new, state-of-the-art tertiary facility will replace the current facility at Gordon Street, increasing our capacity by nearly 150 beds. The new hospital will treat approximately 15,000 additional patients and enable around 20,000 additional people to be seen by the emergency department each year.

**New Melton Hospital:** The State Government has committed \$981 million to deliver a new Melton Hospital by 2029 to be run by Western Health. Once completed, the new hospital will have at least 274 beds, capacity to treat 130,000 patients each year and see almost 60,000 patients in the emergency department.

**Sunbury Community Hospital:** Western Health has been appointed by the State Government to operate two of ten new Community Hospitals in Victoria. Sunbury Community Hospital will be an expansion of our current day hospital, providing a range of urgent care, same day, ambulatory, diagnostic and pharmacy services in an accessible, integrated care setting.

**Point Cook Community Hospital:** In a greenfield location, Point Cook Community Hospital will provide a range of outpatient services, dialysis and chemotherapy day medical chairs, an urgent care service and opportunity for minor procedures or endoscopy for the local community.

Our locations are well placed to offer services closer to home across our catchment.





Western Health

[westernhealth.org.au](https://westernhealth.org.au)