



# Strategic Plan 2020-2025

Collaboration | Innovation | Action





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# Acknowledgements

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Benalla Health acknowledges the Traditional Owners of the lands from across our region, the Yorta Yorta People and the Taungurung People. We pay our respects to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the State.



We embrace diversity and are committed to providing a safe and inclusive environment for all people.

Thank you to the wonderful and talented photographers whose images feature in this document. They are Stephen Winkler (P18 and back cover), Stacey Devlin (P19), Josh Payne (P14) and John Spencer (P9). Their images were submitted during a Facebook photography competition and we thank them for their outstanding work.

## **Benalla Health**

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# Our strategy on a page

We are committed to the health, wellbeing and success of our community, team and partners. We recognise that the years ahead will require us to explore new types of collaboration, new ideas and ways of thinking, and new models of care if our community and organisation are to thrive.

## Strategic Plan 2020-2025

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### OUR VISION

Healthy, thriving and resilient communities in and around Benalla.

### OUR PURPOSE

To care for our community by providing safe, high quality healthcare for everyone.

### OUR PRIORITIES

**Deliver responsive, high quality services**

**Strengthen our workforce and culture**

**Enhance community trust and engagement**

**Build lasting, effective partnerships**

**Consolidate our financial and environmental sustainability**

### OUR OUTCOMES

... that drive wellness, support healthy ageing and are **responsive to the evolving needs of our community.**

...so we recruit and retain a **resilient, engaged and skilled team**, who have pathways for growth and development.

... so people know and use our services, we understand their needs, provide **person-centred care**, and support them to achieve their health goals.

... that enable us to share resources and services, and take a **holistic approach to our region's health.**

... to empower us to innovate and **determine our own path forward.**

### OUR BELIEFS

**We believe** that accessible healthcare is a fundamental human right.

**We believe** the community is stronger with us, and we are stronger with them.

**We believe** that everyone is welcome at Benalla Health.

**We believe** that each member of our team is integral to how we compassionately serve our community.

**We believe** in making a positive difference in people's lives - we really care.

**We believe** in and commit to collaboration, innovation and action.

### OUR VALUES



**Respect**



**Empathy**



**Excellence**



**Compassion**



**Accountability**

# Forewords

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## Message from the Chair



*"We will continue to develop our strengths and pursue new opportunities, including innovative ways of collaborating with other health services ..."*

**– Dennis O'Brien  
Board Chair**

**Benalla Health has achieved all it has set out to do in its current five-year plan.**

The last year however has been extremely challenging for all health services and the communities they serve. Benalla Health has approached those challenges head on in the way it has adapted to providing its services and its approaches to looking after our staff and patients. We fully acknowledge the outstanding efforts of the staff and ongoing support from our community over the past five years but especially during the difficult circumstances of the past 12 months.

We approach the next five years fully cognisant of the challenges Benalla Health faces in a vastly different health sector landscape.

The next five years will be challenging but it will also provide us with great opportunities to improve what we do. Our contemporary five-year plan sets out our vision for Benalla Health, to ensure we continue to deliver high quality care and promote wellbeing across our region. We know the health service is important to our community and we are determined to ensure we exceed the expectations of all our stakeholders.

We will continue to develop our strengths and pursue new opportunities, including innovative ways of collaborating with other health services in North East Victoria to ensure that we not only provide an excellent service to our Benalla community but that we contribute to the development and delivery of state-of-the-art health care throughout North East Victoria.

# Forewords

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## Message from the CEO



*"Our vision is to have healthy, thriving and resilient communities in and around Benalla ..."*

**– Janine Holland  
CEO**

Benalla Health's Strategic Plan 2020–25 guides the future of our health service for the next five years.

This plan is the culmination of months of consultation and collaboration with our community, staff, local general practitioners, partner health services, and key stakeholders.

It provides a clear direction for the achievement of a sustainable future for our community and staff. We remain committed to providing responsive high-quality health services for our ageing population.

We will achieve this by strengthening our workforce and culture and enhancing community trust and engagement. Our team will continue to consistently go above and beyond and remain dedicated to making a difference in people's lives.

We will build lasting and effective partnerships which will result in Benalla Health being financially and environmentally sustainable.

Change is inevitable and we know, as we move into an uncertain future, that we will be stronger if we lever off the strengths of our partners whilst honouring our past.

Our vision is to have healthy, thriving and resilient communities in and around Benalla.

Our values reflect the fabric of Benalla Health and its culture – Respect, Empathy, Excellence, Compassion, and Accountability. Our behaviours are guided by our values and beliefs, and we support each other to be our best selves in the workplace.

The implementation of this plan will guide the delivery of outstanding health services to the community we are privileged to serve.

On behalf of Benalla Health, I sincerely thank the many people who contributed to the development of this important plan and respectfully acknowledge the committed health professionals who will contribute to its achievement.

# About Benalla Health

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## Our history and role in the community

With a 10-bed bush nursing hospital established in 1935, the Benalla community has always been committed to supporting and promoting a local health service to meet the health needs of the community.

Today, Benalla Health provides a range of acute, residential aged care, community health and urgent care services, and employs more than 330 staff.

The hospital has evolved in recent years to increase its focus on community-based services and has become recognised for its expertise in ophthalmology.

Benalla Health's history and heritage illustrate the community's commitment to supporting a local health service. During the next five years we will continue to be a thriving, connected and trusted health service focused on effectively meeting the healthcare needs of the people of Benalla.

## Our team

Benalla Health is one of the largest employers in the community, and we recognise our greatest strength is our people, their passion and commitment. Many of our team works with us to give back to and support the wellbeing of the community and region.

We believe in the quality, commitment and capability of our team from the grounds keepers and cleaners who keep our hospital looking clean and inviting, to the administrators who ensure the hospital doors are open, to the medical, nursing and allied health professionals who improve the quality of life for the people we serve. In collaboration with other regional health services and training providers, our aim is to retain and grow this talent. We commit to continuing to provide a workplace that is safe, inclusive and focused on well-being.

Our priority is to ensure that the health service continues to be sustainable, renowned for the quality and commitment of our people, and successful in meeting the expectations of our community in an ever-changing health sector.





## Our vision

Healthy, thriving and resilient communities in and around Benalla.

## Our purpose

To care for our community by providing safe, high quality healthcare for everyone.

## Our outcomes

- We are responsive to the evolving needs of our community.
- Our team is resilient, engaged and skilled.
- We know our community and they know us.
- We take a holistic approach to our region's health.
- Our financial position supports self-sufficiency and innovation.



## The Benalla community

The Benalla Rural City is the primary catchment for Benalla Health with a population of over 14,000 people, who are predominantly adult Australian citizens,<sup>1</sup> with an average resident age of 49 years.<sup>2</sup>

The catchment includes two distinct Statistical Local Areas (SLAs) - urban and rural Benalla. The profiles of urban and rural Benalla are strikingly different. The urban SLA has an area of 235km<sup>2</sup> with a population density of 40 persons/km<sup>2</sup>. In contrast, the rural catchment has an area of 2,328 km<sup>2</sup> with a population density of 2 persons/km<sup>2</sup>.

The population is ageing at a higher rate than the rest of Victoria.<sup>3</sup> Approximately 181 people (1.8%) of the Benalla community identify as Aboriginal and Torres Strait Islander,<sup>4</sup> and almost one in five were born overseas. The

top five ancestries of the region are English, Australian, Irish, Scottish and German, with most common Languages Other Than English spoken being German, Italian, Mandarin, Malayam and Punjabi.<sup>5</sup> A review of 2016 Census Data also confirmed 47.5% of the Benalla LGA are male and 52.5% are female.

Like all communities, Benalla experiences some challenges. Our average weekly household income of \$905<sup>6</sup> is a third lower than the state average of \$1,419.<sup>7</sup> Obesity is currently estimated at 26.9%, which is significantly higher than the Victorian average of 18.8%.<sup>8</sup> Family violence and teenage pregnancy are also more prevalent in Benalla than elsewhere in Victoria, and a greater proportion of our community did not complete Year 12.<sup>9,10</sup> In addition, there are members of the Benalla community experiencing homelessness.<sup>11</sup>



<sup>1</sup> <https://profile.id.com.au/benalla/>

<sup>2</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC20203](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20203)

<sup>3</sup> Benalla Health Clinical Services Plan, Aspek Consulting, p12

<sup>4</sup> [https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data\\_Profile\\_for\\_Wangaratta\\_Local\\_Government\\_Area\\_February\\_2017.pdf](https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data_Profile_for_Wangaratta_Local_Government_Area_February_2017.pdf)

<sup>5</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC20203](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20203)

<sup>6</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC20203](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20203)

<sup>7</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/LGA26700](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA26700)

<sup>8</sup> [https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data\\_Profile\\_for\\_Wangaratta\\_Local\\_Government\\_Area\\_February\\_2017.pdf](https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data_Profile_for_Wangaratta_Local_Government_Area_February_2017.pdf)

<sup>9</sup> [https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data\\_Profile\\_for\\_Wangaratta\\_Local\\_Government\\_Area\\_February\\_2017.pdf](https://www.centralhumecpc.org/wp-content/uploads/2018/02/Data_Profile_for_Wangaratta_Local_Government_Area_February_2017.pdf)

<sup>10</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC20203](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20203)

<sup>11</sup> <https://www.abc.net.au/news/2018-03-20/homelessness-mapped-australia-by-suburb/9551556>

# Strategic trends and considerations

As a result of broad consultation with staff, our community and other key stakeholders, we identified a number of issues and considerations. This feedback informed the development of our strategy.

## Healthcare needs and access barriers

Our community is diverse and dynamic. Of note, a significant proportion of our community are over 65 years and this proportion is anticipated to increase. As we age, healthcare needs can become more complex. Our community has experienced a significant increase in chronic disease, mental illness and dependence on drugs and alcohol, which means that specialist, integrated services are required to meet the physical and mental health needs of our community.

*By their nature, healthcare services can be complicated to navigate and - compounded by the tyranny of distance - rural communities often experience inequitable access to timely and comprehensive healthcare.*

Our Clinical Services Plan identified a clear statistical difference when compared to Victoria and the rest of Australia with a demonstrable higher cancer rate for residents of urban Benalla, and lower rates in rural Benalla. The prevalence of Type 2 Diabetes is 5.1%, higher than the rural Victorian rate of 4.7%, but consistent with the Victorian rate of 5%. Heart disease and high cholesterol in the catchment are consistent with State and national rates.



## What does this mean for the next five years?

We will be responsive to the increase in demand and complexity, ensuring that we work collaboratively with our community and other local and regional healthcare services. We recognise that different people have different needs, and we commit to serving each individual to achieve their healthcare needs. As well as supporting healthy ageing across our organisation and community, we will drive a wellness agenda by strengthening our prevention and early intervention services as well as continuing to provide care when illness and injury occur.

## Community preferences and expectations

We are witnessing a change in what our community expects of the services that respond to their healthcare needs. Everyone continues to want safe, high quality healthcare that is accessible and inclusive but there is growing demand for that care to also be more flexible; place-based (in the community and in the home as well as in the hospital); personalised to meet individual needs; and more technologically sophisticated.

A shift is also evident in how the community engages with us and how we engage with our community. Many people now want to actively participate in and understand the healthcare they are receiving. As an organisation, we commit to providing person-centred care and to facilitating shared decision-making with individuals and their families in all aspects of their healthcare and our service delivery.

## Commitment to quality and safety

Healthcare must be safe and of a high quality - our community, partners, government stakeholders and team are focused upon and committed to this way of working. We acknowledge that safe, high quality health services require consistency of effort, a range of capabilities, and appropriate systems and processes. Data and analytics, digital solutions and collaboration all have an important role in the provision of safe high-quality healthcare.

### What does this mean for the next five years?

Our services will no longer be confined to being delivered within the walls of the hospital. As well as extending our in-home and community-based healthcare, we will be working to develop a range of remote and virtual services to further improve equitable access. We will also be furthering efforts to engage individuals, local groups and the community more broadly to ensure consumer engagement is meaningful and representative.

### What does this mean for the next five years?

Safe, high quality healthcare will continue to be our priority. Our commitment to meeting the highest standards of service is reflected in our vision for the future; the wide range of strategies that will be implemented to foster partnerships; the ongoing demonstration of a just and inclusive organisational culture; and the diversity of opportunities we pursue and offer, to learn and improve.

We will continue to speak up and act for safety and quality of service by living our values, by monitoring and being transparent about our performance, and by learning from and listening to the lived experience of our community.

## Capacity, capability and sustainability

Across Victoria, healthcare organisations are exploring how to attract and retain healthcare professionals and other staff key to delivering healthcare in the 21st Century. As urbanisation continues and the demand and complexity in healthcare increases, this is particularly challenging to rural and regional organisations, including Benalla Health.

*Whilst many of our health partners and peers are facing physical infrastructure challenges, we consider ourselves fortunate – we are privileged to have a clean and well maintained hospital with the capacity to meet many of the healthcare needs of our community. To complement our physical infrastructure, we see major opportunity to improve access, and maintain quality and safety by strengthening our use of data.*

Across the state, healthcare organisations juggle a wide range of demands in their efforts to balance their capacity and capability with the imperative to be environmentally and financially sustainable. Currently a third of the Victorian Government budget is allocated to health, which is shared between 80 organisations providing place-based healthcare across the state. We anticipate that healthcare organisations will become increasingly interconnected to support efficiency, effectiveness, quality and safety.

## What does this mean for the next five years?

As with many healthcare organisations, Benalla Health will continue to recruit and retain a resilient and capable workforce, to advance our digital systems and capability, to seek out and establish service enhancing partnerships, and to maintain the financial and environmental sustainability of our organisation.

Overall, this strategic plan outlines our commitment to continuing to be a responsive healthcare organisation with a strong, highly skilled team that delivers patient-centre healthcare in the right place at the right time.



# Our strategic plan

Our 2020-2025 strategy is our organisational guide for the next five years. This plan will inform our strategic decision-making, and our operational and clinical planning. It articulates why we exist, who for and what we are working towards.

The Benalla Health strategic plan defines the goals we have developed with our stakeholders, and ensures our staff, community and partners clearly understand our direction.

## The planning process

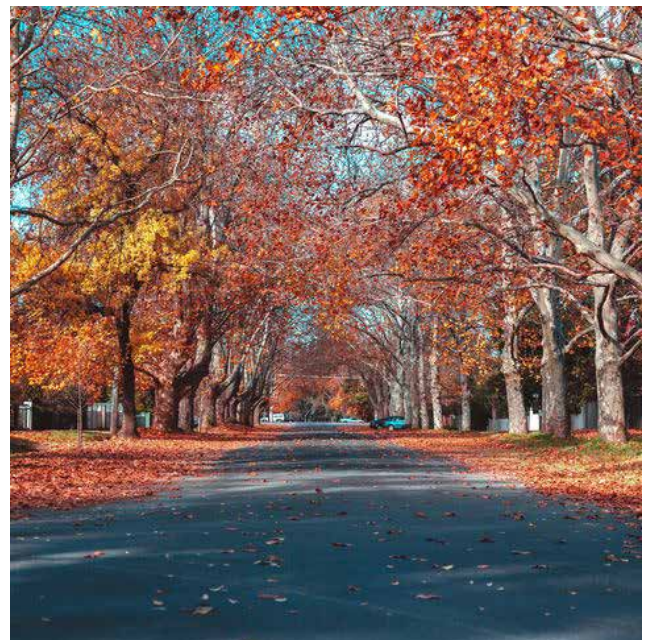


## Collaboration is at the heart of our plan

It has been developed in close partnership with our nearest neighbour, Northeast Health Wangaratta, and informed by feedback received through extensive stakeholder engagement, inclusive of our Boards, Executives, staff, community members, medical officers and government partners.

Furthermore, consultations were conducted with over 40 community groups, partner organisations and individuals who were invited to come together to inform the development of this strategic plan.

Key elements explored during the consultation process identified a range of ideals and aspirations which have been incorporated into the plan and supporting documentation.



## Final development of the strategic plan included reviewing the following key documents:

### Department of Health & Human Services, Victorian State Government

- COVID-19 Pandemic Plan for the Victorian Health Sector
- DHHS Capability Frameworks and Strategic Plan
- Framework for preventing and managing occupational violence and aggression
- Health 2040: Advancing health, access and care
- Korin Balit-Djak: Aboriginal health, wellbeing and safety plan (2017-2027)
- Our pathway to change: eliminating bullying and harassment in healthcare
- Roadmap for Reform – Strong Families, Safe Children
- Rural and Regional Health Partnership Guidelines 2020
- State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037)
- The Royal Commission into Victoria's Mental Health System
- Victorian Public Health & Wellbeing Plan (2019- 2023)
- Victoria's 10 Year Mental Health Plan (2015- 2025)

### Family Safety Victoria

- Family Safety Victoria Corporate Plan 2019-2020
- Ending Family Violence: Victoria's 10 Year Plan for Change

### Victorian Agency for Health Information/Safer Care Victoria

- Targeting Zero 'Supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care'. Report of the review of Hospital Safety and Quality Assurance in Victoria (2016)
- The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex and queer population in Victoria – findings of the Victorian Population Health Survey 2017

### Victorian Health and Human Services Building Authority

- Environmental Sustainability Strategy 2018-19 to 2022-23
- Guidelines for sustainability in capital works June 2020
- Pilot Health and Human Services Climate Change Adaptation Action Plan 2019-2021
- Strategic asset management plan

In addition, the Aspex Consulting Clinical Services Plan for Benalla Health (2017) was a key reference document to ensure that this plan addresses the current and future needs of our community.

# Our priorities and actions

To achieve our vision, purpose and outcomes, we have identified five strategic priorities, each with their own set of strategic actions. Ultimately, the next five years are about collaboration, innovation and action at Benalla Health to achieve and enhance equitable access to safe high-quality healthcare. We are excited by the opportunities this plan presents.

To ensure we are progressing our priorities we will track our performance against Key Performance Indicators that align with our operational plan, which is based on this strategic plan.

## Priority 1

### Deliver Responsive, High Quality Services

*A responsive, place-based health service delivering a range of safe, high quality services that are well understood by the community.*

**1.1 Respond to the evolving healthcare needs of our community, including healthy ageing.**

Being responsive to the evolving healthcare needs of our community is fundamental for our organisation over the coming years. We will analyse the healthcare needs of our community and consider which clinical service gaps Benalla Health is well-placed to fulfil. With an ageing population in Benalla and Victoria more broadly, our role in providing in-home care and supporting healthy ageing will be key components of providing responsive care.

**1.2 Enhance our focus on community-based and early intervention practice.**

To support our community to thrive, we will investigate and implement innovative models to enhance prevention and early intervention. Working in and with community, including through mobile clinics, will be a critical enabler here.

**1.3 Ensure our infrastructure and equipment enables leading practice.**

We will invest in the physical infrastructure and equipment that enables best practice, drives efficiencies and quality, and attracts healthcare professionals to work at Benalla Health.

### We will know we are delivering responsive, high quality services when...

- A greater proportion of our community are supported to live well at home.
- There is a decrease in hospital acquired harm.
- A greater proportion of our community participate in place-based health promotion and early intervention programs.
- All of our programs comply with accreditation requirements and legislation.



## Priority 2

### Strengthen our Workforce and Culture

*A resilient, safe and well workforce equipped and ready with the skills, attributes and expertise required to meet the diverse healthcare needs of our community.*

#### 2.1 Strengthen our culture of commitment and collaboration.

Benalla Health is a values-driven organisation. Through our values we will ensure that all staff, inclusive of our General Practitioners and Visiting Medical Officers, feel that they are equal members of a high functioning clinical team. A culture of commitment and collaboration will enable all healthcare professionals to build and maintain trusted and resilient working relationships that result in enhanced health outcomes for all people, particularly those who are vulnerable and/or experiencing disadvantage.

#### 2.2 Create a safe, inclusive and well workforce.

The safety and wellbeing of our staff is of vital importance, and we are committed to supporting a diverse and inclusive team. Over the coming five years, we will look at new ways to support security, diversity and inclusion, and wellness at work. We do not tolerate abusive or violent behaviour towards our staff. We will support our staff with wellness programs and, where relevant, their own healthy ageing.

#### 2.3 Continue to invest in the development of our people.

Our staff are passionate, committed and looking for opportunities to learn, grow and advance in their careers. We will provide lifelong learning and development opportunities through mentoring, peer learning, training and a case load that ensures continued practice experience. Furthermore, we will support and empower the emerging and future leaders of the organisation, across our clinical, corporate and governance functions.

#### 2.4 Explore and implement regional workforce solutions.

To address workforce shortages, we will partner with neighbouring health services, Benalla Rural City, the Department of Health and Human Services, schools and universities to craft and rollout effective solutions to attract and maintain a resilient and highly capable team. We will look beyond traditional workforce models to ensure we have the human capacity and capability required to provide outstanding healthcare.

### We will know we are strengthening our workforce and culture when...

- The annual turnover of permanent staff remains in the lowest quartile in the industry norm.
- Completion rates of the staff satisfaction survey are trending up.
- There is an upward trend with the % of staff who report they are satisfied at work.
- The proportion of respondents that experience negative workplace behaviour is trending down.

## Priority 3

### Enhance Community Trust and Engagement

*A trusted and engaged health service that has deep, meaningful links within our community.*

#### **3.1 Increase representative and meaningful engagement with our community.**

We want and need to hear from the community about their healthcare requirements and preferences. We feel strongly that this engagement cannot only be with a select few – it must be with a group of the community who represent the different demographics and life experiences of people from Benalla and surrounds. Furthermore, we seek for our engagement with community to be both authentic and purposeful, where we work together to co-design person-centred solutions that meet individual needs.

#### **3.2 Enhance community understanding of the services we provide.**

As well as hearing from the community, we are committed to transparency and are keen to better communicate the services that are provided at Benalla Health and at other health services. This will clarify what healthcare is available locally and what is available further afield, enabling the community to choose safe, high quality health services as close to home as possible.

#### **3.3 Continue to provide holistic, patient-centred care.**

The provision of patient-centred care that holistically addresses individual health needs is key for any community to trust their health service. We recognise this and commit to providing patient-centred care in hospital, community and home settings, and in partnership with our regional health partners.

### **We will know we are enhancing community trust and engagement when...**

- There is an increase in community feedback and the number of complaints is trending down.
- There is an increased level of consumer involvement in clinical governance and related activities.
- We are culturally responsive to the local Aboriginal and Torres Strait Islander community.



## Priority 4

### Build Lasting, Effective Partnerships

*Strong, resilient and meaningful partnerships with neighbouring and other health services, local and visiting health professionals, universities and government.*

#### 4.1 **Develop strong, resilient health professional relationships that serve our community.**

Through working with and alongside local General Practitioners and other healthcare professionals, we will deepen, strengthen and foster a trusted and resilient working relationship that ensures equitable access to safe high-quality healthcare.

#### 4.2 **Strengthen collaboration with our partners across the region, going beyond the form and format of our current partnerships.**

Partnerships, both new and existing, will continue to be critical to our success. We will investigate shared governance arrangements with regional partners to shape a care system that removes competing interests, and results in mutual benefits for communities and organisations. Health workforce innovations and solutions that enhance patient flow will be integral to our partnerships, both in the region and further afield. In support of our own and others' financial sustainability, we will also explore the role of partnerships in driving efficiencies, whilst always maintaining our commitment to access, safety and quality.



#### 4.3 **Explore collective models focused on early intervention and wellness.**

We will explore different forms of collaboration, both informal and formal, in support of our increased focus on early intervention and wellness. This may include co-location of health and community services, as well as partnerships with neighbouring health services.

#### 4.4 **Partner to increase our contribution to evidence-based practice.**

We commit to partnering with universities, research institutions and aligned health services to increase our contribution to evidence-based practice, be recognised as a regional thought leader, and provide opportunities for professional growth and development for our team.

### We will know we are building lasting, effective partnerships when...

- There are high levels of medical participation in clinical governance and service delivery.
- Opportunities to explore shared governance arrangements are pursued.
- Opportunities to explore shared place based early intervention and wellness models of care are undertaken.
- Research into program development and delivery is undertaken with other stakeholders.

## Priority 5

### Consolidate our Financial and Environmental Sustainability

*A financially sustainable and resilient health service that continually delivers safe, high quality healthcare for everyone in our community.*

**5.1 Foster innovation and self-sufficiency to drive a resilient and sustainable health service.**

Fostering innovation and independence in our workforce and community will see us exploring, testing and embedding new or enhanced approaches to healthcare that drive efficiencies and quality outcomes for our health service and our community.

**5.2 Strengthen financial sustainability of the organisation by optimising our capacity.**

We will work with our clinical service teams, regional health partners and community to ensure that we are consistently delivering to our capacity across all of our programs and clinical services. This will ensure we continue to be a vibrant, respected and well-utilised healthcare provider in our community; provide ongoing opportunities for our staff to maintain and develop their knowledge and skills; and support the financial resilience of our health service.

**5.3 Increase our use of data, analytics and digital solutions.**

Investment in data and digital infrastructure will support our organisation to be more efficient, to better understand the needs and preferences of our community, to increase connection and collaboration with our regional partners, and to inform opportunities to maximise our capacity and utilisation.

**5.4 Advance contemporary funding models for regional health.**

Alongside our regional health partners, we will support and participate in the development of and advocacy for contemporary funding models that reduce financial risk for ourselves and our partners. We will also ensure access to safe, high quality care aligned with person centred healthcare needs.

**5.5 Continue to focus on our environmental sustainability and footprint.**

We will continue to recognise, manage and offset our environmental footprint through practical and strategic approaches to our environmental sustainability.

### We will know we are consolidating our financial position when...

- We operate within a financially sustainable framework.
- We achieve self-sufficiency in power generation.
- We continue to reduce our environmental footprint.

# Our beliefs and values

## We believe...

Our beliefs underpin what is important to us and why Benalla Health exists. Our values are a set of principles, which everyone in our team commits to and which shape our behaviours. Our values and beliefs are the fundamental elements that unite our team and define what makes our organisation unique.



## We value...



### **Respect**

Because it enables us to act without bias and with sensitivity to a person's beliefs, wishes and feelings.



### **Empathy**

Because it enables us to understand people's individual feelings, to see things from their point of view, and to care for their emotional, physical and spiritual well-being.



### **Excellence**

Because it enables us to continually strive to develop new healthcare standards to benefit our community.



### **Compassion**

Because it enables us to demonstrate a deep awareness of another's suffering.



### **Accountability**

Because it enables us to take personal responsibility for our words, our attitudes and our actions.





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