



# Benalla Health

## 3-Year Strategic Plan (2025 – 2028)

June 2025

*Benalla*  
HEALTH

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# 1. Acknowledgement of Country

Benalla Health proudly acknowledges the Yorta Yorta people of Benalla and surrounding communities and their rich culture. The health service pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.



## 2. A Message From Our Chair & CEO

We are excited to present the strategic plan (2025-2028) for Benalla Health

We are excited to present the Benalla Health Strategic Plan 2025–2028, which will guide our health service over the next three years. This plan was developed with extensive input from our staff, Board, consumers, and partners, and it charts a clear direction for how we will continue delivering exceptional care to the Benalla community. In recent years we have navigated unprecedented challenges – most notably the COVID-19 pandemic – which underscored the critical importance of accessible, high-quality local healthcare. As we emerge in a post-pandemic environment, our focus shifts to addressing evolving community needs and strengthening our role as a local anchor for health services. We are also preparing for structural changes in Victoria’s health system, including the new Local Health Service Network (LHSN) arrangements.

In this context, our strategy emphasizes robust partnerships with neighboring hospitals and health services so that together we can plan services regionally, share resources, and ensure our community receives the care it needs close to home. This strategic plan aligns closely with state-wide priorities and reforms. We have embraced the vision of Health 2040 for better health, access, and care for all Victorians. We are committed to the Targeting Zero goal of eliminating avoidable harm and strengthening quality of care, and we are guided by Victoria’s 10-year Mental Health Plan (2015–2025) and the recommendations of the mental health royal commission to improve community-based mental health support. Our service and infrastructure planning also reflect the long-term directions of the Statewide Design, Service and Infrastructure Plan 2017–2037 for Victoria’s health system.

By aligning with these frameworks, Benalla Health will contribute to the broader goals of a safer, more accessible, and integrated Victorian healthcare system. Through a collaborative planning journey, we have defined a refreshed vision, mission and strategic priorities for Benalla Health. We will focus on five strategic pillars – Services, Community, Sustainability, People, and Infrastructure – which encapsulate the key areas where we must excel. Each pillar is supported by specific objectives, initiatives and success measures. We will rigorously track our progress using clear performance metrics and adjust our approach as needed to respond to new challenges or opportunities. We are in full support of this future strategy and invite you to join us in realising our vision of healthy, thriving and resilient communities in and around Benalla. Together, we will continue to build a healthier and more resilient community.

*Benalla*  
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Chief Executive Officer

Jackie Kelly



Board Chair

Sarah Chaplin



*Benalla*  
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## 3.1 We Are Benalla Health

We are a major public healthcare provider located in Victoria's Hume Region, delivering a broad array of health services across Aged Care, Primary Health, and Acute Services in support of our community

### Who Are We?

Benalla Health is a healthcare organisation based in Benalla, Victoria. We serve the local community and surrounding areas by providing a wide range of healthcare services. These services include a hospital offering emergency care, inpatient services, surgical procedures and outpatient clinics.

Benalla Health also focuses on elderly care, providing residential aged care facilities and support for those in need of assisted living or nursing home care.

### Serving Our Community

In addition to hospital and aged care services, Benalla Health is committed to promoting community health. We offer primary care, health promotion initiatives, and preventive health programs. Their team of allied health professionals, such as physiotherapists, occupational therapists, speech therapists, and dietitians, further enhance patient care.

- Mental health services are an integral part of their offerings, with programs that support mental and emotional well-being, including outpatient counselling and crisis intervention.
- For expectant mothers and newborns, Benalla Health provides maternity and obstetrics services, including antenatal care, childbirth support, and postnatal assistance.
- Engagement with the local community is a priority for Benalla Health.

### Our Focus Areas

The organic change in Benalla Health's environment is the key driver for organisational strategic focus areas that must be addressed in our Strategic Plan.

These focus areas are:

1. Partnerships & Synergies –in Benalla and Hume
2. Equity & Diversity Agendas
3. Organisational Sustainability
4. Financially Sustainability
5. Innovative Workforce models
6. Patient Flow Initiatives
7. Providing Care Closer to Home

These focus areas will take into consideration:

- Hard Wiring Excellence programs - Improve patient safety and clinical outcomes as well as improve patient& staff satisfaction
- Relevant state and Department of Health (DoH) and Department of Families, Fairness and Housing (DFFH) directions, Partner Agencies, Victorian Health Industry Association governance streams- includes Safer Care Victoria plans
- Projected investment required, consideration of staging and/or options to achieve short- and medium-term outcomes and risk identification



## 3.2 We Are Benalla Health

We are a major public healthcare provider located in Victoria's Hume Region, delivering a broad array of health services across Aged Care, Primary Health, and Acute Services in support of our community

### Our Catchment

Benalla Health primarily serves the population of Benalla Rural City (approximately 14,500 people) and parts of surrounding areas. Our catchment includes a mix of town and rural residents.

Notably, our community has a higher proportion of older adults than the Victorian average – in 2021, Benalla Rural City had fewer children and significantly more people aged over 60 compared to the broader region. This aging demographic means increasing demand for age-related healthcare services (chronic disease management, geriatric care, home support, etc.).

We also have pockets of socioeconomic disadvantage: about 37% of local households were in the lowest income quartile in 2021, higher than regional Victoria's proportion.

There is a strong spirit of community in Benalla – for example, 18.6% of residents engage in voluntary work, above the regional average, and many people act as unpaid carers for family members.

Our planning takes these factors into account to ensure we address the specific health needs of our community, such as barriers to access related to cost or transport, and the growing need for home and community-based services for an aging population.

### Our Partnerships

We do not operate in isolation – collaboration is integral to how Benalla Health functions within the health system. We work alongside regional and statewide partners to deliver care. Benalla Health is an active member of the Hume Local Health Service Network (LHSN), a new integrated network of hospitals in our region including Goulburn Valley Health, Northeast Health Wangaratta, Albury Wodonga Health and others.

Through this network, we are partnering on service planning, clinical support, and patient referral pathways to ensure our community has seamless access to the right care, whether locally or at larger regional centers. We also collaborate with primary care providers and community organisations – for example, the Benalla Community Care – Ray Sweeney Centre is a joint initiative between Benalla Health and Benalla Rural City Council, co-locating community health services and social support programs in a single hub.

Our partnerships with local General Practitioners, aged care facilities (such as Cooida Village), and non-profit groups like Tomorrow Today (a local education foundation) and Waminda Community House enable us to tackle broader determinants of health and reach vulnerable populations. Moving forward, we will strengthen these partnerships and seek new ones, recognising that many health challenges (such as mental health, family violence, or chronic illness prevention) can only be effectively addressed through a multi-agency approach.

## 4.1 Methodology: Current State (Internal)

The current state review involved capturing relevant input from internal stakeholder consultations, data analysis, workshop results, and leads into the 90-point maturity assessment

### Current State Review of Benalla Health

A comprehensive current state review was undertaken to gain awareness and understanding on Benalla Health's current operating processes and objectives.

**Data analysis** was administered on quantitative (i.e., **organisational artefacts**) and qualitative elements (i.e., **one-on-one consultations**) which included the data capture of Benalla Health's operations, processes, and tools, and discussion and collaboration with key stakeholders from the hospital to provide a clear understanding of the **strategic objectives** and **emerging challenges** of the organisation.

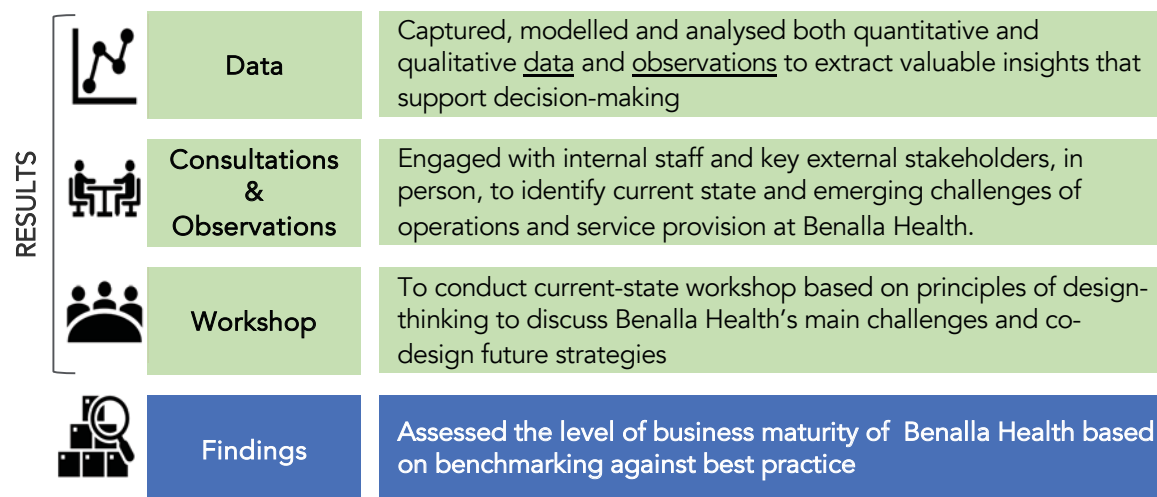
Current state workshops with staff representation from Benalla Health will be held in mid-late April – findings from these workshops will provide further current state data and observations

### Maturity Assessment

A maturity assessment will be developed after the current state has been analysed. An organisational maturity assessment will provide a holistic view of Benalla Health's operating performance across all functions.

NMC's regional healthcare provider maturity assessment is comprised of 12 functional pillars and 90 points of maturity.

### Methodology



Photos from On-site Visits & Observations



## 4.2 Capacity Capability and Performance

### Services offered and staffing profile of Benalla Health

#### Services Offered

##### Healthy Communities

###### Allied Health

- Chronic Disease Management
- Diabetes Education
- Dietitian
- Exercise and Rehabilitation Groups
- High Risk Foot Clinic
- Occupational Therapy
- Physiotherapy
- Podiatry
- Speech Therapy
- Social Work/Counselling
- Cardiac Rehabilitation
- Pulmonary Rehabilitation
- Orthopedic Rehabilitation

###### Health Independence Programs

- Sub-Acute Ambulatory Care Program (SACS)
- Hospital Admission Risk Program (HARP)
- Post-Acute Care (PAC)
- Better@Home

###### Home Nursing Service

- District Nursing Service
- Hospital in the Home
- Palliative Care

###### Support Groups

- Diabetes
- First Time Parents Groups

##### Hospital Services

- Acute Inpatient Services
- Perioperative Services
- Day Procedure Unit
- Urgent Care Centre
- Education
- Quality
- Infection Control
- Pharmacy

###### Maternity Services

- Antenatal Clinic
- Breast Feeding Support
- Domiciliary

###### Residential Aged Care

- Morrie Evans Wing

##### Other Services

- CT Scan, Ultrasound, X-Ray
- Planned Activities Program
- Mental Illness Fellowship
- Visiting Medical Officers
- Pathology
- Psychology Services
- Amplifon Hearing

##### Community Services

A department of the Benalla Rural City Council provides the following services:

###### Ray Sweeney Centre

- Family services
- Economic Development and Sustainability
- Maternal and Child Health service
- Child support
- Family liaison
- Aboriginal Patient and Family Support Officer

###### Other Visiting Services Include

- Audiology - Hearing Australia
- Breast Care Nurse - McGrath Foundation
- Community Interlink
- Dental Technician
- Mental Health Services - Albury Wodonga Health / Wellway Benalla Wangaratta Mansfield Mental Health and Wellbeing local

#### Total Staff

Hospitals Labour Category	June Current Month FTE		Average Monthly FTE	
	2022	2023	2022	2023
Nursing	100.42	99.68	99.99	98.42
Administration and Clerical	34.77	32.11	33.28	32.85
Medical Support	8.82	9.22	8.49	8.73
Hotel and Allied Services	38.52	41.70	39.13	40.32
Medical Officers	0.00	0.00	0.00	0.00
Hospital Medical Officers	0.00	0.00	0.00	0.00
Sessional Clinicians	0.00	0.00	0.00	0.00
Ancillary Staff (Allied Health)	17.93	19.87	15.83	18.34
<b>Total</b>	<b>200.46</b>	<b>202.58</b>	<b>196.74</b>	<b>198.66</b>

The FTE figures in this table exclude overtime and do not include contracted staff (i.e. agency nurses and fee for service Visiting Medical Officers) who are not regarded as employees for this purpose.



## 4.3 Capacity Capability and Performance

### Top 10 services utilised at Benalla Health in 2022

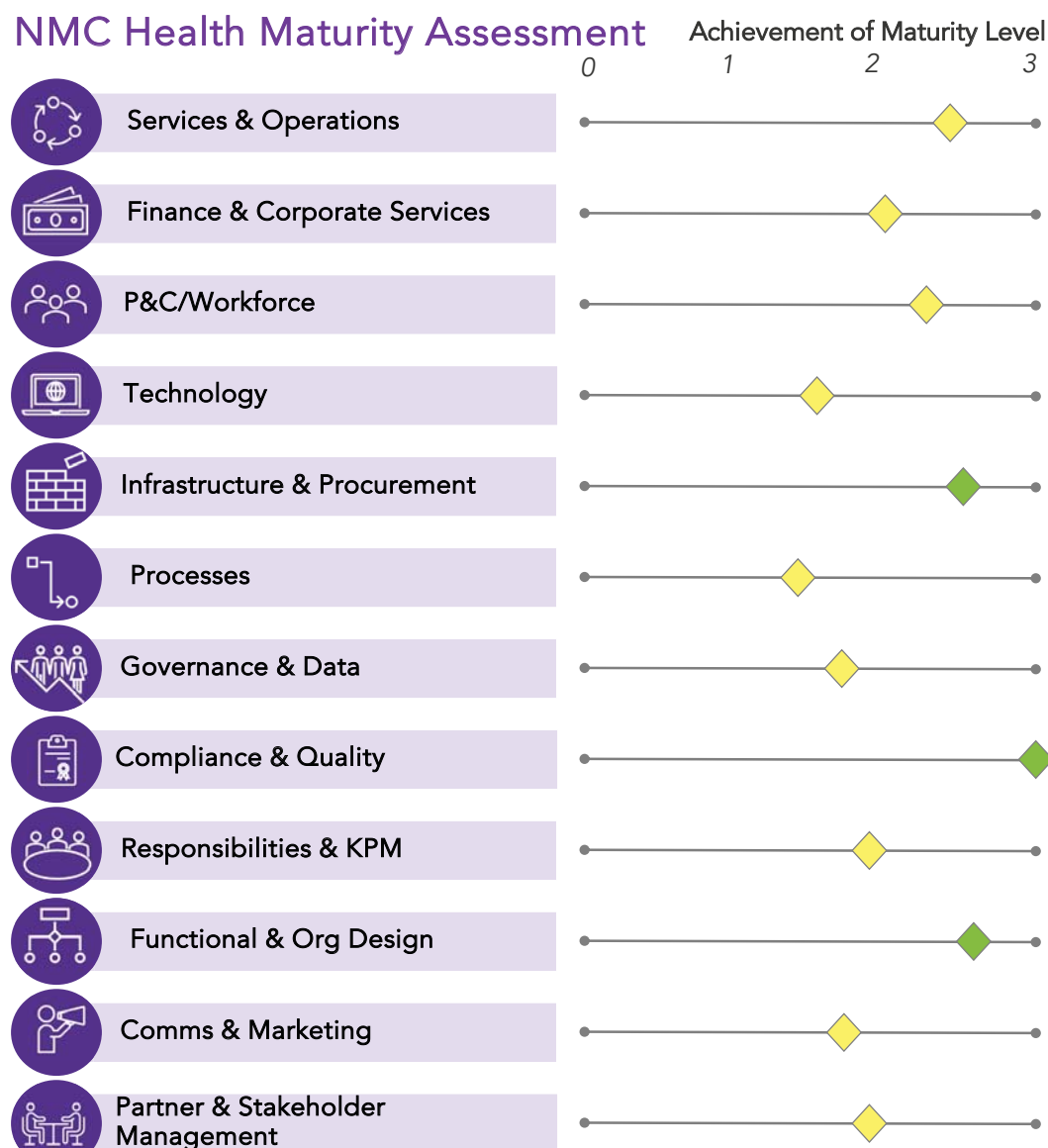
#### Top 10 Services Recorded in 2022

DRG	Description	Count
C16Z	Lens Interventions	715
G48B	Colonoscopy, Minor Complexity	150
Z40Z	Other Contacts W Health Services W Endoscopy	94
K62C	Miscellaneous Metabolic Disorders, Minor Complexity	92
D40Z	Dental Extractions and Restorations	83
G47C	Gastroscopy, Minor Complexity	50
G46B	Complex Endoscopy, Minor Complexity	45
Q61C	Red Blood Cell Disorders, Minor Complexity	42
O61B	Postpartum and Post Abortion W/O GIs, Minor Complexity	36
Q61B	Red Blood Cell Disorders, Intermediate Complexity	28
E65B	Chronic Obstructive Airways Disease, Minor Complexity	27
L44B	Cystourethroscopy for Urinary Disorder, Minor Complexity	24

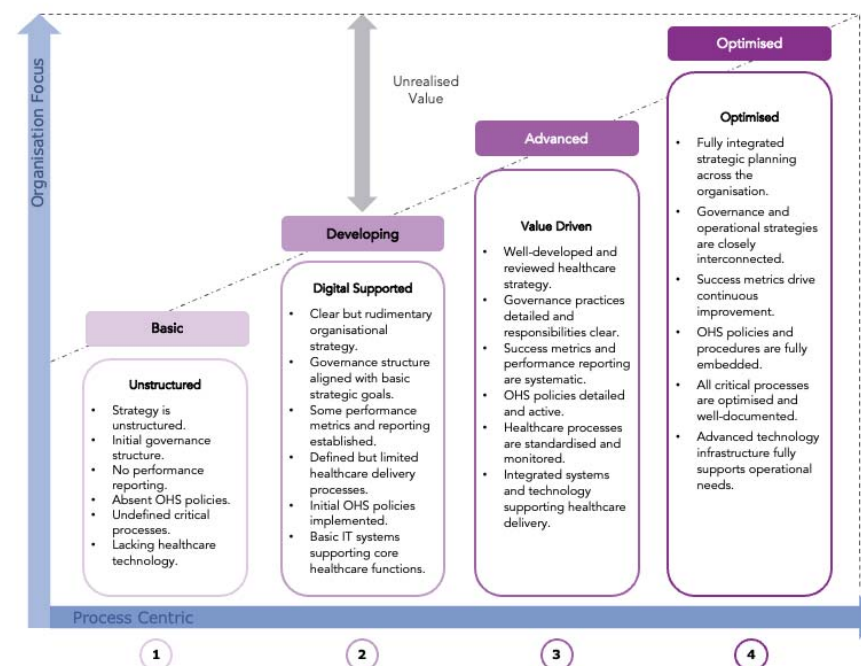
The table displays the ten most common Diagnosis-Related Groups (DRGs) at Benalla Health in 2022. Lens interventions are the most frequent service, followed by a range of minor complexity procedures such as colonoscopies and gastroscopies. Other common DRGs include treatments for metabolic disorders, dental care, and blood disorders, as well as postpartum and urinary system services. These figures, out of a total of 2,225 DRGs for the year, provide a view of the hospital's major case mix, reflecting the healthcare services most utilised by the community.

## 4.4 Current State: Organisational Maturity Evaluation

The Organisation Maturity Curve is based on the maturity level relative to NMC's Health Maturity Assessment's 12 pillars, these pillars were assessed across 90 points of maturity



## Benalla Health Maturity Evaluation



NMC's Organisation Maturity Curve Framework is based on Benalla Health's organisation's assessment of its maturity level against the NMC Health Maturity Assessment. It consists of four levels: Basic, Developing, Advanced, and Optimised.

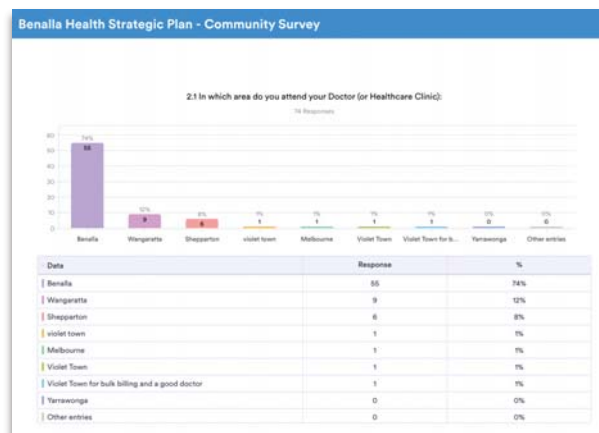
With the aggregation of all the pillars and elements **Benalla Health's maturity has been evaluated as DEVELOPING.**

## 5.2 Methodology: Current State (External)

Benalla Health defined the operating environment to include its customers, competitors, partners, and value proposition, an external analysis involved consultations, analysis of demographic and health data, and validation of findings with partners, DOH officials, and internal stakeholders

### External Analysis Activities:

- Regional Demographic Data: Population demographics and health needs to ensure our services meet community needs.
- List of Partners and consultation notes:
  - Primary Partners: Key stakeholders who influence and are integral to our operations. Their feedback is crucial for identifying collaborative opportunities and service enhancements.
  - Secondary Partners: Other important stakeholders, their potential for future collaborations, and our current engagement status.
- Community survey: 74 survey submissions – used as qualitative support for regional demographic findings, providing local context during pillar and goal development.



### Methodology

Employing a multi-dimensional approach to gather data, involving surveys, stakeholder interviews, community consultations, and upcoming workshops.

Analysing demographic shifts, health trends, and policy impacts to strategically align Benalla Health's services with community needs.

### Strategic Alignment:

Ensuring that our strategic initiatives are in sync with external factors such as government health policies, regional health service requirements, and community expectations.





## 5.3 Methodology: Current State (Engagement)

The current state analysis involved consultations with a wide range of internal and external stakeholders to develop qualitative findings which supported quantitative analysis and validation of challenges and opportunities



### Qualitative External Consultations

- GoTafe
- P-12
- Benalla Ensign
- Waminda House
- FCJ College
- Benalla Council
- Senior Citizens Centre
- Tomorrow Today Foundation
- Gateway Health
- Cooyinda Aged Care
- Winton Wetlands/Board Member
- Hume Health Partnerships
- Goulburn Valley Health
- Department of Health
- Wangaratta City Council
- WHGNE
- Northeast Health Wangaratta
- NE Health Wangaratta
- NE Health Wangaratta
- Mansfield District Health
- Church Street Surgery
- Beechworth Health
- Murray PHN
- Alpine Health
- Yarrawonga Health
- NCN Health



### Internal Qualitative Consultations

- CEO
- Director of Medical Services
- Quality Officer
- Executive Director of People & Culture
- Community Member Representative
- Executive Director of Finance & Corporate
- Operational Director of Healthy Communities
- Nurse Unit Manager
- Operational Director of Performance Improvement
- Aboriginal Support Worker
- Marketing Manager
- Executive Director of Clinical Services
- Board Chair
- Diversity, Equity & Inclusion Advisor
- Volunteer Coordinator



## 5.4 Methodology: Current State (Engagement)

Benalla Health worked with community and local partners to design and distribute a community survey to assess the usage behaviours and views of Benalla Health with 74 responses

### Survey Process

In conjunction with the initial consultations, Benalla residents were encouraged to complete a short survey to identify and understand specific challenges and usage behaviours for Benalla Health

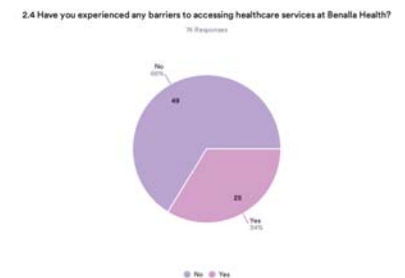
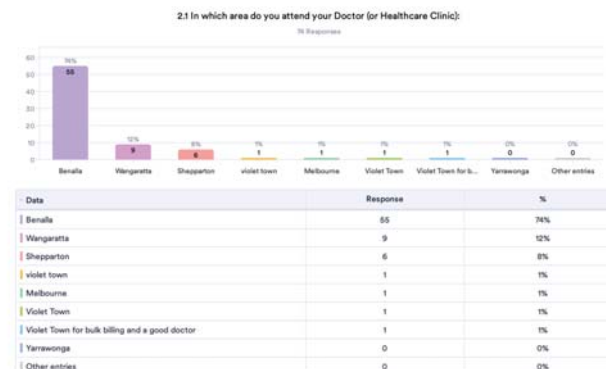
For evidence-based purposes, residents were asked to provide their general demographic information (i.e., age, residency, qualifications), and utilisation of healthcare services in the broader region.

Findings from this were used with along with quantitative data from the external analysis to inform our strategic goals and actions, particularly around the community pillar.

### Distribution

The survey was published through the following channels for maximum reach:

- Benalla Ensign
- Benalla Health Internal Newsletter
- Facebook Community Groups
- Social Media Posts (Benalla Health)
- U3A Internal Circulation
- Social Media Pages of Local Services (Waminda, Tomorrow Today, etc.,)



## 5.5 Capacity Capability and Performance – Self Sufficiency

Benalla Health has experienced a reduction in self-sufficiency across several clinical streams, prompting a need to evaluate and bolster internal service capabilities and community engagement

### Overall Trends in Self-Sufficiency

#### Decrease in Overall Self-Sufficiency:

Over the period from 2018-19 to 2022-23, there has been a decrease in overall self-sufficiency from 38% to 32%. This decline indicates an increasing dependency on external healthcare providers or facilities, which is due to a variety of factors including limitations in available services, infrastructure, or specialist availability at Benalla Health.

**Impact of the COVID-19 Pandemic:** There was a brief period during the pandemic (2019-2020 to 2021-2022) where self-sufficiency increased. This could be attributed to restricted movement or reduced availability of external healthcare services during lockdowns, forcing residents to rely more on local services.

**Variability Across Clinical Streams:** Significant variability is evident across different clinical streams. For example, some areas like maternity services saw an increase in self-sufficiency from 39% in 2018-19 to 45% in 2022-23, whereas multiday surgery decreased significantly from 20% to 12% in the same period.

### Analysis by Clinical Stream

**Sub-acute and Surgery Services:** Both sub-acute and various surgery streams (same day and multiday) have shown declines in self-sufficiency. This suggests a need to bolster capabilities in these areas, potentially through investments in equipment or specialist recruitment.

**Notable Variations Across Services:** The self-sufficiency of multidisciplinary medical services showed a notable decline, with Multiday Surgery dropping from 20% to 12%. However, some areas like Maternity Services and Paediatrics (0-14 years) saw an increase or stabilisation in self-sufficiency, suggesting potential areas of strength and growth for Benalla Health.

**Stability in Ambulatory Services:** Despite the general downward trend, Ambulatory Sameday services maintained a steady self-sufficiency rate at 7%.

Clinical Stream	2018-19 SS	2022-23 SS
Sub-acute	68%	58%
Sameday Surgery	57%	52%
Maternity Services	39%	45%
Multiday Medical	52%	44%
Sameday Medical	47%	40%
Multiday Surgery	20%	12%
Ambulatory Sameday	7%	7%
Paediatrics (0-14yrs)	4%	6%
Neonates - Qualified	4%	3%
<b>Overall self-sufficiency</b>	<b>38%</b>	<b>32%</b>



## 5.6 Capacity Capability and Performance – Self Sufficiency

Benalla Health has experienced a reduction in self-sufficiency across several clinical streams, prompting a need to evaluate and bolster internal service capabilities and community engagement

### Implications for Strategic Planning



#### Infrastructure and Service Expansion:

To improve self-sufficiency, Benalla Health will need to consider expanding its infrastructure and service offerings, particularly in areas with high outflow of patients like multiday surgery and specialty areas such as dialysis and cancer care.



#### Community and Preventative Health Programs:

Enhancing community health programs that prevent hospitalisation could also help in managing health within the community, thereby improving the self-sufficiency ratios indirectly by reducing the need for specialised interventions.



#### Targeted Marketing and Awareness Campaigns:

There is a need for targeted marketing and awareness campaigns to encourage residents to utilise local services more frequently, especially in improved areas like paediatrics.

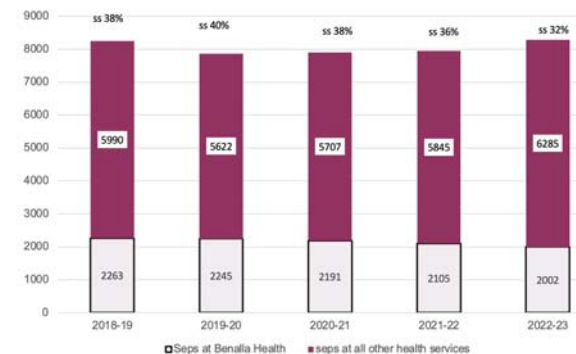


#### Partnerships and Collaborations:

Developing partnerships with larger healthcare institutions could allow for shared services and access to more specialists to improve service availability in Benalla.

### Recommendation

Benalla Health's strategic planning focuses on addressing the gaps in service provision, enhancing infrastructure, and broadening the scope of services to reduce the dependency on external healthcare providers where there is capability and capacity. Strategic investments in community health, staff training, and partnership development will play pivotal roles in reversing the trend of decreasing self-sufficiency.



There was a decrease in total separations during 2019-20, 2020-21 and 2021-22. Activity in 2022-23 surpassed that of 2018-19, suggesting a return to previous levels of hospital activity residents after pandemic impacted years. Overall, self-sufficiency has decreased from 35% in 2018-19 to 31% in 2022-23. Self-sufficiency increased during the pandemic impacted years 2019-20, 2020-21 and 2021-22. In the following slides, 2022-23 has been the focus for detailed review of activity at a clinical stream and MCRG level

\*Source: VAED, Department of Health, Victoria  
This data and self-sufficiency calculations include public hospital separations for residents of Benalla LGA, excluding Emergency Department admissions (SSU), unqualified neonates, mental health, drug and alcohol and psychiatric seps have been excluded.  
Additionally, UCC presentations are not included here as data on these is sources separately – see slides 6 and 7.

## 5.7 Partnerships and Hume Regional Service Plan

Benalla Health works alongside other healthcare, community, and government organisations for mutual benefit. Below are key findings from initial engagements:

### Health Service Planning & Partnerships in Hume Region

#### Regional Collaboration Focus:

- Benalla Health to actively engage in Local Health Service Networks for enhanced service delivery and efficiency.
- Participation in regional collaborations, such as the Hume Health Service Partnership, aims to improve access, safety, quality, and coordination of health services.

#### Strategic Service Directions Alignment:

- Align initiatives with Hume's strategic focus on increasing self-sufficiency and delivering care closer to home.
- Strengthen capabilities for moderate to high complexity care through strategic partnerships.

#### Governance Models for Collaboration:

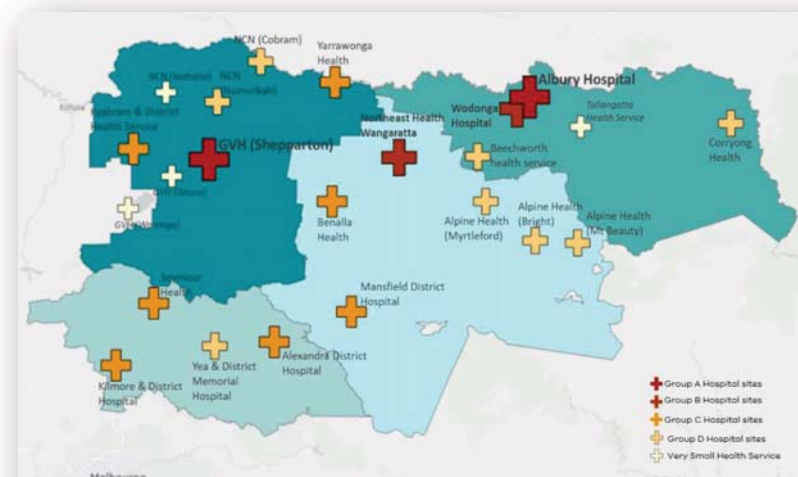
- Explore and engage in diverse governance models ranging from informal partnerships to legislated entities for deep regional collaboration.

#### Regional Challenges & Opportunities:

- Address capacity and capability gaps by contributing to solutions for the Hume region's key healthcare challenges.
- Tailor services to meet the evolving demographic needs, focusing on the aging population and anticipated growth areas.

#### Population Health Needs:

- Strategic planning to align with population health needs, considering growth, aging population, and healthcare demand shifts.



### Role delineation can guide system design

Health service sites operating at different scale and capability fulfil different roles  
AIHW peer groupings can be used to inform categorisation.

AIHW Peer Group	Avg. Characteristics*	Min. population scale required to sustain service**	Proportion of acute care that can be delivered for a population	
Very Small	0 to 17 acute overnight beds 100 separations per annum 4 DRGs with +5 seps	<1,000	<5%	Very Small to Group B sites cannot meet the majority of acute care needs for a population but are essential for providing care locally and are sustainable in smaller populations
Group D	8 to 18 acute overnight beds 600 separations per annum 30 DRGs with +5 seps	<7,500	15%	
Group C	10 to 69 acute overnight beds 3,500 separations per annum 100 DRGs with +5 seps	<25,000	50%	
Group B	54 to 196 acute overnight beds 15,000 separations per annum 250 DRGs with +5 seps	<60,000	60-70%	
Group A	186 to 468 acute overnight beds 30,000 separations per annum 400 DRGs with +5 seps	<200,000	85%	A Group A site is required within a network to meet most of the acute care needs of the community
Principal Referral	318 to 617 acute overnight beds 70,000 separations per annum 850 DRGs with +5 seps	>750,000	>95%	

## 6.1 Environmental Analysis and Strategic Context

Benalla Health is experiencing demand to meet the changing needs of the population and demographic



In 2021, Benalla Rural City had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Regional VIC



In 2021, 185 people in Benalla Rural City were attending university. This represents 1.3% of the population, compared to 2.7% in Regional VIC



In 2021, 33% of households in Benalla Rural City contained only one person, compared with 29.3% in Regional VIC, with the most dominant household size being 2 persons per household



More Benalla Rural City residents worked in health care and social assistance than any other industry in 2021



Estimated Resident Population (ERP)

Year (ending June 30)	Number	Change in number	Change in percent	Regional VIC change in percent
2019	14,237	+79	+0.6	+1.6
2020	14,382	+145	+1.0	+1.5
2021	14,436	+54	+0.4	+1.2
2022	14,457	+21	+0.1	+1.1



In 2021, 9.6% of 15- to 24-year-olds in Benalla Rural City were disengaged with employment and education, compared to 11.3% in 2016



In Benalla Rural City 18.6% of the population reported doing some form of voluntary work in 2021. This was a greater proportion than Regional VIC



In Benalla Rural City, 1,823 carers were providing unpaid assistance to a person with a disability, long term illness or old age in 2021. This represents 14.6% of the population aged 15+

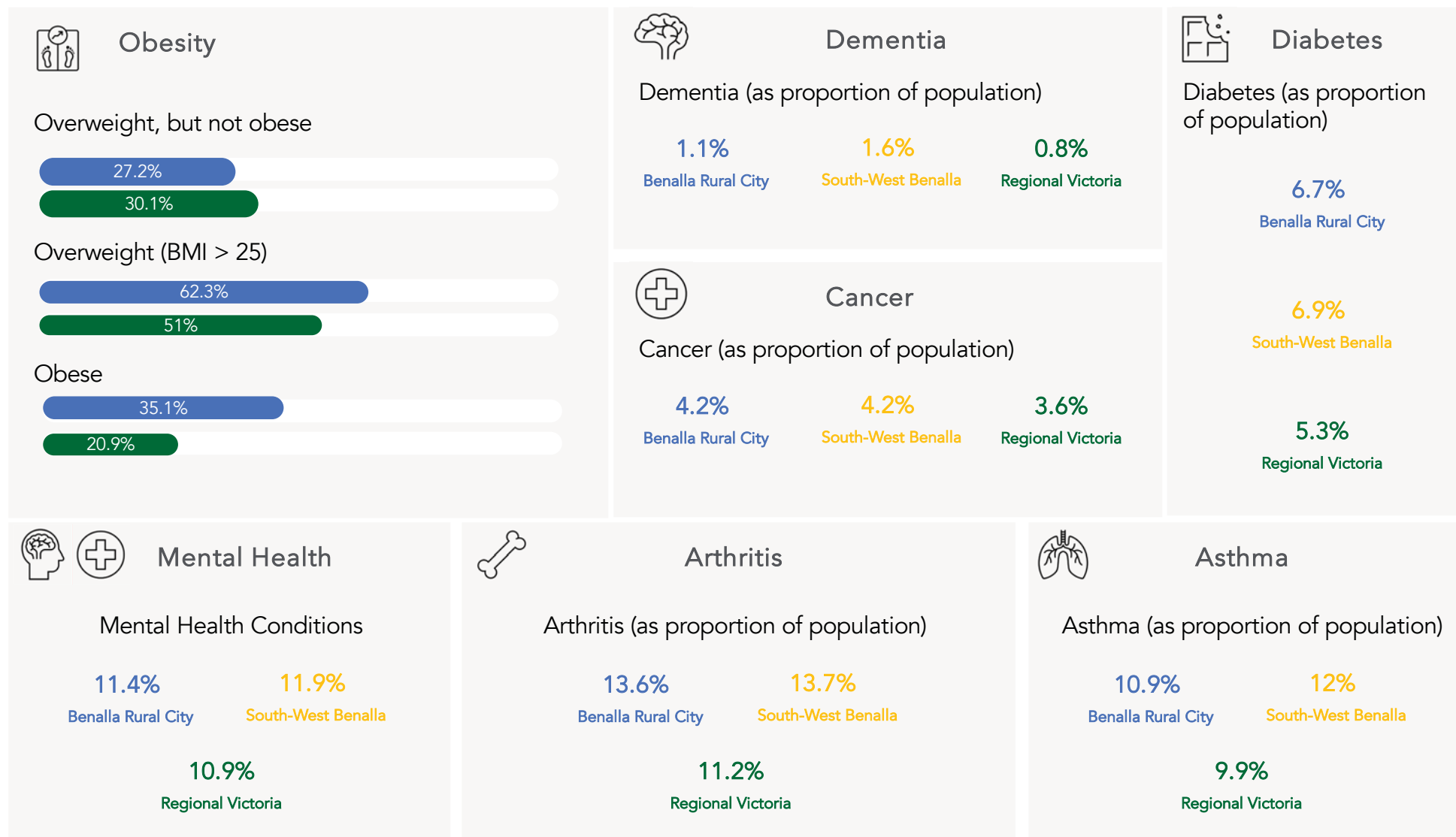


In Benalla Rural City, the 'lowest' quartile was the largest income group in 2021, comprising 37% of households with income



## 6.2 Environmental Analysis and Strategic Context

The demographic analysis of Benalla underscores a growing elderly population, necessitating expanded and specialised healthcare services to meet increasing and diverse healthcare needs



Australian Bureau of Statistics, Census of Population and Housing (2021)

Victorian Population Health Survey (2020)

Benalla Health Strategic Review & Plan

**LEGEND:**

Benalla	Regional Victoria
Benalla South-West	

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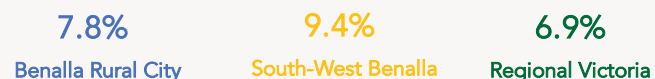
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The demographic analysis of Benalla underscores a growing elderly population, necessitating expanded and specialised healthcare services to meet increasing and diverse healthcare needs

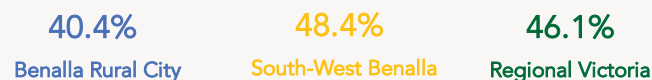


### Need for assistance

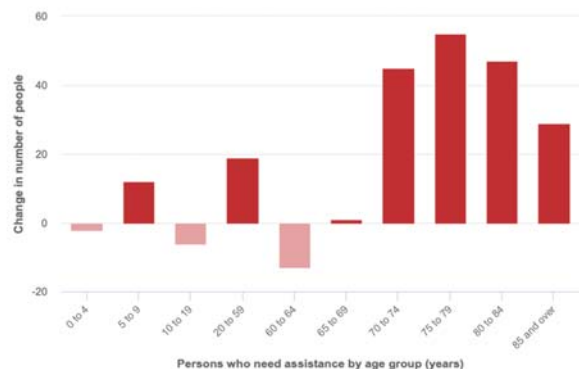
Need for assistance with core activities



Need for assistance with core activities (85 and over)



Change in need for assistance with core activities, 2016 to 2021



Australian Bureau of Statistics, Census of Population and Housing (2021)  
Victorian Population Health Survey (2020)  
Benalla Health Strategic Review & Plan



### Smoking

Dementia (as proportion of population)



### Healthy Eating

Servings of vegetables consumed per day



In Benalla, healthy eating habits outshine the Victorian average with higher daily consumption of fruits and vegetables and less frequent intake of take-away meals, although there is areas for improvement in hydration as 5% of the population does not consume any water in a given day.

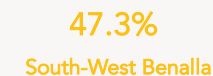
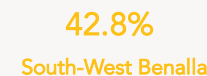


### Long term Health Conditions

At least one



None



In Benalla Rural City, the most common long-term health condition was arthritis, while 41.1% of the population reported one or more health conditions (42.8% in Benalla South-West), a higher rate than in Regional VIC (37.2%)

LEGEND:

Benalla

Regional Victoria

Benalla South-West

## 6.4 Environmental Analysis and Strategic Context

Findings from our strategic planning process demonstrate changing demographic needs, and the requirement for Benalla Health to take a proactive approach to strategic initiatives

Benalla Health undertook a comprehensive environmental analysis to inform this strategic plan, examining both external factors and our internal performance. This included a review of community health needs, consultations with stakeholders, and analysis of health service data and trends. The following is a summary of key insights from this situational analysis:

### Population Health Needs

Our catchment's aging population and socioeconomic profile are driving increasing demand for healthcare services, particularly in chronic disease management, mental health, and aged care. Rates of chronic conditions (such as diabetes and cardiovascular disease) and risk factors (such as obesity and smoking) in rural Victoria remain high, pointing to a need for strong preventive health and early intervention programs. Mental health needs are significant in our region, with many experiencing anxiety, depression or isolation (exacerbated by COVID-19). Alcohol and other drug (AOD) misuse is also a concern that requires local attention, even though formal AOD services are based in larger centers. These community health needs underscore our focus on enhancing local access to primary care, mental health support, and community health programs.

### Political and Policy Environment

The Victorian health system is undergoing reforms aimed at improving integration, safety and person-centered care. The establishment of Local Health Service Networks is a key reform to better coordinate services across regions. State health policies emphasise quality and safety (e.g. Targeting Zero recommendations on zero avoidable harm), equality of access, and care closer to home. There is also a strong policy focus on mental health reform, following the Royal Commission into Victoria's Mental Health System, to build community-based mental health services and better integrate mental healthcare. We have aligned our plan to these directions by prioritising partnerships, safety and continuous improvement. Additionally, we are mindful of the policy split between the Department of Health (which oversees hospitals and acute health) and the Department of Families, Fairness and Housing (which oversees many community health programs). Our plan bridges these areas – for example, we will coordinate with local government on community health and with regional mental health services funded through the new Mental Health and Wellbeing Division.

### Economic Climate

Funding for healthcare is under pressure, with rising costs and constrained budgets. As a small rural health service, Benalla Health must use resources efficiently and seek innovative ways to sustain and grow services. The current fiscal environment, including the impacts of COVID-19 response costs and workforce shortages driving higher staffing expenditures, could pose challenges in achieving all our goals. We have therefore placed a strong emphasis on financial sustainability and risk management in this plan. We will pursue opportunities for additional funding (state and federal initiatives, grants) and explore cost-saving collaborations (such as shared services through the LHSN) to bolster our financial position. We are also developing contingency plans to manage potential budget shortfalls– ensuring that critical services are maintained and strategic projects can adapt in scope or timing if needed.

## 6.5 Environmental Analysis and Strategic Context

Findings from our strategic planning process demonstrate changing demographic needs, and the requirement for Benalla Health to take a proactive approach to strategic initiatives

### Social Factors

Community expectations for healthcare services continue to evolve. Our community has voiced the need for more accessible services – including after-hours care, mental health support, and services that are inclusive of diverse groups. During our consultation, for example, community members stressed the importance of culturally safe services for Aboriginal people and better engagement with young people around health issues. Trust and engagement with the local health service are generally strong, but we have an opportunity to further build community confidence by communicating clearly about our service offerings and demonstrating improvements. Social factors also include the enduring impact of the pandemic on community wellbeing; issues like long COVID, care backlogs, and mental health impacts will be considerations in service planning for the coming years.

### Technology and Infrastructure

The rapid expansion of telehealth and digital health solutions during the pandemic has shown the potential of technology to improve rural access. However, it has also highlighted gaps in our digital infrastructure. Community members now expect to interact with health services through digital channels (telehealth appointments, online information, electronic records sharing). Benalla Health's analysis found that upgrading technology is crucial to streamline care and operate efficiently. We must modernise IT systems, ensure interoperability with partner hospitals and the statewide e-health platforms, and invest in telehealth capabilities to support remote care. At the same time, our physical infrastructure (buildings and equipment) needs ongoing renewal to stay fit-for-purpose. Some of our facilities are aging, and demand pressures (like the need for more day surgery capacity) will require forward planning. We will address these through our Infrastructure pillar, aligned with the statewide 20-year infrastructure strategy.

### Regulatory and Environmental Factors

Benalla Health operates within a robust regulatory framework governing quality and safety (e.g. accreditation standards, clinical governance requirements). Meeting these standards is non-negotiable and is embedded in all our strategic initiatives. Additionally, environmental sustainability has become an important consideration – both from a regulatory standpoint (e.g. requirements to reduce waste, manage energy use) and a community expectation standpoint. We recognise the health sector's responsibility in addressing climate change and will be pursuing environmentally sustainable practices (such as reducing waste and exploring renewable energy for our facilities) as part of our sustainability goals.



## 6.6 Environmental Analysis and Strategic Context

Findings from our strategic planning process demonstrate key strengths and weaknesses from our internal analysis, along with threats and opportunities from the external environmental analysis

### SWOT ANALYSIS FOR BENALLA

#### STRENGTHS

- Benalla Health has a strong community reputation, supported by high patient satisfaction and notable strengths in maternity care, aged care, and ophthalmology services. Staff engagement is robust, reflected by positive scores in workforce satisfaction surveys and a culture increasingly characterised by inclusivity and decreasing negative workplace incidents.
- Additionally, Benalla Health maintains strong financial liquidity and benefits from effective regional collaborations with neighbouring health services and regional alliances. These partnerships enhance service delivery, resource sharing, and clinical coordination across the region.

#### WEAKNESSES

- Infrastructure at Benalla Health is aging, leading to higher maintenance costs, operational inefficiencies, and limitations in service delivery capacity, particularly in specialty areas such as rehabilitation and endoscopy. Furthermore, under-utilisation in key services like midwifery and reliance on outdated, predominantly paper-based administrative systems exacerbate inefficiencies.
- Financial sustainability remains challenging due to suboptimal revenue capture (missed NWAU targets), limited internal financial management capabilities, and high reliance on costly agency staff to fill persistent workforce gaps. These weaknesses create financial pressures and impact service stability.

#### OPPORTUNITIES

- Significant opportunities exist to expand in-demand services such as elective surgeries, maternity care, ophthalmology, dialysis, and rehabilitation, meeting local healthcare needs while optimising revenue. Strengthening regional clinical partnerships through the Hume Local Health Service Network (LHSN) could enhance service sustainability and facilitate resource and workforce sharing.
- Benalla Health also has opportunities in digital transformation—transitioning from paper-based to integrated digital systems and telehealth—to improve operational efficiency and patient access. Additionally, investing in local workforce development, including training pathways and community health initiatives, could bolster long-term staffing stability and community wellbeing.

#### THREATS

- Benalla Health faces ongoing risks from economic pressures, and rising operational costs linked to aging infrastructure and workforce shortages, threatening financial viability. Proximity to larger regional hospitals (such as Northeast Health Wangaratta and GV Health) presents competitive risks, potentially diverting patients and specialists away from Benalla.
- Further risks arise from challenges in recruiting and retaining clinical specialists, cybersecurity vulnerabilities associated with outdated IT systems, and potential disruptions from regulatory changes or external events like pandemics or natural disasters. These factors could significantly impact continuity of care and the service's ability to meet strategic goals.

This strategic context reinforces the need for Benalla Health to be adaptable, collaborative and innovative. The following strategic plan directly responds to these environmental insights. We will focus on improving local service access (so fewer people need to travel for care), engaging with our community and diverse populations, ensuring our organisation remains sustainable, supporting and growing our workforce, and modernising our infrastructure and technology. In doing so, we will fulfill our role in the regional health system and continue to provide high-quality care to the Benalla community for years to come.

## 7.1 The Future Of Benalla Health

Remaining a strong organisation with an impeccable reputation across the community as a foothold for the growth and success of the community

### The Strategic Development Process

Our strategic development process involved extensive qualitative consultations with the internal organisation, community, and external partners to ensure that everyone felt part of our mission and purpose. In addition, we scanned the current health population data and emphasised the importance of informing our community of our strategic progress, to ensure that we were fulfilling both the organisation and community's expectations over the next three years.

Therefore, our pillars, actions, and key metrics of success reflect the input from a wide variety of individuals who have diverse impacts on the organisation every day.

Accordingly, we have designed a Strategy Implementation Roadmap to be implemented over the next three years with senior executives assigned as leaders of each strategic pillar. We will track success of the plan through evidence-based evaluation and undertake an annual Strategy review to ensure continuous success.



Strategic Plan Board and ELT Workshop

### The Strategic Development Key Outcomes

As a result of the three-month journey, Benalla Health developed:

- (a) Clear organisational vision, mission, and values
- (b) Strategic Pillars
- (c) Strategic Actions (for each pillar)

Implementation of the strategic plan will enable us to respond to increasing service demands, and future sector and regional change, whilst improving partnering opportunities, organisational culture, and community connection.

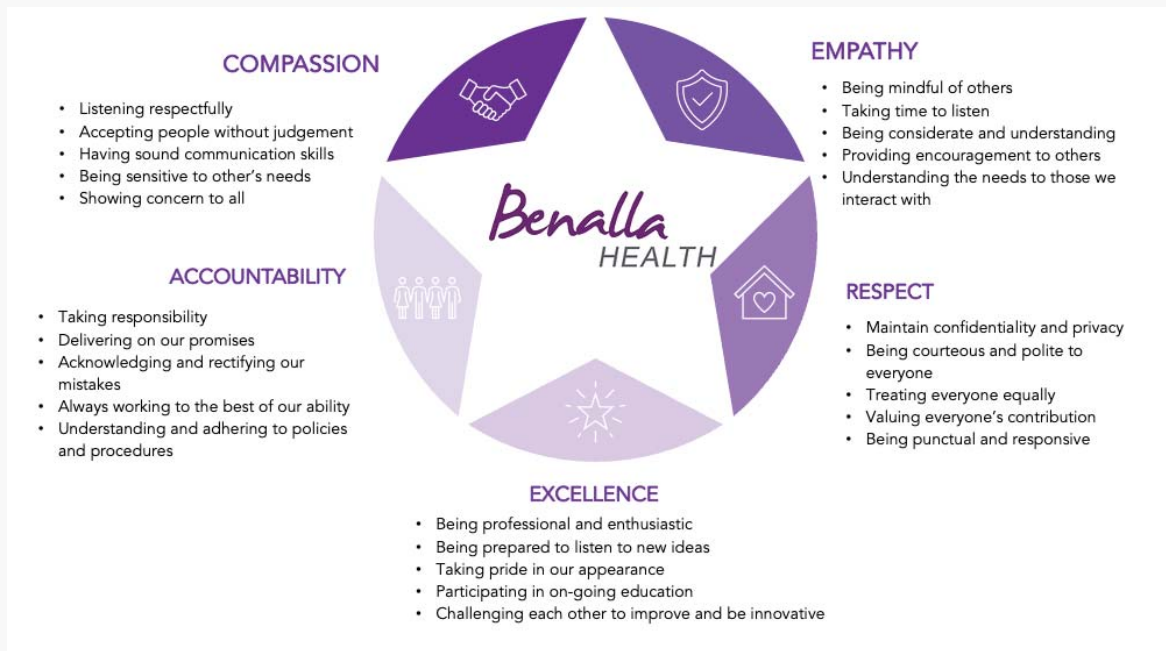
Services	Community	Organisational Sustainability	People	Infrastructure
<p>Enhance access to quality healthcare services by optimising and expanding offerings to meet the community's needs.</p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Ensure equitable access to high-quality healthcare services</li> <li>2. Ensure essential healthcare services meet community needs</li> <li>3. Understand community healthcare needs</li> <li>4. Optimise and expand services to provide care close to home</li> </ol>	<p>Improve population health outcomes and foster strong community engagement through targeted programs and partnerships.</p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Enhance overall community health</li> <li>2. Strengthen engagement with Indigenous communities</li> <li>3. Foster inclusivity and support for diverse populations</li> <li>4. Enhance community involvement and trust</li> </ol>	<p>Ensure long-term financial and operational sustainability through efficient resource management and growth opportunities.</p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Identify growth opportunities and optimise financial management</li> <li>2. Optimise the use of infrastructure and assets</li> <li>3. Promote environmental sustainability and reduce waste</li> <li>4. Increase community awareness and engagement in Benalla Health</li> </ol>	<p>Empower staff through clear roles, career pathways, and a supportive, inclusive workplace culture.</p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Empower staff and create pathways for professional development</li> <li>2. Facilitate community members' entry into Benalla Health workforce</li> <li>3. Foster a supportive and inclusive work environment for all people</li> <li>4. Ensure staff have clear roles, responsibilities, and accountabilities</li> </ol>	<p>Modernise and optimise infrastructure to support high-quality, efficient healthcare delivery.</p> <p><b>Goals</b></p> <ol style="list-style-type: none"> <li>1. Prioritise the modernisation of facilities and equipment to make it fit-for-purpose</li> <li>2. Optimise the usage of existing spaces to support efficient patient care</li> <li>3. Reduce procurement costs through strategic planning</li> <li>4. Improve technology infrastructure</li> </ol>

Strategic Plan Pillars

## 7.2 Our Vision, Mission, and Values

Through the collaborative strategic development process, we developed our mission and vision statement, and values for the next three years

### Benalla Health's Organisational Values



*"Management have brought openness, and we feel like we are being empowered through these values"*

*"The values mean something to us because they are upheld in our day-to-day"*

*"We are recognised when we uphold our values in the DOS"*

*"We love the acronym, it's easy to remember and written everywhere"*

### Benalla Health's Vision and Mission

**Our Vision:** Healthy, thriving and resilient communities in and around Benalla

**Our Mission:** Benalla Health is committed to providing equitable healthcare services that meet the unique needs of our community, providing care and guidance through every step of their health journey.

Our vision describes the future we strive to create for the people of Benalla. Our mission (purpose) articulates our fundamental role: providing equitable, person-centered care for all who need it. Our values guide every interaction with patients, families and colleagues. We are proud of our values – they are well known across the organisation and embedded in our daily work culture. We foster these values through recognition programs and by empowering staff to live them in every aspect of care delivery. By upholding Respect, Empathy, Excellence, Compassion and Accountability, we ensure that our community receives care that is not only clinically safe and effective, but also kind, inclusive and responsive to individual needs.

## 8.1 Our Strategic Pillars (2025 – 2028)

Through the collaborative strategic development process, we developed our organisational strategic pillars for the 2025-2028 period

Our strategic plan is built around five strategic pillars: Services, Community, Sustainability, People, and Infrastructure. Each pillar represents a critical domain of focus, and together they cover all aspects of our mission. Under each pillar, we have defined specific goals and initiatives. These were developed through a consultative process that involved staff workshops, community input, and guidance from best-practice frameworks. We have ensured that our strategic pillars align with statewide healthcare priorities and the Hume regional plan. For example, the Services pillar supports the Health 2040 objective of timely access to care, the Community pillar reflects the vision of Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017–2028 and priorities from the Victorian Public Health and Wellbeing Plan, and the Infrastructure pillar aligns with long-term state infrastructure planning goals. We have also embedded the principle of “Targeting Zero” harm across all pillars, with quality and safety initiatives present throughout our objectives.



Services	Community	Organisational Sustainability	People	Infrastructure
Enhance access to quality healthcare services by optimising and expanding offerings to meet the community's needs.	Improve population health outcomes and foster strong community engagement through targeted programs and partnerships.	Ensure long-term financial and operational sustainability through efficient resource management and growth opportunities.	Empower staff through clear roles, career pathways, and a supportive, inclusive workplace culture.	Modernise and optimise infrastructure to support high-quality, efficient healthcare delivery.
<b>Goals</b> <ol style="list-style-type: none"> <li>1. Ensure equitable access to high-quality healthcare services</li> <li>2. Ensure essential healthcare services meet community needs</li> <li>3. Understand community healthcare needs</li> <li>4. Optimise and expand services to provide care close to home</li> </ol>	<b>Goals</b> <ol style="list-style-type: none"> <li>1. Enhance overall community health</li> <li>2. Strengthen engagement with Indigenous communities</li> <li>3. Foster inclusivity and support for diverse populations</li> <li>4. Enhance community involvement and trust</li> </ol>	<b>Goals</b> <ol style="list-style-type: none"> <li>1. Identify growth opportunities and optimise financial management</li> <li>2. Optimise the use of infrastructure and assets</li> <li>3. Promote environmental sustainability and reduce waste</li> <li>4. Develop Local Talent Networks and Grow Local Workforce</li> <li>5. Collaborate with local service partners to enhance services and ensure community has access to appropriate care across the region.</li> </ol>	<b>Goals</b> <ol style="list-style-type: none"> <li>1. Empower staff and create pathways for professional development</li> <li>2. Facilitate community members' entry into Benalla Health workforce</li> <li>3. Foster a supportive and inclusive work environment for all people</li> <li>4. Ensure staff have clear roles, responsibilities, and accountabilities</li> </ol>	<b>Goals</b> <ol style="list-style-type: none"> <li>1. Prioritise the modernisation of facilities and equipment to make it fit-for-purpose.</li> <li>2. Optimise the usage of existing spaces to support efficient patient care.</li> <li>3. Reduce procurement costs through strategic planning</li> <li>4. Improve technology infrastructure</li> </ol>



## 8.2 Strategic Goals Methodology – Criteria For Evaluating Actions

Objectives and actions were developed for each goal, which were then evaluated against impact, priority, effort, and phase - each objective also includes risk, mitigation, success metrics, and resources required



### Impact:

The degree to which the action will contribute to achieving the desired goal, measured in terms of financial return, operational enhancement, staff satisfaction, and patient outcomes.

Impact Level	Financial Return	Operational Enhancement	Staff Satisfaction	Patient Outcomes
High	>\$50,000 savings or revenue increase	Significant increase in efficiency or capacity (e.g., >20%)	Major improvement in staff morale and retention	Substantial improvement in patient health and satisfaction (e.g., >20% increase in positive outcomes)
Medium	\$10,000-\$50,000 savings or revenue increase	Moderate increase in efficiency or capacity (e.g., 10-20%)	Noticeable improvement in staff morale and retention	Moderate improvement in patient health and satisfaction (e.g., 10-20% increase in positive outcomes)
Low	<\$10,000 savings or revenue increase	Minor increase in efficiency or capacity (e.g., <10%)	Slight improvement in staff morale and retention	Minor improvement in patient health and satisfaction (e.g., <10% increase in positive outcomes)



### Effort:

The amount of resources, time, and energy required to implement the action, measured in terms of cost, time, and personnel required.

Effort Level	Cost	Time	Personnel
High	>\$50,000	>1 year	Requires cross-departmental effort involving >5 people
Medium	\$10,000-\$50,000	6 months to 1 year	Requires departmental effort involving 2-5 people
Low	<\$10,000	<6 months	Can be managed within a single department involving <5 people



### Priority:

The urgency and importance of the action in relation to other actions, measured in terms of strategic alignment, risk mitigation, and stakeholder demand.

Priority Level	Addresses Priority Maturity Deficiencies	Risk Mitigation	Stakeholder Demand
High	Critical to achieving strategic goals	Essential for mitigating high risks	High demand from key stakeholders (e.g., Board, executive team)
Medium	Important but not critical to strategic goals	Important for mitigating moderate risks	Moderate demand from key stakeholders
Low	Nice-to-have but not essential	Helpful for mitigating low risks	Low demand from key stakeholders



### Phase:

The stage at which the action is planned to be executed, measured in terms of readiness and impact timeline.

Phase	Readiness	Impact Timeline
Phase 1	Ready to implement immediately	Expected impact within 6 months
Phase 2	Requires some preparation	Expected impact within 1 year
Phase 3	Long-term preparation needed	Expected impact within 3 years



## 8.3 Strategic Pillars: Services

Benalla Health will reduce barriers for healthcare access and provide the services that our community need the most, ensuring to make them equitable and accessible for all Benalla residents

Pillar	Goals	Objectives
Services	1. Ensure Equitable Access to High-Quality Healthcare Services	<ul style="list-style-type: none"><li>• 1.1 Reduce financial barriers to achieve improved access to services by reviewing fee structures and developing partnerships for community healthcare services.</li><li>• 1.2 Improve physical accessibility to enhance service availability for remote patients by enhancing telehealth platforms and developing a transportation assistance program.</li></ul>
	2. Ensure Essential Healthcare Services Meet Community Needs	<ul style="list-style-type: none"><li>• 2.1 Optimise and grow services to meet the evolving needs of the community by attracting specialised staff and expanding elective surgery capabilities.</li><li>• 2.2 Enhance service availability to ensure comprehensive community care by developing policy briefs and utilising the community advisory board for input on healthcare needs.</li><li>• 2.3 Increase clinical staff in key service areas</li><li>• 2.4 Develop strong relationships with local GP practices</li></ul>
	3. Understand Community Healthcare Needs	<ul style="list-style-type: none"><li>• 3.1 Conduct regular community health assessments to identify and address healthcare needs by developing health needs surveys and analysing collected data.</li><li>• 3.2 Collaborate with local health organisations to develop joint programs and initiatives by holding regular meetings and launching targeted health initiatives.</li></ul>
	4. Optimise and Expand Services to Provide Care Close to Home	<ul style="list-style-type: none"><li>• 4.1 Expand the Hospital in the Home (HITH) program to increase service capacity by increasing capacity and implementing outreach campaigns.</li><li>• 4.2 Expand services offered by the HITH program to enhance home-based care by developing home-based care protocols and implementing a telehealth component.</li></ul>



## 8.4 Strategic Pillars: Community

Benalla Health will capitalise on opportunities to build and maintain strong ties with the Benalla community by increased engagement and formalised partnerships

Pillar	Goals	Objectives
Community	1. Enhance Overall Community Health	<ul style="list-style-type: none"><li>• 1.1 Enhance service offerings for vulnerable and at-risk population groups to improve disparate health outcomes in the community</li><li>• 1.2 Expand access to mental health and social support services</li><li>• 1.3 Become an advocate and facilitator for family violence services in the region</li></ul>
	2. Strengthen Engagement with Indigenous Communities	<ul style="list-style-type: none"><li>• 2.1 Enhance healthcare access for Indigenous communities to improve health outcomes and strengthen community relationship</li><li>• 2.2 Foster cultural awareness and inclusivity by organising Indigenous cultural events and providing ongoing cultural competency training.</li></ul>
	3. Foster Inclusivity and Support for Diverse Populations	<ul style="list-style-type: none"><li>• 3.1 Enhance services for CALD and LGBTIQ+ communities by partnering with local leaders and enhancing inclusivity training.</li><li>• 3.2 Improve accessibility for people with disabilities by conducting an accessibility audit and establishing specialised care programs.</li></ul>
	4. Enhance Community Involvement and Trust	<ul style="list-style-type: none"><li>• 4.1 Develop formal partnerships with key community organisations by creating MOUs and delivering health education workshops.</li><li>• 4.2 Strengthen community advisory committee involvement by expanding the committee and increasing the scope of meetings.</li></ul>



## 8.5 Strategic Pillars: Organisational Sustainability

Benalla will continue to develop our organisational maturity and sustainability through continuous improvement and investment into sustainable operations

Pillar	Goals	Objectives
Organisational Sustainability	1. Identify Growth Opportunities and Optimise Financial Management	<ul style="list-style-type: none"> <li>1.1 Increase the service mix to maximise profitable activities by performing financial analysis and prioritising high-demand services.</li> <li>1.2 Optimise financial management practices by implementing financial management training and standardising documentation.</li> </ul>
	2. Optimise the Use of Infrastructure and Assets	<ul style="list-style-type: none"> <li>2.1 Improve utilisation of existing facilities by reviewing facilities and implementing a tagged asset system.</li> <li>2.2 Enhance infrastructure to support service expansion by purchasing new equipment and formalising partnerships with nearby health services.</li> </ul>
	3. Promote Environmental Sustainability and Reduce Waste	<ul style="list-style-type: none"> <li>3.1 Implement waste reduction and energy efficiency practices by reducing clinical waste and increasing recycling rates.</li> <li>3.2 Position Benalla Health as a leader in environmental sustainability by proactively leveraging government grants and opportunities to implement green initiatives</li> </ul>
	4. Develop Local Talent Networks and Grow Local Workforce	<ul style="list-style-type: none"> <li>4.1 Support educational capabilities and pathways for RN training in Benalla by collaborating with educational institutions.</li> <li>4.2 Foster early interest in healthcare careers among local students by implementing programs in local schools.</li> </ul>
	5. Collaborate With Local Service Partners To Enhance Service Delivery	<ul style="list-style-type: none"> <li>5.1 Formalise regional agreements that support BH's service capabilities while enhancing collaboration with key partners.</li> <li>5.2 Formalise collaboration agreements with regional partners to streamline processes and enhance organisational capabilities.</li> </ul>





## 8.6 Strategic Pillars: People

Benalla Health will remain focused on developing the Benalla region as an attractive and desired location, whilst providing staff with continued development opportunities to increase talent attraction and retention

Pillar	Goals	Objectives
People	1. Empower Staff and Create Pathways for Professional Development	<ul style="list-style-type: none"> <li>1.1 Build skills and competencies of staff by developing training sessions and offering certifications.</li> <li>1.2 Foster a culture of empowerment and engagement by developing a recognition program and conducting regular staff surveys.</li> </ul>
	2. Facilitate Community Members' Entry into Benalla Health Workforce	<ul style="list-style-type: none"> <li>2.1 increase the awareness of employment opportunities at Benalla Health</li> <li>2.2 Develop programs to attract and support a diverse workforce by creating targeted recruitment programs and establishing internships.</li> </ul>
	3. Foster a Supportive and Inclusive Work Environment	<ul style="list-style-type: none"> <li>3.1 Enhance diversity and inclusion initiatives by creating a training curriculum and formalising events to celebrate community days.</li> <li>3.2 Promote work-life balance and wellbeing by promoting policies and reviewing the EAP program for relevance and inclusivity.</li> </ul>
	4. Ensure Staff Have Clear Roles and Responsibilities	<ul style="list-style-type: none"> <li>4.1 Define clear roles and responsibilities for all staff by reviewing job descriptions and organising role clarification workshops.</li> <li>4.2 Empower staff by helping them understand the impact of their roles on the community and patients</li> </ul>



## 8.7 Strategic Pillars: Infrastructure

Benalla will continue to invest in appropriate infrastructure to ensure our facilities are fit-for-purpose and meet the needs of our community

Pillar	Goals	Objectives
Infrastructure	1. Prioritise the Modernisation of Facilities and Equipment	<ul style="list-style-type: none"> <li>1.1 Upgrade key facilities to meet modern healthcare standards by performing targeted assessments and implementing low-cost renovations.</li> <li>1.2 Upgrade essential medical equipment to enhance service delivery by investing in new, energy-efficient equipment.</li> </ul>
	2. Optimise the Usage of Existing Spaces	<ul style="list-style-type: none"> <li>2.1 Conduct space utilisation assessments to identify and reallocate underused areas.</li> <li>2.2 Enhance patient flow efficiency to improve care delivery by designating flexible, multi-purpose spaces.</li> </ul>
	3. Reduce Procurement Costs Through Strategic Partnerships	<ul style="list-style-type: none"> <li>3.1 Review and optimise the current collective procurement agreement to ensure cost-effectiveness</li> </ul>
	4. Improve Technology Infrastructure	<ul style="list-style-type: none"> <li>4.1 Enhance digital integration and interoperability to streamline operations by collaborating with HRHA to streamline systems and facilitate data exchange.</li> </ul>

## 8.8 Execution Of Strategic Plan: Implementation

The implementation framework outlines the key steps and considerations for bringing the strategic plan to life, ensuring alignment with organisational maturity, stakeholder engagement, and continuous improvement

This framework outlines key steps for bringing the strategic plan to life:



*The successful execution of Benalla Health's strategic plan requires a coordinated effort across all levels of the organisation. By following this implementation framework, Benalla Health can ensure that the strategic actions are effectively brought to life, driving improvements in organisational maturity and delivering better healthcare outcomes for the community*

## 8.9 Execution Of Strategic Plan: Monitoring & Evaluation

Benalla's risk management and monitoring approach ensures that potential challenges are identified early, mitigation strategies are in place, and the strategic actions stays on track

Delivering on the strategic initiatives outlined in this plan will require disciplined execution and ongoing evaluation. Benalla Health will develop a detailed Implementation Plan that specifies the timeline, responsible leads, and resources for each major action under our five pillars. Our executive team has taken ownership of the pillars (each pillar will have an Executive Lead) and will convene regular strategy implementation meetings to monitor progress. We will also maintain the engagement of staff and stakeholders by establishing working groups and feedback channels as discussed, so that implementation is a shared effort across the organisation.

### Governance

The Board of Management and ELT will oversee the implementation of the Strategic Plan. Progress updates will be a standing item at Board meetings (e.g. a quarterly strategic dashboard), ensuring that the highest level of governance stays informed and accountable for outcomes. We will use a set of Key Performance Indicators (KPIs) aligned to the measures described in each pillar to populate this dashboard. For transparency and accountability, we will also report on our strategic progress to the Department of Health through our Annual Reports and Statements of Priorities, and share highlights with our community via newsletters or public forums.

### Evaluation

Benalla Health is committed to evidence-based evaluation of this plan's impact. We will evaluate progress against each strategic pillar annually, using the metrics and targets we have defined. This annual review will not only assess whether we met our year's goals (and if not, why), but also revisit whether our strategies remain appropriate in light of any new developments. For example, if major policy changes or local events occur, we will adjust our actions for the following year. At the end of 2028, we will undertake a comprehensive evaluation of the entire plan's outcomes – measuring the success indicators, gathering qualitative feedback from staff and community, and identifying which initiatives delivered the desired results or lessons. These findings will directly inform our next strategic planning cycle.

### Risk Management and Adaptability

Throughout implementation, we will keep an eye on risks and assumptions. If certain strategies are not yielding results, we will investigate and pivot to alternative approaches. This agile mindset, combined with the structured evaluation schedule, means the strategic plan is a living document – responsive to change while still providing a steady vision and framework.

In summary, this Strategic Plan is both ambitious and grounded. It is ambitious in that it seeks significant improvements – in access to services, community health, organisational sustainability, workforce wellbeing, and infrastructure modernisation. Yet it is grounded in extensive analysis, aligns with state and regional health priorities, and includes practical steps and metrics to turn vision into reality. By following this plan, Benalla Health will strengthen its role as a high-quality, trusted local health service, contribute to statewide health system goals, and most importantly, make a positive difference in the health and lives of the people in our community.

We look forward to working with all of our stakeholders – our patients, community members, staff, partners, and the Department of Health – to implement the Benalla Health Strategic Plan 2025–2028. Together, we will continue to build a healthier, more resilient Benalla.



## 9. Our Commitment

Benalla is committed to serving our community with the best care, and to being an anchor in the community for all health needs to ensure our people can access the services they need, when they need them

### Our Commitment to Benalla

Benalla Health is committed to delivering exceptional healthcare services to our community, ensuring that every individual has access to the highest quality of care. Our vision is to enhance health outcomes through a person-centered approach, continuous innovation, and dedicated partnerships.

We pledge to foster an inclusive, supportive, and engaging workplace culture that empowers our staff and encourages professional growth. By investing in our people, we aim to build a skilled and motivated workforce that is prepared to meet the future challenges of the healthcare industry.

As the largest employer in the region, Benalla Health plays a critical role in providing workforce opportunities for the diverse residents of Benalla. We are dedicated to supporting the local economy by offering employment and development opportunities that enable our community members to thrive professionally and personally.

Our commitment extends to the broader community, where we strive to strengthen our connections and collaborations with local organisations. Together, we will address the unique health needs of our region, promote wellness, and improve the overall health and well-being of our community members.

We would like to extend our sincere gratitude to all those who have contributed to the development of this strategic plan. Your input and dedication are invaluable as we work towards a healthier future for Benalla.

*Benalla Health acknowledges the traditional owners of the land, the Aboriginal people, and pays respect to their Elders, past, present, and emerging.*