



2020-24

STATEMENT OF STRATEGIC DIRECTION

Our Vision:

Leaders in healthcare,
partners in wellbeing

Our Mission:

To improve the health
and wellbeing of South West
Victorians by partnering with them,
their communities and other providers
to deliver high quality healthcare with
a future-focus through
our engaged, empowered and
motivated workforce



Great Healthcare Experiences

We partner with consumers to achieve service excellence

Strategic Priorities

Strategies

Continuous quality improvement by partnering with consumers

- › Train and empower our people to work with consumers for their best care
- › Continuously improve our consumer engagement framework
- › Empower and support consumers to engage effectively in relevant committees, leading to organisational improvements

Improved health and consumer empowerment through knowledge

- › Implement a sustainable health literacy program
- › Use regular surveys and targeted reviews to identify opportunities for consumer empowerment
- › Promote use of My Health Record

Consumer focused service systems

- › Redesign our service systems to incorporate a focus on the consumer experience and equity of access according to need
- › Establish more specialist outpatient services with no out-of-pocket expenses for consumers

Empowering Our People

We develop talent and leadership across all levels of our workforce, resulting in empowered and motivated individuals and teams, creating a great workplace and a supportive and safe work environment

Strategic Priorities

Strategies

A values-driven culture

- › Promote and reinforce our values and expected behaviours
- › Develop an environment where people achieve their full potential

A diverse and inclusive workforce

- › Support diversity and encourage inclusivity through workforce training and development
- › Increase recruitment and retention of Aboriginal people

A culture of excellence and accountability

- › Create a motivated workplace where our workforce are engaged, healthy and high performing
- › Establish a cohesive research and learning strategy that develops all individuals and teams across SWH
- › Drive positive workplace change through implementation of Our People Strategy

Integrated, High Quality Care

We continually improve service delivery to achieve high quality outcomes

Strategic Priorities	Strategies
----------------------	------------

A 'one team' approach	<ul style="list-style-type: none">› Develop team-oriented models of care that support seamless transitions across our campuses and community settings› Improve management and clinical systems to optimise throughput, length of stay and occupancy in Warrnambool and Camperdown Hospitals› Develop sustainable models for our multi-site service system configuration
Care provided close to home	<ul style="list-style-type: none">› Develop innovative and comprehensive models of in-home and out of hospital care› Enhance our specialist service provision in South West Victoria› Renew our clinical services plan to represent future needs
High quality, safe care	<ul style="list-style-type: none">› Continuously review and improve the design of our systems and the way we deliver to enhance care and the consumer experience› Implement best practice and sector reforms

Infrastructure that Supports Best Care

Future demand is planned and delivered through strategic investment

Strategic Priorities	Strategies
----------------------	------------

Warrnambool Base Hospital redevelopment	<ul style="list-style-type: none">› Substantially progress the stage two redevelopment of the Warrnambool Base Hospital in partnership with the Victorian Government› Progress to realisation of the full Warrnambool Masterplan
Camperdown precinct redevelopment	<ul style="list-style-type: none">› Progress the Camperdown precinct business case to finalisation and progress aged care as stage one› Progress to realisation of the full Camperdown Masterplan
Contemporary integrated information technology systems	<ul style="list-style-type: none">› Develop and implement an information technology plan to support ongoing leadership, appropriate investment and high quality performance across SWH› Work towards and plan for an end-to-end electronic health record› Develop data systems to support efficient and effective decisions and inform our clinical practice in real time

Partnering for Success

We are a highly valued partner and leader

Strategic Priorities	Strategies
----------------------	------------

Improved access to services across the South West	<ul style="list-style-type: none">› Support our partners in the South West region through collaborations to deliver reliable, safe and appropriate specialist services› Develop effective pathways for people to receive ongoing care closer to home through seamless transfers in and out of SWH
Healthier South West communities	<ul style="list-style-type: none">› Collaborate and contribute to public health initiatives and wellbeing plans› Enhance population health through implementing evidence-based strategies› Improve equity and access through targeted plans and strategies
Build and strengthen strategic partnerships	<ul style="list-style-type: none">› Enhance partnerships with education and training providers› Continually improve healthcare experiences through dedicated partnerships with local health and community providers› Work in partnership with the State Government and Department of Health and Human Services to achieve SWH's future potential

Our Values



Care

Our Culture of Care

We put the person at the centre of everything we do. We are compassionate and responsive to the needs of consumers of our service, their families, our staff and volunteers.



Respect

Our Culture of Respect

We behave in a manner that demonstrates trust, inclusion and mutual understanding. We respect diversity and communicate openly with consideration of others.



Integrity

Our Culture of Integrity

We are transparent and ethical in all that we do. We are accountable for our decisions and actions. We embrace honest feedback and act on it.



Excellence

Our Culture of Excellence

We ensure every interaction is of the highest standard, every time. We do not compromise on quality.



Leadership

Our Culture of Leadership

We lead by example and empower everyone. We are strategic, responsive and resilient.