

## Strategic Plan 2007 – 2011

### Our Challenges and Opportunities

The Board Briefing Papers highlighted the many challenges and potential opportunities for WRHC into the future. Significant challenges include the ability to respond to changing community health needs, build upon our reputation for innovative service provision, strengthen our infrastructure and respond to emerging government policy and most importantly service users' expectations. Staff recruitment, and retention and ensuring a positive Centre culture that is innovative and responsive, are also challenges.

Significant opportunities however, are available now and into the future for WRHC. These include WRHC further developing as a regional and state wide health leader that is a confident and strong advocate to the benefit of our diverse service users. In addition there are opportunities to acquire new services as well as to expand current services and service models across the western region. This will further promote WRHC as a diverse and innovative Community Health Service. In addition through strategically forming new partnerships in research and advocacy areas, WRHC will also be able to increase its influence in policy directions and service innovations into the future.

### Going forward

The following key themes and directions for 2007 - 2011 emerged from the board planning day:

#### Regional Growth

This will be both planned and opportunistic across the whole of the western region, and be based on sustainability.

#### Models of service delivery

These will be financially sustainable and continue to be innovative and promoted across the sector. These will also contribute to the Centre's reputation as a leader and innovator.

#### Accommodation & Infrastructure

This will be planned; future oriented and contribute to a positive workplace culture.

#### Workforce Planning

This will ensure the development of a committed and capable workforce into the future (including succession planning).

#### Governance and Leadership

This will be further developed through learning, education, and the Centre's strong commitment to a population health focus to influence and to improve positive health outcomes for whole populations.

**Advocacy & Research (through Partnerships)** Establishing and strengthening strategic partnerships with academic, health, professional and industry groups to influence government policy & funding models.

#### Sustainability

This is and will continue to be, a key principle underpinning all that the Centre does.

The strategic planning process has provided an opportunity for WRHC to focus on current issues, create future strategic directions for 2007 – 2011, and to confirm its commitment to the delivery of accessible and quality primary health services.

At its June 2007 meeting, the Board endorsed the following Vision, Values and Goals that were the result of the WRHC strategic planning process:

## Our Vision:

*“Leaders of primary health to diverse communities through partnership and innovation”.*

## Our Values:

- Health and Well-Being;
- Access and Inclusion;
- Respect and Dignity;
- Quality and Transparency;
- Integrity and Accountability;
- Collaboration and Innovation.

## Key Result Areas:

Population Health

Access and Equity

Positive Culture

Leadership & Influence

Workforce Capacity & Development

## Our Strategic Goals for 2007 – 2011:

1. To deliver high quality, responsive primary health services within a population health approach targeting at risk groups.
2. To integrate service users and community views to provide accessible, relevant and effective services.
3. To continue the culture and reputation of the Centre as financially strong and sustainable, and a positive place to work.
4. To lead advocacy that influences the development of policy and innovation.
5. To initiate research and evaluation that ensures continuous quality improvement.
6. To be an employer of choice.

The Management Team of WRHC has subsequently considered all of the above inputs and information, and developed the following *Strategic Objectives 2007 – 2011* to achieve our Strategic Goals.

## Summary of Strategic Objectives: July 2007 – June 2011

There are five key Strategic Objectives to be achieved over the next four years. Below are the Key Result Areas which are linked to the Goals of the Centre with detail regarding how this will be measured.

### Key Result Area 1: Population Health

#### Goal One: To deliver high quality, responsive primary health services within a population health approach targeting at risk groups.

- 1.1 To achieve and maintain a level of balance between treatment and population health initiatives undertaken by WRHC.
- 1.2 To continue sustainable growth and expansion across the western region that is both planned and opportunistic and adheres to the *WRHC Growth Opportunity Assessment Criteria*
- 1.3 To design and deliver effective services and programs that improves the primary health of our communities
- 1.4 To ensure the Centre has the accommodation and infrastructure to continue to provide responsive and accessible services.

### Key Result Area 2: Access and Equity

#### Goal Two: To integrate service users and community views to provide accessible, relevant and effective services.

- 2.1 To understand and be responsive to the health needs of western region community with an emphasis on those with the greatest health risks.
- 2.2 To actively identify, explore and analyse potential strategic partnerships that support improved community health outcomes and the Centre's sustainability.

### Key Result Area 3: Positive Culture

#### Goal Three: To continue the culture and reputation of the Centre as financially strong and sustainable, and a positive place to work.

- 3.1 To maintain the WRHC as an integrated and innovative CHS that continues to grow and develop innovative models of service across the western region.
- 3.2 To ensure continuity in the quality of leadership and governance develop succession planning for the CEO, Board and Company membership.
- 3.3 To continue to develop and invest in business systems and processes that support efficient and effective allocation and utilisation of resources.

### Key Result Area 4: Leadership and Influence

#### Goal Four: To lead advocacy that influences the development of policy and innovation.

- 4.1 To identify opportunities for advocacy and innovation for e.g. in primary health and population health.
- 4.2 To ensure that WRHC service developments are linked to government policy, best practice and industry trends.

#### Goal Five: To initiate research and evaluation that ensures continuous quality improvement.

- 4.3 To develop WRHC as a leader in evidence-based clinical practice, population health, innovative service delivery, research and advocacy.
- 4.4 To initiate and participate in research and evaluations based on current services for e.g. health promotion, service delivery models.
- 4.5 To raise the profile of Ethics – as it relates to ethical decision making across WRHC.

### Key Result Area 5: Workforce Capacity & Development

#### Goal Six: To be an employer of choice.

- 6.1 To recruit, retain and develop a skilled workforce committed to the delivery of high quality services and programs that are aligned with the WRHC Vision, Values and Goals.
- 6.2 To ensure that the Centre can challenge and support the growth of staff within the organisation
- 6.3 To enhance leadership skills through professional development and training opportunities across the Centre.