



# MONASHLINK COMMUNITY HEALTH SERVICE STRATEGIC PLAN 2009-2012

## INTRODUCTION

This Strategic Plan sets the directions for MonashLink over the next four years. This is an exciting period in our history. By 2012 MonashLink will be housed in all new (or refurbished) facilities for the first time in our history. Building on the successful collaboration with City of Monash at Clayton Community Centre planning is advanced on a new community centre for Ashwood and Chadstone to be located in Batesford Reserve. Following a promise from the State Government at the last election we also hope to have new (or refurbished) buildings in Glen Waverley and Oakleigh.

This is a very exciting time to be involved in community health. Health priorities are shifting to preventative and primary care services as we respond to the ever growing burden of disease resulting from the increase in chronic diseases and other conditions in our community.

Following amendments to the Victorian Health Services Act MonashLink is also about to become a not-for-profit company under the Corporations Act.

MonashLink is well positioned to increase the size and scope of services we provide over the next four years, and will continue to advocate and work with Governments and other providers on the development of high quality services for the communities we support.

## VISION

MonashLink will be a leader in community health, working collaboratively and responsively to provide the highest quality services that will improve the health and well being of communities within our catchment including the City of Monash.

## MISSION

MonashLink will provide comprehensive health and community services that are accessible, integrated, of a high quality and responsive to the needs of our communities. We do this through partnership with our consumers, volunteers, communities and other service providers.

## VALUES

### Quality

To provide excellent services that exceed our clients' expectations of us, comply with the highest professional standards in all aspects of our activity, and empower our clients to optimise their own health and wellbeing.

### Accountability

To be responsive and responsible to our clients, the community and other stakeholders in all aspects of our activity.

### Leadership

To be agents of social change, embrace innovation in promoting and improving community health and wellbeing and advocate for and build trust amongst our community and our partners.

## KEY STRATEGIC DIRECTIONS

MonashLink has established the following *Key Strategic Directions* for the next planning cycle. These reflect our understanding of the policy environment at the date that the plan was written. Any major changes affecting our services and planning will need to be taken into account during the next cycle, and the plan adjusted if necessary. An annual *Business Plan* will be developed that will operationalise this *Strategic Plan*.

### ***Provide and develop services for those most in need***

| Goal   | Strategy   |
|--|--|
| Ensure that our services are relevant to the cultural needs of our diverse catchment             | <ul style="list-style-type: none"> <li>• Better understand the varied catchments that apply to all our services</li> <li>• Maintain up to date understanding of the high priority groups within our catchment</li> <li>• Work in partnership with CALD specific organisations to ensure that we target our services to those most in need</li> <li>• Ensure that all staff understand the cultural issues relating to groups with high needs</li> <li>• Continue to run promotions that target particular groups (eg Mooncake Festival)</li> <li>• Consult with groups with high needs on developing services that meet their needs</li> </ul> |
| Ensure that our services are accessible to those most in need including those on low incomes     | <ul style="list-style-type: none"> <li>• Continue to support the Ashburton, Ashwood and Chadstone Neighbourhood Program</li> <li>• Work with City of Monash and other providers on the development of the Batesford Reserve Community Centre</li> <li>• Work with other providers at Clayton Community Centre on the provision of integrated services</li> <li>• In consultation with the local community, expand and develop new services to meet the need of the Clayton community</li> <li>• Maintain up to date data on emerging community needs across our catchment</li> </ul>   |
| Develop services to meet the needs of people who are excluded from access to mainstream services | <ul style="list-style-type: none"> <li>• Continue to work with DHS and other providers on access of people living in Community Residential Units to our services</li> <li>• Continue, and if appropriate, the Special Needs Dentistry Service</li> <li>• Liaise with Disability Service providers on unmet health needs for their service users</li> <li>• Increase staff understanding of the needs of people living in our catchment who have a disability, a mental health issue or who are homeless</li> <li>• Expand MonashLink's dual diagnosis capability for people who have a mental health and substance abuse issues</li> </ul>     |

**Expand our response to the increase in chronic conditions and other disabling conditions throughout the community**

| Goal   | Strategy   |
|--|--|
| Expand the understanding and use of the Early Intervention in Chronic Disease (EliCD) approach across the organisation                       | <ul style="list-style-type: none"> <li>• Continue to recruit and train staff for the EliCD Team</li> <li>• Develop a shared understanding of the strengths of the EliCD approach and promote it's use in other programs</li> <li>• Develop more coordinated intake procedures between Oral Health and Primary Care so that people accessing dental care are also offered access to other services</li> <li>• Develop and conduct further training courses on health coaching and engagement of consumers in taking responsibility for the management of their own health issues</li> </ul> |
| Expand the community development capacity of the organisation to work with other agencies, community groups and the community more generally | <ul style="list-style-type: none"> <li>• Create and appoint a Community Participation Officer to implement the Consumer and Community Participation Plan</li> <li>• Continue to support the work of Neighbourhood Houses and other community groups in target areas including Ashwood and Chadstone</li> <li>• Promote and support other organisations to adopt practices that help reduce the burden of disease associated with chronic disease</li> </ul>  |
| Review and modify our Model of Care to incorporate a broader approach to chronic conditions including a strengths based approach             | <ul style="list-style-type: none"> <li>• Engage all staff to incorporate a strengths based approach to their work</li> <li>• Ensure that our approach to chronic conditions recognises a range of psych-social drivers and behaviours including substance abuse and misuse and gambling</li> <li>• Work with emerging providers and the Eastern Drug and Alcohol consortium on expanding the responses top people experiencing substance abuse issues</li> </ul>   |
| Consolidate and expand our partnerships on developing shared responses to chronic disease  | <ul style="list-style-type: none"> <li>• Continue our joint work with other Community Health Services and the Primary Care Partnership on the EliCD program</li> <li>• Expand our engagement of general practice both through the appropriate Divisions of General Practice and individual GP practices where appropriate and agreed</li> <li>• Review and enhance our health promotion capacity</li> <li>• Ensure that we remain an active partner in the development of the Monash Municipal Public Health Plan</li> </ul>   |

**Enhance MonashLink's service profile in response to changing needs within our catchment**

| Goal  | Strategy  |
|---|---|
| <p>Review the service profile of the proposed Batesford Reserve service to ensure that services are appropriate to the needs of the Ashwood and Chadstone community</p> | <ul style="list-style-type: none"> <li>• In conjunction with the community assess the health needs of the local community</li> <li>• Assess whether MonashLink should introduce a bulk billing GP practice to this new facility</li> <li>• Undertake an assessment of current service user data compared to the population profile of the area</li> <li>• Work with local providers and the Neighbourhood Renewal Team on service enhancements for the area</li> </ul>  |
| <p>Review, and if appropriate, modify the existing health promotion model at MonashLink</p>   | <ul style="list-style-type: none"> <li>• Compare our Health Promotion model with that operating in other services, particularly those services assessed as having best practice</li> <li>• Ensure that our health promotion priorities align with those in the broader catchment in line with new State Government area planning models</li> <li>• Within the constraints of the existing funding model assess the capacity for greater health promotion capacity within our Oral Health Service</li> <li>• Assess whether we can expand our existing health promotion capacity through adjusting our existing service profile</li> </ul> |
| <p>Implement new services identified as priorities in MonashLink's Service Plan Update 2007-2016</p>  | <ul style="list-style-type: none"> <li>• Review the proposals for new services in the Service Plan to ensure that they remain our priorities and adjust if necessary</li> <li>• Explore potential partnership arrangements for the development of these new services</li> <li>• Investigate funding options to establish these new services including private fee for service and other subsidised arrangements</li> </ul>  |
| <p>Develop services that expand our existing service profile and develop new services that may be rebatable through Medicare, TAC and Worksafe</p>                      | <ul style="list-style-type: none"> <li>• Finalise the plan to develop private practice arrangements for allied health and psychology that are rebatable through Medicare</li> <li>• Undertake a feasibility study on developing a private Oral Health Health service</li> <li>• Assess the capacity and need for work based rehabilitation and support in conjunction with our priority to expand and develop work based preventative programs</li> </ul>   |
| <p>Contribute to the efforts to improve work based health</p>   | <ul style="list-style-type: none"> <li>• Continue to explore the capacity to run programs under the State Government's Work Health initiative</li> <li>• Assess the capacity of MonashLink to develop work based health programs including immunization and exercise programs</li> </ul>  |

***Enhance and extend our strategic and service partnerships***

| Goal   | Strategy   |
|--|--|
| Maintain strong links with key decision makers including local and state government representatives          | <ul style="list-style-type: none"> <li>• Develop and engage actively in a regular calendar of key strategic meetings with local, regional and state wide stakeholders</li> <li>• Develop strong relationships with key State and Commonwealth Government departmental representatives</li> </ul>   |
| Maintain support for the Primary Care Partnership (PCP) and other formal Government partnership arrangements | <ul style="list-style-type: none"> <li>• Maintain representation on key PCP committees and working parties.</li> <li>• Ensure that MonashLink maintains a profile within the PCP</li> <li>• Support and participate in new Oral Health catchment planning and coordination within existing resource constraints</li> </ul>   |
| Develop and maintain strong relationships with key local and regional agencies                               | <ul style="list-style-type: none"> <li>• Meet regularly with the City of Monash, Southern Health, Eastern Health, Greater Monash Division of General Practice and other agencies to explore issues of mutual concern or interest and to plan integrated services</li> <li>• With other providers in the City of Monash, participate in integrated regional planning processes on an ongoing basis</li> <li>• Attend and support key local events and networks</li> </ul> |
| Where appropriate act as a funds holder for partnership activities and community groups who request this     | <ul style="list-style-type: none"> <li>• Continue to support the Inner East Social Inclusion Initiative as funds holder</li> <li>• Support local neighbourhood houses and other community groups when requested</li> <li>• Actively support community groups to obtain funding</li> <li>• Where appropriate explore opportunities to work together with and/or co-locate our services</li> </ul>   |
| Maintain and support the Eastern Drug and Alcohol Service consortium   | <ul style="list-style-type: none"> <li>• Maintain and support the partnership with Inner East and Eastern Access Community Health Services</li> <li>• CEO to play a lead role in supporting and leading the consortium</li> <li>• MonashLink to ensure input and participation in implementing the Regional Drug and Alcohol Strategy</li> </ul>   |
| Maintain and extend our formal partnerships for service provision  | <ul style="list-style-type: none"> <li>• Maintain strong links with Southern Health on the delivery of chronic disease and diabetes services and expand these where appropriate</li> <li>• Work with other Community Health providers in Eastern and Southern regions on joint service arrangements where appropriate</li> </ul>   |

**Continue to demonstrate excellence in governance and management**

| Goal   | Strategy   |
|--|--|
| <p>Ensure that MonashLink makes the transition from an Incorporated Association to a not for profit company under the Corporations Act</p>             | <ul style="list-style-type: none"> <li>• Develop a new Constitution reflecting the shared vision for MonashLink's future</li> <li>• Ensure the engagement of all stakeholders in the process including Board of Management members, Members of MonashLink, other providers.</li> <li>• Ensure that MonashLink meets the new registration requirements developed by DHS</li> <li>• Review all existing governance arrangements including Board policies to ensure their relevance under the new corporate requirements</li> </ul> |
| <p>Maintain and enhance MonashLink's continuous quality improvement framework and continue the development of new clinical governance arrangements</p> | <ul style="list-style-type: none"> <li>• Ensure that MonashLink meets the requirements of the 2009 QICSA accreditation review</li> <li>• Ensure that the next Quality Improvement Plan resulting from the QICSA review is implemented</li> <li>• Continue to develop and enhance the clinical governance framework</li> <li>• Develop new systems of quality improvement where appropriate</li> </ul>  |
| <p>Maintain a positive, committed and appropriately trained and qualified workforce</p>  | <ul style="list-style-type: none"> <li>• Continue to explore new ways to recruit staff in an environment of increasing shortages</li> <li>• Ensure that sufficient funds are allocated to staff training and development</li> <li>• Ensure that adjustments are made to organisational capacity to cope with expected service increase and complexity</li> <li>• Maintain appropriate staff consultative mechanisms throughout the organisation</li> </ul>   |
| <p>Ensure that MonashLink adopts leading methods to reduce waste and improve our environmental performance</p>   | <ul style="list-style-type: none"> <li>• Develop a consistent process to reduce the use of paper through increased use of electronic data storage</li> <li>• Ensure that we are publicly accountable for our environmental performance</li> <li>• Continue to investigate ways to reduce our energy and materials consumption</li> <li>• Engage staff in adopting environmentally sustainable practices</li> </ul>   |
| <p>Redevelop reporting and internal analysis of organisational performance</p>   | <ul style="list-style-type: none"> <li>• Finalise implementation of the Trak client management system</li> <li>• Introduce new internal data reporting and analysis system</li> <li>• Investigate a balance scorecard reporting approach on organisational performance to the Board of Management</li> </ul>   |

***Finalise MonashLink's current capital redevelopment program and commence planning for the next phase***

| Goal   | Strategy   |
|--|--|
| Finalise the capital development at Clayton Community Centre and ensure that all providers work towards more integrated services | <ul style="list-style-type: none"> <li>• Ensure that all remaining capital items are attended to</li> <li>• Finalise the new reception model including integrated ticketing machines</li> <li>• Work with City of Monash and other providers and the community on service enhancement in the Clayton area</li> <li>• Ensure that any opportunities to support community initiatives and service development are pursued</li> </ul>       |
| Ensure that new (or redeveloped facilities) are secured in Glen Waverley and Oakleigh  | <ul style="list-style-type: none"> <li>• Work with Department of Human Services to finalise planning for Stage 2 capital program</li> <li>• Continue to work actively with City of Monash on identifying suitable options</li> <li>• Advocate with all parties on the best locations that will provide optimal access to our services for the community</li> <li>• Ensure that all appropriate options are vigorously pursued</li> </ul> |
| Finalise planning for the relocation of our Ashwood services to the new Batesford Reserve Community Centre                       | <ul style="list-style-type: none"> <li>• Work with City of Monash and other providers on building design and configuration</li> <li>• Ensure that the centre adopts a unified approach to addressing issues in the local community</li> </ul>  |
| Assess the need and capacity for future capital development  | <ul style="list-style-type: none"> <li>• Review and Update MonashLink's Capital Plan 2007-2016</li> <li>• Work with State and Commonwealth Governments on infrastructure projects that may provide greater access buy the community to preventative and other health services</li> <li>• Develop priorities for future capital development</li> </ul>  |

**FUTURE DIRECTIONS**

MonashLink will continue to be a major provider of primary care and other community services within it's catchment including the City of Monash. Current Government policy supports greater investment on primary care to combat the rising incidence of chronic diseases in our community. Our community is also ageing and MonashLink can expect to increase our services to assist older Victorians to remain living independently for as long as possible.

Greater opportunities for service development, and greater diversification of our revenue base can be expected within the life of this plan. Challenges include greater pressure on our capacity to meet increased demand for services and increasing pressure labour market shortages.

It promises to be an exciting period with many opportunities through increased partnerships with our community.