

Strategic  
Directions  
2017-2021



## Our purpose

We enable health, wellbeing and dignity for all people in northern Melbourne by providing responsive and accessible services.

## Our location

We operate across the seven Local Government Areas (LGAs) of northern Melbourne: Darebin, Banyule, Moreland, Yarra, Hume, Nillumbik and Whittlesea.



## Our goals, objectives and success measures

We will be	<b>ACCESSIBLE</b>	<b>VISIBLE</b>
	By 2021, people in northern Melbourne, especially the most vulnerable, will have increased access to affordable, timely and responsive health and wellbeing services.	By 2021, we will have a strong reputation for being a thought leader and provider of choice for community health and wellbeing services in northern Melbourne.
We will do this by achieving	High quality services that are: <ol style="list-style-type: none"> <li>1 Responsive and accessible</li> <li>2 Flexible and integrated</li> <li>3 Supportive, coordinated and easy for clients to navigate</li> </ol>	A strong voice for our community's health with: <ol style="list-style-type: none"> <li>1 A respected brand</li> <li>2 Community-wide recognition</li> <li>3 Effective communications</li> </ol>
Our measures of success will be	<ul style="list-style-type: none"> <li>• Reduction in wait times, including client services and telephone response</li> <li>• Increase in client satisfaction in the service and supports provided</li> <li>• Increase in proportion of clients with complex needs with care plans</li> <li>• Increase in number of new clients</li> <li>• Percentage of clients with complex needs with positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in positive public support</li> <li>• Increase in number of members</li> <li>• Number of peer review publications, submissions to government and conference presentations</li> </ul>

## Our community

We are available to everyone in the diverse communities across northern Melbourne by offering services across all LGAs, through a combination of outreach, client-based and centre-based activities and co-located services. Our major health centres are located in Darebin.

### We will prioritise access for:



#### THRIVING

By 2021, we will embrace innovative and sustainable funding, partnerships and program models, to deliver health and wellbeing services that meet our community's diverse needs.

Service improvement and expansion in a changing environment with:

- 1 Responses to reforms
- 2 Private and social enterprise funding
- 3 Effective partnerships
- 4 Innovative programs
- 5 Early intervention and health promotion strategies

- Number of new and diversified funding sources
- High partner satisfaction rates for partnership and outcomes
- High financial donor satisfaction rates for partnership and outcomes
- Number of effective and sustainable programs

#### SUSTAINABLE

By 2021, we will achieve a culture of excellence and innovation, through a highly skilled and trusted workforce, supported by best-practice systems and processes.

An exemplary workplace that has:

- 1 Welcoming and functional facilities
- 2 Highly skilled workforce
- 3 Best-practice environmental sustainability standards
- 4 Technology and organisational systems and processes that increase efficiency and effectiveness

- Investment in facilities, technology and resources, including data analytics
- Staff satisfaction rates for supervision and resources to complete their role
- Cumulative operating surplus
- Increase in number of volunteers and student placements
- Reduction in waste production and increase in recycling effectively

## Our services

We will continue to deliver quality services including in:

- **Aboriginal & Torres Strait Islander Health**
- **Allied Health** – Counselling, Diabetes Education, Nutrition and Dietetics, Occupational Therapy, Physiotherapy, Podiatry, Speech Pathology
- **Health promotion and community development**
- **Men’s Shed**
- **Oral Health** – Dental, Screening, X-Ray (OPG) Services
- **Primary Care** – LGBTIQ Health, Medical, Mental Health, Needle & Syringe Program, Nursing, Pharmacotherapy, Psychology, Refugee Health, Steroid Education, Vitamin D Clinic
- **Social Support Program**

We will grow our capacity in:

- Aged care**
- Alcohol and Drug**
- Disability**
- Family Violence prevention and support**
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ)**
- Mental Health**

## Our service principles

We uphold a commitment to:

A social model of health	Community and person-centred care and service development	Evidence-based, best practice	Prevention and early intervention	Working collaboratively and in partnerships
Addressing gender inequity	Addressing health inequality and achieving equity	Celebrating diversity and enabling inclusion	Promoting environmental sustainability	Promoting human rights

## Our organisational values

We strive for:

### COURAGE

We rise to challenges and persevere in the face of obstacles

### COMPASSION

We are caring and empathic towards others  
 We embrace and value diversity  
 We work collaboratively and respectfully

### INTEGRITY

We are ethical, accountable, honest, reliable and fair

### ACHIEVEMENT

We continually strive to improve  
 We are adaptable  
 We are creative and resourceful