

# Strategic Plan

2009-2011

## Vision

In partnership with the community we identify and address local health and wellbeing issues.

## Mission

In partnership with our diverse community, NCHS will provide excellent prevention, early intervention, service coordination, treatment and support services that improves the health and well being of our clients through outstanding service, contributing to research, learning, innovation and staff development.

## Introduction

In 2005 Nillumbik Community Health Service (NCHS) undertook an extensive strategic planning process that reviewed health and demographic data, and undertook research of the health need and issues within the Shire of Nillumbik. The identified community need and key findings of this review are contained in the 2006-2008 Strategic Plan.

The information contained in the 2006-08 Strategic Plan demonstrated a growing need for accessible primary and community health services for the Nillumbik community over the next five to ten years.

The Board and Management of NCHS recognised that in order to continue to provide adequate levels of service to the local community, further planning and development was required. The combination of demographic changes, pockets of disadvantage and service configuration created an imperative for the organisation to plan carefully and determine the best use of limited resources to maximise the health of the local community. The Strategic Plan 2006-2008 provided information to guide decision making in relation to capital planning and service growth for NCHS in future years.

At the conclusion of the three year plan the Board has once again undertaken a process of review, including the relevance and currency of the Vision, Mission and Values statements.

As part of a continuous quality improvement cycle the Board has also set the priorities for the next three year period 2009-2011.

The 2009-2011 priorities have been developed into the following Strategic Plan which will ensure that NCHS continues to be:

- a vibrant, innovative yet stable Service that focuses on addressing the inequalities in health that exist across the catchment.
- able to demonstrate improvement in diminishing the impact of health inequalities.
- an economically sustainable Service.
- focussed on servicing the whole community.
- recognised for innovative service models making a positive difference to individuals, families and the broader community.
- responsive to client and community need through appropriate service growth.

It has been recognised that the development of an Infrastructure Master Plan is critical to support future growth, development and sustainability. This Plan will be completed within the first year of the Strategic Plan 2009-2011 to guide planning decisions in the following years.

The CEO and management team will focus on achieving the defined strategic directions through an annual operational planning process.

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## Values

### **Collaboration**

We believe that effective teamwork and partnerships enhance outcomes

### **Accessibility**

We value the right of all members of the community to seek access to our services

### **Accountability**

We are accountable to all stakeholders by engaging in inclusive service planning and evaluation

### **Respect**

Equity, fairness, dignity and respect underpin all interactions

### **Responsiveness**

Anybody who interacts with our Service will be given a timely and informed response

### **Empowerment**

We acknowledge and value everyone's capacity to participate in determining their health needs

## Strategic Plan Directions Years 1 and 2

### 1. Sustainable Planning

- Sustainable planning for
  - integrated health services
  - models for service expansion
  - infrastructure
  - undertaking research and developing guidelines for service models

### 2. Service Planning

- Expansion of services and activities in Hurstbridge and the northern parts of the Shire
- Investigation of options for
  - Aged Care
  - Families with young children
  - Youth
- Undertake a study of the need and demand in the Eltham catchment that will lead to decisions on service planning
- Imbed a population based approach to our integrated health promotion plan with an emphasis to work in partnership with the Shire Council to build healthy communities

### 3. Models/practice

- Better Living model implementation across the Shire
- Service development across NCHS with the investigation of fee for service models and business models that facilitate access
- Investigate the opportunities for NCHS to respond to Victorian health priorities such as mental health, cancer services, and aged care
- All services and new initiatives will have a sound evidence base supporting best practice

### 4. Continuous Quality Improvement

- Completion of CQI activities commenced in the following working groups
  - Client Quality and Safety
  - Consumer Engagement
  - Going Green
  - Document Management
- Preparation for external accreditation review in 2009
- Workforce development emphasis in the following areas;
  - Evidence based practice
  - Best practice standards
  - Ability to participate in research and contribute to the academic discourse



Achievement of these Directions will require the following enablers

**Internal**

All NCHS work will have

- evidence of partnerships
- evidence of striving for best practice
- continued emphasis on integrated practice and models of care

The workforce will be

- positioned to understand and utilise business tools that support the client journey
- supported by enhanced leadership development

**External**

NCHS will

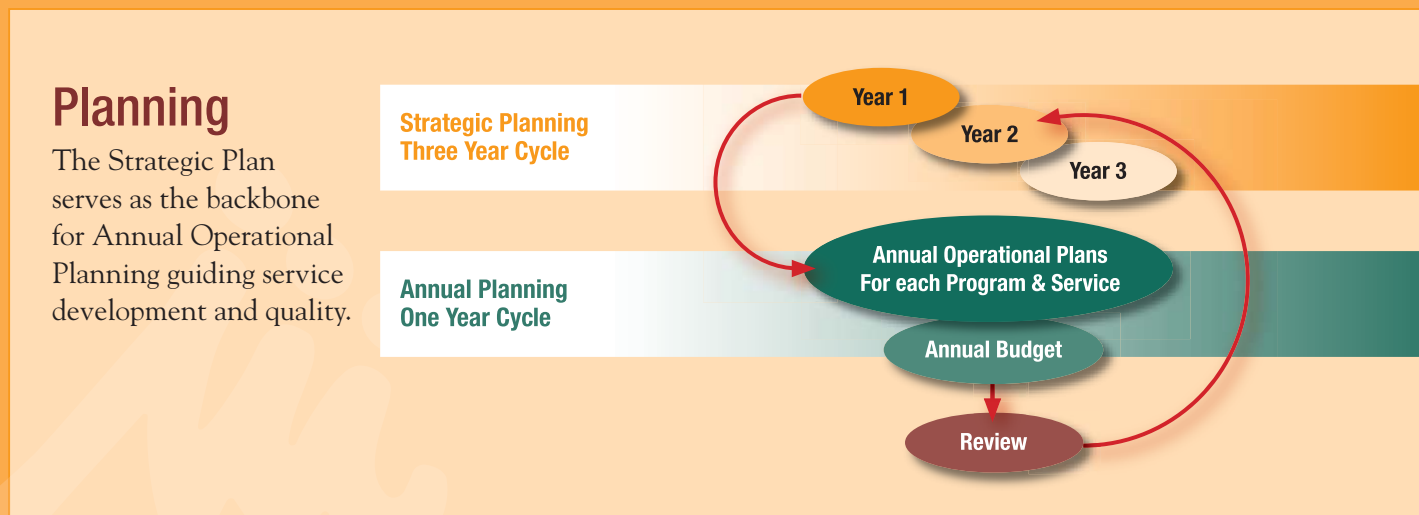
- be participants in the new social inclusion agenda
- be participants in the shaping of the primary care sector to ensure that at a local, state and national level community health is recognised and valued as a vibrant, responsive and stable component of the primary care sector
- advocate for corporate relationships in marketing, promotion and sponsorship
- receive recognition of its work commensurate with the effort of input and the effectiveness of outcome

## Strategic Plan Directions Year 3

Directions for Year 3 will be influenced by the achievements in Years 1 and 2 and will work towards finalisation of the identified Strategic Goals. The main areas of activity will be ensuring that

1. NCHS receives recognition as experts in community participation and innovative service models
2. Service access exists across NCHS
3. Integrated models of practice exist across all services and programs
4. NCHS is an environmentally responsible partner in our local community
5. Service expansion occurs through NCHS growth and partnerships
6. The Infrastructure Master Plan remains capable of supporting service planning for a five year period

We will achieve this by using the planning cycle:



# Strategic Plan

The name Nillumbik comes from the Aboriginal word thought to mean “shallow earth”. The Wurundjeri are the traditional custodians of the land now known as the Shire of Nillumbik. The significance of their history is essential to the unique character of the Shire and valued by NCHS.

Nillumbik Shire is located 25 kilometres north-east of Melbourne, covering an area of 435 square kilometers. The Shire is called the Green Wedge because of the beautiful treed environment and open spaces that add to the lifestyle of the Shire and play an important role in balancing the built up areas of Melbourne with conservation, recreation and agriculture.

Nillumbik is one of nine councils on Melbourne’s edge that share aspects of both urban and rural community life. These interface councils characteristically have population concentration around urban areas with significant numbers of people living in rural townships.

In Nillumbik the bulk of population is located in the south and south-western areas in urban centres such as Eltham and Diamond Creek. Rural townships including St Andrews, Kangaroo Ground and Hurstbridge are located through the northern areas of the Shire.

The Whittlesea growth corridor borders Nillumbik Shire to the north west.



## Nillumbik Community Health Service:

[www.nchs.org.au](http://www.nchs.org.au) @ [nchs@nchs.org.au](mailto:nchs@nchs.org.au) ☎ (03) 9430 9100

### Eltham

917 Main Road  
Eltham, Victoria 3095  
(next door to CFA Fire Station)

### Eltham

12 Bridge Street  
Eltham, Victoria 3095

### Hurstbridge

50 Graysharps Road  
Hurstbridge, Victoria 3099



## Nillumbik Community Health Service

### Our services

- Child & Family Health Team
- Community Health Nursing
- Counselling / Case Work  
(crisis, couples, families, young people, family support)
- Dental (Preschool, School, Emergency, General, Dentures, Youth)
- Diabetes Clinic
- Dietetics
- Case Management (Aged & Disability)
- Duty Service
- Emergency Financial Relief
- Health Information / Education
- Health Promotion
- Immunisation
- Legal Advice
- Maternal & Child Health
- Needle Exchange
- Occupational Therapy
- Physiotherapy
- Planned Activity Groups (including disability respite activities)
- Podiatry
- Service Access
- Speech Pathology
- Volunteers
- Youth Services

### Co-located Services

- Audiology
- Drug & Alcohol Support
- Financial Counselling
- Mental Health

