

# Strategic Plan 2009-2011 (Addendum)

June 2010

## 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.

## Strategic Priorities Moving Forward

**As a community led non-profit organisation, we need to continually review what we do and how we do it and look for ways we can improve our services.**

Five years ago, we undertook an extensive strategic planning process that reviewed health and demographic data and undertook market research to determine the health needs and issues within the Shire of Nillumbik.

The recommendations in the 2005 Strategic Services Plan addressed, the unique characteristics of the Shire, including isolation, lack of public transport and lack of disposable income which impact on growth in demand for services and the need for accessible service models to cater for the future needs of the Nillumbik community.

The achievements from having a clear strategic plan in place over the past five years, has seen a considerable growth for Nillumbik Community Health Service in our capacity to deliver health promotion, clinical and social support services; as well as an expansion of our service locations to include Hurstbridge; with a significant rise in the number of our employees from 61 to 145 currently to deliver these services.

For some time now, the Board of Directors and I have been reviewing the Strategic Priorities for Nillumbik Community Health Service as set in the 2009-2011 Strategic Plan. In addition to the Board, we also asked our Managers, Members and key stakeholders representing the local community for their view on what the Strategic Priorities should be for our organisation moving forward.

The outcome of this review process by the collective stakeholder groups identified three key Strategic Priorities. These being:

**1. Sustainability**

**2. Strategic Positioning**

**3. Future Services Profile**

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## 1. Sustainability

**Opportunities for ongoing growth in services to respond to community need and demand,** especially in the targeted areas of 0-5 years, 12-20 years and 65 plus is constrained by Government policy directions which address placed based disadvantage rather than growth across all areas. Therefore, traditional growth opportunities for funding will decline for Nillumbik Community Health Service.

Our ability to address local place based disadvantage and maintain good quality health and wellbeing for the Nillumbik population, means that we need to actively investigate opportunities to grow our services in order to remain relevant to the community we serve and financially viable for the future.

As such, we have set an ambitious growth target for Sustainability.

**Our target is a 10% growth to the funding base from sources other than existing Government grants** associated with the current range of core Programs by the end of 2011-2012.

*The intent of the growth strategy is not growth-for-growth sake, but rather targeted growth opportunities that are consistent with the purpose of our organisation and where profits can be invested back into Core Programs to ensure that we are able to meet the ongoing health needs and demands in our local community.*

## 2. Strategic Positioning

**Our goal is to enhance the reputation of Nillumbik Community Health Service by:**

- promoting best practice and innovation in the work we do; and
- identify synergistic opportunities that will lead to Sustainability of our organisation.

*We need to ensure the work we do is done collaboratively and look for opportunities for further partnerships that build on the range of preventative programs and services we are able to offer our community.*

In addition, the Health and Hospital Reform in Australia provides potential opportunities and/or challenges for Nillumbik Community Health Service. **It is important that we contribute to advancing the benefits of the underlying principles of primary health care** as they exist within Victoria such as:

- representing a broad base of the population;
- addressing social determinants of health; and
- reducing health inequalities.

A strategy of engagement and key communication messages are a priority for interface with local and Federal members of Parliament to gain acknowledgement and support of what the benefits are as a direct result of the community health sector.

## 3. Future Services Profile

**Identifying the current and future need and demand in the local community is critical** and links back to the first two priority areas above. By identifying the Future Services Profile of Nillumbik Community Health Service, taking into consideration geographic location, Shire disadvantages, community needs etc, decisions will be made on targeting growth areas needed and where opportunity for growth through traditional grants will be beneficial.

*A review of all areas for ongoing investment decisions will be built into the 2010-2011 budget process to assist in decision making.*

These three Strategic Priorities take into consideration the requirement to:

- remain a viable entity in the community;
- be fiscally sustainable into the future; and
- acknowledge the turbulent environment for health care in Australia.

I am confident that these three Strategic Priorities will enable us to continue to improve and grow our services to address the health needs of our community and sustain our long-term future success as a community health service.

**Amanda Murphy**  
CEO

## Locations



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