

Strategic Plan





**We are
relentless
in our
pursuit of
excellence**

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Welcome to the Monash Health Strategic Plan 2023


For more than 165 years Monash Health and its predecessors have been caring for the people of Victoria.

Today, we are proud to be recognised as a leading teaching and research health service of international standing – our reach is far and our impact is profound.

As we chart the next five years and beyond, we will remain true to our aspirations and committed to our values. We will continue to embrace our leading role in change in the Victorian health system, addressing community needs, advances in health science and technology, and supporting employee aspirations. We will commit to the pursuit of excellence in care for those in need, excellence in teaching and research, and a place of opportunity and inclusion for those with whom we work.

While maintaining the core of who we are, we have raised our expectations and sharpened our focus to be relentless in our pursuit of excellence.





We will commit to the pursuit of excellence in care for those in need, excellence in teaching and research, and a place of opportunity and inclusion for those with whom we work.



Monash Health 2023

For us, our Strategic Plan 2023 is our guide.

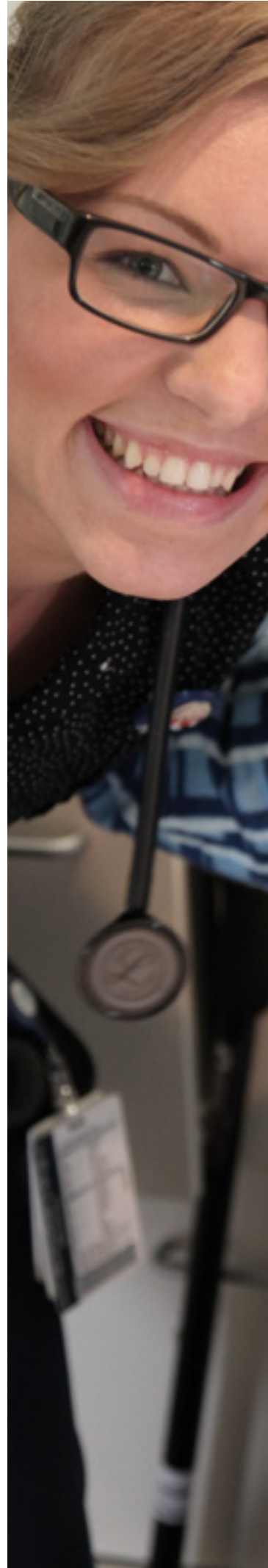
It sets out our aspirations for the future and what we must do to achieve our vision for Monash Health.





Our strategic intent

**We are
relentless
in our
pursuit of
excellence**





Excellence. No matter what we do at Monash Health, it is something to which we each aspire. Every day.

The Patient Services Assistant taking a young, nervous first-time mother for a test knows a warm smile and calm manner will help ease her nerves.

The nurse making sure the elderly man in the last days of his life feels the kindness and professionalism provided with every aspect of care.

The cleaner preparing the theatre for surgery understands there is no room for “near enough is good enough”.

The stroke neurologist knowing that the quick treatment of the woman who has just arrived will have a life-changing impact.

The physiotherapist smiling as the young man steps up onto the top step of the community centre gymnasium stairs for the first time since his accident.

The Hospital in the Home nurse, providing care for a woman who is unwell and wants to be at home.

The People and Culture team member supporting an employee through times of uncertainty.

Or the researcher who, sitting side by side with our clinicians, brings world first knowledge to advance care for our community.

Striving for excellence is at the heart of Monash Health.



Dipak Sanghvi
Board Chair

**Pursuing
excellence,
together**



On behalf of the Board of Monash Health I am very pleased to present to you our Strategic Plan 2023, developed with input from across our broad community of consumers, employees and partners under the leadership of our Board and Executive Committee.

Having commenced my term as Board Chair in July 2018, I look over the course of the last five years with pride at the significant advances made in innovation, research, teaching and clinical care while at the same time turning around past financial deficits to become a more resilient and adaptive organisation. It is testament to the commitment, passion and care of our employees.

Some achievements, to name only a few, include establishing the Monash Health Translation Precinct in partnership with Monash University and the Hudson Institute of Medical Research, opening the new Monash Children's Hospital, expanding our telehealth and tele-surgery services through rural and regional Victoria, and providing time critical and life-saving endovascular clot retrieval services for Victorians who have experienced a stroke. We have also commenced the implementation of an electronic medical record.

The Board is proud of these and many other achievements and is also very aware that there is still much to be done.

We must continue to evolve to meet the changing healthcare needs of our community including a significant increase in demand for services due to population growth, an ageing population, increase in chronic illness, new discoveries, new treatments and new technologies, people's changing needs and expectations, and financial constraints. To address these challenges requires a clear vision combined

with determined action, and we must work closely with governments, our university partners, other providers of healthcare, social and education services.

Our Strategic Plan 2023 sets our course for the next five years. The plan identifies six guiding principles upon which work priorities have and will be built. The priorities are clear and measurable, allowing for the Board and our community to monitor progress. While it is inevitable that priorities will be reassessed and some changes made as we move through the life of the plan, the Board is confident that the organisation has the leadership, passion and agility to adapt.

It is through strong ethical leadership, financial and clinical governance, and working together with our partners and our diverse community, that we will continue striving to deliver excellence in care, teaching and research.

I would like to thank Barbara Yeoh who served as Monash Health's Board Chair for nine years. Barbara guided our organisation through significant growth and development and leaves us with a strong foundation upon which we now have an opportunity to build.

On behalf of the Board I commend the Strategic Plan 2023 to you and welcome your engagement and participation.

Dipak Sanghvi

Chair

Monash Health Board



Andrew Stripp
Chief Executive

“Above all, it will be our ability to work together that will determine the future success of Monash Health to deliver world-class teaching, research and healthcare services – services developed by bringing best practice and the needs of our communities to the forefront of our work.”

Our strategic plan charts a course of evolution for Monash Health, further developing our capability to provide a sustainable and successful health service to the Victorian community. It provides an aspirational, yet clear and common direction for everyone at Monash Health to work towards, detailing a five-year vision that will be operationalised through annual quality and business improvement plans. It will be achieved through an unwavering commitment to our newly established set of guiding principles, developed as a result of many months of discussion with our employees, consumers, community, and partners.

The principles reflect our core aspirations, beliefs, and values. They guide our approach to work, our planning and design, our decision making, our behaviour, and the way we communicate with and treat one another. They are our promise to the community and to each other. They are the foundation upon which we will continue to evolve our services and provide our ‘true north’ when making decisions.

We provide healthcare for some of Victoria’s most diverse communities and disadvantaged people. The nature of our community’s health needs is rapidly evolving, as are the expectations of the

people who access our services. We will continue to develop a well-coordinated system of care that provides improved access. Teaching, research and innovation are essential parts of our work.

The future of Monash Health is a place where kindness is always a priority. Kindness to the people we care for, and kindness to each other. Above all, it will be our ability to work together that will determine the future success of Monash Health to deliver world-class teaching, research and healthcare services – services developed by bringing best practice and the needs of our communities to the forefront of our work.

Join me as we pursue excellence, together.

Andrew Stripp
Chief Executive
Monash Health



Andrew Gardiner

CEO Dandenong
and District Aborigines Cooperative Limited

“Over the next five years we will continue to work together to build a culture of recruitment and promotion of Aboriginal and Torres Strait Islander people within Monash Health. We aim to support Aboriginal and Torres Strait Islander patients to improve their journey and along with other Australians, to come together to improve the understanding of their health needs, services and outcomes of Aboriginal and Torres Strait Islander people in our local communities.

The social determinants of health tell our story! It is at this level we need to focus our energies and internal processes to ensure patient expectation is being met. Positive collaborations around the development of the Healing Garden, the Welcome signage, engagement factors at Emergency Departments and Paediatrics have had some positive response from the community, but we know there is more to be done. A commitment to the Aboriginal Employment Plan and improving the patient journey will continue to be hallmarks of the collaboration and positive outcomes being planned against the Reconciliation Action Plan.”



Lynda Condon

Chair Community
Advisory Committee

“Our role is to ensure we give an inclusive, equitable voice to consumers. While we have seen big improvements in the attention to community needs, we will always work to make sure consumers are front and centre of care at Monash Health.”





Our guiding principles

01

We consistently provide safe, high quality and timely care

02

We provide experiences that exceed expectations

03

We work with humility, respect, kindness and compassion in high performing teams

04

We integrate teaching, research and innovation to continuously learn and improve

05

We orientate care towards our community to optimise access, independence, and wellbeing

06

We manage our resources wisely and sustainably to provide value for our community



01 **We consistently provide safe, high quality and timely care**

Our priorities

Establish systems and processes to support our clinicians to assess and care for people in a timely way

Empower people to raise concerns about clinical care

Reduce unwarranted variation in our practice

Provide transparency and sharing of safety, quality and other performance information

Improve outcomes measured against international standards and best practice, including zero avoidable harm

Listen to and act on feedback from consumers, including consumer reported outcome measures

Embed continuous quality improvement in our practice

Better connect points of care through innovative, secure and easy-to-use digital and automated tools

Partner with clinical networks and metropolitan and regional health services to improve access to safe, high quality specialist treatment and care



Our measures of success

Performance against standards of international best practice and the National Safety and Quality Health Service Standards

Provision of timely treatment and care across all of our care settings

Employees report that we have a strong safety culture

Consumers report high quality outcomes of care

Health service performance indicators are accessible to the public

Successful implementation of the Electronic Medical Record



Louise Kanis

Executive Director, Public Affairs
and Communication

“Six weeks after I started, I got a call from my mum, who had arrived in ED by ambulance with my dad, who had suddenly become critically ill. Sadly, my dad died six days later but in those six days, I got to experience the very best of Monash Health.

There was nurse Cath who cared for dad and supported mum with such kindness and professionalism. Regardless of how bad things were, we took comfort knowing we were in caring and experienced hands. And there was Dr Andy, who by his own admission looked like he was 12 but managed the ‘do not resuscitate’ conversation and advice around palliative care with such compassion and dignity. Dr Andy should run a master class in difficult conversations. There was social work, the cleaners, the speech therapist. We experienced excellence in care at every point despite the sad outcome.”



02 **We provide experiences that exceed expectations**

Our priorities

Improve the quality and consistency of consumers' experiences of their care

Support people in planning for their advanced stages of life

Improve employees' experiences of their workplace

Embed co-design into the planning and delivery of services

Ensure decisions about treatment and care are made with each person we care for





Navjot Thind
Nurse Manager

“When I come to work, I know that the experience of the people we care for and their families is everything. Care is not something we just do to a person, it is something we make sure they have a voice in. We don’t apply a one-size-fits-all plan to care. We make sure it’s right for that person, as we are caring for people at the most vulnerable stage of their life. Every little thing we do for them matters.

When families leave us we often hear ‘thank you for your care, your team does such a wonderful job.’ On those days we all go home proud.”

Our measures of success

Consumers report they receive care and assistance in a timely and comforting manner

Consumers report they have confidence and trust in the health workers that care for them

Consumers report they, their families and carers, are actively engaged in their care and in planning for their treatment and care

Employees are very satisfied with their job and would recommend Monash Health as an excellent place to work





03 **We work with humility, respect, kindness and compassion in high performing teams**

Our priorities

Ensure humility, respect, kindness and compassion are incorporated into our training, education and service delivery

Develop and assist leaders to support our employees to be the best they can be

Ensure teams and individuals take responsibility and are accountable for their actions and performance

Build shared knowledge, alignment and open communication within teams

Develop a skilled and adaptable workforce, for today and tomorrow

Uphold professional and ethical standards

Ensure a physically and psychologically safe environment



Elizabeth Sigston
Otorhinolaryngology and
Head & Neck Surgeon

“The work we do can be extremely complex and intense whilst at other times seems more routine and straightforward. Regardless of which it is, it is the person on the operating table who is placing their life in our hands that we are all responsible for. And the situation can change in the blink of an eye. Clear, open communication and trust within the team are essential to provide that person with the best possible outcome. Everyone is important and there is no place for arrogance, one-upmanship or rudeness. If the operating theatre technician raises a concern then it is up to me to listen. I must respect and trust every person on the team. For a team to learn to work together and operate as one is tough, but now we do, it is a much better environment for us and most importantly, it means better outcomes for our patients. That is ultimately what we all want and what we are all here to deliver.”

Our measures of success

Employees report that their manager and teams consistently work with humility, respect, kindness and compassion

Consumers report that they experience consistency in the approach to their care and treatment and in the information they receive

Optimised scope of professional practice across disciplines

Consumers report that they feel safe at Monash Health

Employees report that they feel safe at Monash Health

Be an employer of choice for Aboriginal and Torres Strait Islander people



04 **We integrate teaching, research and innovation to continuously learn and improve**

Our priorities

Be a leader in health professional teaching and learning

Be an international leader in translational, clinical and health services research

Foster, authorise and support innovation

Support employees to realise their potential through accessible learning and development opportunities





Ryan Hodges
Program Director
Women's and Newborn

“We witness with every first breath how research, innovation and teaching is giving Monash babies the healthiest start to life. Our world-leading research is answering fundamental questions about babies’ first breaths by understanding when to clamp and cut the cord at birth. For mothers, we are keeping them closer to their babies. For researchers and clinicians, we are not just writing papers - together we are rewriting how to deliver babies.”

Our measures of success

Established teams of clinicians, researchers and educators

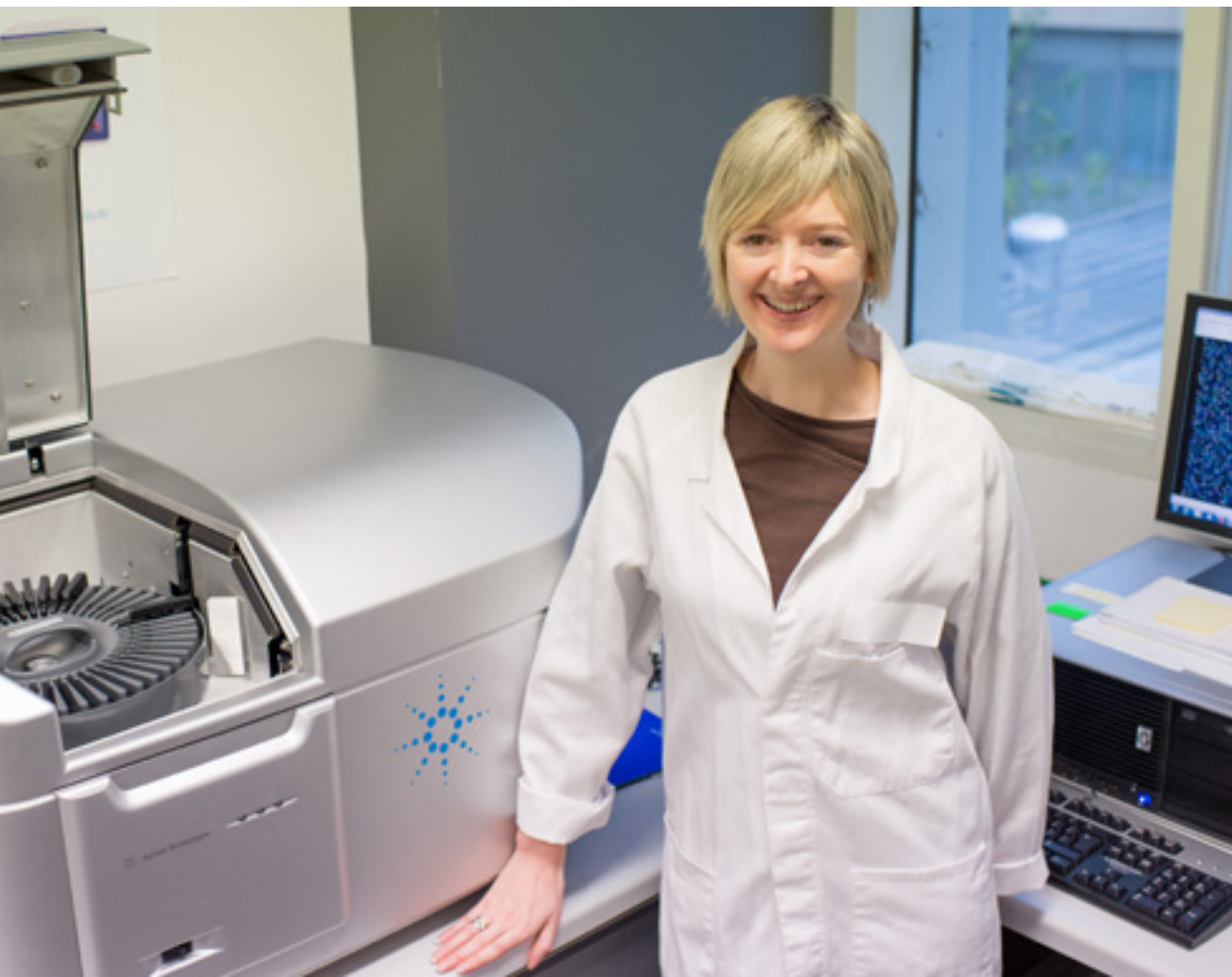
Organisation of choice for educators and learners

Organisation of choice for researchers

Senior joint academic and clinical appointments of recognised national or international standing

Translation and impact of research

Innovations commenced and integrated into standard practice





05 We orientate care towards our community to optimise access, independence and wellbeing



Our priorities

Engage with Aboriginal and Torres Strait Islander people and those most vulnerable or disadvantaged

Expand the delivery of services in community and home settings

Strengthen partnerships with general practitioners and other primary care providers, Primary Health Networks, and community organisations

Engage with health promotion and prevention services to maintain wellness in ways relevant to local communities

Support prevention, early detection and intervention programs

Support people to understand their health needs and know what to do to best manage their health



Our measures of success

Consumers are supported by plans which are consistent with best practice

Discharge plans are provided to general practitioners and other relevant agencies in a timely way

Consumers report they understand the plans for ongoing management of their health and wellbeing, including when to seek help

Our consumer portal, internet and other digital and automated tools support improved quality of care, access to care and health information, and people's management of their own health



Reece Adams

Occupational Therapist,
Centre for Developmental Disability Health

“Fundamental to everything we do, is looking at things through the eyes of our consumers. We ask ourselves, how can we best communicate when English is not the first or even second language? Where is care best provided? In the hospital? At home? Or somewhere else? What support is needed to make this possible? What can we do to help people be more independent? Are we mindful that we are part of one of the most diverse communities in Australia? And does our care and support bring together the very best of everything we have? This is the essence of both who we are and what we do at Monash Health.”



06

We manage our resources wisely and sustainably to provide value for our community

Our priorities

Develop and implement service and facility master plans

Achieve financial sustainability

Strengthen our data analytics capability and distribution of our data and information to our employees

Consolidate digital technology applications for clinical and business support services

Promote environmental sustainability

Build philanthropy to support investment in health, research, teaching and innovation





Patrick Ha

Father of six year-old Noah, a patient well known to Monash Health

“We have three young kids and like most parents we want our kids to be the best they can be today and have a bright future for tomorrow.

My wife and I both work hard and try to spend well for our family. People who work at Monash Health need to be responsible for their resources in the same way we are responsible for our family’s. All employees, whether cleaners, doctors or administrators, need to build up their hospital to be the best - both now and in the future. Only then can the community receive the care they truly deserve.”

Our measures of success

Successful implementation of contemporary Monash Health service and facility master plans

Revenue and costs optimised to enable reinvestment and innovation

Digital technology and data enable our employees to do their jobs as best they can

Minimise the impact of our services on the environment

Continue growth in philanthropic support

Improved health outcomes and service efficiency per dollar spent





Establishing world- leading clinical services







Through a relentless pursuit of excellence across all of our clinical services, we at Monash Health aspire to provide Victorians with access to the world's best healthcare.

Together with our teaching and research partners, and the people we care for every year, we will continue to integrate and advance the teaching, research and care we provide, improving the outcomes and experiences for our community.

We are committed to identifying, investing in, and nurturing our clinical services in order to provide the very best treatment and care to our community.





Today, several of our services are on the path towards world-leading practice. Through the life of this plan, we will continue to identify and further develop our clinical and research endeavours for further investment. A number of our services are already well on the way to establishing themselves on the national and international stage, through a combination of their excellence in academia and clinical care and patient experience.



Maternity services

One in nine Victorians begin their life with us at Monash Health. We are proud to be Victoria's largest provider of maternity services, delivering more than 10,000 babies each year, offering the largest range of choices in woman and family-focused maternity care. Whether a woman has her baby at home, is cared for in our homebirth program, or has the most complex pregnancy requiring fetal surgery or intensive care for herself, we are uniquely positioned to provide seamless and personalised care for all her needs in the one place.

Victorian families, including those with the most complex pregnancy needs, will continue to have access to world-best care through our state-of-the-art program, which combines our partnership with the Royal Women's and Mercy Hospitals in the Victorian Fetal Therapy Service with Monash Health's planned Special Pregnancy Centre and Maternity Intensive Care Unit. With our teaching and research partners at Monash University and the Hudson Institute of Medical Research, we will bring together subspecialists, educators, and researchers in the one place, advancing the very best in maternity care.

Newborn services

Each year we are entrusted by the families of more than 1,500 of Victoria's most unwell babies, providing them with high quality care, support and opportunity. We achieve this through our Neonatal Intensive Care Unit and Special Care Nursery, combining as one of the largest and busiest newborn services in the nation, and through the co-location and integration of our newborn and maternity services, optimising the bond between babies and their mother or carer.

We will continue to improve the neurological and respiratory outcomes of Victoria's babies at high risk of poor health, through our partnership with the Hudson Institute of Medical Research. Together with Monash University, we provide rigorous and renowned training and education programs to ensure our doctors and nurses have the

highly specialised skills to provide the most advanced and often complex treatment and care that these babies need.

Our children's health program is rapidly evolving with a number of joint University appointments pending together with the continued growth of our broad range of specialist clinical services. Together with other tertiary health services we will advance the provision of state-wide paediatric services in intensive care, cancer services, cardiac care, surgery, rehabilitation, sleep disorders, forensic medicine and palliative care.

Cardiovascular services

Here at Monash Health, Victorians have access to one of the premier cardiovascular services in the world and the largest cardiovascular service in the State.

We integrate the very best in teaching and research into our broad range of clinical services. Trusted with providing the greatest number of emergency heart attack procedures for Victorians each year, Monash Health is well-recognised for our cardiac interventional service, and our leadership in both clinical and first-in-man studies, and innovative treatment strategies for structural heart disease.

Together with Monash University, we provide top-tier multidisciplinary training across cardiovascular services and research. We will revolutionise cardiac healthcare through the integration of preventative and acute care, world-leading innovation, education, training, and basic and translational research, in the new Victorian Heart Hospital.

Cancer and blood disorder services

Cancer is the leading cause of mortality in Victoria, with one in three Victorians receiving a cancer diagnosis. With increasing numbers of Victorians at risk of cancer and blood diseases, and breakthrough treatments dramatically extending patient lives, demand for treatments is increasing significantly. At Monash Health, Victoria's largest provider of oncology and haematology services for children and adults, we plan to expand and develop our medical, surgical, radiation oncology and haematology treatments for all cancer types, through our chemotherapy day service, inpatient wards, outpatient clinics, and commitment to research and innovation.

Victorians will increasingly benefit from the Clinical Trials Centre in the purpose-built Monash Health Translation Precinct – where dedicated clinician-scientists conduct early, mid and late-phase clinical trials. Our clinical leaders will drive world-class cancer research, together with our partners Monash University and Hudson Institute of Medical Research, ensuring the latest discoveries can be translated rapidly into improved treatments. Precision medicine, enabled by genomic technologies in the Monash Health Translation Precinct and Monash Pathology, will ensure that effective treatments are best targeted to those who will benefit most.

We must ensure that Victorians living with cancer in our catchment have access to timely multidisciplinary, state-of-the-art care including the latest and most effective diagnostic and treatment modalities. A key tenet of our patient-centred approach is that patients living with cancer should not have to travel to inner-city hospitals for care that can and should be delivered within the Monash Health network.

New therapeutic interventions have dramatically improved survival and quality of life for those diagnosed with cancer and blood diseases. Accelerated access to such novel therapies is enabled by clinical trials. Indeed, participation in clinical trials is often mandated by learned guidelines as the standard-of-care for cancer patients. Our vision is that every cancer patient at Monash Health who is either newly diagnosed or requires a change in their treatment has access to an appropriate clinical trial within our network.

Endovascular clot retrieval services

Each year hundreds of Victorians are spared the disabling consequences of ischaemic stroke, through an innovative, highly specialised and time-sensitive neurointerventional radiology procedure: endovascular clot retrieval (ECR) procedure. A designated statewide provider of endovascular clot retrieval services, our multidisciplinary stroke team is saving lives and achieving world-leading outcomes for people who experience a stroke.

At Monash Health, our clinical trials are truly advancing clinical practice, and our geospatial modelling is helping shape the planning and delivery of this service across the state. Together with Monash University, The Florey Institute of Neuroscience and Mental Health, the Royal Melbourne Hospital, and other academic partners, we will continue to lead advancements in research that change the lives of stroke sufferers and teach the next generation of neurointerventionalists the specialised skills of endovascular clot retrieval.

Immune mediated inflammation services

Inflammation, an undesired consequence of the immune system, is the basis of countless diseases affecting Victorians, including arthritis, kidney disease, multiple sclerosis, skin disease and bowel disease. Moreover it is emerging that many cancers, diabetes, and even cardiovascular disease begin with inflammation. At Monash Health our understanding of the commonality of inflammation across diseases has spawned innovative multi-disciplinary clinical services. Together with our teaching and research partners at Monash University and the Hudson Institute of Medical Research, researchers work side-by-side with us to ensure research is informed by clinical need, and that we translate cutting edge science to clinical breakthroughs.

Monash Health plans to lead a future model of care in which genomics and other precision medicine tools replace symptoms as the basis on which inflammatory diseases are diagnosed and treated. This future is one in which Victorians, including those with some of the most complex illnesses known, have access to world-leading care through interdisciplinary programs.



Mental health services

Almost half of Victorians will experience mental health illness at some point, and the prevalence and complexity of mental health needs is rising. Providing a broad range of specialist clinical mental health services in a variety of hospital, community, and residential settings, we play a leading role in caring for and supporting the personalised recovery of thousands of these Victorians each year so that they can live fulfilling lives of their choosing.

We support our community through a comprehensive suite of local, age-specific mental health services, and we support people across Victoria through our regional and statewide mental health services, including our mother and baby unit, new

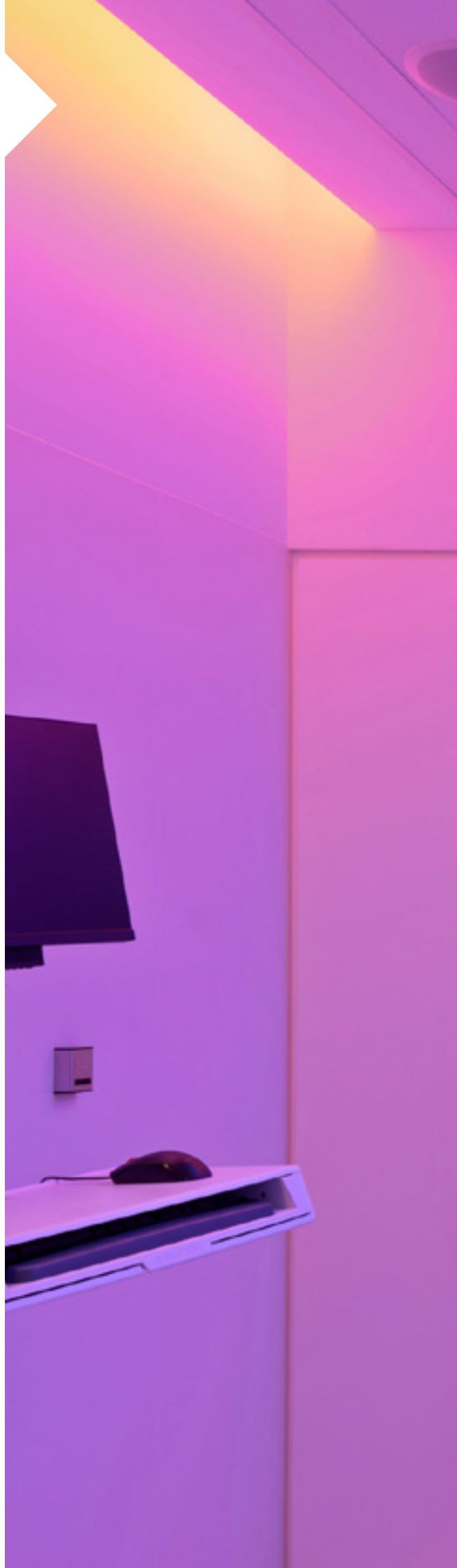
child neuropsychiatry inpatient unit, inpatient and community eating disorders service, and gender clinic.

We will continue to advance the accessibility, flexibility and responsiveness of our mental health services through: planned developments of our emergency mental health care environments; expansion and improvement of our inpatient facilities to better care for more people in our community; development of a progressive model of adult mental health care; and, in partnership with Monash University, increase our investment in research and teaching to ensure translational research and training are part of our culture and we provide high quality and safe mental health care for our community.





Flagship projects







We will bring our intentions to life through a combination of committing to, investing in, and delivering on our strategic priorities and our flagship projects.





Transforming the quality and experience of care

In our pursuit of excellence it's essential that we work together as a team and ensure the quality, safety and timeliness of our care. The community we care for is also changing. It is increasingly diverse, the population is growing rapidly, and more people have chronic diseases and complex health needs.

We are responding by transforming the way we work together in caring for and supporting our community.

Comprising of twelve connected streams of work, our Transforming Care program is a shared and consistent way of working across the health service, through guiding principles, leadership, teamwork and redesigning systems and processes.

In combining this work with our employee health and wellbeing programs and leadership and management programs, we will build a culture of humility, respect, kindness and compassion at Monash Health. We will work together in providing excellence in care to those in need, and a place of opportunity, inclusion and excellence.

Embracing a digital strategy

As we continue to experience an ageing and growing population, and the need to manage healthcare resources wisely, digital transformation will be key to improving healthcare. It will improve the quality and access to healthcare, enable integrated care, provide people with easy access to their health information, and support people in better managing their own health.

Through our new digital strategy, we will better connect points of care through a range of innovative, secure, and easy-to-use digital and automated tools for both our consumers and employees.

Monash Health's biggest technology-based transformation will be the implementation of our Electronic Medical Record (EMR). The EMR will provide clinicians with access to timely information about the people they are caring for, and assist them in making decisions with better evidence. For consumers, this means safer, higher quality care.

We will empower clinicians and consumers with better knowledge. Using improved clinical data analytics, Monash Health will be able to provide more predictive, personalised and prevention-based healthcare. This will be well supported by implementation of the Victorian Clinical Information Sharing platform, allowing the exchange of clinical information between health services, and by the national My Health Record program, allowing consumers to access their health information, and to use and share it in ways to better manage their health.



Building for the future

We will continue to work with the DHHS to plan for the modernisation of the facilities across our health service, so more Victorians can better access the high quality care they need.

Victorian Heart Hospital

Australia's first stand-alone heart hospital will bring world-leading cardiovascular care to all Victorians. In partnership with Monash University, the hospital will bring together the world's best experts in cardiovascular care, ground-breaking medical research and training for the next generation of Victorian heart specialists.

Casey Hospital Expansion Project

This major expansion will meet continuing growth in demand for safe, high quality, and often complex healthcare in Melbourne's rapidly-growing south east corridor. In the municipalities of Casey, Cardinia and East Gippsland, more families than ever before will be able to get the care, treatment, and birthing support they need, sooner and close to home.

The expansion will provide, in partnership with Monash University, education and training in Melbourne's south east for medical, nursing, and allied health students.

Monash Medical Centre Emergency Department Expansion

The expansion will see a dedicated area for children, so they get the care they need sooner, and a dedicated area for providing appropriate care for people with mental health conditions.

Our employees will have the modern facilities they need to deliver the highest quality emergency care, and access will be improved for ambulances arriving at emergency, meaning people will get the vital care they need faster.

Moorabbin Hospital

We will plan for the redevelopment of this campus to ensure the right infrastructure support is in place for Monash Health to establish as a leading elective surgical centre and continue to be one of Victoria's leading cancer treatment and research centres. Consideration of the development of an expanded elective surgery centre would assist Monash Health to meet growing elective surgery needs with a possible focus on gynaecology, and other surgical specialties including craniofacial surgery, orthopaedic surgery and other cancer related surgeries.

Pakenham

Expansion of services in this area will support the growing needs of the communities living in Melbourne's south eastern growth corridor through local access to multiple, integrated services and programs.

Further development will enable growth of the child, youth and family services, providing maternity care, an early parenting hub and early intervention for family violence. Comprehensive community-based mental health care would be provided for adults and children, adolescent and youth.

Other areas of need include Aboriginal and population health programs, healthy ageing and chronic disease prevention and management programs, a satellite dialysis service, expand dental services, and provide a comprehensive range of geriatric services to support older people to remain active and independent.

Dandenong Hospital

The expansion and renewal of Dandenong Hospital would improve local access to high volume, high complexity care in the rapidly growing south east growth corridor. This service would support a diverse community with a focus on general medicine, refugee health, abdominal surgical specialties including gastroenterology, and major head and neck/craniofacial care including plastic surgery and maternity care.

We will continue to modernise the facilities across our health service and work with Government to build new facilities so more Victorians can better access the high quality care they need.

Cranbourne Centre

The redevelopment of Cranbourne Centre would provide a facility to support the increasing acuity of care that can be provided in the community. This would include better access to day surgery, such as plastic surgery, ophthalmology and endoscopic procedures, and better access to specialist appointments prior to and following hospital admission.

Monash Medical Centre Women's Services

The redevelopment of the Monash Women's service would include the redevelopment and expansion of birthing suites and inpatient beds, additional areas for high complexity care, increasing access to a pregnancy assessment unit, and fetal monitoring. Operating rooms and the intensive care unit would be redeveloped, providing for improved standards of care and privacy.

Subacute and Aged Care Services

The replacement of 96 subacute inpatient beds, and expanded therapy areas and the community rehabilitation centre would support safe, inclusive and evidence-based recovery care.

Mental Health Services

Redesign, redevelopment and expansion of our mental health services would strengthen our consumers' experience of their care – from emergency department care to hospital and community-based care – and meet the growing demand for youth and older persons mental health services.

The establishment of behavioural health precincts in our emergency departments would ensure consumers have timely access to specialist assessment and care in an environment that is sensitive to their needs. Expansion of our acute hospital services at Casey Hospital would improve access to hospital care closer to people's homes for people who live in the City of Casey and Shire of Cardinia. Redevelopment of the adult mental health precinct at Monash Medical Centre would provide access to purpose-built facilities and enhance the care environment, experience and recovery process for consumers, providing a safe and more appropriate care environment.

Specialist Clinical Services

The development of ambulatory care services, including services for renal dialysis, cancer treatment, medical and surgical review and X-ray, CT and MRI services is a priority.



Integrating teaching and research

We aim to improve the outcomes of our community through strengthening our capabilities as a leading academic health service. We will achieve this together with our key teaching, research and community partners by better integrating teaching and research into the care and treatment we provide and by playing an integral role in strengthening the connections between these partners.

Monash Health will continue to advance the translation of research into clinical practice through the Monash Health Translation Precinct, in partnership with Monash University and the Hudson Institute of Medical Research.

We will continue innovating for better health through our role as one of the lead agencies in Monash Partners. A partnership of public and private hospitals, health research and teaching organisations, Monash Partners is a health service led Academic Health Science Centre, recognised by the National Health and Medical Research Council as one of only four internationally leading centres in Australia.

Through the Monash National Employment and Innovation Cluster (Monash Cluster) we will continue to embrace future opportunities for the community together with local governments, Monash University, research institutions and major businesses.

Delivering a chronic disease strategy

Chronic disease is one of the biggest challenges facing our health system. As the largest health service in Victoria and as a provider of primary, secondary and tertiary services across the lifespan, Monash Health is uniquely placed to impact and influence our community's chronic disease service system.

Together with our community we have developed a strategy to generate lasting changes that will significantly improve the health and wellbeing of people living in Melbourne's south east. It recognises the need for a coordinated approach to drive regional level system change for people living in our community. We will work together with our partners to achieve truly integrated care.

Supporting the growth of Jessie McPherson Private Hospital

We will support the growth of Jessie McPherson Private Hospital to ensure that we can offer the full range of options for our consumers.

Established in 1930, today Jessie McPherson Private holds a specialist role across the state in cardiology and cardiothoracic surgery; neurology and neurosurgery; gastro sciences and endoscopy; gynaecology; maternity for high and low risk pregnancies, and neonatal care; and vascular surgery.

Our facilities will continue to improve with the ongoing refurbishment of the inpatient facilities and expansion of co-located private consulting rooms. The continued growth of the private hospital will enable the full-time appointments of more of our specialist staff, working in Monash Health's co-located private and public facilities.







Our story







Monash Health enjoys a proud history of providing health care and health leadership to Victorian communities, dating back to its humble beginnings in the mid-1800s.





Our unique history

Monash Health enjoys a proud history of providing health care and health leadership to Victorian communities, dating back to its humble beginnings in the mid-1800s.

In 1850 a facility for the ill and destitute of Melbourne was established, a precursor to the dramatically different Kingston Centre we know today as a leading centre for aged care and rehabilitation. In the late 1800s a homeopathic hospital, later named Prince Henry's Hospital was opened, as well as McCulloch House and Queen Victoria Memorial Hospital. 'Queen Vic' was the first Australian hospital 'for women, by women' founded by Australia's first female medical graduates.

In 1977 Queen Victoria Memorial Hospital and McCulloch House combined to form Queen Victoria Medical Centre. Ten years later Prince Henry's Hospital and Moorabbin Hospital joined Queen Victoria Medical Centre to form Monash Medical Centre.

In the mid-1990s Dandenong Hospital, Kingston Centre, three suburban hospitals and several community health services including those serving Cranbourne, Berwick, Dandenong, Springvale, Parkdale, Cockatoo, and Bunyip, merged into a consolidated healthcare network known today as Monash Health.

Since this time, Casey Hospital opened in 2004, serving the then most populous and fastest-growing municipality in Victoria. Monash Children's Hospital opened in 2017, playing an integral part in Monash Health's care of children in the south east of Victoria. We are now planning to build the Victorian Heart Hospital, Australia's first dedicated heart hospital, to open in 2022.

Our services

Monash Health holds a privileged position as the largest and most diverse health network within the Victorian healthcare system, and one of the largest and most diverse in Australia. Our size and scope of services are comparable to those of some of the most preeminent international healthcare services.

As a major metropolitan health service in Melbourne, with more than 18,000 employees, we provide care to south eastern metropolitan and rural Victoria from over 40 locations throughout the south eastern suburbs of Melbourne, via telehealth, and in people's communities and homes.

Monash Health uniquely cares for people across the full human lifespan, from pre-birth to end of life, providing integrated, comprehensive, and often highly complex care. We improve people's health and experiences through:

- Prevention
- Early intervention
- Community and home-based treatment and rehabilitation
- Specialised surgical and medical diagnosis, treatment and monitoring services, including primary, secondary, tertiary and some quaternary level care. We assume a specialist referral role for many specialities serving greater Melbourne, Victoria and interstate.
- Hospital and community-based mental health services
- Comprehensive sub-acute and aged care programs
- Palliative care
- Research
- Teaching the next generation of healthcare professionals through undergraduate, postgraduate, vocational and specialist programs, simulation, and telehealth.



Tertiary health services

Monash Health provides a range of medical and surgical tertiary health services locally, statewide and nationally for children, adolescents and adults.

This includes the provision of neurosurgery, cardiac care and paediatric sleep medicine for regional and rural communities, and our partnering with health services in regional and rural locations in the provision of care for their communities, including via the use of telehealth technology.

Monash Health is one of only two services in Australia that provides combined kidney and pancreas transplants, and one of only two centres in Victoria with an acute stroke unit that provides an endovascular clot retrieval service. We are the dedicated statewide provider of thalassaemia care, and in partnership with other tertiary health services, we provide statewide paediatric services in intensive care, cancer services, cardiac care, surgery, rehabilitation, sleep disorders, forensic medicine and palliative care.

Monash Health is home to Victoria's first jack jumper ant clinic, providing immunotherapy for Victorians and people from interstate.

Our sites

The types of services we provide at each of our sites will evolve over time to ensure we continue to meet the changing needs and expectations of our community, adopt the latest advances in health science and technology, and provide consistently safe and high quality care across each of our sites.

We will achieve this through the ongoing development, implementation and review of Monash Health's Service and Master Plans.

Today we provide the following teaching, research and care across our sites:

Monash Medical Centre

A major teaching and research, tertiary hospital, Monash Medical Centre provides a comprehensive range of specialist surgical, medical, allied health, mental health and palliative care services.

Monash Medical Centre has one of the state's busiest emergency departments, is the primary site for world renowned cardiovascular care, provides one of Victoria's largest women's health services, uniquely offering maternity and newborn services including a Neonatal Intensive Care Unit and Special Care Unit on the one site, is a state-wide provider of thalassaemia, and is a designated national provider of renal and pancreatic transplants.

Monash Children's Hospital

Monash Health provides the third busiest paediatric service in the country, caring for more than 100,000 children every year. Monash Children's Hospital is a network of paediatric healthcare services across three sites – our main campus is co-located with Monash Medical Centre and satellite sites are at Dandenong and Casey Hospitals.

A comprehensive teaching and research, tertiary hospital, Monash Children's Hospital provides more than 30 specialist services and programs including Early in Life Mental Health Service (ELMHS) co-located with the new state-wide Child Inpatient Unit, Victoria's largest Neonatal Intensive Care Unit, leading paediatric services in Rehabilitation, Oncology, Paediatric Intensive Care, and Palliative Care.

Monash Children's Hospital is also a statewide provider of children's cancer services and the Victorian Referral Centre for many low-volume and highly complex cases. We uniquely link our paediatric and adult services to create positive, safe, and high quality transitions of care as children progress to our adult services.

Monash

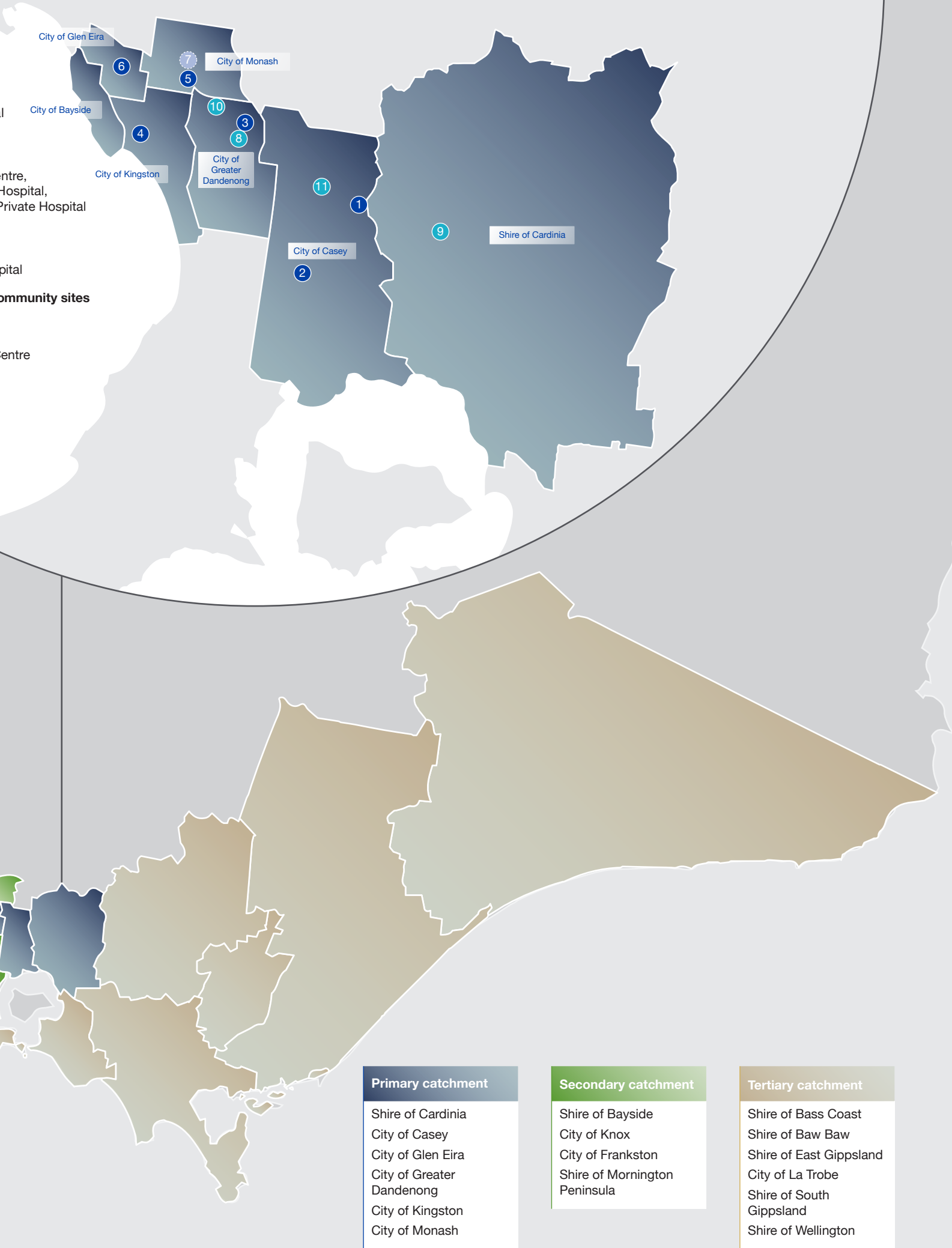
Hospitals

- 1 Casey Hospital
- 2 Cranbourne Centre
- 3 Dandenong Hospital
- 4 Kingston Centre
- 5 Monash Medical Centre
Monash Children's Hospital
Jessie McPherson F&M
- 6 Moorabbin Hospital
- 7 Victorian Heart Hospital

Major Monash Health Centres

- 8 Dandenong
- 9 Pakenham Health Centre
- 10 Springvale
- 11 Berwick

Health hospitals and major community sites



Primary catchment
Shire of Cardinia
City of Casey
City of Glen Eira
City of Greater Dandenong
City of Kingston
City of Monash

Secondary catchment
Shire of Bayside
City of Knox
City of Frankston
Shire of Mornington Peninsula

Tertiary catchment
Shire of Bass Coast
Shire of Baw Baw
Shire of East Gippsland
City of La Trobe
Shire of South Gippsland
Shire of Wellington



Moorabbin Hospital

Moorabbin Hospital incorporates Monash Cancer Centre, one of Victoria's leading cancer treatment centres, hosts the Southern Melbourne Integrated Cancer Service, and provides elective surgery and dialysis. Home to Victoria's first Patient Simulation Centre, the hospital plays a major role in the education and training of undergraduate and postgraduate medical students, nurses and allied health professionals. The hospital is a centre for research, and in particular, a major contributor to cancer-related research.

Dandenong Hospital

Dandenong Hospital is a large acute hospital providing a number of general and specialist services to the people living and working in Dandenong and its surrounding areas. These services include an emergency department, general medical and surgical, intensive care, maternity care, special care nursery, paediatrics, outpatients, day chemotherapy, home haemodialysis, mental health and allied health services. Dandenong Hospital also provides specialist services including orthopaedic, plastics, vascular, facio-maxillary, gynaecology, respiratory and infectious diseases.

Casey Hospital

Serving one of the fastest growing areas in Melbourne's south east Casey Hospital provides emergency, general medical, mental health, rehabilitation, surgical and ambulatory, maternity and special care nursery services. The hospital is a provider of paediatric services for Monash Children's Hospital and leading cardiovascular services.

The expansion of Casey Hospital, including the addition of an intensive care unit and more operating theatres, will provide the rapidly growing local community with easier access to higher acuity care.

Victorian Heart Hospital

To be built on the grounds of Monash University, the Victorian Heart Hospital will be commissioned in 2022. The hospital will provide care for people with cardiac diseases, from early childhood to advanced adult life, and include an emergency department, cardiac catheterisation labs, specialist surgical and imaging facilities and telehealth services.

Monash Health and Monash University will together provide education, training, and basic and translational research in the new Victorian Heart Hospital.

Kingston Centre

Kingston Centre is a large sub-acute facility specialising in high-quality rehabilitation and functional restoration, including the full range of allied health services for adults of all ages, transitional care, and aged mental health. The centre provides specialist services for older people including aged care assessment, cognitive dementia and memory services, a Falls and Balance Clinic, Pain Clinic, clinical gait analysis and continence service.

Kingston Centre is at the forefront of research into movement and gait disorders, aged mental health and geriatric medicine.

Cranbourne Centre

Cranbourne Centre provides a range of same-day acute and sub-acute services including surgery, renal dialysis, specialist consulting, regional ophthalmology, mental health, and community health services and a community rehabilitation centre.

Jessie McPherson Private Hospital

A tertiary level private hospital co-located at Monash Medical Centre, Jessie McPherson Private Hospital offers a range of specialist services for people in Melbourne, regional Victoria, interstate and overseas.

Community Health Sites

Monash Health's community program operates across 21 sites and supports our local community to improve, maintain and manage health, independence and wellbeing by providing or connecting with integrated, multidisciplinary care. The aim is to support and prepare consumers to self-manage their health and health care. Monash Health Community delivers services to people of all ages, supporting them through all stages of their care and delivering an integrated pathway from acute and subacute care to the community.

Aged Care

Monash Health provides a range of aged care services across Melbourne's south east, including low level care in hostels, high care in nursing homes, respite care, dementia-specific care and specialised aged mental health care.

Mental Health

Monash Health operates eight mental health facilities including inpatient, residential, community care and drug and alcohol facilities. The comprehensive range of mental health services provided to adults and children include: alcohol and drug; telephone psychiatric triage; crisis assessment and treatment; consultation liaison psychiatry; mobile support and treatment; acute inpatient care; extended inpatient care; perinatal and infant care; eating disorders care; gender dysphoria; prevention and recovery care; community residential and rehabilitation services; agile psychological medicine outpatient assessments; and Police, Ambulance and Clinical Early Response (PACER) response.

The types of services we provide at each of our sites will evolve over time to ensure we continue to meet the changing needs and expectations of our community, adopt the latest advances in health science and technology, and provide consistently safe and high quality care across each of our sites.



Our community

Monash Health is privileged to be an integral part of the local communities we care for across our primary catchment area. This includes people from the local government areas of Glen Eira, Kingston, Monash, Greater Dandenong, Casey, and Cardinia.

The demographic characteristics of these rapidly evolving communities include:

Rapid growth

The south east growth corridor of Casey and Cardinia is the fastest growing region in the state.

High birth rates

The south east of our primary catchment area has a younger population and higher birth rates.

Ageing populations

The north west of our primary catchment area has significantly higher rates of older persons than the state average.

Multicultural diversity

Approximately 20,000 residents are Aboriginal and/or Torres Strait Islander people, well over a third of residents were born overseas, and we have the largest refugee and migrant community in Victoria.

Inequity

Many of our local communities experience some of the greatest socioeconomic disadvantage and highest rates of unemployment in the state.

More illness

There is a higher prevalence of cancer and neurological conditions; chronic diseases, including diabetes, heart disease and asthma; and risk factors such as obesity and high blood pressure.

Monash Health's reach also extends across the state of Victoria, and across Australia, for some of our specialist services. The local government areas that comprise our secondary catchments are Bayside, Frankston, Knox and the Mornington Peninsula. Our tertiary catchment area includes Bass Coast, Baw Baw, East Gippsland, Latrobe, South Gippsland and Wellington.

Our partners

We partner for the design, planning, and delivery of connected and integrated health care and services to ensure better access to care and better health of communities.

Our partnerships with other providers of health, social, and community services provide a strong presence that is deeply embedded in local communities. We will continue to value and strengthen our partnerships with consumers; our community; academic and research institutions; metropolitan and regional health service providers; local organisations; and local, state and federal governments.



**Monash Health
is privileged to
be an integral
part of the local
communities**



Health system challenges

Together with our health services colleagues, Monash Health is privileged to be part of one of the world's leading healthcare systems. Yet it is well known that the system is not without its challenges, including:

- addressing inequalities and disparities in health outcomes, especially for Aboriginal people, people living in rural and remote areas, those with low incomes, and people of all ages with physical or intellectual disabilities or mental illness;
- responding to the evolving expectations of our community;
- intervening early to maintain wellness and prevent ill-health;
- providing consistently high-quality, safe care in partnership with consumers, their families, and carers;
- addressing the needs associated with increased prevalence of diseases, particularly chronic diseases, and a rapidly growing and ageing population;
- ensuring sustainable allocation and management of resources, whilst embracing innovations in technology, data and research to deliver the greatest value and outcomes for communities; and,
- developing a diverse and adaptable workforce with the right mix of skills to meet consumer demands and expectations, and a safe and inclusive working environment.

Monash Health's opportunities

Monash Health holds a significant responsibility of caring for and supporting our local communities and the Victorian community at large.

Our biggest opportunities are created by the unique combination of our large size, the large and diverse community we care for, our broad scope of services, and the provision of community health services across an expansive geographic footprint in the south east of Victoria.

Together these allow us to undertake ground breaking research specific to our community's needs, provide treatment and care for people with complex health needs and high-risk conditions, ensure seamless transitions in people's continuum of healthcare, and support people to better manage their health and wellbeing in their own homes and communities.

These opportunities put Monash Health in a unique position to achieve value-adding impact on the communities we care for, improving their health outcomes today and into the future.







**Accountability
to ourselves, our
community and
our partners**



How we are measured by the Victorian Government

We are measured against the Victorian Health and Human Services Performance Monitoring Framework (PMF) for: high quality and safe care; strong governance, leadership and culture; timely access to care; and, effective financial management.

This framework includes accreditation against the National Safety and Quality Health Service (NSQHS) Standards, developed to improve the quality of health service provision in Australia.

In 2017 Monash Health achieved full, three-year accreditation against these standards and we work to ensure we maintain these standards every day. Monash Health is scheduled to be surveyed against the second addition of the NSQHS Standards in 2020.

How we measure ourselves

We continuously measure ourselves against a comprehensive set of indicators, drawing on the Victorian Government's Performance Monitoring Framework, the NSQHS Standards and consumer feedback.

Board and Executive level committees review monthly performance reports, including the Monash Health Clinical Governance Report for quality and safety. Indicators and targets are reviewed at least annually.

Clinical programs, units, and wards review monthly performance reports for quality and safety, experience, operations, workforce, and budget.

Individual clinicians and teams review the daily Monash Health dashboard for real time quality and safety, operations, and financials.



Bringing our intention to life







**The community,
our employees,
and our partners
aspire for Monash
Health to be
relentless in our
pursuit of excellence.**

Monash Health
www.monashhealth.org.au

Developing and pursuing our intention

Monash Health's strategic planning cycle, together with statewide planning and system design, ensures both the development and review of longer term planning to meet and exceed the health needs and expectations of Victorian and local communities. In the short term, we also monitor and manage progress against the specific actions that contribute to achieving our strategy.

This five-year strategic intent was developed with our genuine commitment to adding value for the community, our employees, and our partners.

As such, throughout the past months, we have listened to our community, our employees and our partners. We have sought to truly understand what matters most to them, and what they believe we should aspire to achieve.

We provided this opportunity to everyone in our community:

<p>18,000+ people who work at Monash Health</p> <p>given opportunity to engage in person, online, or participate in surveys</p>	<p>20+ professional groups</p> <p>attended profession-specific workshops</p>	<p>9 sites across Monash Health</p> <p>held workshops and forums</p>	<p>8 business support functions</p> <p>attended workshops</p>	<p>150+ consumer advisors</p> <p>invited to focus sessions and forums</p>
<p>650+ leaders</p> <p>from allied health, nursing, medical and business support attended workshops</p>	<p>20+ board & executive</p> <p>workshops and presentations</p>	<p>60+ community service partners</p> <p>invited to workshops and meetings</p>	<p>800+ volunteers</p> <p>invited to focus sessions and forums</p>	<p>80+ front line employees</p> <p>engaged in one-on-one interviews</p>
<p>1,790 inpatients</p> <p>received meal tray surveys</p>	<p>Public invitation</p> <p>to Open Board Meeting, community forums and surveys</p>	<p>Social media</p> <p>offered information, invitations and surveys on Facebook, Twitter, LinkedIn and the internet</p>	<p>30+ community clients</p> <p>engaged in one-on-one interviews</p>	<p>Focus: equity & inclusion</p> <p>gender, ageing, LGBTI, Aboriginal health, culture & language; socio-economic disadvantage; physical & intellectual disability; refugees & asylum seekers</p>

The community, our employees, and our partners aspire for Monash Health to be relentless in our pursuit of excellence. So this is our intention. And we are committed to bringing our intention to life.

We will hold ourselves accountable for delivering on our strategy and achieving this through the development of Monash Health's annual work plans. Our employees will develop their department and team plans that set out how they are going to work and what they are going to do to help deliver on Monash Health's work plan.

We will deliver on our strategy through the excellent work our employees do every day.

Acknowledgement of our Aboriginal community

In developing and pursuing our strategic intention, Monash Health acknowledges the Traditional Owners of this land, the Wurundjeri and Boonwurrung People, who are part of the Kulin Nation. We pay respect to their Elders past and present whose ancestral land it is upon which we provide care to the community.

monashhealth.org