Northern Health

Strategic Plan

2025-29

ACKNOWLEDGEMENT

Northern Health acknowledges the rich Aboriginal heritage of this country and acknowledges the Traditional Custodians of the lands on which our health services are built, the Wurundjeri Willum Clan and Taungurung People.

We acknowledge the waterways, the land, the sky and all who inhabit this place we call – Country.

We pay respect and acknowledge their ancestors and Elders, past, present and future, we recognise those who continue to protect and promote Aboriginal and Torres Strait Islander cultures.

Mandy Nicholson | Traditional Owner of the Wurundjeri, Dja Dja Wurrung and Ngurai Illam Wurrung, performed the smoking ceremony at the opening of the new Inpatient Psychiatric Unit at Northern Hospital.

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Message from the Board Chair and Chief Executive

We are proud to present Northern Health's Strategic Plan 2025-2029, which sets out the roadmap for creating a healthier future by working together, innovating and delivering great care.

This plan builds on the strengths of Northern Health – our commitment to our patients and to the delivery of safe and high-quality health care, the innovative approach of our leaders and staff, and our values of Safe, Kind and Together, which provide the touchstone for everything we do.

Despite the challenges facing the health sector, and the dynamic nature of the current environment, Northern Health continues to prioritise safety, sustainability, growth and innovation through the six directions set out in this Plan. This includes prioritising Aboriginal cultural safety, which is foundational to improving Aboriginal health and wellbeing.

Northern Health has been a leader in using digital technologies to expand the range of health care available to patients and in the comfort of their homes, such as the Victorian Virtual Emergency Department. Our plan continues Northern Health's commitment to developing innovative models of care to best support our community.

As the major health service for the Northern Growth Corridor, we are well positioned to realise opportunities for extending the care and support needed to meet growing demand. The voluntary amalgamation with Kilmore District Hospital in November 2023 provides a template for how we can build on our existing relationships and partnerships to keep people well and deliver the best possible care locally.

Our plan recognises the need to collaborate to deliver safe, efficient, effective and sustainable care in all our services, and to ensure a strong financial performance to enable the allocation of funds for capital, research and innovation.

It prioritises our commitment to the wellbeing of our valued workforce, so we can attract the workforce needed to deliver on our commitment to meet the needs of our diverse community. Our research will focus delivering excellent clinical care and our education will develop the next generation of clinicians and health care leaders.

In recognition of the current environment, the dynamic nature of health care, and to ensure our strategic directions remains aligned to government priorities, a mid-point review of the plan will be conducted in 2027.

Jennifer Williams AM
Board Chair

Debra Bourne
Chief Executive

Who we are

Northern Health is the leading health service provider for the large, diverse and dynamic Northern Growth Corridor, in Melbourne's north.

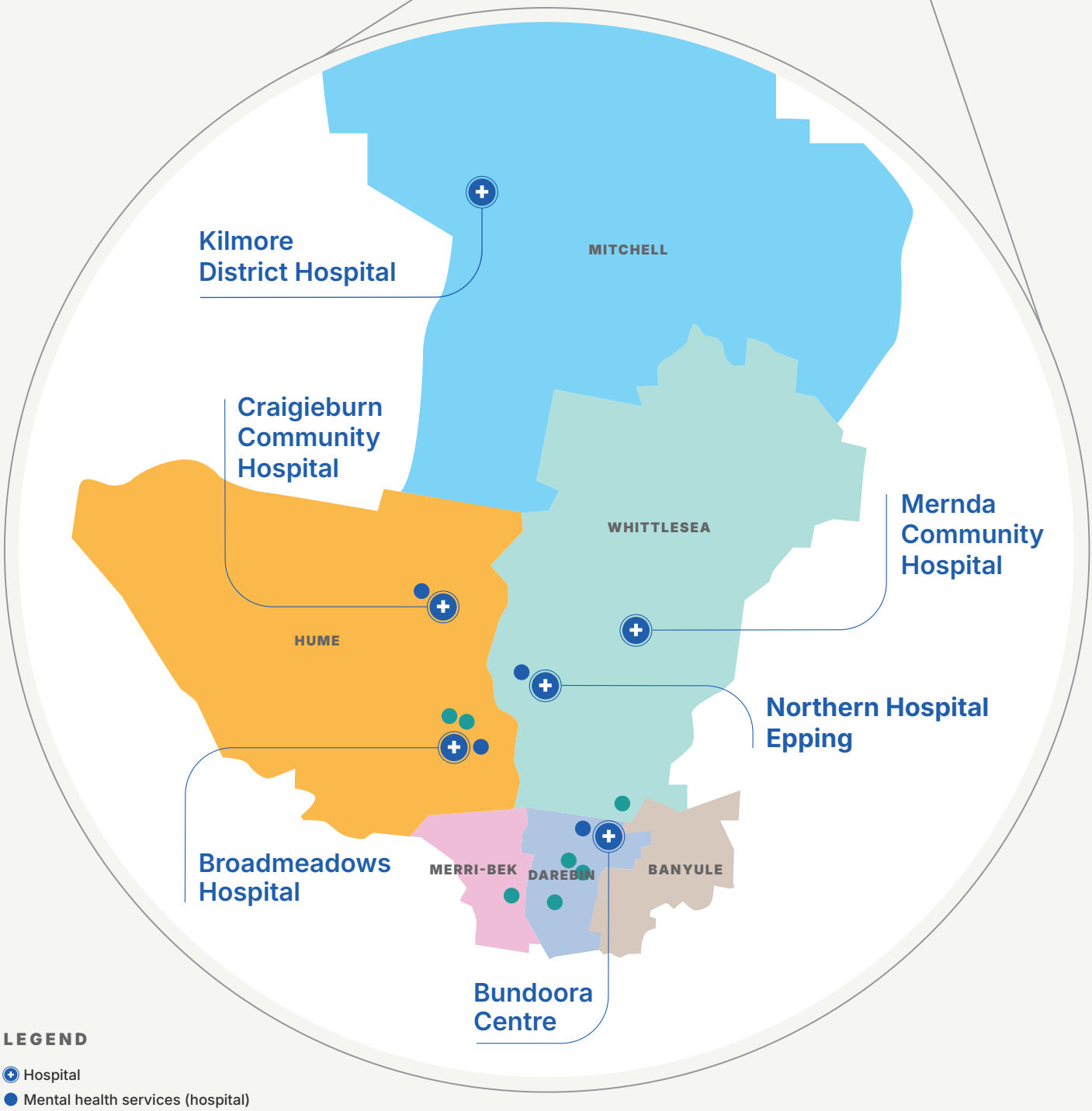
The people and communities we serve are diverse in culture, socio-economic status and health care needs. This community is made up of people from about 185 countries, speaking more than 100 different languages and following at least 90 different religions or beliefs.

Northern Health provides hospital, community, virtual and home-based services from Northern Hospital Epping, Broadmeadows Hospital, Kilmore District Hospital, Bundoora Centre and Craigieburn Centre. In 2025, we will complete construction of the future Mernda Community Hospital.

Map of Northern Health Services

The map below shows the location of Northern Health's hospitals serving the three local government areas — Hume, Mitchell and Whittlesea — that make up the Northern Growth Corridor.

In addition, Northern Health provides acute and community based mental health care for adults and older adults at services across Melbourne's northern and north west suburbs.



LEGEND

- Hospital
- Mental health services (hospital)
- Mental health services (community)

Our Vision

Creating a healthier future by working together, innovating and delivering great care.

Our vision conveys our aspiration to lead health care and innovation for our community, drawing on the commitment and contributions of all our staff.

Our Values

Our values are integral to the culture of care, team work and collaboration at Northern Health.

In this Strategic Plan, Northern Health re-commits to the values of **Safe, Kind** and **Together** in our approach to patient care, and to each other.

Safe

We provide safe, trusted care for our patients. We are inclusive and culturally safe, celebrating the diversity of our staff and community.

Kind

We treat everyone with kindness, respect and empathy. We provide patient-centred and compassionate care.

Together

We work together with our staff, patients, consumers and health system partners.

Our Strategic Directions

These six directions have been developed in response to strategic issues identified in consultations with key stakeholders.

The directions are focused on addressing priorities for safety, sustainability, growth and innovation. They reflect our best assessment of opportunities and challenges in our current and future environment.

These directions will guide Executive and Board decisions and priorities over coming years, provide clarity of purpose for teams across Northern Health and enable progress to be measured and assessed.

1 **Collaborate to deliver safe, efficient, effective and sustainable care in all our services**

2 **Demonstrate our commitment to the wellbeing of our valued workforce**

3 **Renew and strengthen our infrastructure, systems, tools and processes for financial sustainability and growth**

4 **Innovate to shape the future of health care in Victoria**

5 **Partner to keep people well and deliver the best possible care locally**

6 **Drive research and education to deliver excellent care and develop the next generation of clinicians and health care leaders**

1 Collaborate to deliver safe, efficient, effective and sustainable care in all our services

GOAL
Northern Health meets demand by strengthening efficiency while ensuring care is safe, effective and patient centred.

OBJECTIVE
Using High Reliability Organisation, Value Based Health Care and other evidence based and best practice frameworks, Northern Health will improve access and flow across our sites.

2 Demonstrate our commitment to the wellbeing of our valued workforce

GOAL
Northern Health's commitment to staff wellbeing supports and strengthens workforce engagement and trust in the organisation.

OBJECTIVE
Northern Health will deliver programs and services that support our staff, strengthen engagement, attract talent and maintain a workforce at full complement. Northern Health's commitment to our valued workforce will be seen and experienced by staff, building trust and attracting talent.

3 Renew and strengthen our infrastructure, systems, tools and processes for financial sustainability and growth

GOAL
Northern Health optimises efficiency and minimises waste across its operations, systems and processes.

OBJECTIVE
Maintain our performance against the state's funding model, reduce unwarranted clinical variation and enable the allocation of funds for capital, research and innovation.

4

Innovate to shape the future of health care in Victoria

GOAL

Northern Health continues to lead virtual health care in Victoria and uses digital innovation to improve health care for the community.

OBJECTIVE

Our models of care use digital capabilities, research, partnerships and innovation to measurably improve health outcomes for the community.

5

Partner to keep people well and deliver the best possible care locally

GOAL

Northern Health offers the community timely, convenient and consistent access to safe, quality care in the place or modality that best serves the patient.

OBJECTIVE

Our partnerships benefit our patients, through timely access to expert care, and our staff, through professional development and research opportunities. Our partnerships will strengthen Aboriginal cultural safety, helping to close the gap in Aboriginal health.

6

Drive research and education to deliver excellent care and develop the next generation of clinicians and health care leaders.

GOAL

Northern Health is a centre of excellence for research and education that is focused on improving clinical outcomes in our community.

OBJECTIVE

Our academic partnerships support research and innovation targeted to the health care needs of our community. Our education and training fosters a clinical culture that is always striving for excellence and to strengthen capacity in community-based clinicians.

Aboriginal Cultural Safety at Northern Health

At Northern Health, our team of Aboriginal Liaison Officers (ALO), and program of mandatory cultural safety training, are essential to closing the gap in Aboriginal health.

In our busy emergency department (ED), Electronic Medical Record alerts mean the ALO team can be quickly engaged when Aboriginal people present for care and support. Ahead of the development of a new ED in 2029, Northern Health is partnering with the Aboriginal community to address the challenges in the current space and create a more welcoming and comfortable environment.

This is one example of how we are aligning effort across the organisation under our Reconciliation Action Plan **www.nh.org.au/about-us/reconciliation-action-plan/**

Measuring our success

Our strategic plan provides a road map for the next five years, setting agreed directions over the long term for serving our community, consistent with our vision and values.

We will measure our success against the goals and objectives for each of the strategic directions, monitoring and evaluating our progress and achievements through an annual cycle of planning, implementation and performance reporting.

Our strategic plan includes a mid point review, to ensure our strategic directions are aligned with the Victorian Government's priorities for Northern Health.

Developing the Strategic Plan

Northern Health's Strategic Plan 2025-29 was developed through listening to the voices of our leaders, our valued workforce, our partners and the community.

This included engagement with local faith leaders, Northern Health's Aboriginal Advisory Committee and patients and consumers from culturally diverse communities. Their contributions have informed our directions and goals for coming years. Implementation of our Strategic Plan will be overseen by the Board and led by the Executive, ensuring Northern Health is managing the challenges of sustainability, innovation and growth based on our values **Safe, Kind and Together**.

Northern Health

Broadmeadows Hospital
35 Johnstone Street
Broadmeadows VIC 3047
T. (03) 8345 5000

Bundoora Centre
1231 Plenty Road
Bundoora VIC 3083
T. (03) 9495 3100

Craigieburn Centre
274-304 Craigieburn Road
Craigieburn VIC 3064
T. (03) 8338 3000

Kilmore District Hospital
1 Anderson St
Kilmore VIC 3764
T. (03) 5734 2000

Northern Hospital Epping
185 Cooper Street
Epping VIC 3076
T. (03) 8405 8000