Gateway Health’s Strategic Plan 2017-2020 sets out the future strategic vision, purpose and priorities for Gateway Health over the next three years, and provides a strong framework for the future development of services to meet the needs of the communities we serve. Underpinning this plan is a focus on enhancing our strong, resilient and enabling culture and being true to our values.

Gateway Health’s Strategic Plan 2017-2020 is built upon our Vision, Mission and Values.

**VISION:**

“People living well”

This simple, clear vision resonates strongly and is a powerful, unifying message for the organisation now and into the future.

**MISSION:**

“Gateway Health provides primary health care and support to all in our community and focuses on providing services to those with the highest risk of poor health.”

This mission embraces our care and concern for the health, safety and wellbeing of the most vulnerable in our community.

**VALUES:**

*We care.*
*We achieve.*
*We work together.*
*We learn.*
*We innovate.*

These five values reflect the way we interact with consumers, our approach to service delivery and how we look after each other. Gateway Health strives for an achievement culture that encourages innovation and initiative; we build and foster strengths-based programs that focus on support and recovery; and value our staff as our greatest asset.
KEY AREAS FOR ACTION

In establishing this three-year strategic plan, consultation surveys, interviews and workshops highlighted the following key areas for targeted action:

1. **PROVISION OF INDIVIDUALISED CLIENT DRIVEN SERVICES**
2. **ENHANCE AND NURTURE A STRONG, RESILIENT AND ENABLING CULTURE**
3. **DEVELOP SERVICES TO MEET COMMUNITY NEED**
4. **DEVELOP OUR WORKFORCE**
5. **BUILD GATEWAY HEALTH BRAND AND PRESENCE**

**STRATEGIC PLAN IMPLEMENTATION CYCLE**

Implementation of Gateway Health’s Strategic Plan is supported by three levels of planning:

- The Board of Directors sets strategic direction
- Executive develop the Strategic Plan - Operational Plan
- Program managers develop Annual Program Operating Plans

Progress reporting against these plans are provided quarterly:

- From teams to their Program Managers
- From Program Managers to executive
- From executive to the Board

A progress report is provided annually to the community through Gateway Health’s Annual Quality Account.

The plan identifies core actions and expected outcomes for achievement of strategic goals, and sets out responsibility for leading this work as follows:

<table>
<thead>
<tr>
<th>Champion:</th>
<th>Action Owner:</th>
<th>Governance Home:</th>
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<tbody>
<tr>
<td>The senior manager or executive member who will provide guidance, support and authorisation to the Action Owner, and take overall responsibility for achievement of the action.</td>
<td>The person who is operationally responsible for producing the work required</td>
<td>The governance committee that will monitor progress of the action plan and performance measures.</td>
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</tbody>
</table>
STRATEGIC PLAN IMPLEMENTATION CYCLE

STRATEGIC PLAN ADOPTED BY BOARD

ANNUAL REVIEW AND SUMMARY OF ACHIEVEMENTS

OPERATIONAL PLAN KPI'S COMMUNICATION PLAN AND BUDGET DEVELOPED BY EXECUTIVE

QUARTERLY PROGRESS REPORTING FROM: PROGRAMS> EXECUTIVE>BOARD

ANNUAL PROGRAM OPERATING PLANS / BUSINESS PLANS DEVELOPED
## OPERATIONAL PLAN

### STRATEGIC PRIORITY 1: FOSTER INDIVIDUALISED AND CLIENT DRIVEN SERVICES

<table>
<thead>
<tr>
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| **1.1** Support empowerment of informed and pro-active patients, clients and carers by:  
  - Adopting health literacy and self-management principles and practice.  
  - Actively engaging patients, clients and carers in goal directed care planning.  
  - Providing opportunities to participate in service design, co-design and evaluation. | • Patient, client and carer feedback indicates positive experience in participating in planning and decision making about their care.  
• Increased response rates and overall experience reported in the Community Health Victorian Health Experience Survey (VHES). | Champion: Executive  
Action Owner: Planning & Performance Governance  
Home: Community Engagement | ![Year 1 Q1-Q4](image1) ![Year 2 Q1-Q4](image2) ![Year 3](image3) |
| **1.2** Support patient, client and carer choices by clearly describing our products and services. | Information about Gateway Health services is easy to find, understand and use. | Champion: Executive  
Action Owner: Planning & Performance Governance  
Home: Community Engagement | ![Year 1 Q1-Q4](image1) ![Year 2 Q1-Q3](image2) ![Year 3](image3) |
<table>
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| **1.3** Develop and implement an Outcomes Framework across all services and programs to inform continuous improvement in client directed care. | • There is a defined suite of client outcome measures that are monitored.  
• Data sources and methodology for collection and analysis of these measure are defined.  
• Analysis of trends in outcome measures is used to inform service improvement.  
• Feedback on improvements made is provided to the community. | Champion: Executive  
Action Owner: Planning & Performance Governance Home: Quality of Care Committee | Q1 Q2 Q3 Q4 Year 2 Year 3 |
| **1.4** Better refine our models of care to reflect:  
• Client directed care.  
• Trauma informed practice.  
• Recovery focussed and strength based care.  
• Streamlined transitions of care.  
• No wrong door in access to services. | Each program area has a documented model of care.  
KPI’s are established to measure efficiencies gained in work practices. | Champion: General Managers  
Action Owner: Program Managers Governance Home: Quality Committee | Q1 Q2 Q3 Q4 Year 2 Year 3 |
| **1.5** Adapt Gateway Health systems to enable effective operation and safe quality care for all, including NDIS clients. | • There is a clearly defined service model and pathways for participants.  
• Participants are engaged and make a smooth transition to NDIS at Gateway Health.  
• Finance and activity reports are regularly monitored and analysed to improve performance. | Champion: General Managers  
Action Owner: Manager Community Inclusion Governance Home: Executive | Q1 Q2 Q3 Q4 Year 2 Year 3 |
# Strategic Priority 2:
Enhance and nurture a strong, resilient and enabling culture

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</table>
| 2.1     | Develop and implement a “Living the Values” program that recognises and builds on the strong and vibrant values based culture already in place. | • Individual staff reflect on how Gateway Health values are “lived” within their individual and team practice.  
  • Teams participate in reflection and conversation about behaviours that demonstrate Gateway Health values and “team non-negotiables”.  
  • Senior managers and executive reflect on, talk about and demonstrate Gateway Health values. | Champion: Chief Executive Officer  
Action Owner: General Managers  
Governance Home: Strategy & Panning | Year 1  
Q1 | Year 2  
Q2 | Year 3  
Q3 | Q4 |
| 2.2     | Nurture and foster an achievement culture that encourages research, professional development, innovation and learning. | Gateway Health staff are represented in research partnerships with universities; presentation at conferences; and submission of articles for publication. | Champion: Chief Executive Officer  
Action Owner: General Managers  
Governance Home: Strategy & Panning | Year 1  
Q1 | Year 2  
Q2 | Year 3  
Q3 | Q4 |
### STRATEGIC PRIORITY 3: DEVELOP SUSTAINABLE SERVICES TO MEET COMMUNITY NEED

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| **3.1**  Develop and implement a Service Plan for Gateway Health that considers:  
- Current services and potential for growth.  
- Unmet community need and opportunities to address them. | There is an agreed Service Plan for Gateway Health that is used to inform planning and decision making in regard to:  
Priorities for service growth  
- Strategic alliances and partnerships.  
- Facilities and infrastructure.  
- Workforce planning and development.  
- Use of tele-health.  
- Resource requirements.  
- Evaluation and continuous improvement. | **Champion:** Chief Executive Officer  
**Action Owner:** External Consultant  
**Governance Home:** Strategy & Planning | **Year 1**  
**Q1**  
- **Year 2**  
**Q3**  
- **Year 3**  
**Q4** |
| | The service plan is progressively implemented and evaluated, with at least two new or expanded services piloted and evaluated. | **Champion:** Chief Executive Officer  
**Action Owner:** General Managers  
**Governance Home:** Strategy & Planning | | |}

| **3.2**  Develop and implement a settings approach to Gateway Health’s vision of People Living Well. | Gateway Health:  
- Achieves and maintains Workplace Achievement program benchmarks.  
- Further develops its staff health and wellbeing program.  
- Contributes to local area planning and partnerships for healthier communities.  
- Supports health promoting workplaces across the region. | **Champion:** Chief Executive Officer  
**Action Owner:** General Managers  
**Governance Home:** Strategy & Planning | | |}

<p>| | A decision is made on whether or not the Work Health program will be further developed. | | | |</p>
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| 3.3     | Develop a financial sustainability plan focused on:  
• Ensuring viability and sustainability of services.  
• Diversifying income streams.  
• Ensuring re-investment of surplus towards self-funded service development priorities.  
• Strengthening system efficiencies and infrastructure. | The financial plan includes a description of the process and criteria for selection and evaluation of diversified income streams such as:  
• Rental income.  
• Medicare Benefits Scheme (MBS).  
• Fee for Service.  
• National Disability Insurance Scheme (NDIS).  
• Transport Accident Commission (TAC)/Workcover.  
• Department of Veterans Affairs (DVA).  
• Social enterprise e.g. re-kindle.  
• Fundraising & donations. | **Champion:** Chief Executive Officer  
**Action Owner:** External Consultant Chief Finance Officer  
**Governance Home:** Audit & Compliance | **Year 1** | **Year 2** | **Year 3** |
|         | Service models for three income streams are trialled and evaluated to determine those that will be continued and those that won’t. | | | Q1 | Q2 | Q3 | Q4 |
|         | A policy framework and methodology for re-investment of surplus is documented and is used to inform decision making. | | |   |   |   |   |
**STRATEGIC PRIORITY 4: DEVELOP OUR WORKFORCE**

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<tr>
<td><strong>4.1</strong> Design and implement a staff engagement program that supports organisational values.</td>
<td>Gateway Health acts on feedback provided by staff through Public Sector or other workforce surveys. An annual calendar of staff engagement activities is undertaken (e.g. “The Big Day In”, that builds a sense of cohesion between staff, programs and service sites.</td>
<td>Champion: Chief Executive Officer Action Owner: Executive Governance Home: Strategy &amp; Planning</td>
<td><strong>1</strong> <strong>2</strong> <strong>3</strong></td>
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<tr>
<td><strong>4.2</strong> Create a strategic workforce plan that positions Gateway Health to respond flexibly to changing patterns of workforce supply, career expectations and work settings.</td>
<td>There is a strategic workforce plan in place and evidence of achievement against the plan.</td>
<td>Champion: Chief Executive Officer &amp; Executive Action Owner: Manager Human Resources Governance Home: Strategy &amp; Planning</td>
<td><strong>1</strong> <strong>2</strong> <strong>3</strong></td>
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<tr>
<td><strong>4.3</strong> Implement a leadership development program that strengthens and supports individual and organisational growth.</td>
<td>There is a sense of cohesion across the senior management group that supports high performing teams and develops emerging leaders. Time and resources are allocated to support leadership development program planning, implementation and evaluation.</td>
<td>Champion: Chief Executive Officer &amp; Executive Action Owner: Manager Human Resources Governance Home: Strategy &amp; Planning</td>
<td><strong>1</strong> <strong>2</strong> <strong>3</strong> <strong>4</strong></td>
</tr>
<tr>
<td><strong>4.4</strong> Develop a suite of Workforce Metrics that is regularly monitored and analysed to inform improvement.</td>
<td>Workforce metrics are analysed and used to inform design of:  - Professional development programs.  - Recruitment and retention priorities and strategies.  - Workforce health and wellbeing programs.  - Human resource management practices.</td>
<td>Champion: Chief Executive Officer Action Owner: Manager Human Resources Governance Home: Strategy &amp; Planning</td>
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### STRATEGIC PRIORITY 5:
**BUILD GATEWAY HEALTH BRAND LOYALTY AND PRESENCE**

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| **5.1** | Develop a marketing plan including:  
- A social media plan.  
- A quarantined marketing budget.  
- Education and capacity building in marketing techniques.  
- Internal staff communication.  
  | - There is a marketing plan for Gateway Health and the organisation has skills and capability to deliver that plan.  
- Responsibility for coordination of marketing initiatives is clearly defined.  
- Return on marketing investment is evaluated to inform continuous improvement.  
- Internal communication supports shared understanding and connections between programs and across campuses; our staff are our best marketing agents.  
  | Champion:  
  - Chief Executive Officer  
  - Action Owner: External Consultant Public Relations  
  - Governance Home: Community Engagement  
  | Year 1: Q4, Year 2: Q1, Year 3: Q4 |
| **5.2** | Develop and implement an effective Community Engagement Plan based on equity principles that considers the needs and experiences of the diverse communities served by Gateway Health.  
  | - A Community Engagement Plan is in place and there is evidence of achievement against the plan.  
- The plan demonstrates equity principles and includes Gateway Health’s diversity, cultural competence and inclusion platforms.  
  | Champion:  
  - Chief Executive Officer  
  - Action Owner: General Manager Client Services  
  - Governance Home: Community Engagement  
  | Year 1: Q4, Year 2: Q1, Year 3: Q4 |
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