

Dianella Strategic Plan 2016-2020

Health and Wellness
for all in our Community



Dianella Health



Message from the CEO and Board Chair

Improved health and wellness for all in our community is our commitment.

Over the four years covered by the Strategic Plan 2016-2020 the demand for services will rapidly grow. Simultaneously, competition within the health sector will increase and the landscape of healthcare service provision will dramatically change with the advent of the National Disability Insurance Scheme (NDIS) and individually-held healthcare funding.

Our significant experience and expertise as a leading healthcare provider has enabled us to identify and plan for the growing demands of our region. We believe the strategies and goals set out in this document will see Dianella well placed to address those critical needs.

The objectives of the Strategic Plan 2016-2020 are for Dianella to:

- Review current programs to determine future suitability
 - Develop new programs to align with individualised held funding
 - Develop and implement options to ensure a viable Medical Practice
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- Identify and develop key partnerships to be successful in major tenders
 - Actively identify merger opportunities
 - Upgrade the effectiveness and efficiency of systems
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- Develop and embed organisational behaviours
 - Develop a framework to support and embed innovation
 - Celebrate and promote our stories
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- Analyse growth corridor opportunities
 - Respond to growth corridor opportunities
 - Actively engage with clients and community



At left, Ms Margaret Douglas, President and Chair of the Board, and above, Dr Neil Cowen, CEO.

Mission and values

Our mission

Our mission is health and wellness for all in our community

Our values

Our values are respect, excellence, professionalism, integrity and compassion and these underpin everything we do

Dianella Health delivers quality health services across Melbourne's north-western suburbs.

The Dianella GP Super Clinic in Broadmeadows offers bulk billing, extended hours 7 days a week, and same-day appointments.

Dianella is a whole of community health care provider.

www.dianella.org.au



Key Strategies

Strategy 1: Review and develop programs to align with client directed care

1.1 Review current programs to determine future suitability

Actions:

- Develop review criteria (i.e. meet eligibility criteria in reformed environment, reach funding potential, achieve goals, reputation, ethical issues, benchmarking)
- Map existing programs against criteria
- Develop recommendations for keeping as is, expanding with improvements, or closing
- Identify criteria required for Board and Executive Team approvals

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Start date: October 2016

Completion: June 2017

Success measures: New programs aligned with client directed care

1.2 Develop new programs to align with individualised held funding

Actions:

- Using a gap analysis, develop business case for programs to fill the agreed gaps
- Present business case to Board for approval

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Start date: June 2016

Completion: December 2016

Success measures: New programs aligned with client directed care

1.3 Develop and implement options to ensure a viable Medical Practice

Actions:

- Create a long term plan to develop a more viable Medical Practice; including opportunities for contracting out services
- Present to Board for approval by August 2016

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Start date: June 2016

Completion: June 2018

Success measures: Medical practice is sustainable



Key Strategies

Strategy 2: Significantly grow our service

2.1 Identify and develop key partnerships to be successful in major tenders

Actions:

- Identify and establish strategic relationships with key partners to facilitate success in major tenders
- Identify key tenders
- Ensure this is an ongoing process
- Develop 6-month reporting process to Board
- Agree what is a major tender

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Start date: June 2016

Completion: June 2020

Success measures: At least one successful major tender per year and turnover of \$36 million

2.2 Actively identify merger opportunities

Actions:

- Develop criteria for analysis of merger opportunities
- Actively search out potential mergers
- Develop processes to manage mergers

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State date: January 2017

Completion: June 2018

Success measures: At least two potential merger opportunities are identified and analysed. Turnover of \$25 million

2.3 Upgrade the effectiveness and efficiency of systems

Actions:

- Identify the systems changes (i.e. IT, finance, HR, client service, communications, etc.) required to support the enactment of the new strategic plan
- Develop staged plans for implementation

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Start date: May 2016

Completion: March 2017

Success measures: Changes successfully implemented



Key Strategies

Strategy 3: Ensure culture supports the new health environment

3.1 Develop and embed organisational behaviours

Actions:

- Develop client directed care protocols
- Simultaneously identify and embed behaviours and values that reflect Dianella's commitment to wellness, fully engage staff, innovative thinking, etc.
- Develop pre- and post-surveys to measure changes in perception and culture
- Develop process for client feedback to assist in identifying culturally relevant measures of wellness and changes in same
- Agree the definitions of significant improvement

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Start date: May 2016

Completion: May 2017

Success measures: Client feedback supports significant improvement

3.2 Develop a framework to support and embed innovation

Action:

- Develop a framework and processes to embed innovative thinking and organisational support for new approaches

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Start date: February 2017

Completion: August 2018

Success measures: All approved innovative ideas are implemented

3.3 Celebrate and promote our stories

Actions:

- Develop mechanisms to identify and gather relevant stories that support vision and values
- Promote the stories to relevant people and organisations
- Ensure these are responsive to the needs of participants and community, contributing to evidence based practice
- Develop relevant activity measures and the reach of stories

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Start date: November 2016

Completion: December 2017

Success measures: Achieve at least 80% of agreed activity measures and desired reach



Key Strategies

Strategy 4: Influence health and wellness policy

4.1 Analyse northern growth corridor gaps and opportunities

Actions:

- ✓ Estimate the extent of the growth corridor
- ✓ Map against the potential needs of the population change
- ✓ Seek Department of Health & Human Services (DHHS) and City of Hume input and consensus
- ✓ Engage with Department of Water, Land and Planning (DWLP)

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Start date: May 2016

Completion: February 2017

Success measures: Board approves report for presentation to government

4.2 Respond to northern growth corridor opportunities

Actions:

- ✓ Develop service options to adequately respond to identified future northern growth corridor population needs
- ✓ Engage with Government departments

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Start date: March 2016

Completion: March 2020

Success measures: Board approves at least one service option for implementation. Growth corridor a significant contributor to turnover of \$36 million within 4 years. New service sites located in the growth corridor

4.3 Actively engage with clients and community

Actions:

- ✓ Identify gaps in participant and community engagement
- ✓ Develop processes to address these gaps
- ✓ Work closely with Community Engagement Committee
- ✓ Develop plan by December 2017
- ✓ Identify growth targets for increased client base
- ✓ Engage with political leaders and opinion makers

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Start date: July 2017

Completion: June 2019

Success measures: At least 75% of agreed success measures from plan are achieved



What's in a name?

*A new direction for our organisation is marked by a change to our name. From June 2016 we will be known publicly as **Dianella Health**, although our legal company name remains *Dianella Community Health*.*

Research showed us people were confused by the word "Community" in our name, and whether our services are available to absolutely everyone. This change eliminates that confusion. We are committed to providing quality healthcare to every person who needs it in our region.

Familiar brand

Therefore, our logo is now Dianella Health. The Dianella name is well known and respected locally.

Our commitment

We commit to improving health and wellness for all in our community. **Wellness for all** is our goal for the community of north-west Melbourne.

The Dianella story

Dianella Health has a long history of providing high quality healthcare services to local people.

Named after and branded with the distinctive blue and yellow colours of the Dianella plant indigenous to Melbourne's north-west, Dianella came from humble beginnings stretching back nearly 40 years when one doctor and one nurse operated from a portable building in a Broadmeadows paddock.

Today we have sites in Broadmeadows, Roxburgh Park, Craigieburn and Meadow Heights. In 2014-2015, Dianella delivered medical, dental and allied health services to nearly 62,000 local people. Over 200 people are employed at Dianella and, in 2014-2015, more than 100 volunteers provided over 21,500 hours of service to Dianella and our local programs.

Dianella Health is proud to serve local people throughout Melbourne's north-west.



Dianella Health



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