

# Alfred Health Strategic Plan 2021-23

**Advancing excellence  
in healthcare**

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***Our strategic plan is ambitious.  
Focussed on advancing excellence  
in healthcare for the benefit of  
all Victorians it will be achieved  
through a close collaboration with  
staff, partners and government.***

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# Advancing excellence in healthcare

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## *Message from the Board Chair and Chief Executive*

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**Michael Gorton AM**  
Board Chair



**Prof Andrew Way AM**  
Chief Executive

We are delighted to present Alfred Health's 2021-23 Strategic Plan.

It is ambitious. Focussed on advancing excellence in healthcare for the benefit of all Victorians, our plan will be achieved through close collaboration with staff, partners and government.

Alfred Health continues to gain recognition for our achievements. This reflects our staff and their dedication to outstanding performance while leading the way in advancing innovative care. They are to be congratulated and thanked for their enduring commitment to ensuring the safety and wellbeing of our patients and community, even in the most challenging times.

Without a doubt, COVID-19 has been a major influence. This is a three-year, rather than a five-year plan, reflecting the need to respond and adapt to a health landscape that continues to evolve through and after the pandemic.

Another key influence has been the involvement of consumers, staff and partners in developing this plan, bringing stronger ideas of shared decision-making, personalised medicine and co-design.

This plan articulates a clear and measurable framework for advancing healthcare excellence with clearly specified goals and outcomes.

Of particular significance are our three Flagship Projects; the main drivers for transformational change.

1. *Redeveloping The Alfred*  
focusses on the most significant capital investment project that the health service has seen at The Alfred. Developing a facility that provides world-class critical care, will support our 15 state-wide services and future-proof healthcare for the Victorian community.
2. *Caring Beyond the Walls*  
is about providing excellent and integrated care in more personal and connected environments including people's homes and communities. To do so requires smart technology providing real-time data and information, a talented workforce able to provide the best care in various settings, and partnerships with primary care and community health providers.
3. *Alfred Health Wellbeing*  
supports our staff to feel safe and supported so they can thrive in their roles and be the drivers of excellence in care. An important element to this project is the recovery of our staff post the pandemic, managing their experiences of change and fatigue.

The plan also recognises that in 2021 we will start a year of celebration, honouring the critical role The Alfred has played over the past 150 years in the life of Melbourne and the broader Victorian community, always with a commitment of caring for people with the most complex needs.

The Victorian and Federal Governments play vital roles in helping us deliver excellence in care today and tomorrow. We thank them for their continued support.

Our plan is supported by the Minister for Health, our Board, Executive and staff; as well as Victoria's Department of Health.

#### Statement of intent

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***Our ambitious plan focusses on the advancement of excellence in health care to benefit all Victorians.***

# ***Across our diverse organisation, we value and respect life from beginning to end.***

*We provide treatment, care and compassion to the people of Melbourne and Victoria. Our research and education programs advance the science of medicine and health and contribute to innovations in treatment and care. Through partnerships, we build our knowledge and share it with the world.*

#### Our purpose

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***To improve the lives of our patients and their families, our communities and humanity.***

#### Our beliefs

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*Patients are the reason we are here – they are the focus of what we do.*

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*How we do things is as important as what we do.*

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*Respect, support and compassion go hand in hand with knowledge, skills and wisdom. Safety and care of patients and staff are fundamental.*

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*Excellence is the measure we work to everyday. Through research and education, we set new standards for tomorrow.*

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*We work together. We all play vital roles in a team that achieves extraordinary results.*

*We share ideas and demonstrate behaviours that inspire others to follow.*

## Our flagship projects to transform our service



*The St Kilda Wing and new Inpatient Tower will be the most significant hospital infrastructure development in Victoria's history.*



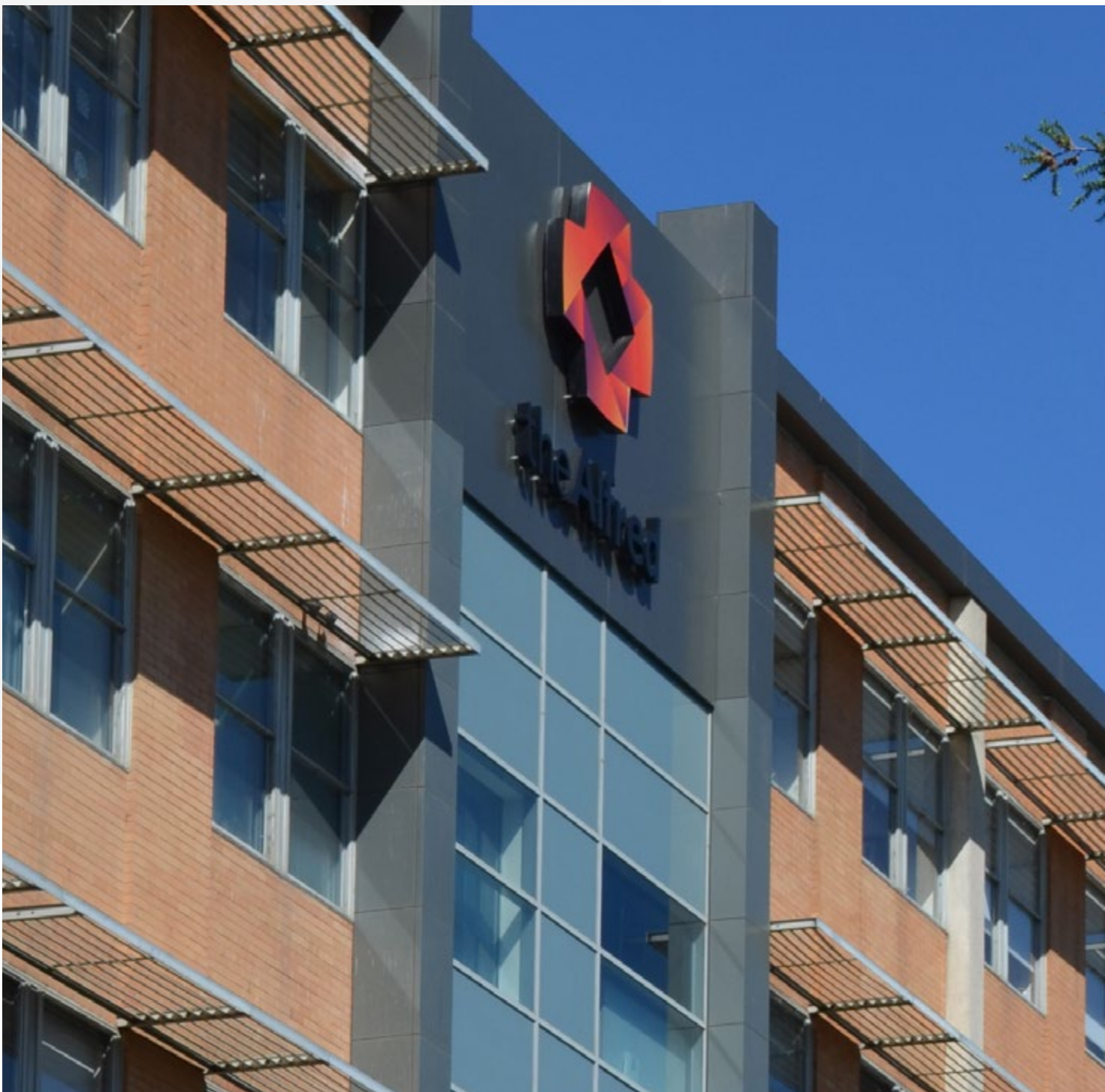
*The 'Caring Beyond the Walls' flagship encompasses evolving models that deliver innovative and integrated care beyond our hospital walls.*



*The Alfred Health Wellbeing flagship project builds and strengthens our workplace culture so staff feel safe and supported, are able to thrive in their roles and enjoy working with their colleagues at Alfred Health.*



***Designed to maximise our capabilities as a leading health service, our flagship projects are transformational. They pursue excellence, commit investment in innovative models of care and world-class facilities, while supporting the wellbeing of our staff.***



# Redeveloping The Alfred

## **The St Kilda Wing and new Inpatient Tower will be the most significant hospital infrastructure development in Victoria's history.**

The St Kilda Wing will provide a world-class facility that is fit for purpose for critical and essential services - intensive care, emergency surgery and mental health. This redevelopment will enable The Alfred to continue to serve the people of Victoria as an exemplary, world-leading public hospital.

Not only will the St Kilda Wing provide a safe and integrated, therapeutic mental health service that will respond to clients and families in a time of crisis, it will establish new and expanded intensive care facilities to care for the most unwell patients with the most complex conditions in Victoria.

This proposed redevelopment will support The Alfred's role as a major trauma, burns and transplant centre for Victoria, with an expanded state-of-the-art operating suite and pathology facilities, enabling Alfred Health to continue to drive innovative and cutting-edge practices to improve the lives of all Victorians.

The Inpatient Tower will enable us to improve our patients and staff experience by upgrading the safety and conditions of wards and workspaces with new and expanded inpatient facilities, purpose built to contemporary care standards.

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*"The proposed St Kilda Wing and Inpatient Tower developments will provide the essential facilities for The Alfred to continue its role as the care provider for the most complex patients in Victoria, including major trauma, transplants and psychiatric intensive care."*

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# Caring Beyond the Walls

**The 'Caring Beyond the Walls' flagship project encompasses our evolving models of care to deliver innovative and integrated care beyond our hospital walls.**

We will broaden our model of care across acute, sub-acute and ambulatory streams to provide care in more personalised and connected environments, including the patient's home.

Extending our care delivery beyond traditional hospital facilities will leverage the learnings and experience we have gained through the COVID-19 global pandemic, embracing the acceleration of technology and digital health.

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*"Providing care in homes will improve the lives for all Victorians, through the strength in our collaborations with primary care, community services, and social care services resulting in more personalised and connected care."*

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Building on our success in delivering an electronic medical record, this transformation will maximise our capabilities in implementing a system-wide clinical information system that enables real-time data capture, enabling more personalised and connected patient experience; improving lives for all Victorians.



**Excellence in action**

Registered nurse Marisa Hyde is part of the team delivering high quality care in a home environment to patients such as Richard Sheppard.

# Alfred Health Wellbeing

## **Our people are the foundation in delivering Alfred Health's beliefs.**

We recognise that our staff underpin our success as leaders in health, as well as our broader mission to improve the lives of our patients, community and humanity. We will build and strengthen our workplace culture so staff feel safe and supported, able to thrive in their roles and enjoy working with their colleagues at Alfred Health.

We will create a shared organisational vision and commitment to positive health and wellbeing where everyone in the workplace feels safe from harm, comfortable to speak openly, and empowered to reach their full potential. Important in this work is including all staff and treating them with dignity and respect. A key emphasis will be supporting our staff's recovery and proactively managing the impacts of change, fatigue and isolation as a consequence of the COVID-19 global pandemic.

Our foundation is a healthy environment that supports our valued staff through initiatives in mental, physical and emotional wellbeing. We are strengthening our positive, productive and collaborative workplace culture to maximise the full potential of individuals, teams, leaders and organisation. This will be achieved by focusing on developing trusted leaders, informed and capable staff, trusted systems and enabling staff to feel heard, valued and empowered.

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*"Through committed leadership we will cultivate a positive, productive and collaborative workplace culture to maximise the full potential of our staff, teams and organisation."*

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## People powered

Our people are the heart of Alfred Health, and they deserve a workplace that supports, recognises and protects them.

**Health with heart**

Building a positive and productive workplace culture for our people

**AlfredHealth**



**Health with heart**

## People with heart

The work you do requires heart — the respect, compassion, and dedication that comes with supporting a community when they're most in need.

**AlfredHealth**

### Excellence in action

## Health with heart

Health with Heart is an initiative aimed at building a positive and productive workplace culture for Alfred Health staff.

Backed by resources and initiatives to support staff safety and wellbeing, Health with Heart's mission is to make Alfred Health a better place to work.

Ensuring our people feel safe and are recognised for their hard work will be continue to be the a key priority in this project.

## Strategic goals and objectives

*To advance excellence in the provision of high-quality care, Alfred Health has established seven strategic goals.*

Our goals have the potential to make a positive difference to our patients, communities and staff, and will drive our agenda for transformed service delivery.

Initiatives linked to our strategic objectives will evolve and strengthen our capacity and capability.

As a leading healthcare provider, Alfred Health's successes will contribute to system-wide improvements, extending beyond our immediate catchment population, to improve the lives of all Victorians.

### Strategic Goal 1



**PROVIDE HIGH-QUALITY  
PATIENT-CENTRED CARE**

### Strategic Goal 5

**LEAD EXCELLENT, INNOVATIVE  
AND COLLABORATIVE HEALTH  
RESEARCH**



### Strategic Goal 2



**LEAD INNOVATIVE SPECIALIST  
CARE NATIONALLY AND  
INTERNATIONALLY**

### Strategic Goal 6

**PROVIDE A MODERN HEALTHCARE  
ENVIRONMENT THROUGH  
INNOVATIONS IN SYSTEM DESIGN  
AND TECHNOLOGY**



### Strategic Goal 3



**IMPROVE THE MENTAL AND  
PHYSICAL HEALTH AND  
WELLBEING OF OUR DIVERSE  
COMMUNITY**

### Strategic Goal 7

**MANAGE OUR RESOURCES AND  
ENVIRONMENT SUSTAINABLY**



### Strategic Goal 4



**PROVIDE A HEALTHY, RESPECTFUL  
AND SAFE WORKPLACE, AND  
A SKILLED, ADAPTIVE AND  
COMPASSIONATE WORKFORCE**



# SEVEN GOALS AND 49 OBJECTIVES TO ACHIEVE THE NEW STRATEGIC PLAN

Excellence in action

Clinical Nurse Consultant Daniela Karanfilovska played an essential role in our Infection Prevention team during the pandemic.

A close-up portrait of Daniela Karanfilovska, a woman with long brown hair, smiling. She is wearing a blue and white patterned top. A name tag is visible on her chest.

AlfredHealth  
Daniela  
Infection Prevention Nurse



## Strategic Goal 1

# PROVIDE HIGH-QUALITY PATIENT-CENTRED CARE



### Objectives

1. Champion equitable and timely access to safe, inclusive, culturally sensitive and compassionate care.
2. Improve patient experience by enhancing shared decision-making and communication between care teams, patients and families.
3. Increase the health literacy of our patients to support empowerment in managing their own health.
4. Partner with our consumers for the evaluation of care, enhancing co-design and collaboration for improved patient health outcomes.
5. Reduce variation in clinical care, to ensure consistent and contemporary best-practice models are in place.
6. Advance the integration of services and improve connectivity between the patient, Alfred Health and other service providers.
7. Demonstrate excellence in the National Safety and Quality Health Service Standards, maintaining full Accreditation across all sites.

### Outcomes of our success

- › Improved patient experience year on year
- › Avoidable harm is prevented
- › Patients and carers are engaged in managing their health - Increased utilisation of Patient Portal
- › Successfully established new and expanded Home Acute and Community program

### Excellence in action

Abdullah is among many patients who are now offered care and treatment from the comfort of their home.



*Strategic Goal 2*

## LEAD INNOVATIVE SPECIALIST CARE NATIONALLY AND INTERNATIONALLY



### Objectives

1. Leverage the strength of our collaborative partnerships to extend our reach, improving access to our specialist services across Victoria.
2. Continue to develop our services to deliver leading specialist care for the most vulnerable, at-risk and critically ill populations in Victoria.
3. Lead the implementation of advancing technologies in early detection, diagnosis and monitoring to support clinical decision-making and improve health outcomes.
4. Optimise our enterprise-wide clinical information system (Electronic Medical Record) to establish leading performance benchmarked against national and international providers.
5. Invest and transform our mental and addiction health services, to lead innovative service delivery in Victoria.
6. Sustain and embed effective service configuration that arose due to the COVID-19 pandemic.

### Outcomes of our success

- › Effective collaborative partnerships that build capacity and capability in clinical services, education, training and research
- › Growth in our Alfred Programs (Cancer, Brain, Heart & Lung, Medical Specialties)
- › Growth in Alfred Mental and Addiction Health, expanded in line with Mental Health Royal Commission
- › New service reforms aligned with state wide health system-Specialist Clinics/Outpatients reconfiguration

### Excellence in action

Our dedicated cardiology team are among the leading specialist services offered at The Alfred.



### Strategic Goal 3

## IMPROVE THE MENTAL AND PHYSICAL HEALTH AND WELLBEING OF OUR DIVERSE COMMUNITY



#### Objectives

1. Provide culturally safe initiatives that improve access for our First Nations peoples.
2. Provide equitable access to culturally appropriate healthcare for our diverse and vulnerable community.
3. Address the secondary effects of the coronavirus pandemic and support the mental and physical recovery of our community.
4. Plan for the expanded Alfred Health community of Fishermans Bend to provide access to primary, community and day hospital services.
5. Implement Primary Care and Population Health Strategy 2018-2023 with our community stakeholders to promote preventative health and address population health priorities:
  - › Reducing harm from tobacco
  - › Healthy living
  - › Reducing harm from alcohol
  - › Improving mental health
  - › Vaccinations and prevention of blood-borne viruses
6. Improve mental health and reduce the risk of suicide.
7. Reduce harm from family violence through a connected and coordinated service response for families and children.
8. Build capability in the health workforce and improve processes to meet people with disabilities healthcare needs.

#### Outcomes of our success

- › Improved health outcomes for people in our community
- › Improved health outcomes for at-risk populations
- › Improved access to mental health, and alcohol and other drug services through our South-Eastern Melbourne Regional Plan

#### Excellence in action

The health and wellbeing of patients from all backgrounds – including paediatric lung transplant patient Thuong Mai – are the priority for the health service.



## Strategic Goal 4

# PROVIDE A HEALTHY, RESPECTFUL AND SAFE WORKPLACE, AND A SKILLED, ADAPTIVE AND COMPASSIONATE WORKFORCE



## Objectives

1. Enhance our positive workplace through a culture of respect, enquiry and shared decision-making.
2. Build a compassionate and inclusive workforce that reflects the diversity of our community.
3. Provide a workplace where the safety, resilience, and wellbeing of our workforce is a priority.
4. Deliver a contemporary workforce strategy to attract, develop and retain emerging and accomplished healthcare leaders and professionals.
5. Redesign and transform our ways of working to best support our teams in response to changing environments and healthcare delivery models.
6. Strengthen our positive, productive and collaborative workplace to maximise the full potential of our leaders, teams and organisation.
7. Deliver programs and training to support our people as members of high-performing healthcare teams.

## Outcomes of our success

- › Alfred Health is an employer of choice with leading recruitment and retention rates
- › Alfred Health staff are engaged and thriving to reach their potential as demonstrated in improved People Matter Survey Results / improved consumer experience
- › Our people are safe from harm
- › Our teams are responsive to change and adaptive to new workforce models

## Excellence in action

Registered nurses Gabby and Gemma are part of the team working the newly developed and fit for purpose trauma ward on 5 West The Alfred.



## Strategic Goal 5

# LEAD EXCELLENT, INNOVATIVE AND COLLABORATIVE HEALTH RESEARCH



### Objectives

1. Build on demonstrated excellence in the translation of research into best-practice, as a nationally and internationally recognised Academic Health Science Centre.
2. Collaborate with our academic and research partners within the Alfred Research Alliance to:
  - › mentor beginner researchers
  - › advance healthcare knowledge and expertise
  - › extend our shared knowledge base
3. Extend our research activities to increase access to clinical trials and clinical excellence for all Victorians.
4. Develop partnerships to enhance data sharing and drive innovation and improvements in care.
5. Promote Alfred Health's research outcomes to elevate our reputation in research excellence and broaden our impact.
6. Provide modern, interactive education and working spaces, focussing on collaboration and technology to promote skill development, innovation and learning.

### Outcomes of our success

- › Alfred Health's research capability is recognised nationally and internationally: increased grant funding and clinical trials
- › Alfred Health's consumers inform our research and innovation activities
- › Alfred Health continues to develop emerging research and academic leaders: increased number of beginner researchers
- › Increased clinical trials participation through regional partnerships
- › The Betty and John Laidlaw AO Innovation and Education Hub is sought after for innovation and transformation training and education

### Excellence in action

A/Prof Victoria Mar is the Director of the Victorian Melanoma Service at The Alfred and a force in melanoma research.





## Strategic Goal 6

## PROVIDE A MODERN HEALTHCARE ENVIRONMENT THROUGH INNOVATIONS IN SYSTEM DESIGN AND TECHNOLOGY



### Objectives

1. Provide integrated and digitally enabled systems to connect patients, providers and services effectively.
2. Enhance cyber security to ensure data privacy for operational resilience and business continuity.
3. Redevelop aged infrastructure through the strength of our relationships with Government, commercial and philanthropic partners.
4. Provide flexible and digitised workplace environments for improved care delivery that ensures operational efficiency and productivity.
5. Innovate in new models of design, space and construction to:
  - › Redevelop our critical care and trauma precinct
  - › Redevelop our mental health facilities
  - › Build the centre of excellence in Melanoma care, translating research into practice
6. Improve delivery of our Caulfield specialised care services, in modern and contemporary settings.
7. Redevelop ambulatory care facilities at Sandringham to improve patient and staff experience.

### Outcomes of our success

- › Reduction in cyber penetration.
- › Increased alternative funding to support Innovation and capital projects.
- › Build/redevelop and commission new facilities
  - Planning funded and underway for new St Kilda Wing and Inpatient Tower
  - Construction of new Victorian Melanoma Centre
  - Redeveloped Sandringham Outpatients/ambulatory care facilities
  - Improved and safer ward accommodation through Main Ward Block upgrade

### Excellence in action

The microbiology team, including Joshua Birnie, played a leading role during the COVID-19 pandemic.



## Strategic Goal 7

# MANAGE OUR RESOURCES AND ENVIRONMENT SUSTAINABLY



## Objectives

1. Reduce greenhouse gas emissions to contribute to Victorian Government's policy - Net Zero Carbon by 2050.
2. Increase environmental citizenship to empower our staff to create an environmentally sustainable workplace.
3. Implement effective tools and systems to improve financial and asset management.
4. Drive improved clinical and corporate decision-making through enhancements in data systems and warehousing.
5. Implement cost improvement strategies to improve productivity.
6. Identify and actively pursue new funding and revenue sources to enable the organisational growth and sustainability.
7. Implement shared service delivery models across South East Melbourne health services to ensure system sustainability.
8. Enhance our critical resilience in light of global pandemic learnings to ensure business continuity.

## Outcomes of our success

- › Reduction in gas emissions
- › Implementing or Environmental Sustainability Strategy
- › Increased funding from alternative sources
- › Meet performance in activity and financial targets

## Excellence in action

Jason and Nick joined Sandringham Hospital's War on Waste, which included co-locating bins for easy segregation of waste at the point of disposal. They took a key role in educating staff about responsible waste disposal practices.





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*Our strategic goals have the potential to make positive differences to our patients, communities and staff, and will drive our agenda for transformed service delivery.*

## Measuring our performance

### Accreditation

Maintain our accreditation status by the Australian Council on Healthcare Standards against the National Safety and Quality Health Service Standards (NHQHS Standards) and deliver excellence in care that our patients and community expect.

### Victorian health services Performance Management Framework

Exceeding the expected performance level to deliver safe, high quality, accessible and sustainable healthcare for our patients and community. Our objective is to achieve or exceed benchmark performance against all the indicators and targets:

- › High Quality and safe care – Positive patient experience, Zero harm and best practice.
- › Strong governance, leadership and workplace culture – Safe and engaged workforce, Board and leadership capability and effective risk management
- › Timely access to care: reduced waiting, equitable access and optimal recovery
- › Effective financial management: appropriate use of resources, cash availability and appropriate settings and equipment.

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*We will continue to drive our excellence in care through internal and external performance measures to deliver on our purpose.*



Excellence in action

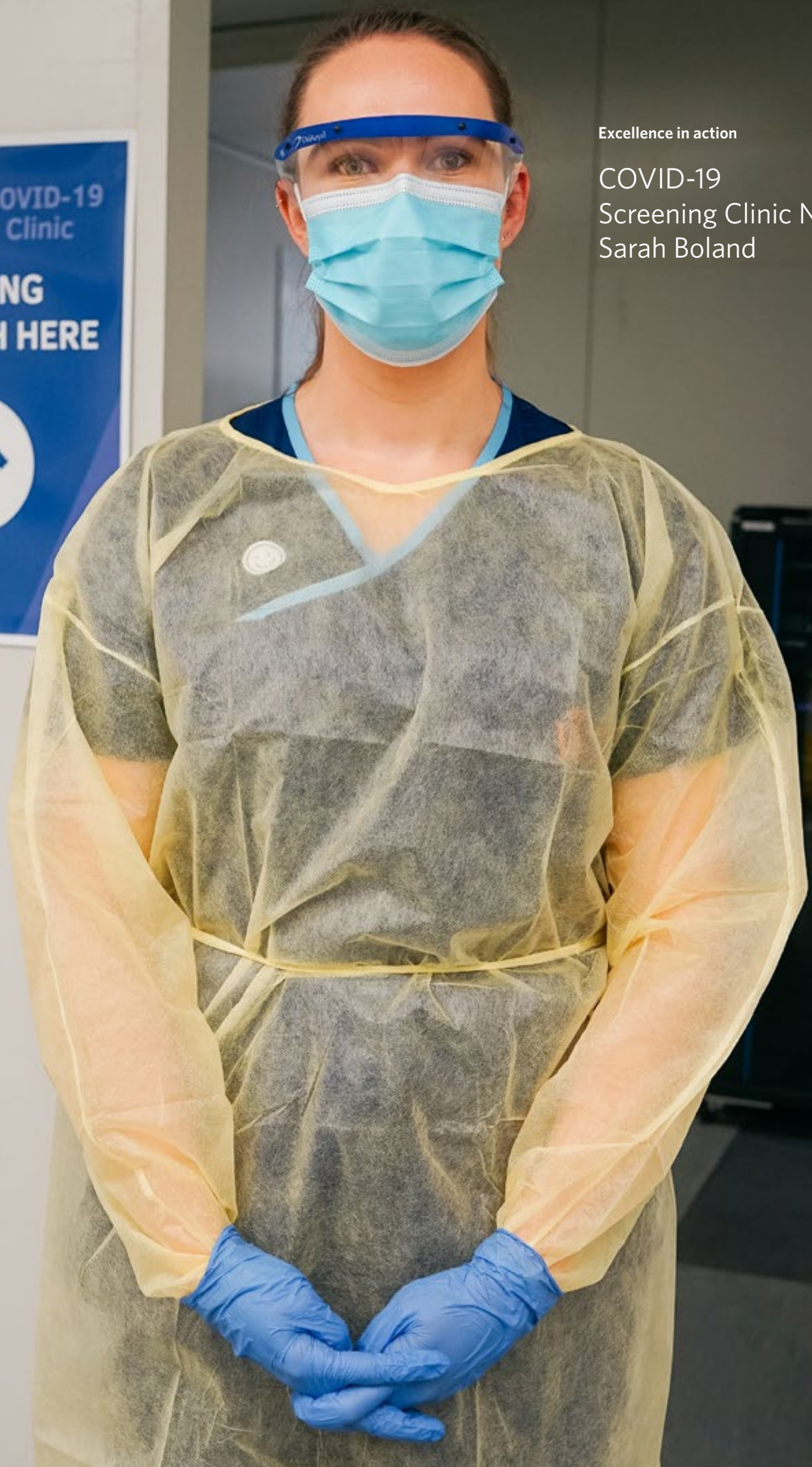
Emergency Department nurse  
Maddison Gardner





Excellence in action

COVID-19  
Screening Clinic Nurse  
Sarah Boland



# Challenges and opportunities to enhance our impact

## Global pandemic

The challenges faced in the wake of the COVID-19 pandemic, such as the deferment of care and psychosocial and economic factors, are not unique to Alfred Health, and will require system-wide reform to address recovery for the benefit of patients, our community and Victoria. Some of the challenges ahead include:

- › Establishing the new operating environment
- › Evolving models of care that provide safe and quality care beyond the walls of hospital facilities
- › Understanding and addressing the consequences of the pandemic on the health of our community as the environment continues to evolve
- › Instituting health system responsiveness to current and future pandemics for enhanced sustainability and resilience
- › Recovery of our staff from the pace of change, fatigue, stress and isolation as a result of working and social restrictions.

As we continue to adapt to new norms, Alfred Health will continue to deliver excellence in care by responding to challenges through innovations in care delivery, enhancing the way we connect, and through the continued development of our valued partnerships. We will drive an agenda for transformation through three flagship projects and will partner with patients, consumers, other health services and the Victorian Department of Health to reform the health care system and transform how we deliver our services.

## Population growth and health care demand

Alfred Health will continue to experience a demand for our services as a result of a growing population with Melbourne being the fastest growing city in Australia. We will see an increase in the number of people requiring our care, as well as an increase in their care complexity, given the tertiary and quaternary role we have in the Victorian health care system.

Our catchment will expand with the Victorian Government's Plan Melbourne, which will develop an expanded community within the urban renewal Fishermans Bend precinct. Our challenges include:

- › Increasing service demand from growing and ageing population
- › Increasing prevalence of chronic disease, mental health and cancers particularly as a result of global pandemic
- › Inequalities in health outcomes particularly population groups at risk such as Aboriginal and Torres Strait Islander people and those struggling with mental health disorders
- › Changing patient expectations of care will drive demand
- › Changing health care utilisation patterns as shift from disease treatment to health management

We will continue to develop partnerships with other health and social care services and leverage advancements in technology to deliver better co-ordinated care in alternative environments.

## Aged infrastructure

Alfred Health continues to experience growing stresses on our outdated and constrained hospital facilities. The pandemic has reinforced the challenge of providing safe patient care in wards and providing safe workspaces for our staff in environments that are no longer fit-for-purpose. Our aged infrastructure poses challenges in our ability to redesign the space in our existing facilities in response to changing models of care, environmental sustainability targets and operational efficiency.

We will continue to work with the Victorian Government to provide new and modernised infrastructure to allow greater efficiencies and deliver the additional capacity needed for our growing community.

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*Alfred Health is a high-performing health service, operating within one of the most effective and efficient health systems in the world. However, learnings through the global pandemic have emphasised the need to adapt and reform the healthcare system in response to new care requirements.*

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## Bringing ambitions to life through valued partnerships

*We recognise our role in the broader healthcare system in building capacity and capability to enable Victorians to receive the right care, in the right place, at the right time, achieved through effective collaboration.*

**Alfred Health recognises the strength in partnering with consumers, government, colleagues and other health care providers to bring our ambitions to life.**

Over the next three years, a key focus will be to strengthen our clinical partnerships to improve access to specialist care for regional Victorians. We will enhance our partnerships to support research and education in regional areas, extending our expertise to the broader Victorian healthcare system.

Our agenda involves partnering with:

- › Patients and their families and carers, to support empowerment in their own health care management
- › Our staff, to support their health and wellbeing
- › Consumers and community, to co-design services and models of care to ensure we meet the needs of our community
- › Government, to transform the health service considering the learnings and experience from the COVID-19 pandemic
- › Health care and social service partners, to develop more personalised and connected out-of-hospital care
- › Health system partners, to deliver best practice, innovation and value-based health care
- › Academic and research institutes, to advance medical science and translate into novel and cutting edge clinical care

Our extensive partnership network includes:

- › Alfred Research Alliance (Monash University, Baker Heart and Diabetes Institute, Burnet Institute, Deakin University, La Trobe University, Nucleus Network and 360biolabs)
- › Ambulance Victoria
- › Boon Wurrung Foundation
- › Cities of Stonnington, Glen Eira, Port Phillip, Kingston, Bayside and Melbourne
- › Monash University
- › Monash Partners
- › Monash Partners Comprehensive Cancer Consortium
- › Metropolitan health services, particularly Monash Health and Peninsula Health
- › Regional health services, particularly Latrobe Regional Hospital and Bass Coast Health
- › South Eastern Melbourne Primary Health Network and Southern Melbourne Primary Care Partnership
- › Southern Melbourne Integrated Cancer Service
- › Star Health and Connect Health community health services
- › The Royal Women's Hospital
- › VicHealth, Transport Accident Commission, Thorne Harbour Health, Health Issues Centre, HammondCare, Positive Women Victoria, Volunteering Victoria and Ethnic Communities Council of Victoria.
- › Victorian Department of Health and Human Services

Members of our Alfred Cancer team attended Bass Coast's AGM to explain our support of cancer care in their community.







*Pictured (from L to R) Australian Government representative and Member for Gippsland, The Hon. Darren Chester MP, Alfred Health's Director of Research Professor Stephen Jane, Director of TrialHub Anne Woollett, and Latrobe Regional Hospital's Chief Executive Officer Peter Craighead.*

### Partnerships in action

## Alfred Health TrialHub

Latrobe Regional Hospital is one of the first hospitals to partner with Alfred Health's TrialHub, a federally-funded initiative to provide better access to clinical trials for regional and remote patients by establishing local clinical trial units.

Prostate, melanoma and rare cancer clinical trials will be available for patients in Gippsland thanks to the partnership.

TrialHub, based within Alfred Health's clinical trial units, works alongside partner hospitals to identify gaps and opportunities to then work together in establishing their own clinical trial centre.

In 2019, the federal government awarded Alfred Health \$24.6 million to oversee and lead the new initiative to improve access to cancer clinical trials in regional and remote parts of Victoria.

Latrobe Regional Hospital, Bendigo Health and Peninsula Health (Rosebud Hospital), are among the services partnering with Alfred Health, with further regional hospitals in the pipeline.

This investment is through the Federal Government's Community Health and Hospitals Program.

## Alfred Health's role and services

Alfred Health is one of Australia's leading healthcare services. We have a dual role: caring for more than 700,000 locals who live in inner-southern Melbourne, and providing health services for Victorians experiencing the most acute and complex conditions through our 15 state-wide services.

Our three hospital campuses – The Alfred, Caulfield Hospital and Sandringham Hospital – as well as Melbourne Sexual Health Centre and numerous community-based clinics, provide lifesaving treatments, specialist and rehabilitation services through to accessible local healthcare. We care for a wide range of people, from children to the elderly.

The Alfred, a major tertiary and quaternary referral hospital, is best known as one of Australia's busiest emergency and trauma centres and has the only 24-hour, all-weather helipad in Victoria. The Alfred's Intensive Care Unit is one of the largest and most advanced in the country, caring for the highest proportion of high risk patients of any hospital in Australia. It is home to many state-wide services, including the Heart and Lung Transplant Service, Victorian Melanoma Service and Major Trauma Service. We provide comprehensive care for the most complex patients.

The Alfred is one of two designated Major Trauma Centres in the state and treats more than half of all Victorian major trauma cases. This means that The Alfred is always

required to be at the ready to receive high numbers of ill or injured patients as the result of a major health emergency (including natural disasters such as bushfires).

While working to discover breakthroughs in clinical care through translational research, we also train the next generation of healthcare professionals through our education and learning programs. The Alfred is home to the Alfred Research Alliance (A+) and our research partners: Monash, Deakin and La Trobe Universities, and Baker Heart and Diabetes and Burnet Institutes.

Caulfield Hospital specialises in community services, rehabilitation, geriatric medicine and aged mental health.

The hospital delivers many services through its outpatient and community-based programs. It plays a state-wide role in providing rehabilitation services, which includes the Acquired Brain Injury Rehabilitation Centre and the Transitional Living Service which works to further independence before discharge and Caulfield Prosthetics Centre.

Providing care for people in their homes continues to be a key part of the site's work. The Best@Home program offers a diverse range of services outside of an inpatient environment and brings our optimum care to the patient, meaning hospital stays are shortened, or avoided all together.

Sandringham Hospital is community-focused, providing hospital healthcare needs for the local area through emergency, paediatrics, general medicine, general surgery, orthopaedics and outpatient services.

The hospital works closely with the Royal Women's Hospital and local community healthcare providers.

Alongside the hospital's Emergency Department, the Sandringham Ambulatory Care Centre (SACC) plays a vital role treating non-urgent patients, allowing our ED staff to care for higher-acuity patients.

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*We provide the most comprehensive range of adult specialist medical and surgical services in Victoria. We offer almost every form of medical treatment across our multiple sites and three hospital campuses.*

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#### Clinical services include:

- › Aged care - (geriatric evaluation and management, acute)
- › Allied health
- › Cancer care - (bone marrow transplantation, radiotherapy, oncology, haematology, cancer surgery)
- › Cardiothoracic services - (heart and lung transplantation, cardiology, cardiac surgery, cardiac rehabilitation, respiratory medicine, thoracic surgery, adult cystic fibrosis)
- › Emergency medicine - (intensive care burns and adult major trauma)
- › Ear, nose and throat - (head and neck surgery)
- › Gastrointestinal - (gastroenterology, gastrointestinal surgery)
- › General medicine
- › General surgery
- › Neurosciences - (neurology, neurosurgery, stroke services)
- › Ophthalmology
- › Orthopaedics
- › Palliative care
- › Pathology - (anatomical, clinical biochemistry, laboratory haematology, microbiology)
- › Pharmacy
- › Psychiatry - (adult, child, adolescent, youth, aged)
- › Radiology and nuclear medicine
- › Rehabilitation - (Acquired Brain Injury Rehabilitation Centre, amputee, cardiac, spinal, neurological, orthopaedic, burns)
- › Renal services - (nephrology, haemodialysis, renal transplantation)
- › Specialist medicine (asthma, allergy and clinical immunology, dermatology, endocrinology/diabetes, hyperbaric, infectious diseases, rheumatology)
- › Specialist surgery - (dental, faciomaxillary, plastic, vascular)
- › Urology

#### Our state-wide services provide care to those residing around Victoria and Australia:

- › Bariatric Service
- › Clinical Haematology Service and Haemophilia Service
- › Cystic Fibrosis Service
- › Heart and Lung Transplant Service
- › Hyperbaric Medicine Service
- › Major Trauma Service
- › Malignant Haematology and Stem Cell
- › National Paediatric Lung Transplant Service
- › Psychiatric Intensive Care Service
- › Sexual Health Service
- › Specialist Rehabilitation Service
- › Victorian Adult Burns Service
- › Victorian HIV/AIDS Service
- › Victorian Melanoma Service
- › Victorian Neuropathology Laboratory Service

## Our community

**Alfred Health provides tertiary, statewide and specialised health services to the local government areas of Bayside, Glen Eira, Melbourne, Port Phillip, Kingston and Stonnington.**

These areas make up our local catchment, covering more than 700,000 Victorians. This population is rapidly growing; some of our local areas, such as Melbourne and Port Phillip, are growing at a faster pace than the Victorian average. As part of our three-year plan, Alfred Health is looking ahead to ensure that our services will meet the needs of our expanded population.

As a result of population increase, the Victorian Government's urban renewal plans for Fishermans Bend in the City of Port Phillip and City of Melbourne will result in the consideration for expanded health and social care services required for the community in anticipation of changing demographics. Our local community will continue to have a significant variation to the Victorian population, with a higher proportion of people aged 25-39 years and lower proportion of people between 0-19 years.

Over the coming years, we will plan for the projected change in our community's healthcare requirements, and will consider new clinical services and partnerships to meet these needs, such as maternity and newborn care.

Our local community demographic characteristics include:

- › Population that includes the very rich and the very poor.
- › Low population of Aboriginal and Torres Strait Islander people.
- › Large migrant community with cultural diversity higher than average
- › High level of socioeconomic advantage with pockets of low income/poverty

Residents of inner south-east:

- › Enjoy better self-reported health status with lower smoking and chronic diseases rates than average
- › Rates of obesity remain below the Victorian average however higher than average in those who self-reported overweight.
- › Mental health conditions involving drug and alcohol use in Port Phillip, and risk of alcohol-related harm, which is higher than the Victorian average across the entire Alfred Health catchment.

Local community health priorities include:

- › Reduce the harm from tobacco
- › Promote healthy living
- › Reduce the harm from alcohol
- › Improving mental health
- › Increased vaccinations and prevention of blood-borne viruses

### Serving all Victorians

*Our tertiary services have a statewide catchment with high levels of provision to rural Victoria in interventional cardiology, cardiothoracic surgery, and burns. The majority of patients who access our services tend to be the most unwell with the most complex conditions. Given the nature of their conditions and the care required, many of these patients have a life-long relationship with Alfred Health.*



#### Excellence in action

The 24 hour Sandy Hospital Charity Ride is among the key fundraising events on our calendar.



Aboriginal elder Carolyn Briggs has an important role at Alfred Health, educating our staff and leadership about our local country and the traditions of the first peoples of these lands.



## Developing our plan

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*The Alfred Heath Strategic Plan showcases the essential contributions delivered through a comprehensive stakeholder consultation process, together with thorough external and internal environmental analyses.*

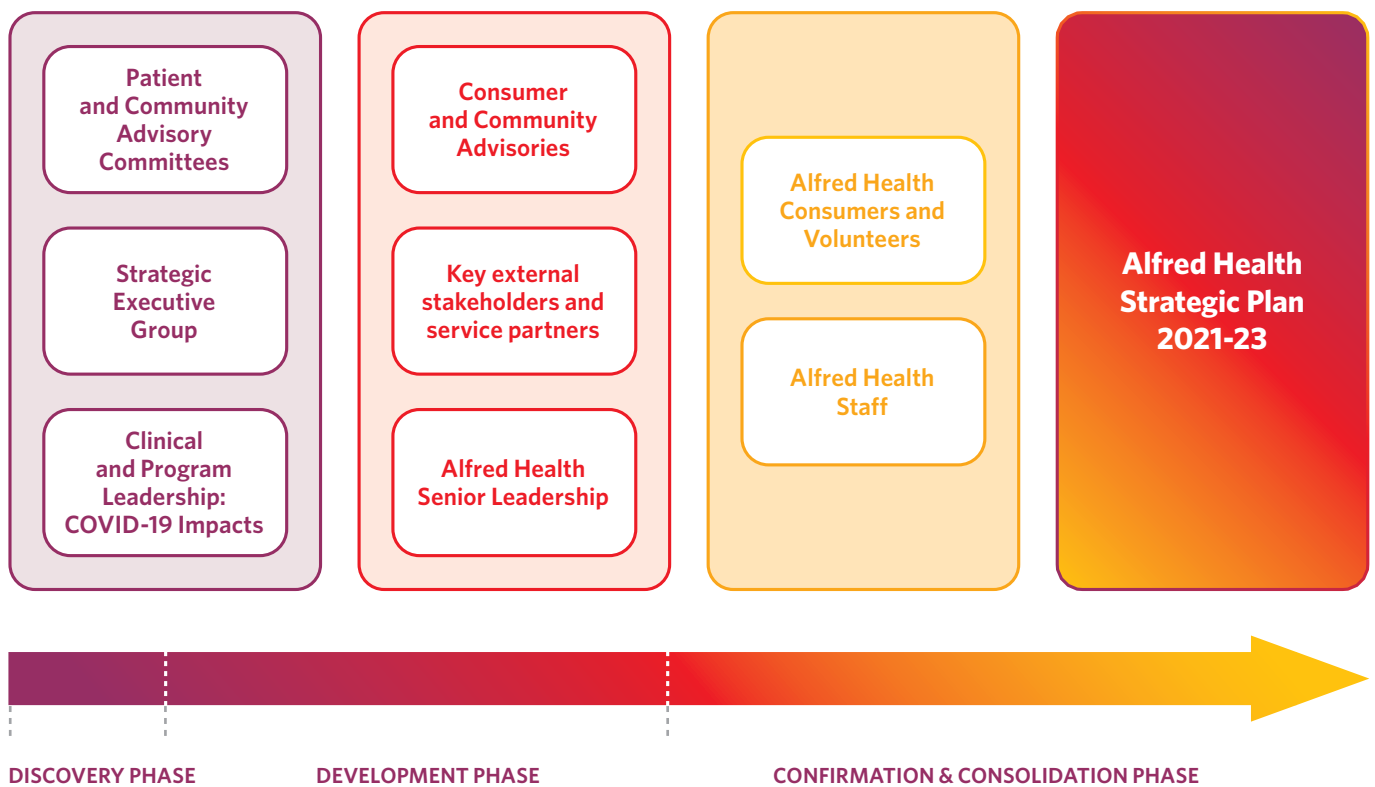
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The Strategic Plan 2021-23 development phases were founded on our transformational agenda and direction-setting objectives, identified through assessment of the external and internal environment. Under investigation were healthcare system trends, challenges, evolving service requirements, and population planning analysis, and provided a clear understanding of current and future healthcare needs.

As development progressed, our objectives matured to incorporate the contributions from consumers, members of our organisation, our community, and from our service partners alike. Strong engagement from stakeholder groups is not only essential in the delivery of the plan, but is crucial to understanding the needs and expectations of the population that Alfred Health serves.

At each developmental phase, key ideas derived from consultation were incorporated and refined to reflect essential inputs provided by our stakeholders.

It is important to note that, whilst our previous Strategic Plans have focussed on the coming five years, due to the rapidly changing landscape of the pandemic environment, the current plan focuses on the upcoming three years; the advantage of which is a more targeted roadmap to system adaptation, redesign, and recovery.



# Glossary

› **Acute care**

The care of patients admitted to Victoria's public hospitals as inpatients with an acute medical condition. The patient receives active but short-term treatment for a severe injury or episode of illness, an urgent medical condition, or during recovery from surgery.

› **Ambulatory care**

Any health care received out-of-hospital, including diagnostic tests, treatments or rehabilitation.

› **Best-practice**

Models of best-practice use the best available evidence to implement effective and efficient health care interventions to provide optimal and high quality care.

› **Critical resilience**

The ability of a system to rapidly and effectively protect its critical functions from any disruption caused by adverse events and conditions. One example of this is defence from cyber-attacks.

› **Data warehousing**

The process for collecting and managing data from varied sources to provide meaningful business insights.

› **Environmental citizenship**

Behaviours and actions that are in the interest of pro-sustainability and environmental conservation.

› **Health literacy**

The ability to understand and use healthcare information in order to make appropriate health decisions.

› **Inclusive practice**

Ensuring that all individuals are included in the services provided, promoting diversity and equality with respect and dignity.

› **Integrated care**

The delivery of coordinated, comprehensive, efficient and effective care, characterised by a high degree of collaboration and communication between health care professionals and services.

› **Model of Care**

A model of care broadly defines the way health services are delivered i.e. it is the system for when, where and how the care is delivered.

› **Patient Portal**

The Alfred Health Patient Portal enables our patients to easily access their Alfred Health medical information online.

› **Sub-acute care**

Health care for people who are not severely ill but need support to regain their ability to carry out activities of daily life after an episode of illness.

› **Value-based healthcare**

Maximising value for patients to achieve the best outcomes that matter to them, relative to the total cost of delivering those outcomes.



Our purpose

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***To improve the lives of  
our patients and their  
families, our communities  
and humanity.***

**Alfred Health**

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