

A photograph of a medical team in a hospital corridor. Five healthcare workers in blue scrubs and masks are pushing a gurney with a patient. The patient is covered with a pink blanket and has medical equipment attached. The corridor is brightly lit with overhead lights. The text 'We're for Human, Kind.' is overlaid on the bottom left of the image.

We're
for
Human,
Kind.

Green Reflection
The Indigenous Garden at The Alfred provides a quiet space for patients and staff.

CONTENTS

Message from Board Chair and Chief Executive	4
Alfred Health’s role: Serving our community and advancing healthcare	7
Purpose and beliefs	8
Strategic plan structure	10
Strategic pillars	14
Transformational programs	30
Challenges and opportunities to realise our ambitions	40
Working in partnership to improve the lives of humanity	43
Our community and services	44
Developing and implementing this plan	46

Acknowledgement of Country

Alfred Health respectfully acknowledges the Traditional Custodians of this land, the people of the Kulin Nations. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing connection to land and waterways.

Alfred Health’s Reconciliation Action Plan (RAP), our vision for reconciliation, is one where all aspects of our health service are accessible, culturally safe and equitable. It represents equal health outcomes for Aboriginal and Torres Strait Islander patients and an inclusive and diverse workplace that champions cultural safety.

We appreciate that, as a health service and as individuals, we need to embark on an educational journey towards greater understanding and acknowledgement of our shared history, Aboriginal culture and local community. This education and connection will lay the foundations for building respectful, trusting and mutually beneficial relationships.

Aboriginal Elders are guiding us through our reconciliation journey, to have a continued focus on ensuring we are providing culturally inclusive and respectful areas for everyone to feel welcome at our healthcare facilities.

COVER PHOTO DESCRIPTION:

The Alfred’s Intensive Care Unit provides outstanding support to patients requiring complex and life-saving treatment.

MESSAGE FROM BOARD CHAIR AND CHIEF EXECUTIVE

Health Service *for all* Victorians 2024-30

We are at a pivotal moment in Victoria's healthcare.

Yes, there are mounting pressures: the increasing need for healthcare, the competition for an experienced and talented workforce, growing issues around health affordability and equity, and the impact of climate change, just to name a few.

There are also many opportunities. Opportunities that are potential game changers such as: empowered consumers, data sharing and interoperability, and research and innovation that lead to scientific and clinical breakthroughs.

The Strategic Plan for 2024-30 builds on these opportunities and balances the risks to bring the potential of 21st century care to ultimately improve health outcomes and people's lives.

At its heart lie three transformational programs:

- 1. Enhancing the Alfred Health Experience:** bringing staff and patient experiences together, knowing that positive staff experiences will drive a better and higher quality of care.
- 2. Innovating Healthcare for All:** creating highly innovative models of care that significantly improve health outcomes and revolutionise the patient experience, making care more personal.
- 3. Building a Sustainable Health System:** developing sustainable healthcare practices to ensure a resilient healthcare system for Victorians in terms of efficiency, affordability and accessibility.

This is a plan for Victorians that the Victorian community has helped create: senior clinicians, frontline carers, consumers, stakeholders and patients have all helped shape the direction of this ambitious six-year plan.

Now with its launch and the support of the Victorian Minister for Health, The Hon. Mary-Anne Thomas MP, we will work together to implement our ambitious strategic plan to ensure all Victorians receive the excellence in healthcare they deserve.

Thank you.



Martin Foley
Board Chair
Alfred Health



Prof Andrew Way AM
Chief Executive
Alfred Health



Strong leadership

A/Prof Susan Liew, Prof Lindy Jeffree, Prof Wendy Brown, Prof Silvana Marasco and Miss Ee-Jun Ban are among the surgeons leading Alfred Health's surgical teams.



Compassionate care

Alfred Health caters for the healthcare needs of a broad section of our community, offering specialised treatment to patients such as Diane McKinnon.

Serving our community and advancing healthcare

Alfred Health is one of Australia's leading health services, renowned for exceptional specialist care and commitment to research and innovation. We fulfil a dual role, serving both our local catchment in inner-southern Melbourne and providing highly specialised health services to patients across Victoria and nationwide.

We cater for the healthcare needs of a diverse range of patients, spanning all demographics, through the delivery of healthcare services at our three hospital campuses – The Alfred, Caulfield Hospital and Sandringham Hospital. Further services are provided at the Melbourne Sexual Health Centre and community-based clinics.

Three key characteristics set us apart:

- **Our dual role:** we are committed to meeting the healthcare needs of the 770,000 people in our local catchment, while also offering specialised services to patients with acute and complex conditions from across Victoria and Australia.
- **Clinical trials and research:** at Alfred Health, we are at the forefront of medical advancements. Our dedicated team leads the way in clinical trials and translational research, constantly seeking breakthroughs to improve patient outcomes and advance healthcare.
- **Life-saving treatments:** through our commitment to innovation, we offer groundbreaking care and treatments, not offered elsewhere, to improve the health outcomes of patients with the most complex and life-threatening conditions.

Alfred Health's catchment reflects our role in providing tertiary, quaternary, statewide and specialised health services. In addition to our clinical care, we also prioritise the training and education of the next generation of healthcare professionals through our comprehensive programs.

The Alfred Research Alliance (A+), in collaboration with Monash, Deakin, and La Trobe universities, as well as the Baker and Burnet Institutes and commercial research organisations 360biolabs and Nucleus Network, further strengthens our commitment to research and innovation.

Our **Purpose & Beliefs.**

OUR PURPOSE

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

OUR BELIEFS

We Make a **Difference.**

- Patients are the reason we are here
- We pursue the best experience and outcomes
- We keep each other safe

We Work **Together.**

- We are strongest when we work as a team
- We make decisions in partnership with patients and the people around them
- We collaborate and partner across teams and beyond our walls

We Work with **Compassion.**

- We respect, appreciate, and support each other
- We combine kindness with knowledge and skill
- We build trust, connection and belonging

We Create **the Future.**

- We push boundaries and rise to the challenge
- We set new standards through research, innovation, and care
- We educate and develop for today and tomorrow

Our Strategic Plan.

Alfred Health's Strategic Plan is built on five strategic pillars:

- Patients & Community
- World-Leading Services
- Workplace & Staff Development
- Research & Innovation
- Sustainable Healthcare

These pillars represent the focus areas that guide us towards delivering our purpose. We have identified a vision for the future for each strategic pillar through our ambition statements. We will measure our success against these statements through our key measures. Underpinning our strategic plan are our core beliefs.

By building on these foundations we will continue to deliver high-quality and innovative care to our patients, while providing the best working experience for our people. These pillars will help us drive innovation and deliver evidenced-based care, making a critical difference in the lives of our patients, communities and staff, and will transform our services to improve health outcomes.

**Designed to help us drive innovation
and improve health outcomes.**

Our Purpose

Our Strategic Pillars

Our focus areas that guide us toward delivering our purpose

Our Ambition

This is our vision of success for each strategic pillar

Our Strategic Objectives

Specific strategies we will implement to realise our strategic pillars

Our Measures of Success

How we will measure our progress against our ambition

Our Transformational Programs

This is how we will continue to grow and develop our capabilities

Our Beliefs

Holistic approach

High-quality treatment and specialised care are important values for Sandringham Hospital Emergency Department nurse Cheryl Nancarrow when supporting patients such as Ryan French.



Our **Strategic Pillars.**

Patients & Community.



Compassionate,
high-quality and
inclusive care

World-leading Services.



Global leader,
delivering outstanding
outcomes

Workplace & Staff Development.



Supportive and
inclusive environment
for our people

Research & Innovation.



Creating
the future of
healthcare

Sustainable Healthcare.



Sustainable,
renewable & resilient
health service

STRATEGIC PILLAR

Patients & Community.



ALFRED HEALTH'S AMBITION

To provide a positive and personalised experience to patients and their families, consumers and carers.

STRATEGIC OBJECTIVES

- 1. Deliver highly personalised care that meets the unique needs of every patient, family and carer and empowers shared decision-making.
- 2. Provide safe, timely and appropriate care to every patient throughout their entire health journey.
- 3. Establish equitable and inclusive services that go above and beyond in meeting the needs of our diverse local, regional and remote community.
- 4. Foster meaningful connections with our patients and consumers, to ensure service delivery capability reflects the catchment needs they serve.



Alfred Health
Strategic Plan 2024–30

Compassionate, high-quality and inclusive care

At Alfred Health, we are passionately committed to providing the highest quality healthcare to our patients.

We recognise that each patient’s health journey is unique and deeply personal, reflecting their individual experiences and preferences. Personalised care means respecting and valuing each patient’s individual needs, preferences and goals. By building health literacy and providing exceptional personalised care, we empower patients to have choice and control over their care and enable them to define ‘what matters’ to them. This results in positive patient experiences and remarkable health outcomes.

Patient safety is our priority and we strive to provide care that is safe and appropriate to the individual needs of our patients. We believe that healthcare services should be accessible to everyone – regardless of their background, identity or condition – promoting inclusivity and diversity within our services.

We will engage with our Aboriginal and Torres Strait Islander communities to ensure we deliver care that is aligned to their needs to improve their health outcomes.

We are committed to providing compassionate support that sets new standards of excellence for individualised patient care. We know that healthcare services should be universally accessible, embracing the diversity of backgrounds, identities and conditions of those we serve. Our aim is to create a culture of inclusivity, where every patient feels respected, valued, welcomed and understood.

Emergency support
Nurse Cherri Ryan is part of the dedicated team in The Alfred’s Emergency Department offering individualised care in a busy environment.

MEASURE OF OUR SUCCESS

Achieving the highest levels of patient satisfaction, indicating that patients’, carers’ and families’ needs and expectations are consistently exceeded

STRATEGIC PILLAR

World-leading Services.



ALFRED HEALTH'S AMBITION

To be a global healthcare leader, delivering outstanding outcomes in health and education.

STRATEGIC OBJECTIVES

- 1. Deliver outstanding healthcare to our local community and beyond.
- 2. Attract and retain world-leading experts who drive transformative innovation and continuous improvement.
- 3. Enhance and expand our clinical services, regionally and internationally.
- 4. Prepare the next generation of pioneering healthcare professionals through education and training.
- 5. Advance the global standard of healthcare by both learning from and sharing knowledge through our partnerships.



Alfred Health
Strategic Plan 2024–30

Life-saving combination

Leading technology such as ECMO and outstanding care offered by staff including nurses Blessy Thomas and Bridget Gloag reflect the quality treatment offered by The Alfred's Intensive Care Unit.

Delivering exemplary evidence-based healthcare and education

Alfred Health proudly stands as one of Australia's foremost healthcare providers, renowned for delivering exceptional and leading care to the most vulnerable patients with the most complex needs.

Recognising that our success hinges on the expertise and dedication of our people, we are committed to attracting and nurturing world-leading experts who will revolutionise healthcare through groundbreaking research, innovative practices, and the development of cutting-edge treatments. Simultaneously, we will provide specialised education and training not only to our own staff but also to healthcare professionals across the entire healthcare system, empowering them to deliver exceptional care and drive unprecedented change.

We believe that by sharing our knowledge and expertise, we can improve the care provided to all Victorians and advance healthcare knowledge globally.

MEASURE OF OUR SUCCESS

The continuous delivery of world-leading clinical outcomes, based on the latest research and clinical evidence

“ One day, I hope to have a Diabetes Clinic in Bendigo, inspired by the Diabetes Connecting Care Clinic model at Caulfield Hospital.

This will support local GPs in effectively managing their patients, fostering a healthier and more connected community. ”

Dr Mario Fernando
Bendigo GP

Bendigo GP Dr Mario Fernando
on Alfred Health’s innovative Diabetes Connecting Care Clinic, which is led by Director of Endocrine and Diabetes Professor Anthony Russell.

The Diabetes Connecting Care Clinic was the overall winner at the Health Roundtable 2024 Innovation Showcase, with Dr Russell also voted the winner of the Quality and Safety category.



Scan to
continue
the story
online



A supportive and inclusive environment for our people

At Alfred Health, we firmly believe that our people are the driving force behind our success.

We understand that our staff members and volunteers play a crucial role in shaping the future of our organisation. Their contributions are invaluable, and we are committed to providing them with unwavering support and resources to help them thrive.

We prioritise the growth and development of our staff. We believe that by investing in their expertise and knowledge, we can ensure that they are equipped to provide outstanding healthcare to our patients. Moreover, we empower our staff to pursue their own aspirations for personal and professional growth.

By fostering a culture of continuous learning and development, we create an environment where our staff can thrive and reach their full potential. We offer various opportunities for training and skill enhancement, as well as mentorship programs to guide them along their career paths.

At Alfred Health, we value the dedication and commitment of our staff and volunteers. We believe that by investing in their growth and wellbeing, we can continue to deliver exceptional healthcare services and make a positive impact on the lives of our patients.

MEASURE OF OUR SUCCESS

Achieving the highest levels of employee engagement and wellbeing – assessed through both the People Matter Survey and ongoing engagement with staff on the issues that matter to them



Alfred Health
Strategic Plan 2024–30

Leadership builder
Deputy Chief Cardiac Technologist Pagen Wettig (pictured left with Cardiac Physiologist Jess Price) was a participant in the Thrive program, which offers aspiring Alfred Health leaders an opportunity to build their skills.

STRATEGIC PILLAR

Workplace & Staff Development.



ALFRED HEALTH'S AMBITION

To be Australia's healthcare employer of choice.

STRATEGIC OBJECTIVES

- 1. Value our people by committing to equity, respect and compassion across the workplace.
- 2. Create an exceptionally supportive and empowering work environment that enables staff to thrive and respond to the challenges of our work.
- 3. Continuously build the skills and capabilities of our people by providing dynamic and transformative training and development programs.
- 4. Enhance our leadership development programs to prepare future healthcare leaders.

Research & Innovation.



ALFRED HEALTH'S AMBITION

To be an internationally recognised, leading academic health service that embeds a culture of research and innovation in its everyday practice.

STRATEGIC OBJECTIVES

- 1. Strengthen our culture of research and innovation by empowering all staff to actively engage and excel in research and innovation practices, developing the next generation of academic leaders and researchers.
- 2. Drive breakthrough discoveries and revolutionise healthcare delivery through the application of innovative therapies, practices and care models to achieve outstanding outcomes for patients.
- 3. Strengthen our research and academic partnerships to become Australia's most impactful health service.
- 4. Harness the power of technology to generate profound insights and fuel value-driven innovation and improvements.

Treatment breakthrough
Offering Deep Brain Stimulation to treat patients with epilepsy is among the innovative work being completed by Alfred Health neurologist and neuroscientist Dr Hugh Simpson.



Creating the future of healthcare

At Alfred Health, we recognise that research is a key component of all modern healthcare.

We believe that research has the power to drive innovation, improve patient outcomes, and ultimately to enhance the quality of the healthcare we provide. We have a strong research culture developed through our valued partnerships with academic and research institutes, as well as through our clinical leadership. We will foster a culture of boundless creativity and innovation by providing all our staff with the tools to undertake and apply research and innovation to their work.

Emphasising both clinical trials and translational research, we are dedicated to embedding evidence-based healthcare practices throughout our organisation, ensuring outstanding patient outcomes and setting new benchmarks for excellence.

We deeply value the input and feedback of our patients and partners, recognising their invaluable role in driving improvements in healthcare. By fostering meaningful collaborations with them, we seek to co-create innovative solutions that directly address the evolving needs of our patients and significantly enhance their overall health outcomes.

Innovation in healthcare will take many forms in the coming years. We are committed to developing and implementing new and innovative models, such as virtual care to treat patients closer to home, using the most modern technologies. We will continue to leverage the talents of our people, driving grassroots innovation through our everyday practices.

MEASURE OF OUR SUCCESS

The growth of clinical trials and translational research across Alfred Health and the ongoing development of further collaboration with our valued partners

A sustainable, renewable and resilient health service

Alfred Health is committed to delivering sustainable healthcare that prioritises patient experience and outcomes while making the best use of our resources.

By driving system change through collaboration with partners across government, healthcare, academia and industry, we believe we can achieve our goal of delivering sustainable healthcare that meets the needs of our patients while also contributing to the greater good.

By delivering our Environmental Sustainability Strategy, we will actively support the Victorian Government’s ambitious goal to achieve Net Zero by 2050. Harnessing the expertise and passion of our remarkable staff, we will continuously identify innovative ways to reduce waste, minimise environmental impact and safeguard our natural resources.

With an acute awareness of the escalating effects of climate change, we will proactively develop and implement comprehensive plans to mitigate its impact on the delivery of healthcare, paving the way for a resilient and sustainable future.

We will collaborate with our partners to drive profound and comprehensive system change, ensuring the long-term sustainability and resilience of the Victorian healthcare system, all while remaining steadfastly focused on meeting the ever-evolving needs of our patients and their loved ones.

Sustainable future
The new Paula Fox Melanoma and Cancer Centre includes environmental elements such as a 40,000 litre water tank and solar panels.

MEASURE OF OUR SUCCESS

The renewal of our aged buildings and infrastructure to ensure the sustainability of our services, the ongoing reduction of our carbon footprint and the strengthening of Alfred Health’s role as a leader within the wider Victorian health system through the development of partnerships

STRATEGIC PILLAR

Sustainable Healthcare.



ALFRED HEALTH'S AMBITION

To be a global leader in sustainable healthcare practices.

STRATEGIC OBJECTIVES

1. Deliver sustainable healthcare that prioritises patient experience and outcomes, optimises resource use and prioritises the most effective clinical interventions.
2. Modernise our aged buildings and infrastructure to provide fit-for-purpose environments for contemporary models of care.
3. Reduce our carbon footprint and mitigate the impact of climate change through staff driven, local and organisation-wide initiatives.
4. Drive health system change through collaboration with partners across government, healthcare, academia and industry.

“ When staff feel heard and supported,
it cultivates a positive environment
to continue to progress patient care. ”

Mirosha Manoharan
Speech Pathologist

Peer Support Program participant Speech
Pathologist Mirosha Manoharan (pictured right
with fellow Peer Support Program participant
Audiologist Jamila Gencarelli)



Scan to
continue
the story
online



Our **Transformational Programs.**

We will continue to grow and develop our capabilities through three key Transformational Programs which will maximise our role as a leading health service.

The Alfred Health Transformational Programs will ensure that we use resources effectively and focus our efforts to improve the wellbeing of our people, deliver innovative models of care, and build a sustainable health system.

**Enhancing
the Alfred
Health
Experience.**

**Innovating
Healthcare
for All.**

**Building
a Sustainable
Health
System.**

TRANSFORMATIONAL PROGRAM

Enhancing *the* Alfred Health Experience.

Our healthcare system is constantly evolving, and so are the needs and expectations of our patients.

It is now more important than ever that we understand, and respond to patients' experiences while under our care. At Alfred Health, we are dedicated to providing our patients with highly personalised care that meets their unique needs and respects their right to make decisions.

This is why we are committed to ensuring a positive experience for patients, consumers, and carers. We are constantly looking for ways to improve the way we deliver care.

Alfred Health staff and volunteers are the backbone of our organisation, and we appreciate all that they do. We strive to provide them with a highly supportive environment that enables them to respond to the challenges of our work and to thrive. We invest in our staff by continuously building capability and supporting their professional growth.

We believe that it is essential to enhance our collaboration with the community. Authentic partnerships with our wider community will enrich the care we provide and lead to a more positive Alfred Health Experience.

Alfred Health
Strategic Plan 2024-30



Crucial perspective

Suz Hendtlass was involved in co-designing Wren (Women's Recovery Network), with her lived-experience perspective ensuring the unique voice of patients and consumers was heard.

THIS TRANSFORMATIONAL PROGRAM WILL

1. Enhance the patient experience by focusing on their individual needs.
2. Ensure that patients have meaningful and authentic opportunities to guide their own care.
3. Invest in our people to provide them with the best professional experience of any public hospital in Australia and to be the employer of choice.
4. Continuously engage with our local community, patients, carers and those close to them.

THIS TRANSFORMATIONAL PROGRAM WILL

- 1. Innovate new models of care and leverage technologies to provide an increasing range of care closer to patients’ homes.

This will include a model of care for acute admissions in the patient’s home, where there is no need for the patient to ever visit our facilities.

- 2. Strengthen our strategic research and academic partnerships to position Alfred Health as Australia’s most highly regarded research health service.

- 3. Embed research findings into our clinical practice, ensuring our patients promptly benefit from new discoveries and advancements.

- 4. Foster a culture that celebrates and nurtures our innovative and research practices, making research the standard of care at every opportunity.

We will empower every member of our organisation to seize opportunities to innovate and revolutionise healthcare in their day-to-day work.



International leader
The work of people such as Dr Eric Chow from Melbourne Sexual Health Centre is putting Alfred Health at the forefront of translational research.

TRANSFORMATIONAL PROGRAM

Innovating Healthcare *for All.*

Alfred Health creates the future of healthcare by developing highly innovative models of care that significantly improve health outcomes and revolutionise the patient experience.

With a focus on patient engagement, personalised care and seamless access to care, we will lead the way in the delivery of innovative and high-quality care to the community.

A culture of research and innovation is essential to achieving our goals. To that end, we will ensure that every member of our organisation can actively participate in research and innovation as part of their day-to-day work. By building the capabilities of our people, we will drive innovation and respond to the challenges of the future.

Innovative care cannot be limited to the walls of our facilities. We must explore new ways to deliver care and by doing so, develop the hospital of the future. By harnessing the power of telemedicine and virtual care models, we will reach patients in even the most remote

or under-served areas, previously devoid of accessible care. In the future patients will benefit from the specialist care provided during an acute admission. However, this care will be delivered in their own home, without ever needing to attend our facilities. This visionary approach will enable us to provide care that is not only more convenient, cost-effective and patient-centred, but truly transformative.

Our commitment to innovation and patient-centred care is what sets Alfred Health apart. Through investment in the professional development of our exceptional staff, as well as continuous exploration of revolutionary care delivery methods, we aim to create a highly sustainable, efficient and comprehensive healthcare system that positively impacts the lives of every individual.

“ Developed in Australia, the revolutionary Total Artificial Heart can adapt its pumping capabilities through a novel engineering solution. ”

Prof David Kaye
Director of Cardiology

Project co-lead and Director of Cardiology at The Alfred, Prof David Kaye, on the Total Artificial Heart, which is intended to fully replace a natural heart, providing patients with a possible alternative to heart transplant



Scan to
continue
the story
online



TRANSFORMATIONAL PROGRAM

Building *a sustainable* Health System.

Alfred Health has a social responsibility to lead the development of sustainable healthcare practices to ensure a resilient healthcare system for Victorians.

These practices will prioritise patient outcomes, reduce unnecessary tests and treatments and optimise resource allocation.

The COVID-19 pandemic highlighted the importance of a resilient healthcare system, and we must leverage the valuable learnings from the pandemic to ensure the sustainability of our healthcare system in the future. In collaboration with government and our partners, we will build a healthcare system that is fit for the future. This will involve developing shared and collaborative services, aligned to the needs of the wider Victorian community.

Alfred Health's successful partnerships with public health services across regional Victoria have helped to improve access to specialist care outside metro Melbourne, while helping our own staff to learn more about delivering healthcare in regional settings. We will further develop and expand these partnerships. An effective, integrated health system provides seamless care for patients. Building on our successful partnerships with

academia and public health services, Alfred Health will seek out opportunities to build partnerships with primary and community health providers, transforming care and lives.

Alfred Health is part of the growing international movement to make best use of resources in healthcare. With clear clinical leadership we will ensure that we use only the most effective tests and therapies. Leveraging emerging technologies, we will ensure that we minimise unnecessary patient interventions, freeing up resources for where they are needed most.

Our Environmental Sustainability Strategy guides our response to climate change. By understanding our organisation's carbon footprint, we will implement strategies to both reduce our impact on the climate and to mitigate the impacts of climate change. We will continually redevelop our facilities to deliver world-leading healthcare that meets the needs of the community, ensuring that our facilities are sustainable and environmentally friendly.

Alfred Health
Strategic Plan 2024-30



Green initiative
Deputy Director of Engineering & Facilities Caulfield, Sandringham and Community sites, Jim Hamilton was part of the team overseeing the installation of solar power at Caulfield Hospital, which is helping minimise our environmental impact and reduce power costs.

THIS TRANSFORMATIONAL PROGRAM WILL

1. Build upon our successful partnerships across regional Victoria to offer specialist care across the state.
2. Identify new ways to work in partnership with primary and community care across the Victorian system to help ensure its long-term viability.
3. Drive an agenda of value-based care, that is efficient and effective.
4. Deliver our Environmental Sustainability Strategy to embed sustainable healthcare practices.

Challenges *and* Opportunities to Realise *our Ambitions.*

Our Strategic Plan 2024–2030 will enable us to respond effectively to challenges and to take advantage of opportunities to realise our ambitions.

AGED INFRASTRUCTURE

Alfred Health is committed to delivering the highest standards of healthcare, providing cutting-edge medical research and staying at the forefront of technological innovation. We recognise that as a long-established health service (since 1871), Alfred Health has old and ageing infrastructure that requires renewal over time. Despite this limitation, we have successfully embraced new models so we continue to provide excellent care for our community. This strategic plan focuses on modernising our infrastructure to improve safety, ease of use and energy efficiency. To achieve this, we intend to collaborate with the Victorian Government and other partners.

Alfred Health has an opportunity to redevelop its infrastructure to continue to provide the highest standard of care.

A CHANGING WORKFORCE

Alfred Health's staff are exceptionally skilled and committed, they are the reason Alfred Health is a leading health service. The COVID-19 pandemic and resulting economic challenges have changed the aspirations and expectations of Australia's health workforces and in doing so, have impacted our ability to retain and recruit staff. Over the coming years it will be essential to provide a great working experience for staff at Alfred Health and to be the employer of choice for talented healthcare professionals. As well as providing a supportive and inclusive work environment, we will offer exceptional professional development opportunities for staff, training the next generation of healthcare professionals, and ensure a healthy work-life balance for our people.

Alfred Health has an opportunity to be Australia's healthcare employer of choice.

TECHNOLOGY AND INNOVATION

The ongoing development of modern technologies will continue to change the way healthcare is delivered. The pace of change will challenge us to adapt and to ensure training and development opportunities for our people reflect the need to respond to a changing world. Technology will enable us to both provide new, innovative therapies, and to change the way we deliver those therapies. Patients and consumers will have better access to their own healthcare information than ever before. They will have greater health literacy and be better informed about their care.

Alfred Health will take advantage of these changes and work with our patients to reimagine the way healthcare is delivered. We will use virtual care and technology to enhance the care we offer, without sacrificing the compassion and 'human touch' offered by our staff. We will support our staff, through ongoing training, to be confident and empowered in the use of the most modern technologies.

Alfred Health has an opportunity to seize the possibilities offered by technological innovation.

Holistic approach

Alfred Health will continue to provide high quality treatment and specialised care to its diverse population.

EQUITABLE ACCESS TO HEALTHCARE

At Alfred Health, we believe that everyone should have access to high-quality healthcare, regardless of their location, income or background. The reach of our specialist services across Victoria will challenge us to provide prompt and equal access for all, regardless of distance or background. To achieve this, we will focus on co-designing, reimagining, and expanding models of care to reach beyond the walls of the health service and provide patients with specialist care in an environment that improves health outcomes. This includes placing a greater emphasis in responding to the needs of our Aboriginal and Torres Strait Islander communities to ensure equitable and culturally appropriate access to services, improving their health outcomes. At every opportunity, we will improve access by involving patients and those close to them in the design of new services.

We will expand our existing successful regional partnerships and establish new partnerships in Victoria and beyond. By doing so, we will expand access to our specialist healthcare and support our valued partners in building local capability. We will maintain partnerships with primary and community care to support the delivery of coordinated specialty services both within and beyond Alfred Health's catchment area. By doing so, we will make healthcare more accessible and equitable for all, to improve the lives of humanity.

Alfred Health has an opportunity to expand access to its specialist services, benefiting patients across Victoria and beyond.

Regional support

Stratford resident Steve Wadey is delighted the TrialHub partnership between Alfred Health and Latrobe Regional Hospital means patients can receive care closer to home.



Working in Partnership to Improve Lives.

Every day, we collaborate with our partners to deliver exceptional care, education and research. We recognise that the strength of our services depends on our ability to engage and work effectively with those around us.

Alfred Health works in partnership to:

- Ensure that our patients and consumers receive accessible, comprehensive and integrated care.
- Deliver critical services as part of the Victorian healthcare system.
- Learn from other organisations and spread our own expertise.
- Train the next generation of health professionals for Australia.
- Inform the future of health by working in a collaborative, academic environment.

Alfred Health recognises the vital role that it plays in the Victorian healthcare system. Alfred Health has a responsibility to build the capability and capacity of this system to deliver exceptional care to all Victorians. This includes ensuring that, through effective and meaningful partnerships, Victorians can access care in the local community, closer to their homes and families.

Alfred Health also has a responsibility to work closely with patients and their families, consumers, carers and their wider support network in the design and delivery of services. We will seek opportunities to engage with patients to ensure services are delivered in ways that most effectively meet the needs of our diverse community.

The strength of Alfred Health's nationally renowned research program is dependent on our relationship with academic and research partners, across our campuses and Victoria. In the coming years we will focus on developing these partnerships to ensure that:

- Our patients can access the most modern therapies and clinical trials.
- We attract and retain the most talented researchers.

Alfred Health has a commitment to supporting the delivery of specialist healthcare across regional Victoria. Working with our valued regional partners, our strong focus in the coming years will be to strengthen these partnerships through the delivery of specialist clinical care, education and governance.

Key partnerships for Alfred Health include:

- Patients, consumers, carers and those close to them
- Regional health services, including Bass Coast Health and Latrobe Regional Hospital
- Monash University
- The Alfred Research Alliance
- Victorian Department of Health
- Monash Health Women's Health Services @ Sandringham
- Community Health Providers including the Better Health Network
- The Cities of Stonnington, Glen Eira, Port Phillip, Kingston, Bayside and Melbourne

Our Community and Services.

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, our local catchment, cover a population of over 770,000 Victorians for which Alfred Health provides care.

This number is rapidly growing and some parts of our catchment, such as Melbourne and Port Phillip, are growing at a faster pace than the Victorian average. As part of this Strategic Plan, Alfred Health is looking ahead to ensure that our services will continue to meet the needs of our expanded population.

In addition to the growing population across our catchment, the Victorian Government’s urban renewal plans for Fishermans Bend in the Cities of Port Phillip and Melbourne will increase demand for health and social care services in our community. Our local community has different characteristics from the Victorian population, with a higher proportion of people aged 25-39 years and a lower proportion of people between 0-19 years. The services that we offer will reflect the demographic of our catchment.

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.

Our local community demographic characteristics include:

- High levels of socio-economic advantage with pockets of low income/poverty.
- A low population of Aboriginal and Torres Strait Islander people.
- A large migrant community with greater than average cultural diversity.

Residents of inner south-east:

- Enjoy better self-reported health status with lower rates of overweight and obesity, smoking and chronic diseases than the Victorian average.
- Rates of alcohol consumption and risk of alcohol-related harm are higher compared to the Victorian average.
- Have a lower estimated psychological distress score compared to Victoria, however, have a higher death rate due to suicide and self-inflicted injuries.

Local community health priorities from the South-East Metropolitan Public Health Unit include:

- Reduce the harm from tobacco and vaping.
- Promote active living.
- Reduce falls.
- Increased cervical cancer and HPV vaccinations.

Serving all Victorians

Our tertiary services have a statewide catchment with extensive provision to rural and regional Victoria in interventional cardiology, cardiothoracic surgery and burns. Almost half of our hospital admissions are patients who come from outside our local catchment.

The majority of patients who access our services tend to be the most complex patients with the most complex conditions. Given the nature of their condition and the services required, many patients will have a lifelong relationship with Alfred Health. These patients, and those close to them, are also part of our community.

Clinical services

We provide the most comprehensive range of adult specialist medical and surgical services in Victoria.

Clinical services include:

- Aged care (geriatric evaluation and management, acute)
- Allied health and nursing services
- Cancer care (bone marrow transplantation, radiotherapy, oncology, haematology, melanoma, cancer surgery)
- Cardiothoracic services (heart and lung transplantation, cardiology, cardiac surgery, cardiac rehabilitation, respiratory medicine, thoracic surgery, adult cystic fibrosis)
- Clinical genetics and genomics
- 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
- End of life care (palliative care, advanced care planning, voluntary assisted dying)
- 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)

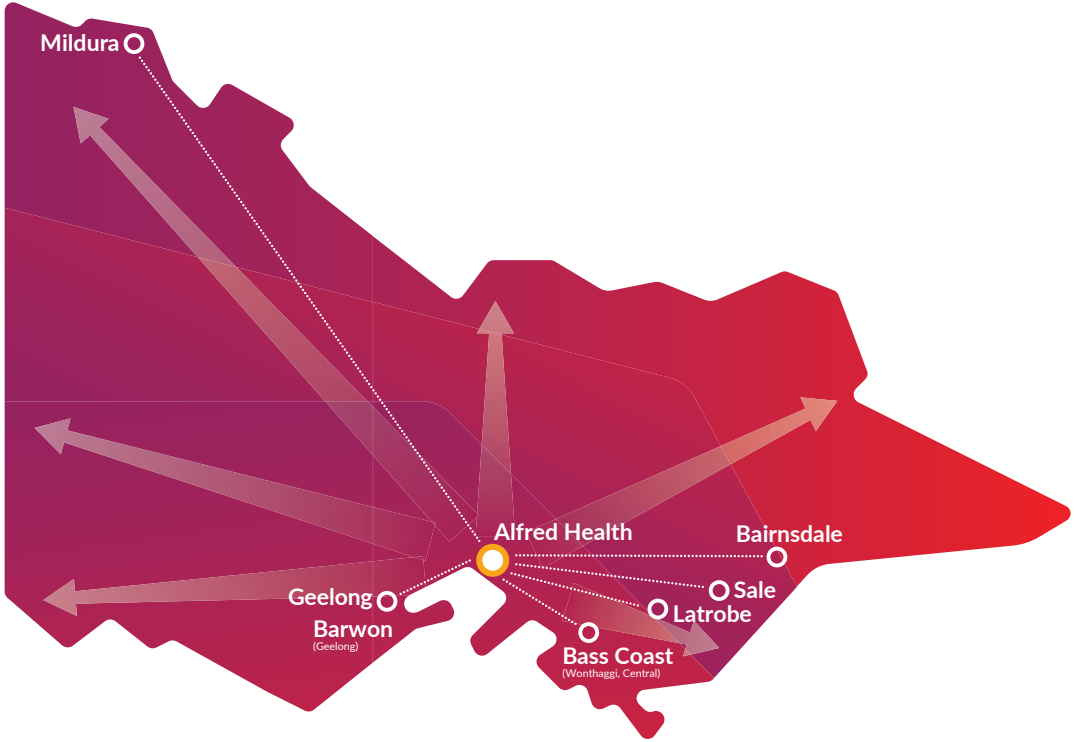
- Renal services (nephrology, haemodialysis renal transplantation)
- Specialist medicine (asthma, allergy and clinical immunology, dermatology, endocrinology/diabetes, hyperbaric, infectious diseases, rheumatology)
- Specialist surgery (dental, faciomaxillary, plastic, vascular)
- Urology

Statewide services:

- Bariatric Service
- Clinical Haematology Service & Haemophilia Service
- Cystic Fibrosis Service
- Heart & Lung Transplant Service
- Hyperbaric Medicine Service
- Major Trauma Service
- Malignant Haematology and Stem Cell
- Problem Gambling and Mental Health Program
- 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
- Voluntary Assisted Dying Statewide Pharmacy Service
- Victorian ECMO (Extracorporeal Membrane Oxygenation) service (VECMOS)

National service:

- Paediatric Lung Transplant Service



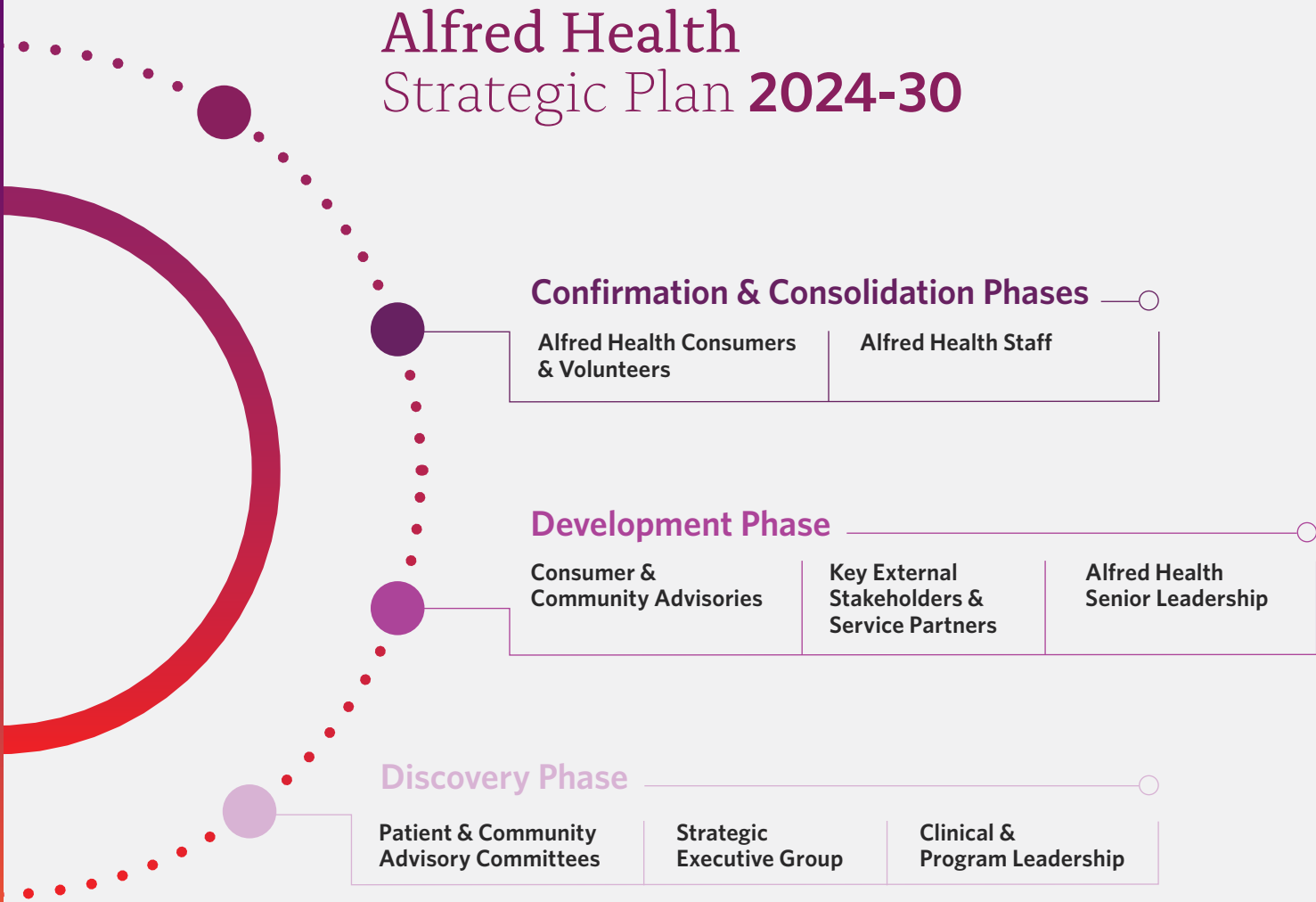
Developing *and* Implementing *this* Plan.

Through the Alfred Health Strategic Plan 2024-2030 we showcase the valuable contributions of our many stakeholders. We have listened carefully to all these voices – our patients, local community, staff and partner organisations.

The strategic plan reflects those conversations, capturing the expectations and aspirations of our stakeholders. Responding to the pressing needs of the COVID-19 pandemic, our previous strategic plan was focused on a short three-year cycle. As we move forward from those challenges, our new plan offers direction and clarity of purpose over the next six years. This longer timescale will provide the time for our ambitious plans to come to fruition.

To develop this strategic plan, we have considered the developing trends in healthcare, detailed population level data, the local specific needs of our catchment and the wider social, economic regulatory context in which our health service operates.

Alfred Health Strategic Plan 2024-30



A photograph of a man and a woman in a clinical setting. The man, on the left, is wearing a white lab coat and is looking towards the woman. The woman, on the right, is wearing a pink shirt with black polka dots and a white cardigan. She is smiling and looking back at the man. The background is slightly blurred, showing what appears to be a hospital or clinic environment with blue chairs and white walls.**Team effort**

Delivering quality patient care takes many staff who offer a broad skill set, with Data Analyst Rebecca Sugirthakumar part of the dedicated Alfred Health team.

