



EMPOWERED PEOPLE

EXCELLENCE TOGETHER

CO-OPERATIVE EFFORT

HEALTHY COMMUNITIES

# Strategic Plan 2021

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This Strategic Plan captures review and planning discussions completed by the Board in early 2021. It is designed to summarise our discussions into a common themes that we can understand together and can realistically achieve in the foreseeable future.

The strategic plan recognizes that:

- Our communities are changing rapidly, and Westgate Health needs to be responsive;
- Westgate Health will work with members to develop services and programs;
- Quality will not be compromised, and we will work to continuously improve quality and
- To be financially sustainable Westgate Health needs to address the changing nature government funding since Westgate Health was formed in 1980 e.g.
  - Medicare General practitioner rebates stagnating for a number of years.
  - An increase in mental health care funding
  - The introduction of the National Disability Insurance Scheme (NDIS)

There are simply two “horizons” that we have considered.

- The First Horizon is the 12 months from July 2021 to July 2022.
- The Second Horizon takes us from July 2022 through to July 2023.

We believe that these are suitable time frames to enable planning based on a realistic prediction of how our world will unfold.

# Foreword

The **First Horizon** is about stabilising our organization with strong foundations to build a sustainable future.

The **Second Horizon** is about exploring together a vision for an innovative, contemporary health and wellbeing model that contributes positively to our community.

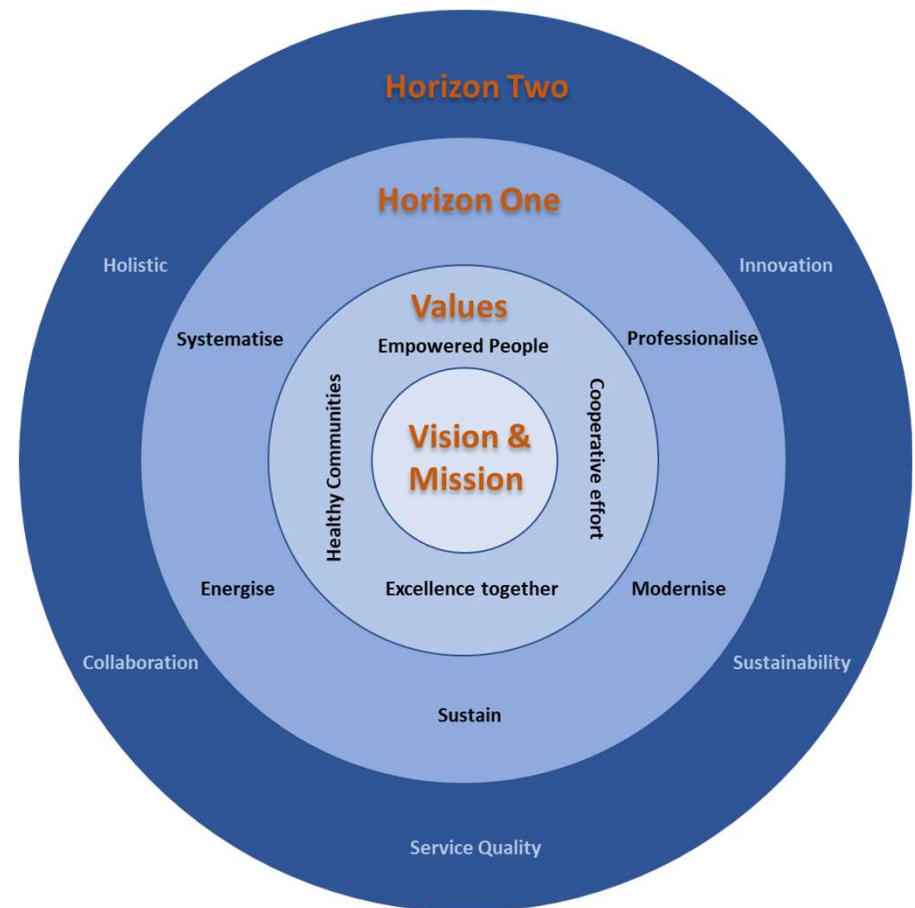
In our conversations leading up to this strategic plan we considered three questions:

- What are we passionate about?
- What can we be best at?
- What sustains us economically?

We trust that this document makes clear to all our stakeholders where we are now and where we are going as a Cooperative of over 10,000 members.

**Jenny Morris**

*Chair, on behalf of the Westgate Health Board*



# Foreword

We were established in 1980 in response to a recognised need for affordable health care in our community. Since 2002 we have had Australian General Practice Accreditation confirming our commitment to delivering safe and quality focused healthcare to our community.

One distinctive feature of our organisation is that we are a Cooperative. This is an association of people united in meeting their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. Our members elect our board who are accountable to the membership, and we cooperate with others to meet our goals.

Westgate Health is a not-for-profit co-operative of about 10,000 members. We strive to be an organisation that meets the health and wellbeing needs of our membership and broader community through the provision of affordable, accessible and high-quality holistic health services from our clinics in South Kingsville and Newport. We do this by working cooperatively with our stakeholders including members our staff of general practitioners, nurses, allied health professionals and administration and the local community to ensure mutual benefit and sustainability for all.



# Who we are



## What we do

We strive to be an organisation that meets the health care needs of our membership and broader community through the provision of affordable, accessible and high-quality holistic health services. We do this by working cooperatively with our stakeholders including members, staff and the local community to ensure mutual benefit and sustainability for all.

## Our Vision

Advancing health and wellbeing for everyone, everyday across the lifespan.

## Our Mission

To partner co-operatively with people of all ages, cultures, beliefs, and circumstances to realise their best Health and Wellbeing.

### Healthy Communities

- We understand and actively respond to the health needs of our community.
- Our workplaces demonstrate our values and people want to work with us.

### Excellence Together

- We provide excellent, accessible, relevant, caring, compassionate, affordable healthcare to all in our community.
- We value all people irrespective of difference and embrace the strength of diversity.

### Cooperative Effort

- We are committed to the spirit of cooperation with active engagement between members, staff and board.
- We are accountable to each other to be ethical, professional, and financially responsible and respectful to one another.
- We partner with other agencies, health professionals and community organisations.

### Empowered People

- We empower people to take control of their own health and wellbeing.
- We are committed to continuous learning to deliver best practice health outcomes.

# What we stand for

## The next 12 Months.....

### Sustain- securing our foundations

- Attract and retain quality staff committed to our values to ensure the right people and the right resources.
- Measure and improve member satisfaction with service, communication and cooperation.
- Focus on financial measures and resource utilisation to ensure sustainability.

### Systematise – consistent practise

- Document systems and processes.
- Ensure consistent practices that can be repeated and improved.
- Equip and empower all our people to use systems effectively.

### Professionalise – doing things well

- Ensure professional standards in key areas of the organisation.
- Embed staff management systems, employment contracts and recruitment processes.
- Analyse and improve financial performance to ensure reserves for future innovation and re-investment in community health and wellbeing.

### Modernise – keeping up to date

- Use contemporary practices that reflect community standards.
- Use the right technology for records and communication.

### Energise – strengthen relationships

- Work together to solve problems and create solutions.
- Encourage everyone to have a sense of confidence in the future.

*Stable Foundations will help us build our future*

# Horizon 1 Strategic Priorities



## The next 2 Years.....

### Innovation

- Explore innovative initiatives from a strong and sustainable foundation.
- Identify and develop new processes and service offerings to affect positive change

### Sustainability

- Explore additional revenue streams consistent with our ethos to ensure financial sustainability that supports the ongoing provision of high quality, affordable health care to our members
- Ensure new revenue streams have embed disciplined financial systems to monitor financial performance

### Collaboration

- Attract new people, develop and retain our existing people
- Research models of contemporary health and wellbeing appropriate for Westgate Health.
- Ensure a collaborative approach with all stakeholders as we plan ahead.

### Holistic

- Strengthen our focus on mental health and wellbeing.
- Explore other services that consistently fit with our ethos and systems.
- Strengthen our focus on preventative health care and services that address the underlying causes of poor health.

### Service quality

- Continual evaluation and improvement to our services to ensure high quality, accessible and cost-effective health care for our members

*We will reflect on our future from a stable foundation*

# Horizon 2 Strategic Priorities