

## 6. Strategic Directions

Board Question	Board Reportable	Indicator
<b>Strategic Direction 1: Services for our communities now and into the future</b>		
1.1 A future focus to ensure sustainability	Plan for technology developments that will enable us to meet demand and deliver services innovatively and efficiently Predict and plan for service delivery capabilities (people and systems) of the future	ITC fit for future purpose Accessibility and waitlists
1.2 Competitive and efficient marketised service models	Proactively identify and assess commercially viable market-driven service opportunities, and respond to those presented to us Continue to develop existing service forms, including development of alternate scenarios Strengthen customer-service ethos, skills and processes Enter into partnerships with private and non-profit providers to build staff and organisational capability	Identify service opportunities with market share growth Increase in use Feedback and actions arising Partnerships: training / multi-disciplinary
1.3 Innovative regional, rural and remote (RRR) service delivery	Develop and disseminate GLCH delivery models that offer innovative RRR approaches Consideration of registration as a Registered Training Organisation (RTO) Implement technologies that enable communication and service delivery remotely	Publications GLCHS professional training Commercial partnerships with IT providers
1.4 Optimal and fit-for-purpose sites	Identify current and future service need and build into asset plans Source funding to provide resources for full implementation of 66 McCulloch St site Identify future property acquisitions for service delivery and access (e.g., parking)	Capital master plan Prog. on building development Property portfolio increasing in strategic locations
1.5 Prevention for better health and wellbeing	Continue to support a program of Health promotion activities that address the Victorian Health promotion priorities that will have the greatest value for our communities. Actively participate in the Integrated Health Promotion Plan for the East Gippsland Primary Care Partnership and the East Gippsland Municipal Health and Wellbeing Plan	East Gippsland Municipal Health & Wellbeing Plan outcomes
<b>Strategic Direction 2: A reputable and influential organization</b>		
2.1 Reputation with funders, policy makers and partners	Identify desirable influence targets and develop strategies to heighten trust and inter-dependence with these	Funding continuation Unsolicited grants
2.2. Strong identity and highly visible	Review the organisation's name and visual identity and Motto Segment our target audiences and tailor messaging by service type Measure communities' awareness of our organisation and services	Brand recognition Brand recognition Net promoter score
2.3. Community engaged and supportive of our work	Develop community awareness of our services and objectives Develop two-way information exchange, feedback and engagement with users of our services	Media presence Service utilisation
2.4. Partnerships to amplify and leverage our impact in our communities	Develop agreements with potential collaborators, especially in key health areas agreed to by partners collectively	Agreements
<b>Strategic Direction 3: A highly capable organization that prospers</b>		
3.1 Well resourced and financially sustainable	Achieve funded targets and closely monitor performance that falls short, or exceeds, such targets Identify and cultivate private sector supporters, including corporate sponsorship and philanthropic gifts Establish a viable unit cost base for market-driven services and benchmark with other services	Fee-for-service revenue Donor and sponsor revenues
3.2 Highest quality services with demonstrable outcomes	Develop an outcomes focus for all areas of service, including benchmarking	Reporting against agreed outcomes / All accreditations achieved / Actions arising from consumer feedback.
3.3 The right people, capability and culture to deliver on our promise	Develop staff capabilities to meet current and future needs  Attract and retain staff with the required competencies and skills to current and future needs Provide staff with clear indicators of their valued status in the form of recognition and reward Continue to define and strengthen GLCH's desired organisational culture, including the daily demonstration of our values Develop GLCH's structure to accommodate future change and growth	Professional development GLCHS scholarships  Skill gain /Skilled recruitment/ Key vacancies minimised  Staff retention / Career pathways  Professional review and development plans Staff supervision

# Strategic Directions 2017- 2022



Equity | Quality | Integrity | Respect | Collaboration | Compassion

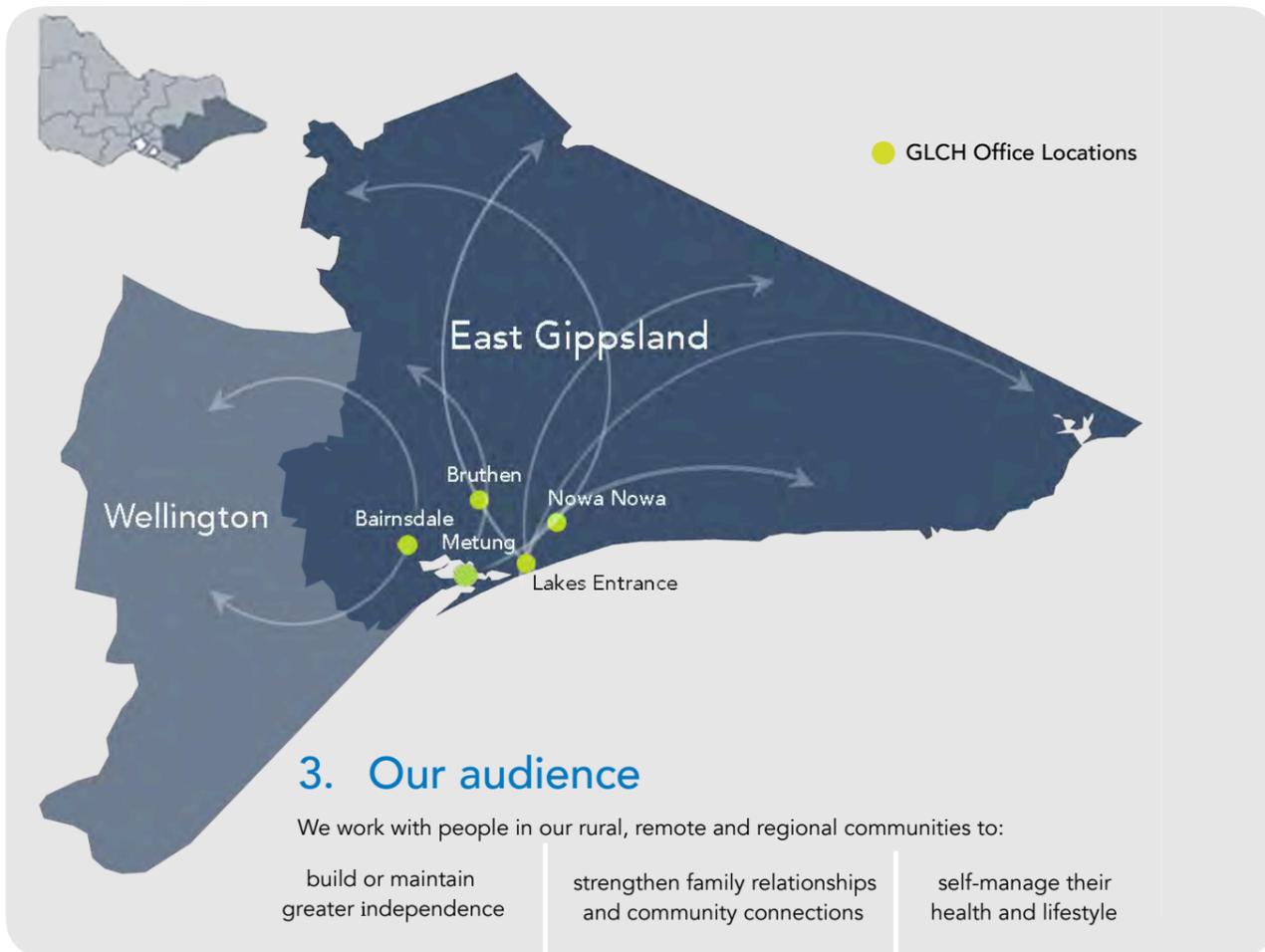
# Strategic Directions 2017 - 2022

## 1. Our purpose

We exist so that people in our regional, rural and remote communities are supported to live well.

## 2. Our role

Our role is to develop and deliver accessible health and support services that:



## 3. Our audience

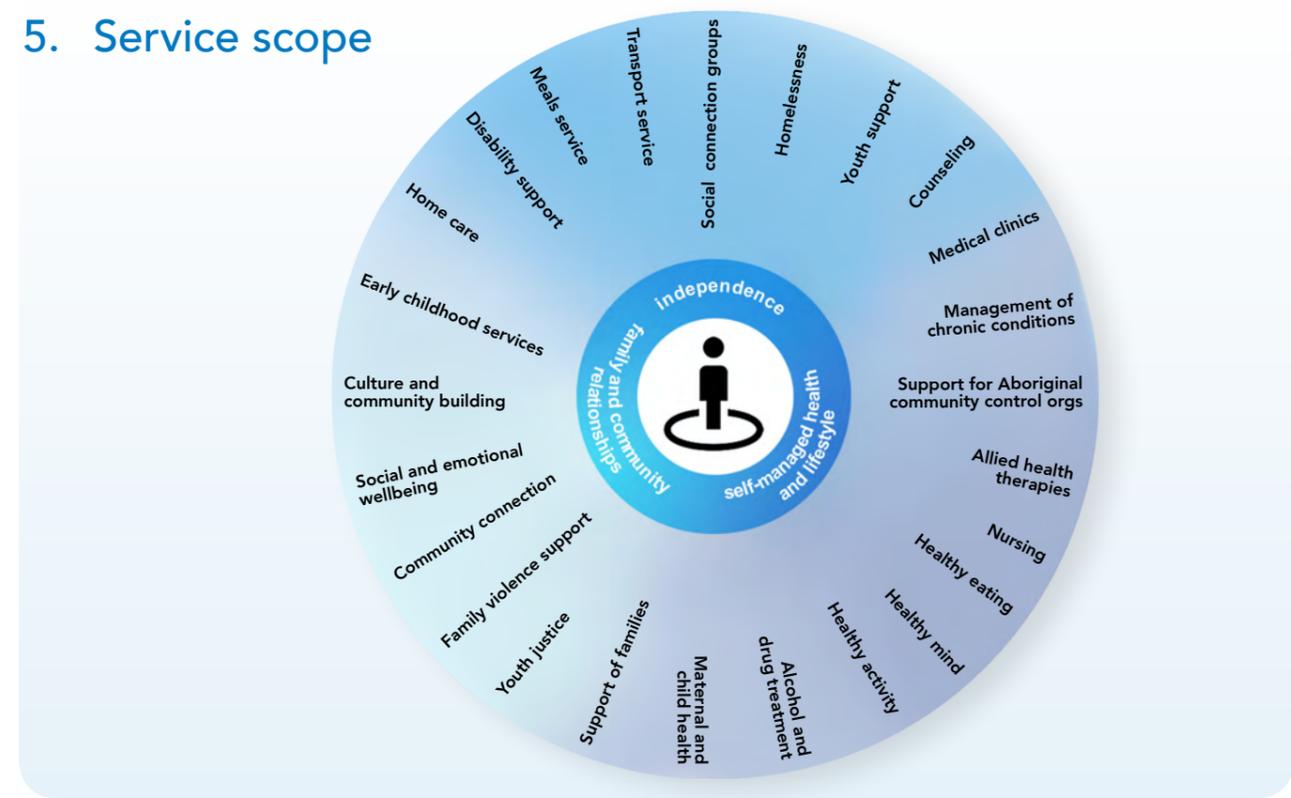
We work with people in our rural, remote and regional communities to:

- build or maintain greater independence
- strengthen family relationships and community connections
- self-manage their health and lifestyle

## 4. Societal conditions

- Low population density and some remote localities in East Gippsland
- Loss of community
- Heightened oversight: clinical and corporate governance
- Technology contributing to greater mobility and access to services and information
- Divergent health literacy
- Funders expecting "more for less"
- Increasing customer expectations (at low or no cost): tailored, user-friendly, self-management, real-time
- Divergence in ability to pay
- Emphasis on commercialisation for non-profit sector ("community businesses")
- Heightened competition in service areas
- Boundarylessness in 'traditional' community health
- More conditions treated as ambulatory conditions in primary care settings
- Greater overall awareness of social issues (e.g., family violence, drug use)
- More social disconnection ('have nots') as well as socially resourceful ('haves')

## 5. Service scope



1. We need to reach more people
2. We need different distribution models for our services
3. We need to attract and optimise people's ability to reasonably pay for services
4. We need to keep a focus on value and efficiency
5. We need to maintain same or higher quality standards as comparable services elsewhere
6. We need to enhance our brand, both in terms of our promise and people's awareness of it
7. We need to continue to build our influencing capacity and thus advocate for what our community needs
8. We need to ensure that all of our services (with just notable exceptions) generate operating surpluses
9. We need greater capability to incorporate consumer feedback into the design and services