



**Healthy
Lives**

**Strategic
Plan
2028**



**Peninsula
Health**



Peninsula Health acknowledges the Traditional Custodians of the lands where our health services are located. We acknowledge the Bunurong and Boon Wurrung people of the Kulin Nation. We pay our respects to Elders past, present and emerging.

Cover Image: Artist impression of the redeveloped Frankston Hospital

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Message from Our Board Chair and Chief Executive

On behalf of the Board of Directors and the Executive team we are proud to present the **Healthy Lives Strategic Plan 2028**. This comprehensive plan sets the strategic direction for Peninsula Health over the coming years, which is centred on *healthy lives for everyone*. Our focus is to innovate and create sustainability in everything we do, while delivering compassionate care for our community.

Our intentions to build a new Frankston Hospital, establish the National Centre for Healthy Ageing and increase care in the community through technology came to life through our last strategic plan. The redevelopment of Frankston Hospital is well underway, co-designed with our people and our community. The National Centre for Healthy Ageing is growing in capability and impact, generating groundbreaking research and utilising large datasets to build evidence for clinical care around Australia and the world. Technology has changed the way we work and virtual care is now part of everyday care, alongside our care in the community, which continues to grow.

Through the Healthy Lives Strategic Plan, we are excited to grow our expertise and leadership in healthy ageing and virtual care through the development of a Specialist Centre for Orthopaedic Surgery and a virtual hospital for people experiencing chronic conditions.

Our people are our strength and every day we are inspired by their dedication to our community and the One Peninsula Health team. By prioritising wellbeing, growing our inclusive team culture, tailoring development opportunities, and ensuring a safe work environment, we support and empower our people to live our organisational values.

We have a proud, long-established connection with the local community. The Healthy Lives Strategic Plan supports us to grow our partnership with consumers by integrating their voices into the fabric of services through co-design and shared decision-making.

The health of our community is our strategic priority, we will continue to evolve in response to their ever-changing needs. A growing threat to the health of our community is climate change. As the largest employer and service provider in the region, it is our responsibility to lead positive change. We will develop an ambitious plan to improve our environmental sustainability and create positive social impact for our community.

Our impact is strengthened by partnerships. We will continue to work alongside our partners to deliver the new Frankston Hospital and grow the South East Metro Health Service Partnership to improve care and deliver sustainable health outcomes for the region. Our partnerships with universities and local government will advance research and education through the development of health precincts, while our collaborations with non-government agencies will help shape improved service provision for local people.

We would like to thank everyone who has contributed to the development of this plan. Our people, our consumers and our partners generously shared reflections on their experiences, frank opinions, and aspirations for the future. We used these invaluable insights to shape our goals for the coming years.

The future is exciting at Peninsula Health. We look forward to working with our people to bring the Healthy Lives Strategic Plan to life and deliver our mission: healthy lives for everyone through sustainable, innovative, compassionate care.



Mission

Healthy lives for everyone, through sustainable, innovative, compassionate care



Michael Gorton AM
Board Chair



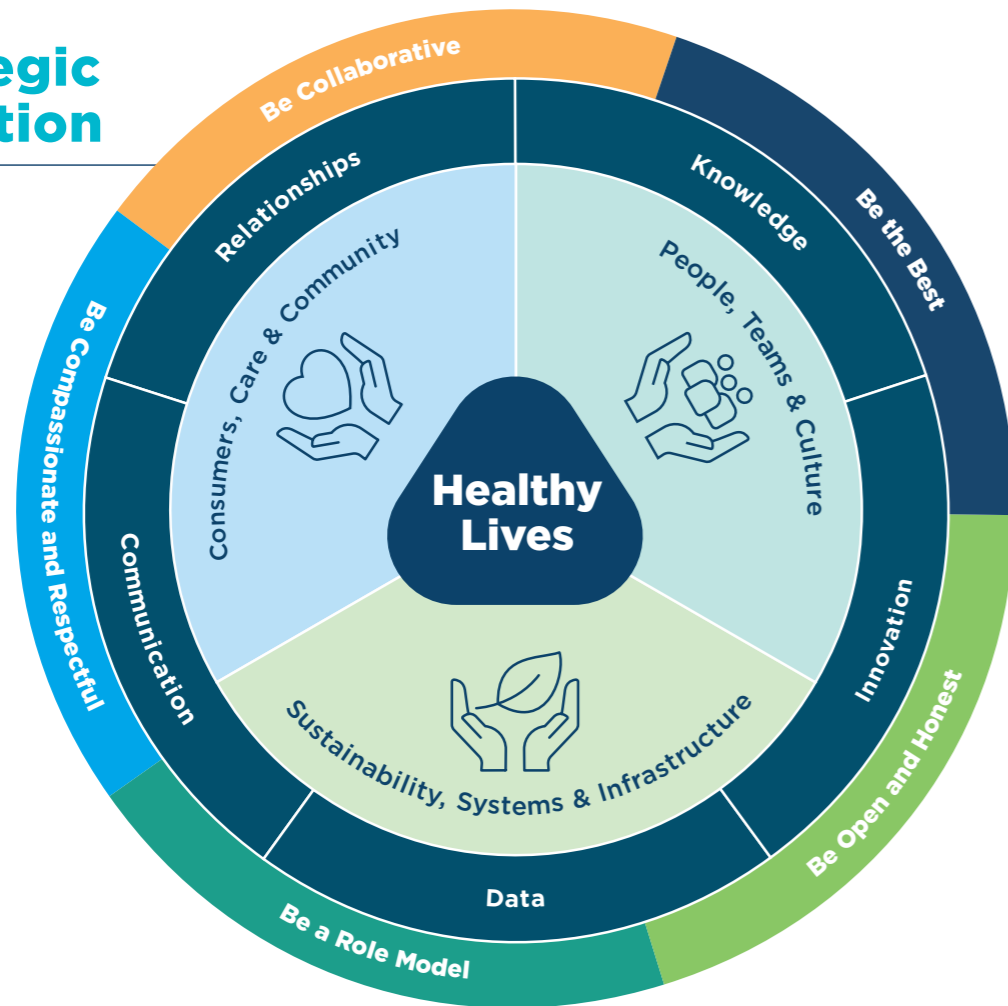
Felicity Topp
Chief Executive



Mission

Healthy lives for everyone, through sustainable, innovative, compassionate care

Strategic Direction



Goals

Our **strategic direction** is focused across three goals:



Consumers, Care and Community

We will partner with consumers and communities to deliver the care they need to live healthy lives.



People, Teams and Culture

We will co-create a culture where our people thrive, supporting healthy lives for everyone.



Sustainability, Systems and Infrastructure

We will design and facilitate the delivery of progressive and sustainable healthcare.

Values



Be the Best

We maximise our impact through learning and innovation.



Be Open and Honest

We demonstrate integrity through our actions, which are transparent and accountable.



Be a Role Model

We take initiative and inspire others.



Be Compassionate and Respectful

We care with kindness and foster dignity and inclusion.



Be Collaborative

We work as One Peninsula Health and seek diverse knowledge and perspectives.

Knowledge

We are a learning health service building new knowledge from the experiences of our consumers and our people to continuously improve. We support our people through tailored, high-quality education and training.

Innovation

We push the boundaries, harnessing new ideas, technology and research to drive effective and efficient care.

Drivers

Data

Our decisions are informed by insightful information and secure data.

Communication

We are open and transparent, sharing information and successes with our people, community and partners.

Relationships

Our partnerships with consumers, communities and stakeholders help us deliver seamless care.

About Us

We are **One Peninsula Health**, a thriving team dedicated to solving the health problems facing our communities. We are committed to making a difference in people's lives, focusing on keeping our communities well and active. **Frankston** and the **Mornington Peninsula** is a unique locality and **Peninsula Health** is a unique healthcare organisation servicing this large, growing region comprising of many and varied close-knit communities.

By developing world-class facilities, maintaining a strong focus on research and innovation, and cultivating a welcoming, inclusive environment, we believe we will have an enduring, positive effect on the lives of the people of Frankston, the Mornington Peninsula and beyond.

We are experts in healthy ageing, partnering with people to live healthy lives in the community. Our goal is to be at the forefront of integrated care, optimising the union between people, technology and processes in delivering care. Building on our strengths, we have rapidly grown services outside of traditional hospital settings, integrating technology to deliver virtual care and remote monitoring for people with chronic conditions, as well as to older and vulnerable community members.

We are building health facilities for the future. Designed through the lens of sustainability as well as consumer and employee wellbeing, the \$1.1 billion redevelopment of Frankston Hospital will be fully electric.

The redevelopment will transform services, delivering a new 12-storey tower for clinical services, 130 more beds, new spaces for mental health and oncology services, and 15 new operating theatres.

Clinical areas and workspaces have been co-designed by clinicians and consumers, their lived experience ensuring the new hospital will meet the future needs of our community.

The Peninsula Health learning and research impact and profile has grown substantially with the establishment of the National Centre for Healthy Ageing and the opening of the Ngarnga Centre. Ngarnga is a local Aboriginal word meaning 'to hear and listen'.

In partnership with Monash University, Peninsula Health is leading research, informing new models of care, and improving health outcomes. As an established teaching and training service, we are growing our people to enable them to deliver the services of the future and training the healthcare workforce of tomorrow.

Peninsula Health partners with consumers across all of life's ages and stages, providing care when and where our consumers need, including in hospital, in the community, at home, at school or via technology. Our busy Emergency Departments at Frankston and Rosebud Hospitals actively respond to and care for people when they need us most. We provide extensive services for women and children, supporting growing families. Our surgical services have grown substantially with the acquisition of the new Frankston Public Surgical Centre, and we are investing in and growing our mental health services.

We have substantial medical, rehabilitation, aged care, community health and ambulatory programs promoting healthy lives for people of all ages. We provide more than healthcare; we offer compassionate, seamless care that is always within reach.

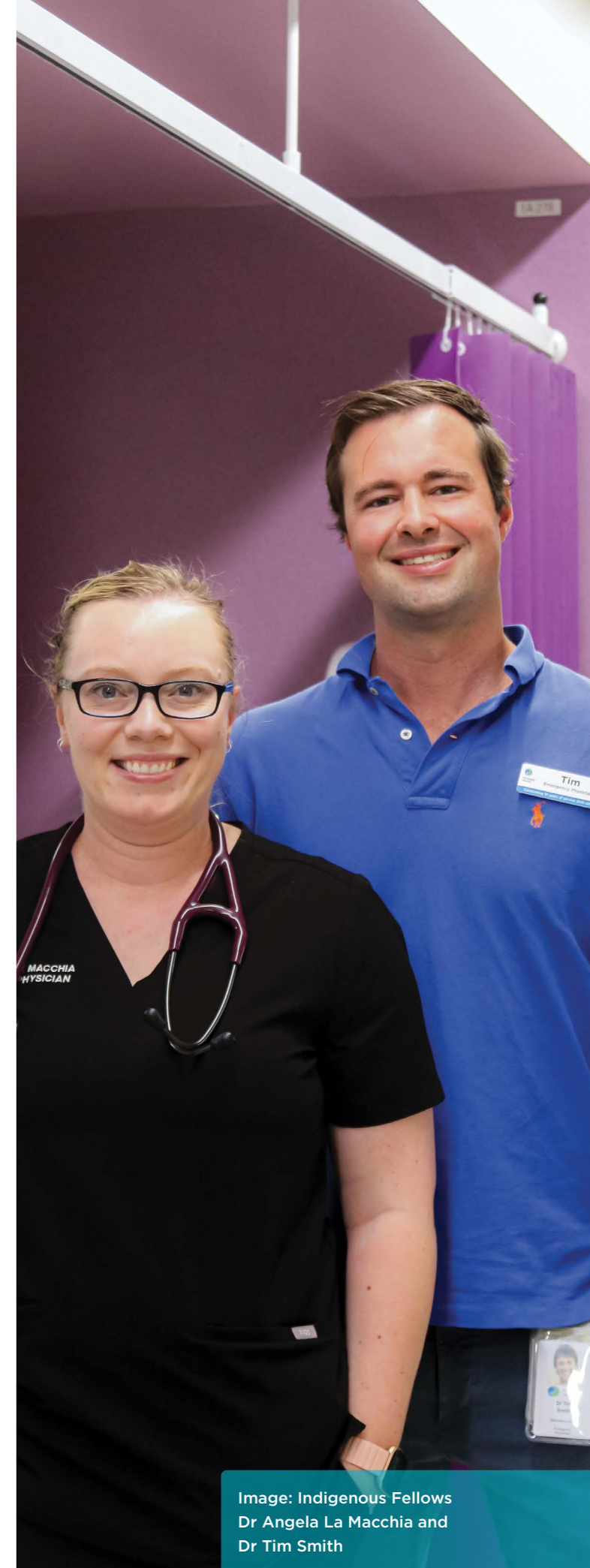


Image: Indigenous Fellows
Dr Angela La Macchia and
Dr Tim Smith

In 2022-23 ...



99,686

people attended
our Emergency
Departments



20,877

surgeries were
performed



2,502

babies were born



4,058

clients received a
total of **49,360** hours
of mental healthcare
in the community



21,608

children were treated
in our Emergency
Departments



14,175

patients were treated
in our dental clinics



Nearly
48,000

people were kept safe at
home with our **MePACS**
personal alarm service



3,312

people received care in
their home with our
At Home Services



We are the largest
employer in the region,
proudly employing

7,500+
people



We have a strong
network of

500+
volunteers



Image: Emergency
Physician Dr Herman Chiu
at Frankston Hospital

Local Population

The Peninsula Health catchment has a unique population with complex health, mental health and social needs. Additionally, the population swells with seasonal variations in tourism with an estimated **7.5 million** domestic and international visitors each year.

In **2021**, the population of **Frankston** and the **Mornington Peninsula** was just over **308,000**, which is forecast to grow by **15%** by **2031**.

When compared with the rest of Victoria, the communities of **Frankston** and the **Mornington Peninsula** have:

- a significantly higher aged and ageing population: **27%** of the population is **60 years or older**
- areas of **high disadvantage**, financial stress, insecure housing and increasing homelessness
- high rates of **mental health** conditions
- high rates of suicide and self-harm
- areas with high numbers of vulnerable children
- high rates of **cancer, obesity** and **chronic disease** including type two diabetes, asthma, arthritis and heart disease
- high rates of **risk factors** for chronic disease and poor mental health such as poor diet, inadequate exercise, risky alcohol and drug use and smoking.

The number of people in our community identifying as **Aboriginal** or **Torres Strait Islander** is increasing. In 2021, 3,524 people identified as Aboriginal or Torres Strait Islander, making up 1.1% of the local population.

Additionally, there is an increasing number of people living in the region who were born outside of Australia who speak languages other than English. As such, Peninsula Health needs to ensure our services are culturally sensitive and tailored to meet the diverse needs of our community.

Peninsula Health Catchment Map

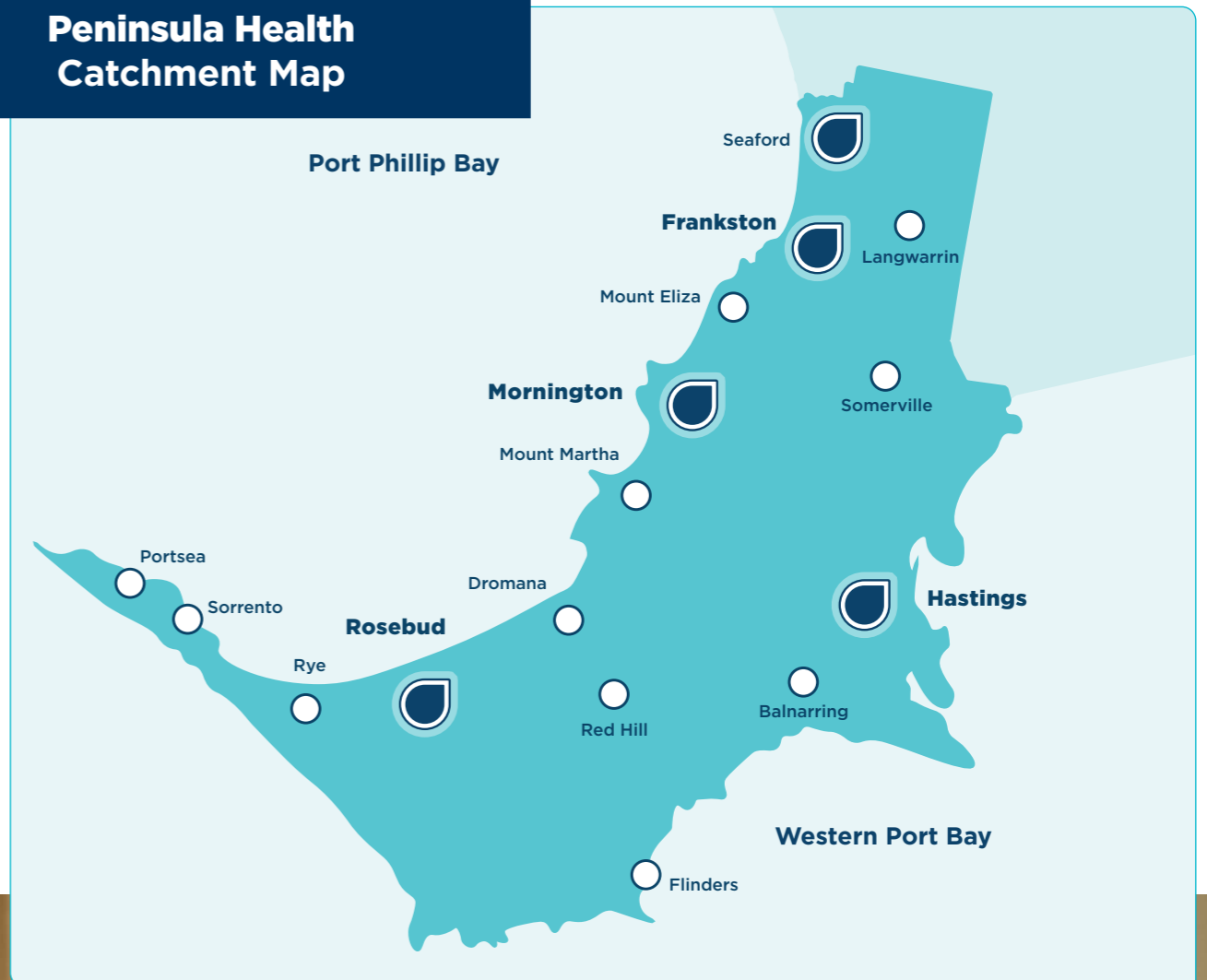


Image: Nurse Kamalpreet Kaur with Geriatrician Dr Anjali Khushu at The Mornington Centre

Our Response to Strategic Challenges

Through extensive consultation with our people, our consumers and our strategic partners, several challenges have been identified. Tackling these challenges is crucial to the progress of our ambitions. We will address each challenge with targeted strategies.

Workforce

Peninsula Health will grow and attract the workforce of the future. We will build our culture as One Peninsula Health, leveraging the redevelopment of Frankston Hospital to retain, develop and attract the highly skilled workforce our region needs. Our tailored teaching and learning programs support our people in their growth. The expansion of our research programs, clinical trials and the increasing profile of the National Centre for Healthy Ageing are creating an exciting environment, generating ideas and innovation, for clinicians and researchers alike. With our partners, health and education precincts will attract the workforce of the future. We are One Peninsula Health, our inclusive team culture and proactive focus on safety and wellbeing builds strong connections to our service and the community.

The Health of Our Community and the Growing Population

The population of Frankston and the Mornington Peninsula is unique and has complex health, mental health and social needs. This population is older and has some of the most complex social and mental health issues in the state.

We are increasing our capacity by building a new Frankston Hospital and expanding our mental health service. We will be the leading health service for healthy ageing in Victoria, supporting many people with chronic conditions to live healthy lives in the community. We will also deliver a Specialist Orthopaedic Surgical Centre and a virtual hospital.

Additionally, we are expanding mental healthcare, including new services for children and young people. We will integrate care so our community receive expert mental health and physical healthcare where they need.

Digital Systems

Peninsula Health has a history of early adoption of digital health, and we continue to drive digital transformation through the implementation of our digital health strategy. We will improve the user experience by sharing information with consumers and partners through a consumer portal. We will adopt technology to grow our services in a sustainable way. We will scale up remote monitoring services to support people living with chronic conditions, anywhere in Victoria, through our virtual hospital.

Infrastructure

Appropriate space is essential to deliver services, while contemporary design promotes wellbeing and safety for our consumers and our people. The newly built Frankston Hospital will meet the growing needs of our community, seamlessly delivering more services. There will be more inpatient beds, expanded women's and children's services, more surgical theatres, new spaces for mental health and cancer care, as well as an expanded Emergency Department with dedicated space for children. The benefits of the new hospital will reach beyond Frankston with new technology and models of care strengthening our connection as One Peninsula Health.

Some of our infrastructure, especially at Rosebud Hospital, is ageing. We will plan to meet the growing needs of our community and respond to high demand during peak tourist times. We will create contemporary spaces for Health Hubs, integrating community and mental health services in Mornington.

Climate Change

Peninsula Health will plan and respond to the health impacts of natural disasters and other environmental changes. We will take responsibility through the delivery of ambitious environmental sustainability and social responsibility strategies, setting targets and driving meaningful progress towards net-zero and positive social impact for our community.

Financial Sustainability

Through the delivery of our financial sustainability plan, Peninsula Health will manage our finite resources and provide our community with sustainable services. We will innovate and build greater efficiencies into our services through the adoption of technology.



Image: Rosebud Hospital

Healthy Lives Goals



Image: Clinical Researcher Dr Laura Jolliffe with stroke survivor Janice at Golf Links Road Rehabilitation Centre

Goal 1

Consumers, Care and Community

We will partner with consumers and communities to deliver the care they need to live healthy lives.



Peninsula Health has a strong connection with local communities. We listen to the voices of our consumers and carers, seeking their input into the care we provide and the design of our services. The Consumers, Care and Community goal will build on this strength, growing our partnerships with consumers through shared decision-making, co-design, innovation and research.

Our services need to be flexible, responsive and culturally safe, designed by our consumers, carers and clinicians. We will learn from the experiences of the past few years and deliver care where our consumers want their care: at home, work, face-to-face or via technology.

Our decision-making is informed by research and evidence. We will take a systems view of improvement, focusing on the consumers' experiences, collecting information from the point of care to generate knowledge, and understanding of the needs of our community, to inform the models of care for the future. Through strategic partnerships and collaborative planning, we will develop health precincts, integrating care with education and research.

The National Centre for Healthy Ageing is leading the way, utilising large data to develop, inform and influence national and international solutions for health and care related to ageing. Peninsula Health will leverage our expertise to demonstrate our leadership in healthy ageing through the establishment of a Specialist Centre for Orthopaedic Surgery and a virtual hospital for people experiencing chronic conditions.

Objectives

What we aim to achieve

Our consumers and carers are empowered and share the decision-making about their care.

Culturally safe care meets the needs of Aboriginal and Torres Strait Islander communities.

Research, data analytics, new ideas and innovation are integrated into clinical care.

Our culture of learning and improvement optimises care and health outcomes.

Integrated services improve timely access to care.

Service growth and development is aligned to the diverse health and cultural needs of our community.

Peninsula Health is a recognised leader in healthy lives and healthy ageing.

Strategic partnerships position Frankston Hospital at the centre of the health and education precinct.

Outcomes

The impact of our strategy

Consumers co-design our services for better experiences and health outcomes.

Aboriginal and Torres Strait Islander peoples feel welcome and seek care when needed.

People rely on us to provide care that is up-to-date and evidence based.

Target zero harm for consumers.

Timely care is provided in the most appropriate setting for our consumers.

Healthy ageing is supported by a new Specialist Centre for Orthopaedic Surgery.

Care in the community is expanded through the Virtual Hospital for Chronic Disease.

Data and research capability informs models of care and better health outcomes.

Capability and leadership is grown through health and education precincts.

Goal 2

People, Teams and Culture

We will co-create a culture where our people thrive, supporting healthy lives for everyone.



Our people are a remarkable team, they are the core of everything we do, caring for our community and each other. We are One Peninsula Health, and we are also individuals with unique and diverse perspectives and experiences. This creates a rich environment for ideas to grow.

We are the biggest employer in the region and will continue to grow with the opening of the redeveloped Frankston Hospital. We will leverage the expansion of our services to build our culture as One Peninsula Health, to retain, develop and attract the highly skilled workforce our community needs. We will prepare our teams for the future, through workforce planning, as well as progressive training, learning and career opportunities.

When our people are highly engaged and find meaning and purpose in their work, this results in positive outcomes for consumers. We foster a culture of compassion, growth and leadership, prioritising everyone's health, safety and wellbeing.

Objectives

What we aim to achieve

We value and grow our people.

Our people experience a culture of trust, transparency and sense of belonging.

Strategic workforce planning delivers a dynamic sustainable team for the future.

Our people embrace new ideas and work with flexibility, supported by our culture and technology.

We are leaders in safety culture and wellbeing.

Outcomes

The impact of our strategy

Our people are highly engaged and feel connected to Peninsula Health.

Our people are motivated to learn and grow through rewarding development and career opportunities.

Target zero harm at work.

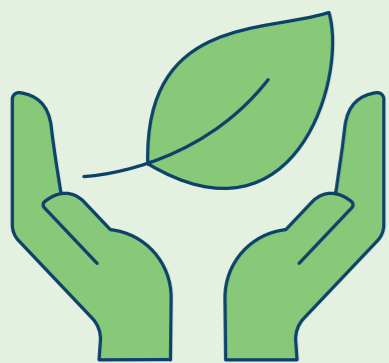
Our inclusive team culture and skilled leadership delivers wellbeing for all our people.

Our highly skilled workforce meets the health needs of our community.

Goal 3

Sustainability, Systems and Infrastructure

We will design and facilitate the delivery of progressive and sustainable healthcare.



Our people and our communities are concerned about climate change and its impact on the health of people and the planet. As the largest employer and service provider in the region, we recognise our responsibility to lead positive change. We will develop an ambitious plan to improve our environmental sustainability and create positive social impact for our communities.

Peninsula Health is designing and building sustainable healthcare facilities for the future. The new Frankston Hospital major works will be completed in 2025. The building has been co-designed by consumers and team members to promote wellbeing, create capacity to meet the needs of our growing community, and focus on environmental sustainability.

Peninsula Health has a history of leading digital health initiatives and we will continue to modernise our digital systems to deliver contemporary, connected services. At Peninsula Health, secure data and advancing technologies are integral to the delivery of safe and connected services for the community.

Objectives

What we aim to achieve

Digital systems are contemporary, connected, secure and optimise user experience.

Clinical care and corporate decisions are underpinned by accurate, accessible data.

High-quality services are assured through our financial sustainability and efficient processes.

A sustainable, connected, world-class facility, supporting flexible service delivery, is built and operational at Frankston Hospital.

The delivery and growth of clinical services is supported by planning, contemporary building design, and the strategic management of property and assets.

Ambitious environmental sustainability and social responsibility strategies drive meaningful progress towards net-zero and positive social impact for our community.

Outcomes

The impact of our strategy

Uplift in digital maturity delivers a single digital view of each consumer.

Decision-making is supported by data.

Financial sustainability supports business confidence.

The redeveloped Frankston Hospital is a welcoming environment that supports health and wellbeing, delivering seamless care with increased capacity.

Contemporary facilities support the delivery of care with long-term accommodation and asset-management solutions are in place.

Our community is proud of our environmental sustainability efforts with evidence of reduction in emissions, water use and waste.



Development of Our Healthy Lives Strategic Plan 2028

Peninsula Health undertook a comprehensive process to develop the **Healthy Lives Strategic Plan 2028**.

The process to develop the **Healthy Lives Strategic Plan 2028** included:

- a reflection on our achievements and challenges over the past five years
- an analysis of global and local issues and trends impacting the health sector
- a review of and alignment with government policies and strategies, including the Victorian **Department of Health's Health Strategic Plan 2023-2027**
- extensive stakeholder consultations with our people, our consumers and our strategic partners.

All the information gathered has shaped the goals and objectives of the **Healthy Lives Strategic Plan 2028**.

Image: Kate Noeske Project Officer with research participant Justin

How We Use and Report On Our Healthy Lives Strategic Plan 2028

The **Healthy Lives Strategic Plan 2028** is the cornerstone in our integrated strategic planning framework, which guides the short, medium and long-term direction for Peninsula Health.



Image: Helen Gordon Medical Imaging Technologist at Frankston Hospital

The framework incorporates several strategies and plans that all aim to progress the sophistication and development of services and care; our people and teams; and our systems and infrastructure to ensure we are sustainable and continue to meet the health needs of our communities.

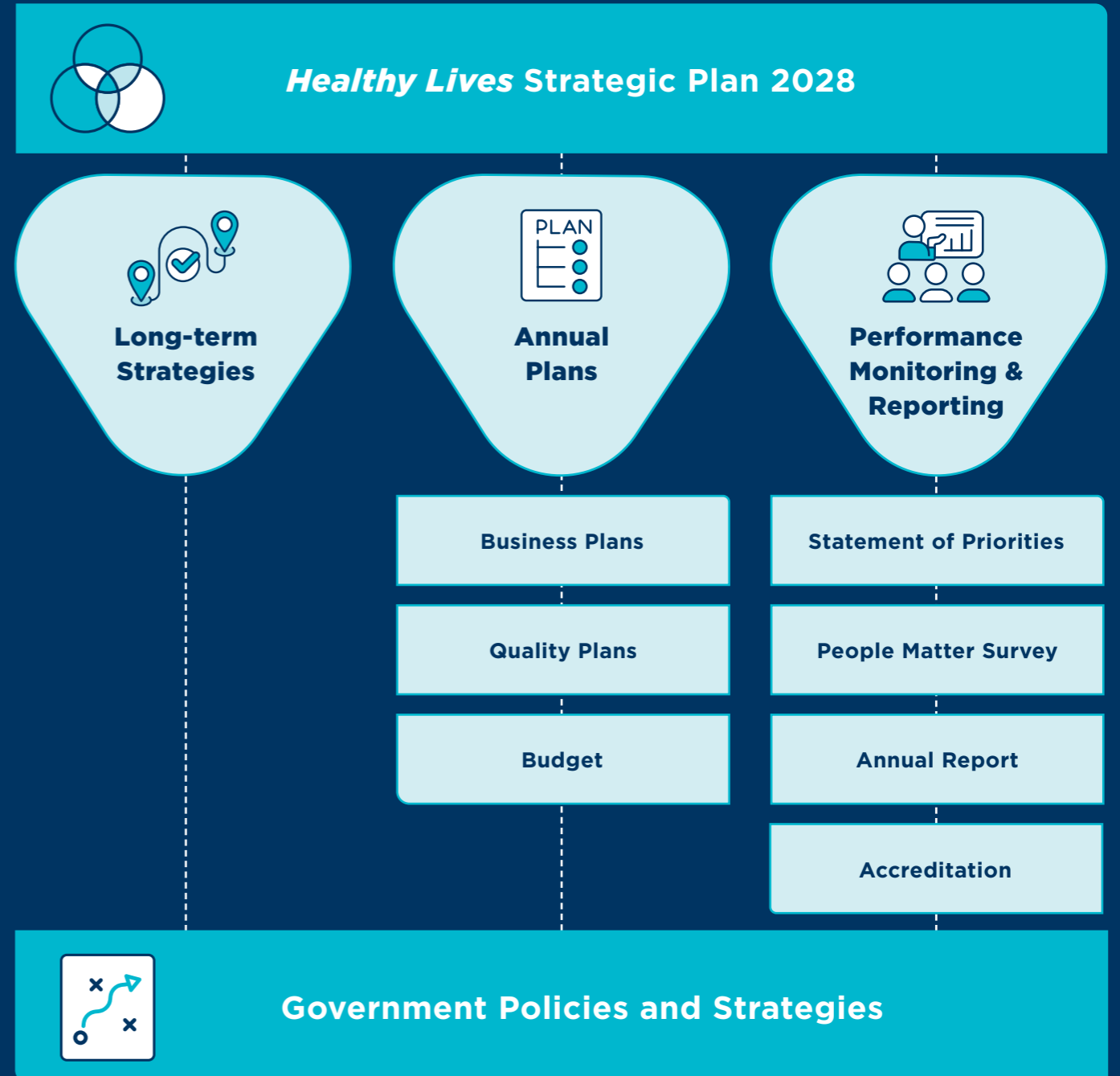
The implementation of our strategic plan is driven by development and delivery of annual business plans, overseen by our Board of Directors.

Peninsula Health tracks performance with live data daily to ensure services are optimised and any delays are addressed promptly. Our performance indicators are tracked closely and reported to the Board of Directors and the Department of Health. Well-established performance and monitoring functions assist in measuring progress against the strategic plan to keep us on track to achieve our goals and objectives and deliver the mission of healthy lives for everyone through sustainable, innovative, compassionate care.



Mission

Healthy lives for everyone, through sustainable, innovative, compassionate care



Measuring Our Impact

Goal	Domain	Outcome Measure
 <p>Consumers, Care and Community</p>	Experience of care	95% of consumers report positive experiences of their hospital stay
	Quality and safety	Year-on-year reduction in hospital-acquired complications per occupied bed days
	Health and wellbeing of Aboriginal and Torres Strait Islander peoples	Increase in number of people identifying as Aboriginal or Torres Strait Islander accessing services
	Research capability	Growth in research outputs
	Accessible care	<ul style="list-style-type: none"> • Statement of Priorities access indicators achieved • Year-on-year growth in orthopaedic surgery cases • Year-on-year growth in virtual and home-based care
	Partnerships	Health and education precinct plan developed
 <p>People, Teams and Culture</p>	Employee engagement	Continued improvement in the Engagement Index as reported in the People Matter Survey
	Employee growth and development	Continued improvement in overall learning and development result as reported in the People Matter Survey
	Workplace safety	Reduction in the lost time injury frequency rate
	Employee wellbeing	Reduction in percentage of staff experiencing burnout as reported in the People Matter Survey
	Workforce capability and capacity	Vacancy rate ≤5%
 <p>Sustainability, Systems and Infrastructure</p>	Digital health	Single digital view of each consumer
	Sustainable systems	Pathway to net-zero established
	Affordable care	Operating result within budget
	Contemporary infrastructure	<ul style="list-style-type: none"> • Frankston Hospital redevelopment operational • Plans in place for redevelopment of The Mornington Centre and Rosebud Hospital



Image: Smoking ceremony
at Frankston Hospital

Artwork Description

Travelling the Song Lines that connect Country where we gather under Grandfather Sun.

About the Artist

Eamon Roberts, a proud Gomillaroi man living on Bunarong Country, infuses the Dreamtime and Song Lines into his contemporary traditional art at Miri Art Creations, where “Miri” signifies “Star” in Gomillaroi.





peninsulahealth.org.au



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We are proudly inclusive.



**Peninsula
Health**