



Strategy 2026–2031

Care, reimaged

monashhealth.org



Acknowledgement of Country

Monash Health respectfully acknowledges the Bunurong/Boonwurrung and Wurundjeri/Woi-wurrung peoples, the Traditional Custodians and owners of the lands where our facilities are located and programs operate.

We recognise the ongoing spiritual link Aboriginal people have to their lands, culture and lore; and acknowledge that their connections build healthier families and communities. Monash Health pays respect to the Elders of the Bunurong/Boonwurrung and Wurundjeri/Woi-wurrung peoples; past, present and future.

We extend our respect to our Aboriginal and Torres Strait Islander employees, consumers and stakeholders.

Our commitment to improving Aboriginal and Torres Strait Islander health and wellbeing

We are committed to closing the gap and improving life outcomes for Aboriginal and Torres Strait Islander people.

We recognise the voice of the Aboriginal and Torres Strait Islander community is best placed to set outcomes and governance principles around issues that impact them. We work in partnership with these communities to achieve best possible outcomes in co-designed systems delivering culturally safe care.

We invest in a strong Aboriginal workforce across health, and we will grow, retain and develop leadership for the future.

Our organisation is accountable and transparent in engaging our Aboriginal and Torres Strait Islander communities.



Ngarra-jarra-noun artwork by Dixon Patten.



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Message from the Board Chair



On behalf of the Monash Health Board, I am delighted to present the Monash Health Strategy 2026–2031; Care, reimagined. This strategy charts a bold and ambitious course for our organisation and the communities we serve, fully aligned with the Board’s ambition for Monash Health.

Monash Health holds a unique role in the Victorian public health sector, providing care across the lifespan, from newborn to end of life, in our hospitals, aged care facilities and in our community. Our tertiary services are critical to Victoria’s ability to provide care for the most complex of cases.

Public health in Victoria is undergoing unprecedented change, with the implementation of the Health Services Plan, and the establishment of Local Health Service Networks (LHSNs) on 1 July 2025. Monash Health is proud to form the South Metro LHSN, and will focus on addressing priority areas including access, equity and flow, workforce, safety and quality and shared services. This strategy is fully aligned with these priorities, and we look forward to working closely with our Network colleagues to improve the health of not only those in our community, but of all Victorians.

I extend my sincere gratitude to everyone – our employees, volunteers, partners, consumers, and community members – whose careful thinking and insights have shaped this roadmap for the future.

With the support of the Victorian Minister for Health, The Hon. Mary-Anne Thomas MP and the Department of Health, we will work together to implement this strategy so that all in our community can live their best lives.

Michael Gorton AM
Board Chair

Message from the Chief Executive Officer



In an environment of ever-increasing demand for public health services, resource constraint and changing community expectations, we must reimagine how we deliver care. This means interrogating how and where we deliver care, how we leverage the rapid advances in digital technology to make our care safer and more efficient, and ensuring we have a future-fit workforce that is ready to deliver the care of tomorrow. As leaders, we are well equipped for this challenge.

As we enter the next strategic cycle for Monash Health, it is important to reflect and acknowledge what we have achieved since the previous strategic plan was conceived. At the time of its creation, no one could have predicted the pandemic and the impact it would have on the communities we serve, or the monumental effort of our employees to protect our communities from an unprecedented threat. Our team showcased remarkable agility and collaboration, accelerating innovation and working in partnership with a common goal – qualities we must take forward.

As an academic health service, we must reaffirm our commitment to research and innovation, taking a leading role in establishing the Monash Precinct, alongside our academic and industry partners, and supporting our clinicians to make discoveries that will change care not only locally but globally.

We are building on our core capabilities and have identified 3 accelerators that will enable us to deliver on our ambitions. While this strategy does focus on increasing care in the community, it does so to ensure that our hospitals are preserved for the people who need hospital care.

Delivering on this strategy will require the collective effort of everyone at Monash Health, and a commitment to an ongoing journey towards individual and organisational excellence. We will reimagine with those who receive our care and those who we partner with to deliver it.

Our strategy will be pivotal in addressing the challenges of today and sets a clear direction on the care we aspire to deliver for the future.

Professor Eugene Yafele
Chief Executive Officer

About us

Our services

Monash Health provides more than 250 uniquely integrated hospital-based and community services, delivering care across the lifespan.

Monash Health has a key role as a tertiary provider in a range of services providing specialist care across Victoria, including:

- > Cancer and blood disorders
- > Cardiology and cardiac surgery
- > Endovascular clot retrieval
- > Kidney and pancreas transplant
- > Maternity services
- > Mental health
- > Neonatal intensive care
- > Paediatrics

Beyond our hospitals, we deliver a range of integrated community health services, including:

- > Allied Health and Dental Services
- > Community Assessment Response Team
- > Community Mental Health
- > Monash Health at Home
- > Residential In-Reach
- > Services for Priority Populations (Child, Youth & Family, Refugee Health & Wellbeing, Centre for Developmental Disability & Health)
- > South East Centre Against Sexual Assault and Family Violence

Our locations

We provide care at over 40 locations in South East Melbourne, Victoria.

Our major acute and subacute hospital sites include:

- > Casey Hospital
- > Dandenong Hospital
- > Kingston Centre
- > Monash Children's Hospital
- > Monash Medical Centre
- > Moorabbin Hospital
- > Victorian Heart Hospital

Our community health services are provided across a range of locations, including our major community sites:

- > Cranbourne Community Hospital
- > Cranbourne Integrated Care Centre
- > Pakenham Health Centre
- > Monash Health Community Dandenong

Monash Health also operates public aged care facilities, Boollam Boollam Aged Care Centre, located at our Kingston site, and Chestnut Gardens in Doveton.

Our care In 2024–25 we provided



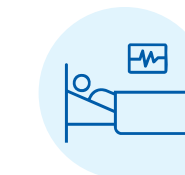
4.49 million
total episodes of care



84,624
surgical operations



270,290
Emergency Department presentations



318,574
hospital admissions



51,158
paediatric admissions



54.9 million
pathology tests



11,310
babies were born
at our hospitals

About us

Our people

24,000 strong

We have 24,000 people who serve our community at Monash Health, plus, an additional 250 volunteers.

A diverse workforce

Our workforce is diverse, with over 100 nationalities represented across our employees.

Our Aboriginal and Torres Strait Islander workforce

Our Aboriginal and Torres Strait Islander workforce has grown from fewer than 60 people to over 100 over the last 6 years. We have a plan to increase Aboriginal and/or Torres Strait Islander participation in the health sector, which will lead to delivering culturally safe care and improving health outcomes.

Local Health Service Network

Monash Health forms the South Metro Local Health Service Network. It is one of twelve statewide networks responsible for supporting collaborative care for their community, as close to home as possible.

Our network provides tertiary support for our neighbouring networks in complex women's and neonatal care, and paediatric care.

South East Public Health Unit

The South East Public Health Unit delivers a range of public health initiatives, including health promotion, disease prevention and responsibility for managing communicable diseases and notifiable medical conditions across South East Melbourne and the Mornington Peninsula.

The unit works collaboratively with the community and stakeholders to improve health and wellbeing outcomes across a range of public health issues.

Our private hospital

Jessie McPherson Private Hospital (JMPH) is a 150-bed facility operating across Monash Medical Centre and the Victorian Heart Hospital sites. As a private hospital wholly owned by Monash Health, JMPH delivers a comprehensive range of specialist services including maternity, gastroenterology, cardiology, and neurosciences. This affiliation provides a unique connection between public and private health care, benefiting our consumers and our employees.

Our research, teaching and training

As a leading academic health service, Monash Health plays a pivotal role in shaping the future of healthcare through its commitment to advancing healthcare through research, innovation, teaching and training.

We have nearly 600 clinical trials in progress and nearly 1800 research projects underway.

Our projected research income for 2025 for Monash Health and our Precinct partners, Monash University and the Hudson Institute of Medical Research is over \$98 million.

580 of our people have honorary appointments with tertiary institutions.

In 2024 Monash Health provided over 780,000 clinical placement hours for nearly 1,500 Monash University students across all disciplines.

We also train students from, and have research partnerships with, a range of other tertiary institutions.

About our community

Monash Health supports one of Victoria's fastest growing and most diverse communities

A growing population

Our catchment has a population of over 1.2 million people, and is expected to be around 1.36 million by 2036, growing at a rate of 1.6% per year, equating to an additional 20,000 people per year.

Our highest growth areas are in Casey and Cardinia, due to urban expansion and housing availability in these areas.

A diverse population

47% of our catchment population was born overseas, and 45% speak a language other than English at home.

Aboriginal and Torres Strait Islander population

Around 8% of Victoria's Aboriginal and/or Torres Strait Islander community live in our catchment. Presentations to our hospital sites has increased by over 30% in the past 5 years for this population.

A range of socioeconomic, behavioural and environmental factors shape the health needs of our population

Ageing population

We have an ageing population, with the 70-84 year age group projected to increase by 41% and the 85+ age group projected to increase by 51% by 2036.

People with a disability

Around 15% of people in our catchment identify as having a disability (requiring daily assistance with communication, mobility or self-care).

Chronic health conditions

Sections of our population have a high prevalence of chronic health conditions, including cardiovascular disease, respiratory disease, diabetes and obesity.

Mental health demand

There is high demand on our mental health services for a range of reasons, including chronic disease burden and socioeconomic pressures.

Our community have told us what they expect from their care

Communication from health care providers is clear and timely, delivered in a way that consumers can understand.

Health care providers work together to provide a seamless and connected experience throughout the care journey.

Care is person-centred and holistic. Consumers, carers and families are active partners in care planning and decision making.

Care is delivered with compassion and kindness, always mindful of the experience of families and carers.

Care is personalised, culturally safe, and individuals feel respected, understood and supported in a way that aligns with their beliefs and values.

Consumer health information is kept securely and accessed only by those who need it to deliver care.

Our external environment

This strategy takes us towards – and beyond – 2031, a time when we anticipate:

Changing community expectations

As communities learn more about their health, they will demand better experiences, expect more input and choice in their care and better connections and communication between their healthcare providers.

Increasing resource pressures

Healthcare providers will continue to face more pressure due to ongoing resource constraints, an ageing population with an increased burden of disease and the increasing global cost of providing care. There will be increasing legislative and industrial obligations across all parts of our organisation.

Rapid medical technology adoption

Medical technology is rapidly advancing in areas such as telemedicine, advanced diagnostics, wearable health monitors and robotic surgery. These advancements will improve care, enhance diagnostic accuracy and streamline healthcare delivery.

Increasing environmental obligations

The health of our communities is intrinsically linked to the health of our physical environment. There is growing imperative to reduce healthcare's contribution to our carbon footprint, minimise waste and adopt environmentally sustainable practices across healthcare settings, to support both human and planetary wellbeing.

A changing health workforce

The health workforce will need new capabilities to deliver innovative models of care, alongside changing consumer expectations. The workforce itself also has different expectations of employment, including an increased focus on physical and psychological safety and wellbeing, and increased workplace flexibility.

Unpredictable disruptions

Major disruptions such as public health events, extreme weather events, international conflicts and increasing cyber threats will unpredictably strain the health of our communities. Monash Health must be prepared to respond.

Artificial intelligence will transform healthcare

Artificial intelligence (AI) is set to revolutionise healthcare. Technologies such as predictive analytics, machine learning and natural language processing, are helping clinicians detect diseases earlier, identify anomalies more precisely, and tailor interventions to individual needs. When carefully applied, AI can improve quality of care, improve system efficiency, reduce costs, and enable more equitable access to health services.



Why we exist

Care, reimagined.

So that people can live their best lives.



What we do

We provide world-leading care for the community we serve and share our expertise to create local, national and global health impact.

We do this in a way that is safe, equitable, environmentally sustainable and financially responsible.

Our consumers and those who care for them are at the centre of all we do, to ensure the best possible outcomes and experience.



Our values



Full hearted

- ✓ Kind
- ✓ Compassionate
- ✓ Brave

We show genuine care, treating all people with kindness, empathy and respect.

We lift others through compassion, fostering trust, teamwork and a sense of belonging in every interaction.

We face tough situations with courage, making principled decisions under pressure.

Our values



Open minded

- ✓ Optimistic
- ✓ Curious
- ✓ Innovative

We approach challenges with a positive outlook, exploring better ways to optimise patient care and outcomes.

We ask thoughtful questions, seeking to understand diverse perspectives and challenges.

We innovate fearlessly, proposing bold solutions to complex healthcare problems.

Our values



All in

- ✓ Committed
- ✓ Empowered
- ✓ Proactive

We act with purpose and take initiative to bring about positive change.




Empowering our people to make decisions that deliver results.

We proactively tackle problems, knowing that every problem has a solution.

The logic of our strategy

At the centre of our strategy is our shared goal – **Care, reimagined.**

We have identified three accelerators:

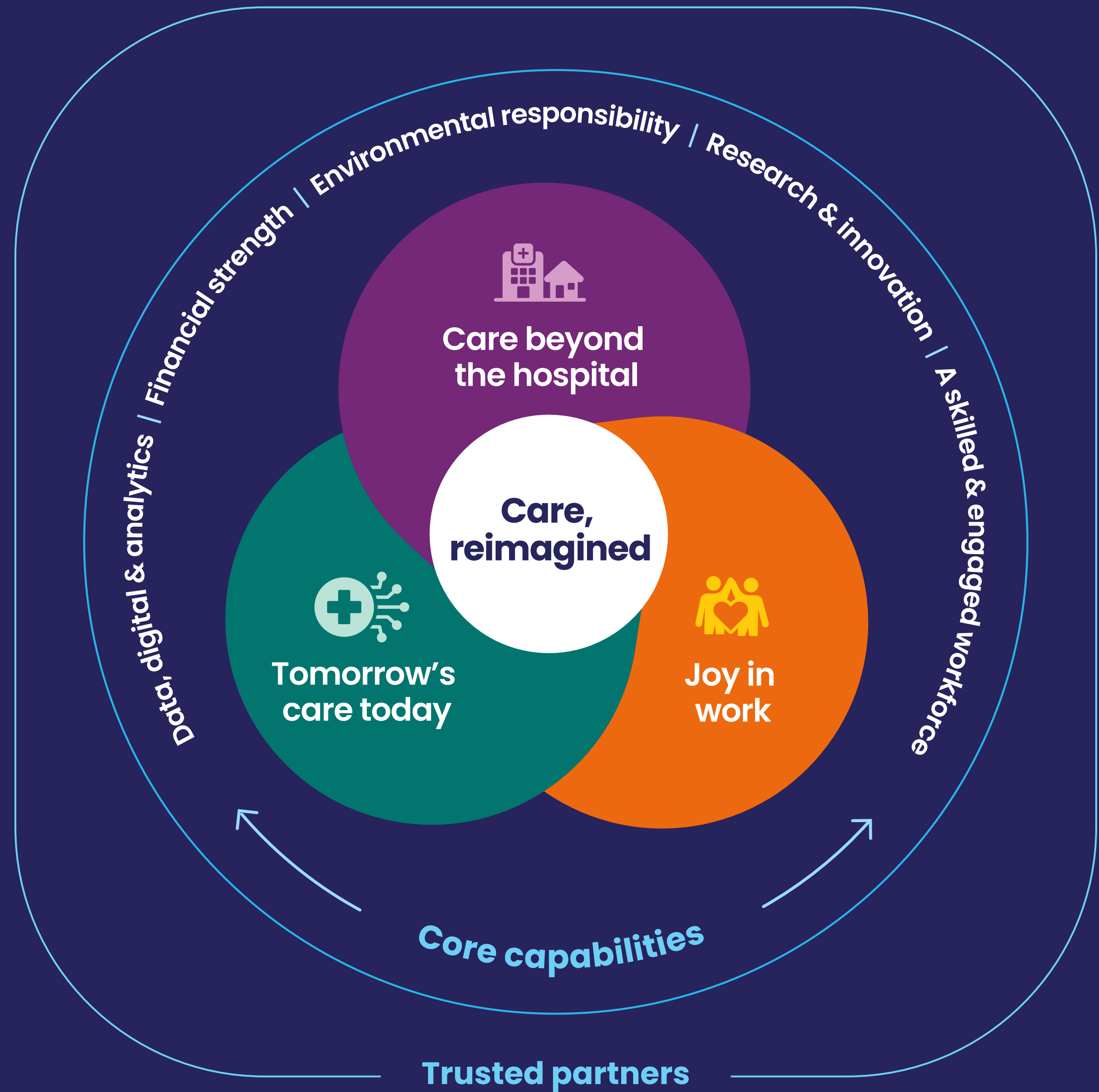
-  **Care beyond the hospital**
-  **Tomorrow's care today**
-  **Joy in work**

These are not simply priorities: they are the effort multipliers that accelerate progress across every part of Monash Health. By working together, they change the pace and scale of improvement, driving better outcomes and experiences for consumers, families, and communities.

Our accelerators are underpinned by our core capabilities – data, digital and analytics, financial strength, environmental responsibility, research and innovation, and a skilled and supported workforce. These are the capabilities that ensure we can deliver care safely, reliably and sustainably.

We also know that care cannot be reimagined by Monash Health alone. Our accelerators are strengthened through our trusted partnerships – with our employees, with our communities, with primary care, and with universities, training providers, research institutes, industry, unions and government. These partnerships extend our reach, bring in new ideas, and ensure that improvements benefit the wider health system.

Our accelerators are activated by core capabilities and strengthened through partnerships. Together, they create the conditions to reimagine care.



Our strategy on a page

Care, reimagined.

So that people can live their best lives.

What we do

We provide world-leading care to benefit the community we serve and share our expertise to create local, national and global health impact.

Our values



Full hearted

Kind, Compassionate, Brave



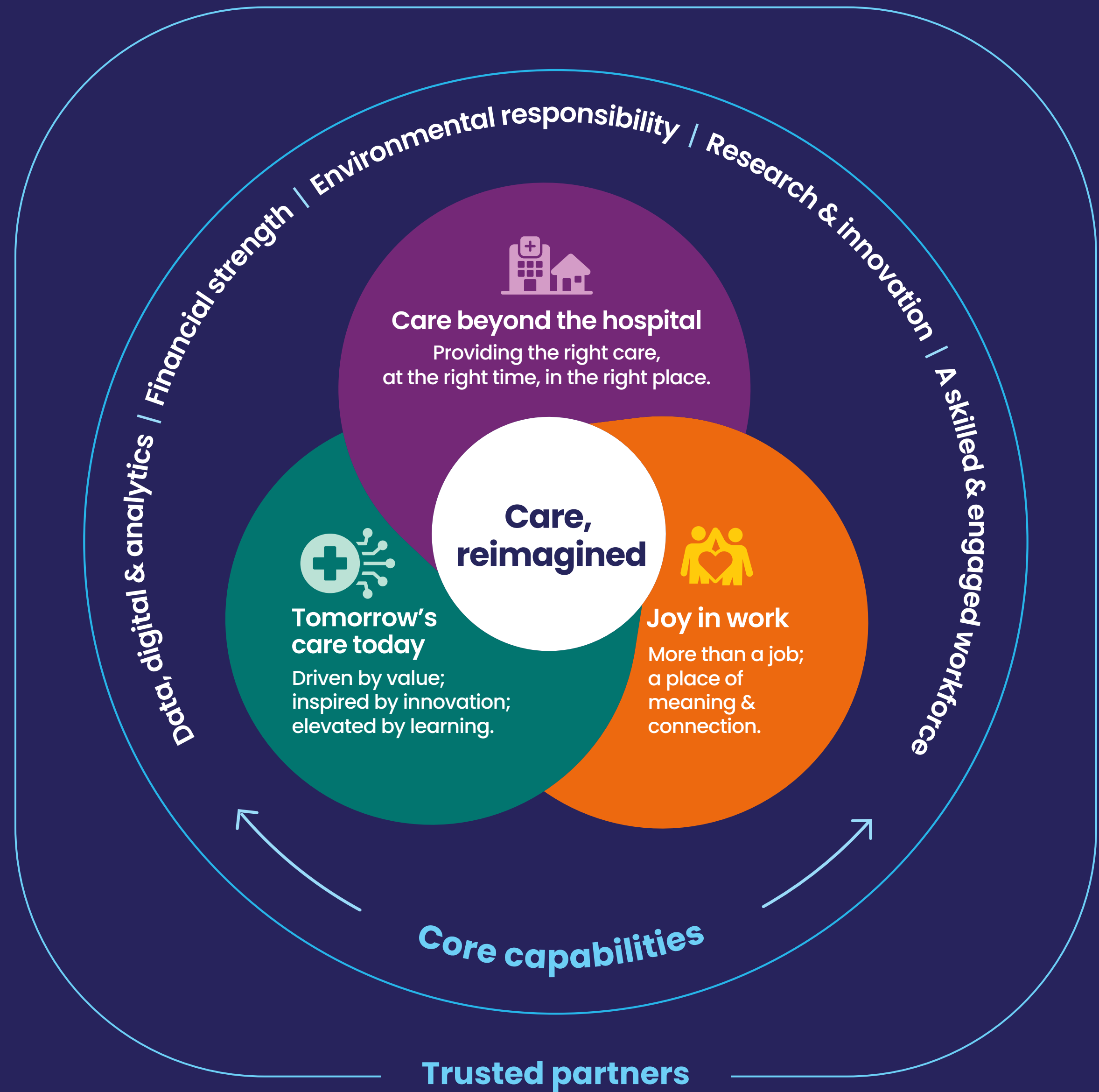
Open minded

Optimistic, Curious, Innovative



All in

Committed, Empowered, Proactive



Our accelerators

Care beyond the hospital

Providing the right care, at the right time, in the right place



Our goal

To advance a connected and efficient health system, we will expand our care at home and in the community, delivering more accessible, equitable and sustainable care. At the same time, we will continue to provide safe, effective and responsive care in our hospitals, for those who need it most.

Care beyond the hospital means:

- › care in the community is accepted and expected by our community, and there is broad awareness that hospital care is reserved for when it is truly needed
- › hospital-based services are optimised to ensure timely, equitable access to high-quality, specialist care
- › consumers, and those who care for them, are educated, informed and supported to access the right care in the right place, and can actively participate in their care journey
- › care is safe, personal and compassionate, provided in familiar environments close to loved ones where possible.

For every clinical service, we ask:

- › What can we do to prevent chronic diseases in our community?
- › How can we improve access to care, especially for priority populations?
- › What care can be safely provided in the home or in a community setting?
- › What do we need to put in place to support the transition from in-hospital care to the community?

To achieve our goal, we will partner with:

- › consumers and those who care for them, to co-design care pathways, to ensure our patients receive the highest quality and safety standards of care
- › primary care services, including General Practice, to support continuity of care and prevent avoidable hospital admissions
- › community supports, to ensure the needs of our consumers are met holistically and that our connections across health are strengthened to deliver the right care
- › metropolitan, rural and regional health services, to enable seamless care journeys between services for consumers, and collaborative relationships to improve care across the entire health system.

To deliver care beyond the hospital, we commit to:

- › making access simple and direct – so people can easily get the care they need at every stage of their journey, in the right place
- › distributing services fairly – ensuring care is located where communities need it most, and access to care is equitable, especially for our priority populations
- › designing with community – to embed culturally, linguistically, and disability-inclusive approaches in the design and delivery of care
- › focusing on reliability, quality and safety – so that high consumer confidence and trust is maintained throughout the care they receive, in and beyond the hospital
- › measuring what matters to our consumers – focusing care around what matters to our consumers and what their best life looks like
- › predicting and planning for those at higher risk – anticipating and responding to the needs of our most high-risk consumers with efficient escalation pathways
- › using data and technology – to help us make the right decisions and give people more control and access over their own care
- › backing interventions with evidence – ensuring all care is grounded in the best available knowledge and evidence
- › upskilling our workforce – to deliver safe and high-quality care outside the hospital setting.

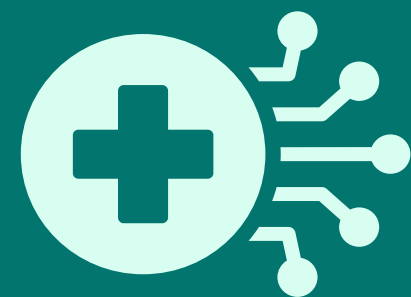
Results that will tell us that care beyond the hospital is working:

- ✓ Consumer experience and outcome ratings for community and hospital-based care are consistently positive.
- ✓ A higher proportion of care is delivered in the community and home settings.
- ✓ Reduction in avoidable hospital admissions.
- ✓ Improved access and flow across emergency and hospital care settings.
- ✓ Quality and safety of care is maintained as services move into community settings.

Our accelerators

Tomorrow's care today

Driven by value; inspired by innovation; elevated by learning



Our goal

We will unlock our collective potential by making research and innovation, part of everyday practice - building the skills and systems to design and deliver care that is valued and shapes the future of healthcare.

Tomorrow's care today means:

- › our decisions contribute to the generation and rapid adoption of new impactful research, technologies, and care models so consumers benefit sooner
- › strong connections across our teams and partners create a shared effort in learning, research, and innovation with lasting impact
- › employees have opportunities, digital tools, and data-driven insights to accelerate meaningful research and innovation that improve outcomes and experiences.

For all our employees we ask:

- › What would enable you to make research and innovation part of your daily work?
- › How can we bring data closer to the point of care to support better decisions?
- › How can we speed up the adoption of research and innovation into practice?
- › What new skills and tools will help you be future-focused?

To achieve our goal, we will partner with:

- › universities and research institutes, for world-leading research and innovation, and educating the healthcare workers of the future
- › industry innovators, for new ideas and solutions to our most challenging problems
- › our funders and the Monash Health Foundation, to invest in our best and brightest ideas
- › other health services, Local Health Service Networks, State and Federal Government, to maximise our potential for collaboration.

To deliver tomorrow's care today, we commit to:

- › delivering care that is valued, by our consumers in terms of outcomes and experiences, and for those who fund our services
- › building a culture of innovation, with time, resources, and pathways for learning, sharing, and experimentation, in a safe and supportive environment
- › streamlining our systems and processes so doing research and innovation is frictionless and can be translated quickly into better care
- › harnessing technology and data to personalise care, strengthen decision-making and expand workforce capability
- › expanding education and career pathways to prepare the next generation of clinicians, researchers, and healthcare leaders
- › playing a key role in the Monash Precinct alongside our strategic partners.

Results that will tell us that tomorrow's care today is working:

- ✓ Increased proportion of resources dedicated to research and innovation across the organisation.
- ✓ Faster adoption of innovative models of care.
- ✓ Increased number of high-impact research outputs.
- ✓ Increased leadership of competitive and industry funding awards by Monash Health employees.
- ✓ Increased number of joint and honorary appointments with our tertiary education partners.

Our accelerators

Joy in work

More than a job; a place of meaning and connection



Our goal

We will create the conditions for joy in work by fostering purpose, belonging, and meaningful contribution – enabling employees to feel valued and connected to their work. We will remove barriers and frustrations that get in the way of great work and care.

Joy in work means:

- › a culture of belonging where people feel listened to, valued, connected, recognised, and trusted
- › safe, inclusive, and supportive environments – physically and psychologically
- › work that is meaningful, purposeful, and enables growth
- › teams that are empowered to lead with clear accountabilities
- › flexible career and development pathways that attract great people and support them to stay, grow, and thrive.

Of all our employees, we ask:

- › How do we create workplaces where we all feel safe, valued, heard and included?
- › Are we equipping and trusting you to work at the top of your scope?
- › What removes friction so you can focus on your work?

To achieve our goal, we will partner with:

- › our training and teaching partners, to realise career development opportunities for our students and our employees
- › professional colleges, associations and accrediting bodies to provide clear direction on expectations of our organisation and of our professional groups
- › industrial bodies and employee representative groups, to ensure employees have a voice in matters relating to their employment conditions.

To deliver joy in work, we commit to:

- › protecting psychological and physical wellbeing of employees and embedding a safe-to-speak-up culture
- › empowering self-led teams with trust and the agency to act, adapt and lead with confidence
- › listening deeply and responding meaningfully to our employees, ensuring their voice shapes our direction
- › streamlining systems and processes to remove daily friction
- › encouraging and enabling employees to work to the top of their scope
- › intentional career planning and training to help people grow
- › celebrating wins and recognising contributions
- › giving employees timely, data-informed insights to create more impact
- › building a culture of belonging grounded in respect, loyalty, connection, and a proud commitment to inclusion.

Results that will tell us that joy in work is working:

- ✓ Employees consistently recommend Monash Health as a place to work.
- ✓ Higher employee engagement scores.
- ✓ Reduced employee absenteeism and increased intent to stay.
- ✓ Reduction in psychological and physical workplace claims and incidents.
- ✓ Strong inclusion and belonging metrics.
- ✓ Leaders consistently modelling inclusive, empowering behaviours.

Our future, reimagined

What care, reimagined, looks like in 2031 for our consumers

By 2031, our consumers will have:

- ✓ **Faster access to care**
reduced waits in emergency departments, planned surgical care and specialist clinics through new model and virtual care
- ✓ **Safer care**
marked reductions in preventable harm events using real-time data at the point of care
- ✓ **Closer care**
more care in homes and communities, fewer unnecessary transfers with strengthened local capability with our rural and regional partners to enable care closer to home
- ✓ **Seamless care journeys**
integrated care and continuity across hospital, community, home and virtual care and between paediatric and adult care
- ✓ **Equitable care**
Aboriginal and Torres Strait Islander and culturally diverse people priority populations consistently report improved experience and outcomes
- ✓ **Confidence in care**
consumers rate Monash Health the most recommended health service in Victoria
- ✓ **Input into their care**
consumers will be a partner in their care, both at an individual level and in how care models are designed



What care, reimagined, looks like in 2031 for Monash Health

In 2031, care beyond the hospital, tomorrow's care today, and joy in work have become embedded in everything we do:

- ✓ Monash Health has significantly **expanded care in the community**, and consumers who need emergency or hospital care can access it in a timely manner.
- ✓ The Victorian Heart Hospital, Monash Children's, and Monash Women's & Newborn, and other emerging services are **globally recognised**, attracting international talent and delivering highly specialised care for the most complex cases, with strong research performance and pathways to commercialisation.
- ✓ Monash Health is **digitally enabled**, and **data-driven decisions** are embedded into every aspect of how we work and care. Data is secure and protected by the highest standards of cybersecurity.
- ✓ Monash Health is **financially sustainable** across all our services, and our savings are reinvested in continuous improvement and innovation.
- ✓ Monash Health is recognised as a leader in **environmentally sustainable healthcare**.
- ✓ The **Monash Precinct** is an internationally recognised hub where academia, industry, and clinical teams converge to accelerate breakthroughs in emerging therapies to transform care.
- ✓ Monash Health's **workforce** reflects the vibrant diversity of our communities, with growing Aboriginal and Torres Strait Islander representation, internationally recognised research clinicians, and an inclusive and safe culture at every level.
- ✓ Strengthened partnership and collaboration with **Jessie McPherson Private Hospital** eases demand on public services while offering greater choice and seamless pathways across public and private care for our community, medical specialists and service providers.



Delivering on our strategy

Bringing our strategy to life

To bring our strategy to life, we have a comprehensive suite of plans to guide how our strategy will be realised.

Our Clinical Service Plan:

A Clinical Service Plan is a comprehensive framework that guides our organisation's approach to delivering clinical services over the medium to long term. It aligns our clinical priorities with our overall strategic direction and ensures that services are designed and delivered effectively to meet the current and future needs of the population we serve.

Our Enabling Plans:

Our five enabling plans provide a roadmap to advancing our core capabilities

Our Digital and Data Plan:

enabling an intelligent system

We deploy connected digital solutions and leverage artificial intelligence to provide real-time insights, reduce delays, and create a more responsive system – one where it's easier to do the right things, and with less time wasted. By replacing outdated systems, closing integration gaps, and strengthening our key data platforms, we are moving towards an intelligent, digitally enabled health system.

Our Environmental Sustainability Plan:

enabling a healthier planet for future generations

We recognise the deep connection between health, community wellbeing and environmental sustainability. By reducing emissions, making thoughtful choices in procurement and infrastructure and embedding sustainable practices we will strengthen our ability to deliver care today and for generations to come.

Our Finance Plan:

enabling financial sustainability for responsible investment

Strong financial stewardship and confident decision-making are key to securing our long-term financial health. By carefully managing costs, optimising revenue, investing to align with our strategic aspirations, and building financial acumen across our workforce, we strengthen our ability to deliver sustainable, high-quality care.

Our People Plan:

enabling a skilled, supported and future-ready workforce

We invest in the capability of our people, ensuring they are skilled to fulfil their role, supported to develop professionally and given the opportunity to lead. We work in high-performing and inclusive teams where diversity of thought and background is valued. We create physically and psychologically safe work environments, and we prioritise wellbeing. We embrace innovative, inclusive and flexible workplace models to establish the healthcare workforce of the future.

Our Research and Innovation Plan:

enabling the translation of knowledge into action

By supporting a research active culture, elevating our research profile, and streamlining processes, we strengthen the accessibility, visibility and impact of our research. We support new ideas and approaches that drive innovation and continuous improvement in everyday practice.