

## Strategic Directions

2009 - 2013



### Our Mission

Working with and in communities to improve health and wellbeing.

### Our Vision

Communities engaged and active in improving their health.

### Our Values

– they guide how we work with communities:

#### Respect

- ▲ We show due regard for the feelings and rights of others.
- ▲ We recognise the right of everyone to be heard and to make informed choices.
- ▲ We value diversity and will deliver our services accordingly.

#### Integrity

- ▲ We uphold our professional ethic at all times.
- ▲ We are honest and fulfil our commitments.
- ▲ We are accountable for our actions.

#### Social Responsibility

- ▲ We anticipate and respond to the interests and needs of communities.
- ▲ We aim to positively impact on society and the environment.
- ▲ We are an integral part of our communities.
- ▲ We aim to provide equitable service access to communities.

#### Excellence

- ▲ We set the highest standards for all we do.
- ▲ We continually seek and act on opportunities to improve and expand our services.
- ▲ We are innovative.
- ▲ We work as a team to meet the needs of individuals and communities.

### Strategic Directions

1. Meet changing levels and nature of population health needs
2. Build Health Promotion culture and practice
3. Broaden community awareness of and participation in KCHS
4. Strengthen organisational capacity and capability

### CEO Message

Knox Community Health Service is committed to working in partnership with key local partners, stakeholders and communities to shape and transform the future delivery of primary health care for the local population. In doing this we recognise, respect and value the diversity within our communities and will ensure services to our culturally and linguistically diverse and indigenous populations are tailored to meet their specific needs while ensuring equity of access to all our communities.

The four year Strategic Plan, Promoting Healthy Communities, is aligned with our Health Promotion Plan and the Knox City Council Plan and provides a platform to respond to the significant change agenda outlined in the recent National Health and Hospital Reform Commission review. The strategic intent outlined in this plan is underpinned by an ambitious program of work which seeks to improve access, reduce inequalities and improve the health and wellbeing of our communities.

## Health Promoting PRINCIPLES

### – they guide our action in the community:

KCHS works within a social model of health, recognising that many factors outside of the health sector will determine our communities' health and wellbeing. The principles that guide our work are:

- ▲ **Address the broader determinants of health** recognising that health is influenced by more than genetics, individual lifestyles and provision of health care and that political, social, economic and environmental factors are critical.
- ▲ **Base activities on the best available data and evidence**, both in respect to why there is a need for action in a particular area and what is most likely to effect sustainable change.
- ▲ **Seek to reduce social inequities**, helping to ensure every individual, family and community group may benefit from living, learning and working in a health promoting environment.
- ▲ **Emphasise active consumer and community participation** in processes that enable people to have a say about what influences their health and wellbeing and what would make a difference.
- ▲ **Empower individuals and communities** through information, skill development, support and advocacy and structural change strategies to have an understanding of what promotes health and wellbeing and take control of their own lives.
- ▲ **Consider differences in gender and culture** recognising that gender and culture lie at the heart of the way in which health beliefs and behaviours are developed and transmitted.
- ▲ **Work in collaboration**, understanding that while programs may be initiated in the health sector, partnerships must be actively sought across a whole range of sectors, including those organisations that may not have a health focus.

## Our Strategic Directions for 2009 –

### Strategic Direction 1

Meet changing levels and nature of population health needs

#### Initiatives:

- 1. Align service delivery with the health and demographic profiles of Knox and the populations we service**  
In order to ensure that programs and initiatives are targeted to those most in need it is important that health and demographic data is regularly reviewed.
- 2. Improve demand management and increase access to KCHS services**  
KCHS will examine demand management and waiting list processes to ensure that those most in need are given priority access.
- 3. Advocate for change / promote KCHS strengths**  
KCHS has shown considerable innovation with the development of a range of projects and initiatives. Consolidation of these initiatives is important as is dissemination of results, via conferences and journal articles.
- 4. Build upon existing client-focused service co-ordination and integration initiatives**  
KCHS has been a leader in developing integrated service delivery and co-ordinated services. This approach ensures that clients' broader health needs are addressed in an integrated and co-ordinated way.
- 5. Introduce new types of services**  
KCHS also needs to identify opportunities for new program initiatives based on the needs of the population.
- 6. Sustain effective quality programs**  
KCHS will work within a continuous quality improvement framework and ensure that all services/programs are evidence based.

2013

**Strategic Direction 2**

**Build health promotion culture and practice**

**Initiatives:**

**1. Build health promotion capacity**

The development of the capacity of all staff to understand and deliver in their roles in preventing illness and promoting health will be enhanced by the development of an Organisational Capacity Building Framework which is articulated as key work in the IHP Plan 2009-2013.

**2. Address the broader determinants of health**

As a health promoting charity KCHS is a key community resource in understanding and responding to community needs from a health promotion and prevention framework. As such all actions undertaken by KCHS in planning programs, services and activities will be informed by an understanding of the social determinants influencing health.

**3. Working with partners**

KCHS will provide support and resources to develop health promoting partnerships and will continue to identify new opportunities for partnering, especially with non-traditional partners.

**Strategic Direction 3**

**Broaden community awareness of and participation in KCHS**

**Initiatives:**

**1. Increase community engagement**

KCHS will have processes in place to ensure that community input is sought at every opportunity. Community engagement and consultation will underpin practice and broader decision processes. A service wide process to support staff in achieving greater community consultation will be undertaken.

**2. Sustain an effective volunteer program**

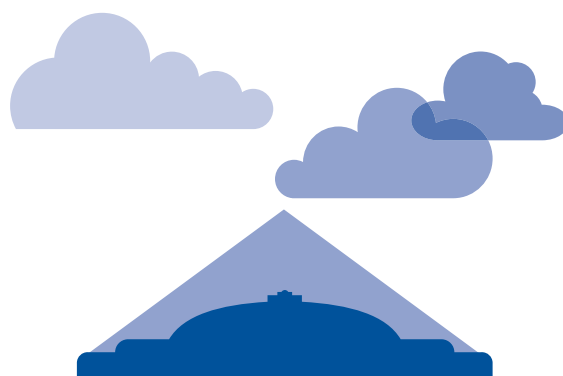
KCHS is committed to and values the contributions volunteers can make. KCHS will ensure that the Volunteer Program is adequately resourced and appropriate systems are in place.

**3. Use a diverse range of community awareness programs**

KCHS will have a Marketing Strategy that will optimise community awareness and understanding of the organisation's mechanisms.

**4. Implement a partnering strategy for the delivery of services and initiatives**

Collaborate with other organisations and form partnerships to provide the best possible responses to community needs. Ensure KCHS identifies key partners and has a clear understanding of the expectations of these partnerships.



## **Strategic Direction 4**

### **Strengthen organisational capacity and capability**

#### **Initiatives:**

**1. *Improve the capability and capacity of the workforce***

Commit to optimising our workforce by hiring the best people, skilling them appropriately and shifting the mix of talent according to the needs of the community. Build a satisfied, productive and flexible workforce so people enjoy coming to work, are committed to their jobs and are prepared to innovate and change.

**2. *Build a strong learning and development organisational culture***

Encourage and support the ongoing professional growth of our workforce through a structured system of training and development. Establish and strengthen internal processes and external relationships to enhance our capacity to support a learning culture.

**3. *Improve financial management capabilities***

Ensure that accurate, meaningful and timely financial reports are prepared for management and the Board to assist with decision making.

**4. *Achieve effective governance at KCHS***

Ensure that the roles of the Board and Management are clearly established and all legal and contractual obligations are complied with.

**5. *Implement effective health record management***

Ensure that the accuracy and integrity of health records are maintained and are readily available for practitioners and reporting.

**6. *Align infrastructure capacity to demand levels***

Ensure that the buildings and equipment effectively and efficiently meet the requirements of the service provided.

**7. *Improve knowledge management***

Ensure that the knowledge and learning of staff is effectively captured and readily available for re-use and further development by the organisation.

**8. *Demonstrate corporate social responsibility***

Ensure the organisation takes account of its economic, social and environmental impacts in the way it operates. Contribute to a better environment, improved working practices, a safer workplace and more effective engagement in local communities.

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