



2022 - 2025

2022 - 2025 Strategic Plan

who we are, what we do, where are we going

Presented by

Bellarine Community Health

Strategic Plan Development Process

Bellarine
Community
Health

BCH has a strong history of working with consumers and communities across the Bellarine and is committed to further develop its client and community engagement practices.

These practices ensure that the needs of the communities across the Bellarine are central to community health service planning and health care decisions.

BCH values the helpful contribution consumers and the community make to improve health policy, service quality and the health and wellbeing of local people.

The below diagram explains the consultation process that guided the development of this strategic plan. Hearing from members of our community, the BCH Community Advisory Group and BCH staff gave us insight on what should be included.



From the Chair and CEO

The Bellarine Community Health Ltd. (BCH) Strategic Plan 2022-25 describes the type of organisation we are and what we do for our community.

This plan is all about the next three years and has been part of a collaborative effort between our organisation and members of our community.

Community involvement is what sets this plan apart from strategic plans that have come before. We exist for the benefit of the community and strongly believe that, along with Directors and staff, the community should have a say in what, and how, we do things.

While we cannot do all things for all people, our aim is to provide as much as we can to as many as we can. We can do this through careful strategic and financial management.

There has been a large population growth and changes to the health and social needs across the Bellarine over recent years. We are committed to respond to these changes, and the challenges they present.

BCH needs to keep pace with this growth and change, and this strategic plan seeks to provide the way BCH will manage and lead into the future.



Fay Agterhuis
Board Chair



Garry Ellis
Chief Executive
Officer



Who is BCH?

BCH is the largest healthcare provider on the Bellarine Peninsula with sites in five locations:

- Drysdale (2 sites)
- Ocean Grove
- Portarlington
- Point Lonsdale

BCH delivers and promotes health and wellbeing programs.

BCH is a Registered Health Service under the Health Services Act 1988.

BCH has a number of funding streams, including:

- Commonwealth Government - Community Home Support Program; Home Care Packages program; National Disability Insurance Scheme; Child Dental Benefits Schedule; the Medicare Benefits Schedule
- State Government - Home and Community Care program, Community Health program, Integrated Health Promotion
- Funding is also received from private fee-for-service, community grants and donations

BCH provides a range of services including allied health, community and palliative care nursing; mental health; in home care, health promotion and dental.

Purpose Statement

We deliver high quality services and programs that improve the health and wellbeing of our community.

This means that we always innovate and develop what we do to align with the health and wellbeing needs of people on the Bellarine.

Guiding principles

These principles are at front of mind in all decision making and operational processes.

They relate to how we see ourselves and how we will work with all those with whom we come in contact.

- We strive to become a sustainable organisation with a strategic mindset
- We value and support our staff, clients and volunteers
- We work with our community to design services and programs to meet their needs
- We act at all times in the interests of the organisation and the community
- We are guided by best practice actions – always

Strategic Priorities

<p>To engage with our community across all ages, groups and cultures so we are always responsive</p>	<ul style="list-style-type: none"> • We have the patience and determination to create a positive experience for all clients by working with them to ensure their needs are always met. • We ask, and listen, to the community, about the things that matter, to ensure we meet their expectations. • We seek to understand and support the changing needs of our diverse community. • We provide ways for the local community to be part of, support and inform our work.
<p>To build awareness of our organisation and our services so we are recognised as the preferred health provider to our community</p>	<ul style="list-style-type: none"> • We continue to raise and promote the BCH brand. • We proactively engage the community and support their health and wellbeing literacy. • We communicate in ways that resonate with the community. • We work with our residents, visitors, and key stakeholders.
<p>To be a sustainable health service responsive to our growing community</p>	<ul style="list-style-type: none"> • We aim to continually improve our financial position through the development of a strong vision, passionate leaders, empowered employees, effective marketing, and client centred approach. • We ensure that staffing resources are appropriate to deliver our programs and services. • We seek new funding streams, advocate in areas of need, and seek to expand our physical presence in new precincts. • We work in accordance with regulations and legislation. • We use data to inform the planning and delivery of our health and wellbeing programs and services. • We are open to new opportunities to grow our services. • We have robust governance processes in place to monitor risk.
<p>To nurture a positive workplace culture</p>	<ul style="list-style-type: none"> • We create a respectful and inclusive work environment, fostering collaboration and open, honest communication. • We recognise and value the knowledge, skill, and expertise within the organisation. • We include the principles of social responsibility into our core business actions and reduce our environmental impact via good corporate governance and ethical decision making. • We actively engage with and listen to our staff to strengthen our workplace culture and provide support and resources for our staff to deliver best quality care.

Our Future

BCH has a strong awareness of our evolving community and staffing needs, and will address these over time.

- There is a large and growing ageing population
- There is a constant increase in the number of young families in growth areas that are already experiencing high levels of disadvantage
- There is a growing and reasonable expectation from staff of the need for flexible/changing work arrangements
- Climate change and impacts on community health i.e. food security, air quality, extreme weather conditions are becoming issues to be addressed in all planning and BCH needs to embed environmental sustainability in our practices
- There is a growing need for digital services (telehealth) along with growth in the availability of systems that can assist

BCH needs to adapt to community expectations and recognises the likelihood of competition in the areas in which we operate.





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