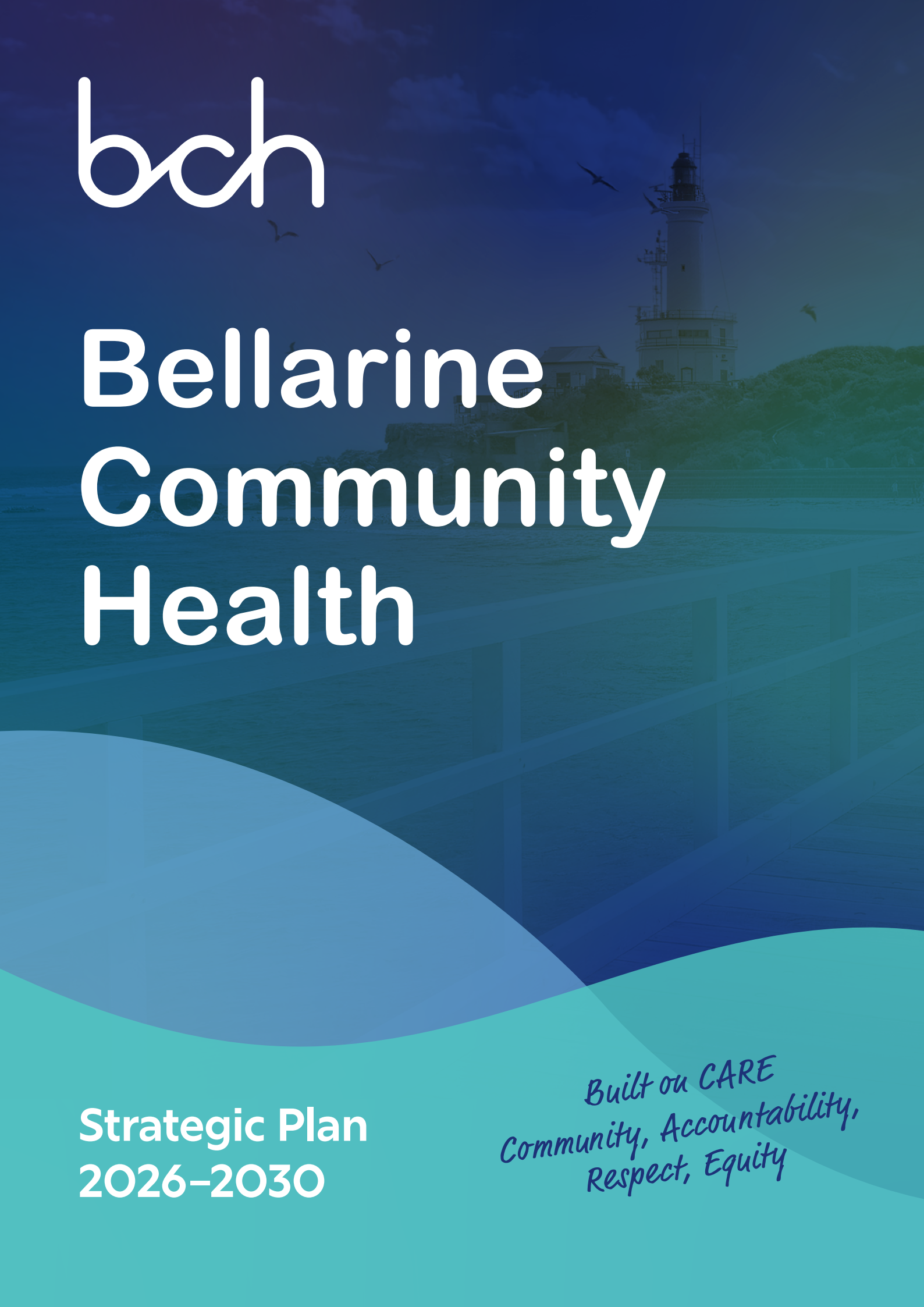


Bellarine Community Health

Strategic Plan 2026–2030

Built on CARE
Community, Accountability, Respect, Equity


Bellarine
Community
Health

Chair and CEO Foreword



OVER THE PAST YEAR, WE HAVE TAKEN THE TIME TO LISTEN TO OUR COMMUNITY, OUR STAFF, OUR PARTNERS AND OUR BOARD.

We spoke with consumers and families, held staff sessions, engaged with partners across the health and community sector, and worked closely with our Board to understand what matters most for the future of BCH.

We heard clearly that:

- It is becoming harder for people to access services, and the system can feel difficult to navigate
- Our staff are committed, but are working under increasing pressure
- The experience people have when they access care matters as much as the care itself
- Strong local partnerships are essential to meet community needs
- BCH is trusted and valued, and there is strong support for us to remain a key part of the Bellarine community

This feedback has directly shaped this plan.

This Strategic Plan takes a clear and practical approach. It focuses on improving how we work, supporting our people, and making a real difference to the experience of those who use our services.

It also reflects the environment we are operating in. Demand is growing, resources are limited, and we need to make careful decisions about where we focus our effort.

For BCH, this means:

- Strengthening what works well
- Fixing what slows us down
- Building capability for the future

This plan puts a strong focus on:

- Supporting our staff to do their best work
- Improving the experience of clients and families
- Working in partnership to provide better, more coordinated care across the Bellarine

As Chair and CEO, we are confident this plan sets a clear and responsible direction for BCH.

It is grounded in what we have heard, focused on what matters most, and designed to ensure BCH remains a strong, responsive and sustainable service for our community.

Kathy Russell, CEO and
Fay Agterhuis, Board Chair

Vision, Purpose & Ambition

VISION

A thriving, healthy Bellarine Peninsula where every person has equitable access to holistic, client-centred care.

PURPOSE

To deliver high-quality, accessible health services that empower our community to live well.

STRATEGIC AMBITION

BCH will:

- Strengthen what works well
- Fix what slows us down
- Build capability sustainably

Our CARE Values

OUR CARE VALUES OF COMMUNITY, ACCOUNTABILITY, RESPECT AND EQUITY WILL GUIDE HOW WE BRING THE PLAN TO LIFE.

Community

Community means listening, building connections and working in partnership.

Accountability

Accountability means taking responsibility for outcomes, using resources carefully and following through on our commitments.

Respect

Respect shapes how we care for clients, work with colleagues and value differences.

Equity

Equity requires us to understand that people face different barriers and to tailor access and support, so everyone has a fair opportunity to achieve their health and wellbeing goals.

Strategic Position

THIS PLAN BUILDS ON THE PREVIOUS STRATEGY, WHICH FOCUSED ON GROWTH, SERVICE EXPANSION AND STRENGTHENING BCH'S ROLE IN THE COMMUNITY.

This new plan reflects a changed environment. Demand has increased, the workforce is under pressure, and funding is more constrained.

As a result, BCH is shifting direction. We will:

- Place greater focus on improving access and client experience within our existing capacity
- Strengthen how we work, not just what we deliver
- Invest in our people, systems and shared accountability
- Take a disciplined approach to growth, aligned to funding and community need

In simple terms, we are moving from:

- Expanding services to making services work better
- Growth focus to sustainable, targeted growth
- Activity focus to experience and outcomes focus

This ensures BCH remains strong, responsive and sustainable for the community.



Strategic Pillars

Seamless Access & Integrated Care

BCH will deliver timely, equitable access by simplifying intake, triage and referral pathways, ensuring transparent communication and improved client experience.

Our People & Culture

BCH will strengthen workforce and leadership capability, wellbeing and shared accountability, ensuring staff are supported, engaged and equipped to deliver high-quality care.

Operational Excellence & Capability

BCH will optimise systems, processes and internal cohesion, maximising the value of existing infrastructure and enabling data-informed decision-making.

Connected Community & Impact

BCH will enhance its visibility, strengthen its Bellarine identity and deepen partnerships to increase community engagement and influence.

Future Sustainability & Disciplined Growth

BCH will ensure long-term viability by strengthening financial resilience, diversifying revenue streams and embedding environmental sustainability into operational practice.

Strategic Boundaries

Protect

- Client-centred preventative care model
- Equity and access principles
- Workforce culture and community trust

Fix

- Complex intake, referral and navigation pathways
- Silos, duplication and under-used systems
- Unclear expectations and inconsistent accountability

Grow

- Targeted services aligned to funding
- Partnerships and integrated models of care
- Philanthropy and diversified revenue streams



How We Will Deliver This Plan

WE WILL DELIVER THIS PLAN BY FOCUSING ON THREE THINGS:

Our people

- We will support our staff to be safe, well and able to do their best work
- We will build and support strong leadership and clear ways of working
- We will invest in skills and capability across the organisation

Our clients

- We will improve how people experience our services
- We will make it easier to access care and understand what to expect
- We will focus on providing care that meets people's needs and supports better outcomes

Working together

- We will strengthen partnerships with local health providers, community organisations and services
- We will work more closely with others to provide coordinated care
- We will listen to our community and involve them in improving what we do



How We Measure Success

Strategic Performance Framework

1. **Seamless Access & Integrated Care**
   - Reduction in wait times across priority service streams
   - Increased access to services targeting preventable hospitalisation conditions
   - Improved client and referrer experience with service navigation
2. **Our People & Culture**
   - Increased staff engagement
   - Reduced burnout indicators
   - Improved staff retention
3. **Operational Excellence & Capability**
   - Reduced process inefficiency
   - Optimise and embed the utilisation of existing digital platforms
   - Demonstrate improvements in cross-team collaboration
4. **Connected Community & Impact**
   - Growth in membership and participation opportunities
   - Increased community awareness
   - Growth in number of collaborative initiatives with local partners
5. **Future Sustainability & Disciplined Growth**
   - Improved financial operating position and revenue diversification
   - Growth in philanthropy and volunteers
   - Progress in environmental sustainability initiatives aligned to operational efficiency

Our Commitment to the Bellarine

THIS PLAN SETS A CLEAR DIRECTION FOR BCH AND RESPONDS DIRECTLY TO WHAT OUR COMMUNITY, STAFF, PARTNERS AND BOARD TOLD US. OVER THE NEXT FIVE YEARS, WE COMMIT TO:

- Making it easier for people to access our services and understand what to expect
- Supporting our staff to be safe, well and able to do their best work
- Providing safe, high-quality care that improves the experience of clients and families
- Working with partners to deliver coordinated care across the Bellarine
- Managing our resources responsibly so BCH remains strong and sustainable

We will not pursue growth at any cost. We will focus on providing the right care, in the right place, within what we can sustainably deliver. We will report regularly on our progress against the measures in this plan.

Guided by our CARE values, we will build on the trust our community places in us. This plan is focused on what matters most: good care, good people, and a stronger, connected community.



Bellarine Community Health

Bellarine Community Health

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As a not-for-profit organisation, Bellarine Community Health relies on a mix of government funding, fundraising and the generous support from donations and grants. Donations allow us to enhance our current programs and develop new ones to address emerging health needs.

By investing in Bellarine Community Health, you're investing in the health and future of our region.