



BHN BETTER
HEALTH
NETWORK:
INAUGURAL
STRATEGIC PLAN
2023-2026



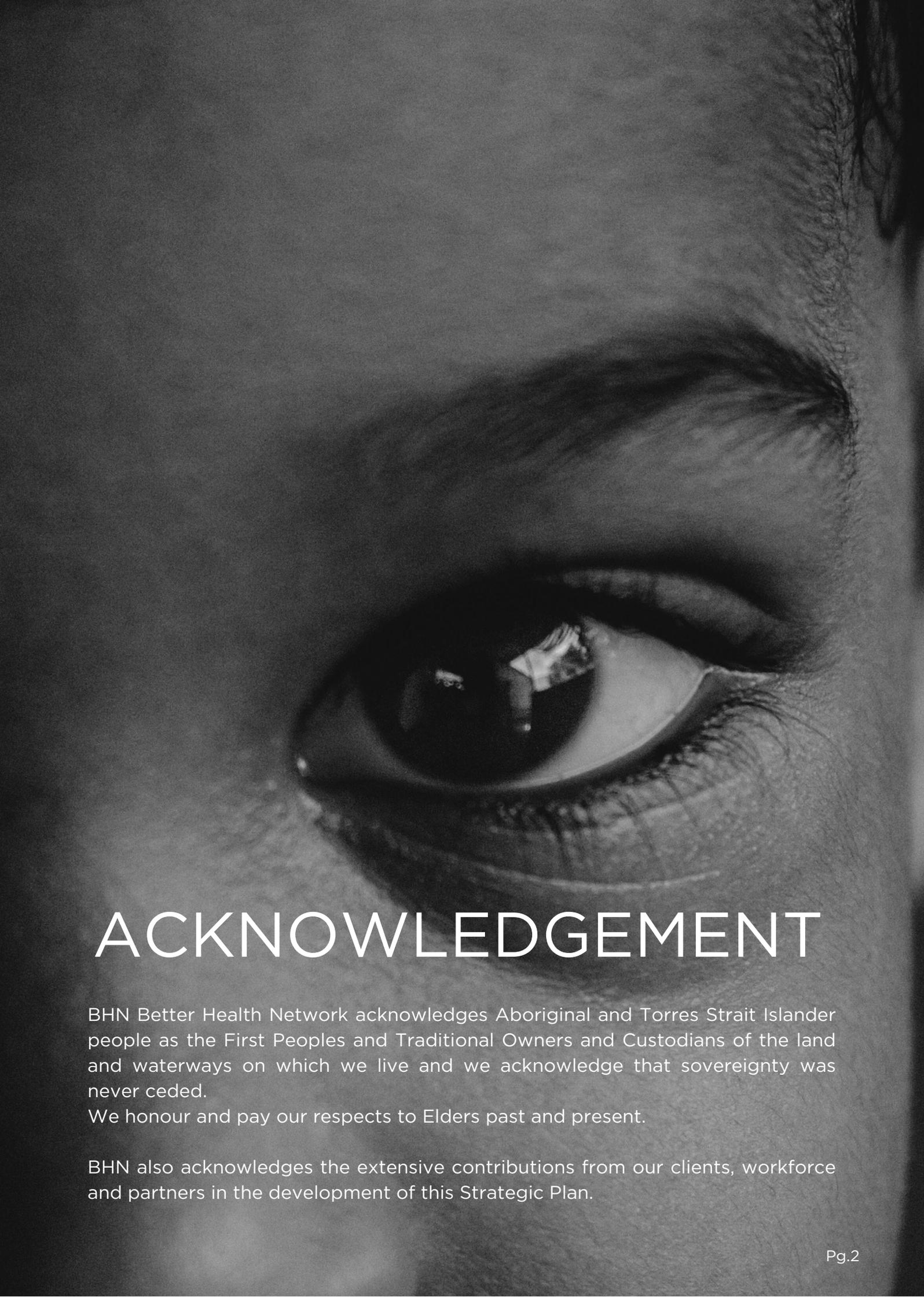
Better
Health
Network

ACCOUNTABILITY

COLLABORATION

RESPECT

COURAGE



ACKNOWLEDGEMENT

BHN Better Health Network acknowledges Aboriginal and Torres Strait Islander people as the First Peoples and Traditional Owners and Custodians of the land and waterways on which we live and we acknowledge that sovereignty was never ceded.

We honour and pay our respects to Elders past and present.

BHN also acknowledges the extensive contributions from our clients, workforce and partners in the development of this Strategic Plan.

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WE ARE BETTER HEALTH NETWORK

Driven by the principles of better for clients, better for staff, and better for community, our legacy organisations of Connect Health & Community, Star Health Group, and Central Bayside Community Health Services came together to form BHN Better Health Network.

Better Health Network is more than a name, it is a set of ideas that we believe in and measure ourselves against.

BETTER:

We are dedicated to ongoing **improvement and innovation** in our service delivery, in the way we organise ourselves, and in our healthcare sector. We make sure that our efforts and our partnerships deliver **more effective and more accessible** health and wellbeing services. We understand that “better” means different things for different needs, so we ensure that we are flexible and always listening to our communities. We prioritise **excellent client experiences** in our care, services, and facilities.

HEALTH:

We **champion health equity for all**, and we challenge the unfair social contexts that can impact peoples’ health and wellbeing. We make sure that our health and wellbeing services are accessible for the people who need us, and meet the needs of the community. We understand that ‘health’ means many different things to different people and **we care about what is important to our clients**. We build on our 50 years of experience and will continue to deliver services that are **compassionate, holistic and safe**.

NETWORK:

We work towards a **healthcare system that is seamless and connected**, easy to access and available. Our programs connect with one another so that there is no wrong door for holistic care. We value **working in partnership** so that more people can easily benefit from our services. We build close relationships with the communities who use our services so that we work together and learn from each other, and we **share our learnings** with the healthcare sector so that we can all improve and innovate together.

VISION

Your health, your choice, your way.

PURPOSE

We exist to deliver accessible health and wellbeing services that meet the needs of our communities and use our influence to create positive change.

PILLARS

One

We seek to understand the needs of our communities and we design our services through listening to them.

Two

We are driven and intentional in measuring our efforts and maximising positive impacts.

Three

We are sustainable, thriving and future ready.

Four

We invest in our workforce as our most important resource; they are supported, engaged, and high performing.

VALUES

Accountability

We do what we say we will do; we earn the trust of our clients and communities.

Collaboration

We seek impactful partnerships and invest in our relationships.

Respect

We see and value the whole person, in our community and workforce.

Courage

We adapt, reflect, and innovate to achieve and deliver our best.

“BHN IS
SHAPED BY
THE PEOPLE
WHO USE OUR
SERVICES”



BHN Consumer Representative

PILLAR ONE

We seek to understand the needs of our communities and we design our services through listening to them.

PRIORITIES A & B:

A) Understanding and promoting safety for diverse communities and people using BHN services, especially First Nations peoples and people who might face barriers getting healthcare.

We will demonstrate our commitment to inclusion and cultural safety through initiatives that build our knowledge and connection with the communities we serve as well as letting them get to know and trust us. We will achieve visible milestones, such as the BHN Reconciliation Action Plan and the Rainbow Tick accreditation, to continuously show our current and future clients that they are welcome, valued, and safe.

Why? So that...

- Our communities feel safe and welcome to access our services and improve their health and wellbeing.
- We are constantly connecting with, listening to, and understanding the range of needs from diverse communities and people who may be using our services or working with us.
- Our work actively helps to address unequal access to healthcare and enables more equitable outcomes for more people.

B) Impactful partnering with communities, organisations, and leaders.

We will seek and create opportunities for communities, government, and partners to become familiar with our suite of services, expertise, and access points, whilst encouraging a strong consultative relationship. In turn, we will benefit from their knowledge, data, and relationships. We will visibly connect with key community leaders and groups to ensure our services are known, familiar and accessible. By listening and working in partnership, we will demonstrate our Vision of delivering the services that are important to our communities, in the way that they find most useful - *your health, your choice, your way.*

Why? So that...

- We are a strong and valued part of our networks and represent a safe partner and referral option.
- We deliver more programs and initiatives in partnership with stakeholders and community groups.
- Our influence grows, and our learnings can benefit the sector and community.

PILLAR ONE

We seek to understand the unique needs of our communities and we design our services through listening to them.

PRIORITIES C & D:

C) Investment in growing and sustaining our Lived and Living Experience workforce at all organisational levels.

We will continue to value the expertise of Lived and Living Experience (LLE) by actively seeking opportunities to build our existing LLE workforce, enabling them to contribute to more areas of the organisation, and to ensure that the emerging discipline is represented across more levels of the organisation. We will ensure that our frameworks, policies, and methodologies reflect our commitment to LLE perspectives and provide safety and opportunity in service and governance innovations.

Why? So that...

- Our organisation represents a diverse mix of experience, including lived and clinical expertise, and this mix provides more choice for clients, and more innovation in our work.
- BHN is recognised for its skills and expertise as an LLE employer and attracts more program opportunities which benefit from this growing discipline.

D) Co-designing a modern approach to client voice, accounting for regional nuance and service-specific needs.

We know that client voice enhances the safety and effectiveness of our organisation. We will work with our consumer and volunteer representatives, as well as reaching into communities to hear new voices, and to build client voice into our organisation. We will look for new ways to include the expertise, experience and views of clients, carers and community members in our policy and practice.

Why? So that...

- Our design, planning, policy, and practice reflect the wide range of voices and experiences that our community holds, helping us to demonstrate accountability and transparency.
- Our community is confident that their voices, ideas, concerns, and experiences are valued and heard by the organisation, enabling continuous quality improvement and good governance at BHN.

“BHN IS GUIDED
BY EVIDENCE AND
CONTINUOUS
LEARNING, IN
ORDER TO
DELIVER
EXCELLENCE FOR
OUR
COMMUNITIES IN
ALL OF OUR
WORK”



BHN Director

PILLAR TWO

We are driven and intentional in measuring our efforts and maximising positive impacts.

PRIORITIES A & B:

A) We complete our organisational amalgamation activities and achieve one BHN.

We have a clear pathway towards the completion of amalgamation activities by end of 2024, with our successes celebrated along the way. Our workplans are well understood, with teams across programs and divisions working collaboratively to deliver integrated systems that will benefit our communities and workforce. We have the resources and the leadership required to finish amalgamation by the end of 2024.

Why? So that...

- We will be even more productive, efficient and transparent across our systems.
- Our services and offerings are easy to navigate and access across locations for our clients and workforce.

B) Our decisions and practices are based on evidence and data and are evaluated for impact, giving us and the community confidence.

We make informed evidence-led assessments using a range of information and data sources. This includes enhanced analytics and reporting, clear community and client feedback channels and the expertise of our workforce. We use this information in a systematic and transparent way to ensure that we know the impact or efficacy of our work and identify where we can do better.

Why? So that...

- The community, stakeholders, and workforce know that our resources are being used in the best interests of our Purpose, and reflect the health and wellbeing needs of our community.
- Our culture encourages constant learning, reflecting and improvement.
- Our workforce and clients experience the benefit of a 'report once, use often' intelligent approach to information and data management, in a way that reduces administrative burden and promotes data security.

PILLAR TWO

We are driven and intentional in measuring our efforts and maximising positive impacts.

PRIORITIES C & D:

C) We prioritise collaboration to be efficient and effective.

We take a strategic approach to partnerships, networks, and stakeholder relationships to find new ways of working together. We collaborate to contribute to a more seamless and comprehensive service sector for clients and communities that truly demonstrates there is no 'wrong door'. We review our partnerships to ensure that we are giving and receiving real value that delivers results and we find opportunities for cross-delivery.

Why? So that...

- Clients and communities have simplified access to a greater range of services close to them.
- We promote the building of strategic connections across the community health sector.

D) We have a clear and shared understanding of our scope, our areas of expertise, priorities, and our capacity to expand.

We actively promote and share our expertise, achievements, and our knowledge. We galvanise and expand our policy influence and our contribution to the larger health and wellbeing agenda so that we can champion the community health messages of place-based and equitable care. We are better known and our reputation is supported by our enhanced evidence base which shows impact and outcomes.

Why? So that...

- We can tell our stories in more meaningful ways and build trust with communities and partners.
- BHN's reach and scope is better known by funders, communities, and current and future clients.
- BHN's knowledge and expertise is influential in health and community sectors.

“BHN IS COMMITTED
TO TAKING AN
ENVIRONMENTALLY
RESPONSIBLE
APPROACH TO OUR
SERVICES AND
OPERATIONS, AND
TO CONTRIBUTE TO
A SUSTAINABLE
HEALTHCARE
SECTOR”

BHN Director

PILLAR THREE

We are sustainable, thriving and future ready.

PRIORITIES A & B:

A) We take action to increase our environmental sustainability.

We know that the climate crisis directly affects the social determinants of health, and that disadvantaged groups are already experiencing the lived effects of climate change. We ensure that we consider these effects in planning our work with and advocacy for communities. We work to actively implement mitigation measures against the significant environmental footprint left by the health sector and favour green alternatives where possible. We plan and evaluate this through a BHN Sustainability Framework.

Why? So that...

- We lead by example and build our reputation as a responsible and accountable organisation.
- We meet growing community and departmental expectations that sustainability issues have been taken into account in our work.
- We are able to use our influence to build awareness about the connection between social disadvantage, health and climate change.

B) We are ready for the complex reform work that is ahead, and we embrace new ways of working.

We know that large scale change and transformation requires expertise, investment, and planning. We ensure that we have the resources that we need to understand the changing health and wellbeing sectors and we are prepared to implement new requirements and adapt. We actively engage with reform across health and wellbeing services, including aged care, disability supports, fee for service models, and mental health program areas, among others. We are prepared and ready to engage with growth opportunities across primary care, community health and wellbeing sectors.

Why? So that...

- We are confidently making timely, evidence-based decisions and business plans.
- We continue to innovate where it benefits client outcomes, organisational sustainability, and workforce development.
- We are best placed to successfully secure and benefit from new funding and delivery opportunities which provide more and better services for our communities.

PILLAR THREE

We are sustainable, thriving and future ready.

PRIORITIES C & D:

C) We optimise our resources through impactful financial strategy, asset management and proactive investment in technology.

We make informed decisions about how to thoughtfully maximise our assets and resources by developing clear, safe, and sensibly ambitious strategies with measurable targets. These strategies will serve as the foundation for our finance and asset management practices, aligning us with our early guiding principles of better for clients, communities, and staff, while instilling confidence in our funders and regulators.

Our long-term capital planning will drive commercial sustainability and growth as we explore and invest in cutting-edge technology and robust infrastructure to enhance our operational capabilities. This ensures we are well equipped to safely navigate evolving landscapes and embrace rapid technological advancements and ultimately provide better for our clients. We will establish a digital enhancement and cyber security strategy which accounts for our need to integrate and ensures business continuity.

Why? So that...

- Our physical, financial, and technological assets are managed effectively, and can support sustained and sensible growth.
- We actively promote an appetite for innovation and learning, and enable data-driven decision making.
- We can demonstrate a coherent approach to our investments and our use of resources, building a reputation as an excellent steward and an efficient recipient of public funds.

D) We are prepared for emerging demographic shifts to provide the right support for our communities.

We pay attention to and prepare for emerging demographic shifts within our surrounding populations, to provide the right support at the right time. We are committed to understanding and addressing the unique needs of our communities through population data, research and design.

Why? So that...

- We provide the right supports at the right time.
- Our communities are seen and valued in our planning and design.
- We are proactive rather than reactive in our work.

“BHN
UNDERSTANDS
WHERE WE WORK
AND WHO WE
WORK WITH, AND
WE POSITION
OURSELVES IN
THE RIGHT PLACE
AND WITH THE
RIGHT TOOLS”



BHN Director

PILLAR FOUR

We invest in our workforce as our most important resource; they are supported, engaged, and high performing.

PRIORITIES A & B:

A) Building a positive, unified culture that is collaborative, inclusive, and supportive.

We celebrate our organisational origins and use this as the foundation in establishing a new and unified BHN culture. We strive to create a space that is collaborative, inclusive, and supportive for all.

Why? So that...

- We create an environment where all individuals feel valued, heard, and welcome.
- We demonstrate our progressive standards and exceed our regulatory obligations.
- We prioritise wellbeing within the organisation and workforce as well as in our communities.

B) Motivating and inspiring success through strong leadership.

We know that a high-performing and engaged workforce needs to be supported by leaders who inspire and motivate those around them. We will invest in a tailored model of leadership development to ensure our leadership recognises and appreciates contributions, nurtures personal and team development, and leads by example.

Why? So that...

- We foster an environment of meaningful and encouraging working relationships.
- We live and fulfill our values of accountability.
- Our workforce is supported to define and achieve their goals and career aspirations.

PILLAR FOUR

We invest in our workforce as our most important resource; they are supported, engaged, and high performing.

PRIORITIES C & D:

C) Developing an Employee Value Proposition that captures the spirit of BHN, retains our top performers and attracts the best external talent.

We will prioritise development of an Employee Value Proposition that captures who we are as an organisation and delivers a strong sense of our identity. It will serve to acknowledge and retain our high-performing workforce and position us as an attractive employer to external talent through reinforcing a values-based alignment.

Why? So that...

- Our workforce feels a strong sense of purpose.
- We build and maintain a workforce that is fulfilled and aligned with our values.
- We build on our brand and identity within the sector and are positioned as an employer of choice.

D) Bringing together a workforce that is as diverse as the communities we serve.

We know that a diverse workforce delivers the best results and encourages fresh and nuanced thinking. We will better understand our workforce and who they are, and we will invest in specialised diverse recruitment strategies, paired with a culturally safe environment, to attract and retain staff from diverse backgrounds and experiences.

Why? So that...

- Our organisational knowledge base and expertise benefits from diverse experiences and views.
- The communities we serve are better represented in the thinking, delivery and design of the organisation.
- Our workforce are confident that their workplace is culturally safe and that BHN is a genuinely inclusive place to work.

