

**2016-19
STRATEGIC
PLAN**

VISION VALUE VOICE



OUR PURPOSE

Champion excellence in Victoria's public health system.



OUR BELIEF

All Victorian communities should have equitable access to world-class healthcare.



OUR MISSION

Drive system reform to enable health services to deliver the right care in the right place at the right time.



STRATEGIC OBJECTIVES

We will:

Champion system reform through leadership and innovation

Offer services and products that deliver real value

VALUE

VISION

VOICE

Build our public profile to influence decision makers in the interests of our members

Support the public health sector to excel in clinical and corporate governance

Underpinned by our capacity and capability

1 STRATEGIC OBJECTIVE

Champion system reform through leadership and innovation by being a powerful and strategic voice of change.

The VHA will drive change by establishing a clear and compelling vision for Victoria's healthcare system.

We will build and strengthen our knowledge base through thought-provoking research.



Goals

- Advocate on issues that influence the sector
- Be the principal voice for Victoria's public health system
- Lead our members on a journey of system reform



Strategies

- Establish a clear framework for public policy development which engages and serves all segments of the membership
- Commission research that informs policy development
- Work in partnership with stakeholders for improved outcomes



What will success look like?

- The VHA has a compelling public policy platform which captures the imagination of members and policy makers and delivers real, positive change
- Members meet local challenges through innovation and collaboration

2 STRATEGIC OBJECTIVE

Offer services and products that deliver real value.

The VHA is here to serve our members. We will continue to engage with members to better understand their individual needs and support them through their boards, CEOs and senior staff.

We will provide more opportunities for our members to share their ideas and experiences, better enabling them to shape best practice and lead a world-class health system.



Goals

- Understand the needs of our members individually and as a sector
- Offer our members strategic, pragmatic and reliable advice
- Lead and share best practice and innovation



Strategies

- Clearly define the benefits and value of membership
- Develop a program of capacity building activities which address our members' operational and governance needs
- Establish a program of networking events relevant to segments of the sector, not just the sector as a whole
- Work with members to develop future value-add activities
- Promote capabilities of the CEO and relevant staff to provide direct support to members
- Build the capability and agility of the sector to respond effectively to policy change



What will success look like?

- Our membership base is highly engaged and participates actively in VHA activities
- Health services consider VHA membership a "must have"

3 STRATEGIC OBJECTIVE

Build our public profile to influence decision makers in the interests of our members.

The VHA will continue to focus on the issues that matter to the sector and be a principal reference point for governments, policy makers and the media for advice and opinion on Victoria's healthcare system.

We will be prominent in public debate and champion the issues that make a difference to members and their ability to deliver excellent care to their communities.



Goals

- Be strategic, confident and prominent in public debate
- Influence decision makers in government and other stakeholders.
- Help members effectively influence policy and contribute to policy development



Strategies

- Establish a media presence that builds the public reputation of the VHA as the voice for Victorian's health system
- Enhance our state and federal political engagement
- Focus on issues of high importance to the sector
- Celebrate and promote our successes



What will success look like?

- Our influence on policy development, adoption and implementation is valued and respected by all stakeholders
- Decision makers prioritise the relationship with the VHA knowing we are a powerful mobilising force and change agent

4 STRATEGIC OBJECTIVE

Support the public health sector to excel in clinical and corporate governance

The VHA is committed to strengthening locally-led care through best practice governance.

We will invest in governance and develop accessible services tailored to the sector's needs.



Goals

- Effectively showcase best practice governance in healthcare
- Strengthen Victoria's model of devolved governance and locally-led, place-based care



Strategies

- Revitalise our work in governance
- Work in partnership with other governance experts
- Engage with members on Victoria's governance practice, promote its strengths and identify ways in which it can be improved



What will success look like?

- The VHA is known in Victoria, nationally and internationally for expertise in healthcare governance
- Boards and senior executives report our work in governance is invaluable to their service and the sector

OUR FOUNDATION

Build a strong association and enhance our organisational capacity

The VHA will build a strong and sustainable base from which to deliver its strategies.

We will develop our capacity to meet the needs of our membership and the sector more broadly. We will empower staff and establish the organisation as an employer of choice.



Goals

- Build a strong revenue base to create a platform for sustainability
- Be seen by industry as an excellent investment and strong partner for engaging the public health sector
- Be an employer of choice



Strategies

- Expand into non-membership services such as corporate partnerships, events and consulting
- Build our business development and sales capabilities
- Establish partnerships to overcome capability gaps
- Leverage cost-saving initiatives with appropriate partners
- Improve internal systems and processes leading to ISO 9001 accreditation
- Explore and create new revenue-making opportunities
- Develop a HR strategy that makes the VHA a great place to work
- Make the best use of our financial and physical assets for the benefit of the public healthcare sector



What will success look like?

- The VHA is a sustainable association with the ability to deliver operating surpluses that can be re-invested into the sector
- Revenue from corporate partnerships, events and consulting is increased and sustained
- Recruitment activities attract strong and diverse fields of candidates and employees report high levels of job satisfaction
- Our capacity building activities enjoy strong support from government and the sector



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