

# strategic plan

2019 – 2023



# Our vision

healthy communities, healthy people

# Our mission

improve health and wellbeing for all, and tackle inequality in partnership with people and the communities they live in.

# Our values

we care about the whole person and place people at the centre of everything we do, through:

## **Inquiry & innovation**

we are curious and inquisitive and think outside of the box; research and evidence underpin our work.

## **Respect**

we treat people with dignity and respect.

## **Courage**

we are focused on doing our best, trying new things and speaking up for what is right, without fear or favour.

## **Social equity**

we are committed to fairness and equality, making sure rights are foremost in our thoughts and actions, and making sure no one is left behind.

## **Trust**

we trust each other – our knowledge, skills, experiences and motivations.



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# foreword

We became cohealth in 2014 because our communities needed a sustainable, well-resourced organisation that could deliver high quality, accessible services and be a strong advocate for health equity and fairness.

From the outset, we committed ourselves to honouring the values and objectives of the founding organisations: to partner with communities, make a difference to people's lives, and to amplify the voices of those we work with. We also made a commitment to take a human rights-based approach to our practice and service delivery, and to work from within, and promote externally, the social model of health.

In the intervening years, across the life of our first strategic plan, we have held to those commitments. We have integrated our organisation, developed our model and demonstrated what codesign and community participation means in practice.

In this, our second Strategic Plan, we remain true to our founding principles. In delivering our vision and mission, we remain explicitly committed to promoting health, social and economic equity. To this, we have added the need for racial and ecological equity, and recognised the necessity to address all forms of stigma and discrimination.

We also recognise that we are operating within a rapidly changing, dynamic environment with financial constraints.

Socioeconomic inequality is growing. The unequal distribution of income in our society, coupled with changing employment opportunities, reduced social expenditure and an increase in racist and divisive narratives, means that for many, quality of life is deteriorating. Life is becoming harder for the communities we serve.

At the same time, Victoria's population is ageing and this is driving significant growth in demand across the health and social services sectors. Chronic disease rates are rising, as is the proportion of clients who present with multiple and complex needs. The worldwide ecological crisis also looms larger and closer, presenting new and emerging challenges to human health.

There are also sector-based challenges that we must respond and adapt to. Growth in competition, contraction of government funding, and policy shifts that see funding directed to consumers rather than providers, compel organisations to more carefully allocate resources and to develop alternative revenue streams. High quality customer experiences across all services are essential. Meanwhile, developments in automation and digital technologies, along with changes to the workforce and to ways of working also require organisations to adapt in order to remain competitive.

This Strategic Plan is therefore a transformative one, developed to respond to the challenges and opportunities in our operating environment. It is designed to ensure that cohealth:

- is best placed to continue to respond to the community's changing needs and growing demand for services;
- delivers the best outcomes for clients in the most effective and sustainable way possible;
- is able to demonstrate the outcomes of the work we do; and
- remains a strong, adaptable and sustainable organisation into the future, able to invest in our own development and respond to a changing funding and policy environment.

This plan is a call to action full of new opportunities. We invite our clients, coworkers, partners and funders (current and prospective) to work with us as we evolve, shaping new service models and ways of working that deliver real impact for the communities we serve.



# strategic aims



To thrive in our new and dynamic environment, cohealth is embracing change. Our intention for the future is to be an organisation that improves the health outcomes that matter to clients and communities, in the most sustainable way possible. Our strategic aims describe the key features of this desired future, providing a practical framework for transforming the way we work.

## 1. Impactful

We strive to achieve the highest quality in all our work and focus on delivering meaningful outcomes to the people that we serve. To ensure this, our work will be capable of being measured and monitored.

### a) Population focused

Our work will be deliberate, driven by the specific needs of the priority cohorts we serve. We will increase our impact by focusing our responses on communities where:

- the greatest health inequity exists;
- practical health gains can be achieved; and
- there is a workforce and other resources available to respond to the need.



We will prioritise the provision of services to people:

- with multiple comorbidities;
- with disability;
- experiencing homelessness and unstable housing; and
- engaged in the criminal justice system.

### **b) Evidence informed**

We will rely upon robust consumer, community and clinical evidence. We will further enhance our capabilities to collect, analyse and produce evidence that supports the broader health system's response to both community and individual needs.

### **c) Leading with quality and safety**

We will prioritise quality and safety for consumers, for communities and for staff. Our work will be governed by a quality framework, promoting safety (including cultural safety), positive consumer experiences and leading health outcomes.

### **d) Adaptive to individual & community needs**

Our work will respond to and be embedded within the needs of the individuals, families and communities that we serve.

## **2. Financially sustainable**

We strive to deliver meaningful outcomes to the consumers and communities we serve in the most effective and sustainable way possible.





# strategic focus areas

We will prioritise our investment and efforts across seven strategic focus areas.



# 1. Our impact

Health and health-related problems result from a complex interaction between an individual's:

- health-related behaviours;
- access to and the quality of health care they receive; and
- social, economic and cultural environments in which they live.

Clarity about how we define and measure the outcomes of the work we do is important, particularly in using this information to effect meaningful change.

## Key activities

- i. demonstrate our impact: we will develop and publish our theories of change, showing how we impact health, social, racial, cultural, ecological and economic equity at both an individual and population level.
- ii. share our findings: we will develop a data-driven outcomes framework with supporting infrastructure to define, measure and report against the outcomes our activities are designed to achieve.
- iii. deliver purposeful and strategic activities: our work will be driven by clinical, consumer and community evidence, developing program logic for our programs, based on sound evidence that demonstrates the connection between our actions, and our outcomes.
- iv. accountability for our environmental footprint: we will set benchmarks to track our carbon footprint and demonstrate our commitment to respecting ecological limits.



## 2. Our services

Our work will make a difference to health inequity at both an individual and population level. We will transform and strengthen the way we work and the value that we deliver to clients, community and funders, ensuring a successful future for cohealth.

- Key activities
- i. services that meet needs: our activities and services will be developed with consumers, communities, coworkers and partners, ensuring:
    - our services are codesigned, person-centred and mapped to tangible goals and outcomes; and
    - our activities and services meet the needs of, and deliver measurable health improvements for the cohorts they support.
  - ii. documenting and celebrating our shared success: we will monitor, report and celebrate our performance – both internal and external to our organisation.
  - iii. making it simple: we will enhance service outcomes by empowering ourselves to best meet the needs of the communities we serve by:
    - devolving our decision-making structures as close as possible to impact; and
    - discontinuing activities that do not contribute to our strategic directions and organisational mission.







### 3. Partnerships and influence

Our work will address the underlying systemic causes of ill-health in the communities we serve. We will work in partnership with others whose values and objectives align with ours.

#### Key activities

- i. strengthen and develop important relationships: we will identify, build and nurture strategic partnerships that add value to our work.
- ii. build and utilise our credibility: we will establish cohealth as a known, trusted and respected voice for health equity. We will promote the value, benefits and opportunities our work offers to the Australian healthcare system, so that we may provide a platform that amplifies the voices of the communities we serve.
- iii. inform and sustain our efforts: we will identify the key drivers of health inequity and advocate for reform based on the best available evidence, including the lived experience of our communities.



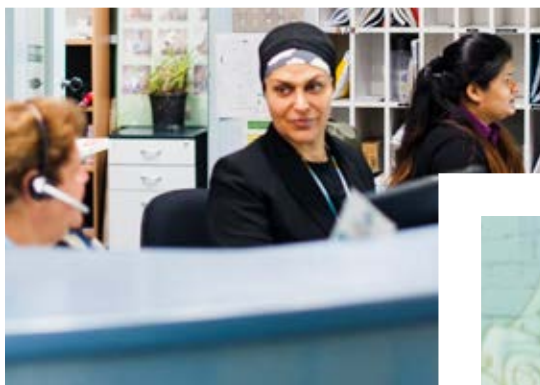


## 4. People

We will foster a well-performing, responsive workforce, able to deliver the best possible health outcomes within available resources and circumstances. This means people we employ have stable work, and that there is a culture of trust, with staff empowered to participate in developing new approaches to what we do.

### Key activities

- i. identify better ways of working: we will evaluate new workforce models that increase engagement and positive experiences for staff, empowering them to deliver improved health outcomes. We will organise teams in ways that deliver the health outcomes that are important to our communities, and support coworkers to work to the top of their scope of practice.
- ii. living our values: we will aim to ensure our workforce reflects our communities and commit to measuring workplace mutuality standards.
- iii. ongoing review and improvement: we will measure outcomes to assess workforce performance and the strength and health of our organisational culture.





## 5. Our enablers

We will enhance our capability and foster an environment that uses innovative infrastructure, tools and resources to support our work with consumers, community and partners and ultimately drive better outcomes.

### Key activities

- i. equip people to achieve desired outcomes: coworkers and community will have the tools and resources available to support the development of evidence-informed approaches to practice.
- ii. improve systems and processes: we will evaluate new technologies for suitability and sustainability. Where technology can support improved work for health outcomes, they will be adopted.



## 6. Data utilisation

Real time, linked data will be used to understand and respond to individual and population health needs.

### Key activities

- i. map our productivity: we will develop a well-functioning information system that integrates data sets to help us understand the impact and efficiency of our work.
- ii. harness the value of the latest data: our decisions at a strategic, operational and coworker level will be informed by data.
- iii. working together to achieve shared goals: we will ensure there is shared visibility of our data across cohealth and to our funders and partners.
- iv. living our values: we respect privacy and protection of data ownership.



## 7. Financial model

Our work must deliver desired outcomes to the consumers and communities that we serve in the most resource efficient and sustainable way possible.

We will develop models that deliver financial sustainability over the long term. Our models of service delivery will be flexible and adaptable to meet changes in health financing.

### Key activities

- i. fighting for equitable resource allocation: we will advocate for adequate spending on health and allocation of health resources to equity populations.
- ii. putting our resources where they're needed most: we will invest in services that deliver and demonstrate measurable health gains for our consumers and communities.
- iii. investing in our long-term vision: we will continue to diversify our financial base by developing products and services that improve the funding available to achieve our mission and contribute to cohealth's long-term financial sustainability.









We acknowledge the traditional custodians of the land on which our offices stand and we pay our respects to Elders past and present. We acknowledge the sorrow of the Stolen Generations and the impacts of colonisation on Aboriginal and Torres Strait Islander peoples. We also recognise the resilience, strength and pride of the Aboriginal and Torres Strait Islander communities.

cohealth thanks staff and friends of cohealth for allowing us to use their photos in this plan.

 Free interpreter service available or call **131 450**

[cohealth.org.au](https://cohealth.org.au)





everyone is welcome at **cohealth**