

Organisational Development

Goal	Strategies	Measure	Time frame
Develop an organisational structure, which provides for staff management supervision and support, and the delegation of responsibility to Service Unit Leaders and reflects the organisational values.	Implement a management structure and delegation of responsibility and authority	Staff consulted on elements of new management structure	August 2010
		Management structure defined	October 2010
		Service Unit Leader positions filled	December 2010
	Develop and document internal communication processes which supports a culture of collaboration, transparency and accountability.	Communication processes documented	Dec 2011
	Review and redevelop staff recruitment, induction, orientation, well-being and performance management programs.	Recruitment process reviewed Induction and Orientation process reviewed Staff well-being program established Performance management and appraisal program reviewed	Dec 2010 Mar 2011 July 2011 Dec 2011

Finance and Resource Management

Goal	Strategies	Measure	Time frame
Develop financial and knowledge management systems addressing operational needs, prudent risk management, capital growth and asset management	Review existing financial management systems and processes and identify priority areas to improve efficiency and risk management.	Process reviews completed Recommendations implemented	July 2011 Dec 2011
	Investigate and implement new document management system	Document management system operational	Mar 2011
	Redevelop organisational budget structures, including development of team based budgeting and financial accountability, and including team based staffing, program costs and infrastructure needs to ensure the Centre operates in surplus at all times	Program budgets and reporting processes in place	July 2011
	Address space requirements for service and activity growth	Resource utilisation / growth plan in place	July 2013
Grow the organisation to meet the needs of a growing community	Position the Centre to respond to and benefit from primary health care reforms	Centre participation in key networks, forum and sector development initiatives	Ongoing

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	Work collaboratively with Victorian, and Commonwealth governments, Medicare Locals, Divisions of General Practice, Western Health and Hume City Council to expand service provision in SCHC catchment	At least one growth opportunity pursued At least three new growth opportunities pursued At least five new growth opportunities pursued	July 2011 July 2012 July 2013
	Increase submission writing capacity of the organisation	Process in place to identify non government and philanthropic funding bodies Relationship established with consultant submission writer(s) 'Tool Kit' of submission resources centrally located and maintained	Sept 2011 Dec 2011 June 2012

Client Services

Goal	Strategies	Measure	Time frame
Provide integrated and holistic services to enhance community health and well being which <ul style="list-style-type: none"> • address identified community needs • complement services delivered by other providers and • empower individuals, families and communities 	Establish, implement and review process for ongoing evaluation and review of SCHC programs	Program evaluation process and tools established and implemented	Sept 2010
		Process reviewed	June 2011
	Ensure professional development for staff regarding social models of health and evidence based practice	All Staff Training and development held	July 2011
	Strengthen SCHC participation in key professional networks and liaison with local stakeholders	All Team Leaders participate in relevant service networks	Dec 2010
	Review and redesign centre wide intake processes to improve efficiency and service coordination for clients with chronic disease	Intake review (Physiotherapy and OT) completed	Dec 2010
		Intake for all other services reviewed	July 2013

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Goal	Strategies	Measure	Time frame
	Review / redesign ongoing services to reflect community need and evidence based practice; including <ul style="list-style-type: none"> • analysing population health data, and • mapping of health and welfare service providers and services provided in the catchment • waiting list management strategies and client priority of access systems • clients satisfaction 	Service review policy, procedure and tools developed and schedule established for review of all SCHC services	July 2013
	Explore approaches to utilising Medicare funding to expand allied health service provision	Scoping project completed, including review of existing models across the sector Preferred model identified and implementation plan developed	July 2012 July 2013

People, Learning and Culture

Goal	Strategies	Measure	Time frame
Develop and implement a comprehensive staff performance management and development system	Develop policy and supervision template for management supervision	Policy and template in place	Dec 2010
	Engage staff to develop and document values to drive organisational culture and performance	Investigate use of organisational culture measurement tool	July 2011
		Organisational values in place and behaviours defined which support those values	Sept 2011
		organisation wide code of Conduct reviewed and implemented to encompass values, behaviours and work place expectations	Dec 2011
	Train supervising staff in the purpose and methodology of management supervision	Training provided to all Team Leaders	Mar 2011

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	Develop integrated performance monitoring system with clear and transparent linkages between organisational KPI's, team KPI's and Individual KPI's.	All Position Descriptions to include a KPI for continuous improvement All direct care staff to have clear KPI measures in place All other staff to have KPI measures in place	July 2012 July 2011 July 2012
	Ensure professional development for staff; particularly in best practice models of service provision	Process for professional development requests in place 100% of staff comply with Continuing Professional Development requirements as per new national accreditation system	Sept 2010 July 2012
Develop a performance management framework for governance	Develop a Board assessment and reflection model	Options for Board assessment and reflection investigated and presented to Board	July 2012
	Improve organisational performance monitoring system (eg: Balance Scorecard) to inform Board decision making	Reporting framework developed Strategic Plan – progress reporting Strategic Plan reviewed year 1 Strategic Plan reviewed year 2	Mar 2011 Quarterly Sept 2011 Sept 2012

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Increase community engagement and awareness	Prepare and implement a marketing plan for Centre activities	Consider the future of the SCHC program and service guide	October 2010
		Logo, motto, corporate colours and livery reconsidered	Dec 2012
	Increase capacity of website for interactivity	Staffing capacity to maintain and develop website identified	July 2011
		Role and functionality of website Reviewed	Dec 2011
	Proactively engage key community stakeholders (MP's, local government, community groups and media) in Centre activities and initiatives.	10 local media stories featuring SCHC per annum	Ongoing