North Richmond Community Health
2021–24 Strategic Plan Summary

Our Vision
Creating health and wellbeing together

Our Purpose
Working together to provide accessible, innovative and quality health care for all

Our Value Proposition
With people at the centre of what we do NRCH works together to improve the health and wellbeing of diverse communities

Our Outcomes

Highly Engaged Community	Clinical and Service Excellence	Positive & Engaged Organisational Culture	Sustainable Organisation
Indicators of success: ✓ High service utilisation and satisfaction ✓ Co-designed services and community engagement projects ✓ Flourishing physical environment at and around NRCH ✓ Culturally safe services and environment ✓ Community feedback showing trust and confidence ✓ Increasing utilisation of health promoting projects	*Indicators of success:* ✓ Advice and models of service are sought and respected ✓ Meet and exceed all clinical standards ✓ Being a certified 'trauma informed' care provider ✓ Contributing to evidence base and research ✓ Representation on State and National quality and safety mechanisms/bodies ✓ Improving health outcomes	*Indicators of success:* ✓ Recognised as an employer of choice ✓ Operating as 'one team' ✓ Strong and effective leadership ✓ Investing in the growth of our people ✓ Supporting employment of community members	*Indicators of success:* ✓ Funding levels maintained/growing and diversified ✓ Retention of the workforce ✓ Deep understanding of our services uses and usage by clients ✓ Efficient and effective internal systems and infrastructure ✓ Staff growing and developing professionally

Our Strategic Focus Areas

Foundational systems, processes and infrastructure	People and culture	Branding, marketing, reputation	Research and data	Consumer and community engagement	Sustainable business models
1) Invest in ICT architecture to deliver our future requirements. 2) Maximise technology to enable business processes and innovative practice 3) Develop robust data and reporting systems and create better internal data systems and linkage opportunities 4) Develop and apply a change management framework to monitor and evaluate systems and service.	1) Strengthen the People and Culture Strategy to build high performing and satisfied workforce to become employer of choice 2) Enhance HR systems, including electronic PDP system and recruitment systems. 3) Define a NRCH culture and plan for its embedding through belonging and togetherness. 4) Build on existing health and wellbeing programs for staff	1) Effective Marketing Strategies to build reputation. 2) Focussed Communication Strategies 3) Strengthen partnerships to support service delivery 4) Build key stakeholder relationships 5) NRCH Together	1) Research and evaluation Governance 2) Identify research and evaluation priority areas 3) Opportunities for partnerships 4) Build staff capability in research and evaluation 5) Explore funding opportunities for research and evaluation priority areas	1) Strengthen our consumer & community engagement strategy. 2) Build staff skills and knowledge to support consumer centred practice 3) Deliver culturally safe services including a welcoming environment to meet the diverse needs of community 4) Build services that are co-designed. 5) Advocate for the needs of NRCH's client populations	1) Develop a business growth strategy 2) Identify and engage appropriate resourcing to support business growth and development. 3) Identify and develop key organisational systems and data analytics required to support business growth

2021-2022 Annual Priorities

a) Engage an ICT architect to design the framework for NRCH b) Develop Project Plans and RFP – Request for Proposal – to take to market for Finance and HR c) Ensure regular scheduling for building and grounds maintenance d) Review Contract Management system e) Improve collection of qualitative and quantitative data systems f) Develop Master Plan and capital Plan for NRCH	a) Implement People Strategy and Action Plan b) Implement Human Resource Management System c) Review and enhance Learning Management System (LMS) d) Implement leadership programs via training, coaching, shadowing and further develop management capability. e) Review code of conduct and ensure alignment with NRCH Values.	a) Develop Communications Strategy and Plan b) Develop staff capability in marketing and communications c) Improve organisational knowledge sharing through forums to showcase services d) Develop organisation wide Stakeholder and Partner Management Plan	a) Establish a research and evaluation governance committee at NRCH b) Develop a governance framework for research and evaluation proposals c) Research project priority areas identified and signed off by Governance Committee. d) Establish partners and stakeholders for the priority research areas, including exploration of funding opportunities e) Establish data analytics to build business intelligence	a) Document Community Engagement Plan including Client Journey mapping b) Develop a Closing the Gap strategy - Reconciliation Action Plan c) Develop a Diversity and Inclusion strategy and action plan d) Develop a Disability strategy and action plan e) Refresh/strengthen NRCH CCAC f) Evaluate and document model for High Risk Accommodation Response (HRAR)	a) Develop detailed strategy and governance framework for growth, potential for CEH, IMPAC, Dental, NDIS and the Café and Community Food. b) Measure and understand the diversity of our funding streams, risk profile and the return benefit of each. c) Establish unit costs across all services d) Develop a digital framework and Data Governance e) Identify NRCH's points of difference and service excellence