



DPV
Health

Strategic Plan 2018-2022



Introduction

Message from the Chair and CEO

The Board of Directors and Chief Executive Officer of DPV Health are pleased to publish the first Strategic Plan for our newly-formed organisation.

As of 30 March 2018, our organisation became a reality, when two great healthcare providers, previously known as Dianella Community Health and Plenty Valley Community Health, became DPV Health.

Combining more than 80 years of experience and expertise we, together as DPV Health, are now the main provider of community health services to people living in the Northern Growth Corridor.

Our new Vision focuses us on ensuring the health and wellbeing of our community. This is not a tagline. This is indeed our direction, in meeting the needs of our growing and diverse community.

Our services are available to people of all ages, backgrounds and needs. Our services are diverse and we are inclusive of all. This means that we – as an organisation and as individuals – are flexible, informed, skilled and connected. Our existing range of services is broad, so we can deliver the level of choice that our community needs. That said, we will continue to listen to our community, and co-design even more services with them. This is very important because the people who use our services trust us and rely upon us to be there for them, not just when they are sick, but when they are faced with decisions for their children, their parents, their own future health. They trust us to care and we do it well.

It is important to remember the reasons we merged. It improves our ability to deliver on our vision of health and wellbeing for the community. We were both strong community health services with a similar vision for people living in the North.

Our new combined Board is very much a united DPV Health Board, focused on our vision, while respecting our past.

The period immediately post-merger had the potential to be massively disruptive, and we take the opportunity to thank our staff for their hard work and dedication in order to continue providing quality services to clients. Feedback from our community and clients has been overwhelmingly positive and we are confident that this Strategic Plan will similarly be embraced by our community.

It is our hope and belief that our new organisation will make us even more attractive to other highly skilled professionals who share our vision. Many small community health organisations see the future as full of dread, threats and risks. While we see the future as one filled with opportunities – both for staff, community, clients and our organisation.

Our 2018-2022 Strategic Plan details our direction and objectives over the coming four years. There are four areas of focus; our existing and new clients, our people and culture, integration, and making sure that DPV Health has the foundations in place to achieve our vision and to grow.

When two organisations come together, a critical matter is one of values, and integration of values is critical in successful integration of services. The merged Board has specifically addressed the issue of values, and believes that the essence of our values are Respect, Compassion, Persistence, Integrity and Responsiveness.

The merger has brought changes, including a new executive structure to reflect the strategic plan's direction and some other support staff changes. But one thing will never change, our shared passion and commitment to work together to improve the health and wellbeing of people living in the north and to make DPV Health their worthy healthcare provider of choice.

Ms Margaret Douglas
Chair

Dr Neil Cowen
CEO



Our Values

- > Respect
- > Compassion
- > Persistence
- > Integrity
- > Responsiveness

Our Vision

Ensuring the Health and Wellbeing
of our Community

DPV Health Growth Principles

- > We have a capacity and commitment to use our scale in order to create opportunities based on quality, accessibility and cost benefit.
- > Growth means a planned and responsible commitment to maintaining a strong financial base. It also means a preparedness to strategically invest in new opportunities and generate additional services.
- > The accountability, quality and value of the services we provide is grounded on current evidence, best practice and a preparedness to listen and act on behalf of our community.
- > Client-led choice of those services which will best meet their wellbeing goals, now and into the future, characterises the rapidly changing clinical care and support sector environment.



DPV Health Board of Directors L-R: Ms Gloria Sleaby, Dr Neil Cowen (CEO), Ms Julie Busch, Mr Robert Burnham, Ms Margaret Douglas (Board Chair), Mr Colin Woodward, Ms Vase Jovanoska, Mr Gary Henry, Mr Emmanuel Tsakis, Mr Vincent Cain, Mr Mark Sullivan

Strategy 1

Seek out and secure Northern Growth Corridor opportunities

Objectives

Success Measures:

1.1 Identify and implement opportunities to leverage current services

- > New models of care are being delivered and driven by synergies between current siloed services, to offer our clients greater choice and opportunities
- > Where appropriate, services that are currently offered in one local government area are expanded into new areas
- > DPV Health is the dominant service provider of a range of existing services for our clients in the Northern Growth Corridor

1.2 Identify and implement opportunities to engage with new clients

- > The organisation has a reputation for the delivery of innovative programs and services and engaging “hard to reach” clients
- > Hard to reach client numbers increase annually by 20% of the previous year’s activity
- > Client experience measures improve every year consistently across the organisation
- > Successful tenders/EOI increased by \$200,000 on previous year’s result, every year, until over \$1million p.a.
- > The DPV Health brand is well recognised and its brand awareness increases every year. This is measured by client feedback and website traffic, including volume of mentions, reach and search volume
- > DPV Health attracts and retains full fee clients as well as vulnerable clients

1.3 Develop a business improvement and development framework to maximise opportunistic tenders and business opportunities

- > Clients and families can clearly and concisely articulate their outcome measures
- > Successful tenders/EOI increased by \$200,000 on previous year’s result, every year, until over \$1million p.a.
- > Every year, DPV Health pilots three new programs, using its skilled staff to succeed or withdraw quickly, based on a sound project methodology
- > Successfully implemented win-win Merger and Acquisition activity with three organisations contributing to achieving annual revenues of \$65 million

Strategy 2

Invest in our people and cultural change

Objectives

Success Measures:

2.1 Ensure our culture supports DPV Health being a provider of choice

- > Each year staff engagement and staff satisfaction increases to achieve a top quartile result
- > Our vision and values are articulated by 90% of staff
- > Our new brand is identified as being strong within the community, and by our clients and partners
- > Potential staff, volunteers and students seek us out because of our culture of local autonomy and client focus
- > We achieve adaptive and shared leadership across the organisation, supporting internal succession planning
- > Leadership and decision making is devolved down throughout the organisation to be as close as possible to the client

2.2 Achieve fit-for-purpose workforce for DPV Health

- > Our standard attraction and retention KPIs are significantly better than our sector
- > We have the workforce required to meet our community's needs, with staff vacancies at 25% less than sector average
- > 85% of positions are filled within three months

2.3 Open and transparent sharing of performance data

- > Evidence that client feedback consistently drives
 - Service improvements
 - New service development
- > Participation in Big Data projects has driven service improvement and supported advocacy
- > Waiting lists inspire innovation and advocacy
- > All performance data and quality data is widely shared internally and externally, including websites
- > Crowd-sourced and inspired quality activities and successes are regularly celebrated

Strategy 3

Integrate our services and systems to build strong foundations for our vision

Objectives

Success Measures:

3.1 Development and implementation of integration plans

- > Achieved a reputation for being nimble/responsive by both internal and external stakeholders
- > Effective quality and knowledge management systems are in place
- > Service delivery is integrated and improved with no interruption of existing service deliverables
- > Staff are fully engaged in the integration process, as measured by independent assessment tools

3.2 Major ICT programs to support integration plans

- > ICT infrastructure is a core strength of DPV Health supporting improved efficiencies and effectiveness
- > ICT demonstratively provides a competitive advantage
- > The rollout of eCase is a driver of changed processes, to better meet clients' needs
- > ICT strategy is fully implemented on time and on budget

3.3 Develop system of early warning signs of emerging risks

- > Our governance and management of risk is a strength, incorporating scenario planning
- > No 'unexpected' risks materialise
- > Client Management Systems generate appropriate reports that impact service delivery

Strategy 4

Upgrade our infrastructure to meet the needs of our clients and growth

Objectives

Success Measures:

4.1 Ensure that all properties and infrastructure meet service access and client demand

- > Property developments are consistent with overall Masterplan
- > Strategic colocations are in place to enhance service delivery, consistent with our values
- > Our service delivery sites match the changing service demand
- > Return on assets in top quartile for the sector
- > Capacity constraints to not delay growth in service delivery

4.2 Future growth opportunities and service locations optimised

- > Optimal utilisation of capital assets in new service locations is achieved
- > DPV Health is located in key population areas
- > DPV Health is located in health hubs, as well as safety hubs
- > Our infrastructure supports a mobile workforce

4.3 Major driver of health infrastructure planning for outer North

- > Acknowledged key contributor to regional health planning
- > Consulted by government on health planning matters
- > Government confirms our co-location at major new health hubs planned for the growth corridor



Broadmeadows

Audiology - Broadmeadows Hospital
Broadmeadows BIG Steps
Broadmeadows Dental Practice
Hume GP Super Clinic

Craigieburn

Craigieburn Dental Practice
DPV Health Craigieburn
DPV Health Hume Services Intake
Newbold House
Northern Health Craigieburn Health Service

Dallas

Hume Hub

Epping

Epping Community Services Hub
DPV Health Epping Dental Practice
DPV Health Epping
DPV Health Whittlesea Services Intake (Epping Site)
DPV Health Graystone Site

Meadow Heights

DPV Health Meadow Heights

Mill Park

Disability Services
Mill Park GP Super Clinic

Roxburgh Park

Roxburgh Park BIG Steps

South Morang

Farm Vigano Community Cultural Centre

Whittlesea Township

DPV Health Whittlesea Township
Whittlesea Township Dental Practice

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