

# Strategic Plan 2025–2027



## Vision

Better health and wellbeing across generations.

### Purpose

Supporting you and your family to live healthy lives.

#### **Acknowledgement of Country**

Bendigo Community Health Services acknowledge we live, work and enjoy Dja Dja Wurrung and Taungurung Country. We extend our appreciation to the Djaara and Taungurung peoples. We pay respect to Elders past and present for their continued holding of memories, traditions, culture and community aspirations.

We recognise sovereignty has never been ceded and express our sorrow for the personal, spiritual and cultural costs of colonisation and their lasting impact. May we walk forward together in harmony and the spirit of healing. It was and always will be Aboriginal land.



## **Our Values**



#### Lived and Living Experience

We value your story. This means we listen to understand. We value our communities, their backstories, lived and living experiences and cultures and learn from them to tailor our services.



#### Equity

We value equity. This means we provide equitable and inclusive health and wellbeing services, ensuring they are culturally responsive and accessible.



#### People

We value a culture of leadership, learning and improvement. This means we maintain a skilled, engaged and professional workforce, including people with lived experience, and enable a culture of continuous learning.



#### **Partnership**

We value collaboration and co-creation. This means we understand trust and partnerships are key to achieving our purpose. We listen and learn - and share our knowledge and expertise in collaboration and co-design with our community, ensuring we are providing local solutions to community need.



#### Integrity

We value the integrity and dignity of all people. This means we uphold the values of the Universal Declaration of Human Rights and approach all we do with kindness and respect. We are ethical in all we do.



## **Strategic Plan**

Bendigo Community Health Services supports all people to lead healthy, connected lives. Recognising there are many aspects of life that impact upon a person's health, we meet people where they are and when they need us – regardless of their circumstances.

Our programs and services are broad, reflecting the diverse needs of our community. They include primary care and allied health services, along with wellbeing supports and preventative health care programs that reduce the burden of ill health on individuals, the community and the broader healthcare system.

By providing equitable, accessible and compassionate care, we focus on the person and their strengths, factoring in their life experience and understanding they are the expert in their own lives. Trauma-informed, culturally safe, person-centred care is at the core of our model, whether for physical, mental or social wellness.

We acknowledge and draw on the lived and living experiences within our communities, ensuring we are responding to local need and working towards better health and wellbeing across generations.

We advocate on behalf of the many and diverse communities we work with, to effect systemic change that will lead to more positive outcomes for all.

We are committed to amplifying the voices of the people we work with, to ensure the healthcare system reflects their needs – and in particular those with intersecting experiences.

#### Priority 1 Organisational sustainability

Ensuring BCHS is fit for purpose, agile and financially able to respond to and support the health and wellbeing of those living in the communities we serve.

#### Priority 2 Partnerships and innovation

Supporting innovation and continuous learning, and nurturing partnerships that will see us respond to local need. Priority 3 Education, advocacy and impact

Raising our profile as a health provider of choice in Bendigo and surrounding areas through education and advocacy. Prioritising frameworks that measure our impact.



## **Impact Areas**



#### **Our People**

**This means:** Our staff are engaged and aligned with our values. **Objective:** We foster a values-aligned, positive and thriving culture where staff feel safe and supported. Staff have clarity of roles and work in an environment of accountability.



#### **Our Community**

**This means:** Our clients are at the centre of all we do. **Objective:** We are responsive to community needs. We provide safe environments, understanding and empathy; and work towards reducing stigma and discrimination within our community. We value the expertise and insight of the lived experiences of our community. We partner with our clients and community, to ensure the healthcare system reflects their needs – and in particular those with intersecting experiences.



#### **Our Leadership**

**This means:** Grow our reputation for leadership and excellence. **Objective:** We are drawn on for our expertise and advocacy, showcasing the work of our teams and amplifying the voices of our clients and their lived experiences. We advocate on behalf of the many and diverse communities we work with, to effect systemic change that will lead to more positive outcomes for all.



#### **Good Governance**

This means: Commit to strong, ethical organisational governance and enabling a culture of continuous improvement, to meet the needs of our staff and community.
Objective: We position ourselves to respond to and meet community needs, today and into the future.