

Strategic Plan:

Towards 2025

Advancing health,
for every one,
every day



2025



The Royal
Melbourne
Hospital



Bringing our plan to life will require us to remain agile and responsive to the changing needs of the community. We will undertake periodic reviews of our progress as we chart our course to the future. We will enhance the plan when necessary to respond to the changing world around us, taking into account the latest treatments, technologies and trends as they emerge over the next five years.

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Our bold new agenda

We will build on our strengths in care, research and learning, while also meeting the digital transformation and environmental sustainability demands of the future.

That's the challenge we've set ourselves in our five-year Strategic Plan: *Towards 2025: Advancing health for everyone, every day.*

A challenge we're more than ready to take on

Our services are continuing to grow at twice the annual growth rate of Melbourne (3.2% vs 1.6% year on year). In the last five years alone we've seen significant increases in emergency department presentations, elective surgery and inpatient admissions.

Meeting the needs of our growing community – especially within our fixed infrastructure – will take aggressive and sustained innovation. We'll need to push the boundaries of conventional models of care, while providing more services in the home.



In the development of our strategic plan and the defining of our five strategic goals, we asked our people across the organisation, including the board and external stakeholders to tell us what they thought our future health service should strive to be.

Defining our strategic goals

Our people are our biggest strength. And we're committed to empowering them to deliver great care for our patients and consumers – nurturing that inclusive spirit that makes us who we are.

To develop the plan, we spoke to over 1000 people during 2019. From our patients and consumers, to our staff and partners, we explored our values, purpose – and what it means to be part of our organisation.

Our board, executive, senior leadership and a diverse group of employees across the organisation from different craft groups played an important role in shaping the plan and defining our five strategic goals.

In the plan, we consider the changing landscape of healthcare to explore the opportunities and challenges we face in the future. It's these drivers that will influence how we provide care and the range of sub-strategies and programs we must put in place to achieve our goals.

We're proud to share our five strategic goals:



1. Be a great place to work and a great place to receive care



3. Realise the potential of the Melbourne Biomedical Precinct



5. Strive for sustainability



2. Grow our Home First approach



4. Become a digital health service

Over 170 years of service

We started in 1848 as Victoria's first public hospital. And while we only had 10 beds to our name, we had the community of Melbourne behind us – we were ready to provide the best possible care for those in need.

Healthcare has changed a lot since then, but our desire to serve the people of Victoria with an appropriately skilled and compassionate workforce has not. We're still at the forefront of innovative research and discoveries – working hard to redefine the highest standards of care.

Excellence is something we strive for together. We're committed to working alongside our partners in care, research and education, so we can shape the next generation of leading clinicians, scientists, researchers and clinical educators.

We're for Melbourne's health and have considered how we can best contribute to the health needs of the community, reflected in our purpose, values and community promise.

Our Values



People First



Lead with Kindness



Excellence Together

Our Purpose

**Advancing
health,
for everyone,
every day**

Community Promise

**Always there when
it matters most**

A leading public health service in Victoria

As a leading public health service in Victoria, we provide a suite of both state-wide and generalist services spanning 32 sites. We're also the local hospital for our community catchment: the city of Melbourne and the northern and western areas of metropolitan Melbourne.

We provide:

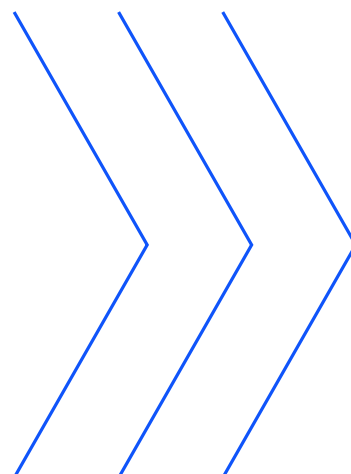
- general and specialist medical and surgical acute services
- sub-acute services, including rehabilitation and aged care, outpatient and community programs
- state-wide services including:
 - » one of two designated adult state trauma centres
 - » the Victorian Infectious Diseases Service
 - » Neuropsychiatry and eating disorders services
- excellent tertiary services in key specialties – including neurosciences, nephrology, surgical oncology, cardiology and genomics





We are known for:

- the highest clinical research output of any health service in Australia, with research programs continuing to grow and keeping us at the forefront of clinical practice
- partnering with universities as a major provider of clinical education and training
- extensive medical and nursing training programs in specialist healthcare services
- being the largest provider of mental health services in Victoria – working with consumers and carers to provide a comprehensive suite of general and specialist services to youth, adult and aged people within the community, residential and health services
- The Peter Doherty Institute for Infection and Immunity (a joint partnership with the University of Melbourne), where we combine world-class research into infectious diseases and immunity with teaching excellence, reference laboratory diagnostic services, epidemiology and clinical services



Our opportunities

Melbourne Biomedical Precinct

As the key adult acute and sub-acute health provider in the Melbourne Biomedical Precinct, we play a major role in giving science the platform it needs to solve pressing health problems.

From supporting scientific breakthroughs, drug development and innovative models of care, to backing new technology products and services – with our partners, we are well positioned to do great things. Part of this means rapidly translating cutting-edge research into changes in clinical practice.

Digital technologies, including our Electronic Medical Record (EMR)

Technology has the power to transform how we work and provide care. With greater visualisation, we can better use our resources, improve planning and drive innovation forward.

Technology will also help us become more mobile, improving how we communicate and deliver care within the home and community. Telehealth will strengthen our ability to support existing relationships and develop new partnerships with regional and rural health services.

Transition to home-based models of care

We know how important being at home is to our patients and consumers. So as much as possible, we'll expand our care models to provide more services in the home.

Prepare for broader use of personalised medicine, including genomics and proteomics

As genetic testing advances, we can focus more on providing treatments for individual patients – instead of using a 'one-size-fits-all' approach.

The future of personalised medicine will see a rise in genomics – i.e. studying a patient's genes. With DNA sequencing becoming faster and more sophisticated, it will be easier to understand the genetics of a disease and determine the best treatments for individuals.

Improved Aboriginal and Torres Strait Islander cultural awareness

We're committed to closing the health gaps of Aboriginal and Torres Strait Islander people. We're continuing to grow our cultural awareness and pledging to make strides toward reconciliation through our Reconciliation Action Plan.



Royal Commissions: Mental Health, Aged Care and Disability

When the Royal Commissions release their findings, it's expected that each will identify significant recommendations to enhance the delivery of mental health care, aged persons care and the social and health needs of people with a disability. We've made sure we're in a position to improve our services to deliver changes.

Net zero carbon 2050: State Environment Policy

For public sector organisations like ours, the Climate Change Act 2017 and Victorian State Government's target of net zero carbon by 2050 provides the direction needed to reduce our carbon footprint over the next 30 years.



As the key adult acute and sub-acute health provider in the Melbourne Biomedical Precinct, we play a major role in giving science the platform it needs to solve pressing health problems.

Our challenges

Hospital infrastructure

Our current City Campus was built in the 1930s. And while it has had refurbishments and expansions over the years, we need to explore the site's long-term options for meeting the changing healthcare needs of our community. Similar considerations apply for our Royal Park Campus and mental health sites.

COVID-19 pandemic

The Coronavirus pandemic in 2019-20 has had a significant health, societal and economic impact on the people of Victoria and indeed the world. In the short term COVID-19 challenged our models of care but we responded to the crisis in innovative ways to continue to provide care to the community.

The longer term impacts arising from deferral of care and managing community mental health will likely give rise to further challenges in the future. We are progressing with remote health monitoring to help prioritise care for patients in the community who need it most in an age of social distancing. It is critical for us to continue to build upon the health reforms that were accelerated through our COVID response and be ready to face the next challenge.

Growing complexity in chronic and degenerative disease

- An ageing population means greater challenges in managing conditions such as dementia and cancer. There are also growing rates of lifestyle-related diseases such as obesity, diabetes and heart disease which are becoming more complex to manage when overlayed with other conditions; and are often leading to frequent presentations at hospital.

- To help people make the most of their health and avoid hospitalisation, we need to focus on innovative models of care.
- Fortunately, we're also seeing more medical improvements in treating rare or life-threatening conditions in children. With the patients who experience such complex health challenges now surviving into adulthood, we need to build our capacity to manage their adult care into the future.

Increasing demand for services

As demand for healthcare services has risen at around 3% year on year from 2015 to 2019, we need to manage this growth through innovative approaches to care delivery.



To be a great place to work and a great place to receive care, we need to stay on top of the social issues impacting the community's health and welfare.



Cybersecurity

Digital transformation is revolutionising our industry, changing how care is delivered and how information is shared between treating practitioners. It's also giving patients and consumers more control over their health and access to their healthcare data.

In the face of such progress, cyberattacks represent a real challenge. And as organisations around the world continue building their cybersecurity resilience, it's crucial we do the same.

Economic uncertainty and financial sustainability

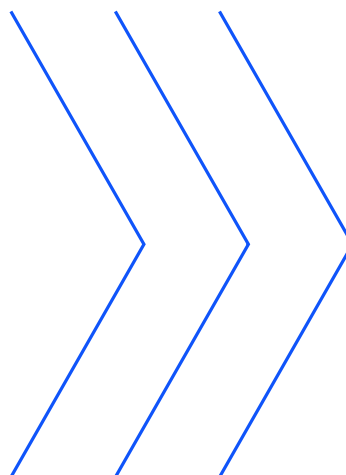
Global economic uncertainty and the rising costs of healthcare, in context of a fixed budget, create challenges in delivering the high-quality services we're known for.

Social issues creating vulnerabilities

To be a great place to work and a great place to receive care, we need to stay on top of the social issues impacting the community's health and welfare. These include:

- **COVID-19 pandemic**
COVID-19 has resulted in significant upheaval to the everyday way of life of our community. It is possible that this may have the potential to exacerbate other social issues in the future.
- **Drug and alcohol use**
We're seeing more patients presenting with acute behavioural disturbance, often made worse by alcohol and drugs. As this can lead to aggression or violence towards staff, we need to seek new ways of dealing with at-risk patients (who often have a background of mental health illness).

- **Occupational violence**
We're committed to reducing the risk and impacts of occupational violence, i.e. violence towards healthcare workers. The safety of our people is our priority. Only staff who feel safe can provide great care.
- **Mental health**
Within the last 15 years, we've seen significant population growth in our mental health catchments in the north and western suburbs. This has led to an increased demand for community and inpatient services. On top of providing acute mental health care, we need to expand and innovate our models to promote wellness too.
- **Homelessness**
A growing problem in the city of Melbourne, we are already working with government and non-government organisations to support all people to have access to the care they need.



Advancing health, for everyone, every day

Our strategic goals



1. Be a great place to work and a great place to receive care



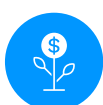
2. Grow our Home First approach



3. Realise the potential of the Melbourne Biomedical Precinct



4. Become a digital health service



5. Strive for sustainability

Our way forward

Our respectful, inclusive spirit helps us create the environment for our people to deliver great health outcomes and experiences for our patients and consumers.

Being a great place to work means we'll:

- Embed our safety culture
- Implement "The Melbourne Way" – so we can lead and live our values
- Deliver our Employee Wellbeing Strategy
- Encourage diversity in our workforce
- Reduce the impacts of occupational violence

We are committed to delivering as much care in the home as possible, whenever it's safe to do so.

To grow our Home First approach, we'll:

- Innovate our models of care to increase our in-home services with RMH@Home-Acute and RMH@Home-SubAcute, including virtual patient monitoring

We recognise our partnerships are key to our collective success. We'll advance the future of health through collaboration; in care, research, learning, education and commercial endeavours with our precinct partners.

To realise this bright future, we'll:

- Collaborate with our partners to reduce duplication of services
- Enhance the consumer voice in research
- Formalise and embed the role of the clinician-researcher through joint appointments with our research partners

We encourage new ideas, new ways of working and the positive progress enabled by technology. We're embracing digital transformation of how we work and provide care.

To do this, we'll:

- Optimise the Electronic Medical Record (EMR) to provide safe, high quality clinical care
- Support our patients and consumers to make the most of the EMR patient portal – The Health Hub

We are ready to face the challenges of the future, working towards environmental and financial sustainability.

To strive for sustainability, we'll:

- Work with government to explore the long-term infrastructure options for The Royal Melbourne Hospital
- Contribute to the state government's goal of net zero carbon emissions by 2050

Our Values:



People First



Lead with Kindness



Excellence Together

Being a great place to receive care means we'll:

- Provide Safe, Timely, Effective, Patient-centred care
- Innovate to improve patient flow
- Foster our customer service culture
- Increase patient and consumer co-design
- Work with government to implement recommendations from the Royal Commissions into the Mental Health system, Aged Care and Disability
- Increase our capacity to deliver inclusive services, including to Aboriginal and Torres Strait Islander people
- Implement the mental health crisis hub
- Partner with external agencies to meet the health needs of the vulnerable in our community

- Develop a model to improve care coordination for frequent attenders
- Improve elective surgery post-discharge care
- Increase the proportion of same day and overnight surgery

- Promote precinct staff education and networking opportunities
- Grow research collaborations, output and translation and continue our commitment to the MACH, VCCC and MGHA
- Build our capacity to deliver more patient clinical care through our clinical trials centre
- Extend our commercial capabilities

- Optimise our use of telehealth for outpatient appointments
- Build our capability in clinical informatics and data analytics
- Support mobile working with a Bring-Your-Own-Device environment
- Build our capacity to deliver care remotely
- Continue to enhance our cybersecurity resilience

- Significantly reduce our paper usage
- Reduce single use plastic waste
- Publicly report our environmental performance metrics
- Work to deliver value-based health care
- Grow our culture of philanthropy
- Build our capacity to deliver care remotely

Measuring our progress

- Maintain current percentage of staff recommending RMH as a workplace for others (from annual People Matter Survey)
- Increase in percentage of staff recommending RMH for family as a patient (from annual People Matter Survey)
- Consistently achieve our target of 95% overall experience for VHES and YES surveys

- Significant increase in admissions through RMH@Home
- Establish a complex care program to reduce admissions of frequent attenders
- Increase the proportion of same day and overnight admissions

- Implement a consumer advisory panel for research
- Grow the number of commercially sponsored clinical trials
- Increase the number of investigator-led research collaborations

- Significant increase in percentage of outpatient appointments conducted via telehealth
- Realise the EMR benefits schedule

- Achieve a commitment for the redevelopment of the RMH City campus by 2025
- Significant reduction in CO2 emissions
- Significant reduction in paper usage
- Progressive reduction in LOS

Goal 1:

Be a great place to work and a great place to receive care

Embed our Safety Culture

Creating the next generation of health leaders starts by promoting a safe, empowered work environment within which they can do great things.

Our Safety Culture Program was introduced in 2014 to help make that happen. First focusing on positive workplace behaviour and ways to communicate and manage change, the program has since gone from strength to strength, building on a solid foundation to deliver year-on-year improvements in both staff engagement and our people's empowerment to achieve new heights in quality care.

The new normal

With the program now widely recognised and accepted, the focus has moved to how we can best embed our safety culture while growing leadership development opportunities and employee wellbeing. Nowhere is that better reflected than the Safety Culture Champion initiative. We've exceeded our own expectations to develop a network of over 100 Safety Champions across the organisation.

It's a number that's still growing. And as more of our staff are specifically trained to nurture psychological safety, transparency and respectful behaviour, the more we can see the benefits reflected in our workplace.

Implement "The Melbourne Way" so we can lead and live our values

The Melbourne Way is a leadership program for everyone. It's how we live our values, from starting every interaction from a place of kindness and care, to recognising that we all have the power to lead through our actions.

We've started rolling out the plan with people leaders, but we encourage everyone to step up and contribute. If we all pitch in, we can accomplish great things.

Deliver our employee wellbeing strategy

Bringing together insights from our people and leading research, we've created a comprehensive and evidence-based employee wellbeing strategy that draws on our own wellbeing model.

With a focus on staff mental health and wellbeing, it's driven by the positive results of organisational transformation in our safety culture work.

We're committed to reducing the risk and impacts of occupational violence

Our patients, consumers, visitors and staff all have the right to feel safe in hospital. It's through our initiatives to reduce the impacts of occupational violence, and the leadership role we've publicly taken on this issue, that we're able to deliver on this.

We'll continue to evaluate and evolve these initiatives as we move forward – to make sure all our sites are as safe as possible.



We pride ourselves on working with patients, consumers and families to provide the best possible health care.

It's our people and their commitment that help us do that.

Encourage diversity in our workforce

Greater diversity means new ideas and fresh perspectives. It also fosters that inclusive spirit to ensure we're taking care of people as best as we can.

We'll drive workforce diversity by:

- Putting our Aboriginal and Torres Strait Islander employment plan in place
- Pushing forward with our disability employment initiatives, part of our disability framework
- Partnering with the Royal Children's Hospital to scale up their award-winning student workplace program for young people with a disability, creating opportunities to gain work experience
- Pushing forward with our supporting LGBTIQ+ inclusive practice action plan.



Goal 1: continued

As a hospital, we do more than provide care. We partner with our patients and consumers to design new services, and improve the ones we already have.

Provide Safe, Timely, Effective, Person-centred care (STEP)

This is something we strive to do for everyone, every day.

- Part of being safe and effective is the ongoing reflection and improvement of current practice and keeping abreast of the latest advances in evidenced based care, setting new benchmarks of what great care means.
- Timely and person-centred care is about responding to the dynamic health needs of our community and adapting our services to meet demand. We develop our systems with consumers, their families and with our staff, co-designing inclusive services, creating better feedback systems and providing excellent customer service in every situation.
- We're unapologetically committed to continuous improvement; enhancing consumer partnerships and experience, service efficiency and reducing avoidable delays.

Improve patient flow

Timely care is crucial. If patients experience unreasonable delays for procedures, discharge or progression through treatment, they aren't just individually impacted, other patients are affected too.

By better understanding the complex, interconnected health service systems, we can improve patient flow and avoid delays that could've otherwise been prevented. It's this insight that leads to increased efficiency, which in turn leads to patients and consumers receiving the timely, effective and person-centred care they need.

Foster our customer service culture

It takes a mix of outstanding clinical care and people-focused customer service to provide exceptional care experiences and health outcomes for the community we serve.

So we'll stay focused on our customer service culture to consistently achieve 95% positive feedback from the Victorian Health Experience Survey (VHES), along with the Your Experience Survey (YES) for mental health clients.

These scores are more than just statistics. They're clear indication that the care we're providing is meeting the expectations of our community.

Increase patient and consumer co-design

As a hospital, we do more than provide care. We partner with our patients and consumers to design new services, and improve the ones we already have.

We call this process co-design and it's the best way to achieve greater health outcomes, meet our consumer needs and deliver more value for money.

Work with government to implement recommendations from the Royal Commissions into Mental Health system, Aged Care and Disability

Based on the experiences of consumers across Victoria, and input from providers, the royal commissions will identify more recommendations for state-wide, systemic changes. We'll work with our consumers to co-design changes and implement improvements.



Increase our capacity to deliver inclusive services, including Aboriginal and Torres Strait Islander people

Fear of discrimination should never be a hurdle to accessing healthcare. And while we've made great progress in understanding the diverse needs of our community and supporting vulnerable groups to be and stay healthy, more needs to be done.

That's why we have dedicated programs and services for the following groups:

- Aboriginal and Torres Strait Island people.
- People with a disability.
- People who identify as LGBTIQ+ or questioning.
- Culturally and Linguistically Diverse groups – including refugees.

It starts with understanding

As an example, we're involved in a range of activities to increase our Aboriginal and Torres Strait Islander cultural awareness and cultural competency.

From these building blocks, we can forge stronger community relationships and improve how we meet their safety and quality needs.

It's just one way we're making our patients, consumers, visitors and staff feel safe and welcome.

Implement the mental health crisis hub

The link between mental health issues, psychological stress and alcohol and illicit drug use is clear. Through a mental health crisis hub, we can give those with mental illnesses, drug or alcohol problems, who've come through our emergency department, the support and treatment they need.

Partner with external agencies to meet the health needs of our vulnerable community

For homeless people with both acute and longer-term health conditions, getting care can be really difficult. Partnering with external agencies, we'll work on pathways that make it easier for homeless people to access healthcare, whether it's treatment, diagnostic procedures, outpatient appointments or elective surgery.

Grow our Home First approach

Innovate our models of care to increase our in-home services with RMH@Home-Acute and RMH@Home-SubAcute

Where hospital care is needed, we'll always be there. But when possible, we know that the best place to receive care is at home, and we're working on ways to make this more of an option.

For some patients, we can deliver care entirely in the home. For others, we'll discharge them home to keep recovering, along with in-home care, support services or telehealth follow-ups if needed.

Develop a model to improve care coordination for frequent attenders

People with complex health needs, anxiety or social isolation often present to hospital regularly. By improving care coordination through case management, we can help these people avoid admissions and better manage at home, which in turn frees up hospital beds for other patients.

Improve elective surgery post-discharge care

The best method of planning discharge for elective surgery is to think ahead. So, we'll be expanding our perioperative model to optimise our patients' health and home environment for a successful discharge.

- Before surgery we'll expand our use of pre-surgery nutrition optimisation and physical conditioning, early home assessments, and training with aids and equipment that will be needed on discharge.
- After surgery we'll transition to RMH@Home services as soon as possible.

Increase the proportion of same day and overnight surgery

It's inspiring how surgical and anaesthetic practice is constantly improving. We know that less invasive procedural methods can reduce total recovery time. In conjunction with streamlined scheduling and enhanced care coordination, we'll work hard to get you home sooner. We'll explore how we can deliver overnight stays in a same-day model, as well as multi-day admissions into overnight stays with RMH@Home support where needed.



We're here to help people move forward – not out.

We'll be offering as much care in the home as possible. The more we can do this, the less interruption there'll be to our patients' lives.



Realise the potential of the Melbourne Biomedical Precinct

As Victoria's first public hospital, we've been providing some of the most complex and advanced care to the people of Melbourne, Victoria and Australia. We've worked on many clinical breakthroughs, and we're still one of the largest sites for the clinical training of doctors, nurses and allied health practitioners in the state.

Collaborate with our partners to reduce duplication of services

Thanks to our strong relationships with The Royal Women's Hospital, Peter MacCallum Cancer Centre and The Royal Children's Hospital, we're able to bring speciality services together to benefit the patients and consumers we serve.

As we work together, we'll find new ways to improve services and reduce duplication across organisations.

Enhance the consumer voice in research

Creating a consumer advisory panel for research will lend us a broader perspective on the consumer experience of care and clinical trials. Involvement of patients assists in increasing consumer literacy of research communication and as a consequence, improves patient and consumer participation.

Formalise and embed the role of the clinician-researcher through joint appointments with our research partners

As the hub for generalist adult clinical care in the Melbourne Biomedical Precinct, we're seen as an attractive career proposition for established and emerging clinician-scientists. We'll continue to work with our partners to define and embed distinct career paths for joint appointments, expanding our expertise with distinguished clinician-academics, and inspiring emerging researchers to be our next generation of leaders.

Promote precinct staff education and networking opportunities

It takes scientists and clinicians working and learning together to turn research translation into clinical practice.

We'll create more shared education and networking opportunities to give staff the chance to meet like-minded people in related fields, learn from each other and build a sense of team across the whole precinct.



**Success relies on strong collaboration.
Working with our precinct partners,
we'll advance the future of health across
care, research, learning, education and
commercial endeavours.**

Grow research collaborations, output and translation

Clinical trials are the key to new discoveries. They bridge the gap between pure science and technology, patient care and outcomes – driving the development of both new and established diagnostic procedures, drugs and devices.

We're proud to have one of the highest research outputs of any health service in Australia, with over 900 active projects (35% of which are clinical trials). Over the next five years, we hope to increase our commercially sponsored and investigator-led clinical trials.

Build our capacity to deliver more patient clinical care through our Clinical Trials Centre (CTC)

In the CTC, patients taking part in clinical trials not only receive free care for their condition, but also access to cutting-edge technology, drugs and devices. The CTC is equipped to handle even the most complex of patients.

Over 8,500 patients came through the CTC in the first two and a half years. We'll use the capability of our new Electronic Medical Record system to find more patients who may be eligible for future clinical trials.

Extend our commercial capabilities

The government has invested significantly in developing the Melbourne Biomedical Precinct. This has created more opportunities to collaborate in care, research, education and commercialisation.

Working with our partners, we'll make the most out of the MBP's commercialisation opportunities and its broader partner institutions to create better health and economic outcomes for our community and Victoria.



**Our scientists and clinicians,
working and learning together,
will bring cutting edge research
to the bedside.**

Become a digital health service

Optimise the Electronic Medical Record to provide Safe, Timely, Effective and Patient-centred care

In the short term, implementing our new Electronic Medical Record (EMR) precinct-wide will be our biggest leap towards becoming a digital health service.

The benefits of the EMR

- **It's safer** – digital records help reduce errors in prescribing medication, and can alert us to specific information about a patient's care.
- **It saves lives** – provides researchers data to use in studies and clinical trials to find better treatments.
- **Better monitoring** – integrating data from wearables or medical equipment directly into the EMR provides new monitoring capabilities that create alerts at the earliest signs of clinical deterioration.
- **Better handover** – When transferred between precinct hospitals, clinicians can instantly access the information they need to continue patient or consumer care.
- **Supports mobile working** – helps medical, nursing and allied health teams give and document care where it's happening.

The benefits of optimising the EMR

- **Research** – helps us identify patient eligibility for clinical research, increasing our consumer access to the latest treatments and drugs through clinical trials.
- **Clinical informatics** – analysing data helps to identify trends that can improve our healthcare services and treatments.

- **Hospital function and flow** – digital systems will streamline our day-to-day hospital functions, improve efficiency and effectiveness, make our workload more transparent, and help us identify ways to best use our resources.

Support our patients and consumers to make the most of the EMR patient portal – The Health Hub

We want our patients and consumers to have more control over their care. The Health Hub helps us achieve this by providing a platform to get in touch with their clinician, review test results, access discharge information and, in some cases, book their own appointments.

We'll keep building our patients' and consumers' capability in using the Health Hub and support them in making more informed decisions.

Optimise our use of telehealth for outpatient appointments

The transition to telehealth consultations has been rapid as a result of the COVID-19 pandemic. We will continue to focus on providing appointments by telehealth as the preferred option, where a face to face consultation is not required for care delivery.

It's a win-win for everyone involved, which is why we want to make it the default option for outpatient appointments. For our patients and consumers, they don't have to travel to hospital for a consultation. Clinicians can reach more people in regional areas. And for the environment, it means reducing carbon emissions by avoiding travel. Telehealth will strengthen our ability to support existing relationships and develop new partnerships with regional and rural health services.



Technology has the power to drive positive progress, especially in how we work and provide care.

By embracing digital transformation, we aim to become a digital health service.

Build our capacity to deliver care remotely

As technology advances, the clinical devices we use can better interact with IT systems within and beyond hospital walls. With this likely leading to home-monitoring processes featuring wearable devices and apps, we'll be more proactive in delivering remote care, using telehealth or as part of our home first model or both.

Build our capability in clinical informatics and data analytics

We can use the EMR's health data to support research at every stage, from developing a research concept and translating at the bedside, to health services research that evaluates clinical outcomes and the efficiency of new care models.

Our capabilities in clinical informatics and analytics will drive our clinical research program, and help our researchers seek out new advancements in patient diagnostics, treatments and care.

Through informatics, we can see trends earlier, both in the changing population and the ever-complex clinical diagnoses with which they present. It's this information that allows us to improve our human resources planning in growing clinical specialties, and ensure our research remains in tune with the evolving demands of the health system.

Support mobile working with a Bring-Your-Own-Device environment

With many of our staff working across multiple sites and health services, we need to create a digital ecosystem that does the important things right: supports the portability of personal devices, retains strong cybersecurity, and cuts down barriers to communicate meaningfully with the organisation and each other.

By supporting innovative ways of working, we can make providing great care easier for clinicians.

Continue to enhance our cybersecurity resilience

Like many organisations around the world, we're focused on building resilience through cybersecurity. This includes:

- Prevention (cybersecurity software and security patching)
- Detection (monitoring and alerting)
- Response (procedures and processes).

As we continue strengthening our resilience externally, we'll also strengthen the resilience and awareness of our people through campaigns and training.

Strive for sustainability

Striving for sustainability is inextricably linked to providing great care. The less we spend on energy consumption and waste management, the more funds we can free up for direct patient care.

It's what our community expects of us. And we're not about to let them down.

Work with government to explore the long-term options for the Royal Melbourne Hospital sites

We're the largest health care provider and a key partner in the research, biomedical discovery and innovation efforts of the Melbourne Biomedical Precinct. But if we're to keep up our outstanding work, we need energy efficient infrastructure designed for contemporary models of care.

We'll work with the government to achieve this, so that we're best-placed to deliver long-term, sustainable health care to our community, and remain at the very forefront of clinical practice, care and research.

Contribute to the state government goal of net zero carbon emissions by 2050

We're on board with Victoria's Climate Change Act 2017, to establish a long-term target of net zero greenhouse gas emissions by 2050. For us, this will mean a 17% reduction in carbon emissions every five years.

To achieve this, we'll work with government to scope work on our renewable electricity generation potential and a range of green energy contracts. We'll also look at offsets and electrical efficiency projects to consider what reductions are possible within our ageing infrastructure.

Significantly reduce our paper usage

While transitioning to the EMR will cut down our clinical forms, we still use a large amount of paper for appointment letters, meetings and reporting. We will accelerate our digital agenda, implementing the software and data tools needed for digital meetings, note taking and appointment notifications.

Reduce single use plastic waste

As one of the largest hospital procurement teams in Victoria, we support a number of health services to source and deliver their health care supplies. This puts us in a unique position to take a lead in reducing hospital waste.

We'll work with our suppliers to cut down on non-recyclable packing and look for innovative ways to replace single use plastics with greener products.

Publicly report our environmental performance metrics

To hold ourselves to higher standards, we must report publicly and transparently on our environmental performance. While we've done this internally for energy, water and gas use, we'll expand this for our full suite of environmental sustainability measures.



We're ready to do our part and work towards an environmental and financial future we can be proud of.

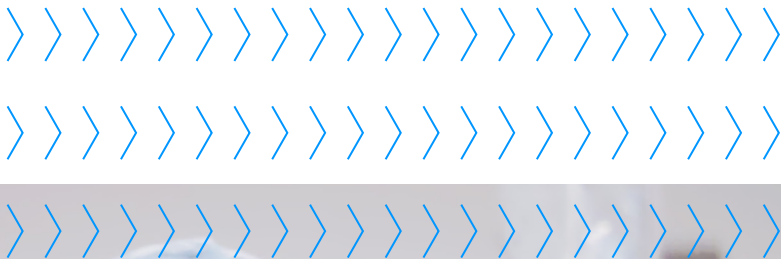
Deliver value-based health care

True value-based health care is about delivering the outcomes our patients want, while making the best use of our resources.

To achieve this balance in the face of rising healthcare costs, we'll continue to innovate, improving our efficiency and consumer experience through a number of programs and quality improvement projects.

Grow our culture of philanthropy

Backed by the RMH Foundation and the generosity of our donors, we can dedicate more financial support to new equipment, services and research. We're excited to keep growing this culture of giving by creating more philanthropic programs and improving how we work with our community.





2015–2020

Care

- We launched the Parkville Precinct electronic medical record (phase 1) in the Emergency Department at our emergency department.
- We were officially appointed as the first state-wide service to pioneer endovascular clot retrieval – a breakthrough treatment in stroke care.
- We started using automated robots from the Central Sterile Services Department (CSSD) to transport sterilising equipment and supplies to operating theatres.
- We opened a new movement lab at the RMH Royal Park Campus, where we use 3D motion technology to analyse walking and balance.
- We officially opened the refurbished NWMH Broadmeadows Inpatient Unit.
- We won the Premier’s Sustainability Award 2016 for reducing waste in Haemodialysis. And again in 2019 for reducing hunger and food waste in our community, donating spare patient meals to those in need.
- We rolled out the Adult Sepsis Pathway across the organisation. It was chosen as a state-wide project for Safer Care Victoria.
- We launched the Younger-Onset Dementia telehealth program, allowing consumers to have appointments via their phone, tablet or PC.
- The Virtual Fracture Clinic became standard practice for patients receiving follow up care after attending an emergency department.
- We launched an Australian-first in palliative care: The Responsive Acute Palliative Intervention and Decision Assistance program (RAPID-Assist) – to deliver urgent palliative care for patients with a terminal illness, in a location of their choice.
- Our Emergency Department launched the “Help us help you” video to educate the community about the impact of Occupational Violence against hospital staff.
- We launched our new Clinical Governance Framework – STEP – Safe, Timely, Effective, Person-centred care.
- We opened the RMH City Campus Acute Stroke and Neurology Ward.
- We engaged with the LGBTIQ+ community via social media to develop our ‘Supporting LGBTIQ+ Inclusive Action plan based on consumer feedback.



Research

- We launched the Nursing Research Hub in June 2019.
- Backed by \$450,000 in funding from the Victorian Government, we launched the Melbourne Health Accelerator – a program that works with clinicians and industry to develop new technologies.
- Since opening in June 2017, we've had over 8,500 patient visits to our Clinical Trials Centre.
- We established the Colonial Foundation Healthy Ageing Centre in June 2019 – a collaboration with The Walter and Eliza Hall Institute and funded by the Colonial Foundation. It focuses on developing diagnostic tests for the early detection of neurodegenerative conditions.
- We trialled revolutionary stem cell research by injecting stem cells into the brain – a world-first clinical trial aimed at curing Parkinson's disease.
- We opened the new Orygen building in Parkville – home to Orygen Youth Health services and Orygen, The National Centre of Excellence in Youth Mental Health.
- We became partners with IMSQuintiles (the world's biggest contract research organisation) and were granted PRIME site status – the only PRIME site in Australia.
- Based on our clinical research, Australia's first stroke ambulance hit the road on 20 November 2017 – enabling patients suffering a stroke to receive a CT scan in the ambulance and start their treatment sooner.

Learning

- We continue to be one of the largest sites for the clinical training of doctors, nurses and allied health practitioners in the state.
- Our Pharmacy department developed and launched the Patient Learning Hub – a consumer medication education resource.
- Our Safety Culture program went from strength to strength, with over 86% of our 10,000+ staff and volunteers being trained in Speak up for Safety – a program that supports staff in respectfully raising concerns to prevent avoidable harm.
- We progressed with our Aboriginal and Torres Strait Islander Cultural Awareness training program and Reconciliation Action Plan. We also extended our Aboriginal Employment Plan to a precinct-wide framework with The Royal Women's Hospital, The Royal Children's Hospital and Peter MacCallum Cancer Institute.



**The Royal
Melbourne
Hospital**