

Caring for our Community

# STRATEGIC PLAN

Rochester and Elmore  
District Health Service



**2026-2028**



*Dja Dja Wurrung Country*

  
**redhs**  
Caring for our Community

# CONTENTS

ACKNOWLEDGEMENT ..... 3

OUR STORY ..... 3

OUR COMMITMENT ..... 3

OUR COMMUNITY ..... 4

2026-2028 STRATEGIC PLAN ..... 5

PILLAR 1: OUR PEOPLE ..... 6

PILLAR 2: OUR SERVICES ..... 7

PILLAR 3: OUR FUTURE ..... 8

OUR STRATEGIC ENABLERS ..... 9



Rochester and Elmore District Health Service acknowledges the  
Dja Dja Wurrung people, the traditional owners on whose land we live and work,  
their rich culture and spiritual connection to country.  
We pay our respects to Elders past, present and emerging.  
We celebrate their living culture and unique role in the life of our catchment

## ACKNOWLEDGEMENT

Rochester and Elmore District Health Service (REDHS) sits on the traditional lands of the Dja Dja Wurrung Clans, and also provides services across the lands of the Taungurung and Yorta Yorta Peoples. We respect and acknowledge their unique Aboriginal cultural heritage and their role in this region and pay our respects to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

## OUR STORY

REDHS is a small rural health service established under the *Health Services Act 1988*, providing a range of services including urgent and acute inpatient care, residential aged care, allied health and home-based care.

Established in 1993, following the amalgamation of Elmore District Hospital and Rochester and District War Memorial Hospital, the health service builds on the resilience of its local communities and an unwavering commitment to ensuring high quality health care is delivered locally and for many generations to come. This philosophy forms the core of our Values and continues to guide our priorities today and for the future.

## OUR COMMITMENT

Following the 2022 floods and rebuild of the main hospital facility, REDHS is ready to reset its vision for the future by *working together with our communities for better health and wellbeing for all*.

We have kept our byline “Caring for our Community”, as it acknowledges that the community where we live and work is and will continue to be at the very center of what we do. And that includes our staff and volunteers.

With this Plan we seek to continue to provide the high-quality health care that our community needs, expects and deserves. Our commitment is to listen, understand, collaborate and implement together.

To that end, our Strategic Plan 2026 - 2028 has been developed in consultation with our community, our staff, our volunteers and many other stakeholders and partners that contribute to our work every day.

Our new vision “*to be a trusted leader in our local rural health care*” responds to the feedback received about the value and trust that our community has in REDHS to ensure best healthcare delivered locally, whilst recognising our rural context.

Through the life of this Plan we seek to evolve and grow our service to better meet the needs of our community. Our connection to our significant veteran community remains important and will be further strengthened in the life of this Plan.

We are honored and proud to share this plan and commit to moving forward together in building the next chapter in the REDHS journey.

## OUR COMMUNITY

Our service catchment spans many communities over two Local Government Areas, being Campaspe Shire and City of Greater Bendigo. At a district level, our population is anticipated to remain relatively steady in the life of the plan, with a continued increase in people of 65 years of age, but also with some new arrivals from far and wide, including younger families, particularly around Elmore.

We are having an increasingly diverse community, which also supports and reflects the profile of our workforce. We welcome people from all over the world, who join us in living our values and caring for our communities together.

Our demographic profiling confirms that there will be a greater demand on our health services for age-related illnesses as well as conditions associated with socio-economic status and rural locality, including chronic disease, cancer, psychological distress, alcohol and drug treatment, as well more home-based services.

In addition to our continued commitment to provide urgent care and inpatient acute services as well as residential aged care, a key commitment of our new plan is to provide more care as close as possible to home, recognising that in some cases that means making use of technology where that is appropriate and supporting people to be able to access it.





# 2026-2028 STRATEGIC PLAN

Rochester and Elmore District Health Service

## Strategic Plan 2026-2028

**Our Vision:** To be a trusted leader in our local rural health care

**Our Purpose:** Working together with our communities for better health and wellbeing



### Values and Behaviours

**R**eliability  
being trustworthy and performing consistently well

**E**ngagement  
working collaboratively with people to address issues and opportunities to bring about positive change

**D**iversity  
understanding that each individual is unique and recognising our individual differences

**H**ospitality  
receiving and treating guests and strangers in a warm, friendly, generous way

**S**ustainability  
meeting our current needs without compromising the ability of future generations to meet their needs

### Our People



*Building a skilled, supported and motivated workforce*

- Attract, invest in and retain skilled and values aligned staff
- Enhance staff skills and capabilities
- Maintain our inclusive and resilient workplace culture
- Strengthen our volunteer's recognition and contribution

### Our Services



*Deliver high quality, accessible services that meet our community needs*

- Enhance access to appropriate and high quality services closer to home and across the district
- Deliver services in a respectful, inclusive and culturally safe way
- Enhance consumer and community engagement and experience

### Our Future



*Safeguard our infrastructure and long term financial health*

- Protect our facilities and optimise emergency preparedness
- Ensure financial sustainability and responsible resource stewardship
- Engage and plan strategically for growth and emerging needs

## PILLAR 1: OUR PEOPLE

### Building a skilled, supported and motivated workforce



#### What we will do

1. Attract, invest in and retain skilled and values aligned staff
2. Enhance staff skills and capabilities
3. Maintain our inclusive and resilient workplace culture
4. Strengthen our volunteer's recognition and contribution

#### How we will know we are successful

- 'Flood resilience" and other scholarships update (e.g. Transition to Nursing, Nurse Practitioners)
- Other innovative workforce strategies that attract and sustain critical roles locally (e.g. regional backfill support, Advanced Rostering system, etc.)
- Maintain student placements
- Maintain number of graduates
- Attendance at mandatory training and orientation
- Positive People Matter Survey results
- New staff attend 'speaking up for safety' program within 3 months of starting
- High attendance rates to cultural safety and awareness training
- Increased volunteers base and closer integration with multi-disciplinary teams
- Establish recognition ceremonies that are valued by our volunteers

## PILLAR 2: OUR SERVICES

Deliver high quality accessible services that meet our community needs



### What we will do

1. Enhance access to appropriate and high-quality services closer to home and across the district
2. Deliver services in a respectful, inclusive and culturally safe way
3. Enhance consumer and community engagement and experience

### How we will know we are successful

- UCC opening hours maintained 24/7
- Maximise Inpatient beds occupancy (10)
- Maximise Residential Aged Care occupancy (60)
- Reduced waiting for Allied Health and Home Care
- Support at Home reform implementation
- On-site or virtual access to Multi-disciplinary Teams
- Re-establish inpatient detox service
- Welcoming and culturally safe spaces
- Events that celebrate diversity and inclusion
- At least 3-star rating maintained for Aged Care
- Enhanced consumer choice through systems aligned with the strengthening quality standards
- Active participation in Safer together initiatives including the consumer partnership project
- Community informed of health services and how to access

## PILLAR 3: OUR FUTURE

# Safeguard our infrastructure and long term financial health



### What we will do

1. Protect our facilities and optimise our emergency preparedness
2. Ensure financial sustainability and responsible resource stewardship
3. Engage and plan strategically for growth and emerging needs

### How we will know we are successful

- Break even operating result
- Progress flood levee implementation
- Solar upgrades completed
- Successful transition to LMSS and increase digital maturity
- Reduced storage of hardcopy records off site.
- Updated asset register and management system
- Fundraising partnership and strategy
- Re-commissioned diagnostic imaging services
- Staff accommodation hub implementation
- Strategy for Elmore site



## OUR STRATEGIC ENABLERS

Our success is underpinned by these critical enablers across all three of our commitments.



Leadership commitment at every level, working together to meet expectations



Strong governance and data informed decision making, supported by updates in our digital systems and improvements in our systems of operation



Positive engagement and effective communication, guided by a refreshed engagement and communication strategy



Thrive for excellence in care through continuous learning and quality improvement.



Mutually beneficial and sustainable partnerships, including commitment to the Loddon Mallee Local Health Service Network agreed priorities

Each enabler describes the outcome we are striving for and the approach we will take to achieve those.

By developing these core capabilities, we will accelerate progress towards fulfilling our overarching vision.

*Caring for our Community*



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## Rochester and Elmore District Health Service



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