



redhs

GROWING TOGETHER

OUR PEOPLE. OUR CULTURE. OUR FUTURE.



ACKNOWLEDGMENT OF COUNTRY

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.

To read the Reconciliation Action Plan from the Department of Health, Disability and Aging [click here](#)



OUR
EMPLOYEE
VALUE
PROPOSITION

OUR COMMITMENT TO OUR PEOPLE



At REDHS, our people are at the heart of everything we do. As a community-focused organisation, REDHS exists to serve, support and care – and that purpose is only made possible because of the dedication, compassion and professionalism of our people. From students and volunteers beginning their journey, to long-standing team members who have helped shape our culture, to new employees, applicants and those who engage with us through our recruitment process – every interaction matters, and every person contributes to who we are becoming.

Our theme, **Growing Together - Our People, Our Culture, Our Future**, reflects both our aspiration and our commitment.

We believe growth is not just about expansion; it is about strengthening capability, deepening connection, and building a culture where everyone can thrive. It is about learning from one another, supporting one another, and moving forward with a shared sense of purpose.

This Employee Value Proposition represents our commitment to our service.

It defines who we are, what we do, and the experience we are committed to creating for everyone who engages with REDHS. It has been shaped by employee feedback and guided by our values and strategic pillars. The employee insights have reinforced what matters most – meaningful work, supportive leadership, professional development, wellbeing, and a culture grounded in respect and accountability. We are on a deliberate journey to become an employer of choice.

Growing Together for our people means:

- **Our People** - Embedding our values in everyday practice, investing in capability, and ensuring every person understands how their role contributes to our strategy and the impact we have in our community.
- **Our Culture** - Strengthening engagement, listening to feedback, and fostering an inclusive environment where individuals feel respected, supported and empowered.
- **Our Future** - Refining our practices across the entire employee lifecycle – from first engagement as a student, volunteer or applicant, through onboarding, development and long-term career pathways – ensuring we consistently deliver a positive and meaningful experience.

Our Employee Value Proposition will continue to be refined as we progress through our People and Culture Strategy.

Growing Together means we will continue to listen, adapt and evolve. We will celebrate what we do well and remain courageous in addressing where we can improve.

Thank you for the role you play in shaping our culture and our future. Together, we are building a workplace community where our values are lived, our people are supported, and our future is strengthened.

Growing Together – Our People, Our Culture, Our Future.

Regards

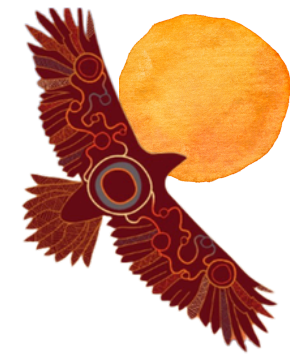
Mary Manescu, Chief Executive Officer

March 2026

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STRATEGIC PLAN



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

OUR STRATEGIC PILLARS OUR VALUES

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 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

R

Reliability

We are trustworthy and consistent in everything we do, ensuring safe, high-quality care for our consumers, residents, and the community at all times.

E

Engagement

We work collaboratively with colleagues, consumers, and our community to address challenges, create opportunities, and bring about positive change in rural health and wellbeing.

D

Diversity

We respect and embrace the unique needs, experiences, and perspectives of every individual, ensuring culturally safe and inclusive care for all.

H

Hospitality

We welcome and treat everyone with warmth, empathy, and generosity, creating a positive and compassionate experience for consumers, families, colleagues, and visitors.

S

Sustainability

We deliver care responsibly today while making decisions and using resources that safeguard the health, wellbeing, and future of generations to come.

LIVING OUR VALUES

SELF Personal contribution to REDHS

LEADERSHIP Growing trusted REDHS teams

EXECUTIVE Advancing REDHS for future generations

R Reliability

- Arrives prepared to work and meetings on time to provide safe care for consumers and residents.
- Completes assigned tasks and services accurately within agreed timeframes and renegotiates if timelines can't be met.
- Communicates delays, risks, or consumer care issues promptly.
- Shares workload fairly with colleagues to maintain continuous care and positive outcomes.

- Sets clear expectations and realistic deadlines for the team.
- Follows through on commitments and escalates consumer, staff or service risks transparently.
- Monitors team progress and provides guidance to ensure reliability.
- Encourages cross-team support to maintain consistent rural health services.

- Makes consistent, transparent decisions that teams and consumers can rely on.
- Aligns resources to maintain essential rural services and safe consumer care.
- Models accountability in following through on organisational commitments.
- Ensures continuity of care and service delivery across the organisation.

E Engagement

- Builds respectful and inclusive relationships with consumers, families, colleagues, and the wider community.
- Participates actively in team discussions, huddles, and training.
- Shares ideas and feedback to improve care, wellbeing, and community health outcomes.
- Listens and responds constructively to concerns from consumers, residents, or colleagues.

- Creates opportunities for multi-disciplinary team input and dialogue.
- Explains decisions and context clearly to the team. Responds to feedback from the community and team, recognising contributions.
- Encourages collaboration across disciplines and departments to strengthen service delivery.

- Designs systems to capture and act on staff, consumer, and community input.
- Communicates strategy clearly and consistently across the organisation.
- Demonstrates responsiveness to feedback through visible actions.
- Builds partnerships with community organisations to improve rural health outcomes.

D Diversity

- Provides culturally safe, person-centred care for all consumers and community members.
- Adapts communication and approach to meet individual needs.
- Seeks to understand cultural, generational, and lived experiences.
- Acts respectfully to all colleagues, consumers, and community members.

- Ensures diverse voices are included in team discussions.
- Intervenes promptly when bias, discrimination, or exclusion occurs.
- Adapts leadership approach to different learning and working styles.
- Encourages team members to share perspectives openly to strengthen care and collaboration.

- Establishes inclusion and cultural safety as strategic organisational priorities.
- Allocates resources to support diversity and inclusion initiatives.
- Challenges homogenous thinking in decision-making forums.
- Aligns services and programs with community demographics to improve access and equity.

H Hospitality

- Welcomes consumers, families, visitors, and new staff warmly.
- Demonstrates empathy, patience, and professionalism in all interactions.
- Supports people during stressful or vulnerable situations.
- Treats everyone equitably, without judgement or bias.

- Models respectful, compassionate behaviour for the team.
- Supports staff wellbeing during pressure or conflict.
- Addresses behaviour that undermines dignity, trust, or consumer experience.
- Encourages teams to provide consistent, friendly care to the community.

- Demonstrates approachability and humility in daily interactions.
- Promotes a culture of respect, inclusion, and empathy organisation-wide.
- Intervenes when staff or systems fail to provide welcoming, safe care.
- Monitors consumer, family, and community experience for continuous improvement.

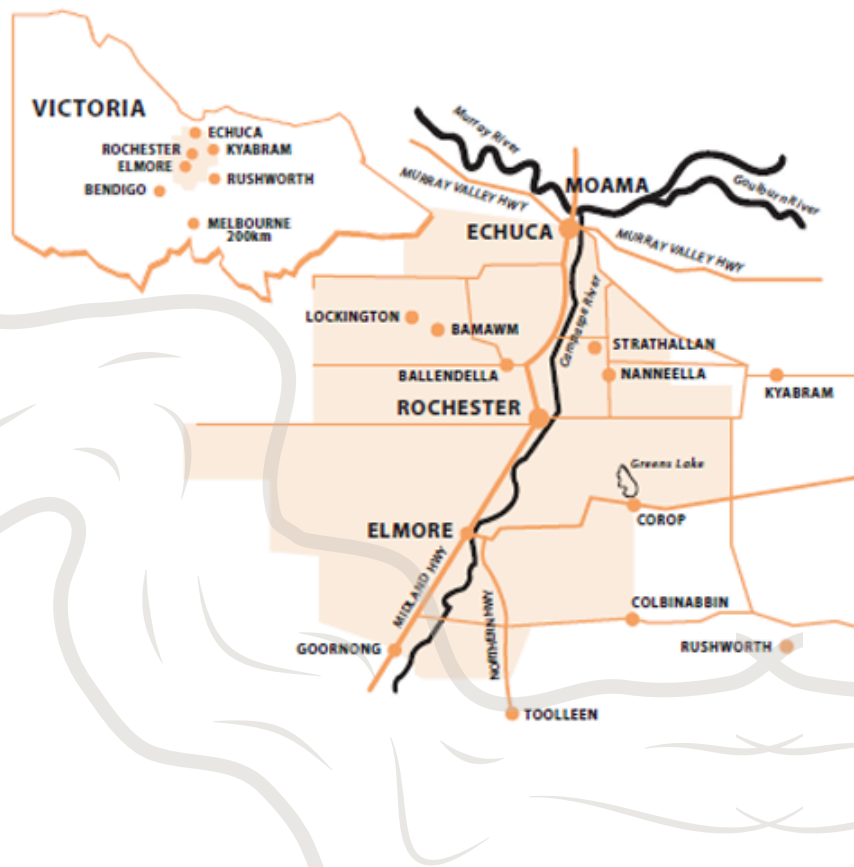
S Sustainability

- Manages workload responsibly and seeks support when needed.
- Participates in professional development to strengthen skills.
- Uses resources efficiently and considers environmental impact.
- Supports preventative care and safe, long-term community health.

- Plans team workload and capability to prevent burnout.
- Encourages innovation that improves efficiency, health outcomes, and rural care sustainability.
- Monitors resource use, consumer outcomes, and budget adherence.
- Supports succession planning and skill development for future rural health services.

- Makes transparent, long-term decisions to protect future service delivery.
- Invests in workforce, infrastructure, and systems for sustainability.
- Aligns organisational strategy with financial, environmental, and social responsibility.
- Ensures services remain accessible, resilient, and fit for the future rural community.

OUR COMMUNITY



Our community is the reason we exist and the foundation upon which our future is built.

Across the two Local Government Areas of Campaspe Shire and City of Greater Bendigo, the people we serve are diverse, resilient and evolving. From long established families to new arrivals, from our significant veteran population to younger families choosing to settle in our region, our catchment reflects both stability and change. We are proud that this growing diversity is mirrored within our workforce, strengthening our ability to understand and care for those who rely on us.

At REDHS we understand that our work touches people's lives at their most vulnerable and most important moments. The care we provide is not simply clinical – it is personal, relational and deeply human. For our aged care residents, our health service is not just a facility, it is their home. That responsibility is profound. Every interaction, every environment and every decision contributes to their sense of safety, dignity and belonging. From welcoming new families into our services, to walking alongside individuals and loved ones at end of life, we are privileged to care for our community across every stage of life.

As a rural health service, we recognise the unique challenges and opportunities within our district. An ageing population, increasing demand associated with chronic disease, cancer, psychological distress and alcohol and other drug treatment, along with the need for more home based services, requires thoughtful planning and strong partnerships. We remain committed to providing urgent care, acute inpatient services and residential aged care, while expanding care closer to home wherever possible, including through outreach and the appropriate use of technology.

Following the 2022 floods and the rebuild of our main hospital facility, we are ready to strengthen and reset our vision for the future. Our byline, Caring for our Community, continues to anchor us. It acknowledges that the community where we live and work will always be at the centre of what we do and that includes our staff and volunteers.

We are committed to continuing to engage meaningfully with our community by listening carefully to feedback, learning from lived experience and responding with action. Through strong governance, an engaged Board and robust community consultative processes, we will continue to seek input, test our thinking and plan together for a safer and healthier region.

Partnership is essential to our future. We will continue to collaborate with other health and social service providers, work alongside community groups and strategically plan with local stakeholders to ensure integrated, accessible and responsive care. Recovery from past challenges has shown us the strength of connection. We will continue to support one another and build resilience together.

As the largest employer in our rural community, this responsibility is central to our purpose. Our role extends beyond delivering healthcare. We contribute to local employment, workforce development, leadership and economic stability. This is directly connected to our strategic pillars and to the value proposition we offer our people. Working at REDHS means being part of something larger than a workplace. It means contributing to the wellbeing of neighbours, families and friends. It means growing together with the community we serve.

“Our commitment is to listen, to understand, to collaborate and to implement together. In doing so, we honour the trust placed in us and continue building a service that reflects the strength, care and spirit of our community”

**~Meaghan Douglas
Director Clinical Operations**

CAREERS & PROGRESSION

At REDHS we are proud to deliver comprehensive, multidisciplinary health services that support our community at every stage of life. Whether you are a student considering a placement, an early career clinician building capability, an experienced practitioner seeking breadth of practice, or a senior medical executive looking for meaningful leadership in rural health, REDHS offers a diverse and rewarding professional environment grounded in purpose and community connection. Our services span the full continuum of care.

This breadth of service creates a unique rural practice environment – one where clinicians work collaboratively across disciplines, where scope of practice is meaningful and varied, and where the impact of your work is visible within the community.

We are committed to supporting employees to learn on the job through a dedicated education and learning program that strengthens clinical excellence, leadership capability and professional confidence. We provide structured orientation, ongoing professional development, mentoring opportunities and access to leadership pathways. Performance appraisals occur at all levels of the organisation and are supported by individual development plans that help define career progression and future opportunities.

Importantly, opportunity at REDHS extends beyond clinical roles. Our corporate and support services teams across administration, finance, people and culture, facilities, hospitality and governance are integral to delivering safe, high quality care. We are equally committed to providing development pathways, recognition and meaningful careers within these essential roles. Through our partnerships with other health services and our connection within the Loddon Mallee Region, employees have access to broader professional networks, engagement forums and mentoring opportunities. These partnerships strengthen capability, support workforce sustainability and create pathways for career growth while remaining connected to our local community.

At REDHS working here means more than holding a position. It means contributing to a service that supports people from new beginnings to end of life. It means being part of a multidisciplinary team that values collaboration, learning and continuous improvement. And it means growing together – our people, our culture and our future – in service of our community.

Community and In Home Support

- Support at Home Packages
- Carer Respite
- Advance Care Planning
- Community Care Fees and Funding Options
- National Disability Insurance Scheme (NDIS)
- Community Transport
- Social Support Group

Allied Health

- Occupational Therapy
- Podiatry
- Exercise Physiology
- Dietetics
- Social Work
- Supported Exercise Programs
- Community Care Fees and Funding Options
- Health Promotion

Clinical Services

- Pathology
- Needle Syringe Program
- My Emergency Doctor
- Radiology
- Rural and Isolated Practice Registered Nurses (RIPRN)

Acute Inpatient

- Acute & Urgent Care
- Palliative Care
- Transition Care Program (TCP)
- Rural Withdrawal Service

District Community Nursing

- Remote Patient Monitoring

Specialist Services

- Counselling (Sexual Assault)
- Audiology (Hearing Services)
- Bendigo Health Palliative Care Service
- I-MED Radiology
- Maternal & Child Health

Aged Care

- Yalukang Aged Care
- Respite Care

Corporate and Shared Services

- Administration
- Finance
- Procurement
- Education
- People and Culture
- Facilities
- Hospitality - catering and cleaning
- Governance - Safety and Quality
- Infection Control

CORPORATE RESPONSIBILITY

At REDHS, we take our responsibilities to our community, workforce, and environment seriously. Our approach to corporate and social responsibility reflects our commitment to ethical, sustainable, and inclusive practices that benefit everyone we engage with – from staff and volunteers to patients and the broader community. Through strategic initiatives, active partnerships, and continual improvement, we strive to deliver health services in a way that positively impacts society while fostering a workplace culture grounded in respect, integrity, and equity.

Workplace Wellbeing and Social Responsibility

REDHS understands that caring for others starts with caring for our workforce. REDHS is committed to fostering a workplace where wellbeing, ethical practice, and social responsibility are embedded in everyday operations.

Key initiatives include:

- Staff programs promoting mental health, resilience, and wellbeing
- Volunteer opportunities and staff participation in local community projects
- Recognition programs celebrating contributions to patient care, community service, and sustainability
- Policies and practices that ensure ethical governance, workplace safety, and fairness

Diversity and Inclusion

REDHS is committed to creating a workplace where all people are valued, respected, and supported to reach their full potential. We recognise that a diverse workforce strengthens our services, enhances patient outcomes, and reflects the communities we serve. Inclusion is embedded in our culture, recruitment practices, and everyday interactions.

Key initiatives and commitments include:

- Recruitment and employment practices that actively encourage diversity across age, gender, cultural background, and lived experience
- Policies and training programs that foster inclusive behaviours and cultural awareness
- Supporting employees from Aboriginal and Torres Strait Islander communities, culturally and linguistically diverse backgrounds, and LGBTQIA+ communities
- Celebrating diversity through cultural events, awareness weeks, and inclusive workplace initiatives
- Ongoing feedback and engagement processes to ensure all voices are heard and valued

Environmental Sustainability

REDHS recognises the importance of environmental responsibility in healthcare. We are committed to sustainable practices that minimise our environmental footprint, reduce waste, and support a healthier environment for our community. Environmental sustainability is integrated into our operations, infrastructure planning, and service delivery.

Key initiatives include:

- Energy efficiency measures and the adoption of renewable energy where possible
- Reducing waste and increasing recycling across facilities
- Sustainable procurement practices to prioritise environmentally responsible products and suppliers
- Water conservation initiatives and responsible resource management
- Education and engagement programs for staff to embed environmentally sustainable behaviours across the organisation

Community Engagement

REDHS is deeply connected to the communities we serve. Engaging meaningfully with our community strengthens trust, ensures services meet local needs, and allows our workforce to contribute beyond healthcare delivery.

Key initiatives and commitments include:

- Partnership with local councils, community groups, and non-profit organisations
- Participation in community events, health promotion programs, and local fundraising initiatives
- Consultation with patients, families, and residents to inform service planning and delivery
- Programs to support vulnerable populations, including veterans, older adults, and culturally diverse communities

EMPLOYEE BENEFITS

Working at REDHS comes with more than a role – it is an opportunity to Grow Together, with access to a comprehensive range of benefits that recognise your contribution, support your future, and strengthen your connection to the community we serve.

Financial & Lifestyle Benefits

- Competitive rates of pay
- Generous salary packaging options to reduce taxable income and increase take home pay
- Access to novated leasing and other salary sacrifice options
- Salary increases during your tenure of employment
- Allowances based on the award and classifications of your employment

Work Life Balance

- Flexible work arrangements where operationally appropriate
- Option to purchase additional annual leave
- Study leave provisions
- Supportive rostering practices

Practical Everyday Benefits

- Free onsite parking
- Walking distance to train station and local shops
- Free use of our onsite gymnasium
- Staff immunisation program
- Onsite café serving great coffee and a welcoming space to connect
- Regular reward and recognition programs

Health and Wellbeing

- Comprehensive Employee Assistance Program (EAP) extending to immediate family members
- Well resourced and safe working environment enabling staff to focus on providing high quality care
- Employee recognition initiatives
- Social functions and staff connection activities
- Community fundraising events that bring our teams together in support of local causes

Learning and Development

- Dedicated onsite educators
- Structured orientation and ongoing professional development
- Access to internal and external training opportunities
- Leadership development pathways
- Performance appraisals at all levels supported by individual development plans
- Study assistance (where applicable)

Serving Our Community

At REDHS, being part of our community is central to everything we do. Our staff are not just employees, they are neighbours, mentors, friends, and carers who help strengthen the wellbeing of the people we serve. Living and working in Rochester, Elmore and districts offers a unique blend of small-town charm, natural beauty, and strong community connection. Here, employees are part of a place where collaboration, belonging, and care define everyday life.

What makes our community so special:

- Rich culture and history - Explore the Regional Arts Trail, History Trail, and local museums
- Natural beauty and recreation - Enjoy walking tracks along the Campaspe River and scenic local trails
- Family-friendly environment - Safe neighbourhoods with strong social networks and community activities for all ages
- Local pride and support - Communities that celebrate events, volunteering and collaboration, fostering a true sense of belonging
- Connection across generations - Opportunities to engage with people from young families to our aged care residents, making a meaningful difference at every life stage

Working at REDHS employees don't just contribute to health outcomes they become part of a thriving, resilient, and welcoming rural community where your impact is felt every day. It's our biggest benefit.



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