

MILDURA

BASE PUBLIC HOSPITAL

THE
HEART
OF THE
COMMUNITY

OUYEN 101KM

WALPEUP 114KM

RENMARK 127KM

UNDERBOOL 149KM

GOL GOL 8.3KM

WENTWORTH 20KM

ROBINVALE 75KM

BALRANALD 141KM

Strategic Plan
2025/26
2027/28

MBPH

Acknowledgements

We acknowledge the Latji Latji, Ngintait and Nyeri Nyeri peoples, the Traditional Custodians of the Country that Mildura Base Public Hospital sits upon, and neighbouring tribes.

We pay respect to Elders past, present and emerging and acknowledge the ancient connection they hold with their land, whose sovereignty was never ceded.



At MBPH, we firmly believe that fostering diversity, equity, and inclusion is essential to the success of our health service, our employees, our patients, and the wider community. We wholeheartedly embrace diversity and highly value the diverse experiences of individuals from all ethnicities, faiths, ages, disabilities, cultures, languages, gender identities, sexes, and sexual orientations.

We extend a warm welcome to lesbian, gay, bisexual, transgender, gender diverse and non-binary, intersex, and queer (LGBTIQ+) individuals, inviting them to be a part of our inclusive health service.

Aligned with our HEART Values, we are dedicated to further enhancing accessibility and promoting inclusive practices across all aspects of our workplace.



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MESSAGE FROM BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

Outstanding and Integrated Healthcare.

Continuing our commitment to high-quality healthcare.

We are proud to present the 2025/26–2027/28 Strategic Plan for Mildura Base Public Hospital, a vision shaped by our community, staff, and stakeholders, and built on a foundation of strength, service, and shared purpose. As we look ahead, we do so with a deep sense of responsibility and optimism for the role we play in delivering high-quality healthcare across our region.

Over the next three years, our efforts will be guided by four strategic pillars that reflect both who we are and who we aspire to become:

- Pillar 1 – Leveraging our Strengths
- Pillar 2 – Consistency in Service Delivery
- Pillar 3 – Purposeful Collaboration
- Pillar 4 – Progressive Rural and Regional Health Services

This Strategic Plan reflects a bold and future-focused pathway. It reaffirms our commitment to delivering compassionate, inclusive, and innovative healthcare that meets the needs of today and anticipates the challenges of tomorrow.

We thank our incredible staff, partners, and community for your support in developing this plan. Together, we will ensure Mildura Base Public Hospital continues to be a trusted health leader and advocate for better rural and regional healthcare.



*Frank
Piscioneri*

Frank Piscioneri
Board Chair
MBPH



A handwritten signature in black ink.

Matthew Jukes
Acting Chief Executive Officer
MBPH

Our Plan.

To plan for the future, MBPH has developed its second Strategic Plan since returning to public management. The Strategic Plan has been developed through consultation with community, partners and stakeholders and is in alignment with other departmental plans including, but not limited to, Health 2040: Advancing health, access and care, Targeting Zero, Health Services Plan incorporating the Loddon Mallee Health Service Network and Mallee Sub-Network, Victoria's 10-year Mental Health Plan, the 'Planned Surgery Reform Blueprint' and Better at Home.

The Mildura local government area is situated in the far north-west corner of Victoria, within the Mallee Sub-region of the Loddon Mallee. It has a culturally diverse population with the state's largest population of Aboriginal and Torres Strait Islander people. Mildura, like much of regional Victoria, has an aging population with a higher burden of chronic disease and disability than the state average. There are also high rates of health risk factors such as obesity, alcohol consumption and smoking and high homelessness rates.*

Based on Environmental Scanning conducted at the workshop phase of the development of the Strategic Plan 2025/26-2027/28 internal and external factors were considered. Themes and challenges and opportunities emerged that included:

- Mental Health and Wellbeing Workforce Community
- Digital Solutions
- Health Service Plan Design Principles
- Environmental and Social Governance
- Victorian Health Services Performance Monitoring Framework
- Equity and Access to Care
- Aboriginal and Torres Strait Islander Health
- Care Closer to Home/Country
- Gender Equality, Diversity and Inclusion
- Networks and Partnerships
- Budget Imperatives from Government
- Cultural Safety
- Patient Flow
- Community Engagement
- Regional Health Sector Workforce Issues
- Growing Demand for Services

Taking all of the themes into account, it is in this spirit of partnership and resource sharing as part of the newly developed Networks that we have developed our Strategic Plan 2025/26-2027/28. The plan is built on four core pillars: Leveraging our strengths, Consistency in Service Delivery, Purposeful Collaboration, and Progressive Rural and Regional Health Services. These pillars will guide our collective efforts to address the challenges ahead, ensuring we not only continue to improve lives but also adapt to a changing healthcare landscape. By embracing these principles, we will strengthen our ability to provide the highest quality of care and build a healthier, more resilient community for all.

What successful implementation of the plan looks like...

The Mildura Base Public Hospital Strategic Plan 2025/26 - 2027/28 has been developed as a living document for the whole service that will be used by all levels of staffing to engage in the future direction of the organisation.

Recognising that the successful implementation of any Strategic Plan relies heavily on engagement and understanding by all stakeholders, MBPH has developed an aligning Business Plan and Department Activities to foster a sense of ownership and accountability across the organisation. The Strategic Plan, Business Goals and Departmental Activities will be regularly reviewed, tracked and reported to ensure their continued progress, relevance and effectiveness.

The plans effectiveness will be measured against specific milestones and reported to the Board, ensuring ongoing accountability and continuous improvement 'to improve lives by delivering contemporary rural and regional health' across the four core pillars: Leveraging our Strengths, Consistency in Service Delivery, Purposeful Collaboration, and Progressive Rural and Regional Health Services.

As a service we will also continue to measure performance in alignment with the Department of Health Performance Monitoring Framework and Statement of Priorities which underpin specific performance metrics.

The plans implementation and success are a shared responsibility, driven by the dedication and understanding of our entire team. By remaining accountable to the Board and the community we service, we will continually improve. Our unwavering commitment is to be a high-performance, values driven organisation that provides tangible, positive results for the people of the Northern Mallee region.

Vision and Purpose.



OUR VALUES



Happy

WE ARE POSITIVE

As an organisation

We aspire to be happy in all our dealings with people. Everyday we strive to be the best version of ourselves, and we seek to continuously improve our organisation, ourselves and each other through personal and professional growth. We believe that happy people do their best work. We know that joy in our journey is invaluable to a sustainable and lasting success.



Empathetic

WE ARE CARING

As an organisation

We put our patients first, and we listen and deal with their needs. We are compassionate people who make MBPH a place for healing, growth and success for patients, their families and our staff.

Our **purpose** is to **improve** lives by **delivering** **contemporary rural** and **regional health.**



Accountable

WE ARE COMMITTED



Respectful

WE ARE OPEN TO OTHERS



Team-based

WE ARE ONE TEAM

As an organisation

We take ownership of the actions and decisions made. We do the right thing in all our interactions. We reward based on great outcomes, and we are transparent in both our successes and failures. We use good judgement and everyday we make our patients' journey better.

As an organisation

We build effective relationships and emphasise the importance of diversity and inclusion in our workplace. We recognise and value the views and the experiences our staff and patients bring to our organisation.

As an organisation

We do our best work when we collaborate within and across teams. Everyday we strive to be our best selves. We know that individual differences can strengthen teams and we trust and respect each others' contribution. We make sure we have the right people in the right jobs with the right tools, resources and equipment. And we know, no single person is bigger than the team.

About the **Mildura Base Public Hospital.**

Mildura Base Public Hospital (MBPH) is the major public referral health service for the Mallee Sub-Network of the Loddon Mallee of Victoria, and is a tertiary teaching hospital with 172 beds offering services to both public and private patients. The hospital has been providing health services since being established as a public entity in 2020 and offer a wide range of services and employs over 1200 staff caring for patients in all capacities.

MBPH extends services across a tri-state area, to the far west region of New South Wales and the Riverland area of South Australia and covers an estimated population of over 87,000 across these regions. MBPH is also a referral centre for smaller regional services including Mallee Track Health and Community Services and the Robinvale District Health Services.

MBPH is unique both geographically, and in the provision of service it offers as the only medical health service with an Intensive Care Unit and inpatient Mental Health Service and is situated closer to the Royal Adelaide Hospital than to Bendigo Health.

Mildura Base Public Hospital offers a range of in-patient and out-patient services, such as:

- Maternity & Newborn Services
- General Medical Services
- General Surgical Services
- Paediatric Services
- Rehabilitation, Palliative Care & Geriatric Services
- Mental Health Services
- Emergency Department
- Intensive Care Unit
- Perioperative Services (including Operating Theatres, Pre-admission Clinics, Recovery Unit and CSSD unit)
- Allied Health Department
- MBPH@Home and other community-based programs (including but not limited too: Residential-In-Reach, Rehabilitation-In-The-Home, Hospital-Admission-Risk-Program, Post-Acute-Care, Diabetes Education Services, Pulmonary Cardiac Rehab, Hospital-In-The-Home, GEM@Home and the Transitional-Care-Program)
- Oncology & Day Services
- Renal Dialysis Services
- Specialists Outpatient Clinics
- Patient Transport Services

Our Strategic Plan.

Mildura Base Public Health's Strategic Plan is built on four strategic pillars:



LEVERAGING
OUR STRENGTHS



PURPOSEFUL
COLLABORATION



CONSISTENCY IN
SERVICE DELIVERY



PROGRESSIVE RURAL &
REGIONAL HEALTH SERVICES

These pillars represent the focus areas that guide us towards delivering our purpose.

We have identified a vision for the future for each strategic pillar through our ambition statements. We will measure our success against these statement through our key measures. Underpinning our strategic plan are our Values.

By building on these foundations we will continue to deliver high-quality and innovative care to our patients, while providing the best working experience for our people. These pillars will help us drive innovation and deliver evidenced-based care, making a critical difference in the lives of our patients, communities and staff, and will transform our services to improve health outcomes.

**STRATEGIC PILLAR**

Leveraging our Strengths.

MBPH's Ambition

Leveraging our Capability & Strengths for sustainable health care.

Strategic Objectives

- ✓ A shared commitment to governance, compliance and risk.
- ✓ Leverage technology to create quality outcomes and efficiencies.
- ✓ Foster a continuous improvement.
- ✓ Focus on Sustainability & Resilience.
- ✓ Prioritise safety and wellbeing.



Dedicated Nurse Educators and Clinical Support Nurses provide support to nursing graduates.



Leveraging our Capability & Strengths for sustainable health care

Mildura Base Public Hospital (MBPH) will deeply embed a focus on sustainability and resilience into its operational framework, ensuring the long-term viability of its services within the Sunraysia and Loddon Mallee region.

Our hospital is committed to identifying and then maximising existing expertise, along with operational efficiencies within the hospital to ensure its long-term viability and effectiveness in delivering high-quality healthcare services. MBPH's response includes prudent financial management, efficient resource allocation, and building adaptive capacity to withstand future challenges.

MBPH will foster a culture of continuous improvement across all departments. This active response will involve regular review, encouraging staff innovation, implementing best practices, and embracing feedback to perpetually refine service delivery to enhance patient care pathways.

MBPH will prioritise safety and wellbeing for all stakeholders — embedding safety protocols and support mechanisms as a fundamental part of its operational response to ensuring a secure and supportive healthcare setting.

The hospital's response will begin with an unwavering commitment to robust governance, compliance, and risk management, ensuring that all operations are built on a foundation of integrity, accountability, and safety. This involves continuous adherence to regulatory standards and proactive identification and mitigation of potential risks to protect all.

MBPH will respond by strategically leveraging technology to enhance both the quality of outcomes and operational efficiencies through the utilisation of modern healthcare technologies. As part of the Loddon Mallee Health Service Network, MBPH has a shared commitment to consolidate systems across the network to support information sharing, system connectivity and resource allocation to enable improved patient care and outcomes.

MEASURE OF OUR SUCCESS

We improve lives through internally measured sustainable healthcare outcomes, service efficiency gains and enhanced safety and wellbeing while being committed to organisational compliance.

**STRATEGIC PILLAR**

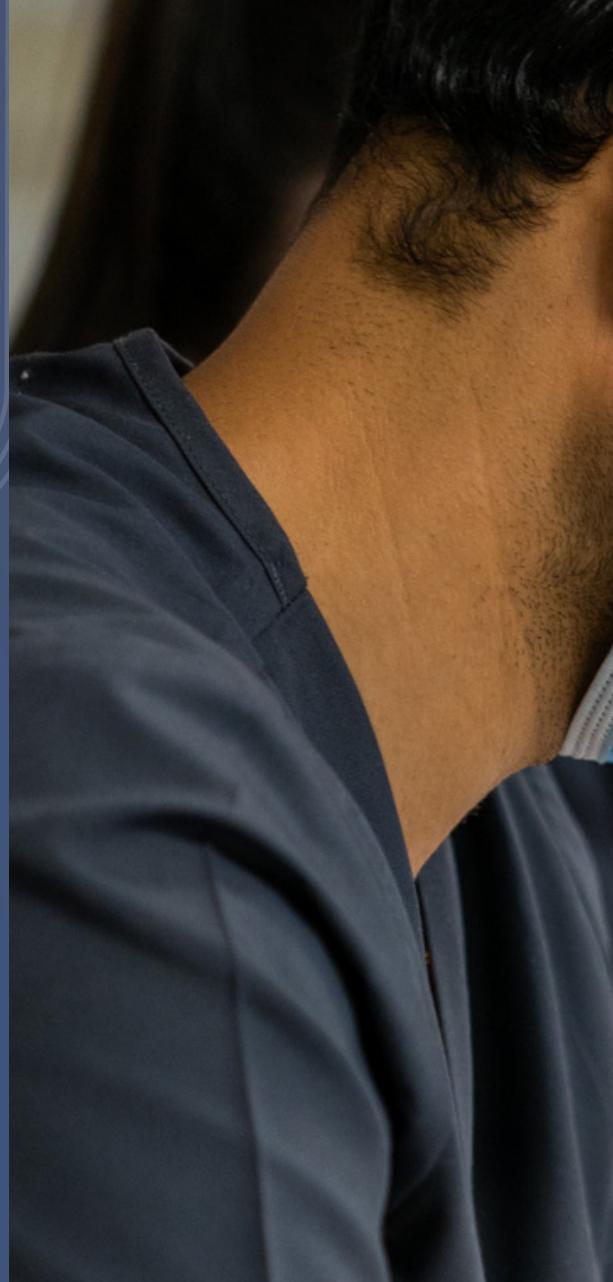
Consistency in Service Delivery.

MBPH's Ambition

Delivering a consistent experience of service delivery to all.

Strategic Objectives

- ✓ Enhance patient experience and trust.
- ✓ Deliver a consistent and high quality service.
- ✓ Allocate resources that support improved outcomes.
- ✓ Deliver what we commit to.
- ✓ Drive an outcome orientated service based on data and evidence.



Mildura Base Public Hospital actively supports and encourages continuing professional development.



Delivering a consistent experience of service delivery to all

MBPH will ensure that every patient, regardless of their background or specific needs, receives the same high standard of care, clear communication, and empathetic treatment at every touchpoint within the hospital system.

The hospital's core response will be to actively enhance patient experience and build trust. This involves maintaining and implementing updated patient-centred care models, streamlining patient journeys, ensuring clear and empathetic communication, and creating an environment where patients feel valued, heard, and confident in the care they receive from admission to discharge.

MBPH will take a deliberate and strategic approach to the allocation of resources that directly support improved outcomes. This means ensuring that staffing levels, equipment, and financial investments are optimally directed to areas that will have the most significant positive impact on patient health and wellbeing.

Furthermore, MBPH will demonstrate accountability by committing to deliver what it commits to, whether in terms of service availability, waiting times, or treatment plans. This builds crucial credibility with patients, the community, and staff.

Our hospital will respond by actively driving an outcome-oriented service based on data and evidence. This involves the systematic collection, analysis, and interpretation of performance data and patient outcomes. By using these evidence-based insights, MBPH will continuously refine its service delivery models, identify areas for improvement, and ensure that its efforts are directly contributing to the best possible health results for the Mildura community, thereby guaranteeing a consistently high standard of care.

MEASURE OF OUR SUCCESS

Improving lives is demonstrated through external reporting showing increased satisfaction evidenced through service quality metrics.



STRATEGIC PILLAR

Purposeful Collaboration.

MBPH's Ambition

Purposeful collaboration with our partners and community.

Strategic Objectives

- ✓ Activate partnerships to expand opportunities and achieve common goals.
- ✓ Listening and connecting with Consumers and Community.
- ✓ Enhance access to localised pathways through partnerships.
- ✓ Commitment to the Mallee Sub-Network through Health Service Reform.
- ✓ Deliver care close to home/country



Kate is one of our wonderful volunteers at MBPH.



Purposeful collaboration with our partners and community

MBPH seeks a proactive and intentional approach to working hand-in-hand with various external stakeholders, including other healthcare providers, community organisations, higher education facilities, government bodies, and the local population.

Our service acknowledges that complex health challenges require integrated solutions and that by pooling resources, sharing knowledge, and fostering mutual understanding, MBPH can achieve far greater outcomes than by operating in isolation, ultimately benefiting the health and wellbeing of the Loddon Mallee community.

MBPH will respond to the "Purposeful Collaboration" pillar by actively engaging with its external partners and the community to foster integrated healthcare solutions and achieve shared goals. The hospital will proactively develop partnerships to expand opportunities, achieve common goals and build localised health pathways which will include virtual care and culturally sensitive outreach programs.

MBPH will demonstrate a strong commitment to the Loddon Mallee and Mallee Sub-Network through Health Service Reform. This means actively participating in regional health planning and reform initiatives, ensuring that MBPH's services are well-integrated and complementary to those offered by other providers in the Northern Mallee region, contributing to a cohesive and efficient regional health system.

MEASURE OF OUR SUCCESS

We improve lives through demonstrated collaboration with partners to increase services closer to Country, improvement in Aboriginal health indicators, improve equity and access and enhance reputation.

**STRATEGIC PILLAR**

Progressive Rural & Regional Health Services.

MBPH's Ambition

Progressive healthcare
that is adaptive and agile
to best practice.

Strategic Objectives

- ✓ Build research capability and academic excellence.
- ✓ Grow and maintain our own skilled and capable workforce.
- ✓ Commitment to innovation and growth that addresses our rural and regional community requirements.
- ✓ Explore alternate models of service / care for rural and regional health service.
- ✓ Advocate for sustainable health services for our communities.



What matters to you,
matters to us.



Progressive healthcare that is adaptive and agile to best practice

MBPH will be driven by an ambition to be at the forefront of healthcare delivery with a strong commitment to innovation and growth that directly addresses rural and regional community requirements.

Mildura Base Public Hospital recognises the need to foster a culture of inquiry, engage in clinical research, collaborate with academic institutions, and promote evidence-based practice to ensure that care provided is contemporary and continually improving outcomes for regional patients. This response will involve exploring and implementing new service models, adopting relevant technologies, and developing specialised programs that cater to the specific health needs and challenges prevalent in the Northern Mallee region, ensuring that growth is purpose-driven and community-centric.

The "Progressive Rural & Regional Health Services" pillar recognises the unique workforce challenges in regional areas with MBPH proactively growing and maintaining its own skilled and capable workforce who will champion innovative best-practice healthcare tailored specifically for its regional context.

MBPH will respond by becoming a strong advocate for sustainable health services for its communities. This means actively lobbying, partnering with, and influencing government bodies and funders to ensure that the specific needs and challenges of rural and regional healthcare in the Northern Mallee area are understood, supported, and adequately resourced, securing the long-term viability and enhancement of vital health services for its community.

Together, these objectives empower MBPH to be a leading example of progressive, adaptable, and high-quality healthcare delivery tailored to the unique context of rural and regional Australia.

MEASURE OF OUR SUCCESS

We improve lives through innovation and growth which increases workforce, research and contemporary service.

MILDURA

BASE PUBLIC HOSPITAL

THE **HEART** OF THE COMMUNITY

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Authorised and published by Mildura Base Public Hospital,
Ontario Avenue Mildura VIC 3500 ©

