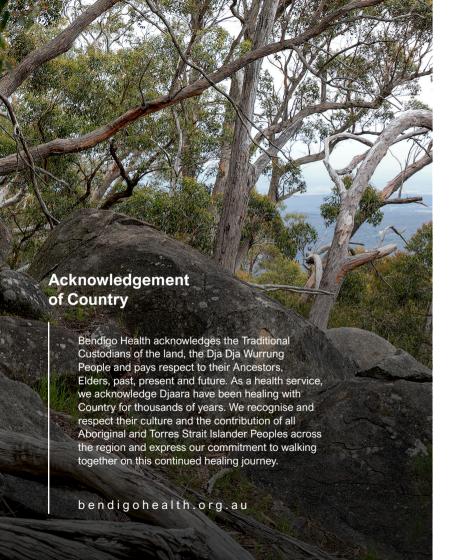


Strategic Plan

2026 - 30





Our Strategic Plan

Purpose

To deliver high-quality healthcare that meets the needs of our community today, while preparing for the next generation.

Vision

5-Year

To be a trusted regional healthcare service recognised for delivering exceptional care, being a great place to work, and being deeply connected to our community.

10-Year

To be a leading regional tertiary health service - delivering both specialist and generalist care, underpinned by academic excellence, clinical research, and innovation - driving improved health outcomes in partnership across the Loddon Mallee.

Values

Passionate

We are passionate about doing our best - for our patients, our colleagues, and our community.

Accountable

We take ownership of our actions and outcomes, always striving for integrity and improvement.

Caring

We care deeply for our community - and our community cares for us. Compassion is at the heart of everything we do.

Trustworthy

We are open, honest, and respectful in all that we do - earning the trust placed in us every day.

Our Strategic Priorities

Provide timely, equitable access to healthcare across the Loddon Mallee region.

Access

- Receive the right care at the right time, as close to home as possible.
- Ensure sustainable funding and resource allocation to maintain and expand access.
- Support and empower our workforce to deliver accessible care.

Care

- Deliver high-quality, safe, and consistent care.
- Ensure every individual receives the best possible treatment in a supportive and compassionate environment, enabled by a capable and well supported workforce.
- · Prioritise the patient experience.
- Support care delivery through environmentally responsible and sustainable practices.

Improvement

- Build a culture of continuous improvement by fostering staff-led innovation and improvement.
- Develop workforce expertise for current and future needs.
- Continue evolving from a generalist health service to one that specialises in a broad range of subspecialties.
- Integrate data driven insights into our decision making embracing new and emerging technologies.

Cultural Safety

- · Everyone is welcome here.
- Ensure our services are inclusive of all cultural groups, responsive and grounded in respect for the unique identities of individuals.
- Create culturally safe environments and services where Aboriginal and Torres Strait Islander people feel respected, valued, empowered and where self-determination thrives.
- Ensure our staff feel safe, respected and supported to deliver culturally safe care and services.

Partnerships

- To be an integral partner of the Loddon Mallee Local Health Service Network.
- Foster partnerships with other organisations that advance and strengthen our role as a leading healthcare service.
- Develop partnerships that create opportunities for staff development, training, wellbeing and workforce sustainability.

Our Road to 2035

Years 1–5: Building the Foundation

The 5 - year vision lays the groundwork for Bendigo Health's development to a regional tertiary healthcare service.

Key objectives:

- Enhancing the Quality of Healthcare Services
- Expanding and Updating Care for Our Region
- Redeveloping Health and Aged Care Infrastructure
- Expanding and Integrating Mental Health Services
- · Establish a Regional Research Hub
- Skilled Workforce
- Digital Enablement
- · Embedding Financial and Environmental Sustainability
- Embedding Cultural Safety and Inclusion

Years 6–10: Becoming a Tertiary Healthcare Service

The 10 - year vision provides the destination - the establishment of a regional tertiary healthcare service with capabilities in research, teaching and specialised services for the Loddon Mallee Region.

Key objectives:

- Expand our specialised services, especially in cardiac and neurosurgery
- Building stronger academic and teaching partnerships
- Increasing our capacity for clinical research and innovation
- Achieving official status as a tertiary hospital serving the Loddon Mallee region

Regional Research Hub

We will establish a Regional Research Hub that brings together clinician-researchers and academic partners to drive innovation, advance evidence-based practice, support workforce development and improve healthcare outcomes across the region.

Embedding Cultural Safety and Inclusion

We will foster cultural safety, respect, and inclusion by creating safe environments and services that ensure equitable care for Aboriginal and Torres Strait Islander peoples, as well as for all cultural groups and diverse identities across our community.

Expanding and Updating Care for Our Region

With our regional partners, we will align services through the Loddon Mallee Local Health Service Network Plan, expand mobile care, improve imaging, and enhance mental, aged, community, and virtual healthcare access.

Enhancing the Quality of Healthcare Services

We will expand clinical services, subspecialties, training, and regional access to reduce reliance on out-of-region care, while delivering person-centred, timely, and coordinated services that improve outcomes and strengthen the health system across our region.

Digital Enablemen

We will strengthen our digital capability through upgraded EPR and data systems, the integration of AI, and the expansion of our Access Command Centre, enhancing insights, coordination, decision-making, and responsiveness across acute, subacute, and community care.

Skilled Workforce

We will partner with schools, universities, and TAFE to expand training and strengthen workforce pathways, enhancing recruitment, retention, and career growth through aligned education, onboarding, postgraduate programs, micro-credentials, and interprofessional learning.

Expanding and Integrating Mental Health Services

We will expand mental health and AOD hubs, strengthen regional integration, enable earlier intervention, enhance care continuity, and improve outcomes, resilience, and wellbeing for Loddon Mallee individuals and families.

Embedding Financial and Environmental Sustainability

We will embed financial and environmental sustainability, strengthening financial controls and systems, reducing waste, cutting emissions, adopting greener practices, and ensuring responsible, efficient, and sustainable care aligned with community expectations.

Redeveloping Health and Aged Care Infrastructure

We will masterplan priority infrastructure, while also integrating youth and child mental health services, expanding virtual care, aged care, and staff housing, to ensure facilities meet future demand, evolving models of care, and workforce needs.

Pictured: Calder Highway at Kiamal silos and railway station





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