Our Vision

Improving the health and wellbeing of our community

The Women’s and Children’s Health Network performs three roles in the health system:

**Lead**
- Imagining the future
- Exemplifying positive organisational culture change

**Partner**
- Together we do better
- Building strong, healthy relationships

**Deliver**
- Improving the experience
- Creating a foundation for high-quality, safe, sustainable care, services and learning
Our Purpose: Improving the health and wellbeing of our community

**Lead**

- Care for our staff so that we can care for our community
- Continue to strengthen person and family centred care
- Enable an innovative and productive culture to ensure we are delivering excellent care
- Ensure women, youth and children's safety
- Improve health outcomes for Aboriginal women, children and families
- Improve wellbeing and resilience of our young people
- Plan for the new Women's and Children's Hospital
- Work towards embedding a focus on the first 1000 days of life

**Partner**

- Build a caring, innovative, productive and safe workplace culture that enables an engaged, skilled workforce
- Create a climate to foster research excellence and translation into practice
- Embed collaboration, teamwork and partnership to lead quality service delivery for a range of complex needs
- Encourage consumer and community engagement at all levels
- Envision what excellence in care and continuous learning means

**Deliver**

- Achieve ongoing accreditation under the National Safety and Quality Health Service Standards
- Capitalise on service delivery benefits of modernised ICT infrastructure
- Deliver greater efficiencies across outpatient services
- Develop resourceful strategies for sustainment of current WCH site
- Ensure that all of our services are financially sustainable
- Implement recommendations from the Child Protection Systems Royal Commission
- Implement successful CAMHS and CaFHS service model improvements

**Key goals**

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- Implement successful CAMHS and CaFHS service model improvements
Aboriginal Health

Our Commitment: Improving Aboriginal health outcomes

Key goals

Our Commitment: Improving Aboriginal health outcomes

- Drive successful implementation and evaluation of the Aboriginal Health Plan 2018-2022
- Embed an organisation-wide commitment to improve Aboriginal health outcomes
- Ensure a consistent approach to developing, delivering and evaluating organisation-wide cultural competency
- Implement the Aboriginal Workforce Strategy and monitor through the Aboriginal Workforce sub-Committee
- Implement the Reconciliation Action Plan and monitor through Reconciliation sub-Committee

Closing the Gap
Engaging Aboriginal people, families and communities
Monitoring and accountability
Tackling racism and discrimination
The first 1000 days

Key goals

The responsibility for improving Aboriginal health outcomes requires collaboration and partnership from staff and key stakeholders across all levels of the Women’s and Children’s Health Network.

The strategic priorities in the Aboriginal Health Plan 2018-2022 are:

- Develop a dedicated ‘Birthing on Country’ program
- Develop an Aboriginal-specific response to the WCHN Consumer and Community Engagement Strategy
- Develop and implement a ‘zero tolerance’ to racism and discrimination campaign
- Embed defined Aboriginal health clinical indicators within divisional performance scorecards
- Embed six actions relating to the needs of Aboriginal people within the National Safety and Quality Health Service Standards
- Secure current Closing the Gap funded initiatives
Women’s and Children’s Health Network – Strategic Management Plan 2018-2020

Our Commitment: Providing specialist multi-disciplinary care for children and young people with complex health and developmental needs

Allied Health, Complex, Sub-Acute and Spiritual Care

Lead

Imagining the future

- Drive statewide innovation and excellence in Paediatric Rehabilitation, Palliative Care, Disability, Chronic Pain and Universal Newborn Hearing Screening
- Enable provision of specialist multi-disciplinary care to consumers with complex health and developmental needs

Key goals

- Co-design planning and delivery of services with consumers
- Collaborate in innovative outpatient reform initiatives to reduce waiting times and improve patient flow
- Facilitate educational and developmental needs for children with complex needs
- Work with government and non-government sectors to improve access to services

Partner

Together we do better

Commence Lifetime Support Authority funded Brain Injury Rehabilitation Program
Deliver a Home Equipment Centre service that more effectively meets the needs of consumers
Deliver Paediatric Palliative Care education as part of the Quality of Care Collaborative
Deliver the Closing the Gap Under 8s hearing screening project across SA

Key goals

- Develop innovative allied health-led models of care to support access and flow of consumers through the hospital
- Develop service models for Orthotics, RN Delegation of Care and Access Assistant Program as providers under the NDIS
- Embed Centre for Robotics and Innovation as part of WCHN business

Deliver

Improving the experience

- Enhance the model of care for the management of clients with complex health and developmental needs
- Enhance the promotion of spiritual care to patients, families and staff
- Establish a bereavement hub for palliative care clients and their families
- Introduce SA Paediatric Chronic Pain Service

Key goals

- Develop a Foetal Alcohol Spectrum Disorder model of care
- Enhance the promotion of spiritual care to patients, families and staff
- Establish a bereavement hub for palliative care clients and their families
- Introduce SA Paediatric Chronic Pain Service
Child and Family Health Service

Our Commitment: Supporting every child to have the best start in life

- Reinforce CaFHS as a specialised statewide service and an integral part of South Australia's child development system
- Respond holistically to a child's needs early in life
- Deliver statewide culturally safe and responsive community based services
- Demonstrate professionalism, resilience and flexibility

Key goals
- Acknowledge and encourage families and communities to share their knowledge and skills as key partners
- Foster relationships with partners to support outcome for children and families

Building relationships

Collaboration, teamwork and partnership

Key goals
- Develop effective and efficient interprofessional teams of nursing, allied health and cultural staff
- Instil a culture of teamwork to support outcomes

Person and family centred care

Key goals
- Listen, understand and respond to parents/caregivers and their children
- Ensure the child is at the centre of all decision making

Research

Key goals
- Utilise research to ensure best practice in service delivery
- Contribute to the research and evidence base to improve outcomes for infants and children

Our Purpose: Improving the health and wellbeing of our community

Lead

Imagining the future

Partner

Together we do better

Deliver

Improving the experience

Key goals
- Implement the enhanced model of care with a focus on children and families who need services most
- Provide contemporary learning and development opportunities for staff in line with the enhanced model of care

Build the safety and quality literacy of staff to embed a culture of continuous quality improvement and excellence in care

Collaborate with consumers in service design and review
### Lead

**Imagining the future**

- Advocate for mental health services for children, young people and women in the perinatal period across the network and across the state
- Advocate for child protection services within health across the network and across the state
- Be responsive and open to change and development
- Care for our staff so that they can care for our community
- Develop leadership in our staff
- Ensure we continue to consider the community context for our clients
- Keep our clients and their carers at the centre of our service

### Key goals

- Partner with our consumers and carers to ensure accessibility and relevance of our mental health services
- Work closely with our agency partners to deliver coordinated care centred on our clients and carers
- Work with our people and teams to build strong multi-disciplinary approaches to care
- Collaborate with our mental health and child protection partners to ensure a strong and leading voice for child adolescent mental health and child protection services
- Meet and benchmark with our interstate counterparts to ensure we are providing best practice within the national and international context

### Partner

**Together we do better**

- Develop and support appropriate training for our staff
- Focus on our priority groups: Aboriginal and Torres Strait Islander people, children under Guardianship of the Minister and people from culturally and linguistically diverse backgrounds
- Transform CAMHS to deliver the model of care and to meet recommendations from the 2014 CAMHS review
- Work as one CAMHS across the state – accessible, consistent and ensuring continuity of care
- Work with Child Protection Services in the state and national context to maintain and develop service excellence

### Deliver

**Improving the experience**
Women’s and Children’s Health Network – Strategic Management Plan 2018-2020

Our Purpose: Improving the health and wellbeing of our community

Community Engagement

Our Commitment: Caring for and improving the health and wellbeing of our community

**Lead**

Imagining the future

- Embed volunteering as a core aspect of service delivery
- Enable WCHN divisions to partner with community to co-design, plan and deliver services
- Guide organisational approach to consumer and carer engagement
- Mobilise consumer and community workforce
- Translate person and family centred care philosophy into practice
- Undertake inclusive co-design and co-creation for facility and major work projects

**Partner**

Together we do better

- Building relationships
  - Key goals
    - Build and strengthen relationships with not-for-profit, government and non-government community organisations
- Improve health and wellbeing outcomes
  - Key goals
    - Contribute to better community health and wellbeing outcomes through a responsive volunteer service
- Person and family centred care
  - Key goals
    - Improve health outcomes through health literacy, informed consent and shared decision making
- Supportive governance structures
  - Key goals
    - Develop robust and inclusive governance and systems to enable consumers, carers and families to effectively participate in their own care

**Deliver**

Improving the experience

- Develop and implement WCHN Consumer and Community Engagement Strategy 2019-2024
- Develop WCHN Child and Youth Engagement Framework
- Develop WCHN Youth Volunteer Framework
- Evaluate effectiveness of WCHN Consumer and Community Engagement Strategy 2015-2018
- Expand the WCH Volunteer Guide Team
- Introduce “lived experience” roles as part of the paid workforce
- Maintain commitment to Friends of WCH Inc. Person and Family Centred Care Passion Projects through to 2020
Our Commitment: Improving the health and wellbeing of our community

Corporate Services

Key goals

- Drive collaborative decision making in policy design planning and practice
- Ensure physical and digital infrastructure supports achieving organisational mission
- Facilitate technology solutions to improve service delivery

- Guide translation of research into practice and foster innovation across the organisation
- Maintain high-level administrative systems in data intelligence, record management, emergency management and business continuity
- Translate person and family centred care philosophy into actions

Build a world class research organisation

Key goals
- Garner appropriate research and administrative support funding
- Identify funding opportunities
- Negotiate national and international research partnerships/services

Develop infrastructure to support clinical service delivery

Key goals
- Continue to provide community estate management
- Plan for new Women's and Children's Hospital site
- Sustain current WCH site

Innovative solutions

Key goals
- Collaborate with eHealth and the Australian Digital Health Agency to improve digital environment for delivering health services

Partnerships

Key goals
- Build and strengthen relationships with charity, government and non-government community partners for child adolescent mental health and child protection services

Supporting the organisation

Key goals
- Enhance emergency management and business continuity
- Ensure robust administrative support systems
- Maintain high level data intelligence
- Provide patient record systems and coding practice within the national and international context

Key goals

- Deliver high-quality support services in Engineering, ICT, Medical Records, Paediatric Emergency and Admissions, Emergency Management and Business Continuity
- Produce a sustainment plan for the existing Women's and Children's Hospital
- Provide decision support information and analysis to assist clinical service management
- Lead the expansion of Telehealth Services in targeted clinical areas
- Develop operational service profile and functional planning briefs for new hospital
- Develop a plan to build research capacity of WCHN
- Evaluate WCHN Consumer and Community Engagement Strategy 2015-2018
- Lead the expansion of Telehealth Services in targeted clinical areas
- Produce a sustainment plan for the existing Women's and Children's Hospital
- Provide decision support information and analysis to assist clinical service management
- Redevelop WCH Medical Day Unit by the end of 2018
Our Commitment: Trusted stewardship, within the commissioning framework, for the acquisition, procurement and allocation of resources, to improve consumer outcomes and experiences

Lead

Imagining the future

- Improve and coordinate the allocation of resources against performance targets
- Improve and coordinate the collection of revenue

Building capability

Key goals
- Improve systems that ensure compliance but also facilitate improved performance in resource acquisition and management
- Improve understanding and awareness of funding models amongst managers and clinicians to increase and better manage resources available

Collaboration, teamwork and partnership

Key goals
- Engage clinicians and consumers in the need for improved revenue collection
- Engage clinicians in accepting the need for improved resource management and allocation
- Engage the funders of paediatric and women’s health services in better aligning resourcing models with consumers’ needs
- Engage users in value for money procurement outcomes

Innovative and effective resource models

Key goals
- Benchmark and learn from other peer organisations
- Promote evidence-based evaluation of programs in relation to access, efficacy, efficiency and effectiveness, in the context of risk, opportunity costs and competing value for money propositions

Supportive governance structures

Key goals
- Improve knowledge of roles and responsibilities of Executive Performance Accountability Committee, Finance Committee and Business Managers
- Improve processes for reporting and performance analysis
- Improve project governance across the organisation
- Increase transparency of decision making

Partner

Together we do better

Deliver

Improving the experience

Achieve Level 1 rating in the South Australian Health Performance Framework

Demonstrate improved efficiency in national Independent Hospital Pricing Authority (IHPA) costing models

Demonstrate improvement in Service Level Agreement (SLA) Indicator performance

Improve performance ratings in Treasurer Instructions and various other Controls Assessments

Produce unqualified Annual Financial Statements

Our Purpose: Improving the health and wellbeing of our community
## Paediatric Medicine

Our Commitment: Caring for and improving the health and wellbeing of our community

### Key goals

<table>
<thead>
<tr>
<th>Lead</th>
<th>Partner</th>
<th>Deliver</th>
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</table>
| - Drive health outcomes that are best for the patient  
  - Encourage a culture of continuous learning | - Create opportunities to leverage knowledge from other Local Health Networks, as well as national and international paediatric services  
  - Embed consumer voice in co-design of health services | - Achieve excellent health outcomes through best practice with critical reflection  
  - Design and implement state-of-the-art, consumer focussed WCHN Medical Day Unit  
  - Undertake outpatient reform |
| - Embed contemporary evidence-based models of care | | - Deliver HealthPathways to streamline services  
  - Reduce length of stay and increase hospital admission avoidance |
## People and Culture

### Our Commitment: Caring for the people who care for our community

#### Lead
- Imagining the future

- **Collaboration, teamwork and partnership**
  - Key goals
    - Build a stable, sustainable, culturally inclusive workforce
    - Create a pathway to a new hospital site
    - Enable a caring, innovative and productive culture

- **Effective change management**
  - Key goals
    - Capture and document priorities for action via a communication strategy
    - Engage staff through regular updates and forums
    - Enhance networking opportunities
    - “Expect respect” – Zero tolerance of disrespectful behaviour
    - TeamSTEPPS

- **Leadership excellence**
  - Key goals
    - Enable ‘buy-in’ for an effective, consistent change framework
    - Equip managers with a toolkit to enable change
    - Optimise change capability and sustainability
    - Provide improved communication tools

- **Prioritising safety and wellbeing**
  - Key goals
    - Develop relevant leadership/managers’ program to drive a positive culture and meet core organisational needs
    - Enhance leadership competence to create a positive, vibrant work culture
    - Increase attendance
    - Reduce incidence of physical and psychological injury

- **Developing and valuing our people**
  - Key goals
    - Attract and retain high quality staff
    - Create meaningful professional review and development processes
    - Invest in human potential
    - Live our Values
    - Support team development
    - Tailor learning to strategic priorities

#### Partner
- Together we do better

- **Developing and valuing our people**
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#### Deliver
- Improving the experience

- **Enhance reporting and analytics to better inform strategic priorities**
- **Ensure effective delivery of HR systems**
- **Key goals**
  - Improve employee experience from recruitment to retirement
- **Simplify and improve information access**
Women’s and Children’s Health Network – Strategic Management Plan 2018-2020
Our Purpose: Improving the health and wellbeing of our community

Safety and Quality Team

Our Commitment: Delivering systems to support our people to improve the care that is delivered to our community

**Lead**

- Build a culture of patient safety and continuous quality improvement
- Drive the development of the WCHN Excellence in Care Strategy
- Guide organisational approach to meeting requirements of National Safety and Quality Health Service Standards
- Strengthen safety and quality systems to assist clinical leaders to look, learn and improve

**Partner**

- Ensure training programs meet the needs of staff and consumers
- Share and promote improvement work
- Ensure roles and responsibilities are known and understood

**Deliver**

- Increase consumer opportunities to participate in safety and quality improvement
- Promote publication of safety and quality information
- Facilitate understanding of requirements of National Safety and Quality Health Service Standards
- Build networks to promote safety and quality

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<tr>
<th>Building capability</th>
<th>Consumer participation</th>
<th>Safety and quality systems</th>
<th>Collaboration, teamwork and partnership</th>
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| • Ensure systems are continually evaluated and improved  
• Improve processes for reporting and acting on safety and quality information  
| • Facilitate understanding of requirements of National Safety and Quality Health Service Standards  
• Build networks to promote safety and quality  

**Key goals**

- Achieve a 5% increase in patient incident reporting
- Achieve a 5 point improvement in communication, teamwork, leadership and safety scores in the WCHN Your Voice Survey
- Develop the WCHN Excellence in Care Strategy
- Meet 100% of actions in National Safety and Quality Health Service Standards at organisation-wide survey
- Ensure 100% of improvement strategies are implemented within timeframes

Imagining the future
Together we do better
Improving the experience
Women’s and Children’s Health Network – Strategic Management Plan 2018-2020
Our Purpose: Improving the health and wellbeing of our community

Support Services Nursing and Midwifery

Our Commitment: Improving the health and wellbeing of our community

Lead
Imagining the future

- Drive increased vaccination rates
- Enable full scope of practice
- Improve service delivery through evidence-based practice
- Lead infection prevention strategies
- Optimise patient access and flow

Leadership excellence
Key goals
- Build professional leadership
- Enable advanced practice
- Ensure compliance with professional practice standards and codes
- Evaluate existing models of care and support development of new models

Patient access and flow
Key goals
- Optimise patient access and flow through implementation of technology
- Support discharge, inter-professional collaboration, hospital avoidance strategies and contingency staffing

Prevent healthcare acquired complications
Key goals
- Implement evidence-based practice across clinical areas
- Prevent healthcare acquired complications (HAC) by analysing incidence of HAC and implement best practice

Protect against vaccine preventable diseases
Key goals
- Educate to ensure skilled staff administer vaccines
- Participate in vaccine research and implement evidence-based practice
- Protect against vaccine preventable diseases by providing accessible vaccinations for inpatient, outpatient and community settings

Support and evaluate best practice in clinical care
Key goals
- Expand audit of nursing and midwifery key performance indicators
- Implement Best Practice Spotlight Organisation Guidelines
- Lead and support nursing and midwifery research

Partner
Together we do better

Achieve accreditation as a Best Practice Spotlight Organisation
Achieve low infection rates, high immunisation rates and prevention of healthcare acquired complications
Embed innovative evidence-based nursing and midwifery models of care that meet the needs of consumers and allow for a full-scope of professional practice
Meet optimal access and flow targets (e.g. hospital avoidance, NEAT, length of stay, supported discharge, consumer satisfaction, re-presentation rates, partnerships with government and community organisations)

Deliver
Improving the experience

Key goals
### Surgical Services

Our Commitment: Providing sustainable, high-quality surgical care driven by innovation and continuous improvement to enhance health outcomes for consumers

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<td>Drive statewide implementation of Paediatric Surgical Governance Framework</td>
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<td>Embrace and foster best-evidenced surgical techniques and technologies and invest in research to support excellent care</td>
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### Lead

**Imagining the future**

### Partner

**Together we do better**

### Deliver

**Improving the experience**

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- Strengthen relationships across WCHN to improve Aboriginal health outcomes

<table>
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<th>Consumer engagement</th>
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<td>Key goals</td>
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- Work with consumers to improve service coordination and delivery, optimise clinical outcomes and improve patient journeys

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<th>Our surgical team</th>
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<td>Key goals</td>
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- Attract and retain high-performing people
- Ensure succession planning occurs across all skill levels
- Inspire staff to continuously improve and develop
- Value staff to encourage positive performance

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- Enhance skills exchange opportunities with Royal Adelaide Hospital to build a robust sustainable workforce
- Leverage partnerships with other Local Health Networks to provide statewide paediatric surgical care
- Strengthen relationships with primary health agencies in metropolitan and rural areas

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- Build inter-departmental cooperation to ensure timely clinical care delivery
- Collaborate with key departments (e.g. Decision Support Unit) to ensure effective, data-based clinical decision making

### Achieve Australian Facilities Health Care Building Standards relating to operating theatre infrastructure

### Enhance child friendly aspects of working environment

### Implement Paediatric Governance Strategy

### Manage operating theatre capacity to meet elective surgical targets and ensure consumers receive surgery within required time frame

### Reduce Paediatric Outpatient Department surgical waiting list by improving access to paediatric specialist services
Women’s and Babies

Our Commitment: An outstanding experience every time

Lead

Imagining the future

Key goals
- Design innovative succession planning program
- Develop a positive vibrant work culture
- Ensure quality and safe practice
- Equip staff with resources to improve consumer satisfaction and health outcomes
- Promote a culturally safe environment

Partner

Together we do better

Develop workforce plans and innovative succession planning

Key goals
- Celebrate shared vision and successes
- Embed succession planning as a core management strategy
- Ensure workforce planning strategies meet service needs
- Promote multi-disciplinary training and teamwork
- Upskill staff in quality improvement methodologies

Enable leaders to develop a positive, vibrant work culture

Key goals
- Continue journey of divisional culture change
- Develop innovative workforce
- Develop future leaders
- Reduce absenteeism
- Support staff health and wellbeing and build resilience

Ensure quality and safe practice

Key goals
- Assess models of care to ensure safe and contemporary practice
- Benchmark against Women’s Healthcare Australasia members
- Continue effective and efficient service redesign
- Utilise evidence-based models and pathways to meet clinical, cultural and social needs with a continuity of care

Equip staff and units with the appropriate facilities and resources to improve consumer outcomes and satisfaction

Key goals
- Create opportunities for greater staff involvement in decision making
- Improve service flow by implementing women and baby centred models of care
- Participate in the scoping for the upgrade of a number of key areas in the division

Promote a culturally safe environment

Key goals
- Demonstrate respectful behaviours towards and by all
- Embed collaborative partnerships with shared decision making with consumers
- Expand Aboriginal Family Birthing Program to improve health outcomes, cultural care and model sustainability
- Respond to migrant health needs

Deliver

Improving the experience

Create opportunities for career development

Key goals
- Develop clear, measurable and visible KPIs for units and staff
- Improve clinical safety and systems, particularly for vulnerable families

Increase team collegiality

Key goals
- Ensure excellence in all aspects of patient care
- Uphold our organisational values and demonstrate kindness

Simplify and improve procedure and system review processes

Key goals
- Partner

Together we do better

Imagining the future

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- Create opportunities for greater staff involvement in decision making
- Improve service flow by implementing women and baby centred models of care
- Participate in the scoping for the upgrade of a number of key areas in the division

Promote a culturally safe environment

Key goals
- Demonstrate respectful behaviours towards and by all
- Embed collaborative partnerships with shared decision making with consumers
- Expand Aboriginal Family Birthing Program to improve health outcomes, cultural care and model sustainability
- Respond to migrant health needs
**Youth and Women’s Safety and Wellbeing**

**Our Commitment: Improving the safety and wellbeing of young people and women**

### Key goals

**Lead**

- Establish statewide influence to enhance health outcomes for youth and women who have experienced sexual assault, relationship violence and domestic and family violence

**Partner**

- Develop a statewide trauma aware workforce
- Embed evidence-based practice in delivering care
- Enact effective change management to ensure appropriate staff and ‘right’ services to meet evidence-based need
- Improve responses to Aboriginal consumers

**Deliver**

- Include both Aboriginal and non-Aboriginal consumers on Youth and Women’s Safety and Wellbeing Consumer Engagement Committee
- Partner with other agencies to expand outreach services for the most vulnerable

### Key goals

**Provide training and support to all Local Health Networks and SA Ambulance Service to deliver improved responses to sexual assault, relationship violence, and domestic and family violence**

- Provide effective responses to Multi Agency Protection Service, Multi Agency Assessment Unit and Family Safety
- Support all Youth and Women’s Safety and Wellbeing staff to maintain a culture of kindness, caring, diligence, professionalism and cultural respect
- Strengthen divisional value of Aboriginal cultural respect

- Work with Aboriginal Services and communities to enhance Aboriginal workforce
- Work with consumers and stakeholders to improve health outcomes for youth and women harmed through sexual assault, relationship violence and domestic and family violence

- Strengthen Women’s Health Service and Metropolitan Youth Health models of care to better respond to domestic and family violence and youth relationship violence