

# Shaping the future of health with world-class care and world-class research

Our strategic ambition







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Central Adelaide LHN has a presence in the Adelaide BioMed City Precinct. With a strong focus on research, quaternary services and education we are working towards becoming an academic health science network.

# Shaping the future of health in South Australia

As we look ahead, we are excited about how we influence the future of health outcomes in South Australia and beyond.

We are excited about our future, connecting care with our partners to wrap holistically around the patient in our facilities and in our community. We strive to create a workplace where our people are encouraged and supported to achieve the extraordinary, every day.

This transformation will give us a space where our staff feel safe to innovate. It will enable us to deliver world-class standards in care and inspire an engaged and contented workforce.

We will have enthusiastic support from the community who will have confidence in us. We will create freedom to drive our own agenda and generate a renewed perspective on what is possible, as nothing will be impossible. Our community rightfully expects and deserves nothing but the best. We are collectively the right people to lead the change in South Australia's healthcare.

This journey requires us to lead with vision and demonstrate the courage to stay the course. It requires commitment to exploring new ways and an unwavering focus on the care we deliver. With inspiring leadership, contemporary management and value of our people, we demonstrate trust and belief in each other and the ability to see things differently, always.

You are all part of our story.



# Our commitment to world-class care and world

On behalf of the Central Adelaide Governing Board I am pleased to endorse the network's strategic ambitions.



**Raymond Spencer**  
Chair,  
Central Adelaide Local Health  
Network Governing Board

The board is proud to be part of an organisation that has such a bold vision to be in the top five health networks in Australia and top 50 in the world. We know our ambitions and strategies will enable us to achieve this vision.

This is the network's first public strategic statement since new local governance arrangements came into effect and the board officially came into operation on 1 July 2019.

The establishment of governing boards has brought decision-making on health and wellbeing services closer to our community, where services are delivered. Our intent is to shape the health of our community, not just provide health care.

As the central Adelaide network we have the unique opportunity to shape the future of health for South Australia and beyond by creating a shift within the community.

Our world-class goals will allow us to deliver on our ambitions and further enhance our reputation for research and innovation and exceptional health care.

We will lead by example and will continue to deliver quality- and value-based care for our community, as we did during our response to COVID-19. We have been at the forefront of the COVID-19 pandemic in South Australia.

While Central Adelaide has led the health sector's acute sector response, SA Pathology has driven innovations in pathology testing for the novel coronavirus. Across our network we are leading the way with research into vaccines for this new virus, which has caused devastation across the world.

COVID-19 has not only changed our world but presented us with an opportunity to reset, reimagine and reform our organisation to realise our ambitions and achieve our vision.

Underpinning our goals is strong governance, with improved patient experience, business operations, efficiency and financial performance and more accountable and contemporary ways of working.

# World-class research

At Central Adelaide we are embarking on a journey of something new and very different.



**Professor Lesley Dwyer**  
Chief Executive Officer,  
Central Adelaide Local  
Health Network

We are looking to the future and positioning ourselves as central to the future of health for South Australians, through world-class care and world-class research.

While this future is very much focused on delivering the care and expertise our consumers and community expect from us, it also looks further. We also consider the limitless possibilities arising from our world-class researchers and our unique position within South Australia's public health system.

Like all public health networks, our challenges are broad. To deliver on our ambitions we must:

- embrace and effect change
- adapt to our political environment
- develop and maintain meaningful relationships with the primary and community care system
- provide an exceptional consumer experience
- strengthen our partnering capability
- grow our research strategy in a competitive field
- refine and adapt our processes by embedding a cycle of continuous improvement
- lift our ability to harness knowledge and skill in systems thinking
- build capacity to adopt new and emerging technology
- contribute and respond to environmental changes
- ensure we are financially responsible and efficiently controlling our assets
- continue our focus on patient safety.

Key to achieving our ambitions and prevailing over our challenges is the right organisational culture. Our board, our leadership team and our workforce are committed to creating a culture where our people want to perform at their best, not only because it's expected of them, but because it's what they want to do.

As CEO, I am confident that we have the right people in our organisation to achieve our vision of being in the top five health services in Australia, and the top 50 in the world by 2025.

To do this we need to move beyond being patient-centred to create a culture where we partner with our consumers for shared decision making, particularly when it comes to individual care.

Our organisational values will guide a commitment to safety, care and partnering, so we can deliver on our goals over the coming five years. We will always make sure that consumers and our community are central to everything we do.

Our ambitions are to create outstanding partnerships in care, generate world-class research to shape the future of health, embrace technology that enables excellence, and grow and develop our world-class talent.

Collaborations such as the Adelaide Health Innovation Partnership will allow us to actively join with other leaders to advance health care and drive innovation.

We are proud to present our strategic ambitions that set the pathway for achieving world-class care and world-class research.



# Central Adelaide

We work closely with a range of partners and world-leading researchers to give our patients access to innovative and evidence-based treatments, leading to better care for our community.

# Our network

Close to 15,000 staff contribute to the health and wellbeing of the community through our sites and services across our network.

## Our sites

**The Royal Adelaide Hospital**

South Australia's major quaternary facility

**The Queen Elizabeth Hospital**

Tertiary hospital

**Hampstead Rehabilitation Centre**

**Glenside Health Services**

Acute and community mental health rehabilitation

**Repat Health Precinct**

Statewide Rehabilitation Services

**Adelaide Dental Hospital**

## Our community health services

**SA Dental Service**

**SA Prison Health**

**DonateLife SA**

**CALHN Hospital Avoidance Service**

## Our state-wide clinical support services

**SA Pathology**

**BreastScreen SA**

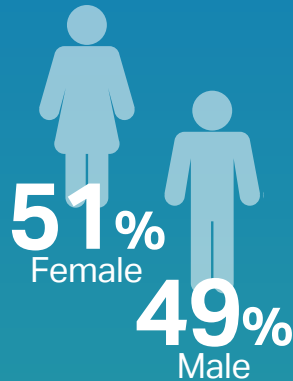
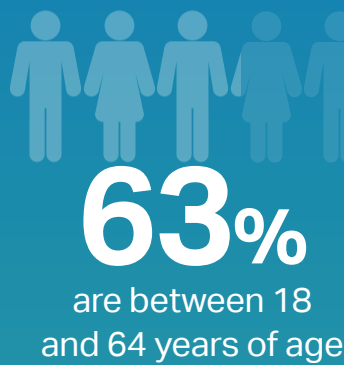
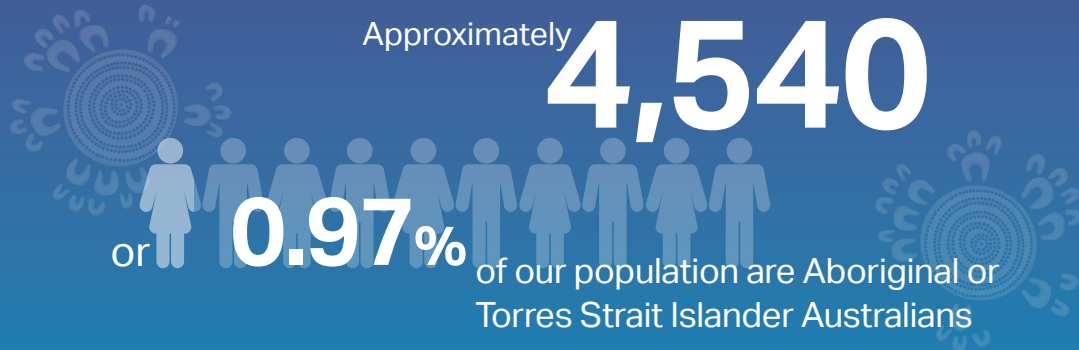
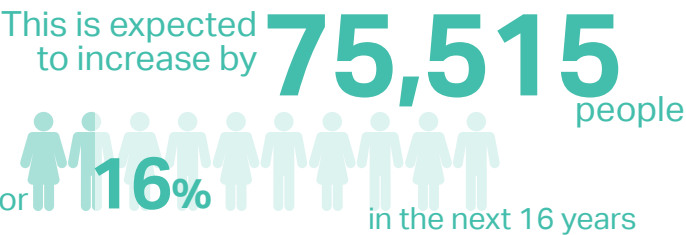
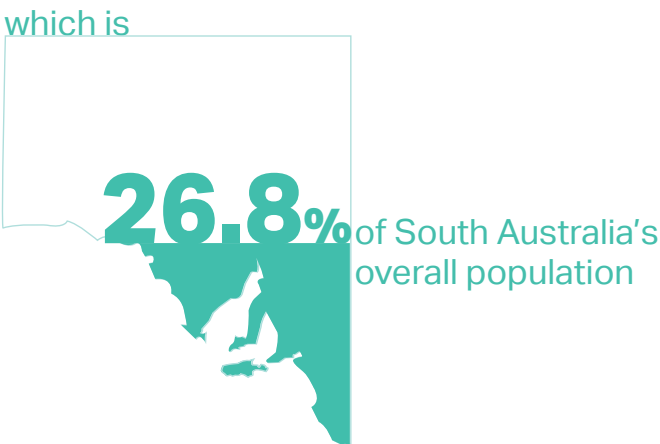
**SA Medical Imaging**

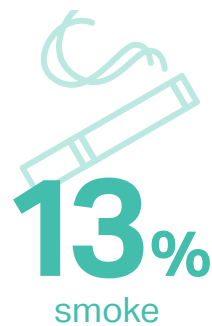
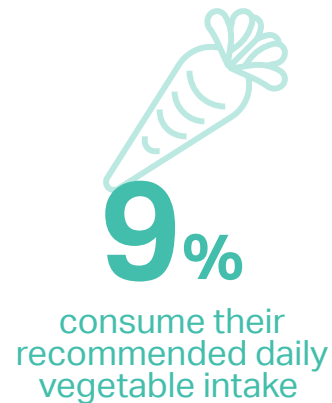
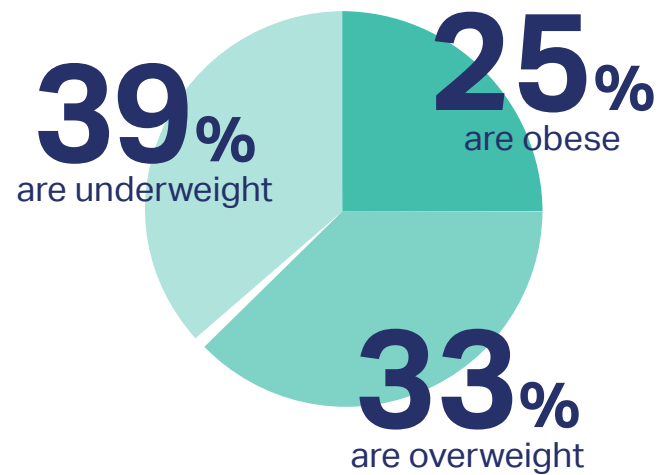
**SA Pharmacy**



# Our community

We are the most densely populated of all the health networks in South Australia





A photograph of two women in a community or workshop setting. On the left, a woman with dark hair is seen in profile, wearing a dark grey vest over a black long-sleeved shirt. On the right, an older woman with grey hair tied back, wearing red-rimmed sunglasses and a red patterned short-sleeved shirt, is smiling and looking down at something they are both working on. The background is slightly blurred, showing other people and colorful balloons.

# Our commitment to access and equity

To deliver on our goals and achieve our world-class vision we need to ensure access and equity for our community and our workforce.

This includes delivering on our:

## **Reconciliation Action Plan**

This plan details our approach towards reconciliation so we can deliver better health outcomes for our Aboriginal and Torres Strait Islander communities.

## **Disability Access and Inclusion Plan**

This plan reflects our network's continued commitment to upholding the rights of people living with disability to access quality health care. It describes what we will do to ensure that people living with disability have the same opportunities as others to access and be included in quality services, events, information, buildings and facilities, consultation, complaints processes and employment.

## **Workplace Equality and Respect Action Plan**

This plan details focus areas and actions that will help us to truly embed a positive culture with workplace equality and respectful relationships at its core.

These plans outline specific actions and along with our organisational values that influence our ways of working.



# Our work towards reconciliation

## Central Adelaide has an 'innovate' Reconciliation Action Plan.

Our Reconciliation Action Plan (RAP) documents our commitment and action towards reconciliation. The actions within it will help us foster new relationships, strengthen existing partnerships with all stakeholders, and ensure we take tangible actions to support better economic, social, health and wellbeing outcomes for Aboriginal and Torres Strait Islander Australians.

The RAP sets out the network's vision to become a centre for excellence in Aboriginal and Torres Strait Islander health and wellbeing. It recognises authentic mutual respect as a foundation to realising this vision.

Central Adelaide has a lead role within the health system and is committed to delivering world-class care and undertaking world-class research that improves both the experience and outcomes for our Aboriginal and Torres Strait Islander consumers.

Our values mean we are both 'people first' and 'community minded' and we demonstrate this through our interactions with others across the South Australian health system, the community and our consumers.

Our RAP aims to ensure reconciliation is embedded in our values and enacted in our behaviour and service delivery.



Central Adelaide's story of reconciliation has been captured by local artist, Allen Sumner a descendant of the Ngarrindjeri, Kurna and Yankunytjatjara people.



# Our priorities to deliver improved Aboriginal Health outcomes

Improving health outcomes for Aboriginal consumers is a focus for Central Adelaide - our priority areas align with the National Safety and Quality Health Service Standards.

## **Clinical governance leadership, and culture**

We will ensure that our organisation's safety and quality priorities address the specific health needs of Aboriginal and Torres Strait Islander people.

## **Organisational leadership**

We will work towards implementing and monitoring strategies to meet safety and quality priorities for Aboriginal and Torres Strait Islander people.

## **Safety and quality training**

We will set and implement strategies to improve the cultural awareness and cultural competency of our workforce to meet the needs of Aboriginal and Torres Strait Islander consumers.

## **Safe environment**

We will demonstrate a welcoming environment that recognises the importance of the cultural beliefs and practices of Aboriginal and Torres Strait Islander people.

## **Partnering with consumers**

We will partner with Aboriginal and Torres Strait Islander communities to meet their healthcare needs and in healthcare governance planning, design, measurement and evaluation.

## **Comprehensive care planning for comprehensive care**

We will embed a process to routinely ask patients if they identify as being of Aboriginal and/or Torres Strait Islander origin, and record this information in administrative and clinical information systems.

# Our vision

**To shape the future of health  
with world-class care and  
world-class research**

To become one of the top-five-performing health services in Australia and one of the top-50-performing health services in the world within five years.



We have boldly staked a claim  
for where we want to be within  
the next five years.

Our vision is ambitious, yet achievable. We will be relentless in its pursuit, as achieving it means that we will be amongst the very best healthcare services in the world. Most importantly, we will deliver world-class care for our community that is influenced by our world-class research.

To realise our ambitions, we will need to be on the front foot and demonstrate both consistency and agility in an ever-changing environment.

We will need an unrelenting focus on lifting our game - there's no denying that we have work to do.

We know we can do this; our community rightfully expects it and deserves nothing but the best.

# Our values

Our values, vision and ambitions give us direction for everything that happens across our network.

Collectively, they outline who we are, what we stand for, what our consumers and their families can expect from us, and what we can expect from each other.

These values and behaviours were defined by our workforce and released in early-2020. They are the core principles we are all expected to abide by. Our values reflect our network's aspirations for appropriate workplace behaviour and will play a role in helping build a positive workplace culture.

The values and behaviours are our 'being' and help us remain true to our purpose – giving our patients the best possible care.

Work is underway to embed them into our culture so that every employee can be held accountable for demonstrating the behaviours and living the values with pride every day.

## People first

I am there for my patients and colleagues when they need me most.

I put myself in my patients and colleague's shoes to understand their needs.

I go out of my way to make sure my patients and colleagues achieve the best outcome and have a great experience.

I respect uniqueness in my colleagues, our patients and their families.

## Future focused

I embrace leading practices and use them to evolve our ways of working.

I lead and support change to improve patient and organisational outcomes.

I am continually looking out for opportunities to improve.

## Ideas driven

I look and listen to ensure I fully understand the problem and find a solution.

I look for ways to break down barriers and 'silos' to hear new perspectives and solve complex problems.

I invest in my own learning and look for opportunities to explore and introduce new ideas.

I am interested in critical research and how it informs thinking.

## Community minded

I put my hand up to lead work that matters.

I am accountable and focused on value.

I value and champion diversity.

I embrace collaboration and constructive partnerships.

# Our strategic ambitions

Our strategic ambitions focus our efforts on the delivery of world-class care and world-class research that will shape the future of health in South Australia.

They express our commitment to care, community, investment, research, technology and importantly, recognise the influence of our world-class workforce on our ability to achieve our vision.



**Our care is connected and revolves around the patient in their (and our) community**



**Our curiosity compels us to always do better - research and innovation drives everything**



**We invest in what matters**



**Our technology enables excellence**



**We attract and foster world-class talent**



# **Our care is connected and revolves around the patient in their (and our) community**

**We are determined to create a shift in the community so that people know where and how to get the care they need.**

The coalitions we form with our partners and consumers will define the necessary pathways to create an extraordinary consumer experience. This includes leveraging our local and global partners to advance clinical research to transform the way we deliver care. By genuinely engaging with our community and partnering with our consumers, we will be in a position to shape the future of health in South Australia and beyond.

This is critical for improving the health outcomes of South Australians and providing socio-economic benefits for the state.

## Consumer experience

We shape the health of our community, not just their health care. By sharing decision-making with our consumers we empower them to control their own unique experience, make choices and influence the delivery of an outstanding experience at each step in their journey.

## Communities of interest

Our focus on vulnerable communities and population health will be enhanced through the use of new tools. Data and predictive modelling will help us to deliver significant clinical improvements for the vulnerable communities (including Aboriginal communities) who have very high-cost care needs and high mortality. We will mine data to deliver improved outcomes for vulnerable communities and small populations. Care navigation, the right resources and a focus on innovation will connect people with the right services at the right time.

## Central influence

We are central to the South Australian public health system, and we will capitalise on this, using our size and focus to influence others and deliver value-based care for the community.

## Safety and quality

Speaking up for safety is a priority. We work relentlessly to avoid preventable harm to our consumers and our workforce by embedding a culture of safety and quality across every aspect of our work. Continuous quality improvement is a central business strategy and improving care processes and the consumer experience is inherent in the role of every employee.

## Partnerships

Our commitment to fostering strategic partnerships will enable us to deliver connected care that revolves around the patient. We will partner with policy makers to remove cost from the system. Together with community organisations, we will bring services to patients' homes. Our partnerships with technology companies will automate processes, empowering both our employees and consumers to get the right information and services at the right time.

## Social licence to operate

Our reputation and track record will demonstrate our ability to provide high-quality care. Our consumers will see us as a trusted service in the community and be supportive of our endeavors. This will help us to achieve our vision.





# Our curiosity compels us to always do better - research and innovation drives everything

As a research-informed leading healthcare provider, we are committed to fostering scholarships and a spirit of discovery and interrogation.

In keeping with this ethos, we conduct cutting-edge, transformative research to develop new insights in order to deliver real health outcomes for our community.

Within Central Adelaide our health-related research will continue to vastly improve the lives of our community members, contributing to the greater wellbeing of our society.

Innovative technologies and novel scientific discoveries of our researchers will deliver new treatments, new ways of thinking and spearhead the development of new health policy.

In addition to their focus on discovery, our researchers are committed to mentoring, supervising and training the next generation of researchers.

By ensuring that all graduates develop advanced skills in research and critical thinking capabilities, it will help shape the future of health through visionary and transformative advances in knowledge and healthcare delivery.



## Clinical trial excellence and integrated care

We will continue to be experts in clinical trials and integrated care. We know that trials are central to medical advances and importantly, they offer patients the newest treatment and hope. Clinical trials allow us to test new ways to prevent, detect, or treat disease with new drugs or new combinations of drugs, new surgical procedures or devices, or new ways to use existing treatments. These trials also help our researchers find better treatments that contribute to improved health outcomes in this state and across the world.

## Intelligent health systems

As an intelligent health system, we will transform healthcare delivery using artificial intelligence to identify novel ways of tackling the growing burden of chronic disease, reducing the impact of socioeconomic status and regional living on health outcomes. Using artificial intelligence (AI) we can simplify complex data to assist with evidence-driven decision making. AI is also helping us to significantly improve diagnostics, dramatically reduce costs, overcome skill shortages, and systematically affect consumers' lifestyle choices.

## Research education

A state-of-the-art health system relies on the best graduates and continuous learning. We are committed to influencing the quality and skills of our graduates, by fostering close relationships with universities. We will continue to support the appointment of clinical academic researchers who conduct transformative research that impacts patient care.

## A unique research ecosystem

We operate within a unique research ecosystem which enables our researchers to translate their cutting-edge research outcomes into a clinical setting.

Our quaternary site, the Royal Adelaide Hospital, is located within the heart of Adelaide BioMed City, a \$4 billion investment in biomedical and health-related research and clinical care – home to more than 1,000 discovery and clinical researchers.

Our precinct in the western suburbs connects The Queen Elizabeth Hospital and its product research arm, The Basil Hetzel Institute for Translational Health Research. The purpose-built Basil Hetzel Institute, with a 'bench to bedside' approach, is at the forefront of an emerging area of medical science that aims to improve public health through collaborative discoveries and innovations in patient care, education and research.

This exceptional environment provides world-class infrastructure and specialist technical support for world-class research. We are uniquely positioned to support the population needs of the ageing South Australian population, with a focus on world-class joint surgery, rehabilitation and memory support.

## World-leading research

In collaboration with local, national and international researchers, we conduct world-leading research in diverse areas to benefit our population. This includes excellence in cancer genetics and treatment, cardiology and cardiovascular disease, immunology, infectious diseases, neural and visual sciences, and world-leading research in ophthalmology, Aboriginal health and ageing.

To meet the needs of our ageing population, we are leading the world in rehabilitation, fitness and mobility, musculoskeletal disease and community and population health. Our unique quaternary services, including the burns and kidney/islet transplantation services, are underpinned by world-leading discovery research.

We will work with partners including Adelaide Health Innovation Partnership (AHIP) to encourage innovation.





## We invest in what matters

To deliver clinical, quality and modern health care, we must invest effectively.

We ensure efficiencies are maximised and fragmentation is avoided. We are agile and put quality and safety at the forefront, with a sustainable clinical service plan based on evidence, consumer needs, our role in the health system, research and contemporary models of care.

To be internationally competitive within an international marketplace, we must be at the cutting edge of innovation. Close alignments with research, commercial and community partners will provide us with a mechanism to identify needs and we will translate these priorities into projects and outcomes.

## Clinical service delivery

We are clear about our role within the SA Health ecosystem and we understand which services are required where and how they should be delivered to meet and exceed community expectation.

## Investing in primary health and infrastructure

We recognise that investment in primary healthcare delivers economic, health and social benefits. We will directly collaborate to strengthen our partnerships with general practitioners, to better use infrastructure and technology to connect with them and our patients. We will repurpose infrastructure in line with our clinical and service delivery models. We will intently and purposefully invest in capital infrastructure, our people, and the technology we need to deliver world-class care and world-class research so that we meet our ethical and financial responsibilities.

## Corporate capability and social responsibility

Good governance is at the forefront of our corporate capability. Our social responsibility is underpinned by regulatory and legislative compliance, effective decision-making and a commitment to meeting our community's expectations.

## Innovating with partners

Being at the cutting edge of innovation will enable us to maintain competitiveness in an international marketplace. Close alignments with research, commercial and community partners including Adelaide Health Innovation Partnership will provide us with a mechanism to identify needs. We will translate these priorities into projects and outcomes.

## Self-determining model health service

We ensure efficiencies are maximised and fragmentation is avoided. This is characterised by our agility and actions towards ensuring quality and safety are at the forefront of our clinical service plan. This plan will be sustainable and is based on evidence and consumer needs as well as our role in the health system, research and contemporary models of care.





## Our technology enables excellence

We maximise our use of technology to drive better health outcomes for our community, and release time for our staff.

Recognising that technology continues to evolve at a rapid pace, we will build partnerships with industry and higher education to enable us to bring the best new technologies into practice and generate evidence for new approaches.

We will capitalise on the link between research excellence and the use and creation of new technologies and partnerships to drive the best in clinical and professional thinking.

## Consumer-focused support

We will streamline access to technology to give our workforce and the community a better experience through remote working and virtual care. A 'digital front door' will make accessing our services more convenient, putting the community in control of their experience with us.

## Optimising the Electronic Medical Record

As the 'digital spine' of our network, the electronic medical record enables us to enhance and improve services, efficiency, and our consumers' journey. By investing and improving the system's usability, our workforce and consumers can generate the data they need to improve care. We will ensure our workforce has the tools and capability to easily find the information they need to make decisions and improve their services.

## Data and analytics

Good quality, real-time data drives good decision-making in fast moving, complex industries such as health. Our data and analytics plan will articulate the systems and people who manage and provide data for the our everyday use. We will use the latest techniques such as artificial intelligence, technology and data mining to radically improve the safety of our care.

## Future work

Remote working and virtual care delivery will provide better experience for staff and the community. We will streamline access to these technologies to provide a better, safe experience of care and work.





## **We attract and foster world-class talent**

We are globally recognised for the exceptional care our workforce provides and for our strong culture where people want to perform at their best, not only because it's expected of them but because they want to do.

Our staff will be recognised as word leaders in their field and the best talent from across the globe will actively pursue opportunities to work for us and further enhance our world-class work.

With a diverse workforce, we will be representative of our community. Our world-class leaders will be highly acclaimed and valued for their contribution by our patients, peers and community.

## Growing our workforce capabilities for future healthcare challenges

We harness and foster the capabilities of our workforce so we can re-imagine and transform the future of health.

We embrace and showcase artificial intelligence, automation or robotics as they transform our future ways of working in health care. Our workforce capabilities include a strong focus on ethics, integrity, transparency, response, safety and transforming data analytics into information that drives performance and sustainable health care.

We will establish a new institute that will be renowned for building leadership capabilities aligned with current and future healthcare needs. A leadership development framework will focus on succession planning, talent mapping and mentoring of our future leaders to create the leadership bench for tomorrow. This will enable leaders to partner strategically and drive a high-performing culture so we can re-imagine and transform our ways of working for sustainable healthcare.

## Our values-based workforce

Every employee will role model our network's values, and they will be evident in our strategic ambitions and projects. Our nursing, allied health and medical staff will work to a clinical compact that further articulates the behaviours. These behaviours centre on patients' outcomes.

We champion a psychologically safe framework that provides our workforce with feedback and support around our professional standards and behaviours. In addition, our medical workforce will implement the Vanderbilt Professional Accountability Program that complements the compact.

The voices of our workforce are valued and heard as we safeguard their wellbeing and professional development. Our leadership reputation is acclaimed for staff engagement and workforce recognition. We promote and celebrate through excellence awards and programs the achievements of our diverse, multi-generational and multi-skilled workforce.

We will be known for our relentless commitment to growing the wellbeing, diversity and inclusivity of our workforce and we actively collaborate across various industries and sectors. Our workforce is representative of our community and is recognised for their leading achievements in Aboriginal health and research.

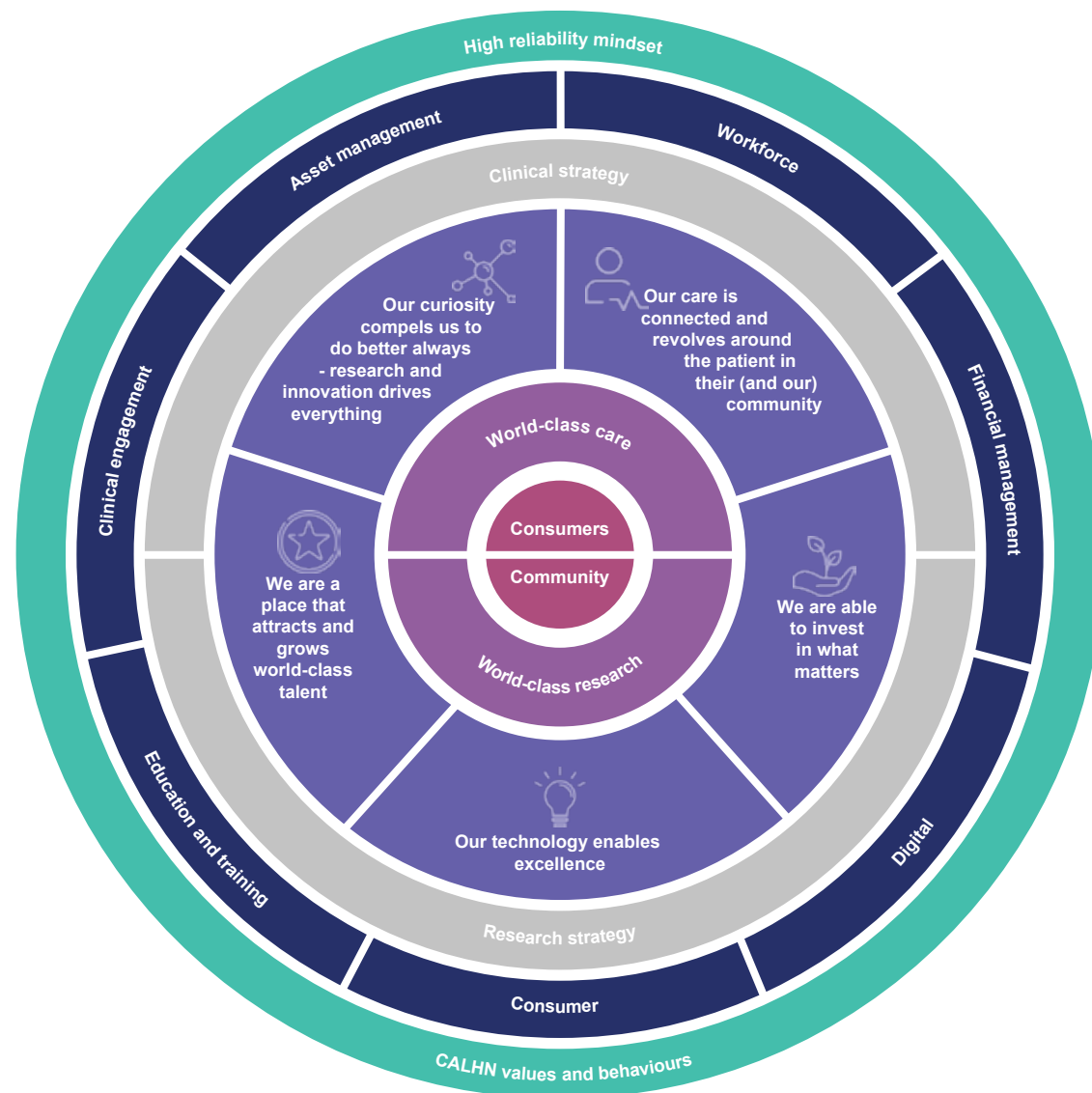


# Our strategic framework

Our consumers and our community are central to everything we do as we deliver world-class care and lead world-class research that is responsive to their needs.

We have strategic ambitions to provide us with direction to deliver on our world-class care and research goals, which are underpinned by a clinical strategy and research strategy complemented by a suite of enabling strategies and plans.

Our ways of working include the adoption of the high reliability framework which influences everything we do in order to respond to our consumers and our community and together with a clearly articulated set of behaviours will see us achieve our vision of becoming one of the top five performing health services in Australia and one of the top 50 performing health services in the world within five years.



- **Our goals**  
Define desired results
- **Our ambitions**  
A means to deliver our goals
- **Our strategy**  
Provides us with our true north

- **Our enabling strategies**  
Our strategies will assist us to achieve our strategic ambitions and deliver on our clinical services and research strategy
- **Our ways of working**

# Delivering on our strategic ambitions



Our care is connected and revolves around the patient in their (and our) community



Our curiosity compels us to always do better - research and innovation drives everything



We invest in what matters



Our technology enables excellence



We attract and foster world-class talent

## Key priorities

Consumer experience  
Safe patient care  
Communities of interest  
Central influence

Clinical research excellence  
Intelligent health systems  
Evidence translated into practice

Clinical service delivery  
Primary health services  
Capital assets  
Corporate capability and social responsibility  
Workforce development  
World-class care and research

Customer focused  
Optimising electronic medical records  
Data and analytics  
Technology-enabled service delivery

World-class workforce  
Diverse and inclusive workforce  
Staff wellbeing

## Enablers

Diverse partnerships  
Consumer partnering  
Quality clinical care  
Shared decision-making

A research ecosystem  
New partnerships  
Technology  
Financial investment  
Culture of inquiry

Innovating with partners  
Sustainable governance  
Responsible financial management

Digital partnering  
Future technology or new technologies  
Innovative culture

Strategic partnerships  
Culture of integrity  
Connection to purpose  
Professional growth  
Organisational values

## Outcomes

Positive consumer experiences  
Social licence to operate  
Socio-economic benefits  
Improved patient outcomes

Globally recognised for exceptional care  
Improved patient outcomes  
World-leading research and treatments  
Economic benefits for SA

Self-determining organisation  
Financially sustainable  
Operationally efficient  
Value for the community

More time to care  
Access to cutting edge technologies  
Better health outcomes  
Digitally connected and engaged consumers and communities

Globally recognised for exceptional culture  
Psychologically safe workforce  
Employer of choice  
Values-based workforce

**Shaping the future of health with  
world-class care and world-class research**

Version 1.2 June 2022



**Health**  
Central Adelaide  
Local Health Network