

Strategic Directions

2026–30

Better health and wellbeing,
built around community.





▲ **We acknowledge** Aboriginal and Torres Strait Islander people as the First Peoples and Traditional Owners and Custodians of the land and waterways on which we live, and we acknowledge that sovereignty was never ceded. We honour and pay our respects to Elders past and present.

Celebrating diversity and individuality

Better Health Network is committed to providing an inclusive service and work environment to all clients, community and employees, where individuals feel safe, affirmed and celebrated.

We stand for the fair and equitable treatment of everyone, including First Nations, Multicultural, Multifaith, LGBTIQ+ communities and people with Lived and Living Experience.



● Foreword

Better Health Network (BHN) enters the next five years with a new vision, a clear role and a sharper focus on where we can make the greatest difference.

Our Strategic Directions for 2026-30 set out how we will turn that focus into action – responding to the needs of our communities and strengthening BHN over time. They mark a shift from building our foundations to amplifying our impact.

Community health plays a vital role in Victoria's healthcare system. By supporting people to manage their health and wellbeing in the community, intervening early and responding to chronic and complex needs, services like ours help reduce pressure on hospitals, contribute to a more sustainable system and advance health equity. Over the next five years BHN will continue delivering on the role of community health while pursuing our intended outcomes of an engaged community, a healthy community, a sustainable organisation and a high-impact service system.

We are operating in an environment that is becoming more complex and challenging – with rising community need, increasing demand for our services, ongoing sector reform and a fragmented funding landscape. In this context, knowing where we are headed while remaining agile, is essential. These Directions are designed to guide our work while allowing us to stay responsive as the environment changes over time.

These Directions also reflect what makes BHN unique – how we meet people where they are, respond to changing needs, strengthen connection within communities and work as one connected organisation. Implementing them will require us to be bold. BHN's refreshed brand will also show up in delivery – felt in how we communicate, connect and bring our strategy to life.

We acknowledge the meaningful contribution of our Consumer Advisory Group, workforce, partners and funders in guiding the development of these Directions.

They position BHN to move forward with purpose – contributing to better health and wellbeing, built around community.

About BHN

▲ Who we are today

BHN supports people and families at different stages of life and works with communities to strengthen health and wellbeing.

We provide and coordinate healthcare, wellbeing and community support in ways that are flexible and delivered in local communities. People may connect with BHN at different points in their lives, depending on their needs and we support both short-term and ongoing engagement.

We work across health, wellbeing and community services to make it easier to access the right care and support, improving coordination and reducing the complexity of navigating services.

As a not-for-profit organisation, BHN focuses on strengthening services and improving access, quality and outcomes for communities. Our approach is safe, welcoming, person-centred and inclusive.

We deliver a broad, integrated range of services including GP and nursing care, oral health, mental health and alcohol and other drug support, therapies and lifestyle support, as well as disability, aged care, family services, housing and social and community support.

We are a trusted community health provider, delivering essential services and working with partners to strengthen the systems that support individuals, families and communities.

■ Our values

Accountability

We do what we say we will do; we earn the trust of our clients and communities.

Collaboration

We seek impactful partnerships and invest in our relationships.

Respect

We see and value the whole person, in our community and our workforce.

Courage

We adapt, reflect and innovate to achieve and deliver our best.

● Our vision, role and guiding principles

OUR VISION

**Equitable health and wellbeing,
shaped with our communities.**

OUR ROLE

We are a trusted community health leader – delivering high-impact services and shaping the systems that affect individuals, families and the community.

OUR GUIDING PRINCIPLES

We listen deeply and work alongside our communities to inform decisions and shape solutions.

We uphold culturally safe, inclusive and responsive practices to safeguard the wellbeing of our communities and workforce.

We cultivate strategic partnerships that strengthen coordination and achieve collective outcomes.

We responsibly steward our scale, resources and capability to sustain our impact.

Directions at a Glance

2026–30

A new vision, a clear role,
and a sharper focus.



OUR STRATEGIC PILLARS



Strategic Pillar 1

Community-Led Outcomes

Defines how we connect with and listen to the communities we serve.

This pillar establishes community voice, evidence and holistic wellbeing as the foundation for how we set priorities, design and deliver services and how we measure outcomes and experiences.

OUR STRATEGIC PRIORITIES

Community Engagement

Strengthen awareness, trust and meaningful ongoing engagement with communities.

Insights and Evidence

Harness lived and living experience alongside evidence-informed knowledge to inform decisions and improve outcomes.

Whole-of-Person Wellbeing

Enhance prevention and wellbeing through proactive community-led approaches that address the social determinants of health.

OUR INTENDED OUTCOME



An Engaged Community

Community need and data-driven insights consistently guide how we design, deliver and evaluate our work, and underpin a whole-of-person approach across all stages of life.



HOW WE WORK

At BHN, our communities are at the heart of how we plan, deliver and improve our work. We recognise communities as experts in their own lives, listen to understand what matters most and embed community perspectives in our decision-making. We show up in the places where people live, connect and seek support and build meaningful relationships over time.

We draw on both lived and living experience and contemporary evidence to understand the needs of our communities and the impact of our work. Quantitative data helps us track trends and outcomes, and lived and living experience grounds that data in the realities of people's lives. Together, they form the evidence base that shapes our planning, service design and decision-making.

We are committed to a learning culture. We invest in the systems and capability needed to collect and respond to insights about what is working and what can be improved. We share what we learn with our teams, our partners and our communities to contribute to ongoing improvement and better outcomes.

We understand that good health and wellbeing is not determined by clinical care alone. We understand the social determinants of health and engage with our community to understand the impact of their environment on their whole person. This enables us to provide, or support access to, the broader social and community services that help people to be healthy and well.

We apply a whole-of-person lens across all stages of life and every part of BHN. Prevention and intervention are central to our role and we invest in approaches that help people and communities to access early treatment, care and support. We work alongside our partners to strengthen the foundations that keep people connected and well.

Strategic Pillar 2

Impactful Services

Defines how we deliver services that make a genuine difference.

This pillar focuses on accessible and connected services that consistently deliver high-quality experiences. These priorities support delivery of contemporary models of care in an evolving service landscape.

OUR STRATEGIC PRIORITIES

Innovative Design

Co-design responsive and flexible service models and strengthen our service profile to amplify impact in priority communities.

Accessible Services

Embed a unified point of entry that enables timely access to the right support, in the right place.

Coordinated Pathways

Strengthen community access to wraparound support and connected pathways.

OUR INTENDED OUTCOME



A Healthy Community

Our services are recognised across the region as accessible and coordinated, delivering measurable health and wellbeing improvements.



HOW WE WORK

At BHN, our services continue to evolve to meet the changing needs of our communities. Our services are responsive, flexible and designed by our community and the people who deliver our service. We review what we offer and how we deliver it, so that our services reflect emerging needs and contemporary models of care.

We are deliberate in our approach to service design. We focus our effort where we can have the greatest impact and work within scope to strengthen the services that matter most. We seek to find better ways to support people, test new approaches and respond to the needs of our diverse community.

We embed a ‘no wrong door’ approach. We offer accessible support, where people are guided to navigate our services and the broader service systems. We are focused on reducing the barriers experienced when engaging with our services, so that access is simple, timely and person-centred.

We support timely access to care. We understand how and when people seek help, knowing they should not have to wait longer than necessary or navigate complex systems on their own. We support our community to understand what is available to them and, wherever possible, to direct their own pathway to support.

We provide a connected experience. We are experts in service and system navigation, with multi-disciplinary teams working together to wrap support around the person. Where needs extend beyond BHN, we support care pathways that reduce the need for our community to retell their stories.

Strategic Pillar 3

Organisational Excellence

Defines how we build the foundations to sustain our impact.

This pillar focuses on our people, our systems and our long-term sustainability. These priorities position us as a high-performing organisation – with the workforce, digital capability and financial resilience to deliver long-term impact.

OUR STRATEGIC PRIORITIES

People-Powered Performance

Invest in our people, building capability and connection through individual learning, bold leadership and a culture that prioritises safety and wellbeing.

Digital Uplift and Enablement

Modernise digital systems to streamline workflows, leverage AI and strengthen cybersecurity.

Future Readiness

Strengthen long-term sustainability through efficient resource allocation, fit-for-purpose infrastructure and robust financial management.

OUR INTENDED OUTCOME



A Sustainable Organisation

We are a high-performing organisation with the capacity, capability, and financial resilience to deliver safe, high-quality care today, and into the future.



HOW WE WORK

At BHN, our people are our greatest strength and our most important investment. We foster a unified culture grounded in our values, where our people feel psychologically safe and supported and are well-equipped to do their best work. We demonstrate accountable leadership and build capability at every level of the organisation.

We foster the wellbeing and development of our workforce. We create meaningful opportunities for learning, growth and progression. We actively build a workforce that reflects the diversity of the communities we serve, embed culturally safe practice across the workplace and embed strong governance across our operations.

We invest in digital systems that keep pace with the work we do.

We invest in the technology that supports our people to work effectively, strengthens cybersecurity and enables integrated service delivery. We focus on the tools, systems and processes that make the biggest difference to how our teams operate and how our community experiences our services.

We treat sustainability as a core strategic responsibility. We manage our resources carefully and make deliberate decisions about where we consolidate, invest and grow. Our financial planning supports the breadth of our services while building the resilience of the organisation to navigate changes in our funding and policy environment.

We provide service access through fit-for-purpose infrastructure.

We invest in our physical spaces, maintain our assets and plan for the facilities our communities need now and in the future. Our operating model is designed to scale and adapt to future challenges and opportunities.

Strategic Pillar 4

System Leadership

Defines how we leverage our expertise, insights and partnerships to shape a better health system.

This pillar positions us as an active contributor to policy, reform and system improvement. These priorities commit us to progress beyond our own services: deepening strategic partnerships, demonstrating system-level impact and influencing the community health policy agenda.

OUR STRATEGIC PRIORITIES

Policy and Reform Influence

Elevate community voice and influence policy and reform agendas that affect community health.

Purposeful Partnerships

Deepen values-aligned partnerships that improve outcomes across the local and broader system.

Impact Intelligence

Bolster analytics capabilities and outcomes measurement to drive service and system improvements.



A High-Impact Service System

We are a trusted leader and change-agent, influencing policy, practice and partnerships to demonstrably deliver outcomes through a connected service system.

OUR INTENDED OUTCOME



HOW WE WORK

At BHN, we leverage our expertise to amplify the voices of the communities we work alongside. We combine rich qualitative and quantitative insights and bring them into policy arenas to shape the broader health and wellbeing system. Where reform affects our communities, we contribute actively and purposefully.

We see policy influence as one of our core functions. The voice of our community and our workforce informs how we develop policy positions – we engage with a range of audiences to speak up on issues that affect health equity and access. We elevate the perspectives of communities whose voices are often absent from decision-making processes.

We are intentional about who we partner with and why. We invest in values-aligned, outcomes-focused and mutually beneficial partnerships. We work alongside our partners to strengthen a coordinated service system. We aim to be a partner of choice: trusted, reliable and focused on collective outcomes.

We strive to understand and demonstrate the difference we make. We invest in our capability to track progress and measure outcomes and we harness our evolving evidence base to improve what we do. This is about building the systems, skills and culture needed to embed impact monitoring into everyday practice across the organisation.

We use evidence to demonstrate our impact. Our analytics capability enables us to identify trends and opportunities that inform where we invest and how we continue to transform our services. We share what we learn with our partners, funders and communities, to inform broader system planning.

