



# Strategic Plan

2019–2022



## Acknowledgements

*QEC acknowledges all Aboriginal and Torres Strait Islander peoples as Traditional Owners of the lands on which we walk, live and raise our children.*

*We pay our respects to Traditional Owners past, present and future.*

*We acknowledge the importance of children being raised with connections to culture, community and family.*

## Key messages

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QEC supports all children to have the best start in life.

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QEC inspires confident, capable communities that enable children to thrive.

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Investment in Early Parenting provides a significant return by improving life trajectories.

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# Introduction

*QEC believes that parenting – nurturing and shaping a young life – is the most important task we ever undertake. Today's families, however, face a range of challenges: from sleeplessness and feeding, to mental health and family violence.*

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Support in the early years of a child's life can turn things around; a family that was once vulnerable, can provide a stable and nurturing environment. The benefits to the whole community are immense; intervention at this early stage produces major benefits in reductions to future welfare, legal, health and other costs. Vulnerable children grow to become healthy, engaged, connected adults.

This challenge - of giving every child the best start in life – has been the task of the Queen Elizabeth Centre for over a century. We support thousands of families each year – strong evidence demonstrates the success of our programs. We are a registered public hospital and community service organisation, with seven sites across Victoria.

Recently, QEC was extremely pleased to welcome a strong commitment from the Victorian Government to further our work – with an undertaking to provide significant investment to expand early parenting services across our state. Premier Andrews and Minister Mikakos announced this new suite of services at QEC in November 2019. The Victorian Government has committed \$135 million (over 5 years) to build and commence operation of seven new Early Parenting Centres across Victoria. These new Early Parenting Centres will be located in Frankston, Casey, Wyndham, Whittlesea, Ballarat, Bendigo and Geelong, enabling those in some of Australia's fastest growing communities, regional and rural areas to have better access to parenting supports. Existing Early Parenting Services, such as QEC will be funded for refurbishment and expansion to meet increasing demand.

The QEC Board has worked hard to develop this new Strategic Plan to guide and support our work over the next 3-year horizon. We have strengthened our commitment to inspiring confident, capable communities that enable children to experience the best start in life. Four key directions will shape our future:

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## **I. Children, Families & Communities:**

infants, children, families and their communities are at the centre of everything we do;

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## **II. Leadership & Collaboration:**

our leadership and partnerships ensure all children are afforded the best start in life;

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## **III. Sustainability:**

we are able to provide enduring support to families now and into the future;

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## **IV. People & Culture:**

our people are essential to providing, innovative, high quality care that enables children to thrive.

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Over the coming 3 years (and beyond), QEC will work hard to support the Victorian Department of Health and Human Services in developing the expanded network of Early Parenting Centres across the Victoria. Our expertise - in partnership with other sector leaders - will support the development of models of care, service delivery frameworks, infrastructure requirements and data management. Together, we are committed to ensuring the development and delivery of an expanded Early Parenting Centre network will meet current and future community needs.

## Methodology

*The methodology for the development of the new Strategic Plan has been extensive, inclusive, multi-dimensional and dynamic.*

The following consultations were undertaken, using a population health approach to planning:

- Extensive stakeholder consultations;
- Consumer feedback and advice;
- Population and demographic analysis;
- Internal performance data; and
- Staff consultation.

The plan was informed by key government strategic priorities, as outlined in:

- Health 2040: better health, better access, better care;
- Targeting Zero;
- Safer Care Victoria Clinical Governance Framework;
- DHHS Early Parenting Services review (Deloitte);
- Roadmap to Reform;
- Victorian 10-year Mental Health Plan
- Korin Korin Balit-Djak;
- Victorian Family Violence Reform
- State-wide design, service and Infrastructure plan for health 2017-2037.

This new Strategic Plan demonstrates how QEC will provide equitable, accessible, safe, high quality, appropriate and sustainable services to Victorian families over the next three years. The plan also articulates how QEC will partner with others to contribute to system-wide goals and ensure that every Victorian child is given the best start in life.

## VISION

*For children to get the best start in life*

## MISSION

*Inspiring confident, capable communities that enable children to thrive*

## VALUES

### Respect

*we respect the feelings  
and beliefs of others*

### Teamwork

*we listen to, acknowledge  
and accept others in our team*

### Integrity

*we approach others with fairness,  
honesty and openness*

### Excellence

*we strive for excellence and quality  
in everything we do*

### Resilience

*we are positive in our approach  
to all challenges*

## Strategic Priorities

### Children, Families & Communities

Infants, children, families and their communities are at the centre of everything we do

### Leadership & Collaboration

Our leadership and partnerships ensure all children are afforded the best start in life

### Sustainability

We are able to provide enduring support to families now and into the future

### People & Culture

Our people are essential to providing, innovative, high quality care that enables children to thrive

## Strategic Goals

QEC delivers optimal outcomes – ensuring children are safe, secure, connected and healthy.

QEC delivers positive service experiences that encompass the diverse needs of all children, families and communities.

QEC respects and responds to the unique strengths and experiences of Aboriginal families and children in everything we do.

QEC provides policy leadership, exerts influence and demonstrates best practice.

QEC partners effectively with a wide range of stakeholders to:

- maximise effectiveness and reach;
- increase thought leadership across the sector.

QEC programs are informed by families' experiences and other evidence, ensuring innovative, child-centred, program designs.

QEC delivers exceptional care, supported by fit-for-purpose and contemporary systems, services, assets, and infrastructure.

QEC is financially viable and resilient, with diversified revenue, and the ability to invest in future priorities.

QEC delivers value based care that is: effective, efficient and sustainable into the future.

QEC has a positive culture that is aligned to – and enabling of – our vision, mission and values.

QEC staff are supported by a working environment that is inclusive, safe, tolerant, engaging and enabling.

QEC's working environment embraces learning, sharing new ideas and continuously improving our services.

# Success Measures 2019–2022

## Children, Families & Communities

Deliver a Model of Care and Practice Framework that aligns with current evidence and government reform

Develop, demonstrate and monitor outcome measures in infants and young children

Implement and refine QEC's Clinical Governance Framework to ensure services are: accessible, safe, effective, family centred, integrated, evidence informed and culturally safe

Undertake – 1 x service review/evaluation annually (and implement findings)

Collaborate with Aboriginal communities to improve outcomes for children and families, (via implementing our Reconciliation Action Plan) to ensure cultural safety

## Leadership & Collaboration

Expand positioning and partnerships with Government and other stakeholders via participation on relevant forums, committees and other decision making structures

Develop and implement Communications Plan to enhance our public profile ensuring improved visibility and reach

Implement and evaluate QEC's Consumer Participation Strategy to ensure children and their families are at the centre of everything we do

## Sustainability

Develop ICT infrastructure and systems to enable optimal service delivery to more families - delivery against ICT Strategy

Improve facilities and assets to enable high quality, family centred service delivery – delivery against capital budget and repairs/ maintenance plan

Improve positioning for a sustainable future by taking a lead role in EPC expansion to ensure DHHS initiatives meet community and org needs

Introduce BI functions that enable collection, integration and analysis of business information

Develop and implement environmental sustainability plan

## People & Culture

Ensure Board and Leadership Team lead an ethical, values-driven organisational culture by investing in leadership performance

Promote a culture of learning and continuous improvement by engaging staff in opportunities for sharing new ideas

Promote diversity, respect and inclusion to further attract, retain and develop skilled, professional workforce via implementation of People, Culture and Safety Strategy:

- Leadership Development Plan
- Safety Management System
- OVA Plan
- People Matters Action Plan
- Learning and Development Strategy
- Workforce Review Project
- Succession Plan



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