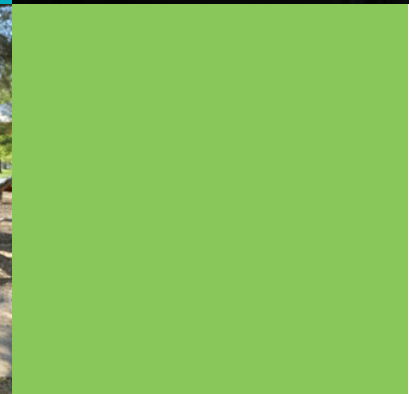


Strategy 2026 - 2029





Acknowledgement to Traditional Owners

“We would like to acknowledge and extend our appreciation for the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples of the Wotjobaluk Nations, the traditional owners of the land that we live, play and work on and all other lands represented.

We recognise that these lands have always been places of healing, learning and caring for elders. We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Indigenous Peoples. We express our gratitude in sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.”



Vision

To be a leading rural health service - innovative, responsive, and sustainable - providing high quality care across early years, aged care, and community health, guided by the evolving needs of our communities.

Introduction

At Mallee Track Health and Community Service (MTHCS), we share a simple belief: that everyone, no matter where they live, deserves access to quality care, close to home.

This strategy is our commitment to that belief. It is a promise to stand alongside our communities, to listen, to adapt, and to deliver services that meet people's needs throughout every stage of life.

The years ahead will bring challenge and change. Rural communities are evolving, and so too must the services that support them. This strategy sets a clear course for MTHCS to meet those changes with purpose. It builds on our strengths as a trusted local provider and outlines how we will grow our capacity, deepen our partnerships, and strengthen the systems that underpin high-quality care.

At the heart of our work are the values that define us. Accountability, Excellence, Compassion, Teamwork, Integrity, and Transparency. They guide how we deliver care, how we support our people, and how we work together with the towns and communities we serve.

This strategy is not just a roadmap for our organisation. It is a shared vision for thriving, resilient communities where every person is welcomed, respected, and supported to live well. Thank you to all who participated in the co-design process.



Carol Mioduchowski
(Board Chair MTHCS)



Dr Frances Peart
(CEO MTHCS and
LMLHSN Co-Chair)

We have undertaken an inclusive and collaborative process where patients, clients, families, and community members worked together as equal partners to plan, design, and improve health services and resources. This approach goes beyond traditional consultation, empowering consumers to have a decision-making role and ensuring that new services better reflect their actual needs and preferences, leading to more effective and equitable health outcomes.

We know that good health is shaped by more than medical care. It is found in the strength of our connections, the safety of our homes, the support we offer one another, and the opportunities we create for people to live well. This document charts a path for how MTHCS will grow and evolve — by strengthening partnerships, empowering our workforce, and ensuring that care remains safe, trusted, and responsive.

On 1 July 2025, MTHCS became an official partner in the Loddon Mallee Local Health Service Network (LMLHSN), an important step toward stronger healthcare collaboration across the region.

The Loddon Mallee is Victoria's largest region, covering over 25% of the state, encompassing diverse landscapes, vibrant communities, and a wide range of social, cultural, and economic profiles.

The Network strengthens existing partnerships, including with Aboriginal Community Controlled Organisations such as the Mallee District Aboriginal Service in Mildura, Swan Hill, and Kerang. By working together, partners can plan workforce needs, enhance digital health, and deliver more connected, effective care for healthier communities across the region.



Mission

We deliver health and wellbeing services across every stage of life, **fostering thriving, resilient communities,** and a workplace culture that values and supports our people.

Values

Accountability

We define our expectations and are accountable for our actions



Accountability

Excellence

We set high standards and continually strive to improve on them



Excellence



Compassion

Compassion

We treat everyone with care, respect and dignity



Teamwork

Teamwork

We work collaboratively and in the spirit of partnership

Integrity

We endeavour to do the right thing in all circumstances even if no-one is watching



Integrity



Transparency

Transparency

We are open and honest and embrace positive change



Cultural Safety

Everyone is welcome at MTHCS.
We are dedicated to creating culturally safe and inclusive environments where equity, respect and a sense of belonging are at the heart of both the care we deliver and the culture we build.

Our team of health and community professionals are committed to closing the gap in Aboriginal health.

Strategic Directions

Thriving Communities

Goal: Support healthy, connected, and inclusive communities through care, early intervention and disease prevention strategies closer to home, equitable access, and strong local voices.

Impact:

- Increased roaming health workforce coverage
- Local partnerships addressing transport, food security, chronic illness and domestic violence
- Social inclusion and health and wellbeing programs expand reach in small towns
- All members of the community feel welcomed, respected and included- cultural diversity is celebrated.
- Cultural safety for Aboriginal and Torres Strait Islander people
- Community consultation embedded in planning processes

Empowered Workforce

Goal: Grow and attract a passionate, skilled workforce through education, flexibility, and support for all career stages.

Impact:

- Local training hubs and qualifications available regionally
- Partnership models established with tertiary providers
- Role redesign and new opportunities to increase job satisfaction and retention
- Diverse and inclusive recruitment practices established
- Childcare and flexible rostering support staff needs
- Enablers including appropriate and sufficient accommodation to house and attract new employees
- Aboriginal workforce targets to be developed as part of the Aboriginal Workforce Strategy

Safe And Trusted Care

Goal: Provide safe, responsive, and coordinated care that meets the needs of every person, every time who access our health services.

Impact:

- Reduced variation in care access between towns
- Community confidence in services increases
- GP and allied health continuity improves

Safe And Trusted Care cont.

- Integrated mental health and chronic disease services delivered locally
- In-home services continue to evolve to meet the community health and social needs.

Sustainable Systems

Goal: Build resilient systems that adapt to change and secure care for future generations.

Impact:

- Energy-efficient, welcoming health facilities established
- Technology is embraced and integrated, in all part of the organisation
- Innovative service delivery models are trialled and become business as usual
- Leading research for small rural health services and communities
- Funding security improved through advocacy and diversification
- Improved health outcomes through local food initiatives and health promotion programs
- Organisation wide cultural safety systems including:
 - Cultural supervision
 - Practice reflection
 - Aboriginal-led policy review
 - Embedding trauma-informed care frameworks.

Partnership In Action

Goal: Work together across sectors to maximise impact, reduce duplication, and lead local innovation. MTHCS has a key role in the LMLHSN and is a significant player in the Mallee subregional partnership.

Impact:

- Shared resource and training initiatives across councils, health and education
- Cross-sector service models implemented
- Collective advocacy on key rural health priorities
- Stronger engagement with disability and social care providers
- Formalise partnerships through MOUs outlining:
 - Shared care pathways
 - Joint programs
 - Cultural brokerage roles
 - Co-commissioned services
 - Stronger engagement with ACCHOs