



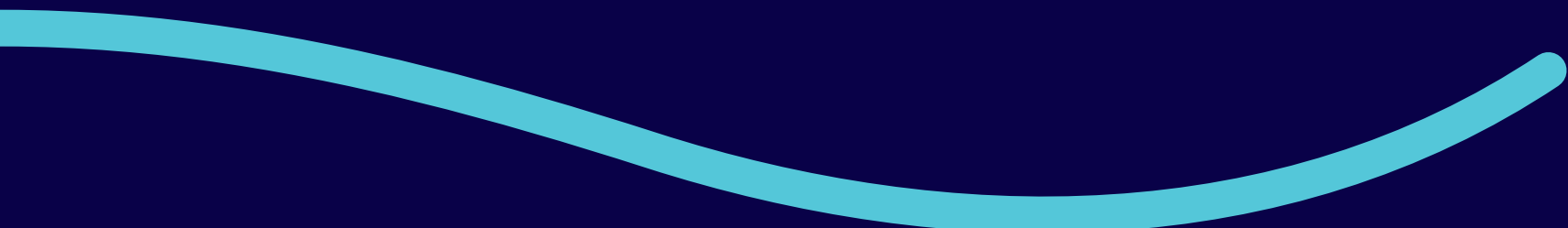
The Royal
Children's
Hospital
Melbourne

The Royal Children's Hospital Strategic Plan

2024–2026



The Royal Children's Hospital (RCH) acknowledges the traditional owners of the land on which the RCH is situated, the land of the Wurundjeri people of the Kulin Nation, and we pay our respects to their Elders past and present.



Kristin and Lianne were excited to be in the early stages of their pregnancy.

And then, during a routine scan, they found that something was wrong.

At 13-weeks pregnant they discovered that their son was facing a complicated congenital heart disease.

Their obstetrician connected them with a foetal cardiologist at The Royal Children's Hospital (RCH). Now they are sitting in the waiting room at the RCH. It's been an anxious few days.

They are intensely worried about what comes next...

Kristin looks across at Lianne
and takes her hand...

“

It's going to be OK, we're at
The Royal Children's Hospital,
they'll take care of the
three of us.

”

Lianne nods, understandably anxious.

The future is uncertain, but the standard of
care their new baby will receive is not.

Alfie is born and over the next few years grows into a beautiful young child with a complicated medical history.

- + At 13 weeks Alfie is diagnosed, in utero, with atrioventricular septal defect (AVSD).
- + He spends his first 102 days of life in hospital.
- + During this time he undergoes three open heart surgeries, the last of which saw the RCH team repair his heart valve with donor tissue.
- + In the years since his discharge he has returned many times to the RCH for a number of surgeries and to manage his autism.
- + He continues to receive care from the whole team at the RCH.



Alfie with his mum Kristin and clinician Kathleen at a PEG consultation in the Day Medial Unit.



“

Today, Alfie is the most wonderful, quirky and happy little boy...he does continue to amaze us daily with his progress.

We are very proud parents.

Kristin and Lianne



This story is an
example of what makes
**The Royal Children's
Hospital one of the
most trusted** paediatric
hospitals in the world...

Excellence in care, every day.



Alfie's start in life was complex. Lianne, Kristin and Alfie faced many hurdles and they have many more ahead of them. But Alfie continues to amaze his parents in large part because of the ongoing commitment of the multidisciplinary clinicians who care for him.

These clinicians have undertaken years of training – working with patients like Alfie who have complex conditions. The treatments and care they provide are based on translating the latest evidence and research, both from within our hospital and from around the world.

Growing our capacity to consistently translate research into care that impacts the lives of children and young people is a key focus for us over the next three years.

Alfie's story is an example of the RCH's first goal...



Goal 1:
Our Hospital

**A leading
paediatric
academic
hospital.**

Goal 1: Our Hospital

The RCH's first strategic goal **is to be a leading paediatric academic hospital.**

That's why we focus on the everyday excellence we deliver. Everything starts here. At every level, in every role and in every service, we work to make things better, for our patients, our families, our partners in care and our people.

Under Goal 1, our focus for the next three years is to:

- Innovate in clinical excellence.
- Embed the voices of young people and grow kid-centric models of care.
- Drive impact with our people, technology and sustainable finances.

Consultant Cardiac Surgeon Stephanie and Cardiac Surgery Fellow Regina operating in theatre.





Victorian children receive
some of the best care in
the world, but care can
be inconsistent across the
state and care pathways
can be more difficult than
they need to be.



We can do more to connect the system.

Victoria has 21 health services that provide paediatric care. Two of these provide tertiary specialist care—Monash Children’s Hospital and The Royal Children’s Hospital—the remaining 19 services provide non-tertiary specialist care to their local communities.

These health services form a critical network that will need to be strong and integrated in order to meet the needs of a growing Victorian community. Every one of these services has highly skilled and dedicated teams committed to making a difference. They all agree there is an opportunity to be more connected, better integrated, and to share knowledge and strengthen care across the state. All with the common goal of finding ways to help children and young people move more smoothly throughout the health system.



The RCH has a reputation as a global leader in paediatric care.

We serve the local community as a provider of tertiary and non-tertiary specialist paediatric care. We also serve much of the state as a specialist paediatric care provider.

In the next three years, we will play a leadership role in supporting and collaborating with the Victorian Paediatric Clinical Network. This network will bring together 21 paediatric health services to improve integration of care, knowledge transfer and care pathways.

We want to increase the number of children and young people who can receive high quality, non-tertiary specialist care close to their home and make the pathway to tertiary specialist care easier for children and young people.

Ashlea and David preparing for a Victorian Paediatric Clinical Network meeting.



This network is an
example of what
makes the **RCH** a
great organisation
to partner with.

Building effective partnerships

A decorative graphic on the left page of a spread. It features a large, stylized mountain peak shape in a golden-yellow color, set against a solid red background. Below the peak, there are several white-outlined leaf shapes of various sizes, some overlapping the peak. A thick, golden-yellow curved line starts from the left edge, passes behind the mountain peak, and extends across the bottom of the page.

The Victorian Paediatric Clinical Network is a powerful example of how effective partnerships in health care can benefit all Victorians. Because we know the only way to improve our health system is if the different parts of our system work together and learn from each other.

By working closely with our peers, we can deliver care across the state that harnesses the knowledge, wisdom and expertise of everyone who shares our vision of a world where all kids thrive.

The Victorian Paediatric Clinical Network is an example of our second goal...



Goal 2:
Our Health
System

**An
integrated
paediatric
service
system.**

Goal 2: Our Health System

The RCH's second strategic goal is for **an integrated paediatric service system**.

We are uniquely positioned to collaborate with our colleagues across the state to improve the integration of the paediatric service system in Victoria. This goal requires us to draw on our clinical expertise, learn from the knowledge of our peers, work together to identify gaps and opportunities, and partner to improve the whole system.

Under Goal 2, our focus in the next three years is to:

- Partner with health services and community providers to develop a state-wide paediatric health services plan.
- Find new ways to share knowledge and expertise.



PIPER works with local, regional and interstate health services to provide retrieval support and clinical care for babies, children and pregnant women.



Hello Team,

I'm in NSW so not strictly your audience, but I wanted to thank you for your videos.

My 4½ year old son was due to have an MRI under general anaesthetic today, and last night we watched your YouTube videos on MRI and general anaesthetic in medical imaging. The staff at the hospital today all commented on how calm, confident and well-prepared he was. He knew exactly what was going to happen, he had age appropriate language to talk about it and ask questions, and he was genuinely excited to be at the hospital and have his pictures taken.

Thank you again, this could have been a very hard day for us all and instead it will be a happy memory.

Heather

Heather is
not alone and
her experience is
no accident.

The RCH is a global leader in creating and sharing evidence based, peer modelled, health preparation videos.

RCH TV is where these videos live. The videos have children teaching other children about a procedure or health experience they are about to have. They are an exceptional example of how research can be applied to create much needed health education resources.

And they work – just ask Heather and the thousands of parents like her that have watched them.

RCH TV is popular. It is watched in 176 countries (there are only 195 countries in the world) and has received over 86 million views on YouTube.

That's
86
million
views.

How do we create such high quality and popular resources?

We have a dedicated team of Child Life Therapists and creative experts who collaborate with our clinicians and, most importantly, with children, their families and carers, to design educational videos that build on our research and place the child at the centre of the learning.



This story is an
example of the
**RCH's dedication
to the wellbeing
of every child**

...not just the ones
who visit our
hospital.



For every child



Traditionally health services are places that care for people inside the walls of a hospital, with a focus on treating children and young people when they are unwell. But sharing knowledge that prevents someone from coming to hospital in the first place is an important way to meet the growing health needs of our community.

Through RCH TV we have demonstrated that our knowledge about paediatric care is an important way to improve the health of children before they ever arrive at our hospital. In the next three years we want to build on this and increase our education and advocacy for the prevention of health issues in children and young people. So children everywhere can have a better experience during their visit to the hospital and, for some children, our efforts may mean they never need to visit the hospital at all.

RCH TV is a powerful example of our third goal...



Goal 3:
Our
Community

**Healthy
children
and young
people
in the
community.**

Goal 3: Our Community

The RCH's third strategic goal is for **healthy children and young people in the community.**

We want to grow our ability to change the lives of the children we may never meet. Empowering them and their families – advocating for better health equity, improving their health literacy and by improving our environmental performance in order to help secure the planet's future.

Under Goal 3, our focus in the next three years is to:

- Advocate for equity and action on the social determinants of health.
- Empower our community through health literacy.
- Contribute to environmental sustainability.

Aydin, Alia and Ambar
playing together in
Royal Park.





Our three
Strategic Goals
are how we **bring
the RCH's role to
life every day.**

So, what's our role...?



Our Role:

**We work together
to put children
and young people
at the heart of our
care, research and
learning.**

Our first goal, a leading paediatric academic hospital, seeks to have a greater impact on children, young people and their families through outstanding research, care and learning.

Our second goal, an integrated paediatric service system, is how we ensure every Victorian child has access to that same level of outstanding care. It's where we collaborate and exchange knowledge with our peers.

Our third goal, healthy children and young people in the community, is where we work to create positive change beyond the boundaries of a 'hospital'. It's where we empower families and do our part for the environment by sharing our knowledge with communities all around the world.

*Why do we do
all this?*





**Every
Victorian child**
has the right to live
their best possible
life and reach their
potential.

Actually, we believe...



Every child...

has the right to
live their best
possible life
and reach their
potential.

That's why our vision is...

Our Vision:

**A world
where**

**all kids
thrive.**



The background is a solid orange color. A large, thick yellow circle is positioned on the left side, partially overlapping the text. Scattered across the right side and bottom are several stylized leaf outlines in various shades of orange, red, and green. A thick yellow curved line sweeps across the bottom right corner.

**Our people
worked together**
to create this
Strategic Plan.

On behalf of the
RCH we have
made a promise
**to children
needing care in
30 years' time.**



We promise...

That for the past 30 years I have been committed to improvements so that you are receiving the best possible health care that I can give.

I have continued to learn and to develop, to reflect on and implement quality improvements and to work within an institution that is committed to the same.

That you will grow to be best version of yourself.

You won't have to leave Victoria to get the world's best treatment options.

We will always do our best.

I promise that I will do my best work, be brave and collaborate with all the folks I need to, far and wide no matter how difficult, in order to try improve every aspect of your health and wellbeing.

You are safe and heard.

You are in good hands, you are seeing people who are highly skilled and care about you.

I will make your journey easier.

We will do everything in our power to support you and empower you.

We will be here.

Every RCH team member you meet (and don't meet) is working with each other respectfully, collaboratively and seamlessly to deliver the best care, experience and outcome possible for you!

Welcome to the RCH, I promise you are safe, heard and we truly care about you and your family.

We will see you and we will hear you and we will help you.

You will be cared for with love.

I will continue to advocate to care for the planet for your wellness.

Our Vision

A world where all kids thrive.

Our Role

We work together to put children and young people at the heart of our care, research and learning.

Our Values



Goal 1: Our Hospital

A leading paediatric academic hospital.

Our focus areas:

- Innovate in clinical excellence.
- Embed young people's voice and grow kid-centric models of care.
- Drive impact with our people, technology and sustainable finances.

Success is when:

- Our patients and people know we provide high-quality, evidence-based care.

Goal 2: Our Health System

An integrated paediatric service system.

Our focus areas:

- Partner with health services and community providers to develop a state-wide paediatric health services plan.
- Strengthen sharing of knowledge and expertise.

Success is when:

- Everyone experiences more integrated paediatric health services in Victoria.

Goal 3: Our Community

Healthy children and young people in the community.

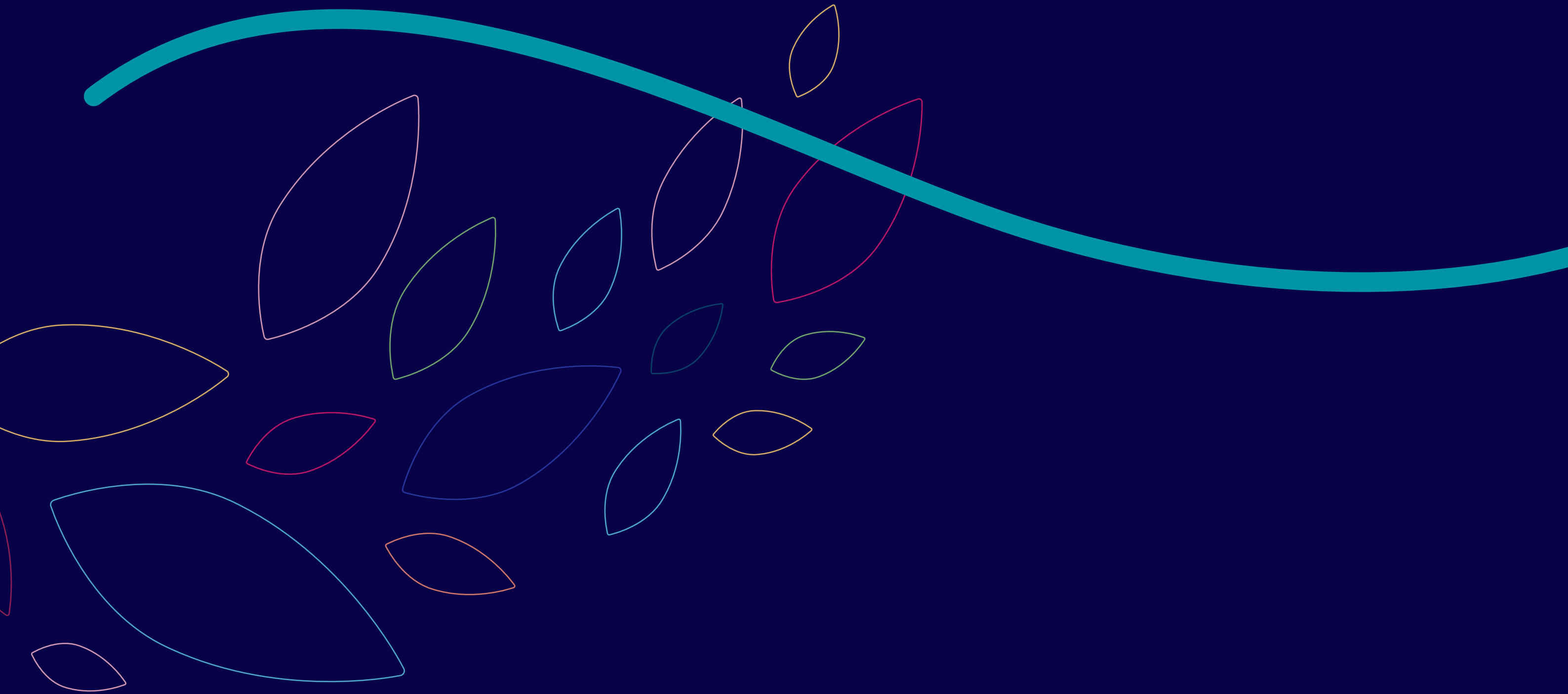
Our focus areas:

- Advocate for equity and action on the social determinants of health.
- Empower our community through health literacy.
- Contribute to environmental sustainability.

Success is when:

- We positively impact the health issues that matter to children, young people and families.

Join us...





™
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Children's
Hospital
Melbourne

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