People/Opportunities
Discovery/Care
Our vision:
The best in cancer care, accelerating discovery, translating to cures.
Cancer is the leading cause of death in Victoria. Cancer affects one in three Victorians, with the prevalence rate expected to rise sharply over the next ten years.

1 Introduction and overview

As Australia’s only public hospital solely dedicated to cancer, and with an integrated cancer research program, Peter Mac has been leading the fight against cancer in Victoria (and Australia) for over sixty years. Since its inception, Peter Mac has been providing the highest quality cancer treatment and multi-disciplinary care for cancer patients, leading world-class research programs, and training generations of cancer health professionals — all for the purpose of addressing the increasing burden of cancer to the community.

Peter Mac has a very successful history, and this is largely due to the concerted effort placed on planning for the future, and the value placed on the organisation’s responsibility to the community. Peter Mac is now poised at one of the most significant points of its history, at a time where there are significant developments in the way that cancer is detected and treated — personalised therapy and the increasing roles of molecular medicines and genomics are providing a new paradigm for cancer care, and Peter Mac is at the forefront of these developments.

Leveraging off the previous Strategic Plan (2006-2010) and responding to the policy directions within the broader cancer system, Peter Mac’s planning processes for 2010 and beyond, ensure a means of successfully positioning itself for the next phase of its future. With planning for the redevelopment of Peter Mac’s East Melbourne campus as part of the comprehensive cancer centre to be built at Parkville well-underway (as part of the Parkville Comprehensive Cancer Centre [Parkville CCC] Project), Peter Mac is entering an exciting phase of its preparation for the future — to be a leading contributor in the development of a truly comprehensive response to cancer care and treatment for Victoria, Australia and beyond.

The Peter Mac Strategic Plan 2010-2015 provides a high-level roadmap for how Peter Mac plans to set its priorities and deliver services to ensure that it can influence the care delivered to all Victorian cancer patients, and maximise the opportunity for them to achieve their best outcomes. In addition, the plan provides the framework for Peter Mac to continue to lead the change in discovering more about cancer, ultimately leading to a goal where more cures are possible. Through this singular focus on improving the lives of cancer patients, Peter Mac will strengthen its role within the Victorian cancer services system and further enhance the Peter Mac profile within Australia and internationally.

This Strategic Plan is the culmination of an 18-month journey which has included input from a broad range of stakeholders. The outcome of this planning process is a Peter Mac Strategic Plan 2010-2015 that focuses on three distinct, but parallel, phases for Peter Mac’s future:

1. Twelve-month plan to December 2010
2. Three-year plan to December 2013
3. Five-year plan to 2015 (in alignment with timing associated with the redevelopment of Peter Mac’s East Melbourne campus as part of the Parkville CCC Project).

Chair: Board of Directors
Ms Patricia Faulkner AO

Chief Executive Officer
Mr Craig Bennett
2 Strategic planning framework and approach

This Strategic Plan has been developed within a clear framework to ensure that all activities undertaken clearly build towards common goals.

Central to this framework is the requirement that all planning activities build towards one or more of the following:

i. The lives of Victorian and Australian cancer patients will be enhanced through Peter Mac’s strong clinical services, research programs and focus on education of cancer health professionals.

ii. Peter Mac’s role as a provider of specialist state-wide services is maintained and enhanced.

iii. Peter Mac’s position as a leader in the Victorian and Australian cancer services system is strengthened and developed.

iv. Peter Mac’s reputation and profile for its clinical, research and education excellence is enhanced within the Southern Hemisphere and internationally.

v. Peter Mac positions itself to attract and retain the best and brightest workforce.

Core to the development of this Strategic Plan for 2010–2015, are the following:

• It reflects the views and priorities of a broad range of stakeholders.

• It is consistent with government policy, including the Department of Health’s Annual Plan, Victoria’s Cancer Action Plan 2008–2011 (which sets bold targets for cancer outcomes over the next 10 to 15 years), and other state-wide and national priorities.

• It is visionary and builds on Peter Mac’s strengths and achievements, and addresses areas where improvement in performance is required.

• The strategic directions and priorities are clear and meaningful, and the activities to achieve them are able to be implemented and measured.

This Strategic Plan is intended to be high-level, identifying the key directions and priorities for Peter Mac, but not prescribing how they will be achieved. The expectation is that Peter Mac divisions, departments and staff will respond to the directions set in this Strategic Plan with annual operational business improvement plans to turn this strategy into reality. This Strategic Plan provides the framework for Peter Mac to undertake annual strategic and operational planning which will be aligned with annual budgeting processes.
3 Introducing Peter Mac

Peter Mac provides a multi-disciplinary cancer service from its main site in East Melbourne, including comprehensive surgical services, world-leading radiation therapy, same-day chemotherapy, specialist cancer imaging services (including molecular imaging) and broad ranging patient support and education services (patient library, supportive care services, accommodation assistance, and onTrac®@PeterMac - the award winning adolescent cancer care coordination service).

Peter Mac provides additional radiation therapy services from sites at Bendigo, Box Hill, and Moorabbin with a private patient service at the Tattersalls Cancer Centre within the Epworth Hospital Richmond, and will operate the radiation therapy service at Sunshine Hospital as a fifth centre when it opens in 2011.

Peter Mac delivers care through a multi-disciplinary model across 11 tumour streams. The provision of care is closely integrated with the largest cancer research team in Australia. Peter Mac Research is home to over 520 researchers (laboratory and clinical researchers) dedicated to developing a deep understanding of the processes that control cancer cells and translating this into better ways to manage cancer.

At 2011, Peter Mac had 480 research projects underway. Its annual operating research budget in 2008-2009 was approximately $38 million – a growth of 93 per cent in grant revenue over the preceding five years. Peter Mac’s number of NHMRC Research Fellows increased from one to 13 in the eight years from 2002, and in 2007 it was ranked in the top three research institutions in Australia based on impact of scientific publications.

3.1 Peter Mac’s leadership role

Peter Mac has built its significant reputation on the core components on which it is based – (1) clinical services; (2) research; (3) education; (4) supportive care. In addition, a key component that has distinguished Peter Mac from other institutions is (5) its significant role as a provider of specialist cancer services not provided elsewhere in the state.

Strong clinical services, research programs, clinical cancer education programs, leadership in the development of supportive care services and the development of specialist services have positioned Peter Mac as a leader in the Victorian cancer system. Balancing the challenge of the cancer policy context in Victoria, and the exciting opportunity for redevelopment in Parkville, Peter Mac is now faced with consolidating and extending its leadership role and further developing a true state-wide role.

Peter Mac has been operating as a specialist cancer centre for patients from across Victoria for over 60 years.
3 Introducing Peter Mac

3.2 The policy context

The Cancer Services Framework for Victoria (2003), developed to progress an innovative cancer reform agenda, highlights the major strengths of Peter Mac, including that it:

- is widely recognised in professional circles and by the public as a major state-wide (and indeed national) repository of expertise in the management of cancer, especially in radiation oncology. It has particular expertise in super-specialised radiotherapy techniques, such as brachytherapy, and the provision of radiotherapy for tumours in difficult sites, for example the lung and the head and neck. It also undertakes complex surgery where more than one surgical discipline is involved, and where innovative therapy such as intra-operative radiotherapy is provided. In addition, Peter Mac has broad-ranging patient support and education programs. Peter Mac East Melbourne has been able to serve as a hub for satellite radiotherapy services at Moorabbin, Box Hill, and Bendigo, and more recently at Epworth, and Peter Mac staff conduct specialist clinics at several sites within and outside Melbourne. Very significantly, Peter Mac has an excellent basic and clinical research program, evidenced by the number and value of the peer-reviewed grants awarded to it and the number and quality of its publications.

The Cancer Services Framework recommended the need for Peter Mac to relocate to a purpose-built facility in Parkville, forming functional relationships with Melbourne Health (Royal Melbourne Hospital, city campus). Since the Cancer Services Framework was released in 2003, Peter Mac has made significant progress in the development and enhancement of its services.

The Metropolitan Health Strategy 2003 (MHS), developed to provide a strategic policy and planning framework for metropolitan Melbourne, recognised the important role of Peter Mac as a specialist cancer hospital. While endorsing the view of the Cancer Services Framework that Peter Mac should collocate with the Royal Melbourne Hospital, city campus in Parkville, it promoted that Peter Mac, within the integrated cancer services:

- would maintain its leadership role in cancer services (including highly specialised services for complex treatment) and in clinical and biotechnology research and development. Peter Mac would retain a critical mass of cancer services (including support services such as biomedical statistics) to fulfill its leadership role and ensure an ongoing capacity to support innovation.

In describing the highly specialised services, the MHS states that:

Peter Mac should have a state-wide role as the provider of highly specialised services, such as multi-specialty surgery and radiosurgery, and leadership in fields such as the development and implementation of supportive care.

The MHS summarised the unique role and identity of Peter Mac by simply stating:

With its singular concentration on cancer, Peter Mac can and does serve as a centre for reference, teaching and training in all aspects of cancer.

Victoria’s Cancer Action Plan 2008–2011 (VCAP), building on the previous cancer reform agenda, sets bold targets to further develop the reforms already made. With an ageing population, new diagnoses of cancer are predicted to increase faster than the rate of population growth, and the costs of care, and the economic cost to the community, are increasing. VCAP has set four key priority areas. They are:

1. Reducing major cancer risk factors in the population and maximising effective screening.
2. Ensuring rapid translation of research into effective treatment and clinical care.
3. Investing in innovative treatments and technologies and sustainable integrated care systems.
4. Supporting and empowering patients and carers throughout their cancer journey.

Across VCAP’s four priority areas there is a clear focus on offering “…standardised and high-quality care to all Victorians, regardless of whether they live in metropolitan, regional or rural Victoria.”

As a leading research institute and a provider of cancer services for patients across Victoria, Peter Mac will be a key contributor as the Victorian Cancer System works together to make a major impact against cancer. With the planning for the redevelopment of Peter Mac’s East Melbourne campus in Parkville as part of the Parkville Comprehensive Cancer Centre Project well underway, Peter Mac is entering an exciting phase – to be a leading contributor in the development of a truly comprehensive response to cancer care and treatment for Victoria, Australia and beyond.
3.3 Peter Mac’s role and profile within the Victorian and Australian cancer system

Peter Mac has worked closely with the Department of Health over many years in the development of its state-wide role. Over the course of 2010-2011, Peter Mac will seek to confirm and consolidate its ongoing state-wide role with the department.

Peter Mac's role and profile within the Victorian and Australian cancer system

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Clinical services

Patient care at Peter Mac is modelled around tumour specific clinical services in keeping with the Cancer Services Framework for Victoria. Each clinical service is constituted by a multi-disciplinary team consisting of surgeons, radiation oncologists, medical oncologists, specialist nurses, allied health and other support staff. Importantly, patients have structured access to multi-modality treatment options in all tumour specific services, often based on collaborative relationships with medical practitioners from local hospitals.

Patient care plans are managed by a nurse coordinator, whose role it is to develop systems and processes of care that smooth the patient journey across treatment modalities and between settings of care (inpatient, ambulatory and community services).

Clinical services work is also underpinned by a strong research program extending from basic laboratory research, through to translational research programs and clinical trials of new cancer treatments. In addition, Peter Mac supports a growing program of research in supportive and palliative care and a range of programs to involve consumers in support service developments.

Peter Mac’s clinical services aim to:

• provide high quality, state-of-the-art diagnosis, management and therapies for patients with cancer
• coordinate with other institutions and clinicians to optimise access to appropriate treatment for patients
• coordinate treatment and support throughout the disease continuum from diagnosis to disease control or end of life care
• provide appropriate treatment for individual patients informed by evidence-based best practice patient pathways.

In 2008-2009 Peter Mac cared for a total of 24,986 patients of which 8,628 were newly referred. There were 19,673 admitted episodes of care, 202,515 outpatient occasions of service, 8,017 new courses of radiotherapy megavoltage therapy and 20,904 chemotherapy preparations provided.

Clinical activity in 2008-2009 at Peter Mac’s three core Department of Health funded programs reflected the increasing demand for the oncology services provided, including:

• admitted patient care – 1.5 per cent above target
• ambulatory clinic / allied health consultations – 12.2 per cent above target
• ambulatory radiotherapy treatment – 10.1 per cent above target

The number of overnight and multi-day inpatient separations increased in 2008-2009 by nearly 2 percent, with the average WIES per episode for this group of patients increasing by 3.8 percent which indicates greater complexity in the patients treated. Same-day inpatient activity was slightly lower than for 2007-2008. Overall, however, Peter Mac has increased its inpatient activity by more than 30 percent over the last five years.

Surgical activity increased in 2008-2009 by 13.7 percent with the opening of Peter Mac’s fifth operating theatre.

Outpatient activity has continued to grow, with outpatient medical consultations increasing by approximately 30 percent over the last five years, showing an increasing trend to multi-disciplinary ambulatory treatment. With ambulatory services a key part of the model of care, Peter Mac will continue to work hard on matching activity to funding targets.

The number of new radiotherapy courses of treatment increased in 2008-2009 by 10.9 percent and the number of attendances increased by 11.4 percent, demonstrating increasing demand for radiotherapy services at both Peter Mac’s central hub and its satellites. In 2008-2009, Peter Mac’s Bendigo radiotherapy satellite centre was funded under the WAU (Weighted Activity Units) program for the first time. A new WAU complexity model was also introduced in 2008-2009 to recognise the additional cost of providing specialised treatments that include Stereotactic Radiotherapy and IMRT (Intensity Modulated Radiation Therapy). With this continued and increasing demand for specialist radiotherapy services, Peter Mac looks forward to the development of its fifth satellite site at Sunshine Hospital due to open in 2011.

Peter Mac continues to support and work closely with all partners within the Integrated Cancer Services (ICS), in particular within the Western and Central Integrated Cancer Service (WCMICS) and the Paediatric Integrated Cancer Service (PICS). The role of WCMICS and PICS in fostering collaborative relationships and partnerships between member agencies results in improved services to cancer patients in the western and central Melbourne region of Victoria and paediatric patients across the state. In addition, with satellite radiotherapy services operating within the North and East Metropolitan ICS (NEMICS), the Southern Metropolitan ICS (SMICS) and the Loddon Mallee Regional Integrated Cancer Service (LMICS) and, as a provider of many state-wide cancer programs, Peter Mac plays a significant role across Victoria’s integrated cancer services.
Supportive care

Supportive care is an essential service for cancer patients and their families. Appropriate psychological, social, educational, spiritual and symptom management interventions are important in reducing the impact of cancer and its treatments. Social work, group support and education, psychological care, pastoral care, genetic counselling and palliative care services are available to all patients and their carers. Processes of care including risk assessment and implementation of care pathways facilitate access to these services.

Supportive care services aim to:
• enhance the early recognition of psychosocial distress and physical side effects
• streamline access into appropriate supportive services
• provide evidence-based interventions including tumour based management strategies
• inform best practice through clinical research
• facilitate the emotional and physical wellbeing of the patient and their families.

Supportive care programs continue to grow and develop and Peter Mac looks forward to the development of the Australian Cancer Survivorship Centre and working closely with the state government in developing the state-wide survivorship model. onTrac@PeterMac has continued to develop from a flagship Peter Mac program to now having a state-wide remit focused on developing services accessible to all Victorian adolescents and young adults.

Research programs

Peter Mac Research is recognised nationally and internationally as a leader in laboratory and clinical cancer research. The Research Division comprises six major research programs in:
• Cancer Cell Biology
• Cancer Genetics and Genomics
• Cancer Immunology
• Cancer Therapeutics
• Growth Control and Differentiation
• Molecular Imaging and Translational Medicine.

The activities of these programs are distributed among more than twenty laboratories.

Recent major achievements include a delineation of the mechanism of action of a number of cancer drugs, demonstrating that the immune system is a powerful suppressor of tumour development and a potential source of novel cancer therapies, development of new ‘rationally’ based therapies for adolescent sarcoma, and a deeper understanding of the genetic changes underpinning both familial and sporadic cancer. Researchers have access to cutting edge technologies, including extensive genomics / genetics platforms, advanced microscopy, small animal PET, cell separation and sorting, and an unparalleled collection of mouse genetic models of cancer.

Peter Mac Research has experienced an unprecedented and sustained period of growth and development over the past decade. This success has been underpinned by scientific excellence, as reflected by a superb publication record in peer-review journals. For example, in 2007 the Research Division published a total of 153 scientific papers, with a mean journal impact factor of 8.1. As a result, the success rate over the past six years for Peter Mac’s NHMRC funding applications (~55%) has consistently been more than double the national average. The number of group leaders receiving salary support from external agencies (NHMRC, National Breast Cancer Foundation, Leukaemia and Lymphoma Society, Pfizer Fellowship, VESKI etc) has grown from one in 2001 to 17 in 2006-2009. Over the same period, Peter Mac Research Division’s annual operating budget more than trebled to $38 million (2008-2009). In addition, more than 100 researchers are employed to perform translational research and clinical trials research within the three clinical divisions: Haematology / Medical Oncology, Radiation Oncology and Surgical Oncology.

Education programs

Learning is the source of sustainable development and it is one of Peter Mac’s most valuable capabilities. The critical task for Peter Mac is to maximise the learning capabilities of people by encouraging and supporting individual and collective learning.

Peter Mac plays a key role in the development of the cancer workforce, both clinical and research across Victoria.

Through its undergraduate radiation therapy training program, Peter Mac is responsible for the training and development of more than half of the state’s radiation therapy workforce.

Through its undergraduate and postgraduate cancer nursing education service, Peter Mac contributes to the specialty of cancer nursing far broader than its own sites and services. Peter Mac’s nursing education program continues to service participants from across Victoria, Australia and internationally.

Peter Mac’s clinical teaching programs for undergraduate medical and allied health professionals provide an experience of oncology in a specialist centre that is not available elsewhere in Victoria. Specialist training programs in radiation oncology, medical oncology, haematology and surgical oncology are also provided at Peter Mac. Other specialist training positions, including plastic surgery, palliative care, psychiatry, intensive care and anaesthetics, provide unique training in the care of cancer patients.

Surgical courses teaching laparoscopic approach to patients with bowel cancer, utilising Peter Mac’s state-of-the-art digital theatre have been developed recently and are now running successfully.

Diagnostic Imaging offers fellowships in cancer imaging and the PET Centre runs a regular program for training in PET for one to two external visitors at any one time. In addition, the Advanced Imaging Centre is developing a web-based, distance-learning module. The clinical programs integrate research with the clinical aspects of the training program. Peter Mac attracts a large number of visiting fellows, with experience in specific areas of expertise, from interstate and overseas.

Peter Mac, in conjunction with The University of Melbourne, jointly delivers the Specialist Certificate in Clinical Research (Oncology). Now in its third year, the course has consistently grown with participants coming from across Australia and from varied professional backgrounds, including medicine, nursing, pharmacy, allied health, biostatistics, research, and data management.
3.4 Peter Mac’s strengths and opportunities

In understanding how to progress, it is important to understand Peter Mac’s strengths and opportunities, and also identify areas for improvement. Peter Mac plays an extremely important role in the community as the only public hospital in Australia solely dedicated to cancer, made even more unique through the integration of an extremely strong research program that is internationally renowned.

Peter Mac’s key strengths are:
- the only hospital in Australia solely dedicated to cancer
- one of the few hospitals in the world with the benefit of having its own integrated cancer research programs and laboratories, providing the opportunity to lead the way in translational research in cancer
- a research program that continually drives improvements in all aspects of treatment and clinical care
- providing a multi-disciplinary tumour stream based and holistic model of care – experts from all fields come together to provide the best treatment possible at all stages of a patient’s illness, across the full spectrum of cancers
- care that is focused on delivering the best outcomes for each individual patient
- oncologists who sub-specialise in both common and rare types of cancer
- a pre-eminent academic program, with internationally renowned researchers and clinical researchers
- provision of comprehensive oncology education programs across a range of health professions
- a high-quality dedicated workforce – it is Peter Mac’s staff who ensure that Peter Mac’s patients are provided with the best treatment options
- specialised equipment and technology, enabling highly complex treatments
- leading cancer care development in supportive care nationally and internationally
- an extremely strong reputation / brand in the local, national and international community
- valuing and supporting the involvement and input of its community, and actively seeking consumer engagement
- extremely strong community support, including with government, media and corporate supporters.

There are key opportunities for Peter Mac to further develop programs to ensure that the care it provides to its patients and the leadership role it provides to the cancer care and research community is even further enhanced.

Current opportunities that are being pursued include:
- strengthening and enhancing the clinical services model
- increasing opportunities in translational research
- taking a leading role in the development of Australia’s first comprehensive cancer centre
- increasing the comprehensive nature of Peter Mac’s services through more effective service planning and prioritisation, in particular the growing role and profile of surgical services
- progressing opportunities to develop a stronger focus in early detection and prevention, including extending the role of the Familial Cancer Centre, and forming stronger links with Cancer Council Victoria
- ongoing development of Peter Mac’s supportive care programs
- development of a strong focus and national leadership role in survivorship programs through the development of the Australian Cancer Survivorship Centre and working closely with the state government in developing the state-wide survivorship model
- clarifying Peter Mac’s state-wide role, particularly in the context of VCAP
- continuing to work closely with all partners within the Integrated Cancer Services, in particular enhancing Peter Mac’s role within the WCMICS and PICS
- developing Peter Mac’s culture and empowering its workforce through the Peter Mac Organisational Development Framework.

There are a number of areas facing Peter Mac that require improvement, not least an inability to significantly grow programs at the main campus in East Melbourne. The importance of the redevelopment of Peter Mac’s East Melbourne campus in Parkville as part of the Parkville CCC Project is paramount to progressing Peter Mac’s vision and mission, and delivering on strategic directions and priorities.

While the prospect of new facilities in Parkville is an exciting purpose, it is the quality and strength of its clinical services, research, education and supportive programs, and the support and engagement with community that are key drivers that will help the organisation head towards its vision. As Peter Mac plans for its new facility, it must at the same time carefully consider the breadth and strength of programs, and support and develop them accordingly – it is this that will best enable Peter Mac to head towards its vision and deliver on strategic directions and priorities.
### 3.5 Strategic Plan (2006-2010) - Report on progress

The Peter Mac Strategic Plan (2006-2010) proposed a number of objectives across the following five key strategic directions:

1. For success in leadership
2. For success in partnerships, collaborations and linkages
3. For success in our model of care
4. For success in clinical governance
5. For success in service effectiveness and financial sustainability.

At the commencement of the process for the development of this Strategic Plan 2010-2015, the Peter Mac Executive team in 2008 assessed progress against all the objectives set in the 2006-2010 Strategic Plan. The status of the 90 objectives / tasks was that they were either completed, were in progress, or were being managed on an ongoing basis. As a result of this success, and in consideration that the planning for the redevelopment of Peter Mac’s East Melbourne campus as part of the Parkville CCC Project is well-underway, it was decided that new Strategic Directions should be set with new objectives and goals to be determined. The new Peter Mac Strategic Plan 2010-2015 sets the new directions and priorities for Peter Mac in preparing for this next exciting phase.

The following table highlights some of the key achievements against the objectives set in the 2006–2010 Strategic Plan.

<table>
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<th>Strategic direction</th>
<th>Achievement</th>
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| **For success in leadership** | - Increasing publication rate in journals - ranked third nationally in Thomson Scientific Rankings in October 2007  
- Increasing biomedical commercial opportunities, additional NHMRC grants  
- Growing the contribution in phase one clinical trials  
- Genetic analysis - marketable diagnostic test developed with Circadian  
- Development of the Torch Agreement with Pfizer. |
| **For success in partnerships, collaborations and linkages** | - Increasing role within the ICS structures, in particular Peter Mac clinicians taking lead roles within WCMICS tumour streams and within the PICS, including appointment of Peter Mac’s CEO to be Chair of PICS  
- Developing closer relationships with St Vincent’s and Melbourne Health among junior staff  
- Renewal of the agreement with Southern Health for Peter Mac’s role as satellite radiotherapy provider at Moorabbin  
- Second linear accelerator operational at Bendigo  
- Ongoing development of commercial relationships  
- Successful participation in the project that has secured the future of Peter Mac’s main campus to be relocated to Parkville in 2015. |
| **For success in our model of care** | - Improvements in length of stay and efficiencies in bed utilisation  
- Improved outpatient access and service efficiency through the Outpatients Improvement and Innovation Steering Committee  
- Continuing to shift to ambulatory models of care  
- Further development of supportive care programs, in particular progressing in the development of the Australian Cancer Survivorship Centre and the Victorian Survivorship Program  
- Better integration of Peter Mac’s radiotherapy service with Box Hill Hospital (Eastern Health) and Epworth Eastern  
- Commissioning of a fifth operating theatre at East Melbourne  
- The development of Peter Mac’s fifth satellite service at Sunshine Hospital (Western Health) due to be opened in 2011. |
| **For success in clinical governance** | - Formal review and development of the Clinical Governance Unit  
- Revision of clinical staff contracts  
- Benchmarking and QI partnerships  
- Audits of clinical practice across all divisions  
- Implementation of the National Disclosure Standard in December 2006  
- Development of a Clinical Risk Register that links with the organisational-wide risk register  
- Developments in clinical information management systems. |
| **For success in service effectiveness and financial sustainability** | - Development of fundraising programs – regular giving, bequest programs  
- Improving alignment of information management structures and resources, including alignments with HealthSmart  
- Local induction checklists implemented and recorded  
- Improved human resource processes to better support staff, including dedicated and customised recruitment strategies in some areas of the organisation  
- State-wide training for medical physicists  
- Implementation of a new MRI, new CT scanners, and ongoing radiotherapy equipment replacement processes. |
4 Peter Mac’s vision, mission and values/

4.1 Our Vision
The best in cancer care, accelerating discovery, translating to cures.

4.2 Our Mission
As Australia’s only public hospital solely dedicated to cancer, a national leader in multi-disciplinary cancer care, and a national and international leader in laboratory, clinical and translational research, Peter Mac:

- is dedicated to providing care across all clinical services to improve the outcomes for individual cancer patients, and reduce the impact of cancer on our community
- through its dedicated focus on cancer and a critical mass of services, provides specialist treatment in rare and complex cancers to ensure that all Victorian patients, regardless of where they live, have access to the expert care they require
- ensures that discoveries progress to increasing the cancer knowledge base that translates to the development of improved cancer treatments
- provides the best in educational opportunities resulting in the training of high-quality cancer clinicians for today and the future.

4.3 Our Values
We strive for excellence ensuring that clinical practice is evidence-based, patient-centred and is provided by qualified and experienced staff that are accountable and appropriately credentialled.

We strive to ensure that innovation is fostered by supporting research and a learning culture.

Adhering to the strongest ethical standards to ensure a culture of openness, mutual respect and trust, compassion is at our core.
2. World-class clinical service delivery leading to the best in personalised patient care and outcomes

Based on the best evidence gathered world-wide and benefitting from the understanding of cancer developed through world-leading research, Peter Mac will provide the best and most advanced care to its patients. Through a focus on developing and supporting programs and staff, and through effective collaborations with other health services providers, Peter Mac aims to ensure that the needs of each patient are met and that care is delivered in a safe, coordinated and supportive manner. Through advances in detection and personalised medicine, Peter Mac will develop its services to ensure that it provides treatment and individualised support to patients that will provide them with the best opportunities to improve their outcomes.

3. Enhancing and consolidating our state-wide role.

As Australia’s only public hospital solely dedicated to cancer and with a strong history in cancer care, education and research, Peter Mac will focus its programs to assist in development of the cancer system across Victoria, and more broadly across Australia and, through its research, internationally. Peter Mac aims to enhance service delivery and provide information for the state’s clinicians on the best possible models of care for patients, including those with rare cancers. Through developing the hub-and-spoke radiotherapy program and enhancing specialty and state-wide services and programs, Peter Mac can be a leading contributor in the development of a truly comprehensive response to cancer care and treatment for Victoria, ensuring that all Victorian patients have access to the expert care they require. Peter Mac will take a prominent role in the discussions and debates on cancer-related issues, research, education, clinical care and cancer centre models at a state, national and international level.

Each of the three key strategic directions address core components that require enhancement and development, as well as areas specific to each direction. Key aspects within each strategic direction are included on the following pages.
5 Strategic directions/

5.1 Research and innovation to cure or control cancer

Strategy pre-Parkville

- Focus on growth and development pre-2015.
- Further develop collaborative partnerships locally, nationally and internationally.
- Continue to work with Parkville CCC partners in the development of collaborative relationships and platform technologies pre-2015.
- Optimise strategic relationships with the Ludwig Institute for Cancer Research (LICR).
- Focus on strategic recruitment of key laboratory, translational and clinical research staff.
- Develop an optimal research governance structure, including reviewing the role and membership of the Research Advisory Committee.
- Develop the Peter Mac Office for Research.

Funding

- Address ongoing infrastructure funding issues.
- Further develop and enhance funding opportunities with government and industry.

Workforce and education

- Support and facilitate the development of education programs in research.
- Workforce planning and development (including focusing on recruiting, developing and retaining the best and brightest staff, harnessing staff engagement, developing managerial capacity and capability) as part of an overarching Organisational Development Framework.
- Further develop Peter Mac as a Centre of Excellence in Molecular Pathology.
- Further develop Peter Mac as a Centre of Excellence in Cancer Imaging nationally and internationally.
- Further development of personalised medicine approaches – e.g. genomics etc.
- Develop the systems and structures to position Peter Mac as a leading site for the development of tomorrow’s cancer clinicians and researchers through the formulation and implementation of the Peter Mac Education Strategy.
- Further develop collaborative partnerships locally, regionally and nationally.
- Focus on strategic recruitment of key academic and clinical leaders pre-2015.
- Further develop Peter Mac’s Comfort First program for advancing delivery of radiotherapy to paediatric patients with minimal stress and need for anaesthetics.

Clinical research

- Further develop the laboratory / clinical interface
  - Develop a structure to support tumour stream based research development.
  - Develop the resources to enable Peter Mac to lead in the development of translational research programs across all clinical services.
  - Enhance the development of supportive care based research programs.
  - Develop partnerships to enable Peter Mac to participate in health services research and health economics research.
  - Support the development of state-of-the-art information management systems and interfaces.
- Further develop Peter Mac’s clinical research profile ensuring that it is positioned at the forefront of clinical research in Australia – as a Clinical Research Centre of Excellence.
- Develop a strategy to position the Biostatistics and Clinical Trials Unit (BaCT) as one of the leading clinical trials and statistics centres in Australia.
- Develop Peter Mac’s role and position across collaborative groups.
- Continue to develop and enhance Peter Mac’s clinical research capacity.

5.2 World-class clinical service delivery leading to the best in personalised patient care and outcomes

Strategy pre-Parkville

- Focus on growth and development pre-2015 to ensure critical mass and provide high-class world leading clinical services.
- Determine and implement the optimal clinical structure (model) for Peter Mac to effectively deliver care across all tumour streams (following on from the ICEL Project), including supporting the development of support departments and services to support the clinical model.
- Consolidate Peter Mac’s role as a multi-site cancer service provider with a central hub and satellite radiotherapy and service sites.
- Further develop collaborative partnerships locally, regionally and nationally.
- Focus on strategic recruitment of key academic and clinical leaders pre-2015.
- Continue to work with Parkville CCC partners in the development of the multi-disciplinary model of care across sites pre-2015.

Funding

- Continue to ensure that all services are delivered efficiently, fiscally responsible and well-managed, and all activity targets are met.
- Work with state and federal governments to enhance funding opportunities.

Workforce and education

- Develop the systems and structures to position Peter Mac as a leading site for the development of tomorrow’s cancer clinicians and researchers through the formulation and implementation of the Peter Mac Education Strategy.
- Enhance workforce planning and development (focusing on recruiting, developing and retaining the best and brightest staff, harnessing staff engagement, developing managerial capacity and capability) as part of an overarching Organisational Development Framework.
- Further develop Peter Mac as a Centre of Excellence in Molecular Pathology.
- Further develop Peter Mac as a Centre of Excellence in Cancer Imaging nationally and internationally.
- Further develop opportunities for enhancing Peter Mac’s minimally invasive surgical program through developing the case for, and then commissioning a surgical robot.
- Further develop Peter Mac as a Centre of Excellence in Cancer Survivorship.
- Progress the establishment of the Australian Cancer Survivorship Centre (and work with the state government in developing the state-wide survivorship model).
- Further develop Peter Mac’s Comfort First program for advancing delivery of radiotherapy to paediatric patients with minimal stress and need for anaesthetics.

Clinical services development

- Confirm the key, core clinical priorities for Peter Mac to continue to be a leader in clinical cancer services delivery (review Peter Mac’s Service Plan and develop a new Service Development Strategy)
  - This includes all aspects of clinical care, supportive care, including identification of the required resources to deliver this.
  - Provide a comprehensive portfolio of services to optimise patient care.
- Enhance quality and safety, ensuring that all care delivery is patient centred by:
  -identifying continuing service improvements within a strong clinical governance framework
  -the development of modern systems and business processes to ensure efficient service delivery that benefits individual patient care.
- Support the development and enhancement of supportive care programs, including further development of the Harnessing Inner Strength program.
- Respond to government policy development, in particular VCAP, and other state-wide and national priorities – e.g. improving access, reducing hospital acquired infections, responding to emergencies as required (i.e. outbreak of pandemic influenza).
- Improve access to services and ensure improved collaboration with primary health care providers / referrers.
- Continue to work to improve patient access to clinical trials.
- Continue to work with the Peter Mac community to enhance consumer and community involvement.
- Continue to work with the state government to enhance and develop the Peter Mac hub-and-spoke radiotherapy model, in response to policy.
5 Strategic directions/

5.3 Enhancing and consolidating Peter Mac’s state-wide role

<table>
<thead>
<tr>
<th>Strategy pre-Parkville</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work with the state government to clearly define Peter Mac’s state-wide role pre-2015.</td>
</tr>
<tr>
<td>• Further develop collaborative partnerships locally, regionally and state-wide.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>State-wide service provision and service development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work with the state government to:</td>
</tr>
<tr>
<td>- build on Peter Mac’s critical mass of cancer services and specialist services</td>
</tr>
<tr>
<td>- enhance and develop the Peter Mac hub-and-spoke radiotherapy model, in response to policy, including planning for new radiotherapy satellite sites, as appropriate</td>
</tr>
<tr>
<td>- contribute to state-wide service planning and development.</td>
</tr>
<tr>
<td>• Provide services as a key cancer service provider within WCMICS, PICS and the ICS more broadly.</td>
</tr>
<tr>
<td>• Position Peter Mac as a centre that pilots and commences new initiatives, and devolves to local settings at appropriate points.</td>
</tr>
<tr>
<td>• Formally develop and resource consultative and outreach services (including the rural / regional interface).</td>
</tr>
<tr>
<td>• Informed by world-leading research, advance the development of other key priorities including early detection, screening and survivorship programs (and others).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enhancing cancer education and training</th>
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</thead>
<tbody>
<tr>
<td>• Further develop education and training programs for Peter Mac to extend its role as a training resource for Victoria’s cancer clinicians and researchers, both now and into the future, through formulation and implementation of the Peter Mac Education and Training Strategy.</td>
</tr>
<tr>
<td>• Develop and enhance Peter Mac’s role as a key cancer information resource for Victorian health care workers and researchers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Developing the cancer research knowledge base</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Position Peter Mac as a leader in the development and furthering of the cancer knowledge base across Victoria.</td>
</tr>
<tr>
<td>• Enhances Peter Mac’s leadership role in the development of collaborative research programs and partnerships.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership and advocacy in the Victorian cancer system, including cancer policy and reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work with the state government to position Peter Mac as a resource for Victoria, and the Victorian cancer system, in the development of the multi-disciplinary cancer model.</td>
</tr>
<tr>
<td>• Develop strategies to position Peter Mac as a key resource to government and as a key advisor in the development and enhancement of cancer policy.</td>
</tr>
<tr>
<td>• Develop Peter Mac’s role as a resource for cancer patients and service providers across Victoria, including rural and regional areas.</td>
</tr>
</tbody>
</table>
Underpinning the development of Peter Mac's Strategic Directions are a number of priority areas and enablers that require further development, and in many instances will be implemented in parallel to the Strategic Plan, to enable Peter Mac to achieve its vision.

### Key priority areas and enablers

In order to achieve its vision and to effectively focus on and achieve the objectives contained within Strategic Directions, Peter Mac is focusing on developing strategies to:

- Determine the optimal structure to effectively deliver care, further develop research, enhance and disseminate knowledge and best support patients across all tumour streams (development and implementation of ICEL Review).
- Ensure the organisation achieves activity and budget targets, with a focus on developing operational planning and accountability processes that ensure quality and safety in the delivery of all services.
- Improve management processes, ensuring services are planned and fiscally managed with sustainability a key consideration (development of data analysis resources and reports, which could include the development of a performance unit).
- Develop and implement a consistent Annual Operational Planning and Business Improvement Planning Process (including organisational / divisional / departmental).
- Develop and empower Peter Mac's workforce, enhance ability to attract the best and the brightest to Peter Mac, harness staff engagement and develop managerial capacity and capability through developing the Peter Mac culture (Organisational Development Framework and Workforce Strategy).
- Enhance Communications and Marketing opportunities (Communications and Marketing Strategy, including Government Relations Strategy).
- Develop and enhance partnerships, collaborations and linkages (Partnerships Strategy).
- Develop and enhance partnerships, collaborations and linkages (Partnerships Strategy).
- Develop a Peter Mac Rural / Regional Interface Strategy.
- Develop the information systems and structures to enable Peter Mac to deliver the highest quality care and undertake world-leading research (Integrated Information Management Strategy, with regular review).
- Improve the physical facilities while at East Melbourne to support the development and delivery of services (Space and Infrastructure Plan).
- Develop the systems and structures to position Peter Mac as a leading site for the development of tomorrow's cancer clinicians and researchers (Education and Training Strategy).
- Develop and enhance opportunities for fundraising (Fundraising Strategy).
- Improve opportunities for consumer participation in the planning and delivery of Peter Mac activities (update the Community Participation Plan).
- Increase access to services and opportunities for all patients through the implementation of the Diversity and Aboriginal Health Plan (with review of the plan on a three-year cycle).
- Leverage off the powerful opportunity of redevelopment of Peter Mac’s East Melbourne campus at Parkville as part of the Parkville CCC Project.

**Note:** all planning for the future is undertaken in the context of Peter Mac’s Strategic Risk Assessment and Audit Plan (updated annually).
Plan for the way forward

This is an iterative process, and the planning priorities for the three phases identified are likely to change over time. Therefore, the approach taken is to ensure that the Strategic Plan is a live document that can adapt over time, and respond to changes in the external environment, plus also enable the internal planning priorities of Peter Mac to develop and change over the period of this Strategic Plan. The Peter Mac Strategic Plan has been developed with objectives / initiatives focused on the following timeframes.

### 7.1 Twelve-month plan to December 2010

<table>
<thead>
<tr>
<th>Project Initiative</th>
<th>Strategic direction</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Finalise the development of an integrated Information Management Strategy, and commence implementation - already underway.</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
<tr>
<td>2. Finalise the Peter Mac Communication and Marketing Strategy (including Government Relations Strategy) - already underway.</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
<tr>
<td>3. Develop and implement a consistent Annual Operational Planning and Business Improvement Planning Process (including organisational / divisional / departmental)</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
<tr>
<td>4. Develop an increased focus on performance management and accountability through the development of data analysis resources and reports.</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
<tr>
<td>5. Finalise the Space and Infrastructure Plan to use as a template to 2015 - already underway.</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
<tr>
<td>7. Continued role as part of the Parkville CCC Project.</td>
<td>Priority area / enabler</td>
<td>ongoing</td>
</tr>
<tr>
<td>8. Develop the Peter Mac Partnerships Strategy.</td>
<td>Priority area / enabler</td>
<td>2010</td>
</tr>
</tbody>
</table>
| 9. Develop research structures to further the research agenda:  
  a. Implement the Peter Mac Office for Research.  
  b. Develop the structure to support tumour stream based research programs (including translational research programs).  
  c. Continue developing Peter Mac clinical research programs as Clinical Research Centres of Excellence.  
  d. Ensure that all developments improve patient access to clinical trials. | Research and innovation | 2010 |
| 10. Develop the strategy for the strengthening of BaCT as a key component of Peter Mac’s research program. | Research and Innovation | 2010 |
| 11. Formulate case to both state and federal governments to address recurrent research infrastructure funding issues. | Research and Innovation | 2010 |
| 12. Implement a revised Peter Mac organisational structure, with a focus on the enhancement and development of clinical services (implementation of ICEL Review), including:  
  a. Strengthening the clinical governance leadership roles of the Clinical Directors and the Clinical Services Chairs. | Clinical services | 2010 |
| 13. Establish the Australian Cancer Survivorship Centre (and work with the state government in developing the state-wide survivorship model). | Clinical services | 2010 |
| 14. Review the Service Plan and develop a new Strategic Service Plan for all clinical services. As a subset of this, progress:  
  a. Development of a Radiotherapy Services Strategy (including progression of opportunities for the development of new satellite services as they arise)  
  b. Ongoing development of supportive care services and programs. | Clinical services | 2010 |
| 15. Further develop opportunities for enhancing Peter Mac’s minimally invasive surgical program through the development of the case for a surgical robot. | Clinical services | 2010 |
| 16. Build capacity and awareness to support staff to deliver high quality care for all patients, including those from diverse cultures and Australian Aboriginal backgrounds and people with disabilities (implementation of the Diversity and Australian Aboriginal Health Plan). | Clinical services | 2010 and onwards |
| 17. Confirm Peter Mac’s state-wide role with the state government. | State-wide role | 2010 |
| 18. Develop the Peter Mac Education and Training Strategy. | State-wide role | 2010 |
### 7.2 Three-year plan to December 2013

<table>
<thead>
<tr>
<th>Objectives / Initiatives</th>
<th>Strategic direction</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Take advantage of strategic recruitment opportunities pre-Parkville as part of the overarching Organisational Development Framework and Workforce Strategy.</td>
<td>Priority area / enabler</td>
<td>2012 and ongoing</td>
</tr>
<tr>
<td>2. Continue to enhance existing partnerships, and develop new partnerships (as part of the Partnership Strategy).</td>
<td>Priority area / enabler</td>
<td>ongoing</td>
</tr>
<tr>
<td>3. Continue role as part of the Parkville CCC Project.</td>
<td>Priority area / enabler</td>
<td>ongoing</td>
</tr>
<tr>
<td>4. Achieve a sustainable research infrastructure funding model.</td>
<td>Research and innovation</td>
<td>2012</td>
</tr>
<tr>
<td>5. Implement a strategy that will firmly place the Biostatistics and Clinical Trials Unit (BaCT) as one of the leading clinical trials and statistics centres in Australia.</td>
<td>Research and innovation</td>
<td>2012</td>
</tr>
<tr>
<td>6. Facilitate growth in all research programs (through increased access to space, and strategic recruitment) to enable development pre-Parkville, and to continue to be recognised as a leading cancer research centre (laboratory, translational and clinical research) nationally and internationally.</td>
<td>Research and innovation</td>
<td>2012</td>
</tr>
<tr>
<td>7. Develop structures and resources to enhance Peter Mac's reputation as a Centre of Excellence in Molecular Pathology.</td>
<td>Research and innovation Clinical services</td>
<td>2012</td>
</tr>
<tr>
<td>8. Develop structures and resources to enhance Peter Mac's reputation as a Centre of Excellence in Cancer Imaging nationally and internationally.</td>
<td>Research and innovation Clinical services</td>
<td>2012</td>
</tr>
<tr>
<td>9. Implement the new Strategic Service Plan, ensuring Peter Mac provides a critical mass of comprehensive cancer services across its core clinical priorities.</td>
<td>Clinical services</td>
<td>2012</td>
</tr>
</tbody>
</table>
| As a subset of this, progress:  
  - implementation of the Radiotherapy Services Strategy (including progression of opportunities for the development of new satellite services as they arise)  
  - ongoing development of supportive care services and programs  
  - enhance the minimally invasive surgical program, including providing robot assisted surgical procedures for relevant tumour streams. | Clinical services | 2012 |
| 10. Informed by world-leading research, advance the development of key priorities including early detection, screening, supportive care and survivorship programs (and others). | Clinical services | ongoing |
| 11. Continue to be recognised as a leading example in the provision of high quality and safe care for all patients. | Clinical services | 2012 |
| 12. Continue to work with the state government and the relevant ICS in further developing for Victoria:  
  - a state-wide survivorship model  
  - adolescent and young adolescent cancer services  
  - paediatric services  
  - supportive care services. | Clinical services State-wide role | 2012 |
| 13. Consolidate Peter Mac’s position as a leading training resource for Victoria’s cancer clinicians and researchers, both now and in the future, through the implementation of the Peter Mac Education and Training Strategy. | State-wide role | 2012 |
| 14. Enhance Peter Mac’s state-wide role by:  
  - acting regularly as a key advisor to government on policy matters  
  - being available to other health services as a resource to assist in the planning and development of their services and programs and models of care. | State-wide role | 2012 |
| 15. Develop and commence implementation of a Peter Mac Rural / Regional Interface Strategy including formal development of a consultative and outreach framework and resources. | State-wide role | 2012 |
| 16. Respond to government policy development, in particular Victoria’s Cancer Action Plan. | State-wide role | ongoing |

### 7.3 Five-year plan to December 2015

<table>
<thead>
<tr>
<th>Objectives / Initiatives</th>
<th>Strategic direction</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Update Peter Mac’s Brand Strategy in preparation for Parkville (as part of the Communications and Marketing Strategy).</td>
<td>Priority area / enabler</td>
<td>2014</td>
</tr>
<tr>
<td>2. Review information management requirements through a refresh of the integrated Information Management Strategy.</td>
<td>Priority area / enabler</td>
<td>2015</td>
</tr>
<tr>
<td>3. Continue to enhance existing partnerships and develop new partnerships (as part of the Partnerships Strategy).</td>
<td>Priority area / enabler</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4. Be ready to move to new facilities on the new Parkville site as the Parkville CCC Project draws to completion.</td>
<td>Priority area / enabler</td>
<td>2015</td>
</tr>
<tr>
<td>5. Be recognised for being a leader in the development and enhancement of personalised medicine approaches.</td>
<td>Research and innovation</td>
<td>2015</td>
</tr>
<tr>
<td>6. Increase the international profile in all aspects of Peter Mac’s research programs (laboratory, translational, clinical).</td>
<td>Research and innovation</td>
<td>ongoing</td>
</tr>
<tr>
<td>7. Be recognised for providing world-class medical oncology, radiation oncology, cancer surgery and supportive care services.</td>
<td>Clinical services</td>
<td>2015</td>
</tr>
<tr>
<td>8. Develop Peter Mac’s Integrative Medicine services as a cornerstone of its model of care.</td>
<td>Clinical services</td>
<td>2015</td>
</tr>
<tr>
<td>9. Continue to be recognised as a leading example in the provision of high quality and safe care for all patients.</td>
<td>Clinical services</td>
<td>ongoing</td>
</tr>
<tr>
<td>10. Provide a comprehensive consultative and outreach service to all parts of Victoria as a part of Peter Mac’s Models of Care.</td>
<td>State-wide role</td>
<td>2015</td>
</tr>
<tr>
<td>11. Be a leading resource for Victorian health care workers and researchers and a resource for Victoria in the further development of the multi-disciplinary cancer model.</td>
<td>State-wide role</td>
<td>2015</td>
</tr>
<tr>
<td>12. Be recognised as one of the premier training resources for Victoria’s cancer clinicians and researchers, both now and in the future, through the implementation of the Peter Mac Education and Training Strategy.</td>
<td>State-wide role</td>
<td>2015</td>
</tr>
<tr>
<td>13. Respond to government policy development, in particular the Victorian Cancer Action Plan.</td>
<td>State-wide role</td>
<td>ongoing</td>
</tr>
</tbody>
</table>
7.4 Framework for annual operational and business improvement planning

This Strategic Plan provides a high-level roadmap for how Peter Mac will set priorities and deliver services to ensure that it can influence the care delivered to all Victorian cancer patients, and maximise the opportunity for them to achieve best outcomes. This will be achieved by committing to an annual cycle of operational and business improvement planning at a divisional and departmental level. Annual operational and business improvement planning will provide the framework to assist Peter Mac in determining annual priorities and service development opportunities to support this strategic plan. In addition, it will ensure the most effective and responsible resource allocation, maximise opportunities to seek additional program or grant funding for innovative and developmental programs and ideas, and ensure that all services and programs are planned and delivered safely within an embedded quality framework.

A well-structured, resourced and supported cycle of annual operational and business improvement planning will deliver:

- strategic business improvement plans for each major department to assist with budget building, resource allocation and measureable performance monitoring
- improved strategy deployment and increased achievement of strategic goals
- improved integration of risk management with operational planning
- greater accountability and engagement from all levels of management with the implementation of the strategic plan
- improved staff engagement, empowerment and satisfaction
- strengthened organisational culture
- improved organisational skill-sets for continuous improvement
- a reduction in last minute work and duplicated effort required to prepare documentation for accreditation
- real and measurable improvement in clinical service, research and education excellence.

The diagram below illustrates how the objectives and initiatives contained in the Strategic Plan and various corporate plans could be put into operation through a cycle of annual operational and business improvement planning in the organisation. At the same time each year (most likely pre-annual budget planning), progress against the previous year’s plan will be reviewed with consideration of progress towards achieving the overarching strategic directions and goals. The governance requirements of each division / department plan will be built, where possible, into existing operational performance monitoring forums for that division / department. In this way, staff members will be informed about the improvement priorities for their division / department.
8 Conclusion/

During the period 2006-2010, many of Peter Mac's key tasks have focused on planning for the redevelopment of Peter Mac's East Melbourne campus as part of the comprehensive cancer centre to be built at Parkville (as part of the Parkville CCC Project), an important milestone and enabler for Peter Mac as it plans for the future. However, the key drivers that will help Peter Mac head towards its vision are the quality and strength of clinical services, research, education and supportive programs, the high quality of staff, and the support of, and engagement with community.

The Peter Mac Strategic Plan 2010-2015 provides a high-level roadmap for how Peter Mac plans to set its priorities and deliver its services to ensure that it can influence the care delivered to all Victorian cancer patients, and maximise the opportunity for them to achieve their best outcomes. In addition, the plan provides the framework for Peter Mac to continue to be a leader in the charge to discover more about cancer, ultimately leading to a goal where more cures are possible. Through this singular focus on improving the lives of cancer patients, Peter Mac will strengthen its role within the Victorian cancer services system and further enhance the Peter Mac profile within Australia and internationally.

For further information please contact:
Daniel Pilbrow
Director of Strategy and Redevelopment
Peter MacCallum Cancer Centre
Ph. +61 3 9656 3774
E. Daniel.Pilbrow@petermac.org