



Strategic Plan 2023-2028



in partnership with



A message from our Director

This plan provides the strategic direction for our National Centre for Farmer Health (NCFH) team over the next 5 years (2023-2028). It provides a framework for our Board to make informed decisions and realise our ambitious vision and expansion – utilising the fundamental pillars of **Evidence**, **Influence** and **Action**. As a passionate team who live, work and play in rural farming communities, we are committed to creating positive change.



A/Prof Alison Kennedy
Director



About us

The National Centre for Farmer Health was founded in 2008 as a partnership between Western District Health Service and Deakin University to address the issue of higher mortality and morbidity (ill health) of Australians who live and work in farming communities, compared to their city counterparts.

Based in an agricultural community, the NCFH engages in a unique integrated and multidisciplinary approach to improving the health, wellbeing and safety of farmers, farm workers, farming families and agriculture-dependent communities.

Our work is founded on the principles of **Evidence**, **Influence** and **Action** that guide and shape the way we work – often in partnership with community, industry, rural organisations and academia. Our team includes

professionals from health, agriculture, behavioural and social sciences, communications and information technology. We have a proven capacity to deliver health services, education and training, translational research and stakeholder engagement.

Focusing on prevention and early identification of risk factors associated with farming populations, we develop timely, appropriate, effective and popular interventions. The NCFH has put Victoria and Australia on the global map as a centre for excellence in agricultural health, wellbeing and safety research, education and training, and services.

The NCFH is overseen by a Board, with input from an Advisory Group – ensuring meaningful involvement from farmers, key stakeholders and senior members of Western District Health Service and Deakin University.



Vision

Shaping tomorrow's healthiest farming communities worldwide.

Mission

Guided by evidence, we influence positive change for health, wellbeing and safety in agriculture, fostering transformative action on farms.



Values





How we work



Strategic pillars





**GOAL
FOR THE
STRATEGY**

Growth using evidence,
influence and action.

Continuing excellence in research, education and training, and service delivery

Co-design and translate industry relevant research to expand tailored education and training, and service delivery. Have our expertise recognised locally, nationally and internationally.



GOAL

Improve the culture of farmer health, wellbeing and safety using evidence to influence and empower action.

OBJECTIVES

- > We will use our expertise to influence policy, practice and culture.
- > We will collect, interpret and translate evidence to drive change.
- > We will expand innovative research in response to identified needs.
- > We will empower the farming community to take action to foster transformation on farms.
- > We will develop collaborations and delivery models to increase access to health programs.



KEY ACTIONS

Projects to be undertaken during the life of this strategy:

- 1 Develop and implement a NCFH evaluation plan of flagship programs – to measure impact and support expansion to other states/territories and industry partners.
- 2 Partner with stakeholders to translate existing face-to-face education and training resources to online learning (as appropriate).
- 3 Review and redesign Ag Health and Medicine training to meet the needs of agrihealth professionals and professional development opportunities.
- 4 Increase focus on dissemination and translation of results to ensure evidence is promoted.
- 5 Integrate leading indicators for workplace safety culture into long term (3+ years) internal and external program evaluation.
- 6 Review all NCFH data annually to ensure it is:
 - > Relevant,
 - > Fit for purpose,
 - > Efficiently and effectively collected and managed.



Expanding presence/impact

Drive national expansion of the NCFH to increase our impact – using evidence-based scalable service delivery and education models – with fit for purpose infrastructure and technology.



GOAL

Amplify NCFH initiatives on a national scale.



OBJECTIVE

> NCFH initiatives will be delivered in every state/territory by 2028.



KEY ACTIONS

Projects to be undertaken during the life of this strategy:

- 1 Review existing internal systems and processes to ascertain if they are scalable.
- 2 Develop an expansion plan to test the feasibility of scaling existing delivery models – identifying staffing, systems and processes, collaborations and governance required (including budget implications).
- 3 Implement and evaluate expansion plan.



Quality relationships with all stakeholders, collaborators and partners

Nurture quality relationships and develop strategic partnerships, collaborations and networks to increase our influence.



GOAL

Be the partner of choice for initiatives relating to farmer health, wellbeing and safety.



OBJECTIVE

> We will have influential local, national and international collaborations, partners and networks.



KEY ACTIONS

Projects to be undertaken during the life of this strategy:

- 1 Develop and implement a framework to allow us to assess new (and review existing) collaborations, partnerships and networks – ensuring they are fit for purpose and remain aligned with our strategic direction.
- 2 Develop and implement a marketing strategy that promotes us as a partner of choice.
- 3 Complete and implement research strategy.
- 4 Maximise opportunities through our role in the Deakin University Rural Health University Network (RHUN).
- 5 Explore industry placements and internship opportunities for NCFH students and staff.



Quality, committed workforce

Catalyse growth of the rural workforce (internal and external) to support NCFH expansion – creating a passionate and committed team with a sense of agency to influence farmer health, wellbeing and safety, create change and extend our reach.

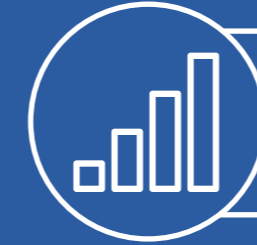


GOAL

Grow a sustainable workforce.

OBJECTIVES

- > We will grow a sustainable, capable and influential workforce (current and future) – both internally and externally.
- > We will target and tailor our professional development, tertiary and secondary education programs to ensure they are relevant and scalable.



KEY ACTIONS

Projects to be undertaken during the life of this strategy:

- 1 Complete analysis of staff skills, expertise, strengths and gaps.
- 2 Develop a plan to address gaps in staff skills and expertise, including leveraging available external expertise.
- 3 Implement 'Attract, Connect, Stay' framework for recruitment and retention of all staff.
- 4 Provide flexible working arrangements and professional development opportunities to support professional growth and wellbeing.
- 5 Conduct annual review of staff turnover, leave behaviour and wellbeing for on-going continuous improvement.
- 6 Review internal leadership structure and develop a succession strategy for key senior staff members.



Financially secure

Position the NCFH as a preferred provider for research, education, training and services – ensuring diverse and secure financial resources to support organisational growth and increasing impact.



OBJECTIVES

- > We will secure funding from a diverse range of local, national and international sources including government, industry and philanthropy.
- > We will actively pursue longer-term funding opportunities.



GOAL

Establish a sustainable funding model to support operations locally, nationally and internationally.



KEY ACTIONS

Projects to be undertaken during the life of this strategy:

- 1 Establish annual income goals.
- 2 Explore new opportunities for research funding which best align with our strategic goals for maximum impact.
- 3 Develop and implement a decision-making matrix to inform appropriate investment of NCFH time, resources and expertise.
- 4 Develop a model for costing delivery of NCFH initiatives.
- 5 Investigate fee for service delivery models for selected programs.





NATIONAL CENTRE FOR
**FARMER
HEALTH**

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