cohealth

strategy 2025–35

healthy communities, healthy people

everyone is welcome at cohealth

Acknowledgement of Traditional Custodians

cohealth acknowledges the Traditional Custodians of the lands and waterways where we provide support, the Boon Wurrung, Wurundjeri and Wadawurrung people, and the Paredarerme and Palawa Kani Tasmanian peoples.

We acknowledge the Stolen Generations and the historical and ongoing impact of colonisation on Aboriginal and Torres Strait Islander peoples.

We also recognise the resilience, strength and pride of Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander peoples' living culture is the oldest continuing culture in the world, and we acknowledge that the land and waterways are a place of age-old ceremonies of celebration, initiation and renewal.

Content warning

Aboriginal and Torres Strait Islander readers are warned that the following document may contain images of deceased persons.

If you see an image or name in these materials that you believe should no longer be used for reasons such as death, misgendering or deadnaming, please email **communications@cohealth.org.au** to have it removed.

Acknowledgement of Lived and Living Experience

cohealth acknowledges the rich, intersectional lived and living experience of our communities, clients and coworkers.

cohealth is committed to creating inclusive, safe, and respectful services and workplaces, free from discrimination, harassment, and racism. We acknowledge the impact of health inequities and systemic discrimination, and we are committed to removing the barriers they create.

We value and celebrate diversity in all its forms, believing that it strengthens our communities and enriches our collective experience.

Everyone is welcome at cohealth.

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healthier communities, supported by better services and stronger systems

It is with great pride that we present the cohealth Strategy 2025-35 – an ambitious pathway towards our vision for healthy communities, healthy people.

Shaped by the voices of over 900 coworkers, clients, and partners, our strategy thoughtfully considers our current environment, while positioning us to build on our strengths, and pursue opportunities for meaningful impact into the future.

In developing our aspiration for cohealth, we have considered how cohealth can make the greatest difference for our communities, in a country where access to universal healthcare is decreasing, inequity is growing, and care needs are becoming more complex.

We have considered how we can continue to play an integral role in healthcare and social systems that are under pressure, due to an uncertain complex funding and policy environment; rising costs, and workforce shortages.

In response to this context, we have named a bold aspiration that will see cohealth innovate and evolve as we strive to reach more people in more places.

Our 10-year aspiration is for healthier communities where everyone, regardless of background or geography, can access quality care and experience better health and social outcomes.

By 2035, we aim to be the exemplar in delivering place-based, integrated, person-centred care that empowers individuals and communities across Australia.

Over the next decade, we will prove what we know to be true – that organisations like cohealth can provide transformative, sustainable health and social care that delivers better outcomes and reduces pressure on hospitals.

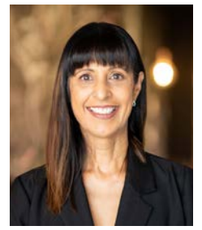
To achieve our aspiration, we will deepen partnerships, grow our presence, and build the resilience needed to thrive in an evolving environment.

cohealth's legacy of innovation – grounded in a strong social model of health – positions us well to continue leading with courage, to challenge the status quo, and reimagine healthcare and social systems, to ensure no one is left behind.

On behalf of the cohealth Board and leadership team, we would like to thank our coworkers, clients, communities and partners for the insights you've shared to shape our strategy, and for the role you will continue to play as we partner on a journey toward healthier communities.

Signed,

Kerry Thompson
Board Chair



Signed,

Nicole Bartholomeusz
Chief Executive

our strategy 2025-35

Our 10-year aspiration is for healthier communities where everyone, regardless of background or geography, can access quality care and experience better health and social outcomes.

We aim to be the exemplar in delivering place-based, integrated, person-centred care that empowers individuals and communities across Australia.

cohealth strategy 2025-35

who we are

our vision

Healthy communities, healthy people.

our belief

We believe that access to health and social care is a human right and that everyone deserves the opportunity to be healthy and well.

our purpose

We exist to improve health and wellbeing for all, specialising in support for those experiencing challenges to being healthy and well.

our objectives

Horizon 1: Our next three years

Horizon 2: Our next ten years

demonstrate the value of the cohealth model

Prove the value of our philosophy, approach, and contribution.

Key areas of focus:

- Defining, documenting and continuously improving the cohealth model.
- Communicating our impact.
- Using the cohealth model as a platform for influence and advocacy.
- Investing in collecting new data and harnessing existing information.

enhance sustainability and resilience

Deliver financially sustainable services.

Key areas of focus:

- Strengthening existing and building new business models.
- Reviewing the scope of our service offerings.
- Evaluating our infrastructure and asset requirements.
- Pursuing financially sustainable opportunities to grow our impact.
- Maximising existing and new funding opportunities.

scale our impact

Increase our reach and make a bigger difference in people's lives.

Key areas of focus:

- Adopting different roles within health and social system partnerships.
- Creating opportunities to scale our impact across Australia.
- Demonstrating the social and financial return on investment in our approach.

our enablers

The foundations we need to meet our long-term aspirations and make progress towards our vision.

people and culture | community connection | partnerships | ways of working | infrastructure

who we are

belief
our guide

We believe that access to health and social care is a human right and that everyone deserves the opportunity to be healthy and well.

This belief drives our commitment to ensuring equitable, inclusive, and high-quality care for all, particularly for individuals and communities experiencing challenges to being healthy and well.

By addressing the factors that influence health and social outcomes, we aim to contribute to a future where no one is left behind.

vision
our why

Healthy communities, healthy people.

Our vision remains centred on achieving better health and social outcomes for all, and is supported by the belief that healthier communities are an important enabler to the health of individuals. This means that at the population level, we aim to reduce the burden of disease on communities, systems and the economy.

This vision extends beyond our own role, embracing a broader system-wide approach that addresses key determinants of health, such as poverty, education, housing, and employment.

For individuals, we are striving for a future where all Australians can receive timely and appropriate health and social care.

Recognising we cannot achieve our vision alone, we are committed to working with, and alongside, others within a larger ecosystem.

purpose
our what

To improve health and wellbeing for all, specialising in support for those experiencing challenges to being healthy and well.

Our purpose guides what we will do to bring our vision to life.

We will continue to collaborate with the people and communities we support to shape how we do this, in a way that best responds to their needs.

We will take a collaborative approach, working in partnership with others across systems.

We will focus on providing support that is personalised to meets the specific needs of individuals and communities. Where others are better placed to deliver services, we act as a steward, linking people with the right services for their circumstances.

We are proud of who we are, the work we do, and who we serve. We will continue to work to this purpose as we evolve, grow and scale our impact over the next 10 years.

values
our behaviours

Our values shape our behaviours and approach.

Our values place people and the community at the centre, coupled with a human-rights approach to care that integrates inclusion, cultural safety, trauma-informed practice, and partnership. Our values also provide a critical foundation for an adaptable workforce, capable of embracing and responding to change.

- **Inquiry and innovation:** We are curious and inquisitive and think outside the box. Research and evidence underpin our work.
- **Courage:** We are focused on doing our best, trying new things and speaking up for what is right, without fear or favour.
- **Social equity:** We are committed to fairness and equality, making sure human rights are foremost in our thoughts and actions, and making sure no one is left behind.
- **Trust:** We trust each other – our knowledge, skills, experiences and motivations.
- **Respect:** We treat people with dignity and respect.

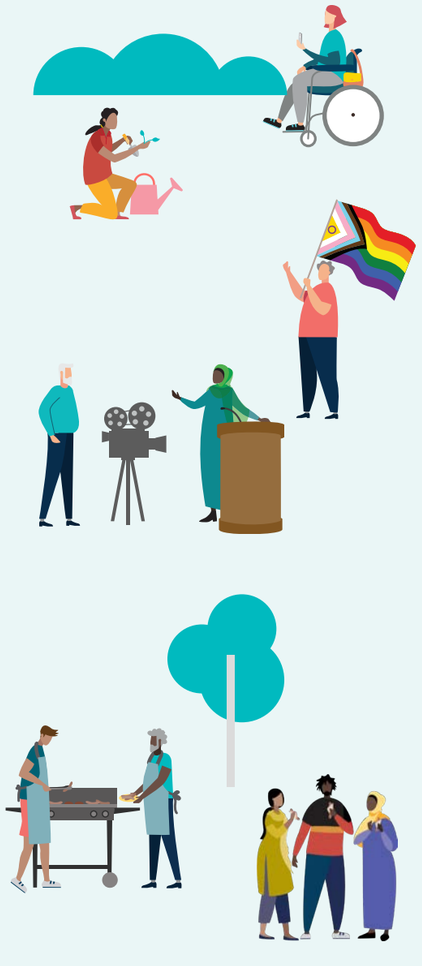
our next 10 years

A 10-year strategy enables us to set a bold aspiration for the impact we want to have and what we want to become.

While the future holds uncertainties, this timeframe gives us the space to adapt, innovate, and grow with purpose.

In developing this strategy, we have looked at both the short and long-term needs and challenges for our organisation and our communities.

It ensures we act now to set the foundations to be able to deliver impact, scale and influence for the benefit of all those we support, today and in the future.



Our 10-year aspiration

We aspire for healthier communities where everyone, regardless of background or geography, can access quality care, and experience better health and social outcomes.

We aim to be the exemplar in delivering place-based, integrated, person-centred care that empowers individuals and communities across Australia. Importantly, we remain true to our core by focusing our responses on individuals and communities experiencing challenges to being healthy and well.

This aspiration needs us to be bold, brave and innovative to sustainably navigate the complexities of healthcare and social systems under pressure from rising costs, workforce shortages, and accelerating demand.

It is an aspiration that builds on our history as a community health organisation. It takes a population-focused approach to providing accessible health and social care that addresses the needs of individuals and communities, where, for so many, healthcare and social systems are failing them.

In achieving our aspiration, over the next 10-years we will:

- have defined, proven and continually evolved a social model of health that delivers better health and social outcomes in a way that we, and many others, have worked towards for decades, that:
  - delivers place-based, integrated, person-centred care
  - delivers integrated practice across the health and social service systems and is responsive to the needs of clients and communities; and
  - is financially sustainable and replicable in different settings and contexts across Australia.
  - has grown in reach and impact. We believe in the impact of the cohealth model and aspire to embed the way we work in more communities, have a greater presence in more states and territories, and to have demonstrated better health and social outcomes for more Australians.
- be an organisation that is financially sustainable, resilient and adaptive to changing conditions in the systems in which we work, enabling us to continue to specialise in services that respond to challenges that impact the health and wellbeing of Australians.

our objectives

our goals

Our 10-year aspiration is a commitment to continued evolution, growth and impact.

Elements of our strategy require time and investment, so to bring these ambitions to life, we have set out three objectives, across two overlapping horizons, within the 10-year timeframe.

Horizon 1: Our next three years

This first horizon outlines our focus for the next three years.

It outlines what we need to prioritise in the short-term as we work towards our aspirations for the next 10 years.

Objective 1: Demonstrate the value of the cohealth model

Objective 2: Enhance sustainability and resilience

Horizon 2: Our next ten years

Our second horizon is about our future.

It is about delivering a solution that can contribute to tackling the challenges in healthcare and social systems, and the decline in universal coverage that is failing many individuals and communities across Australia.

It brings a focus on delivering growth for cohealth as a driver for greater impact and better health and social outcomes for more individuals and communities.

In working towards our longer-term aspirations, we will not wait three years to start. We know that we need to start thinking, working and making decisions for this future from day one.

Objective 3: Scale our impact

demonstrate the value of the cohealth model

objective 1

Horizon 1: Our next three years

To take the cohealth model to new communities we need to be able to demonstrate the impact we have in delivering better health and social outcomes for the individuals and communities we support.

We need to be able to provide evidence and effectively communicate our impact to government, partners and, importantly, our communities.

Over the next three years, we will clearly define and demonstrate our philosophy, approach, and contribution towards healthy communities and healthy people.

The data and evidence we collect and share will help improve our services, shape our decisions and inform our advocacy.

This work will build on what we have already started.

Key areas of focus include:

Defining, documenting and continuously improving the cohealth model

We will work alongside coworkers, clients and partners to clearly describe the cohealth model, how we work, what makes us unique, and how we fit into Australia's healthcare and social systems. We will document the cohealth model so it can be easily understood and shared with coworkers, clients, partners, funders and communities.

Using the cohealth model as a platform for influence and advocacy

We will use the cohealth model as a platform to influence policies that impact people's health and wellbeing. Our advocacy will focus on the challenges that may prevent people from living healthier lives, including funding and service gaps, and systemic barriers.

Communicating our impact

We will collect and share data and evidence that demonstrates how we improve health and social outcomes for individuals and communities.

Investing in collecting new data and harnessing existing information

We will:

- identify the data needed to best define and demonstrate the cohealth model and lead future decisions aligned with this model;
- improve data collection and quality through more consistent processes in which to capture data and enable it to be better shared;
- make data more visible across cohealth; and
- translate data and communicate it in different forms so as to better inform decisions at a strategic, operational and coworker level.

enhance sustainability and resilience

objective 2

Horizon 1: Our next three years

Our financial strength in the short, medium and long-term will be enabled though delivering sustainable practice across our service portfolio.

This means that we can deliver, maintain and scale services to address barriers to universal access and support better health and social outcomes for more Australians.

Over the next three years, we will build our financial strength in the context of an uncertain funding environment and, through sustained growth, demonstrate our capacity for long-term scalable impact.

Key areas of focus include:

Strengthening existing and building new business models

We will innovate our services and the models that fund them. We will focus on strengthening and creating value for existing and new communities. We will broaden the communities we currently support, generating new income, and reinvest in supporting individuals who need us most.

Pursuing financially sustainable opportunities to grow our impact

We will invest in opportunities that enable cohealth to be resilient and sustainable for the long-term. This includes mergers and acquisitions, more effective use of cohealth's properties, and commercialisation of other assets and capabilities.

Reviewing the scope of our service offerings

We will ensure that the 'what', 'where' and 'how' we deliver services is strategic, unique to cohealth, and financially sustainable. We will continually review our services to ensure they are meeting the needs of communities, are aligned to the aspirations of cohealth, and can be sustainably delivered over the long-term.

Maximising existing and new funding opportunities

We will strengthen our relationships with State and Federal governments, and increasingly diversify how we are funded. We will also improve our ability to seek funding through fundraising and philanthropy.

Evaluating our infrastructure and asset requirements

We will continue to review and take action to ensure that our critical assets (including buildings, mobile assets and technology) remain aligned with current and future needs.

scale our impact

objective 3

Horizon 2: Our next ten years

We aspire to do more, to reach more people, and make a bigger difference in people's lives.

We will do this with, and alongside, the communities we exist for today and in the future.

We have grown significantly over the last 10 years in response to community need. We will continue to deliver a place-based, integrated, person-centred model of care that meets the unique needs of individuals and communities, especially those experiencing challenges to being healthy and well.

Key areas of focus include:

Adopting different roles within health and social system partnerships

We will adopt different roles - providing outreach or virtual care, on-site care, care facilitation, service stewardship - that are informed by the unique needs of each community.

- We will design and deliver services alongside individuals and communities.
- We will connect people to the services they need in their health and wellbeing journey.
- We will bring together funding streams to provide more integrated care for individuals and communities.
- We will advocate for equity and fairness in healthcare and social systems.

Demonstrating the strong social and financial return on investment in our approach

As we continue to build the body of data and evidence, we will demonstrate the impact and financial sustainability of the cohealth model. This is evidence of our return on investment:

- as a place-based, integrated, person-centred model of care;
- that uses a cross-subsidised service model, enabling government funds to focus where there is greatest health inequity; and
- delivering long-term preventative savings for government and acute health services from the overall improvement of population-level health and wellbeing.

Creating opportunities to scale our impact across Australia

We will look to scale our services to reach more communities across Australia. This will be directed by need, opportunity for funding diversification, and where cohealth can add and create the most value.

our enablers

supporting our strategy

These are the foundations we need to achieve our long-term aspiration and vision.

Each of these enablers need continued action and investment.

people and culture

Underpinning the success of this strategy is who we are and the way we do things.

We will continue to strengthen a culture that embodies cohealth's values. We will create a positive and supportive work environment where employees are empowered to make a difference.

We will continue to foster and support a well-performing and responsive workforce that is equipped to deliver the best possible health and social outcomes within available resources and circumstances.

Over the next 10 years this means a continued focus on:

- building on the existing strengths of our coworkers, ensuring a skilled, resilient, diverse, capable, and engaged workforce;
- continually evolving our organisational culture and the capabilities of our coworkers to provide the best possible service to clients and communities;
- living our values, ensuring that we hold ourselves to account, alongside celebrating individual and collective successes and providing continuous learning opportunities;
- championing innovation by providing clear vision, resources, and support for creative and bold initiatives that will support our aspirations;
- working to the top of our scope and partnering to develop new workforce models;
- promoting inter-team and service collaboration across cohealth and across sectors;
- providing the structures to listen to, learn from, and continually provide feedback to coworkers;
- looking at harnessing technology and digital solutions to support the efficiency and effectiveness of service delivery and operations;
- working collaboratively towards an integrated lived/living experience workforce that is diverse and reflected across all levels of the organisation;
- our commitment to measuring and evaluating the effectiveness of innovative ideas to learn from and make data-driven decisions;
- empowering and supporting coworkers to embed financially successful health innovations that help generate additional revenue for cohealth;
- being agile and adaptive in how we organise teams to ensure we are effectively responding to the needs of coworkers, communities and the long-term sustainability of our services; and
- using best practice and innovation to inform our service responses.

community connection

We are committed to ensuring our services are collaboratively designed and person-centred.

We are connected to the needs of the people and communities we serve, and we have a positive and active presence in community.

Over the next 10 years this means a continued focus on:

- evolving our services to meet the unique needs of our communities;
- ensuring inclusive and meaningful forms of community participation exist and are embedded throughout cohealth;
- ensuring community participation and partnership uses culturally appropriate, trauma-informed processes that acknowledge and work to overcome historical and systemic barriers that may have caused distrust or hesitancy towards healthcare and social systems;
- building capability and capacity within cohealth and community to inform our work; and
- maintaining long-term and sustainable partnerships that provide context, knowledge and lived/living experience for services to add the most value within communities.

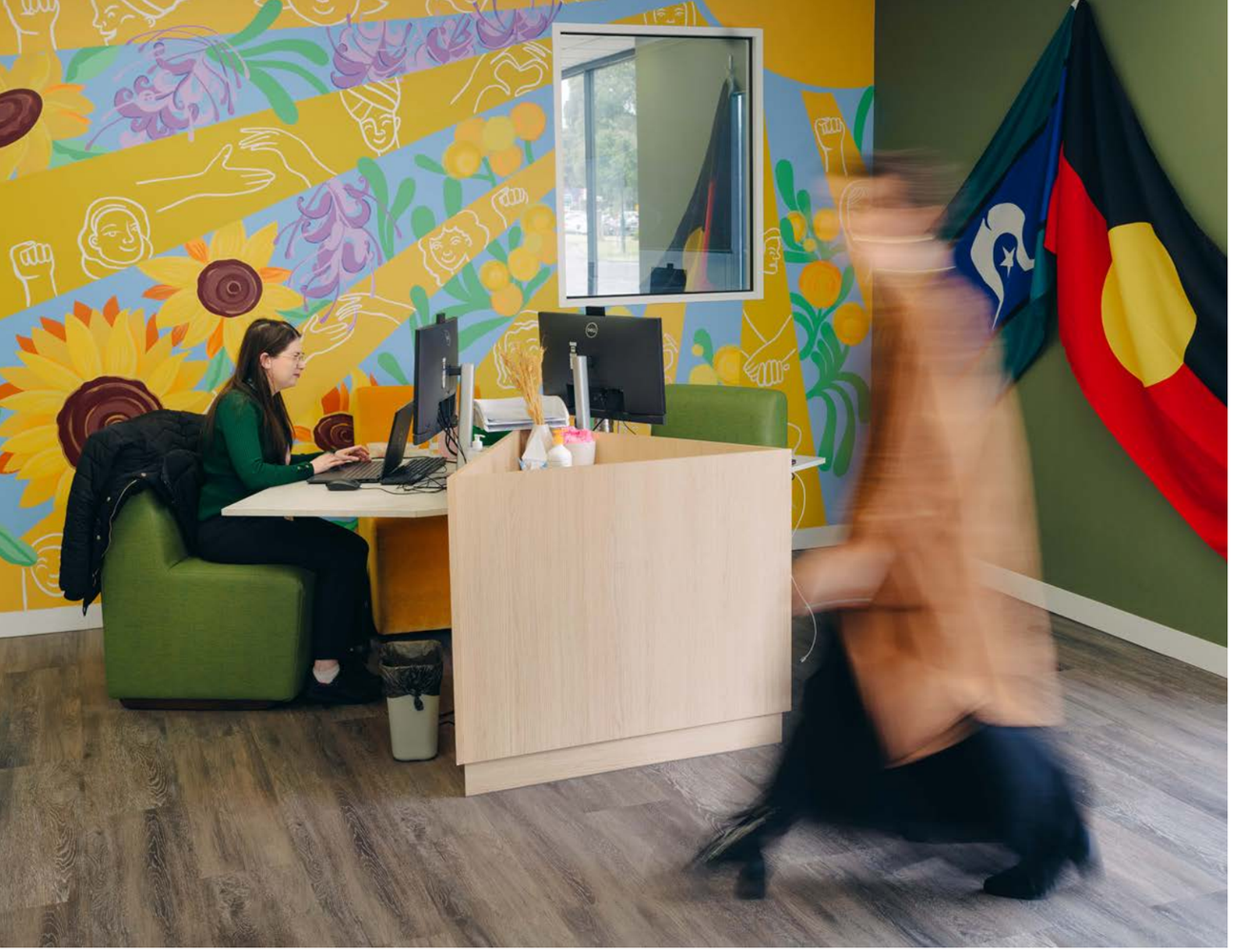
partnerships

Continuing to work with, and alongside others whose values and objectives align with ours.

It is about ensuring we can best meet the needs of individuals and communities, and build on our influence at a local, state and federal level to be a contributor in addressing the underlying systemic causes of ill health.

Over the next 10 years this means a continued focus on:

- strengthening and nurturing strategic partnerships that add value to our work;
- building on our positive reputation to increase awareness of cohealth, the work we do and how we do it, to foster new partnerships across existing and new communities.
- continuing empowering community members and leaders to co-design health initiatives, ensuring that partnerships reflect the specific needs and aspirations of the communities we serve;
- promoting the value, benefits and opportunities our work offers and amplifying the voices of the communities we serve;
- partnering with research institutions, technology providers, and cross-sector organisations to better access innovative knowledge, tools and resources that can improve our service delivery and scale impact; and
- identifying the key drivers of health inequity and advocating for reform at a local, state and federal level based on the best available evidence, including the lived/living experience of our communities.



ways of working

We will continue strengthening our ways of working, to make it easier for our people to deliver impact.

We will make sure we have the right tools and processes in place, to help us achieve, and measure the success of, the objectives of our strategy.

Over the next 10 years this means a continued focus on:

- optimising how we work by increasing collaboration, simplifying processes, removing inefficiencies, and using consistent best practices.
- strengthening our data systems to ensure accuracy, security, and access, while building skills to use data for better decision making.
- using continuous improvement methods to stay adaptable, innovative, and efficient through regular feedback and performance reviews.
- maintaining strong governance, compliance, and risk management to protect the organisation and meet all regulations.
- using digital tools to improve customer experience and tailor services to changing needs.
- improving our systems to support growth, efficiency, and innovation while helping staff build new skills.

infrastructure

Ensuring we have high-quality sites, mobile assets, and effective technological systems enhances our capability.

This will empower and enable coworkers to deliver the best outcomes.

Over the next 10 years this means a continued focus on:

- developing long-term infrastructure planning (including buildings, mobile assets and technology) to support preparation, investment and evolution of our services over the next 10 years.
- improving our digital systems to enhance accessibility, usability and efficiency.
- embedding cybersecurity measures that protect our systems and sensitive health data and ensure compliance.
- designing physical and digital infrastructure that is flexible, scalable and adaptable to future needs, such as mobile services, AI, telehealth, and new technologies.

measuring our success

We are committed to implementing, monitoring and measuring the objectives and actions set out in this strategy.

In setting a 10-year aspiration, we acknowledge the need to regularly revisit and evaluate directions and priorities. This means starting with having clear measures and monitoring structures for our first three years.

To monitor and measure our progress, we have developed a series of 'key results'. These will form part of our annual operating plans across cohealth and enable us to evaluate our progress, as well as monitor the difference we are making for individuals and communities.

this strategy is not just about us.

it is about partnership, about the systems we work in.

it is about the people and communities we work with, alongside, and for.

We believe in the impact and power of cohealth to deliver better health and social outcomes for all.

We are excited about the opportunities ahead, and we invite you to be a part of it together.

Healthier communities, together

We believe everyone deserves equitable access to high-quality health and social care.

cohealth is deeply committed to health equity, and has a long history of delivering community-based health and social care with compassion and innovation.

Every day, our teams deliver care in clinics, on streets, and in community spaces. We help to shape healthy communities, connect people with the support they need, and advocate for the systemic change that will make health equity a reality.

In the next decade, our work will be as important as ever. But to keep doing this, and more, we need your support.

Strong partnerships with community, health providers, philanthropy, private enterprise, non-health sectors and government underpin cohealth's work, enabling us to respond holistically to complex client needs and remove barriers to good health and wellbeing.

We are always seeking aligned opportunities to make a meaningful impact for our communities, through philanthropic gifts, donations and corporate partnerships. If you're interested in partnering with us, or making a contribution, please email **partnerships@cohealth.org.au**.

Together, we can build a healthier, fairer future.

cohealth
care for all

working together in communities for health and social equity

For public enquiries about our strategy 2025-35 contact:
ce@cohealth.org.au