



# Eastern Region Health Innovation and Care Economy Strategy



December 2023

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The ERG recognise the traditional owners of the land we call the Eastern Region. We acknowledge their rich cultural heritage and spiritual connection to the land. We pay respects to their Elders past, present and emerging, and value their ongoing contribution to the cultural heritage of the region.



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## Foreword – on behalf of the Mayors of the Eastern Region Group of Councils

Minister Kilkeny, Minister for the Suburbs

The Eastern Region Group of Councils is pleased to provide the Eastern Region Health Innovation and Care Economy Strategy.

Recognising the long established and diverse strengths of the region’s health, innovation and care economy, the ERG was funded under the State Government’s Metropolitan Partnership Development Fund to undertake research and stakeholder engagement towards a regional Health Innovation and Care investment strategy.

Victoria is a world leader in health and medical research. Victoria’s health care sector contributes more than \$30 billion to the Victorian economy and is the state’s largest and fastest growing source of employment, of which the Eastern Region plays a critical part. Growing Victoria’s health industry will foster the development of a technologically advanced, innovation-driven and sustainable health system.

Through this project, initiatives that leverage our regional strengths to support economic recovery and growth, and the potential to drive longer-term benefits for the region have been explored. Fourteen projects across four focus areas are prioritised – Strengthen local supply chains; Build a highly trained local workforce; Improve employment opportunities for local health workers; and Provide local health services that respond to local community needs.

With continued support and the leadership of project partners, these projects will consolidate the Eastern Region as home to industry leading high quality health research, education, manufacturing, workforce, and services that contribute to and collaborate with the broader Melbourne health network. With the opportunity to live in well-serviced areas amongst Melbourne’s hills and green landscapes, we aim to continue to be the region of choice for international, national, and local businesses and employees in the health innovation and care ecosystem.

On behalf of my ERG colleagues, we recommend this strategy and supporting documents to you, and look forward to your ongoing support to implement these projects and achieve the vision for the region.



Cr Rob Steane, OAM. Chair ERG and Mayor, Maroondah City Council.



Cr Marcia Timmers-Leitch,  
Mayor



Cr Deirdre Diamante,  
Mayor



Cr Rob Steane,  
Mayor



Cr Tina Samardzija,  
Mayor



Cr Mark Lane,  
Mayor



Cr Jim Child,  
Mayor

# 01

Introduction

# Introduction

The Eastern Region Health, Innovation and Care (HI&C) Economy Strategy articulates the Region's priority projects for collaborative action and partnership with the State and Federal Government.

The health care sector is one of Australia's fastest-growing sectors, growing at double the pace of Australia's GDP. The development of the HI&C economy is strongly supported by government strategy and policy, with both the Federal and State governments identifying health care and health product manufacturing as priority industries for support, including record-breaking investments in health infrastructure and programs.

This Strategy has been developed through consultation and engagement with stakeholders across the Eastern Region and those of importance to the HI&C sectors. It is supported by five evidence based working papers that articulate the strengths, gaps and opportunities of the HI&C economy in the Region.

These papers are:

- **Working Paper 1** defines the HI&C economy, introduces the concept of economic development, assesses the economic value the HI&C economy generates and maps the current HI&C ecosystem across Melbourne.
- **Working Paper 2** outlines the trends that will impact the development of a HI&C economy into the future - locally, across Melbourne and nationally.
- **Working Paper 3** outlines how best practice HI&C industry development is being done elsewhere and key learnings for the Eastern Region.
- **Working Paper 4** explores the role of innovation in economic development and focuses on how innovation happens in places to generate benefits.
- **Working Paper 5** considers industry development outcomes through the concept of Community Wealth Building.

The working papers can be found here: <https://easternregiongroup.org.au/health-innovation-care-economy-project/>



Working paper #1: The current health innovation and care ecosystem

Eastern Region Health Innovation and Care Economy Project

Victorian Government and Eastern Region Group of Councils, prepared by SGS Economics & Planning  
July | 2023



Working paper #2: The future opportunity in the health innovation and care economy

Eastern Region Health Innovation and Care Economy Project

Victorian Government and Eastern Region Group of Councils, prepared by SGS Economics & Planning  
July | 2023



Working paper #3: developing a best-practice health care economy

Eastern Region Health Innovation and Care Economy Project

Victorian Government and Eastern Region Group of Councils, prepared by SGS Economics & Planning  
July | 2023



Working paper #4: What is innovation?

Eastern Region Health Innovation and Care Economy Project

Eastern Region Group of Councils  
July | 2023



Working paper #5: Community Wealth Building

Eastern Region Health Innovation and Care Economy Project

Victorian Government and Eastern Region Group of Councils, prepared by SGS Economics & Planning  
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## Health Innovation and Care Economy

The HI&C economy is an interconnected network of health institutions and private businesses focused on delivering, innovating, and researching the provision of quality health care services and products.

Four sectors are critical to the region's HI&C economy – hospitals, health services, health science and research, and medical product manufacturing.

The Eastern Region has long been a significant player in the HI&C economy and has developed strengths and key differentiators which complement the broader health economy in Melbourne and Australia.

Investment in the health innovation and care economy offers a range of economic benefits, including:

- **Job creation:** Health innovation and technology creates many jobs in the Eastern Region of Melbourne, many of which are skilled and highly paid.
- **Improved health care outcomes:** Health care and innovation lead to better patient health outcomes, reducing health care costs and improving productivity.
- **Increased competitiveness:** Investment in health innovation makes regions competitive in a global marketplace, improving the region's ability to meet the needs of their local populations, attract top talent and export globally.
- **Economic growth:** The health innovation and care economy can drive economic growth by increasing investment, spurring new industries, and supporting existing businesses.
- **Quality of life:** The health innovation and care economy can improve the quality of life for individuals in the region while supporting strong economic development in the coming decades.





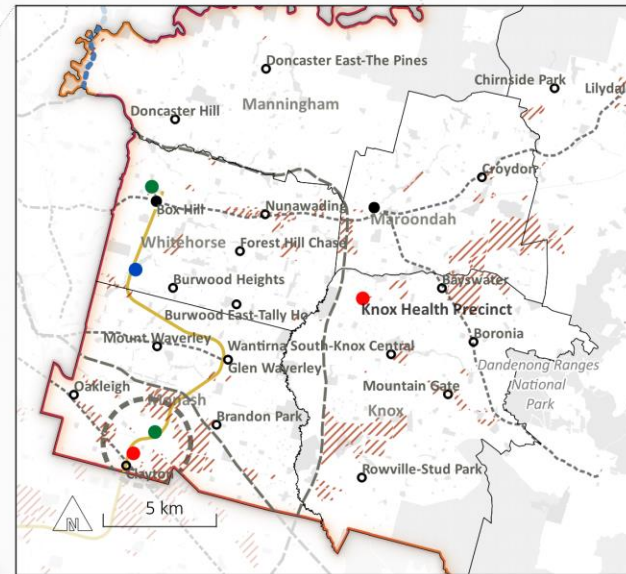
## Leveraging investment and growth in the Region

The State Government has committed to a number of major infrastructure projects in the Eastern Region which should be leveraged to provide local essential infrastructure and services. They include:

- **North East Link (NEL)** : The biggest investment in Melbourne's north-east, the project aims to take 15,000 trucks off local roads, reduce travel times by up to 35 minutes and provide more than 34 kilometres of walking and cycling paths. Land surrounding the NEL should be leveraged for industrial, commercial and health services.
- **Level Crossing Removals**: Many of the level crossings removal projects identified for the Eastern Region are complete. Future level crossing removal projects should consider opportunities for increased density and urban realm improvements around the stations, including for affordable housing and improved public and active transport connections.
- **Health infrastructure**: Maroondah Hospital redevelopment and expansion provides a significant opportunity for increased access to primary health care and specialist services, training and research, and will bring with it increased need for affordable housing. The expansion of the Knox Private Hospital in Wantirna will further consolidate the Eastern Region as a growing health region.
- **Suburban Rail Loop (SRL) East**: This will create six SRL East Precincts, five of which are in the Eastern Metropolitan Region (Clayton, Monash, Glen Waverly, Burwood and Box Hill). The project is expected to have trains running by 2035, improve travel times for at least 4 out of 5 Victorians, and improve connections to Deakin and Monash Universities. The Victorian Housing Statement identified the SRL project as an opportunity to deliver around 150,000 homes across the precincts and suburbs identified in the project, which should include affordable housing in the Monash and Box Hill Health Precincts.

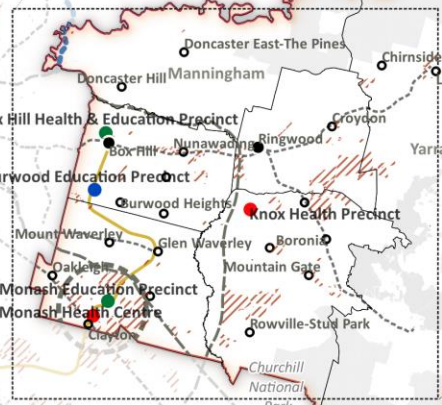
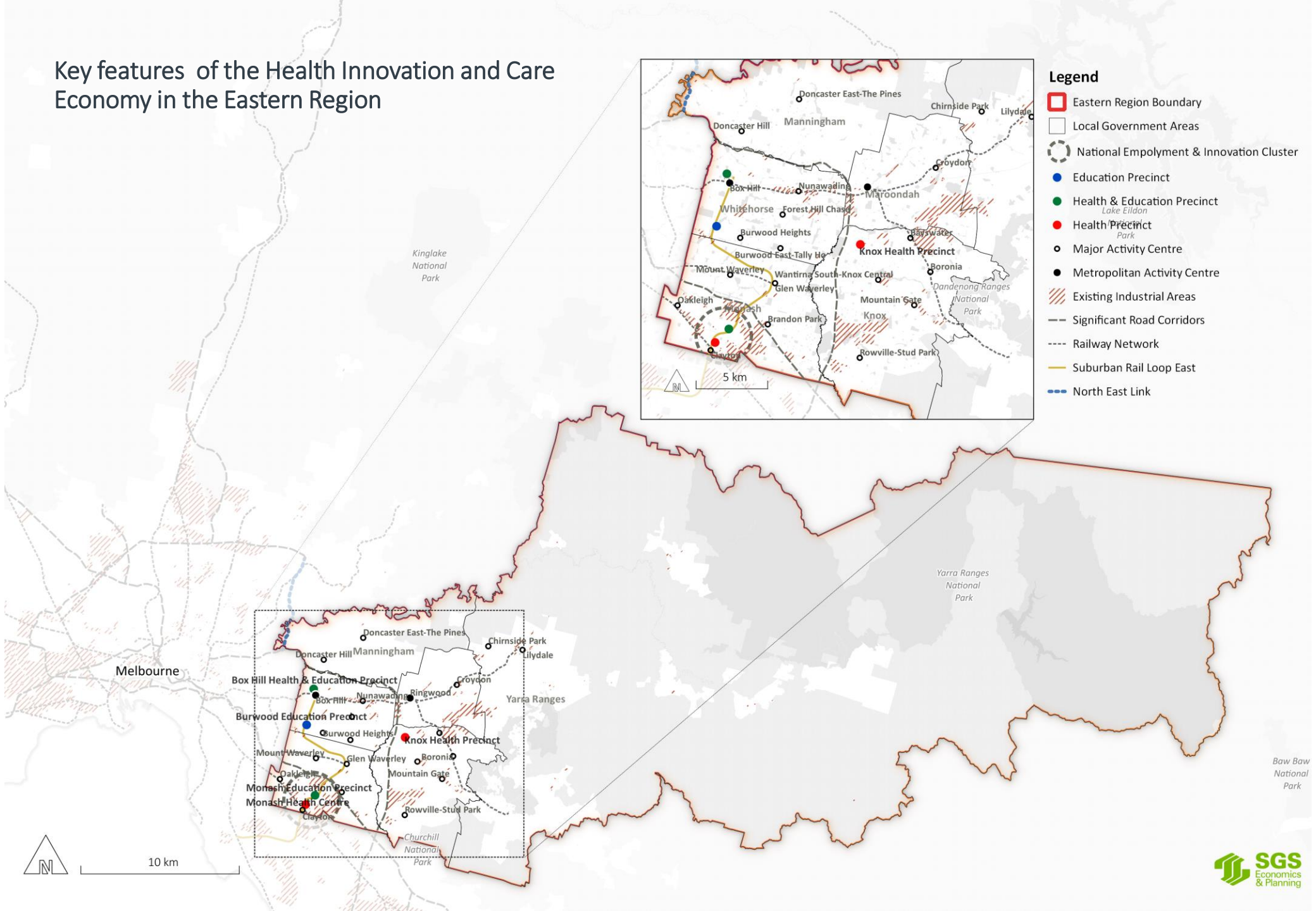


# Key features of the Health Innovation and Care Economy in the Eastern Region



## Legend

- Eastern Region Boundary
- Local Government Areas
- National Employment & Innovation Cluster
- Education Precinct
- Health & Education Precinct
- Health Precinct
- Major Activity Centre
- Metropolitan Activity Centre
- Existing Industrial Areas
- Significant Road Corridors
- Railway Network
- Suburban Rail Loop East
- North East Link



## Connection to the Broader Region

Melbourne is internationally recognised as a health innovation and care city.

While a significant proportion of jobs in health are centralised around the Melbourne CBD, Melbourne cannot sustain its international recognition without the support of the broader HI&CE ecosystem in the Eastern Region.

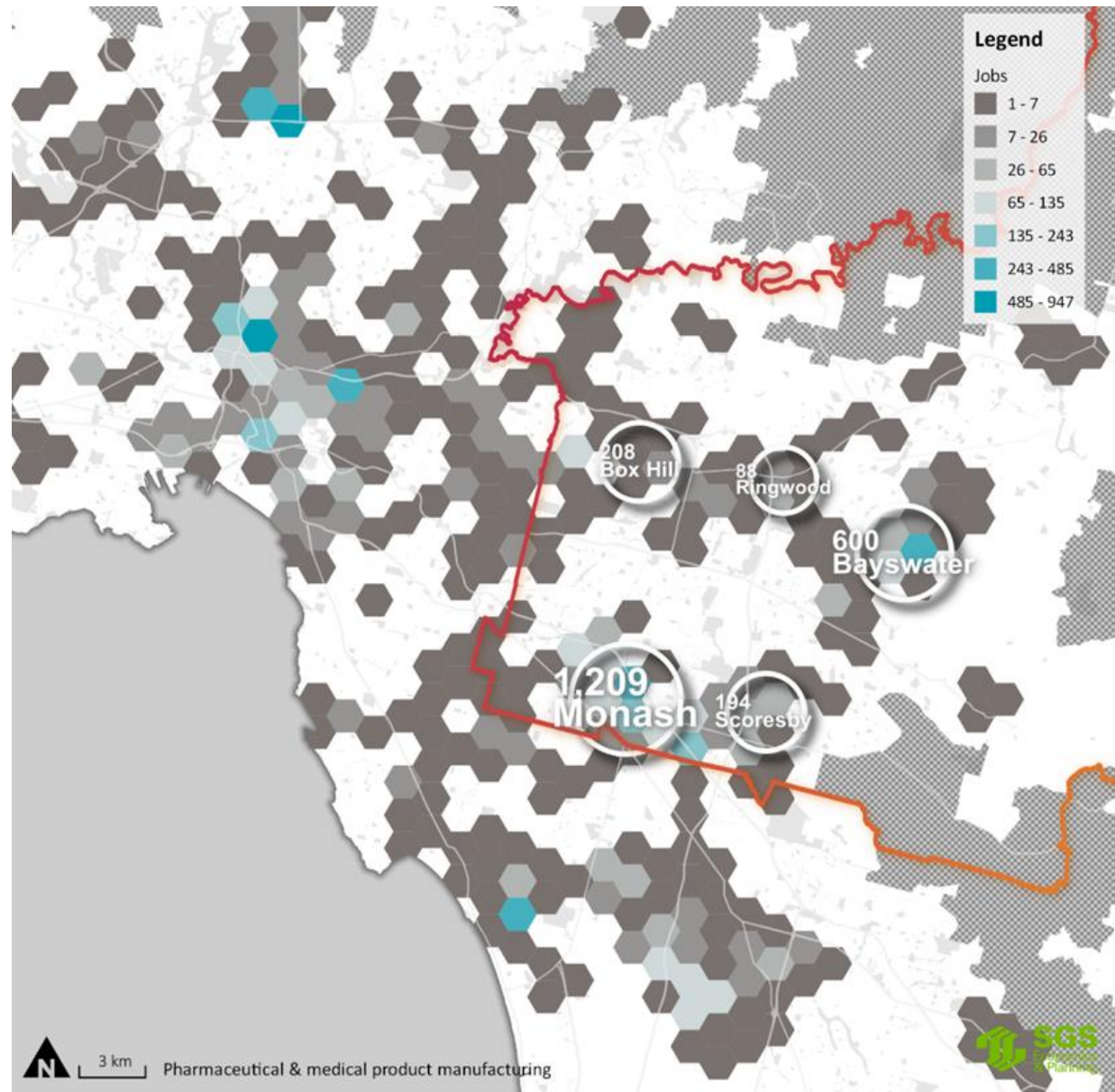
The figure shows the strong pharmaceutical and medical manufacturing capabilities of the Eastern Region, which have room for expansion.

Key clusters include Bayswater (including Boronia), Box Hill (including Blackburn and Nunawading), Scoresby (including Rowville) and Ringwood (including Mitcham), with the Monash cluster (including Clayton and Mulgrave) supporting the highest number of jobs in the Region (1,209 jobs).

The industrial and commercial precincts in these areas are in close proximity to health services, education and research centres.

Collectively these areas are critical to the continued development of the HI&C economy in the east and for Melbourne.

Distribution of Pharmaceutical and Medical Product Manufacturing employment across the Eastern Region 2021



# 02

Current and future state of the Region

## Current state of the Region

The current health innovation and care economy in the Eastern Region provides a strong foundation to build on, strengthen and create a leading industry sector. An overview of the region is provided below.



**A growing population:** The region offers an attractive lifestyle that draws many residents and businesses (including from overseas). The State Government forecasts a population increase of 166,000 between 2021 and 2036 in the Eastern Region, which is more than 10,000 new residents a year. This population growth provides a large market for health care businesses and services and grows the size of local workforce.



**Leading institutions and businesses:** The Monash Health Translation Precinct is recognised on a national and international level for its research and innovation capabilities. The region has strong education and training assets, many with leading research capacity. Education institutions include Monash, Deakin, Swinburne and Latrobe universities, and the Box Hill Institute. Technical, vocational and tertiary education is the second largest export earner for the region (\$2.1 billion), pointing to the strength of the local research and education capacity.



**A diverse range of HI&C economy precincts that support a broader network:** The Eastern Region has the complete health care supply chain within close proximity. This includes health and research precincts in Monash, regional health hubs including Box Hill, and industrial precincts such as Bayswater and Scoresby, which support manufacturing and auxiliary industrial processes. In addition, the Eastern Region is strategically located in close proximity to Melbourne's central business district and health precinct, providing opportunities to support and capitalise through the sharing of workforce, knowledge, and strategic plans.



**Key export earner:** Health care services (hospitals and health care services) is the region's fourth largest export industry (out of 114), with an export value of \$1.2 billion. Human pharmaceutical and medicinal product manufacturing is the fifth largest, exporting 81 per cent of its production for an export value of \$1 billion in 2023.



**Manufacturing capabilities:** The Eastern Region supports significant jobs and activity in the pharmaceutical and medical manufacturing sector. This sector is an existing regional strength and has many assets needed for growth, including the availability of appropriately zoned land, government support, anchor research institutions and transport infrastructure. To continue to support this growth, local supply chains will need to be strengthened. Broader trends around re-shoring critical manufactured goods in health will also support future industry development.



**A skilled workforce, however many work outside of the region:** The Eastern Region has a highly skilled and educated workforce with high concentrations of health care workers, scientists, researchers, and manufacturing technicians. This diversity in specialisation positions the region's workforce well to capitalise on further growth in the HI&C economy and points to a level of existing comparative advantage. Across this workforce however, 52 per cent of health care professionals and natural and physical science professionals living in the region leave for work. More specifically, 16 per cent of health professionals leaving the region work within the Melbourne LGA, at sites like Parkville.

## Future trends, challenges and opportunities for the Region

The HI&C economy is growing, technology is changing, and community demands and needs are becoming more complex. For the Eastern Region to adapt to these changes the following trends, challenges and opportunities were considered:



**Place based innovation:** Investment in innovation, science and research provides the foundation for new technologies and novel or significantly improved processes, products, marketing, and organisational practices. All of these provide a competitive advantage for firms by enabling the capture and creation of value through offering better services and products or reducing costs. The commercialisation of innovation is a critical driver of economic growth. Well connected, highly accessible, amenable places with a critical mass of related enterprises have higher success in innovation. The Region needs continued investment in current and growing health precincts, the critical connection of road and rail infrastructure, and support for the diversity of organisations within these precincts.



**Connected networks:** The sole presence of a hospital does not mean that a health cluster is bound to form, expand or thrive. Developing and solidifying clusters requires sustained effort from public and private sector stakeholders to assess the market and strategic injections of funding and other resources in support of a cluster's development. Leveraging connections both in the Eastern Region, Melbourne's broader HI&C ecosystem, and the State and Federal Government, are critical for the region's ongoing success.



**Industry 4.0 and advanced manufacturing:** Advanced manufacturing has been heavily promoted by state and federal governments and is supported through attempts to re-shore some of Australia's manufacturing capabilities. The Region already has the critical mass and a demonstrated focus on research, development, and innovation for manufacturing to play a leading role. There is an opportunity to leverage advanced manufacturing and regional specialisations to lead in the development and delivery of advanced manufactured medical products.



**Changing health services and community needs:** The community is diverse with a range of health needs. There are opportunities to shift from business as usual to take advantage of the rapidly developing changes in service provision, including through the investment in prevention, and leading in new ways of delivering services and programs.



**Workforce development and retention:** A critical element of developing a leading HI&C economy is a skilled and educated workforce. Providing pathways from education to employment is an important element of best-practice workforce development, as is ensuring that the HI&C economy is attractive to skilled workers through good employment opportunities, high-quality workspaces, and great liveability. Retaining a skilled workforce in the region is a key challenge that will need to be addressed through strong workforce planning and attractive career opportunities.



**Transition to a circular economy:** Health care and manufacturing industries are heavily material-dependent and waste-producing, which creates an opportunity to explore circular economy options and work with businesses to embed localised supply chains. This would align both upstream and downstream businesses – such as for medical device and equipment manufacturers with commercial recycling and waste recovery businesses. While this is a key priority for State Government, to implement these changes a stronger understanding of existing supply chains must be established for the Eastern Region.

# 03

Vision for the Eastern Region

## The future for the Eastern Region

The vision presents a long-term view of the HI&C economy for the Eastern Region.

The Eastern Region has the capacity to become a leader in the HI&C economy. Reaching this vision is a long-term aim that will require an ongoing transformation process beyond the timeframes set out within the projects in this strategy.

Many of the projects this strategy identifies are short term actions. They will support the Region to collectively focus over the next four years. All stakeholders must maintain a longer-term commitment to what can be achieved in the Region for a developed and successful HI&C economy to be fully realised.

### Vision

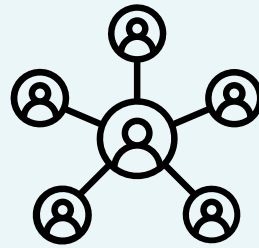
The Eastern Region is home to industry leading high quality health research, education, manufacturing, workforce, and services. The Region provides a unique opportunity for businesses to co-locate close to required services and suppliers, while supporting a rapidly growing community.

The Region contributes to and collaborates with the broader Melbourne health network. With the opportunity to live in well serviced areas amongst the hills and green landscapes, it will continue to be the Region of choice for international, national, and local businesses and employees in the health innovation and care sectors.



This vision will be delivered through four **focus areas**:

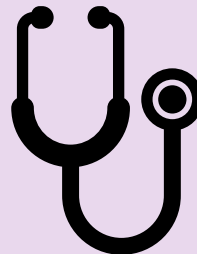
1. Strengthen local supply chains



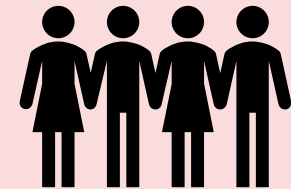
2. Build a highly trained local workforce



3. Improve employment opportunities for local health workers

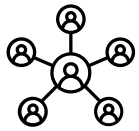


4. Provide local health services that respond to local community needs



# 04

Focus Area 1: Strengthen local supply chains



## Focus Area 1: Strengthen local supply chains

*Health care economy supply chains span from research and education to design, product development, manufacturing, sales, and service delivery to community members.*

*Strengthening local supply chains builds and captures economic wealth locally. Well-networked local businesses and connected local supply chains builds the growth of local businesses and increases opportunities for local employment.*

*Success in this focus area will result in an increased use of local businesses for procurement of goods and services.*

A key strength of the Eastern Region is the availability and proximity of the complete health care economy supply chain. The Region has well located and sized industrial land, high quality research and education facilities, health care services, and capacity to be able to service a growing community.

Given this, it is not surprising that health care services and medical product manufacturing are key export earners for the region:

- Health care services (inclusive of hospitals and health care services) is the fourth largest export sub-industry (out of 114) in the region. It exports 27 per cent of its production, for an export value of \$1.2 billion.
- Human pharmaceutical and medicinal product manufacturing is the fifth largest export sub-industry in the region. It exports 81 per cent of its production for an export value of \$1 billion.

Together, the above industries have local supply chains that contribute to flow-on activity. A total of \$866 million worth of goods and services purchased flows to businesses in the region from health care services, and \$312 million from medical product manufacturing. Key industry links include professional, scientific and technical services, administrative services (for health care services), and professional, scientist and technical services for medical product manufacturing.

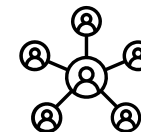
While there is a strong level of exports there is also a high-level of income leakage (purchasing of goods from outside of the region). Health care services and medical manufacturing import \$1.08 billion annually from outside the region in their supply chains. A 10 per cent reduction in leakages could retain an additional \$108 million in the local economy, which can then flow to local businesses in the health innovation and care economy.

The Eastern Region has key anchor institutions such as hospitals, universities, large medical manufacturers, and government agencies. If their supply chains can be further localised, it could support the growth and the wealth of the local community.

In addition, the Region has leading medical manufacturing capability, including through the establishment of Moderna. Many global medicines are in short supply, low cost to manufacture, but are also low profit. To ensure that Australians are not at risk of having a lack of access to critical medicines, there could be an opportunity for the Government to onshore the production of some of these medicines in the Eastern Region.

Stakeholders across the Region, including Melbourne East Regional Economic Development Group (MEREDG), have indicated the importance of better understanding who is located in the Region, local procurement opportunities, and how to support existing and future medical manufacturing businesses to locate in the Region.

## Focus Area 1: Strengthen local supply chains - Projects



**1.1 Develop an investment prospectus to showcase the strengths of the Eastern Region, breadth of stakeholders and opportunities.**

The purpose of the prospectus is to highlight the strengths and opportunities in the Eastern Region and support future investment and attraction across the spectrum of the health economy.

Lead: Eastern Region Group

Partners: Monash University, Monash Precinct Network, Melbourne East Regional Economic Development Group

Timeframe: Short

**1.2 Advocate to State Government to partner with local government to develop a regional industrial land management strategy to protect existing industrial land and support future expansion needs for medical manufacturing and product development in the Eastern Region.**

The accessibility, quantity and quality of industrial and employment land is one of the key strengths in the Eastern Region. This land needs to be strategically protected to ensure it continues to be available as the health sector expands.

Lead: Eastern Region Group and Melbourne East Regional Economic Development Group

Timeframe: Short

**1.3 Map the health manufacturing industries in the Eastern Region, existing supply chains, and potential opportunities to increase local supply chains and economic linkages.**

While there are currently a high number of health industries in the Eastern Region, there is a lack of clear identification of who they are, and how they come together. This results in potential missed opportunities for local procurement and supply chain connections. As a critical next step for this project, securing the resources required to undertake this task should be championed by the Outer Eastern Region Partnership Group.

Lead: Eastern Region Group

Partners: Melbourne East Regional Economic Development Group, Monash Precinct Network

Timeframe: Medium

### Timeframes

Short: 6-12 months

Medium: 1-3yrs

# 05

Focus Area 2: Build a highly trained local workforce

## Focus Area 2: Build a highly trained local workforce



*The Eastern Region has a highly trained workforce and employment opportunities across the HI&C economy. All sectors across the supply chain are, and will continue to be, impacted by technological advancements. For the Eastern Region to be in the best position to capitalise on these changes, training and development of the current and future workforce will need to continue to be prioritised.*

*Success in this focus area will result in the local workforce continuing to be able to work locally as the economy transitions. In addition, companies will actively choose to locate in the Eastern Region due to local workforce skills.*

The HI&C economy will continue to see significant technological changes and developments. This includes technological advances, continued development of knowledge and research, quality of life improvements, an increased ageing population, and globalisation.

Technological development will potentially be the most significant source of growth and innovation as current technologies improve, and entirely new technologies develop. This technological change extends to artificial intelligence, 3D printing and advanced manufacturing processes, new forms of treatment, and innovative medical products and services.

The capacity for technological change in health care is so vast that it is difficult to predict what it will look like, even 10 years from now. In any case, regardless of the technology available, trained professionals will still be needed to develop and use the tools that present themselves, and to oversee and check that they are working as intended.

In this context, the workforce in the Eastern Region needs to be ready to respond and lead these changes. This will not only support existing businesses but also encourage new businesses to locate in the east to access the highly trained workforce.

The State Government have acknowledged the importance of having a well-trained workforce, with this being one of their key priorities. The Federal Government National Reconstruction Fund is also investing and supporting businesses to diversify and transform.

Stakeholders across the Region acknowledged this as a priority focus area. With the Region being home to leading research, education and manufacturing centres, there is already a strong focus on building organisational capacity and capability.

Across the region there are also smaller organisations and businesses that do not have the capital or ability to scale up to new technologies. Given this, the Region saw this as a key priority project.

## Focus Area 2: Build a highly trained local workforce - Projects



### 2.1 Support the delivery of the Outer Eastern Advanced Manufacturing Enterprise Hub

Bayswater Business Precinct (BPP) is home to more than 5,000 businesses, employing approximately 30,000 people. This regionally significant precinct generates an output of \$19.85 billion annually. Manufacturing is the largest sector within the precinct, generating approximately \$12.3 billion.

To support this sector, especially smaller businesses to upskill and leverage advanced manufacturing technologies, an Enterprise Hub is required. The establishment of a dedicated, site-specific hub within the BBP will support and connect local businesses. A draft Business Case has been completed.

The final document will form the basis of an advocacy approach to seek funding from Government to support a proof-of-concept to determine viability and ongoing demand for the Enterprise Hub.

Lead: Knox City Council, Maroondah City Council and Yarra Ranges Council

Timeframe: Short

#### Timeframes

Short: 6-12 months

Medium: 1-3yrs

# 06

Focus Area 3: Improve employment opportunities for local health workers





## Focus Area 3: Improve employment opportunities for local health workers

*The Eastern Region has a well skilled workforce and leading health research, education, and service institutions. Many resident workers leave the region for work. Being able to leverage the local workforce continues to build local wealth as well as skills, knowledge and expertise.*

*Success in this focus area would result in greater connections and ability for local workers to work and train locally, as well as further investment in training across the health spectrum.*

As part of a broader HI&C economy across Greater Melbourne, the Eastern region shares workforces, knowledge, and strategic plans with other areas of the city, particularly Parkville.

The Region has a highly skilled and educated workforce with high concentrations of health care workers, scientists, researchers, and manufacturing technicians.

Although a sizeable local workforce exists, current and future workforce and skill gaps are evident. In addition, 52 per cent of health care professionals and natural and physical science professionals who live in the region leave for work. More specifically, 16 per cent of health professionals leaving the region work within the Melbourne LGA, at sites like Parkville.

With investment in health across Monash, Box Hill, Knox, and Maroondah, the Eastern Region health economy will continue to grow. This growth will require access to a local health workforce.

The Region has strong education and training assets, many with leading research capacity. Education institutions include Monash, Deakin, Swinburne, and Latrobe Universities, and the Box Hill Institute. Technical, vocational, and tertiary education is the second largest export earner for the region (\$2.1 billion), pointing to the strength of local research and education capacity. It is estimated that the Eastern Region trains over 50 per cent of the health care workforce in Victoria.

Stakeholders across the Region indicated, that with only 1.7 per cent social housing available across the Eastern Region, access to affordable and secure housing is a key barrier for workers and students. With significant major infrastructure projects being developed across the East there is an opportunity for the State to capture this value uplift and deliver well located social and affordable housing for local students and workers.

Furthermore, strengthening connections between local residents, education, and employment is a priority to ensure that those that are falling through the gaps can be supported into employment.

Finally, the Region identified that investment in prevention and the primary health care workforce is a critical gap. To provide community members with appropriate support services to keep them out of hospital, a well-trained primary health care service is needed.



## Focus Area 3: Improve employment opportunities for local health workers - Projects

3.1 Include social and affordable housing for students and key workers close to health infrastructure. Priority sites include:

- Box Hill Health Precinct and potential state government land opportunities following the Suburban Rail Loop project.
- Maroondah Hospital redevelopment precinct

The Eastern Region teaches approximately 50 per cent of Victoria's health workforce. Given this, it is critical that workers and students have access to secure, affordable, and accessible housing. The Region has identified two priority sites with available state government land for investment in this essential infrastructure.

Lead: Whitehorse City Council and Maroondah City Council

Partner: Eastern Affordable Housing Alliance

Timeframe: Short

3.2 Map the health education, training, and service sector in collaboration with local Skills and Jobs Centres to understand who is in the Eastern Region, and the range of health services career pathways and training opportunities on offer to support people into these roles.

Even with significant availability of health care employment opportunities, 52 per cent of health care professionals that live in the Region leave for work. Further understanding of the education, training, and career pathways is required to assess how the region can retain, attract, and support local health professionals to work locally.

Lead: Local Jobs North East Melbourne

Timeframe: Short-Medium

3.3 Partner with State Government to develop a business case for an Eastern Region Primary Health Clinical School - building the regional workforce across the primary health care sector.

Research indicates that investment in preventive health care reduces the amount of people needing acute health care systems – resulting in overall savings in health.

Investment in the primary health workforce for prevention and at-home or community care is key to achieving this.

The Region is a prime location to build this workforce and capability. Led by EACH and Eastern Health, and supported by the Universities, the Region is seeking funding from the State to develop a business case for an Eastern Region Primary Health Clinical School.

Lead: EACH, Eastern Health

Timeframe: Short - Medium

### Timeframes

Short: 6-12 months

Medium: 1-3yrs

# 07

Focus Area 4: Provide local health services that respond to local community needs

## Focus Area 4: Provide local health services that respond to local community needs



*The population in the Eastern Region is diverse and growing. To effectively provide the community with access to local health and preventative health services, the system is going to need to adapt, evolve, and innovate. The Eastern Region has well connected and committed services to support this work.*

*Success in this focus area will result in the community having access to local health and specialist care services in the region, programs and services that respond to local needs, and organisations taking a leadership role in the delivery of best practice care.*

The Eastern Region has a diverse population with over 35 per cent of people born overseas and nearly 5,000 residents that identify as Aboriginal or Torres Strait Islander.

Across the Region there are pockets of disadvantage and a broad range of health and wellbeing needs. In 2021, the most common long-term health condition was mental health.

The population in the Eastern Region is continuing to age and with this comes an increased need for assistance.

The State Government is forecasting a population increase of 166,000 between 2021 and 2036 in the Eastern Region, which is more than 10,000 new residents a year.

The current and future population will need access to local health care and specialists' services that respond to their specific needs.

The Eastern Region has the key institutes to support the delivery of innovative local health services to support healthy communities. This includes access to leading research, education, and health services.

Stakeholders across the Region understand the importance of providing quality, timely health care, that is inclusive and supportive of those most vulnerable.

The Region has prioritised key projects to support achieving this. This includes providing residents with access to local services, leveraging the redevelopment of the Maroondah Hospital, and leveraging stakeholders in the Region to provide additional services such as access to clinical trials.

The delivery of primary prevention across the Region is also a key priority, ensuring community members have the skills, support and services to prevent ill-health, and reduce the number of community members requiring acute health services. This includes taking a leadership role in responding to and implementing the findings of the Royal Commission into Victoria's Mental Health System.

## Focus Area 4: Provide local health services that respond to local community needs - Projects



### 4.1 Partner with State Government to deliver the Eastern Clinical Trials and Research Centre in the Box Hill Health Precinct.

Monash University and Eastern Health are proposing to construct a new facility, the Eastern Clinical Trials and Research Centre (ECTRC) for translational health and medical research in the growing Box Hill health, research, and education precinct.

This new centre will provide 9,700 sqm of modern, state-of-the-art space to facilitate world-class, collaborative translational research and development, clinical trials and other forms of clinical research and innovative models of care in order to bring access to life saving treatments to more Australians in the region where they live, and to translate these findings nationally.

The new centre will embed industry tenants and stimulate clinical testing and development of home-grown health and medical research innovations. Clinical development is a critical stage in the advanced manufacturing cycle that feeds the pipeline of health and medical products made in Australia.

The ECTRC is required to expand opportunities for Eastern Health's large and diverse community to participate in life saving clinical trials, and avoid clinical trials being turned back because of a lack of space. A business case has been developed, with an estimated build cost of \$158 million.

Lead: Monash University and Eastern Health

Timeframe: Short-Medium

[SGSEP.COM.AU](http://SGSEP.COM.AU)

### 4.2 Partner with State Government to ensure that the redevelopment of the Maroondah Hospital includes training and research, specialist care services, and the provision of an integrated model of care to service the access gap between the Eastern Region and Melbourne CBD.

The current lack of available specialist medical services in the Eastern Region is resulting in many residents being sent to the Melbourne CBD to receive care.

The forecast population increase of 166,000 between 2021 and 2036 in the Eastern Region is more than 10,000 new residents a year. With this additional growth, access to local specialist care services will be essential.

To capitalise on this opportunity the Maroondah Hospital redevelopment needs to include the delivery of an integrated model of care across organisational boundaries, including primary care and specialist care services, training and research.

The existing site has several significant constraints including its size and a lack of accessible public transport. Given this, alternative locations should be considered.

Lead: Eastern Health

Timeframe: Short

#### Timeframes

Short: 6-12 months

Medium: 1-3yrs

## Focus Area 4: Providing local health services that respond to local community needs - Projects



### 4.3 Scale-up the delivery of the chronic disease Right Care = Better Health Service across the Region.

Following the successful trial of the *Right Care = Better Health Services*, this service should be scaled up and delivered across the Eastern Region.

This service provides wrap-around support services to patients with complex and chronic needs.

Health outcomes and quality of life can be improved for patients by providing care coordination and self-management support in the community, including through information and supported access to community services.

The outcome of the services improves individual health and wellbeing and reduces hospital admissions.

Lead: EACH, Inspiro, Eastern Melbourne Primary Health Network

Timeframe: Short

### 4.4 Deliver Regional Integrated Health Needs Assessments to understand the local community needs now and into the future.

Understanding the health needs of the region now and into the future is critical to support integrated and coordinated planning.

Work in partnership with local government and health providers across the Eastern Region, the Eastern Metropolitan Primary Health Network (EMPHN) will develop a clear understanding and evidence base of specific health needs for residents.

This assessment will cover the breadth of health and social care including consumer and community voice as well as service mapping across community groups, geography, and demographics.

This data will be used to support local, regional, state, and federal health planning and funding.

Lead: Eastern Melbourne Primary Health Network

Timeframe: Short

#### Timeframes

Short: 6-12 months

Medium: 1-3yrs

## Focus Area 4: Provide local health services that respond to local community needs – Projects



**4.5 Partner with State Government to discuss how the Eastern Region can lead on the delivery of the outcomes of the Royal Commission into Victoria’s Mental Health System – with a specific focus on mental health and addiction.**

The Eastern Region has some of the highest rates of mental health and addiction.

With the release of the final report of the Royal Commission into Victoria’s Mental Health System, there is a requirement of the State Government and the health sector to respond.

The Eastern Region sees this as a priority issue and wants to explore partnership opportunities with the State Government to understand how the system, services, and resources in the Eastern Region could be improved to support residents that are falling through the gap.

Lead: Eastern Health

Timeframe: Short term

**4.6 Develop a regional database of multicultural specialist support providers to enable GPs to refer clients to culturally sensitive and appropriate services.**

This project will be led by the Eastern Metropolitan Primary Health Network (EMPHN) and include following components:

- Develop an understanding of local needs in relation to multicultural access (service mapping and health needs assessment)
- Find and potentially uplift funding of specialists working in areas / groups of high need
- Consider how these specialists can be leveraged across the region to support high need groups (i.e. community awareness and engagement, alternate access opportunities including the use of Telehealth)

Lead: Eastern Melbourne Primary Health Network

Timeframe: Short - Medium

### Timeframes

Short: 6-12 months

Medium: 1-3yrs

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Implementation



## Implementation

The development of this Strategy provides the starting point for realising the health care and innovation vision for the Eastern Region. It provides the Eastern Region and all levels of government with a collective understanding and prioritisation of the health investment needs in the Region.

The Eastern Region Group of Councils would like to thank the numerous stakeholders who provided input to the development of the Strategy and background reports, sharing their time, thoughts, expertise and opinions.

Implementation of this Strategy will be led by the project leads. While each of the projects have identified a specific lead organisation, these projects and the delivery of the vision will require ongoing partnerships, resourcing, and continued collaboration across the Region.

The Eastern Region Group of Councils, representing local governments across the Region and the State Government's Outer Eastern Partnership (formally Eastern Metropolitan Partnership) will monitor progress every 12 months with an opportunity for a full review in four years.

## Implementation Partners

