



Eastern Region Health Innovation and Care Economy Strategy



December 2023

Metropolitan Partnership Development Fund (MPDF) project
report for MPDF Round 4 and 5 projects delivered from June
2022 to December 2023

June 2024

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1. Executive Summary

The Eastern Region Group of Councils (ERG) sought to understand and leverage the region's strengths and identify opportunities relevant to health, and the role of the health economy in regional recovery and growth.

The aim of the *Eastern Region Health Innovation and Care Economy Strategy* (Healthy Region Project) was to identify opportunities to position the region as a leader in the health innovation and care economy.

The region-wide research and engagement project developed a strategy to advance regional priorities and inform advice to government. The project aims to support future growth through leveraging regional strengths, capitalising on current investment, futureproofing against regional vulnerabilities and addressing workforce and skills shortages.:

The project engaged consultants SGS Economics and Planning to develop the *Eastern Region Health Innovation and Care Economy (HI&C) Strategy*. The project was delivered in two stages from June 2022 to November 2023.

In Stage 1, five working papers were created as well as a Summary report outlining a range of propositions to be investigated. They are located on the ERG webpage. [Health Innovation and Care Economy Project - Eastern Region Group of Councils.](#)

- [Stage 1: Summary Report](#)
- [Working Paper #1: The current health innovation and care ecosystem](#)
- [Working paper #2: The future opportunity in the health innovation and care economy](#)
- [Working paper #3: Developing a best-practice health care economy](#)
- [Working paper #4: What is innovation?](#)
- [Working paper #5 Community Wealth Building](#)

In Stage 2, the Eastern Region Health Innovation and Care Economy - Towards a Regional investment Strategy (HI&C) explored these propositions and identified initiatives that leverage the Eastern regions strengths to support economic recovery and growth. These initiatives also had the potential to drive longer-term benefits.

Thirteen potential projects across four focus areas were prioritised that could be delivered by stakeholders in partnership with State Government. They are:

1. Strengthening local supply chains

- 1.1. Develop an investment prospectus to showcase the strengths of the Eastern Region, the breadth of stakeholders and opportunities.
- 1.2. Advocate to the State Government to partner with local government to develop a regional industrial land management strategy to protect existing industrial land and support future expansion of medical manufacturing and product development in the Eastern Region.
- 1.3. Map the health manufacturing industries in the Eastern Region, the existing supply chains, and potential opportunities to increase local supply chains and economic linkages.

2. Building a highly trained local workforce

- 2.1. Support the delivery of the Outer Eastern Advanced Manufacturing Enterprise Hub.

3. Improving employment opportunities for local health workers

- 3.1. Include affordable housing for key workers and students in close proximity to health infrastructure. Priority sites include:
- 3.2. Box Hill Health Precinct and potential state government land opportunities following the Suburban Rail Loop project.
- 3.3. Maroondah Hospital redevelopment precinct.
- 3.4. 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.
- 3.5. Partner with the 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.

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

- 4.1. Partner with the State Government to deliver the Eastern Clinical Trials and Research Centre (ECTRC) in the Box Hill Health Precinct.
- 4.2. Partner with the 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.
- 4.3. Scale up the delivery of the chronic disease Right Care = Better Health Service across the Region.
- 4.4. Deliver Regional Integrated Health Needs Assessments to understand the local community needs now and into the future.
- 4.5. Partner with the 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.
- 4.6. Develop a regional database of multicultural specialist support providers to enable GPs to refer clients to culturally sensitive and appropriate services.

The HI&C 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 health investment needs.

The project enabled an improved understanding of the region's sectoral and sub-sectoral strengths, gaps and opportunities and support to better adapt, grow and be more resilient to rapid growth and economic structural change.

Opportunities to progress the identified initiatives will assist to position the region as a key contributor to the health care and innovation ecosystem. With continued support and leadership from project partners, these projects could 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.

These projects could also support the opportunity to live in well serviced areas amongst the hills and green landscapes, with the aim to continue to be the region of choice for international, national, and local businesses and employees in the health innovation and care sectors.

2. Introduction

Overview

The Eastern Region has significant locational advantages that point towards it becoming known as Melbourne's healthiest region. Accelerating the growth of the region's health industry will generate a range of economic and health benefits including increased export revenue, employment growth, more efficient health services and better patient and community outcomes.

A strong health industry provides the foundation to develop deeper strategic partnerships between health, research, business and government, create closer alignment between industry development and future healthcare needs, and support the region to make a stronger regional contribution.

In line with the Metropolitan Partnerships 2021-2022 priorities, The Healthy Region Project undertook research into the regional economy, including the impacts of Covid-19 on major industry sectors to develop strategies to support, recover, identify and leverage areas of strength and identify opportunities to grow. It aimed to position the region as a leader and support future growth in health care and innovation through leveraging these existing strengths, capitalising on government investment, futureproofing against regional vulnerabilities and supporting projected workforce and skills needs to support economic structural change, as well as improving understanding and identifying areas for action.

Consultants SGS Economics and Planning were engaged to develop the HI&C Strategy in conjunction with the Project Working Group and stakeholders.

The strategy advanced partnership priorities and informed advice to government and it articulates the Region's priority projects for collaborative action and partnership with the State and Federal Government under the four focus areas shown in the diagram below:



Project objectives

The project aimed to position the region as a leader and to support future growth in health care and innovation through:

- Leveraging existing regional strengths, including local world-class health precincts, research and development, and manufacturing capacity.
- Capitalising on current government investment and projected future growth and innovation in MedTech, medical/health precincts and through clinical trials.
- Futureproofing against regional vulnerabilities and health challenges, such as an ageing population and COVID-19 recovery.
- Addressing current and projected workforce and skills shortages impacting nursing, aged care, disability care, high skill innovation professionals and entrepreneurs.

Through region-wide research and engagement, the project explored initiatives that supported economic recovery leading to potential longer-term benefits to the whole region such as job creation and business innovation with a clear focus on health.

The Project objectives included to:

- Prepare the region to better adapt, grow and become more resilient to rapid growth and economic structural change.
- Improve understanding of the regions sectoral and sub-sectoral strengths, gaps and opportunities.



- Progress an identified initiative that assists to position the region to shift towards health care and innovation.
- Support regional economic and social recovery, focusing on potential to grow employment opportunities, address skills shortages and leverage greater value and growth in the health economy.

Previously dominated by manufacturing and industrial activities, Victoria's economy, and the eastern region, is transforming into an economy more reliant on knowledge-intensive activities and services. While manufacturing and other primary industries will remain, they must be highly innovative to prosper. Population-serving sectors like health will require access to analytical and enabling technologies if they are to boost productivity and continue to innovate.

Target groups

The project aimed to benefit Children (0-14); Young People (15-24); Adults (25-59) and Seniors (60 and over)

Project Partners

The project partners were Knox City Council; Manningham City Council; Maroondah City Council; Monash City Council; Whitehorse City Council and Yarra Ranges Shire Council.

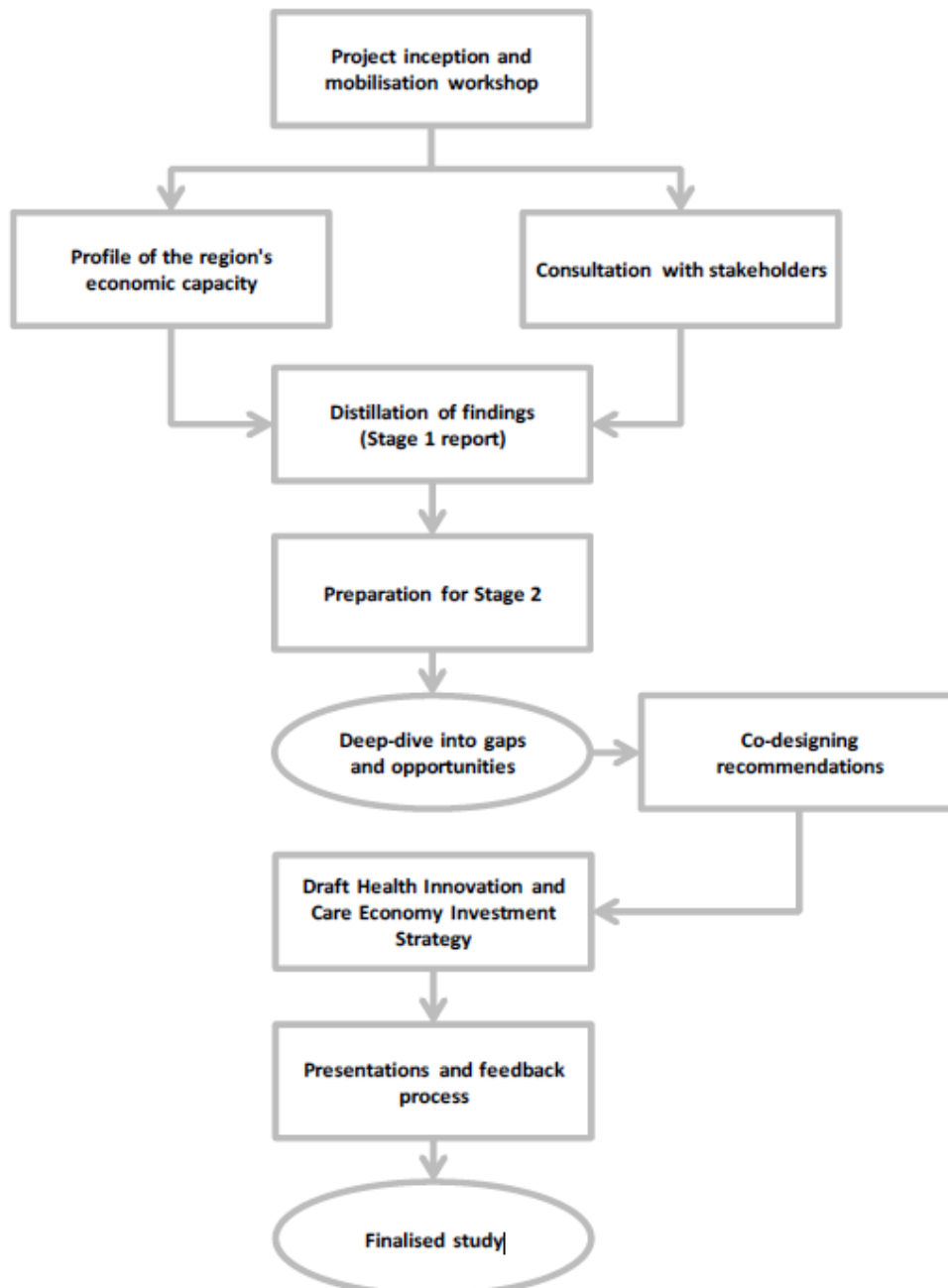
3. Project Delivery

Project approach and milestone activities

The project was delivered in two stages and ran from July 2022 until 30 November 2023.

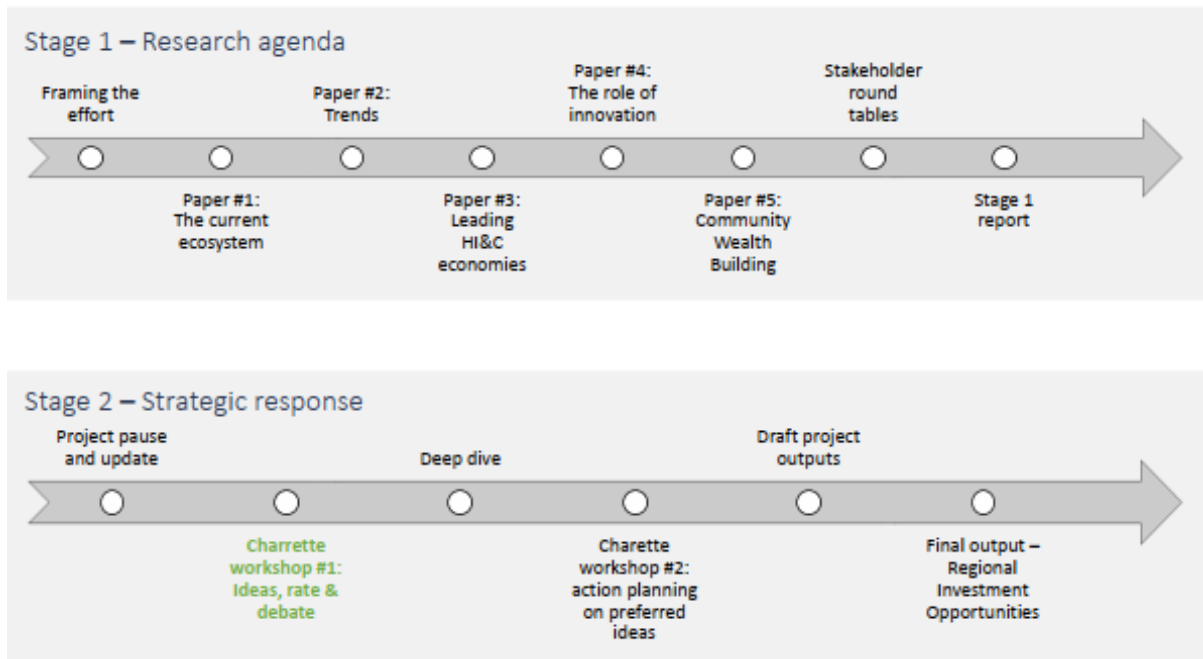
The diagram below describes the project methodology developed by SGS, key milestones and points of engagement.

Figure 1: SGS project methodology



The key points in each stage of the project's journey are described in the following diagram. The tasks in both Stage 1 and Stage 2 are detailed in **Table 1: Project delivery tasks and milestones**.

Figure 2: Project delivery



Stage 1 involved background research and initial engagement to understand the current situation and make recommendations on what could be explored in the second stage.

Stage 2 brought together regional stakeholders for a charrette workshop in July 2023 to develop and confirm the future strategic direction of the HI&C economy. A charrette is an intensive, multi-disciplinary workshop to develop a design or vision for a project. The workshop shared and built on the Stage 1 findings to develop an end product for the project.

[Health Innovation & Care Economy Charrette #1 presentation](#)

Following the Charette it was clear that the diversity of stakeholders and difference between potential projects required a targeted approach and the second Charette that had been envisaged was not required.

This project did not deliver a business case or prospectus for specific project funding and investment attraction nor a Health Care workforce strategy, but further scoped 13 specific projects with stakeholders.

Table 1: Project delivery tasks and milestones

Stage	Tasks	Deliverables
Stage 1: Initiation, Engagement, Research and Detailed Planning: July - November 2022		
1: Inception	<ul style="list-style-type: none"> Kick off meeting with PCG Draft project delivery plan Draft RFQ and appoint consultants Inception meeting with consultant team 	Project Governance established RFQ Milestone 1: Project plan
2: Desktop Review	<ul style="list-style-type: none"> key policies, data and documents relevant to the health economy and eastern region 	Desktop review report

3: Stakeholder Identification & Engagement <ul style="list-style-type: none"> Stakeholder identification and mapping across industry, academic, government and community health sectors Develop Stakeholder Engagement Plan Stakeholder Interviews and other engagement Draft Report of Consultation 	Stakeholder map (database) Stakeholder Interviews (12-15) Report of Consultation
4: Collate findings and Stage 1 Report <ul style="list-style-type: none"> baseline data and underlying trends opportunities and gap / shortfall analysis updated Stakeholder Engagement Plan for Stage 2 recommendations for Strategy development in Stage 2 initiate M&E for Stage 1 brief PWG project monitoring and evaluation methodology 	Stage 1 Report Milestone 2: Stage 1 Report
Stage 2: Delivery - Strategic Response to Address Gaps / Leverage Opportunities: November 2022 - October 2023	
5: Stage 1 Evaluation & prepare for Stage 2 <ul style="list-style-type: none"> Review Draft Stage 2 project delivery plan Review Stage 2 proposals in light of Stage 1 Engage providers and invite updated responses (if required) for Stage 2 Appoint consultants and hold inception meeting with consultant team 	Review project governance and stakeholder engagement Project Delivery Plan - Stage 2 Appoint Stage 2 consultants
6: 'Deep dive' into gaps and opportunities <ul style="list-style-type: none"> Respond to Stage 1 recommendations 'Deep dive' into gaps and opportunities Targeted research and stakeholder engagement to inform draft strategy and co-design recommendation 	Project interim report (strategy) with draft recommendations
7: Strategy finalisation <ul style="list-style-type: none"> Final draft of Strategy containing: <ul style="list-style-type: none"> advice to government and evidence base to progress further work global strengths and sub-sector strengths gaps /shortfalls and opportunities recommendations re sector and industry-led economic development initiatives Short and longer term goals (Stage 1 background report) Comprehensive database of companies and leaders in each health sub-sectors 	Final project report (Strategy).
8: Project finalisation <ul style="list-style-type: none"> Present draft project report and findings to EMP & ERG, Engage with Industry and publish final report Project evaluation, acquittal and close 	Verbal briefings and Industry engagement Milestone 3: Final Strategy

Project governance and supporting organisations

As for other MPDF projects, project governance included a Project Control Group (PCG) and a Project Working Group (PWG).

The **Project Control Group** (PCG) included representatives of the Delivery Partner (ERG) and the Office for Suburban Development. The PCG was responsible for project oversight and for supporting overall strategic directions, including financial and contract management.

The **Project Working Group** (PWG) comprised representatives from state and local government as well as other agencies and stakeholders relevant to the project. In addition to facilitating access to data and information when required, the PWG was responsible for input into the project, including reviewing the draft reports and providing feedback and recommendations.

Following the resignation of the EMP Chair, the ERG chaired the PWG. The ERG was responsible for managing project funds and ensuring project deliverables aligned with the project brief.

The Office for Suburban Development provided updates to the Partnership on the progress of the project while the Metropolitan Partnership maintained overarching endorsement of project outputs and outcomes.

The PCG, PWG and other Stakeholders are detailed below in **Table 2**.

Table 2: Project Governance

Name / Title / Organisation / Department	Purpose / Role and phase of Project (Initiation, Planning, Delivery, Closing)
Project Control Group	
Liz Johnstone, Executive Officer Eastern Region Group (Maroondah City Council)	Project Manager (Delivery Agency) on behalf of Delivery Partner, Maroondah CC
Felicity Hammerstein, Manager Metropolitan Partnerships, EMP, Office for Suburban Development, Department of Jobs, Precincts and Regions (DJPR)	Initiation, Planning, Delivery, Closing
Jo Noesgaard, Associate Director, @sgsep.com.au;	Consultant to the Delivery Agency
Project Working Group, in addition to the PCG - Initiation, Planning, Delivery, Closing	
Danielle Storey, Chair, Eastern Metropolitan Partnership Chair and Chair PWG (until Nov.2022) - not replaced	
Thomas Jacobs, Eastern Metropolitan Partnership Coordinator (until July 2023)	
Chris Zidak, Chair, MEREDG (for Steve Kozlowski, CEO Maroondah City Council) - Delivery Partner	
Amy Harris, Coordinator, Bayswater Business Precinct	
Jack Hayes, Regional Manager - Greater Melbourne, AusIndustry Regional Manager	
Brad Byrne, Employment Facilitator, Local Jobs Program, Australian Government	
Tessa Jones Director, External Relations. Medicine, Nursing & Health Sciences, Monash University	
Phil Davies, Senior Policy Manager - Medical Technologies and Pharmaceuticals, Economic Development, Employment and Innovation, DJSIR	
Marita Walmsley, Director Innovation Capabilities, DJPR	
Shelley Jackson, Director, Australian Medtech Manufacturing Centre, DJSIR	

Project communication and engagement

The project utilised a targeted approach to engage stakeholders following the broader sectoral approach taken in Stage 1. Broad community, trader or resident engagement was not part of this project.

The ERG provided updates through reports to the ERG, inclusion in stakeholder newsletters, a dedicated project page on the ERG website and direct email and engagement.

The stakeholder groups identified In Stage 1 are listed in **Table 3**.

Table 3: Stakeholders

Stakeholder Groups	
Sector	Organisation / Department
Tertiary Education	Universities - Monash, Deakin, Swinburne, Latrobe TAFEs - Box Hill, Lilydale
Hospitals and Health Services	Northeast Metro Health Service Partnership (includes Eastern Health) Southeast Metro Health Service Partnership (includes Monash Health) Inspiro Health
Primary and Community Health	Inner East Primary Care Partnership comprises the cities of Boroondara, Manningham, Monash and Whitehorse Outer East Health and Community Support Alliance comprises the cities of Maroondah and Knox, and the Yarra Ranges Shire Eastern Access Community Health (EACH)
Industry Associations / Peak Bodies	BioMelbourne Network - Member Directory mRNA Victoria's Industry Panel Workforce Australia - North Eastern Melbourne Monash Precinct Network
Local Industry	Pfizer; Novartis, GSK, Merck etc.
Local Government	All EMP Council's CEOs Economic Development Managers
State Government	Department of Environment, Land, Water and Planning (DELWP) Department of Jobs, Precincts and Regions (DJPR) Invest Victoria Department of Health and Human Services (DHHS) mRNA Victoria Eastern Metropolitan Partnership
Federal Government	Eastern Melbourne Primary Health Network, https://www.emphn.org.au/who-we-are/about-us https://www.emphn.org.au/images/uploads/EMPHN-Strategic-Plan_2021_update.pdf

While interviews were conversational with these stakeholder groups, they covered the following common questions:

- *How are you / your organisation involved in the health innovation and care economy? (e.g. policy maker, industry leader, business owner, educator, research and innovation etc)*
- *What is your organisation planning, and how will it contribute to growth in the sector?*
- *What would success in 10-20 years look like? Do you have best-practice examples or case studies of health economy development or innovation (either locally or globally)?*
- *How does your involvement include the eastern region? Is it broader?*
- *What do you feel are the current regional strengths and assets? Are there any clear points of difference?*
- *What opportunities do you see for the Eastern region to develop as a leading health innovation and care economy region? What do you think the region should focus on?*
- *What needs to happen for the opportunities to be realised? What obstacles/weaknesses need to be overcome? Where have you seen opportunities missed or lost?*
- *What needs to occur, so the opportunity benefits local people, including excellent health care, meaningful well-paid careers and flow-on business opportunities?*
- *Are there other people and organisations we should talk to?*
- *Stage 2 of the project will see a charette workshop explore specific aspects of the Stage 1 findings in greater detail. (A charrette is an intensive, multi-disciplinary workshop to develop a design or vision for a project or to explore solutions to complex problems). This will share and build on the findings of stage 1 and identify and explore specific areas to develop an end product for the project. Would you participate in these sessions?*

In Stage 2 key stakeholders were engaged with directly and through the Charette event.

The Charette event engaged with over 50 diverse stakeholders, in addition to the PCG and PWG members. Those stakeholders are identified in **Table 4**.

Table 4: Charette attendees

Name & Organisation	
Meg Morris, La Trobe University	Brad Byrne, Local Jobs Program
Jane Price, Yarra Ranges Council	Andy Waugh, Manningham Council
Bruce Dobson, Knox Council	Elizabeth Young, DJSIR
Georgia Loccisano, Maroondah City Council	Pierre Nathie, DJSIR
Ian Davis, Monash University & Eastern Health	Daniel Vincent-Smith, Whitehorse Council
Marianne Di Giallonardo, Maroondah Council	Antoinette Burfurd, OELLEN
Suzanne Phoenix, EMP Board Member	Helen Ruddell, Yarra Ranges Council
Eugene Fredericks, CSIRO	Shirmilla Datta, EMPHN
Craig Neylon, Industry Capability Network Victoria	Kim Griffiths, Safer Care Victoria
Heidi Borrack, DJSIR	Melissa McRae, Latrobe Valley Authority
Ida Lloyd, NORTH Link	Michael Taplin, Latrobe Valley Authority
Heidi Wenk, Box Hill Institute	Michelle Zemancheff, Manningham Council
Sue Sestan, Inspiro Health	Jacqui Sgro, Whitehorse Council
Jackie Conheady, Monash University Medicine, Nursing and Health Sciences	Pauline Fogarty, Epworth Eastern
Justin Schreuder, Knox Council	Nicholas Taylor, La Trobe University - Eastern Health

Michelle Bishop, Whitehorse Council	Janine Shearer, Monash Precinct Network
Bridget Ruff, North Eastern Public Health Unit	Jodie Saisanas, Knox Council
Sue Logan, NORTH Link	Shiranthi Widan, Knox Council
Fee Harrison, Monash Council	

Positive feedback from participants was obtained using a QR code link to a survey as part of the last session of the Charette program.



Feedback survey

ERG - Health Innovation & Care Economy Project - Charette #1 Follow-up Survey

1. The goal of this charrette was to bring together stakeholders to develop a strategy or project, advance regional priorities and inform advice to state and federal government in seeking investment and support.

How satisfied are you that this achieved this goal?

Very satisfied

Following the Charette, we engaged closely with a smaller number of stakeholders through one-on-one conversations and small group discussions aligned with the four focus areas and each emerging project.

Overall, the project communicated with over 500 people and directly engaged with almost 100 stakeholders and project partners. The project's communication and engagement activities are summarised in **Table 5**.

Table 5: Summary of Stakeholder engagement and numbers of participants

Stakeholder	#	Communication Type / Method	Timing
Metropolitan Partnership	4	Project progress / achievements / red flags. Key recommendations /advice - meetings and email	Fortnightly (OSD responsibility)
Project Control Group	5	Project progress, planning and delivery - meetings and email	Fortnightly
Project Working Group	12	Meetings to discuss upcoming activities	6-weekly (or as required)
Industry / Stakeholders	65	Engagement, Data Requests, workshops and interviews, Surveys for stakeholders listed in Table 4	Throughout project as required
Regional Stakeholders	250	ERG Members; Regional Stakeholders interested but not directly engaged - ERG newsletter and website	Quarterly project updates Website updated at key milestones
Ministers for Suburban Development & Local Government	2	Key recommendations / advice	End of project
Regional community	250	Project announcement / press release/ social media - through EMP, ERG and Member Council channels	Start and end of project

Project challenges

The project presented many challenges at each stage. Challenges related to the scope and complexity of the health innovation and care economy in the Eastern Region, Melbourne and Victoria, project governance, stakeholder buy-in and changes within the ERG itself.

- Scope and complexity of the health innovation and care economy / stakeholder buy-in

As these sectors include organisations that range from global to local scale businesses, nationally significant health service providers, researchers and educational institutions as well as local, bespoke service providers and industries, it was challenging to identify who we needed to engage with and why. Existing networks were limited and for many stakeholders, the role of local government was unclear, particularly without a strong State Government representative involved at a day to day level. We utilised relationships where they existed and used new relationships to identify and foster the contacts needed to inform the project.

This made stakeholder buy-in challenging and took significant time to identify the right person and establish common ground. Stakeholders' buy-in to the project was hard-earned due to the diverse, large and complex Governance.

- Governance and ERG changes

The resignation of the EMP Chair (who chaired the PWG) was challenging for the ERG as a project delivery partner. They were not replaced. Regular involvement of the Coordinator Metropolitan Partnerships in the PCG proved useful, however

that representative also changed during the project. Additionally, membership of the ERG changed with Monash Council advising the ERG mid-year that they would leave and focus on the south-east in October. Monash is a critical asset to the Eastern Region’s HI&CE.

The Bayswater Business Precinct coordinator also left that role and is yet to be replaced.


4. Outcomes and Recommendations




Five working papers were created as well as a Stage 1 Summary report outlining a range of propositions investigated further in Stage 2. Stage 2 delivered 13 priorities under four themes and recommended ‘next steps’. They are located on the ERG website [Health Innovation and Care Economy Project - Eastern Region Group of Councils](#)

- [Stage 1: Summary Report](#)
- [Working paper #1: The current health innovation and care ecosystem](#)
- [Working paper #2: The future opportunity in the health innovation and care economy](#)
- [Working paper #3: Developing a best-practice health care economy](#)
- [Working paper #4: What is innovation?](#)
- [Working paper #5: Community Wealth Building](#)



Stage 2 identified and explored with stakeholders initiatives that leverage the Eastern Regions strengths to support economic recovery and growth, and the potential to drive longer-term benefits. Thirteen potential projects across four focus areas have been prioritised that could be delivered by stakeholders in partnership with State Government and include:

<p>1. Strengthening local supply chains</p> 	<p>1.1 Develop an investment prospectus to showcase the strengths of the Eastern Region, breadth of stakeholders and opportunities.</p> <p>1.2 Advocate to the state government to partner with local government to develop a regional industrial land management strategy to protect existing industrial land and support future expansion of medical manufacturing and product development in the Eastern Region.</p> <p>1.3 Map the health manufacturing industries in the Eastern Region, the existing supply chains, and potential opportunities to increase local supply chains and economic linkages.</p>
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<p>2. Building a highly trained local workforce</p> 	<p>2.1 Support the delivery of the Outer Eastern Advanced Manufacturing Enterprise Hub</p>
<p>3. Improving employment opportunities for local health workers</p> 	<p>3.1 Include affordable housing for key workers and students in close proximity to health infrastructure. Priority sites include:</p> <ul style="list-style-type: none"> • Box Hill Health Precinct and potential state government land opportunities following the Suburban Rail Loop project. • Maroondah Hospital redevelopment precinct. <p>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.</p> <p>3.3 Partner with the 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.</p>
<p>4. Providing local health services that respond to local community needs</p> 	<p>4.1 Partner with the State Government to deliver the Eastern Clinical Trials and Research Centre (ECTRC) in the Box Hill Health Precinct.</p> <p>4.2 Partner with the 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.</p> <p>4.3 Scale up the delivery of the chronic disease Right Care = Better Health Service across the Region.</p> <p>4.4 Deliver Regional Integrated Health Needs Assessments to understand the local community needs now and into the future</p> <p>4.5 Partner with the 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.</p> <p>4.6 Develop a regional database of multicultural specialist support providers to enable GPs to refer clients to culturally sensitive and appropriate services.</p>

The Eastern Region Health Innovation and Care Economy 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 health investment needs including:

- Preparing the region to better adapt, grow and be more resilient to rapid growth and economic structural change.
- An improved understanding of the region's sectoral and sub-sectoral strengths, gaps and opportunities.
- An opportunity to progress the identified initiatives that assists to position the region as a key contributor to the health care and innovation ecosystem.

With continued support and the leadership from project partners, these projects could 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. They will support the opportunity to live in well serviced areas amongst the hills and green landscapes, with the aim to continue to be the Region of choice for international, national, and local businesses and employees in the health innovation and care sector.

The design and implementation of the project was evaluated through direct feedback from the Project Working Group in Stage 1, a stakeholder survey following the Charrette in Stage 2 and discussions and feedback with the stakeholders relevant to each initiative.

Evaluations of each of the thirteen identified initiatives will be done post completion in the event they are executed.

The project delivered a place-based strategy that responded to the region's strengths in the context of the social and economic impacts of COVID-19.

4 Appendices

Appendix 1 - Eastern Region Group of Councils media release -

[Healthy Innovation & Care Economy Project to explore opportunities for health, care, job creation and innovation – Eastern Region Group of Councils](#)