

A shared purpose

STRATEGIC PLAN 2021-2025





BreastScreen Victoria's Strategic Plan 2021-2025 will guide our work over the next four years, bringing us together with a shared vision and purpose.


This plan will continue the great work we've already been doing, while providing clear direction for the future. Reducing the impact of breast cancer is achieved by working together, and closely with our communities and clients.

As always, **clients come first** in everything we do. Over the next four years we will continue to seek their contribution in the planning and delivery of our service—ensuring our work is informed by, and responsive to clients' needs.

Working as one BreastScreen Victoria team means empowering our Screening Services, Reading and Assessment Services and BreastScreen Coordination Unit to work together with a shared purpose—focused on delivering the best possible health outcomes. By working together and sharing information, we want to make our people feel proud of their contribution as part of a unified team.

To support this mission, continuous quality improvement will deliver a **high-quality service** that meets the needs of our clients. This will be supported by evidence-based decisions that draw on consumer experience, service data and key clinical research.

We also know that some people find it harder to access our service than others, and we will continue our focus on supporting diversity and inclusion. This means working to address the barriers that exist for Aboriginal and Torres Strait Islander people; people from diverse communities; people with a disability; LGBTI+ people; trans and gender diverse people; and those from rural and regional areas. We will share the importance of screening with these communities, and improve their access in a culturally safe and inclusive way.

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**BreastScreen Victoria
reduces the impact of breast
cancer and saves lives
through early detection**

After a dedicated consultation process including surveys, focus groups, interviews and a planning day, we set this framework for our work over the next four years. We spoke to staff, clinicians, clients, consumers and organisational partners to make sure their voices were heard and reflected in this plan—as we look to the future and the impact we can make together.

Our context

BreastScreen Victoria is a population screening program, which means we offer our service to the eligible group in the community proven to benefit most from screening. Breast screening is known to be most effective by reducing breast cancer deaths and the impact of treatment among women* in the 50-74 age group.

We are contracted by the Victorian Department of Health to deliver breast screening in Victoria as part of the national breast cancer screening program, BreastScreen Australia (BSA), funded jointly by the Australian State and Territory Governments.

As part of this agreement, BreastScreen Victoria supports and reports into the Victorian Cancer Screening Framework and the Victorian Cancer Plan 2021-2024 (Screening and Early Detection).

BreastScreen services in Australia are quality assured and accredited under the BSA National Accreditation program, and the National Quality Management Committee oversees performance against the National Accreditation Standards.

BreastScreen Victoria is committed to ongoing quality assurance through our Quality and Clinical Governance Framework.

Our program



The target population is women* (including trans women, trans men and non-binary people who fit the eligibility criteria).

50-74

Breast screening is targeted to women aged 50-74 (where the evidence of benefit is strongest), but is available to women over 40.

2 YRS

A breast screen is recommended every two years, or annually for some clients identified by BreastScreen.



Where the breast screen shows indications of breast cancer, further tests (assessment) are undertaken.



BreastScreen is not a program for women with breast symptoms.

These women should see their doctor, who may request a diagnostic mammogram. This is supported by Medicare and not part of the BreastScreen program.

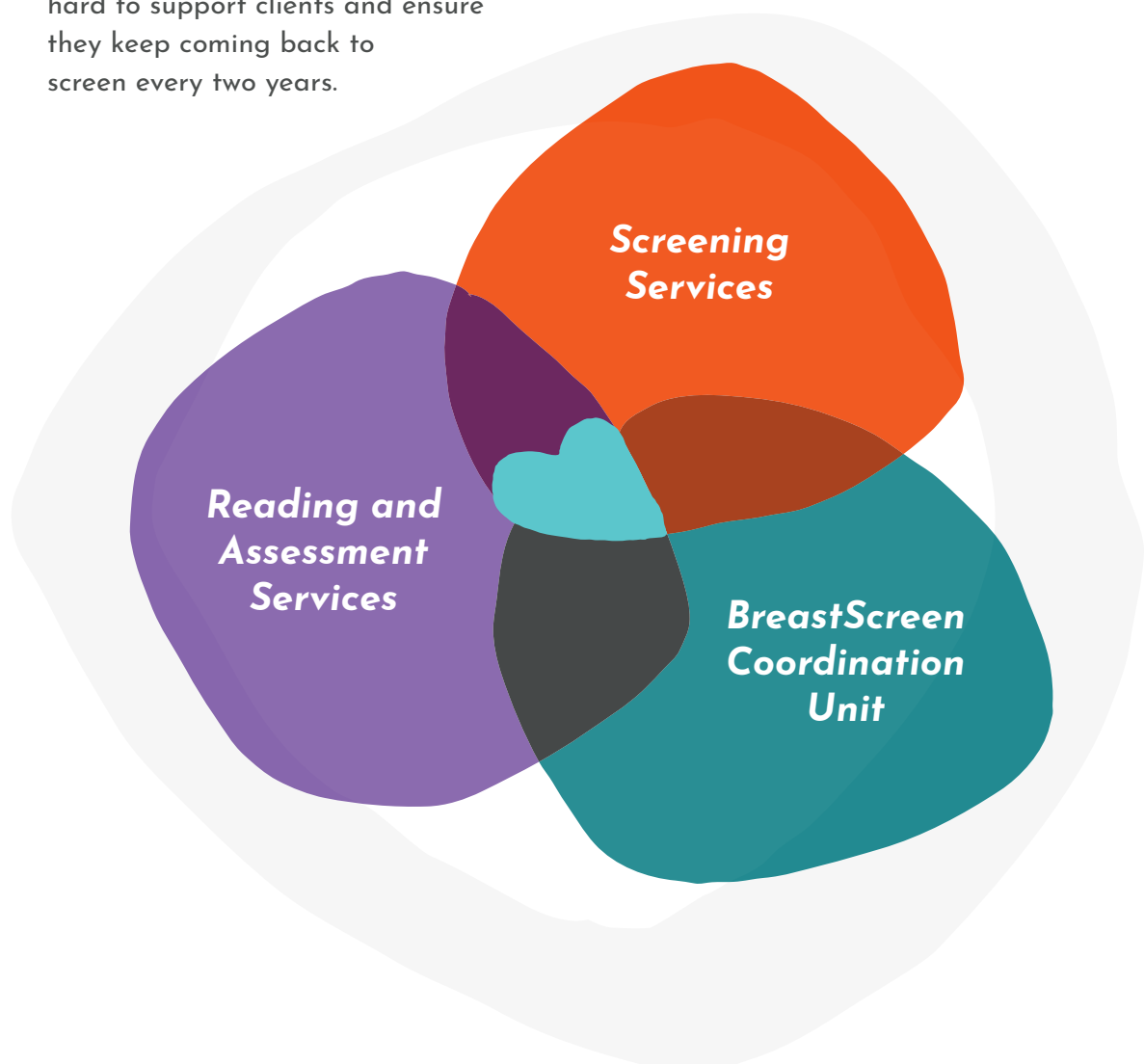
One BreastScreen team

At each of our Screening Services, Reading and Assessment Services, Mobile Screening vans and at the Coordination Unit—clients are at the heart of the work we do to reduce the impact of breast cancer and save lives through early detection.

Together, our people play a crucial role in making sure clients receive a high-quality service and feel supported at every step—from hearing about our service, to making a booking, getting a screen, and then right through to assessment. Our dedicated staff work hard to support clients and ensure they keep coming back to screen every two years.

Delivering this service is also made possible by our client contribution. We gather their feedback through surveys, focus groups, behavioural research and meaningful conversations with ambassador and consumer representatives.

We connect closely with community groups, partners, and health professionals to help us share the importance of breast screening and to reach those who may find it harder to get a breast screen.



STRATEGIC PLAN 2021-2025



Client First

Clients come first in everything we do and we seek their contribution to the planning and delivery of a service that delivers a high-quality experience.

GOALS

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| 1.1 Our clients are satisfied with the service they experience at BreastScreen Victoria and continue to return to screen. | 1.2 There are a broad range of opportunities throughout our network of services for consumers and clients to contribute feedback that informs our work. |
| 1.3 Consumers and clients are actively engaged in the development and design of our programs and services. | 1.4 We contribute to research that leads to improvements to the breast screening model. |

FOCUS



A High Quality Service

Continuous quality improvement is central to our work, ensuring the delivery of high-quality and evidence-based services that meet the needs of our clients throughout their experience with our service.

GOALS

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| 3.1 BreastScreen Victoria delivers a high-quality and effective service in line with National Accreditation Standards. | 3.2 We have systems in place to share information and to drive quality improvement. |
| 3.3 We collect and use the data and evidence required to continuously improve our service and the way we work. | 3.4 We have reliable and effective technology in place across all aspects of our service. |



Our Purpose

As a population screening program BreastScreen Victoria reduces the impact of breast cancer and saves lives through early detection. Working as one team with our network of services and dedicated staff we draw on client feedback to provide high quality and inclusive care.

2

One BreastScreen Victoria Team

Our Screening Services, Reading and Assessment Services and BreastScreen Coordination Unit work as one, cohesive and integrated team with a shared vision and purpose focused on delivering the best possible health outcomes.

GOALS

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| <p>2.1 There is an alignment of values and purpose across the BreastScreen Coordination Unit, Screening Services, Reading and Assessment Services and all those involved in providing our service.</p> | <p>2.2 Our workforce is engaged and shares knowledge across all parts of our service.</p> |
| <p>2.3 BreastScreen Victoria is a place where people want to work—this includes our Screening Services, Reading and Assessment Services and the BreastScreen Coordination Unit.</p> | <p>2.4 We collaborate and have smart ways of working across all aspects of BreastScreen Victoria.</p> |

AREAS

4

Supporting Diversity and Inclusion

We support diverse communities who may be less likely to come to BreastScreen so they can understand the importance of screening and improve their access to a culturally safe and inclusive service.

GOALS

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| <p>4.1 We gather evidence to understand the experiences of diverse consumers and clients.</p> | <p>4.2 BreastScreen Victoria is an inclusive service that is culturally safe and accessible to all consumers and clients.</p> |
| <p>4.3 Our diverse community understand the importance of population based breast screening.</p> | <p>4.4 We collaborate with partner organisations to help us reach and engage diverse community groups.</p> |



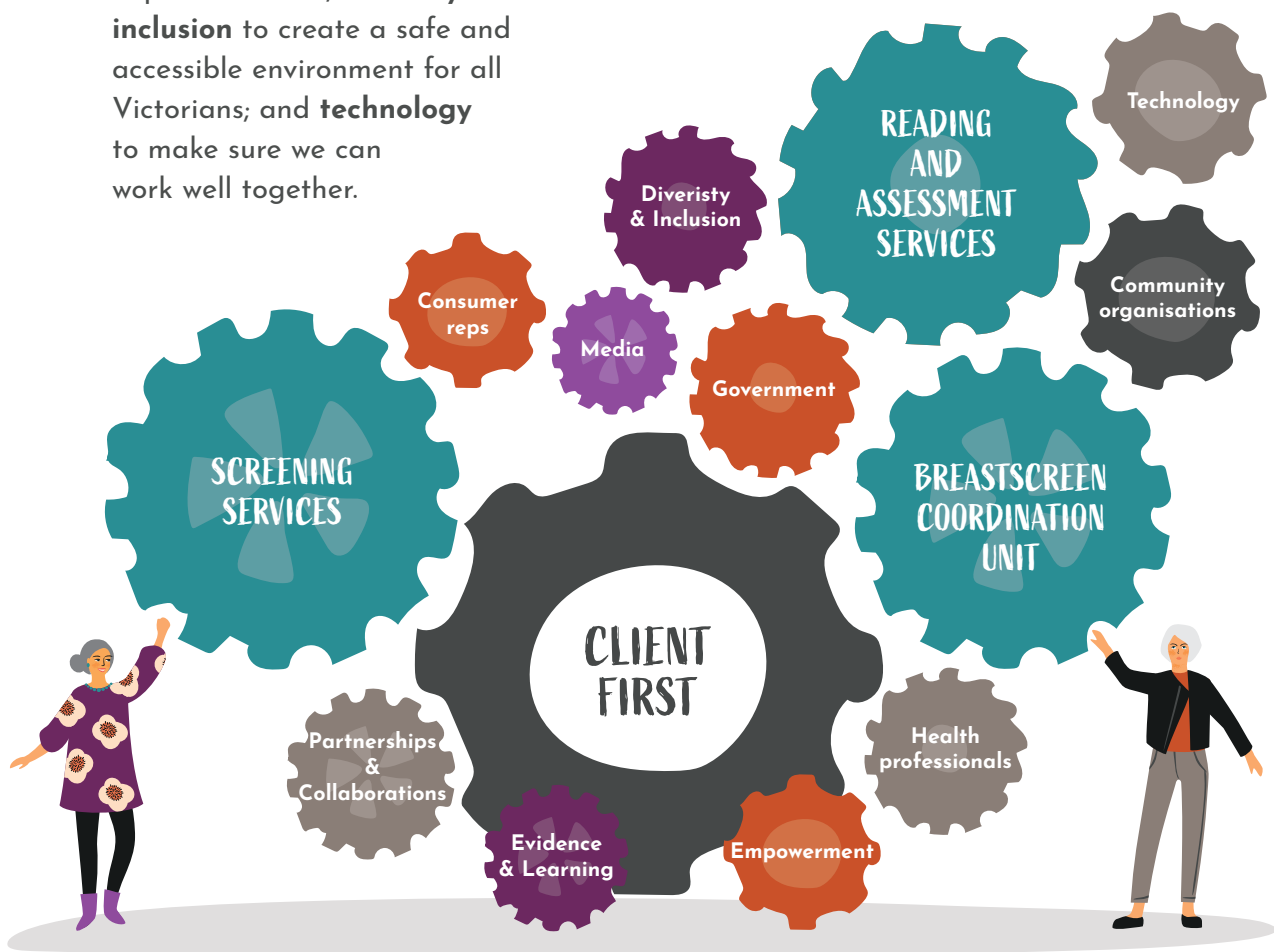
How we work together

With the support of our wider community—BreastScreen Victoria’s Screening Services, Reading and Assessment Services and the Coordination Unit all work together with a shared purpose to reduce the impact of breast cancer.

This work is enabled by a **consumer first** approach; the **empowerment** of our people to deliver high-quality care; **partnership and collaboration** with communities, partners and each other to make a collective impact; **evidence and learning** to inform our decisions and improve services; **diversity and inclusion** to create a safe and accessible environment for all Victorians; and **technology** to make sure we can work well together.

Our wider community—consumer representatives, community organisations, health professionals, government and media—help us to reach and understand our clients and their needs.

Every person working in the BreastScreen Victoria program is crucial to our success. All areas of our organisation are necessary, connected parts—interdependent and working together to reduce the impact of breast cancer.



Our yearly snapshot: 2021-22

In 2021-22, we aim to provide more than **280,000** breast screens

That means around **5,500** screens each week

Around **14%** will be first time screeners / **86%** from subsequent rounds

Around **5%** of those screened will be referred to an Assessment Service for further investigation

Less than 1% of all women screened will be diagnosed with breast cancer

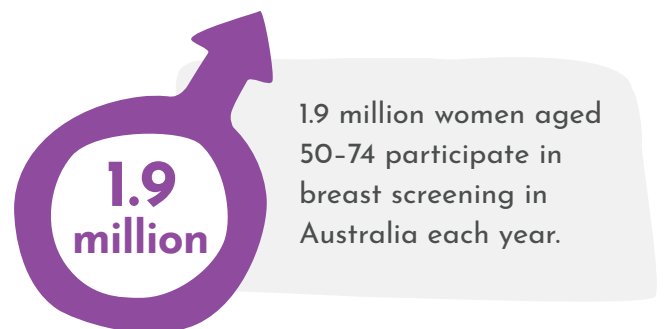
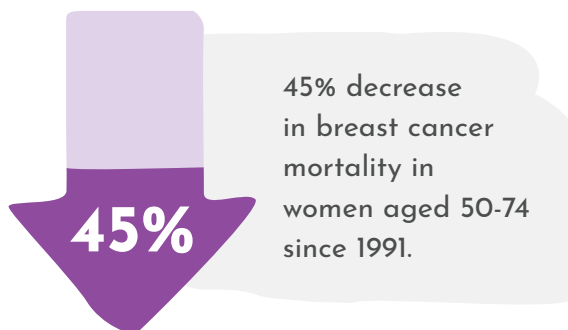
80% of those diagnosed have invasive cancers / **20%** ductal carcinoma in situ



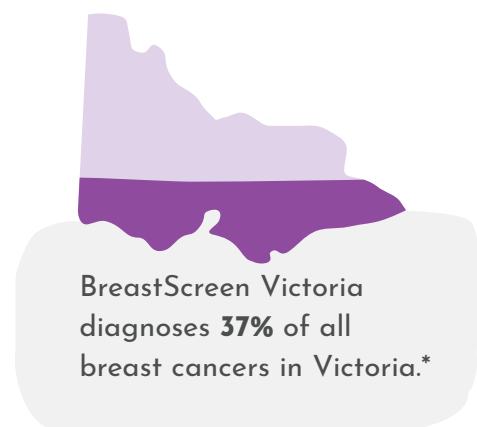
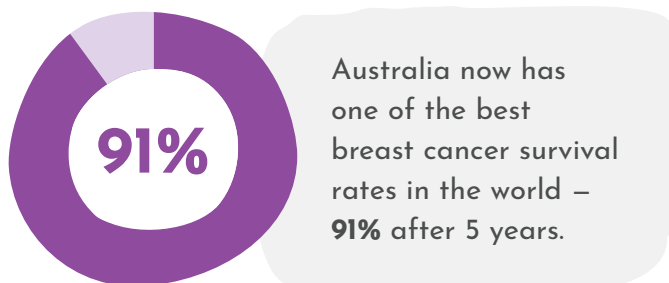
Our impact

BreastScreen encourages clients to have their regular breast screen to detect breast cancer as early as possible, and to feel reassured about their breast health.

The uptake of the program has led to better health outcomes and a reduction of the disease in Victoria and across Australia.



Together we have reduced the impact of breast cancer treatment through early detection.



* Data from BreastScreen Victoria, 'Annual Report 2019-20' and Victorian Cancer Registry, 'Cancer in Victoria: Statistics & Trends 2019'. All other data from the Australian Institute of Health and Welfare, and Cancer Australia.



BreastScreen Victoria acknowledges the traditional custodians of the lands on which our services are provided and pays respect to Elders past, present and emerging.

BreastScreen Victoria gratefully acknowledges the support of the Australian Government Department of Health and the Victorian Government Department of Health.



BreastScreen
Victoria

breastscreen.org.au