

East Wimmera Health Service

Strategic Plan
2016 - 2019



Cultivating **Healthy** Communities

A note from the East Wimmera Health Service Board Chair

I am pleased to present the East Wimmera Health Service Strategic Plan.

Cultivating Healthy Communities 2016 - 2019 A plan for the next three years

Over the past five years we have moved through a major organisational transformation and financial turnaround to a revitalisation phase. We have streamlined our processes, redesigned our services and transformed our health service, to embrace our mission of utilising our organisational values, to Cultivate Healthy Communities, through consumer centred care to deliver positive health experiences.

As we enter into this next phase, one of the greatest challenges we face is the ageing population within our catchment area and the changing chronic health profile of our communities. Within this challenging environment, the opportunity exists to improve the way we holistically care for consumers and their families. This is at the core of our business.

Our strategic plan, Cultivating Healthy Communities 2016 - 2019 will guide us as we build on our past successes and deliver the critical changes needed to achieve our mission as ***it is in our power to cultivate healthy communities***, through consumer centred care to deliver positive health experiences, that will *improve the health outcomes across the Buloke and Northern Grampians Shires*.

Our strategy is set out on the following pages and is clearly articulated in line with four strategic priorities:

1. **Service delivery:** deliver value based healthcare by understanding consumer needs and configuring services to best meet those needs
2. **Relationships:** establish supportive, respectful peer and stakeholder relationships and networks
3. **Sustainability:** attract and target resources and investments into sustainable service delivery and operating models
4. **Quality & safety:** use data and intelligence to inform the delivery and improvement of safe services

There is a great deal of work to be done in order to secure our future as a well-resourced, well-prepared and well-structured health service. I acknowledge the dedication of our staff and the strong relationships we have built with our partners and community. These relationships will be pivotal throughout this process.

I would like to thank everyone, from our staff, volunteers, community and consumer groups, service delivery and health partners for their involvement in the development of this plan. Your feedback has been and will continue to be critical in helping shape the future of our health service and in cultivating healthy communities.



Ken Round
Board Chair



Cultivating Healthy Communities

WHO WE ARE AND THE COMMUNITIES WE SERVE

East Wimmera Health Service [EWHS] is a fully accredited (by the Australian Council on Healthcare Standards and the Australian Aged Care Quality Agency), multi-campus health service situated in the north-west of Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Baringi Gadjin, and Jaara Jaara people. EWHS encompasses the townships of Birchip, Charlton, Donald, Wycheproof and St Arnaud. St Arnaud is our largest town with a population of 2,500 and the smallest, Birchip with approximately 700 people. EWHS has a total population of approximately 9,500 people.



Evolving in a community predominantly known for broad acre cropping and grazier farming, EWHS is an amalgamation of three local hospitals and two Bush Nursing hospitals. Administering a \$26 million budget, EWHS is focused on improving the health of its communities with a dedicated team, consisting of over 400 staff members, working across campuses located in Birchip, Charlton, Donald, Wycheproof and St Arnaud.

EWHS services include urgent care, acute medical beds and residential aged care beds at all five sites, with a Renal Dialysis Service located at the Donald Campus. EWHS has transitioned from the traditional bed based service delivery model, to a community based preventative model of care. This change in the model of care is seeing a steady expansion of the community based services offered. This now includes Dietetics, Social Work, Occupational Therapy, Physiotherapy, Aged Care Assessment Services, Post-Acute Care, Hospital Admission Risk Program, Community Health Nursing, Planned Activity Groups, District Nursing Service, Diabetes Educators and Health Promotion.

The Buloke and Northern Grampians Shires have experienced considerable population decline from 2002 to the present and this decline is projected to continue although at a slower rate through to 2022. The population aged 65+ are overrepresented while the 15-44 age bracket is under represented. Residents aged 85+ make up 6 percent of the population. Buloke and the Northern Grampians Shire have low levels of cultural diversity and individuals speaking a language other than English at home. Over 46 percent of the population volunteer, the highest percentage in Victoria.

The Buloke Shire

The Buloke Shire has the highest percentage of persons reporting high blood pressure and the third highest reporting osteoporosis, rates of obesity, asthma and type 2 diabetes. These rates are all higher than the state average. Cancer incidence is well above average, especially among females, however, breast cancer screening participation rates are second highest in Victoria. The percentage of females reporting fair or poor health status is the highest in the state. Among males within the Buloke Shire, smoking rates are high and the percentage who don't meet fruit and vegetable intake guidelines is the second highest in the state.

The percentage of individuals at risk of short-term harm from alcohol consumption is the third highest in Victoria, and the percentage of individuals who consume soft drink every day is the second highest in the state. The intentional injury rate is among the lowest in the state, while the unintentional injury rate is above average. The death rate from all combined causes of death is among the highest in Victoria. Inpatient separation rates are above average, as is length of stay. The admission rate for ambulatory care sensitive conditions is the third highest, and GP attendances are above average as reported in the Medicare dataset.



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The Northern Grampians Shire*

The Northern Grampians Shire has one of the lowest obesity rates in the state however the percentage who are overweight is above average. Cancer incidence is higher than average among males but lower than average among females. The percentage reporting heart disease, arthritis and osteoporosis is higher than average but the percentage reporting asthma is the second lowest in the state. The rates of avoidable deaths due to cancer, cardiovascular disease and all causes are among the highest of all LGAs. The rate of hospital inpatient separations is well above average with Urgent Care presentations among the lowest in the state, as are GP attendances. The rate of drug and alcohol clients is more than double the state average, and rates of mental health clients are also above average.

* note: data for the Northern Grampians Shire has been included due to the geographical location of the St Arnaud campus and may not fully reflect the health status of the St Arnaud community and may be more reflective of the Stawell community

ALIGNING OUR STRATEGY

In developing this strategy, a number of factors were considered including alignment with the directions from the Victorian and Commonwealth Governments. The development of this strategy has been informed by the following key government documents:

- Health 2040
 - <https://www2.health.vic.gov.au/about/publications/researchandreports/health-2040>
- Victoria Public Health and Well-Being Plan 2015-2019
 - <https://www2.health.vic.gov.au/about/health-strategies/public-health-wellbeing-plan>
- Victorian Health Priorities Framework 2012-2022: Rural and Regional Health Plan
 - <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/vic-health-priorities-framework-2012-22-rural-plan>
- The Travis Report
 - <https://www2.health.vic.gov.au/about/health-strategies/travis-review>

It is important to note that this strategy is being developed at a time of rapid and substantial change in the health sector. A Harvard Business Review recently opened with the observation that “in healthcare, the days of business as usual are over” (Porter & Lee 2013). Models that adhere to a “sustain the status quo” approach are under increasing pressure as the fundamental principles, structures and systems that underpin the system are being disrupted. Some of the changes precipitating new thinking and action include:

- Major policy and funding reforms taking place across key elements of the health system
- Ongoing fiscal constraints putting pressure on government, organisations and communities
- Workforce profiles and dynamics shifting
- Rapid advancements in technologies are disrupting old models and creating new opportunities for action
- An increasingly engaged citizenry is changing the nature of the relationship between government, organisations and communities

More specific evidence that transformative change in the health sector is imminent can be seen in:

- Reforms that promote the principles of a market based approach (for example, residential aged care reforms)
- Proposed changes to the funding models for small rural health services
- Funding envelope changes that shift some of the cost to consumers
- The introduction of service delineation platforms across the nation (for example, the National Cancer Clinical Capability Framework)
- The introduction of revised commissioning arrangements for the Primary Health Network with a focus on population health outcomes
- Ever increasing level of transparency
- The shifting expectations of consumers



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Whilst government frameworks, expectations and policies continue to evolve, East Wimmera Health Service will ensure that its services are aligned and impact positively on the health and well-being outcomes for the communities of the Buloke and Northern Grampians Shires. By understanding the drivers of excellent health service provision we will be well positioned to adapt to the continuing contextual shifts. We will be increasing our focus on understanding our community needs and will pay particular attention to servicing the needs of the following cohorts:

- Ageing members of the community
- Those with chronic disease
- Those at risk of chronic disease

East Wimmera Health Service will continue to serve the health needs of the broader community though the focus and emphasis of these services may change. We recognise that we cannot deliver the full range of services our communities might ideally like to access close to home. However we can advocate that those needs are met through our networks and partnerships.

Note: Porter & Lee 2013 - <https://hbr.org/2013/10/the-strategy-that-will-fix-health-care> (All sites were current on the 6/12/2016)

HEALTH SECTOR STRATEGIC PRIORITIES

In preparing this strategic plan we have responded to the guidance and governance required by the national and state agendas and the Department of Health and Human Services objectives



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OUR CHALLENGES

East Wimmera Health Service and communities of the Buloke and Northern Grampians Shires continue to face a number of challenges including:

Ageing population

Significant portions of the population ageing across the Buloke and Northern Grampians Shires may result in pressure on the workforce, service delivery models and modes

Financial pressures

Delivering services within a broader constrained fiscal environment with increasing community expectations of the scope of services provided, changing funding models and ensuring we deliver value for health dollars

Burden of complex and chronic disease

Increasing rate and diversity of complex and chronic disease in the Buloke and Northern Grampians Shires

Workforce

The challenge of attracting and retaining staff and maintaining workforce capability and agility to meet rapidly changing models of care

Community and service expectations

Providing care or connecting to care at the right time, right place each and every time

OUR OPPORTUNITIES

The key opportunities for East Wimmera Health Service and the communities of the Buloke and Northern Grampians Shires to embrace include:

Models of Care

Adapting our models of care, building on innovation, streamlined care pathways and new and future technologies to deliver more effective health services and improved outcomes

Forming the right relationships

Forming and maintaining active and complementary relationships within and outside our community to better deliver healthcare

Improve capacity and productivity

Opportunities to further streamline our processes and procedures in consultation with the community and our staff to offer the best value for health dollars

Learning and innovation agenda

Ongoing development of focused learning and innovation that will provide the skills and knowledge to identify and meet the community's healthcare needs and provide unique learning experience that our diverse healthcare needs bring

Healthcare reform

Using the reform agenda to build the investment case and momentum for change across service delivery and operating models



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OUR CULTURE AND VALUES

East Wimmera Health Service exists to improve the health of the communities it serves. It aims to cultivate the communities health by working in partnership with its stakeholders and community members. A health community is more than just the responsibility of the health service, it is the responsibility of everyone.

Over the past 12 months, East Wimmera Health Service undertook a significant staff and stakeholder engagement initiative to realign the service’s vision, mission, values and actions. Throughout this process the focus has been on embedding the values and associated behaviours into our practices and this journey will continue into the future. We will ensure that our values are reflected in our attitude, the way we behave and interact with everyone we come into contact with: our staff, our patients and their families, our community and our partners.

Why are we here?
To Cultivate Healthy Communities

How are we going to achieve this?
Through Consumer Centred Care

What are we going to provide?
A Positive Health Experience

East Wimmera Health Service’s values are **The Core** to Cultivating Healthy Communities, Through Consumer Centred Care for a Positive Health Experience.

THE CORE values of the East Wimmera Health Service are;

- Together** We will be an effective health team
- Honesty** We will be fair and straightforward
- Empathy** We will deliver compassionate consumer centred care

- Community** We will engage our communities
- Open** We will be clear and open in all our communication
- Respect** We will be respectful of everyone
- Excellence** We will deliver positive health experiences

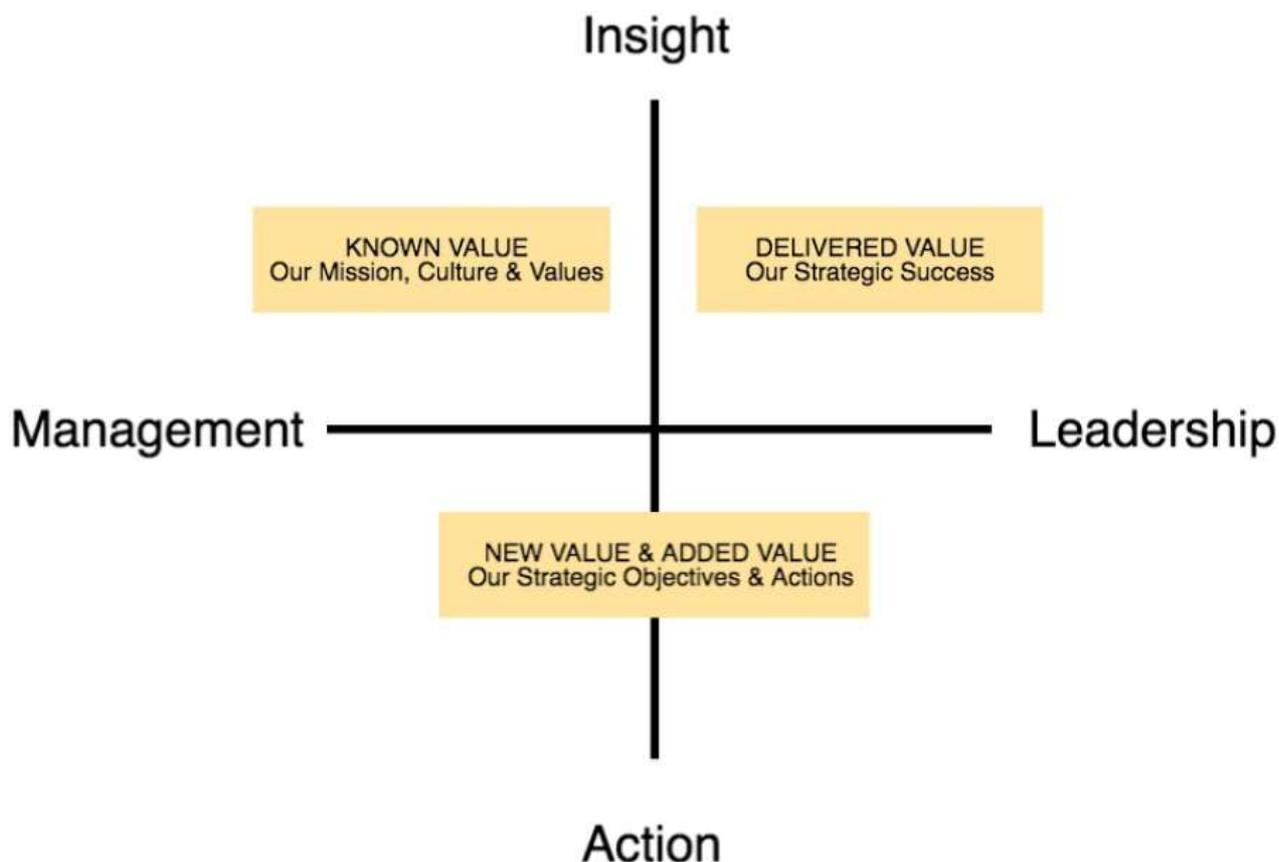


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OUR METHODOLOGY

In preparing this strategic plan we used the strategic planning framework* to assist us in ensuring that our strategic plan would deliver value to the community of East Wimmera Health Service and hold us to account on delivering value. To execute this strategic plan we will need to:

- Ensure our staff, stakeholders and community are inspired by the direction East Wimmera Health Service is taking to cultivate healthy communities
- Use ingenuity and innovation to create new and added value for our community members. This will require us to look and think differently about how we work.
- Have a positive impact on the lives of experiences of our staff, stakeholders and community. If we can do this then we will have delivered value.



* Note this framework has been adapted for the TAG Health "Re-Position - purpose driven strategy framework"

OUR STRATEGIC PRIORITIES

East Wimmera Health Services strategy for achieving our mission is outlined in detail on the following pages. Our focus is on providing consumer centred care; taking our services from good, to great, to excellent through our learning and innovation agenda; operational and clinical continuous improvement; unleashing and realising the potential and capability of our staff and meeting the challenges that future reform and our population's health present to us.



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Strategic objective one: Service Delivery

Deliver value-based healthcare by understanding consumer needs and configuring services to best meet those needs

Consumers and their families are the central focus of the health services we provide and how we provide them and we will continue to strive for excellence in this area. Focusing on continually improving the way we holistically care for our consumers and their families are at the core of our business – providing excellent, safe and quality healthcare.

Strategic goals	Strategic actions	Strategic success
To partner with consumers, and the community to enable access to the best care	Design and provide services based on the needs of our community and provide services close to or in the consumers home Embed consumer centred care principles in structures, systems and behaviours Develop pathways to connect communities members to the right care services at the right time	Care plans are tailored to meet individual needs and consumers and their families report that they are engaged in their care
To provide the right information for consumers and their families to make informed decisions	Implement systems that ensures consumers and their families are supported to engage in their healthcare and make informed decisions Partner with community service providers to increase awareness about what healthcare services are available to the community and how they can be accessed	Integrated systems that seamlessly support safe and quality healthcare and intelligent decision making reducing risk and errors across the health service
To ensure strong governance and leadership to assist East Wimmera Health Service into the future	Proactively assess healthcare service viability, feasibility and desirability against quality and safety standards Strengthen our governance processes including clinical governance to ensure the highest quality and standard of care	



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Strategic objective two: Relationships

Establish supportive, respectful peer and stakeholder relationships and networks

East Wimmera Health Service values the contribution that staff and its stakeholders make to high quality care. Not only is it appropriate that they feel valued, being valued is intrinsically linked with the health services we provide to our consumers. We must look for innovative ways to engage with our staff and stakeholders which reflect the unique opportunities that being part of the East Wimmera Health Service team bring.

Strategic goals	Strategic actions	Strategic success
To attract and retain a quality and progressive workforce	<ul style="list-style-type: none"> Provide the conditions, culture, environment and opportunities that improve engagement and enable staff to excel Plan for an agile and responsive workforce to support the health services strategic priorities Develop alternative workforce models that define scope of practice and better support the needs of our patients and our staff 	Staff and stakeholders report that they are engaged and feel valued and this is reflected in everything they do
To be a safe, fair and productive workplace	<ul style="list-style-type: none"> Strengthen leadership capability and capacity throughout the health service Promote physical and emotional health of staff Cultivate a culture which promotes confident, appropriate and transparent decision making with clear accountabilities and responsibilities 	
To establish strong and productive stakeholder partnerships	<ul style="list-style-type: none"> Strategically partner and collaborate with key stakeholders and the community to meet the changing healthcare requirements of our community Develop targeted innovation partnerships to develop staff and improve the care we provide to our consumers 	



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Strategic objective three: Sustainability

Attract and target resources and investments into sustainable service delivery and operating models

It is imperative that we spend our healthcare dollars wisely and deliver value, both now and into the future. The increasing drive for efficiency and ongoing changes to funding models presents us an ever-apparent challenge as we anticipate and meet consumer needs. Our challenge is to become more self-sustainable and partner astutely to provide true value for our community’s health dollar.

Strategic goals	Strategic actions	Strategic success
To excel in strategic financial management and commercial acumen	<ul style="list-style-type: none"> Develop excellence in strategic financial and commercial management Explore new funding models/ opportunities to meet current and future demand Create value through effective and efficient partnerships 	Financial reporting demonstrates value for health dollars with the ability to continue to invest in our future
To excel in financial stewardship	<ul style="list-style-type: none"> Develop capability in financial stewardship across the health service Create a culture of transparency and communication with regard to investment and reinvestment 	
To target use of technology to support efficient, effective and quality consumer care	<ul style="list-style-type: none"> Implement patient information systems that ensure information can be consolidated, access and shared where appropriate to do so 	



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**Strategic objective four:
Quality & Safety**

***Use data an intelligence
to inform the delivery
and improvement of
safe services***

The greatest challenges facing East Wimmera Health Service are the increasing ageing population and the changing chronic health profile across the communities of the Buloke and Northern Grampians Shires. We must have a focus on managing funding, workforce availability and capacity. Establishing new services and enhancing existing services aligned to our community’s health profile to better meet current and future demands.

Strategic goals	Strategic actions	Strategic success
To strengthen and improve services to meet the changing needs and choices of our community	Enhance our strategic healthcare modelling and planning capacity to ensure we proactively manage the healthcare needs of our community Develop a sound and robust approach to managing and achieving continuous change that will ensure the organisation can meet future health service requirements	East Wimmera Health Service meets the growing and changing needs of its communities through the provision of safe and high quality services as demonstrated by improvements in the overall health status of the community
To optimise availability of health services through innovative delivery mechanisms	Strategically plan service delivery across the Buloke and Northern Grampians Shires to ensure services are provided in alignment with community needs with minimal duplication	
To invest in service re-design required to meet current and future population needs	Engage and involve staff in continuously improving the way we deliver healthcare and services the needs of our community	
To use data and intelligence to guide informed decision making	Develop and use systems to communicate efficiently and effectively, providing us with business intelligence at our fingertips	



Cultivating Healthy Communities

Our Culture, Our Values.



WHY *are we here?*
To cultivate healthy communities.

HOW *are we going to cultivate healthy communities?*
Through consumer centred care.

WHAT *will we deliver to our consumers?*
A positive health experience.



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Cultivating *Healthy* Communities