



EAST WIMMERA HEALTH SERVICE
SUSTAINABLE HEALTHCARE FOR OUR COMMUNITY
STRATEGIC DIRECTION 2021-2025

OUR VISION

To see sustainable
improvement in the
health and wellbeing
of our community

OUR PURPOSE

To work together with
our community
to achieve better
health and wellbeing
outcomes





Acknowledgement of Traditional Owners

East Wimmera Health Service acknowledges the Traditional Owners, the Dja Dja Wurrung, Barengi Gadiin, Jaara Jaara people and Custodians of the land in which we work and live, and pays respect to their Elders past, present and emerging.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to the country, and value their contributions to a diverse community.

We are proud to embrace the spirit of reconciliation, and learn more from the local Aboriginal and Torres Strait Islander communities, how best to improve their health, social and economic outcomes.



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OUR WHY

Rural healthcare is about people. The people who provide care, the people who receive care and the people in our communities, working together to support wellness and healthy lifestyles.

Our future direction continues to be focused on our community and our vision of seeing sustainable improvement in the health and wellbeing of our community. We are healthier when we are connected emotionally, socially, mentally, and physically. Sustainable improvement in our health and wellbeing is provided when we work as one team towards this shared goal. We want to be known for our safe and quality care and in providing services that meet the needs of our community.

We all have a role to play in improving the health of our communities and ensuring our services are a safe and respectful experience for all.

East Wimmera Health Service healthcare role is not just within the hospital setting, but rather extending health care and promotion in the community with new ways of delivering care to people, to improve access, equity

and health outcomes. Digital tools and new technologies will bring specialised care to our rural communities supporting sustainable and affordable services. Our role includes promoting healthy lifestyles, helping people understand and control their own health outcomes, preventing avoidable illnesses, screening and addressing conditions early.

We recognise our dedicated staff, carers and volunteers, who play vital roles in our communities and services across the service, focused on the needs of the population and recognising that the health and social outcomes are interdependent.

Our workforce is committed to safe, high quality care and continual learning. At East Wimmera Health Service, we are committed to best practice, best people and committed to working with our communities with a focus on safety and improvement.

When we work together, as a provider of healthcare, as a community and with other agencies and organisations, we can more meaningfully contribute to a sustainable environment that supports improved outcomes for our people.



Our strategic plan, through your input, puts our community front and centre. By understanding and analysing our population health and wellbeing needs, we are able to develop and implement a Plan that is our roadmap to improve the health and wellbeing of our community.

Julianne Clift
East Wimmera Health Service
Board Chair





OUR COMMUNITY

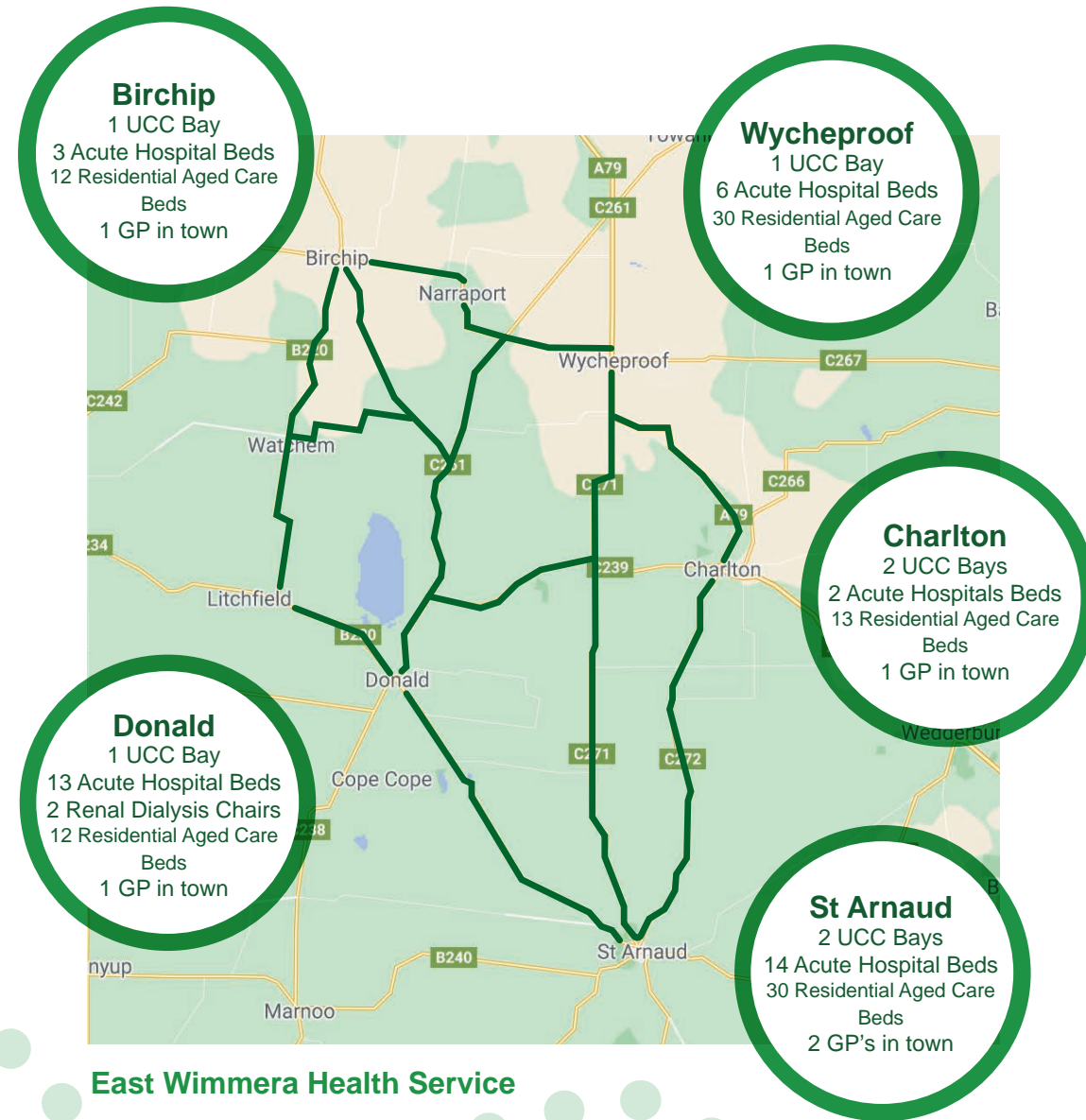
East Wimmera Health Service (EWHS) is a multi-campus health service situated in the north-west of Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Barengi Gadiin and Jaara Jaara people. EWHS encompasses the townships of Birchip, Charlton, Donald, St Arnaud and Wycheproof. St Arnaud is our largest town with a population of approximately 3,500 and the smallest, Birchip with approximately 700 people. EWHS provides healthcare services to an approximate population of 10,000 people.

Evolving in a community predominately known for broad acre cropping and grazier farming, EWHS is an amalgamation of three local hospitals and two Bush Nursing hospitals. EWHS is focussed on improving the health of its communities with a dedicated team, consisting of over 400 staff members.

The Buloke and Northern Grampians Shires have experienced considerable population decline and this decline is projected to continue. The population aged over 70 years old are growing in numbers representing approximately 37 per cent of the current demographics while the 15-44 age bracket is projected to continue to decline over the coming 10 year period. Aboriginal and Torres Strait Islanders represent approximately 1.1 per cent of the total population.

The Buloke and the Northern Grampians Shires have low levels of cultural diversity and individuals speaking a language other than English at home. Over 46 per cent of the population volunteers, one of the highest percentages in Victoria.

Whilst EWHS provides a range of health and wellbeing services to its community, many individuals travel to neighbouring health services, like Wimmera Health Care Group, Bendigo Health, Stawell Regional Health, East Grampians Health Service and Ballarat Health Services when needing to access surgical and acute in-patient services.



East Wimmera Health Service

OUR COMMUNITY



Current smokers

Northern Grampians Shire

16.5%

Buloke Shire

23.2%

Victoria

20.3%



Overweight

28%

34.2%

31.2%



Obese

17.4%

21.9%

18.8%



Type 2 diabetes

6.3%

6.9%

5.5%



Heart disease

8.9%

7.7%

6.7%



Two or more chronic diseases

30.2%

36.3%

25.5%

East Wimmera Health Service Performance 2020 2021

UCC presentation numbers

4,954

Admission numbers

694

Residential aged care bed days

25,801



OUR SERVICES

Acute Care Services



Medical Services
Palliative Care
Medical Imaging
Pathology
Renal Dialysis
Urgent Care Centres

EWHS services include urgent care, acute medical beds, residential aged care beds, diagnostic services, primary and community health 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 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.

Aged Care Services



Residential Aged Care
Planned Activity Groups

EWHS is integral to the provision of comprehensive and responsive healthcare in the local community. We provide accessible health care services in hospital, residential and community based settings. Targeted health education and prevention programs to support the community's health complement our clinical services. Promotion of wellbeing, and individual responsibility and self-management are all encouraged and supported throughout service delivery in an attempt to sustainable improvement in the health and wellbeing of our community.

Primary and Community Services



General Practice
District Nursing
Allied Health
Health Promotion
Mental Health Services
Cardiac Rehabilitation Program
Hospital Admission Risk Program
Health Promotion

Whilst many of our services are universal and available to all community members, many are purposefully designed for those in the community who experience inequality in health outcomes and/or access to health services.

These include:

- People who live in areas of locational disadvantage
- Aboriginal and Torres Strait Islanders
- People with a disability
- People isolated without a social support network
- Vulnerable children, young people and families
- People from linguistically diverse backgrounds
- People from the LGBTIQ community.

OUR PLAN

EWHS Strategic Plan outlines how we will achieve our vision over the next four years to see sustainable improvement in the health and wellbeing of our community. It provides a blueprint for the four strategic directions we will be focusing on:

Our Communities



Our Partners



Our Workforce



Our Business



Our plan for the future aligns with the national and state-wide legislative, policy, planning and accountability frameworks. The National Health Reform Agreement (2011) sets out the shared intention of all parties to work in partnership to improve health outcomes for all Australians and ensure the sustainability of the Australian health system. Consistent with the National Health Reform Agreement, the Victorian Government through the Department of Health (the Department) regulates and monitors the performance of Victoria's public health services. We support and deliver on the Department's priorities.

We also recognise that significant recommendations for reform are likely to emerge, and will need to be responded to during the strategic period, from:

- The Royal Commission into Aged Care Safety and Quality
- The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
- The Royal Commission into Victoria's Mental Health System

By keeping people healthy and well and by offering appropriate services and enhancing appropriate care settings we can meet the demand and needs of our community.

Our vision for the next four years is to ensure our organisation remains fit-for-purpose and provides quality and safe care now and into the future, that results in sustainable improvement in the health and wellbeing of our community.



OUR VISION

To see sustainable improvement in the health and wellbeing of our community.

OUR PURPOSE

To work together with our community to achieve better health and wellbeing outcomes.



OUR VALUES

Our values are THE CORE to how we care for our community.



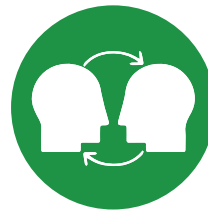
Together

We will be an effective health team
We ensure our effectiveness as a team and as partners with our community
We will dare to be different to improve health outcomes



Honesty

We will be fair and straightforward
We are sincere in what we do, and share honestly how we feel
We do the right thing



Empathy

We deliver compassionate consumer centred care
We are caring, compassionate and responsive to the needs of our consumers, staff and volunteers who are the centre of everything we do



Community

We will engage our communities
We partner with our consumers to build a healthy community
We walk in our consumer's shoes to provide better care



Open

We will be clear and open in all our communication
We see things as they are and as they could be to improve health and wellbeing



Respect

We will be respectful of everyone
Our behaviours demonstrate trust, inclusion and mutual understanding and we communicate openly and respectfully



Excellence

We will deliver positive health experiences
We ensure the highest standard of quality and safety every time
As a community we focus on healthy outcomes.

OUR STRATEGY

Our four strategic priorities will enable us to work together with our community to achieve better health and wellbeing outcomes.



Our Communities



Our Workforce



Our Partners



Our Business



1.0 Our communities.

We partner with our community to achieve personal, effective, safe and connected care that improves health outcomes and wellbeing and address causes of poor health that matter to our community.



What we want to achieve To provide quality and safe care ensuring the needs of our community are at the core of everything we do.



What success will look like:

- > An individual's care expectations are met or exceeded
- > Client outcomes improve
- > Clinical indicators improve
- > Reduced incidence of preventable harm
- > Increased client engagement in service design and delivery
- > Best practice care guidelines and pathways are developed, implemented and evaluated across the care continuum
- > EWHS meets or exceeds regulatory and legislative standards
- > Improved benchmark trends for client safety and quality care performance indicators
- > Services are aligned to community needs
- > All home based services are co-located in the one health hub
- > Models of care incorporate seven day access to services as appropriate
- > Advancements towards the EWHS service plan
- > Increased telehealth consultation rates
- > Increased access to specialised workforce via telehealth
- > Improved staff satisfaction levels with staff reporting that technology supports high quality, safe work practices



How we will do it:

- Undertake a service review of the community care service model within EWHS taking applicable outcomes from the Royal Commission into Victoria's Mental Health outcomes into consideration.
- Undertake a service review of residential and acute service model particularly considering the recommendations of the Aged Care and Mental Health Royal Commissions
- Align digital health priorities with care priorities.



2.0 Our workforce

We develop our staff across all levels of the workforce and provide a great, supportive and safe workplace.



What we want to achieve

- To support the workforce to deliver excellent care.
- To develop an innovative approach to recruitment and workforce development based on best practice.



How we will do it:

- Embed our values based culture that embodies THE CORE values of EWHS
- Develop and implement a staff health and wellbeing plan
- Develop and implement a staff professional development program
- Develop and implement an innovative approach to workforce recruitment
- Foster an organisation that is adaptive to change
- Develop and implement a workforce management plan



What success will look like:

- > Electronic system supports recruitment activities
- > Organisation wide approach to recruitment of workforce, volunteers and sub-contractors
- > At least 70% of staff complete the People Matters survey
- > Defined improvements in the results of the People Matters Survey
- > 100% of staff have an annual performance review and development plan
- > THE CORE values consistently demonstrated
- > Improvement in the combined recruitment score
- > Increased staff wellbeing measures
- > Change activities implemented and creating performance improvement across the organisation
- > Increased investment in staff education and training
- > Efficient staffing models are deployed across all service delivery areas



3.0 Our partners

We partner to improve our services and sustainability.



What we want to achieve To work with others to deliver more integrated services that improve patient outcomes and experience.



How we will do it:

- Participate in regional health service planning with external organisations
- Develop local partnerships to provide a coordinated approach to the health experience for our consumers.



What success will look like:

- > Regional health services utilise our resources when appropriate
- > A regional clinical governance framework is in place and there are demonstrated improvements in clinical care
- > The Disability Action Plan and the Diversity Action Plan actions are implemented improving the experience for individuals with a disability and those from diverse backgrounds
- > Increased availability of palliative and sub-acute services
- > House all home based services in the one health hub 'one stop shop'
- > Older persons living in their place of choice
- > Collaborate with consumers and communities to co-design and deliver culturally appropriate safe and accessible services



4.0 Our business

We will provide into the future the right services that are sustainable.



What we want to achieve To ensure that the services we provide are sustainable.



How we will do it:

- Develop a Master Plan across EWHS
- Market and promote our business.



What success will look like:

- > Internet and intranet sites are modern and intuitive and outline clearly services provided to the community
- > Marketing and communication plan and outcomes
- > Master Plan, feasibility and business plan processes are complete for EWHS (particularly St Arnaud)
- > Evidence of enhanced business and analysis systems that support high quality, safe and sustainable work practices
- > Increase in services delivered in the community and improved health outcomes
- > Compliance with building standards and regulations





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