



STAWELL
REGIONAL HEALTH

Strategic Plan 2016 – 2020

Our Vision:

Caring for our Community

Our Mission:

In partnership with our community, Stawell Regional Health will deliver high quality care and improve health outcomes by providing safe, accessible and integrated services.

Our Values:

1. **Trust:** We act openly and honestly as individuals and as a team.
2. **Respect:** We treat each other with respect and courtesy and value the opinions and contributions of others.
3. **Accountability:** We each take personal responsibility for our decisions and actions.
4. **Communication:** We encourage the sharing of information within our team and with the community.
5. **Safety:** We are committed to the safety of our workforce and our customers

Our Community

Our Community includes our patients, consumers, residents of our aged care facility, our staff, volunteers and students.

The Stawell Regional Health community is comprised of the residents of our local catchment area of Stawell and the surrounding communities of the Northern Grampians and Pyrenees Shires.

In Caring for Our Community, we will work in partnership with our community, staff and other service providers to increase access to optimal healthcare and achieve better health outcomes.

Our community faces issues in health that are synonymous with rural and regional Victorian areas, including an ageing population, lower socioeconomic status and higher burden of disease, along with workforce planning and sustainability issues.

Changing demographics:

- The number of elderly people and people living alone in our area is increasing.
- We have an increasing number of empty-nesters and retirees, and a larger number of older workers and pre-retirees.
- A significant number of our people report fair or poor health and obesity as a major health issue.
- As a community, we do not eat enough fruit and vegetables, and are not as active when compared to the rest of Victoria.
- The region we service has a higher incidence of cancer compared to Victorian and national rates with a lower survival rate.
- We have a higher incidence of chronic diseases such as heart disease, lung disease and stroke.
- There is a higher rate of economic disadvantage, with higher family violence rates.

Note: A comprehensive and complete dataset for our community is published in the Grampians Pyrenees Primary Care Partnership Population Health and Wellbeing Profile 2016.

Our Services

Stawell Regional Health offers a diverse range of integrated and related health services in our modern health service, carried out by a cooperative team of medical professionals and visiting specialists.

Acute Services

24-hour care is provided by experienced nursing staff and visiting medical officers in the 35 bed acute ward which caters for any person who needs to be admitted to hospital.

Surgical Services

A variety of surgical services including general surgery, gastroenterology, orthopaedic, ophthalmology, urology, gynaecology and ear, nose and throat are offered from our high-class surgery facilities.

Oncology Services

The John Bowen Day Oncology Unit administers chemotherapy for all types of cancer, venesections for blood disorders, and post-chemotherapy care of intravenous access devices treatment along with access to Medical and Radiation Oncologists.

Urgent Care Centre

The Urgent Care Centre is staffed by Nurses from the acute hospital ward 24 hours a day, 7 days per week with doctors on-call for advice on treatment or to attend to patients when required.

Primary Care

Our Primary Care services provide specialist care to our patients on the ward, as outpatients, in the community, at Macpherson Smith Residential Care and in the home. The service includes Community Health Nursing, Diabetes Education, Exercise Physiology, Health Promotion, Dietetics, Occupational Therapy, Physiotherapy, Podiatry, Social Work and Speech Pathology.

Rehabilitation Services

Rehabilitation services are provided from our new rehabilitation centre, and include Cardiac and Pulmonary Rehabilitation and Oncology Rehabilitation programs.

Community Services

A number of programs that support health and wellbeing in the community including Gait and Balance, Hospital Admission Risk Program (HARP), District Nursing, Memory Support Nurse, Post-Acute Care (PAC), Transition Care Program (TCP), and Planned Activity Group (PAG) are offered.

Aged Care Services

Macpherson Smith Residential Care has 36 beds, providing a home for people needing 24 hour nursing care, and comprehensive Primary Health services in a resident centred environment.

Stawell Medical Centre

Stawell Medical Centre provides quality, easy to access general practice medical care to the Stawell community.

Radiology Services

The quality, modern Medical Imaging Department offers an extensive range of services including CT, Ultrasound, General Radiology and Interventional Radiography.

Pathology Services

A full range of pathology services is available onsite through Australian Clinical Laboratories.

Strategic Planning

The release of the Victorian Health Priorities Framework 2012-2022: Rural and Regional Health Plan signalled a focus by the Victorian Government on long term plans for a sustainable Victorian Healthcare system.

Development of the Stawell Regional Health Strategic Plan prioritises actions to enable us to achieve sustainable outcomes against the Rural and Regional Health Plan and for the community.

The Board endorses this Strategic Plan and the commitment of Stawell Regional Health to achieve the stated goals. In development of this Plan, the Board sought input from General Practitioners, Visiting Medical Officers, community members, staff, other service providers and key stakeholders.

The process considered:

- The expected population change of the area, and the changing demographics and health status of the community we serve;
- State Government and Department of Health and Human Services Priority Policies;
- How we can continue to provide quality healthcare for all.

The Strategic Plan:

- Sets the context within which Stawell Regional Health will need to operate over the next five years
- Reaffirms our mission
- Develops the role of Stawell Regional Health and identifies important service directions and priorities for the next five years.

The Pillars:

The Pillars are the core principles that underpin the strategic plan.

Clinical Governance

- To continuously improve the quality and safety of our services to safeguard our high standard of care

Staff Support

- To ensure staff receive appropriate assistance to meet their professional and wellbeing needs within the workplace.

Corporate Governance

- To ensure we act in the best interests of all Stawell Regional Health stakeholders in an open and transparent manner

Financial Sustainability

- To ensure financial capacity over time by maintaining and expanding revenue positive services

Education

- To equip staff with the knowledge and ways of thinking to achieve alignment with our Vision, Mission and Values

Strategic Direction 1: Service

“Innovative, community-focused and responsive health service provision for the future.”

An individual, person-centred approach to care that is sensitive to consumers’ needs is an integral part of a quality health system. This strategic direction is about providing the right services at the right time, in the right place and to consumers’ satisfaction. It incorporates planning for the future and listening to what our consumers say.

Strategic Priorities

Develop services to meet community needs

Analyse service utilisation, needs and gaps from a sub-regional perspective and develop a service plan that identifies the models of care to be adopted at Stawell Regional Health.

Identify and implement innovative ways to enhance the provision of, and access to, services in community settings.

Implement innovative models of care that are evidence-based and consumer-focused.

Take a person-centred approach which actively involves patients in shared decision making.

Establish coordinated systems for measuring patient satisfaction.

Ensure staff are trained effectively.

Ensure services are easy to access and navigate

Work cohesively with staff and consumers to standardise our systems of access and service delivery.

Ensure access for the most disadvantaged within our community

Work collaboratively with our partners to deliver safe and accessible services to identified community groups with poorer health outcomes.

Redesign services for efficiency and quality

Renew and re-design services and identify new services, ensuring the needs of our community are met.

Strategic Direction 2: Sustainability

“Ensure a sustainable future for Stawell Regional Health”

Delivery of excellent and sustainable healthcare requires us to ensure that we have the right staff to deliver high quality health care, and that our buildings and equipment meet the needs of our community now and into the future. It also requires that we acknowledge the challenging financial environment in which we live and work, which is likely to continue into the future. This strategic direction is also about working efficiently and making the most of what we have to deliver a sustainable, high quality health service.

Strategic Priorities

Ensure optimal utilisation of resources across the organisation

Review existing and planned infrastructure within the context of the new Service Plan to develop a comprehensive Capital Plan.

Identify and progress capital planning strategies to move forward towards the master planning phase.

Identification of planned maintenance of ageing infrastructure and prioritise areas for refurbishment.

Provide physical and technological infrastructure to support quality services

Capture opportunities to use information technology and mobile devices effectively and efficiently.

Create a flexible, highly skilled and capable workforce and volunteer network

Implement a Workforce Plan that develops the capability and capacity of our workforce through our “grow our own future leaders program” to meet the needs of the organisation.

Support flexible work environments and conditions that support staff as individuals.

Implement innovative models of care that are evidence-based and consumer-focused.

Continue to expand training opportunities, and provide flexibility for the mature workforce.

Implement an education and training framework that supports our staff to deliver quality services.

Develop and implement a framework that supports enhanced performance and creates a culture of leadership in clinical, service and operational excellence.

Strategic Direction 3: Partnerships

“Develop and enhance strategic partnerships to strengthen service access and service integration”

Stawell Regional Health is part of a much larger health system in Victoria. This strategic direction is about understanding our role and the role of others in a large health system and also the community. It is about working with other hospitals, services and community partners to develop a more integrated system – together.

Strategic Priorities

Ensure Stawell Regional Health has positive working relationships with other service providers

Review existing partnership arrangements, and identify opportunities to strengthen those relationships or to develop new partnerships to provide mutually-beneficial, streamlined and integrated care.

Identify and establish relationships with non-traditional partners to support future needs.

Work in collaboration with Northern Grampians Shire Council to develop health and wellbeing strategies that will drive change to improve health outcomes within our community.

Partner with other health services and the community to provide a comprehensive and integrated range of services

Contribute to the development of a comprehensive regional service plan to inform planning and development of future services.

Explore opportunities to partner with other service providers to strengthen access and integration of services.

Embrace technologies that enhance our partnerships

Explore and implement information technology, e-health and mobile technologies to enhance communication between general practitioners, specialists and Stawell Regional Health and which also supports home-based models of care.

Strategic Direction 4: Community

“Foster an informed and involved community”

Our community includes our patients, consumers, residents, staff, volunteers and students. This strategic direction is about fostering a community that understands what “good health” means to them. A community that is educated, engaged, informed and involved in its health care is empowered to better care for its own health and wellbeing. Our community knows how to access our services, which are provided in a client-centred manner.

By engaging community members in activities such as volunteering and fundraising, we strengthen the capacity of our health service to provide high quality healthcare to the community.

Strategic Priorities

| Enhance community participation and involvement |
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| Continue to expand and strengthen opportunities to work closely with consumers to ensure patients and carers are active partners in care. |
| Review and implement the Consumer Engagement Plan. |
| Continue to expand and strengthen opportunities for staff to develop skills in health literacy and consumer engagement. |
| Explore and implement opportunities to increase community participation with Stawell Regional Health. |
| Support Hospital Auxiliaries and other fundraising efforts. |
| Promote and expand the Volunteer Support Program |
| Broaden the reach of community-based health promotion efforts. |