

GROWING HEALTHY TOGETHER  
STAWELL REGIONAL HEALTH  
STRATEGIC PLAN 2020-2023



# Acknowledgement of Traditional Owners

Stawell Regional Health acknowledges the Traditional Owners and Custodians of the land on which we work and live, and pays respect to their Elders past and present.

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

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

# CONTENTS

|   |                                     |    |   |    |                                  |
|---|-------------------------------------|----|---|----|----------------------------------|
| 1 | Welcome from the Chair              | 9  | Inspired people<br>Priority               | 17 | Who are Stawell Regional Health? |
| 3 | Our Strategic Risks                 | 11 | Excellence in integrated care<br>Priority | 19 | Our services                     |
| 5 | Our Strategic Response              | 13 | Sustainable service delivery<br>Priority  | 21 | Our workforce                    |
| 7 | Exceptional experiences<br>Priority | 15 | A well-governed organisation<br>Priority  | 22 | Our community                    |



Rhian Jones  
Board Chair  
Stawell Regional Health

## WELCOME

The purpose of the Growing Healthy Together, Stawell Regional Health Strategic Plan 2020-2023 is to ensure the health service is responsive to the evolving health needs of Stawell and surrounds, and current health system challenges.

This Growing Healthy Together Plan reflects the current state of the health service and describes the priority areas that the health service will focus on over the coming three-year period to ensure that it is fulfilling its purpose:

*To provide responsive, safe and sustainable rural health services that our community trusts and values*

We would like to take this opportunity to thank the community, key stakeholders, and staff members of Stawell Regional Health for their contributions towards the development of our Growing Healthy Together Plan. We have had in excess of 150 people participate throughout the planning process participating in surveys, the on-line forum, interviews and workshops. Your

participation in assisting the Board to know what's important and what we need to focus on has been invaluable and we are truly grateful.

This document represents Stawell Regional Health's commitment to providing the best care possible for the people of Stawell and surrounds.

Stawell Regional Health strives to deliver appropriate quality healthcare for consumers in a way that responds to community needs. Providing high quality, safe healthcare is of paramount importance. We define high-quality health care as care that is effective, safe, patient-centered, timely, efficient, equitable, and delivered by healthcare professionals who are respectful, communicate clearly, and involve patients in decision-making.

We take seriously our mandate to support

people in Stawell and surrounds to live the healthiest lives possible.

The Growing Healthy Together, Stawell Regional Health Strategic Plan 2020-2023 responds to the specific needs of the Stawell community and surrounds. The Growing Healthy Together Plan includes a commitment to transform healthcare through; exceptional patient experiences, inspired people, excellence in integrated care, sustainable service delivery, and a well-governed organisation.

Stawell Regional Health will deliver consistent, personalised care that treats people with dignity and respect.

The Growing Healthy Together Plan represents our intentional actions to address the immediate challenges we face, whilst setting us on a solid path of growth and best-practice healthcare into the future.

It supports the strategic direction set by the Victorian State Government and is consistent with the Commonwealth Governments objectives.

Stawell Regional Health in partnership is committed to providing a responsive service that is available when needed. Our community faces significant health challenges; including a rapidly ageing population inclusive of a high portion of individuals with a disability, ageing, high rates of cancer, chronic disease, high levels of psychological distress and socioeconomic disadvantage. The Growing Healthy Together Plan seeks to address these needs and support good health and wellbeing for our community.

We are excited to embark on this journey to provide responsive, safe and sustainable rural health services that our community trusts and values. Join us.

## OUR STRATEGIC RISKS

In meeting the evolving health needs of the community and surrounds Stawell Regional Health will face a variety of risks to the delivery of our services. These risks have the potential to impact on all of our strategic priorities.

The future of healthcare at Stawell Regional Health will be shaped by five key priorities including but not limited to the workforce, enhance patient experiences, integration of care, business stability, good governance and growing demand for health services – particularly given an ageing population and generational lifestyle challenges, as well as the need to attract and retain a skilled workforce. These priorities have been determined in response to the following risks identified.

### **Our community's demographic changes**

Maintaining a sustainable, high quality service in an environment of increased demand due to anticipated population growth, changing consumer health profiles, including an ageing population and increasing incidence of chronic disease and obesity, while also meeting evolving community expectations means Stawell Regional Health needs to design its services to be adaptable and flexible as the demographic of the Stawell evolves. Further to this Stawell needs to expand its partnerships to better

support the Indigenous population and continue to close the gap in health outcomes.

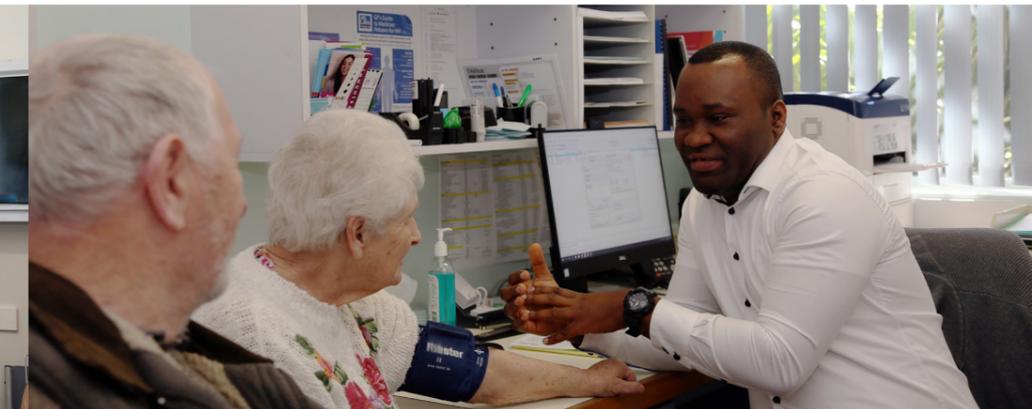
### **The sustainability and direction of other healthcare providers**

Withdrawal of service by other health providers escalates demands on Stawell Regional Health to avoid interruption and/or cessation of services in the local community. Similarly growth in services that are also delivered by Stawell Regional Health escalates market competition, potentially creating an unviable service.

### **Workforce stability, capability, capacity and culture**

A modern health service requires a highly skilled, flexible workforce. Like much of regional Australia, Stawell Regional Health experiences challenges in recruiting and retaining skilled workers. Our geographic location is a major barrier in our ability to attract high calibre clinical staff to meet our current and future workforce needs.

We are responding to this need by clarifying Stawell Regional Health's broader healthcare service provider role with a view to specialising in a range of sub-speciality services locally consistent with the clinical capability framework requirements.



### **Any significant shift in the policy environment, future funding or operating efficiency**

Policy changes at the Commonwealth and State level are magnified at local levels in rural areas and have the potential to impact health services planning and delivery. Such changes include the ongoing roll out of the National Disability Insurance Scheme, the Royal Commissions into Aged Care and Mental Health, Private Health Insurance Reform, the Clinical Capability Frameworks and Victorian Rural Health Plan. Policy changes combined with the changing funding environment may impact the financial sustainability of Stawell Regional Health.

We are responding to the shifting context by understanding how Stawell Regional Health currently delivers its services and re-designing our service provision to align with context changes and demand.

### **Digital innovation influencing the way we work and future workforce requirements**

Digital innovation, research and technology are transforming healthcare across Australia. New approaches to prevention and

care are essential if we are to meet our community's health challenges and benefit from the opportunities offered by new technologies. In the coming years, we expect to see significant growth in smart healthcare technology, which will enable better targeting of clinical intervention.

Whilst this presents a range of opportunities, the risk to Stawell Regional Health is its ability to implement and integrate technologies successfully into service provision.

To mitigate against the risks identified, Stawell Regional Health will regularly review our risk profile and take a proactive approach in applying appropriate controls that minimise the potential for these risks to impact on our services.

# OUR STRATEGIC RESPONSE

## GROWING HEALTHY TOGETHER STAWELL REGIONAL HEALTH STRATEGIC PLAN 2020-2023

*What we will achieve in the next three years  
In addition to the continued delivery of existing programs and services, Stawell Regional Health has identified a range of strategic opportunities that have informed the Growing Healthy Together Plan.*

### Our opportunities are:

- 1 To think laterally and implement innovative medical, nursing and allied health workforce models that best deliver services to patients in rural areas
- 2 Partner with a range of healthcare providers to enhance the services available to the local community
- 3 Focus on the health needs of all patients (and consumers) by fostering integrated care models across Stawell Regional Health and in partnership with other health service providers
- 4 Use technology and innovations that enable services to be delivered closer to where people live
- 5 Ensure effective clinical and financial governance systems are in place to deliver high quality and safe health services

*By leveraging these opportunities Stawell Regional Health will be well positioned to adapt and thrive into the future.*

### Our purpose

(what we are here to do)

To provide responsive, safe and sustainable rural health services that our community trusts and values

### Our principles

(how we make decisions)



#### Community care

Our community speaks to those we serve, those we work alongside, those we partner with and those we are accountable to.



#### Compassion

We are kind and considerate in our care for others.



#### Accountability

We each take personal responsibility for our decision and actions.



#### Respect

We value how people are different and diverse.



#### Excellence

We continually strive to deliver quality, safe, efficient and evidence-based services.

### Our priorities

(what we are going to do)

#### Exceptional experiences

We will listen to, involve and activate our patients, consumers and their families in everything we do.

#### Inspired People

We will inspire a workplace where staff, volunteers and partners can thrive and contributions are valued.

#### Excellence in integrated care

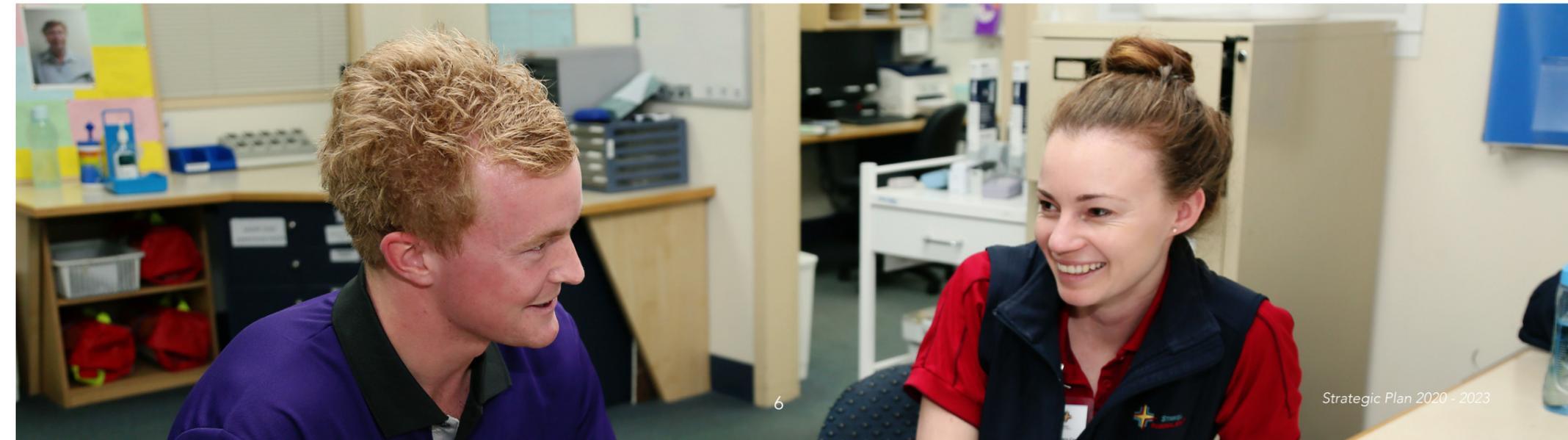
We will work with our health partners and local communities to ensure access to the health services our community needs.

#### Sustainable service delivery

We will aim to ensure sustainable resources through attentive financial and resource administration.

#### A well-governed organisation

We will meet our communities, partners and Governments expectations and requirements through good governance.



## Exceptional experiences

We will listen to, involve and activate our patients, consumers and their families in everything we do.

### Our community will have:

- Better access to services
- Care tailored to their individual needs
- Their needs heard
- Safe, high quality and excellent care – continually improving
- Information that enables active participation in their care



## Key actions

- 1 Help individuals to spend less time in hospital, by providing more options to receive care in the community
- 2 Build a consumer centred culture that values the diversity of the community
- 3 Activate individuals and the broader community to own and improve their health: focusing on those with a chronic disease
- 4 Develop and implement a community engagement strategy
- 5 Harness technologies and embrace new ways of doing things, improving access and experience

## How will we know we have been successful?

GOAL

*Exceed healthcare standards and performance measures.*

## Measures

- Sustained quality patient experience measures and improved consumer involvement in care
- Reduced preventable hospitalisations from chronic disease
- Increase in care delivered in the most appropriate service setting
- Compliance with the National Quality and Safety Standards
- Improvement in consumer compliment and complaint response times
- Improvement in consumer experience survey satisfaction results
- Reduced wait time to access services

## Inspired people

We will inspire a workplace where staff, volunteers and partners can thrive and contributions are valued.

### Our staff will be:

- Valued, empowered and accountable
- Listened to and know what's going on
- Part of a diverse and highly skilled workforce
- Supported in a safe and caring workplace
- Healthy



## Key actions

- 1 Foster a values-based culture that embraces innovation and collaboration by recognising, valuing and enabling staff initiative and research
- 2 Embed our values across all stages of the employee lifecycle, including the adoption of a values based reward and recognition program
- 3 Modernise our ways to attract, retain and train the best talent by growing and developing our own
- 4 Develop our teams' and leaders' capability at every level of the organisation
- 5 Drive and evaluate staff health and wellbeing programs
- 6 Promote health career pathways for our staff and community
- 7 Develop and implement an Our People Plan, recognising our responsibility and impact as one of the largest employers in the Northern Grampians Shire

## How will we know we have been successful?



*Ensure the services we provide are resourced with appropriately qualified and skilled staff.*

## Measures

- Leaders are supported to make informed, evidence-based decisions using workforce metrics
- Employee sentiment is monitored and improves over time
- Leadership capability at all layers is enabled and developed
- A diverse workforce representative of our community is attracted and engaged
- Staff health, wellbeing and safety in the organisation is actively promoted and developed
- Staff survey results
- Reduction in lost time injury frequency rates
- Combined recruitment score (vacancy, turn over and time to hire rates)
- Increased investment in education and training resulting in internal staff career pathway progression
- Increased proportion of total workforce that represents Northern Grampians population profile

## Excellence in integrated care

We will work with our health partners and local communities to ensure access to the health services our community needs.

### Our community will have:

- Seamless healthcare
- A well navigate healthcare journey
- Access to smart technologies
- Continuity of care between service providers



- 1 Take action to improve the patient transition between health services
- 2 Respond to our communities health priorities, with our partners ensuring access and delivery of safe, high quality services meeting our communities health needs
- 3 Create seamless care by working with our primary healthcare partners to reduce unnecessary urgent care and hospital usage
- 4 Enhance service streams through technology, innovation and feedback and act on outcomes of services stream reviews in: urgent care, aged care, primary and community health and clinical services
- 5 Develop and implement an ICT investment roadmap and adopt information technology and systems that support best practice and the delivery of seamless healthcare
- 6 Support service accessibility by delivering coordinated, tailored and targeted healthcare as close to home as possible

## How will we know we have been successful?

GOAL

*Streamlined healthcare journey's for the community.*

## Measures

- Increase in telehealth utilisation and other digital solution rates
- Increase in services provided close to the community
- Increase in care delivered in the most appropriate location
- Improved partnership engagement and establishment of joint health programs
- Operating within the parameters as documented within the clinical pathways
- Wait time to access services
- Transfer time for community members into to Stawell Regional Health's care
- Reduced preventable admissions

## Sustainable service delivery

We will aim to ensure sustainable resources through attentive financial and resource administration.

### Our services will:

- Be matched to community health needs
- Be the right service, in the right place
- Incorporate our broader healthcare role
- Be value for money and operate within our means



## Key actions

- 1 Undertake service stream reviews including reviews of: aged care, primary and community health, and clinical services looking at service delivery models to make sure we have the right workforce, infrastructure and financial viability, the right integration and setting options for safe patient care (home, community or hospital)
- 2 Manage our human, environmental and capital resources and strive to exceed our targets, focused on optimal performance
- 3 Operate in a fiscally responsible manner ensuring that resources are managed appropriately to deliver organisational goals
- 4 Optimise available revenue sources to support sustainability and growth

## Measures

- Improved efficiency, sustainability and self-sufficiency
- Operating surplus/ balanced budget position
- Proportion of new contracts awarded locally
- Performance targets met across all program areas
- Infrastructure monitored and assessed through condition assessment and asset registers

## How will we know we have been successful?



*Resources will be managed to meet budget allocations and the healthcare needs of the community.*

## A well-governed organisation

We will meet our communities, partners and Governments expectations and requirements through good governance

### Our governance will:

- Be efficient, productive and responsive
- Lead, drive and support organisational innovation and change
- Monitor progress towards the achievement of the organisational purpose, goals and measures



## Key actions

- 1 Maintain board structure with full compliment of skill mix
- 2 Maintain robust and comprehensive plans at all levels
- 3 Strengthen project/change management governance and support
- 4 Improve performance through better monitoring and analytics: business intelligence dashboard and streamlined board reporting
- 5 Continually monitor and mature our performance and governance frameworks to ensure targets and goals are met or exceeded

## How will we know we have been successful?

GOAL

*Performance is in-line with delivering on the health services purpose and performance expectations.*

## Measures

- Successful strategic plan governance and delivery
- Services achieve or exceed performance targets
- Board recruitment and retention rates
- Proportion of committees and advisory groups that have patient, community, and staff representation
- Regular Board Effectiveness review

*Note: Data and information will continue to be used to inform both the development and improvement of programs and services across all strategic priorities.*



## WHO ARE STAWELL REGIONAL HEALTH?

Stawell Regional Health is a local health service committed to providing the highest quality, safe and effective healthcare. We do this through the services we provide using the staff we employ to ensure we are best meeting our communities needs.

Stawell Regional Health is located in Stawell, 236 kilometres North West of Melbourne. Our community is diverse. Stawell Regional Health has been providing quality healthcare to all communities in Stawell and beyond for more than 150 years.

The environment in which Stawell Regional Health has operated and currently

operates is not static, and as part of that environment, we must be responsive and adaptable, to ensure we deliver the best healthcare to our community.

The issue of increasing health service demand and rising cost of health service delivery, which is attributed to the ageing population, increasing chronic disease and advances in health technology, present challenges to health service delivery. These factors need to be considered in the context of Stawell Regional Health's local operating environment.

Achievement of our strategic priorities also requires effective collaboration with other

relevant entities. Stawell Regional Health is committed to working collaboratively with our partner agencies. These partnerships can take many forms including co-location of services and tenancy arrangements, collaborative planning, joint delivery of clinical services or community based programs, case review and care coordination of shared clients and collaborative learning, development and research.

We are grateful to our partners for their ongoing willingness to collaborate enabling better health and wellbeing outcomes for our community and surrounds.



# OUR SERVICES

Stawell Regional Health is integral to the provision of comprehensive and responsive healthcare to its community and surrounds. Stawell Regional Health provides accessible acute, primary health, sub-acute and residential aged care services in hospital, residential and community based settings. Clinical services are complimented by targeted health education and prevention programs to support the health and wellbeing, empowerment, and responsibility of individuals to self-management in the community, and in an attempt to reduce hospital admissions.

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

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

The core services and programs Stawell Regional Health delivers are outlined and below and grouped into three streams:



- Stawell medical centre
- Sub-acute rehabilitation services
- Allied Health
- Hospital admission risk program
- Community nursing
- Memory support services
- Post acute care
- Transition care program
- Social support program

- Acute Medical and Surgical services
- Hospital in the home
- Day Oncology
- Urgent Care Centre
- Pathology
- Radiology
- Stawell – Austin Radiation Oncology service (SAROS)

- MacPherson Smith Residential Care
- Aged Care Assessment Services
- Social Support Program
- Home based services

## OUR WORKFORCE

Stawell Regional Health has approximately 180 FTE staff working across approximately 48 services and programs. Staff work out of five sites and are very mobile, visiting patients in their homes and other settings.

The skill mix of the multidisciplinary workforce supports ongoing competency based training, an emerging research agenda, specialised clinical services, graduate programs, student placements and internal supervision and mentoring.

## OUR COMMUNITY

### Population growth

Our current population is 6,032 and whilst Australian Bureau of Statistics (ABS) modelling shows a slight decline in population numbers they do not incorporate population shifts due to emerging industries including: Nectar Farms, Mining and the Stawell Underground Physics Laboratory. Significant planned housing developments and low unemployment rates in Stawell and the broader Northern Grampians Shire may increase expected population numbers.

### Aged population

In 2016, compared to regional Victoria, Stawell had a higher proportion of population aged 45 years and over and a lower proportion of population aged 44 years and younger. The proportion of individuals aged 65 years and above in the Stawell catchment (24.9%) are significantly higher than the Victorian (15.6%) proportion of individuals aged 65 years and above.

### Aboriginal, culturally and linguistically diverse communities

Approximately 1.2% of the population of Stawell identify as being of Aboriginal or Torres Strait Islander background compared to regional Victoria at 1.5%. The 25-44 year old age group made up the largest

proportion of the Indigenous population. The proportion of the population aged 65 years and over made up the smallest proportion of the population.

### Cultural diversity

In 2016, most of Stawell's residents were born in Australia, United Kingdom and New Zealand. The highest proportion (0.6%) of culturally diverse individuals came from the Philippines.

### Area of disadvantage

The 2016 Social Economic Indexes for Areas (SEIFA) is based on social and economic data from the 2016 census, providing a socio-economic snapshot of a geographical area. The Northern Grampians Shire is in the bottom 8% percentile of the State with an Index of Relative Socio-demographic Disadvantage score of 937, indicating extreme levels of disadvantage.

### Chronic disease

The number and proportion of residents with diabetes increased between 2011 (4.3%) and 2016 (6.8%). Compared to Victoria (4.8%), Northern Grampians Shire had a higher proportion of population (6.3%) aged 18 years and over with type 2-diabetes.

The most common cancers diagnosed across the Northern Grampians Shire were prostate cancer followed by bowel cancer. Further to this those aged between 18-74 years in the Northern Grampians Shire had higher rates (92.5 per 100,000) of avoidable deaths caused by cancer, than the state average (61.4 per 100,000), this was generally associated with colorectal and lung cancers.

Cardio vascular disease across the Northern Grampians Shire (17.7%) was higher when compared to the Victorian average (17.3%).

Musculoskeletal system disease, arthritis, rheumatoid arthritis and osteoarthritis rates across the Northern Grampians Shire (32.2, 17.0, 2.4 and 9.2 per 100 population respectively) were all higher when compared to the Victorian averages of (29.8, 14.6, 1.9 and 8.7 per 100 population).

These risk factors combined present challenges that require careful consideration and prioritisation by Stawell Regional Health.

*GROWING HEALTHY TOGETHER*

Stawell Regional Health  
Strategic Plan 2020 - 2023