

# **BEECHWORTH HEALTH SERVICE STRATEGIC PLAN**



**2015-2018**

Version	Version Date	Summary of Changes
1.0	04/12/2014	Initial template and version of plan
1.1	18/12/2014	Review and amendment of content and layout
1.2	26/02/2015	Inclusion of clinical and corporate key areas and creation of section to include operating plan with measures
1.3	26/03/2015	Deletion of operating plan and incorporation of selected measures into main body of plan. Change <i>clinical</i> to <i>Improving health outcomes</i> and incorporation of feedback from Chair
1.4	13/04/15	Inclusion of outcome statements against each priority area

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## INTRODUCING OUR STRATEGIC PLAN

On behalf of the Board, I am pleased to introduce the Beechworth Health Service (BHS) Strategic Plan for 2015-2017. This Plan sets out the key priorities for BHS in response to the needs and changing nature of the community we service. The Plan guides how BHS will continue to integrate with our community as together we plan for and respond to changing health needs through the provision of sustainable, high quality and efficient health services.

Some data in this Plan should alarm you and cause you concern, for example: the risk to our community from alcohol consumption which is higher than any other local government area in Victoria; the higher than average number of people that are overweight in our community; and the high incidence of asthma.

To respond to these challenges, we are setting ourselves some ambitious targets to improve the health of our community. We know that these targets will take a long time to achieve and in some cases cannot be measured during the life of this Plan. We also know that improving these outcomes will take more than just the effort of BHS, and will be influenced by many factors outside our control. But, if we do not seek to be ambitious, if we do not continue to partner with our community to address these challenges, we will not improve the health outcomes of our community.

Our community is changing. We are suffering more from chronic disease, and we are getting older. We are increasing our expectation of, and demanding more say in, health care provided to us or our loved ones. BHS will respond to these challenges through a number of initiatives that provide people more independence and choice in the care they are provided, and experience that care in a more coordinated way. BHS will respond to increasing expectations by continuing to seek innovative approaches across all aspects of service provided to ensure the clinical and community services provided are of a high standard and evidence based.

In partnership with our community, neighbouring health services and project partners, this Plan will continue our journey towards our vision of a *healthy and vibrant community where individuals have the capacity and potential to manage their own health and improve their physical, mental and social wellbeing.*

A handwritten signature in black ink, appearing to read "Katie Warner".

**Katie Warner - Board Chair**

## OUR COMMUNITY

We are located in Beechworth approximately 40 kilometres from Wodonga and Wangaratta. Our primary catchment is the Eastern aspect of Indigo Shire. This includes the communities of Beechworth, Stanley and Wooragee; a population of approximately 6,000 people. Our extended catchment is considered to be Indigo Shire, including the towns of Rutherglen, Chiltern, Barnawartha, Yackandandah and Tangambalanga; a population in excess of 15,000 people.

## OUR COMMUNITY'S PROFILE

Of the 15,376 residents of Indigo 32.7% are aged between 45-64. Those aged over 65 will increase from 16.6% to 22.5% of the population in 2021. This is in comparison to Victoria where the figures are 14% and 16.76% respectively.

Indigo is ranked 1 out of 79 LGAs in Victoria of the population at risk of short-term harm from alcohol consumption. Fifty-one percent of the population is overweight compared to 48.6% for Victoria. Other health behaviours are consistent with those of Victoria.

The top three preventable hospital admissions are diabetes complications, chronic obstructive pulmonary disease and cellulitis. Indigo is ranked 3 out of 79 LGAs in Victoria for people reporting asthma. Females living in Indigo have a life expectancy of 84.1 years that is similar to Victoria's of 84.4. Males living in Indigo have a life expectancy of 76.7 years in comparison to the Victorian life expectancy of 80.3 years. The three major causes of avoidable mortality are ischaemic heart disease, road traffic injury and lung cancer.

*Source: Population Health Profile – 2013 Indigo, Department of Health, Hume Region July 2013*

## OUR ROLE

Beechworth Health Service (BHS) is the only public hospital within the Indigo LGA. We play an important role in providing health services for our community and collaborate with our larger partners to assist local people to have their health services, or part thereof provided as close to home as possible.

We are fully integrated with other providers and health services within our catchment through our ongoing participation in the Indigo Health Consortium, a partnership comprised

of BHS, Indigo North Health, Indigo Shire Council and Yackandandah Health. We have a close relationship with our doctors and schools, are members of the Upper Hume Primary Care Partnership and work with the Hume Medicare Local to address local issues.

## **OUR SERVICES & SERVICE DIRECTION**

We provide a range of services to all age groups of our catchment. Minor changes to our service profile are planned over the period of this plan and they will be based on the evidence that is available to us, in determining the priorities to be delivered.

We operate a twelve bed acute unit to cater for medical and post-surgical conditions. Included in this unit are three flexible transitional care beds that provide care under the Commonwealth's Transition Care Program which is for older people who have been in hospital, but need more help to recover and time to make a decision about the best place for them to live in the longer term. We intend to work with our regional partners to expand our capacity to provide immediate post-operative care for patients from our community.

We operate 60 residential aged care beds. Historically these have been categorized as 30 high care (nursing home) and 30 low care (hostel). Changes implemented as a part of the Commonwealth's *Living Longer Living Better* strategy have removed the distinction. We will work to provide aged care based on the needs of our residents in the most appropriate and home-like environment. We will seek to provide living options for aged people who require some assistance but don't require residential aged care.

We provide a comprehensive range of community health services across a broad age profile. These include allied health disciplines such as podiatry, physiotherapy, occupational therapy, dietetics, diabetes education, chronic disease management and care coordination, along with health promotion activities. We will provide these services to our catchment as locally as possible.

We provide support services for elderly people within our catchment. These include social inclusion services such as planned activity groups and home based nursing services. We will be responsive as possible to demand for these services.

## OUR APPROACH

### We deliver on our role by being:

#### Accessible

##### *Where:*

- People wanting to access services at Beechworth Health Service will be able to do so as those services are needed.
- Staff have the requisite skills to be able to provide the planned clinical services
- Technology is utilised to allow for access to services that aren't provided by us.
- People can access services irrespective of cultural background
- People can access services irrespective of physical capability
- Health services are provided as locally as possible

#### Collaborative

##### *Where:*

- We ensure that care is planned and delivered in accordance with the specific needs of the individual
- We establish formal partnerships with neighbouring health services to support and enhance the continuous health journey
- We work in partnership with community groups to address the health needs of all people within the community
- We are fully engaged with consumers to support their continuous health journey
- We actively seek the involvement of consumers in decisions about our services
- We work with others to implement innovative solutions that deliver the most effective health outcomes

#### Sustainable

##### *Where:*

- We foster the confidence of the community and government through effective and ethical governance practices
- We develop a stable and committed workforce through fair and equitable employment principles
- We manage financial resources in a responsible and efficient manner
- We operate in a manner that minimizes environmental impact
- We explore opportunities to expand our range of services in accordance with the needs and expectations of the community
- We ensure that buildings and facilities are able to meet current and future health needs

### We do this through the continual pursuit of:

**Excellence** – *where we aim higher than the standards that are expected of us in everything we do*

## OUR VALUES

**At Beechworth Health Service we share the following values:**

### **Respect**

Being courteous and considerate of the diversity and equality of all.

### **Unity**

Encouraging participation, collaboration and a common purpose.

### **Innovation**

Promoting flexibility and the exploration of new ideas and methods in everything we do, to reflect the changing needs and expectations of our community.

### **Excellence**

Enhancing quality of life while meeting the highest standards of quality, safety and client centred care

### **Integrity**

Promoting professionalism and openness through honesty, fairness and ethical behaviour.

## KEY AREAS

### IMPROVING HEALTH OUTCOMES

Our commitment is to provide clinical services of the highest standard that meet the needs of the community. Our areas of clinical focus are evidence-based. They are:

#### ALCOHOL AND OTHER DRUGS

People will be fully informed of the dangers associated with alcohol and other drugs and those seeking treatment will be able to access services.

#### INITIATIVE

- Increase access to treatment for conditions related to alcohol or other drugs
- The risks associated with alcohol and other drugs will be a priority area for health promotion

#### MEASURES

- The percentage of people within Indigo who are at risk of short term harm from alcohol will reduce to the Victorian average of 10.2%

## CHRONIC DISEASE

People with a chronic disease will have their needs met through a planned and coordinated model of care

### INITIATIVE

- Implement a system to ensure those with a chronic disease are identified, supported and monitored throughout
- Empower those with chronic disease to make informed choices about their health and increase their self-management skills
- Support people with chronic disease through the continuum of care as their health needs increase
- Work in collaboration with other health organisations to provide seamless and coordinated care

### MEASURES

- 100% of clients with a chronic disease will participate in a shared care program
- 100% of clients with a chronic disease will have an identified key worker

## OUR AGEING POPULATION

Older people in our community are confident that their health needs are able to be met.

### INITIATIVE

- Develop an aged care service system that is accessible and meets the changing needs of an ageing community
- Integrate a model of aged care that promotes choice, independence and decision making
- Participate as an active partner in the Indigo Shire Dementia Friendly Community project.
- Develop an organisational policy for the provision of safe, high quality end of life care

### MEASURES

- A 5 year plan for aged services is implemented by 30<sup>th</sup> June 2015
- 100% of clients admitted for end of life care will have an advanced care plan
- 100% of clients admitted for end of life care will have their care provided in accordance with their agreed plan

## LIFESTYLE ASSOCIATED ILLNESSES

People in our community improve their health by making positive lifestyle choices

### INITIATIVE

- Increase community awareness of healthy lifestyle choices through health promotion and community education
- Improve long term health outcomes for community members through changing health behaviours
- Increase community awareness of environmental and lifestyle triggers for illness

### MEASURES

- The rate of obesity for people within Indigo Shire will reduce to the Victorian average of 48.6%
- Tobacco consumption within Indigo Shire will reduce to 19.1%
- 100% of Primary Schools and Early Childhood Centres will have achieved recognition for the healthy eating and oral health Primary School & Early Childhood Achievement Program Benchmarks.
- Asthma awareness education will be provided to 100% of Primary Schools in Indigo Shire

## ADDRESSING URGENT HEALTH NEEDS

Our community is confident that their urgent health needs can be met.

### INITIATIVE

- Trial, implement and evaluate strategies that use e-health as an enabler of better patient care
- Build the availability and capacity of staff to provide frontline emergency care

### MEASURES

- 100% of all urgent care presentations that are eligible for telehealth will be referred
- Medical cover will be available for urgent care needs 24 hours per day 365 days per year

## EFFECTIVE MANAGEMENT

Our commitment is to operate at the highest corporate standard to ensure that public resources are used in the most efficient, effective and ethical manner. Our areas of corporate focus are:

### A CUSTOMER FOCUSED ORGANISATION

People have the confidence that they can contribute to their health care.

#### INITIATIVE

- Embed the principles of person-centred care throughout the organization
- Allow consumers to be active participants in the planning and delivery of their care
- Introduce a *consumer rounding* process to influence planning, policy and service delivery

#### MEASURES

- Person-Centred audits will display a 10% improvement from the previous survey
- BHS will be ranked in the 1st quartile for comparator organisations in the Victorian Health Experience Survey
- Resident Experience survey results achieve a score in excess of 80 for each domain.
- 100% of departments round with at least 6 consumers per month

### A COMMITTED & COMPETENT WORKFORCE

People who use our service have the confidence that our staff provide the highest standard of service possible.

#### INITIATIVE

- Integrate ongoing professional development, research and evidence based practice to optimize consumer outcomes
- Embed the agreed values in all facets of the organisation's activities
- Support excellence in clinical training through engagement with training networks to develop education partnerships

#### MEASURES

- A minimum score of 80 will be achieved in the Patient Safety Culture
- Undergraduate placements will increase by 5% per year
- A minimum of two graduate nurses will be employed annually

## **FINANCIAL RESOURCES**

The community is confident that Beechworth Health Service will continue to exist.

### **INITIATIVE**

- Ensure the financial viability of the organization through responsible management of financial resources
- Promote open and transparent financial reporting to the community

### **MEASURES**

- Financial performance is in accordance with agreed budget outcomes

## **BUILDINGS AND FACILITIES**

Beechworth Health Service will have appropriate buildings and equipment to meet both present and future health needs.

### **INITIATIVE**

- Identify and implement practice change to enhance asset management
- Buildings and facilities meet the future needs of the organisation

### **MEASURES**

- Comprehensive review of BHS' assets is completed by 30<sup>th</sup> June 2015
- A plan for replacement and management of assets is implemented by 30<sup>th</sup> June 2015
- Complete a master plan for building and facilities for the next 5 years.

## **PROTECTING THE ENVIRONMENT**

The health of our local environment will be enhanced through the ethical and responsible management our resources.

### **INITIATIVE**

- Reduce our impact on the environment by minimizing our carbon emissions
- Reduce the amount of our waste that finds its way to landfill

### **MEASURES**

- Utilities will be equal to or better than like organisations.
- Non-recyclable waste will reduce by 10% per year

## FRAMEWORK

