



BEECHWORTH
HEALTH SERVICE

Working together we are a
healthy, connected community

STRATEGIC PLAN

2023 - 2026

BETTER CARE | BETTER HEALTH | BETTER ACCESS
FOR OUR COMMUNITY OWNERS



OUR PILLARS OF ACTION

1

Excellence in
care & service

2

Partnering across
the system

3

Driving innovation &
continuous improvement



OUR FOUNDATIONS OF ACTION

4

Supporting an engaged & capable workforce

5

Ensuring a resilient organisation

www.beechworthhealthservice.com.au

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Acknowledgement of the Traditional Owners

Beechworth Health Service acknowledges the Traditional Owners and Custodians of the land on which we work and live and pays respects to their Elders past and present. We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country and value their unique contribution to our diverse community.

We are proud to embrace the spirit of reconciliation and learn from the local Aboriginal and Torres Strait Islander communities about how to best work with them to advance their health, social and economic outcomes.

Acknowledgement of and planning with people from diverse backgrounds

Consistent with the Department of Health (Vic) Designing for Diversity framework, Beechworth Health Service celebrates diversity and welcomes people into its service and service planning from many backgrounds including but not limited to people from lesbian, gay, bisexual, trans and gender diverse and intersex communities, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse and faith communities, refugees and asylum seekers, people with a disability, gender and different life stages.

Message from Board Chair and Chief Executive Officer

Our Strategic Plan positions Beechworth Health Service for the future.

We are pleased to present the Beechworth Health Service Strategic Plan 2023 – 2026.

As we developed this plan, we worked with you to listen and learn to ensure that the plan reflects what is important to you, our workforce, service partners and Community Owners.

You told us that you cared about access to a range of services and support to assist you to be healthy and that are also there to help you when you become ill. You told us that you care about the long-term independence and sustainability of Beechworth Health Service; it is important to you to have a local service.

You understand that we work in partnership with other providers across the Hume Region and you want to make sure that those linkages make sense and are easy to understand.

We have built a plan that responds to your feedback. Over the next 4 years we will continue our commitment to working closely with our community and our partners to deliver excellence in care and service, and to continue to challenge ourselves to do even better through innovation and continuous improvement.

We are committed to a sustainable and resilient organisation, and we know that all of this is only possible when we have a well-supported, engaged and highly skilled workforce and an engaged and well supported community.

As we work together for a healthy, connected community, we look forward to keeping you updated on our progress.



Mr. Harry Thomas

Chair, Beechworth
Health Service Board



Dr. Mark Ashcroft

Chief Executive Officer

About the Beechworth Health Service and the Beechworth Community

Beechworth Health Service is a small rural health service providing a range of acute and sub-acute hospital-based care, residential aged care, primary and community and home-based services within the Indigo Shire.

Although small, Beechworth Health Service is a high performing service having met performance requirements as set out by the Victorian Government in the annual Statement of Priorities. The organisation is in a strong financial and quality and safety of care position to remain a sustainable leader of the health care system in the local community.

Beechworth Health Service partners with a range of local and regional service providers to support the community to access the care that they need.

Beechworth Health Service also contributes to the delivery of health service policies and priorities both directly and in partnership with other providers across the Hume region and across the state. This is demonstrated through the health service's partnership with Safer Care Victoria to lead the 4M's program focused on improving care and safety of older people in health care.

Aligned to the government's priority of partnering for a more resilient health care

system, Beechworth Health Service is an active participant in the Hume Health Service Partnership, and the Central Hume Partnership working with other providers to improve care and outcomes across the region.

As the local community changes, the health service responds. The prolonged and ongoing impact of COVID-19 on the community and the health system has seen people experience delays in accessing important care resulting in late diagnosis of cancer and heart disease, and poorer mobility leading to increased injury from falls and the like.

Social isolation and increases in associated mental health issues are more prevalent since COVID-19, however the community has developed a greater awareness and capacity to self-test, monitor symptoms and modify behaviour for the benefit of all.

Our process for developing the Strategic Plan

Our process for developing the Strategic Plan demonstrates our commitment to listening to and working in partnership with our community and our partners. Alongside this, we took a prudent approach to considering a range of relevant inputs.



Our analysis has helped us to understand the needs and changing nature of our community and the opportunities and challenges in our future.

Our changing community

The local population is growing, but at a rate slower than the rest of Victoria.

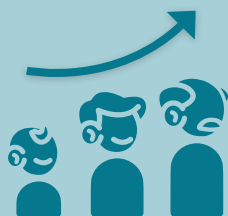


Victoria in the Future, 2016

The community is relatively healthy compared with similar communities in Victoria.



Victorian Population Health Survey 2020



There will be more people over the age of 65 years, and a small increase in children aged 0-4 years.

Victoria in the Future, 2016



There are some issues with alcohol consumption, obesity and chronic disease.

Victorian Population Health Survey 2020

There is expected to be a reduction in the population of working age.



Victoria in the Future, 2016

Limited access to affordable housing options puts health outcomes at risk.



Opportunities and Challenges in Our Future

The world in which we live, and work is constantly changing, and this presents us with future challenges and opportunities.

Opportunities

Workforce

Our engaged and committed workforce creates the foundation of our success, they are our greatest asset. Our staff, working together with the community and our service partners (both formal and informal) create the conditions necessary for us to tackle our challenges, pursue our opportunities and serve the community.

Connection to community

Over the decades, our connection to the community has underpinned our success and helps us to position for the future. We work hard to create the conditions for listening so that we can respond in ways that meet the needs of the community. We are proud to be embedded and so deeply connected to the local community.

Partnering with others

We work closely with other health care providers and partners across the Hume Region, the Victorian health system, and governments. These partnerships make it possible for us to achieve more for our community as we work together to create new models of care and new ways of working that deliver better access, better care, and better experiences.

Policy landscape

Victoria and Australia's health care system is always changing, never more so than in this post pandemic period. New and emerging policies are presenting exciting opportunities for us to work in new ways, to deliver more person-centred care closer to home. We can leverage these reform settings to create better health for our local community.

Challenges

Meeting the diverse needs of the Beechworth community

The diversity of our community is one of the things that makes it special. We work tirelessly to deliver individualised, person-owned, and holistic care that responds to each person's needs. This approach can be very resource intensive and requires a small service such as ours to have a broad capability and scale that is sometimes challenging to achieve when resources are constrained.

Sustainability

As our community continues to grow and age, the demand for service and care will increase. This will place extra demand on the available workforce and increased costs contributed to by increasing technology, and other consumable costs. As our activity increases, we are mindful of our use of environmental resources and the waste that we create, always seeking to be as sustainable as possible. The organisation is on a stable footing for meeting these challenges and will continue to make prudent decisions about the use of valuable and scarce resources.

Infrastructure

Health and health related infrastructure and technology is expensive and keeping pace with the changes and upgrades creates a significant financial impost. It is critical however that the health service looks to ensure that its infrastructure and technology are safe and fit-for-purpose to support modern health and supportive care. We have recently completed an 'asset' plan to stage the development and maintenance of infrastructure over the medium to longer term which will require support of government and other prospective partner agencies to realise.

Our Strategic Plan

Our foundation of a supported workforce and resilient organisation hold up our pillars of care and service, partnering, and innovation and continuous improvement to deliver our outcomes of better health, better access, and better care for our Community Owners.

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Our Vision and Values

Our vision of **Working together we are a healthy, connected community** is underpinned by our values.

Respect for Everybody

We create an inclusive environment that promotes dignity, fairness, and equality. We recognise and celebrate difference and the contributions of all individuals. Our workplace and practices are safe and welcoming.

Commitment to Excellence

We are committed to setting the highest standards of quality in all aspects of our service. We prioritise innovation and learning to ensure that our care and services are continuously improving.

Integrity in Practice

We take seriously our responsibility as a trusted community partner and health care provider. We make decisions carefully in partnership our patients, workforce, and the community.

Trust in each other

With trust, we work together to achieve shared goals. Trust creates the environment that enables us to communicate honestly, listen with an open mind, partner effectively and improve performance.

Our Action Plan

What we do

The difference we will make

1. Excellence in Care and Service

- 1.1 Advance our efforts so that care can be delivered closer to home.
- 1.2 Adopt new models that support reliable after-hours access to care.
- 1.3 Develop a clinical service plan that responds to the needs of the community and the capability and capacity of BHS and its partners.
- 1.4 Develop a focus on family wellness.

- New models of service delivery for care after hours and close to home are established.
- Local management of cardiac and respiratory illness is improved.
- Promotion of the benefits of good nutrition and oral hygiene is embedded in programs.
- Partnerships with social housing, tertiary sector are in place.

2. Partnering across the system

- 2.1 Listen to and work alongside the community to codesign and evaluate services and care.
- 2.2 Work with the Hume Health Service Partnership and the Central Hume Partnership to develop the service system to better meet the needs of our local community.
- 2.3 Establish a new service model that leverages the Commonwealth Home Support Program to deliver more wrap around care to our community.
- 2.4 Improve the health and wellbeing of Aboriginal and Torres Strait Islander people.

- Co-designed models of care are informing practice.
- Level and impact of consumer participation and community engagement are increased.
- Partnership work is having an impact on the Beechworth and Indigo communities.
- BHS's first reconciliation plan has been launched.

3. Driving innovation and improvement

- 3.1 Work with SCV and others to pilot innovations that deliver better outcomes for our community.

- SCV trials delivering better outcomes are underway.

What we do

- 3.2 Trial new models of care that engage our workforce in more flexible and meaningful and sustainable ways of working.
- 3.3 Build our capability for continuous improvement and innovation implementation.
- 3.4 Lead the Indigo 4Ms (Matters, Medication, Mobility, Mental Health) to promote policy and practice development for a better experience and safety of older people in healthcare.

The difference we will make

- Healthcare workers are working to their full scope of practice.
- Problem solving capability and effectiveness and efficiency of improvement and implementation are enhanced.

4. Supporting an engaged and capable workforce

- 4.1 Implement stages 2 and 3 of the Joyful Workplace Program.
- 4.2 Work with Hume Health Service Partners to secure a sustainable workforce pipeline (Employer and partner of choice for building workforce sustainability).
- 4.3 Build on the strengths of BHS's existing team working to reduce unwanted and unwelcome staff workplace experiences including bullying and sexual harassment.

- No mission critical workforce gaps
- Workforce related risks are well managed.
- New workforce models are in place and are being evaluated.
- Improvements in metrics in People Matter Survey.

5. Ensuring a resilient organisation

- 5.1 Advance the work on improving BHS' data and information management systems.
- 5.2 Continue with prudent financial management to ensure sustainability of service provision.
- 5.3 Enhance systems to record support and monitor asset management accountability.
- 5.4 Enhance BHS's environmental sustainability contribution.

- Digital Roadmap implementation has been advanced.
- BHS is financially sustainable.
- Refurbishment of RACS bathrooms and the Community Street/Walk projects have been completed.
- BHS land and building development, health precinct prospectus has been completed.
- Environmental sustainability is embedded into all capital works planning.

Sharing Our Progress

We are committed to keeping you informed of our progress as we work together to implement this Strategic Plan.

We will rigorously monitor our performance against the areas described in the plan under 'The difference we will make' and this is rigour is overseen by the Board. We will include progress reports and other relevant information about our service in our Annual Report and through the Community Forums we host during the year.

Our website will also be regularly updated with information about new initiatives and the outcomes we are achieving. We will also review our progress more formally each year through our annual corporate planning approach. This process creates a further opportunity for our community, staff, service partners and Board to review progress together.

Sharing Your Feedback

Beechworth Health Service is committed to listening and working in partnership with its Community Owners and partners and we welcome your feedback.

If you have any feedback about the Strategic Plan, you can share this by emailing or writing to us at:



Email

info@beechworthhealth.org.au



Mail

PO Box 20, Beechworth, 3747

If you have feedback about the care or service you have received from Beechworth Health Service we encourage you to speak directly with our staff involved in your care, or you can visit our feedback page available at the following link: [Beechworth Health Service Feedback](#)

Copies of this Strategic Plan are available via our website: [Beechworth Health Service Publications](#)