

STRATEGIC PLAN 2019-2022



MISSION STATEMENT

East Grampians Health Service will improve our community's health and quality of life through strong partnerships and by responding to changing needs.

VISION STATEMENT

To be leaders in rural health care.



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BOARD AUTHORISATION OF STRATEGIC PLAN

The release of the Victorian Government Health 2040 signalled a focus by the Victorian Government on long term plans for a sustainable Victorian Healthcare system, with specific key challenges to be addressed.

Ararat Rural City 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.

Workforce planning to ensure we can provide the service in the future is crucially important.

This strategic plan takes into account the financial sustainability of the health service.

The East Grampians Health Service 2019-22 Strategic Plan prioritises community services which enables EGHS to achieve sustainable and improved health against the Health 2040 Plan for the Ararat Rural City community.

The Board endorses this Strategic Plan and EGHS' commitment to achieve the stated goals.



Nancy Panter
Chair of EGHS Board

ACHIEVEMENTS

Since the release of the East Grampians Health Service 2015-2018 Strategic Plan, there have been many significant developments and achievements at EGHS.

These include the strengthening of the education precinct, including partnering with Australian Catholic University to deliver Diploma in Nursing (enrolled nursing) on campus at EGHS, and supporting local GPs to undergo training in obstetrics and anaesthetics. Service capacity has also been increased in dialysis chairs and an increased range and number of surgeries.

EGHS has refurbished the Urgent Care Centre and Inpatient Unit at Ararat. Clinical Governance and Risk Management reporting to the Board has been improved. Financial literacy training has been provided to the Board members. These activities have helped to ensure good governance of the health service.

The comprehensive needs analysis and service planning project undertaken by consultant Biruu Health provided clear directions for EGHS over the next 10 years (2011-2021). The information has been reviewed and refreshed for the 2019-22 strategic plan. This process undertook analysis of EGHS internal and external contexts, consulted with key stakeholders both within and external to the service and interrogated data from numerous data sources.

This report provides valuable information and guidance on actions to be taken to maintain EGHS financial and service improvement, largely in the community, for 2019-2022. The strategic plan for 2019-2022 will build on the achievements from the last planning period, taking EGHS into the future with a clear vision to meet the needs of the community it serves.

LOCATION

EGHS is located in Ararat Rural City, a Victorian Local Government Area of around 4,200 square kilometres in size which is located just over two hours' drive from Melbourne, or 198 kilometres in distance.

The regional catchment of East Grampians Health Service includes Central Goldfields Shire, Northern Grampians Shire, Pyrenees Shire, and for a limited range of services the City of Ballarat.

Data from Annual Report 2017 - 2018



VALUE STATEMENTS



INTEGRITY

We value integrity, honesty and respect in all relationships



EXCELLENCE

We value excellence as the appropriate standard for all services and practices



COMMUNITY

We respect the dignity and rights of our community and acknowledge their beliefs, regardless of their cultural, spiritual or socioeconomic background



WORKING TOGETHER

We value equally all people who make a contribution to EGHS to achieve shared goals



LEARNING CULTURE

We strive to continually learn and develop through education, training, mentoring and by teaching others



COLLABORATIVE PARTNERS

Excellence in health care for a community is not achieved in isolation.

To be leaders in rural health care, and improve the health of our community, we will need to collaborate broadly and often with other agencies and key stakeholders within the Ararat community and more broadly with the region and state.

Partnerships between services are critical to the success of working toward the promotion of health, wellbeing and service delivery. Successful partnerships strengthen the capacity of the health service and broadens the reach to engage more consumers and achieve shared objectives with stakeholders.

Effective partnerships can achieve the following benefits:

- More effective service delivery
- More efficient resourcing
- Shared policy development
- Shared systems/pathway development
- Social and community development aimed at strengthening community action

HEALTH CARE ENVIRONMENT / CONTEXT

The Biruu Health East Grampians Health Service Needs Analysis and Clinical Service Plan, along with the Burden of Disease, Victorian Government Health 2040 policy documents provide direction for EGHS to meet the needs of its catchment population, while remaining financially sustainable.

These directions were discussed and determined at a Board and Executive planning day, and led to development of the key strategies and goals that define the future direction for EGHS.

East Grampians Health Service has consulted with its regional partners to ensure that the directions are in line with key services that support the local community. These partners were provided with a draft of the Goals and Objects and given an opportunity to respond and help shape the direction. All comments were considered and where appropriate included in the final plan.

OPPORTUNITIES

The EGHS strategic plan mirrors the Victorian Government Health 2040; Advancing Health, Access and Care Guidelines which has identified opportunities that are significant to regional and rural health over the next ten years, as shown below.

BETTER HEALTH

- A system geared to prevention as much as treatment
- Everyone understands their own health risks
- Illness is detected and managed early
- Healthy neighbourhoods and communities encourage healthy lifestyle

BETTER ACCESS

- Care is always there when people need it
- More access to care in the home and community
- People are connected to the full range of care and support they need
- There is fair access to care

BETTER CARE

- Target zero avoidable harm
- Healthcare that focuses on outcomes
- People are active partners in care
- Care fits together around people's needs

These goals apply to all residents of the Rural City of Ararat, as they do to all other areas of rural and regional Victoria. In addition, Ararat has an ageing population with poor health against state figures, as shown below. This table gives a snapshot of Ararat's health status. Although these statistics are comparisons with metropolitan Victoria, Ararat also tends to have poor results when compared Victoria-wide and rural Victorian statistics. Of particular concern are overweight and obesity rates, and the suggestion of reduced health protective behaviours, such as blood glucose and cholesterol checks. These have implications for public health and health promotion in Ararat.

FACTOR	ARARAT	REGIONAL VIC	VIC AVERAGE
High Blood Cholesterol	34.9%	34.1%	33.4%
High Blood Pressure	25.9%	28.0%	25.9%
Current Smokers	22.1%	15.5%	13.1%
Pre Obese	36.6%	-	31.2%
Obese Category 1 (BMI 30-35)	14.6%	-	12.4%
Obese Category 2 (BMI 35-40)	6.2%	-	3.9%
Obese Category 3 (BMI 40+)	1.5%	-	2.4%

Source: Grampians Pyrenees Primary Care Partnership Population Health and Wellbeing Profile December 2016

EGHS STRATEGIC GOALS

To address the challenges faced by EGHS, we have based our strategic goals on the priorities detailed in the Victorian Government Document; Health 2040 Advancing Health, Access and Care detailing priorities for rural and regional Victoria.



GOAL 01

BETTER HEALTH

Strategic Objective 1

EGHS will promote healthy eating, improved mental health and wellbeing and an increase in physical activity

Strategic Objective 2

EGHS will drive preventative dental health and active health and wellbeing programs for school children in the Local Government Area

Strategic Objective 3

EGHS will reduce avoidable hospital admissions by working with our community and health partners to identify the areas of chronic disease most in need

GOAL 02

BETTER ACCESS

Strategic Objective 1

EGHS will work with its consumers and health care partners to ensure streamlined and coordinated equitable access to health care that meets the need of the community

Strategic Objective 2

EGHS will engage with consumers and community stakeholders to define, then deliver information about the services provided taking into account the health literacy of the community

Strategic Objective 3

To support the Urgent Care Department and Obstetric Services EGHS will explore the use of technology to ensure that there is equitable access to expert advice and treatment

GOAL 03

BETTER CARE

Strategic Objective 1

EGHS will collaborate with its consumers and community to develop customer needs plan

Strategic Objective 2

EGHS will pursue the integration of care between services with the goal of delivering seamless care that reduces duplication and supports the flow of care for consumers

Strategic Objective 3

To ensure sustainable workforce and service delivery EGHS will invest in the development of its staff through targeted education for midwifery, urgent care, allied health and aged care. We will also focus on the provision of programs that support succession planning to future proof the loss of key personnel

STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

The East Grampians Health Service Strategic Plan 2019-2022 is underpinned by the Strategic Plan Implementation Framework which will be reported to the East Grampians Health Service Board monthly.

This framework is an implementation and reporting framework that ensures the Strategic Plan is meaningful and achievable, with defined and measurable actions for all staff of EGHS.

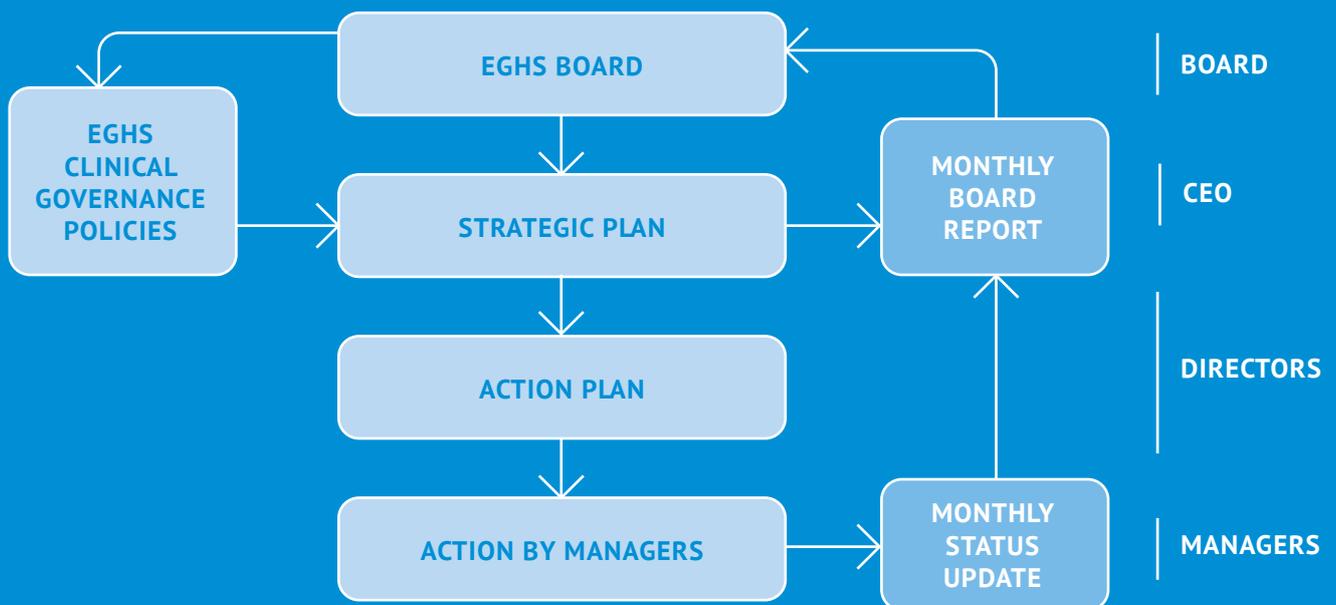
As shown in the flow chart below, the work of EGHS is governed by EGHS governance policies which defines key actions, timelines, measures and requirements to meet EGHS' goals and strategies for 2019-2022.

The monthly reporting process starts at the unit level, this report informs the divisional reports, which inform the Board reports.

This gives an accurate organisation wide picture of progress towards meeting the EGHS strategic plan.



It gives the Board a brief yet meaningful snapshot of EGHS' progress towards its strategic plan implementation.





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DEMONSTRATING **LEADERSHIP**
IN PATIENT SAFETY



**East Grampians
Health Service**