

2023-2027

# STRATEGIC PLAN



East Grampians  
Health Service



LEADERS IN RURAL HEALTH CARE

## OUR VISION

East Grampians Health Service will improve the health, wellbeing and the quality of life for our community.

## OUR PURPOSE

To meet people's health needs through leadership, strong partnerships & wise use of resources.

## OUR 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 work together in a positive, supportive manner and value all people who make contributions to EGHS to achieve shared goals.



### LEARNING CULTURE

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

## ACKNOWLEDGEMENT

TAG Health Pty Ltd acknowledges the Traditional Owners of the country on which we work and live, and recognise their continuing connection to land, waters and community. We pay our respects to them and their cultures, and to Elders, past, present and emerging.





### DIRECTION 1

Rebalancing the distribution of services across the care continuum

### DIRECTION 2

Improving access, efficiency and integration through identifying and implementing alternative models of care and service provision

### DIRECTION 3

Partnering to drive collaborative practice, service and workforce sustainability

# PLAN FORMULATION AND DEVELOPMENT APPROACH

## DEVELOPING THE LIST OF PRIORITY STRATEGIES

Development of the EGHS strategic plan by the Board occurred through three main processes:

- 01 Development of a list of priority strategies
- 02 Stakeholder consultation, and
- 03 Synthesis of information to set directions and specify objectives and actions that could be monitored.

## STAKEHOLDER CONSULTATION

The consultation strategy sought to capture the views and opinions of a broad range of staff, partners and community members. A strategy was developed with a focus on providing all groups to select their preferred method of engagement and participation. A total of 656 engagements occurred across three platforms: surveys, interviews and face-to-face consultations to inform the strategy development.

The purpose of the consultation was to test the initial thoughts of the Board against stakeholder and community perceptions of where EGHS should be heading. Information sought from the consultations included:

- Perceived service gaps
- Level of engagement from EGHS
- Use and provision of services
- Partnerships with other organisations
- Organisational goals, and
- Future directions of EGHS.

## SYNTHESIS OF DIRECTIONS & ACTION PLANNING

Based on these processes, the Board collectively prioritized all of the options and formulated a preferred strategic direction, with clear objectives and actions. This options were rationalized into a cohesive approach for EGHS to move forward.

**The strategic directions have been informed by four key focus areas:**



### Our Community

our community can access the services it needs.



### Our People

we have the right people with the right skills and values to support and deliver exceptional services.



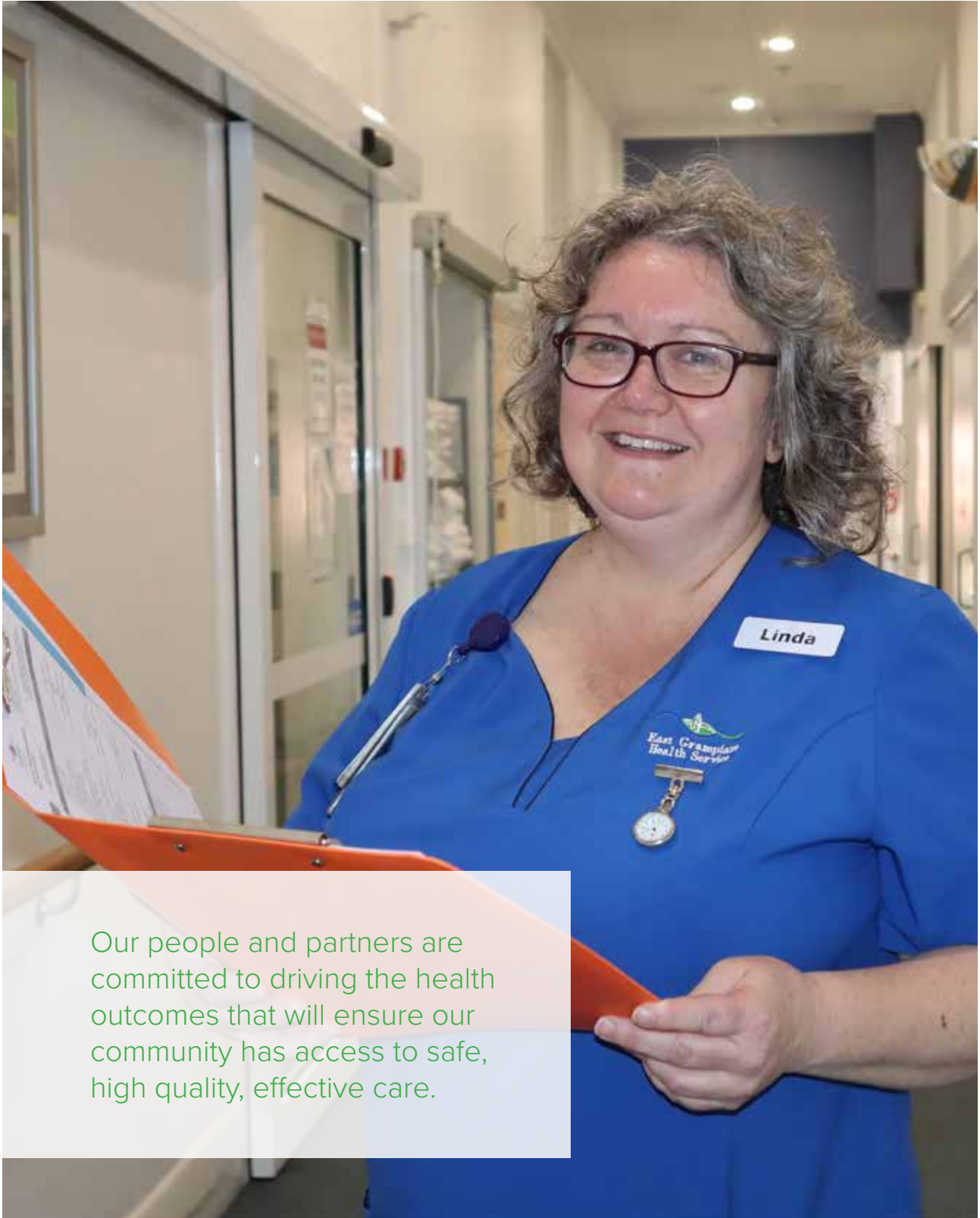
### Our Partnerships

we work with our partners to enhance coordinated, integrated services.



### Our Organisation

we have the right resources, systems and infrastructure to deliver safe, high quality, effective services.



Our people and partners are committed to driving the health outcomes that will ensure our community has access to safe, high quality, effective care.



# OUR STRATEGY 2023-2027



## Rebalancing the distribution of services across the care continuum

- Develop community based chronic disease management models to meet demand and avoid acute and residential aged care service intervention
- Enhance pathways into and connection with primary care

- Develop a model of care for community-based chronic disease management
- Proactively plan and extend: The Better @ Home initiatives
- Further develop the In-home Aged Care Program
- Establish a partnership mechanism to address care improvements that intersect with primary and community care, including Strengthening Hospital Response to Family Violence.
- Implement the EGHS: Willaura Healthcare Service Model



## DIRECTION 2

Improving access, efficiency and integration through identifying and implementing alternative models of care and service provision

- Deliver more services using virtual models of care supported by technology
- Improve access to targeted specialist services across the community

- Develop a digital health strategy which incorporates a coordinated approach to utilising telehealth for specialist services, virtual rounds, e-health solutions and is consistent with GRHA goals and objectives
- Develop and implement a capacity plan which incorporates:
  - Enhanced surgical services
  - A sustainable model for maternity services
  - Enhanced Urgent Care services
- Proactively plan an integrated aged care service model inclusive of recommendations coming from the Royal Commission into Aged Care

# OUR STRATEGY 2023-2027



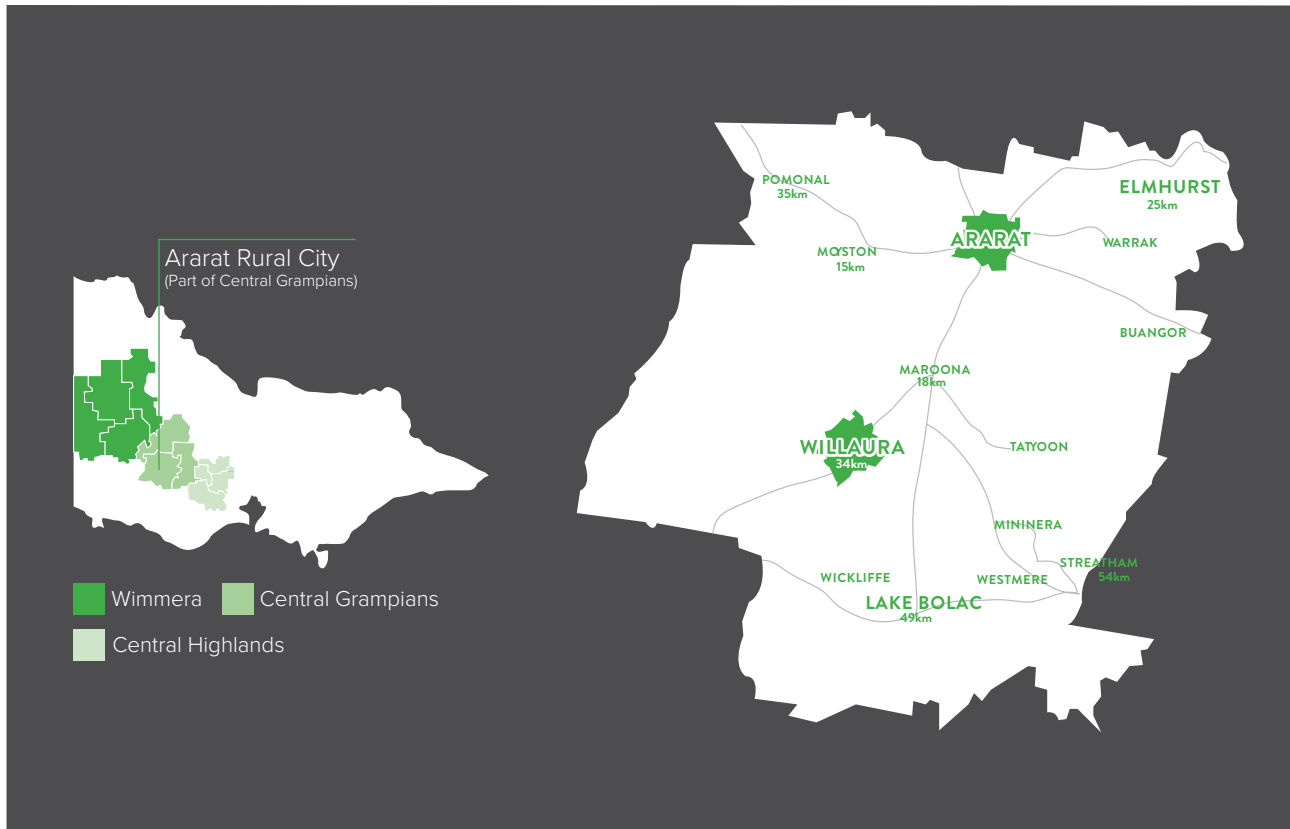
## Partnering to drive collaborative practice, service and workforce sustainability

- Use partnerships to address workforce shortages and extend existing workforce capabilities
- Use partnerships to drive collaborative action and support improved role delineation
- Improve cross sector collaboration to enhance equitable access and outcomes

- Refine the EGHS workforce strategy to align with changes in service delivery across the organisation
- Develop a research strategy that positions EGHS as a destination for rural health research
- Map and review the value exchange for all of EGHS partnerships and establish appropriate governance mechanisms for all partnerships consistent with the Victorian Health Service Partnership approach
- Establish formal role delineation with partner health services for medical, maternity and surgical services
- Review all existing pathways of care where more than one service provider is identified and act on gaps



# OUR REGION



## GEOGRAPHY

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

Ararat Rural City is a versatile primary production area famous for its premium viticulture and wine industry, quality merino wool, and cropping and manufacturing industries. Ararat Rural City forms a gateway to important tourism destinations such as the Grampians Ranges, Pyrenees Ranges, Mt Langi Ghiran, Mt Cole and Lake Bolac.

## EGHS SUMMARY OF SERVICE PROFILE

As a local health service, EGHS delivers to the community a comprehensive range of programs and services that are accessed through inpatient, residential, home and community based services.

EGHS campuses are located at Ararat and Willaura. The regional catchment of EGHS includes Central Goldfields Shire, Northern Grampians Shire, Pyrenees Shire, and for a limited range of services the City of Ballarat.

## BUDGET & STAFFING

EGHS employs a diverse range of staff to provide high quality safe and effective care and receives an approximate annual budget of \$50 million from a range of funding sources.

# OUR COMMUNITY AT A GLANCE



population of Ararat  
Rural City



median age Ararat  
Rural City Council



of the population had  
a severe disability  
compared to the  
Victorian average  
of 4.5%



of the population is  
overweight (preobese  
& obese) compared to  
the Victorian average  
of 48.6%



of the population has  
two or more chronic  
diseases compared to  
the Victorian average  
of 5.7%



High levels of Relative  
Socio-economic  
Disadvantage

Higher prevalence than the Victorian average in:



Arthritis



Cancer



Diabetes



Heart  
Disease



Lung  
Conditions



Mental  
Health

# STRATEGIC ISSUES



**Five key emerging trends** have been identified as issues requiring consideration in the strategic plan and these are:

01

## DEMOGRAPHICS OF AGEING POPULATION

EGHS will need to consider its opportunities for aged care service delivery into the future.

02

## INCREASING LEVELS OF CHRONIC DISEASE

EGHS will need to consider adapting care to changing disease prevalence patterns as well as the implications of these adaptations for its workforce and service configuration.

03

## EFFICIENCY OF THE CURRENT ROLE AND CONFIGURATION OF THE WILLAURA CAMPUS

04

## ROLE DELINEATION

Further evolution in the organisation's health service system role.

05

## CHANGES TO LOCAL AND REGIONAL ECONOMIES

Possible impacts on the organisation's capacity to attract and retain an appropriately skilled medical, nursing, allied health and support services workforce.





**East Grampians  
Health Service**

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**EAST GRAMPIANS  
HEALTH SERVICE**

PO Box 155  
Girdlestone Street, Ararat 3377

**P:** 03 5352 9300  
**F:** 03 5352 5676

**E:** [info@eghs.net.au](mailto:info@eghs.net.au)

**[www.eghs.net.au](http://www.eghs.net.au)**

**70 LOWE STREET**

Aged Care Facility  
70 Lowe Street, Ararat 3377  
**P:** 03 5352 9323

**GARDEN VIEW COURT**

Lowe Street, Ararat 3377  
**P:** 03 5352 9324

**PATRICIA HINCHEY CENTRE**

Girdlestone Street, Ararat 3377  
**P:** 03 5352 9326

**WILLAURA HEALTH CARE**

Delacombe Way, Willaura 3379  
**P:** 03 5354 1600

**PARKLAND HOUSE**

Delacombe Way, Willaura 3379  
**P:** 03 5354 1613



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**LEADERS IN RURAL HEALTH CARE**