



Heathcote Health

Strategic Directions Plan

2018-2021

OFFICIAL

FOREWORD

OUR STRATEGIC DIRECTIONS PLAN WAS DEVELOPED WITH THE FOLLOWING PRIORITIES IN MIND:

- Develop our workforce
- Strengthen our community engagement
- Strengthen our partnerships
- Enhance the health and wellbeing of our community
- Govern effectively
- Improve our operational effectiveness

Extensive consultations with key stakeholders supported a vision for Heathcote Health that aligns with the three pillars of *Health 2040: Advancing Health, Access and Care* (Health 2040), namely *better health, better access and better care*. The vision for Heathcote Health reflects the ten principles identified from the feedback obtained by the Victorian Government in developing *Health 2040* as outlined below:

1. **Person-centred care with equitable access** — valuing and respecting people and their preferences, taking into account the whole person and what is important to them, and addressing disparities in access and outcomes.
2. **Integration** — ensuring that patients experience services as one system, and receive care tailored to their needs.
3. **Prevention and early intervention** — investing in preventing poor health and acting earlier so that serious illness is avoided wherever possible.
4. **Technology and data** — sharing information across providers, making better use of the information we have and using new technologies to improve patient care and outcomes.
5. **Workforce** — making better use of the skills and capabilities of our workforce and using their expertise to inform service design and delivery.
6. **Transparency and accountability** — improving transparency and accountability to drive improvement.
7. **Evidence-based care** — ensuring interventions are evidence-based, reducing low-value care, and translating new evidence into better service delivery.
8. **Sustainable** — ensuring the way we allocate resources delivers the greatest value and benefit for individuals now and into the future.
9. **Innovation** — systemic innovation that is responsive to the changing needs of the community.
10. **Medical research** — strengthening medical research, and translating new discoveries into improved treatments, technologies and tools.

During the consultations it was clear to our Board and leadership group that the new vision for Heathcote Health needed to reflect the pursuit of excellence in healthcare for our community together with a focus on innovation that improves health and wellbeing.

Improving the health and wellbeing of our community through excellent healthcare and innovation

This is our new vision for Heathcote Health. Improving the health and wellbeing of our community is the primary goal that drives our Board, executive, managers, staff and volunteers and the way we will do this is through the provision of excellent healthcare and the use of innovation. To complement our vision, we developed the following purpose statement:

With our community at the centre of everything we do, and together with our stakeholders, we strive to:

- Provide excellent, sustainable local health care services
- Continuously seek service improvements; and
- Implement new ideas for better health care for rural communities

This purpose statement emphasises the importance placed on community and stakeholder engagement during the planning consultations and the need to work together in partnership to achieve our vision. Themes around service excellence, sustainability, continuous improvement, innovation and better health care for rural communities were identified in the consultations and incorporated into the purpose statement.

The importance of Heathcote Health being a values-led organisation was another strong theme throughout the planning consultations. The existing organisational values were reviewed and a new set of values was developed with strong leadership and engagement by Heathcote Health managers in conjunction with our staff and volunteers.

Compassion, Accountability, Respect, Excellence

These are our new values. These values support the vision and purpose of Heathcote Health and enable us to shape our culture and reflect what is most important. They are the essence of our identity and provide the framework for us to engage with all of our stakeholders. It is no accident that the first letter of each of these values spells CARE as the overarching reason for our existence is to care for our community.

This Strategic Directions Plan (Plan) for Heathcote Health sets our direction for the next three years and will position us well for changes in the external environment. All of our key stakeholders, including consumers, community, staff, volunteers, contractors and partners, have been involved in the development of this Plan and have a role to play in its delivery. We look forward to working in partnership with all our stakeholders to achieve the Plans outcomes.

Thank you to everyone who played a part in the development of this Plan.

Dan Douglass
Chief Executive Officer
Heathcote Health

Danny Stone
Board Chair
Heathcote Health



OUR VISION

Improving the health and well-being of
our community through excellent
healthcare and innovation

WHAT DOES THIS LOOK LIKE AT HEATHCOTE HEALTH?

Our aim is to deliver the health and wellbeing services that our community needs with a focus on service improvement at all levels and with excellence and innovation as our key drivers. We will partner with our community, local service providers and other key stakeholders to build a more informed understanding of the health status of the Heathcote and district community. We will engage with our consumers to learn more about their experiences of our services and what we can do to improve their consumer experience. Through improved performance measurement and reporting systems we will assess the current standard of healthcare provided by Heathcote Health and determine how to elevate ourselves to become a provider of excellent healthcare. In implementing our vision, we will be innovative in our use of evidence-based research and partner with innovative organisations. We will take our staff, volunteers and community along with us on this journey.

ABOUT HEATHCOTE HEALTH

Heathcote Health was established as a tent hospital in 1854 with the first main building being constructed in 1859. We now have a range of built infrastructure from different eras, providing acute services, urgent care, residential aged care, allied health, community services and primary care for a community of about 5,000 people. Heathcote Health has more than 150 staff and volunteers (combined) and has strong engagement with the Heathcote and district community. With eight acute beds, two urgent care bays and 42 aged care beds, Heathcote Health is the main provider of local health and wellbeing services for our community. We have also developed strong partnerships with surrounding health and community services organisations to ensure members of our community have access to a broad range of services. Our campus at 39-55 Hospital Street Heathcote includes a new primary care clinic with a co-located GP practice and the Heathcote Community House is also located on our campus. Our primary catchment covers the area within a 30 kilometre radius of the Heathcote Township.



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OUR COMMUNITY AND ITS CHALLENGES

Heathcote is a rural and remote town that sits 47 kilometres south east of Bendigo and 130 kilometres north of Melbourne. The township was formed in the early to mid-1800s as a gold rush site and transformed into a pastoral district following the decline of gold mining. Today, Heathcote is characterised by its food and wine with the Heathcote wine district growing in prominence.

The town comprises a growing population that is also ageing (Birru_Health, 2015). By 2031 the population of Heathcote and District is expected to grow by 30.2 per cent in total. From 2011 to 2026 this represents an annual growth rate of 1.2 per cent. By comparison the state of Victoria is expected to grow by 1.4 per cent per annum during that time period. The average age of the residents living in Heathcote is 53 and the percentage of older people living in Heathcote is almost double that of the Victorian average. Residents 60 years of age or older account for 37.3% of the overall Heathcote population, which is far greater than the Victorian average of 21%. Based on the trajectory of population growth in Heathcote, those aged 60 years+ are expected to account for approximately 50% of the population by 2030. Despite this, there are a growing number of families who are moving to Heathcote due to its proximity to Bendigo and Melbourne and related job opportunities, affordable housing and rural lifestyle.

Heathcote has a higher unemployment rate (7.3%) than that of Victoria (6.6%) and a higher part time workforce when compared to the Victorian average, which indicates a lower disposable income than the rest of the State. Personal (individual) median income is a low \$467 per week and Heathcote's median weekly household income is \$895 (Victoria's median is \$1,419). In 2016 Heathcote was in the 5th percentile of socio-economic disadvantage in Victoria, meaning Heathcote has a higher level of relative socio-economic disadvantage. Due to the town's lower socio-economic status, the health of its residents is often poorer than that of the Victorian average.

Demand for aged care and primary health care services are expected to grow annually. While Heathcote sits within the catchment area of a number of health providers, the provision of outreach services into Heathcote by health services based in nearby larger towns and cities is limited. There are a number of issues that exacerbate the lack of services in some health disciplines. These include deficiencies in service coordination, limited transport options and poor communication to the community. Heathcote's isolation rating was revised from R4 (remote) to R2 (inner regional) on the Modified Monash Model several years ago. Many residents live away from the Heathcote township centre or in the small surrounding townships. Evidence suggests the community suffers from a lack of transport options, potentially adding to social isolation for some residents.

Using the rates of avoidable mortality from 2002 to 2006 and the 2011 standardised population, the City of Greater Bendigo had 750 deaths that could have been avoided. Ischaemic Heart Disease (IHD) and lung cancer were the two most frequent avoidable mortality conditions, causing 160 and 93 deaths, respectively. Locally, it is understood the population of Heathcote is different from the population of the City as a whole, with a greater proportion of older people and a generally lower socioeconomic status. This may indicate that avoidable mortality is likely to be higher in the Heathcote area. In 2011/2012, 39.8 per cent of inpatient separations at Heathcote Health were flagged for an Ambulatory Care Sensitive Condition. Of these separations, the majority were in respiratory medicine, clinical cardiology, endocrinology or immunology and infections. Recent university studies have identified the provision of mental health services as one of Heathcote's highest areas of need, with anxiety, depression, suicide, trauma, loneliness, social isolation and self-harm at higher levels than the general population.

The majority of people needing acute health services attend a regional or metropolitan hospital outside Heathcote. Notwithstanding this, Heathcote Health provides a highly-responsive range of low-complexity services in partnership with other health and human services providers. The health service is well integrated with community activity, despite the disjunction between the hospital site and the main community centres. Heathcote Health is forecast to provide an increasing volume of services, largely because of the forecast increase in the number of people with chronic conditions associated with, and exacerbated by, age and low socio-economic status.



OUR OPPORTUNITIES

ENHANCING HEALTH OUTCOMES FOR OUR COMMUNITY

Heathcote Health has identified opportunities to improve health outcomes for our community, particularly in relation to documenting models of care, enhancing health literacy, enabling better access to telehealth, and further developing our primary care and community services. Heathcote Health also recognises the importance of prevention and health promotion strategies to address population health challenges and ensuring our focus is on delivering the best possible consumer experience.

BUILDING THE BEST WORKFORCE

To meet current and future demands for the delivery of appropriate health services in a rural environment, we need to develop and support our workforce accordingly. This includes attracting the right skills and building on the capacity of our entire workforce. Heathcote Health values the work of our staff and volunteers and will continue to invest in our people, culture and capacity to enable a focus on service excellence, innovation and creativity.

PARTNERING AND ENGAGEMENT

Heathcote Health has been successful in engaging with our community and partnering with a variety of stakeholder groups and organisations. There are many further opportunities for Heathcote Health to build on our existing community engagement activities and partnership arrangements, and to explore and develop new partnerships and engagement approaches to support and improve health care outcomes and provision.



OUR VALUES

COMPASSION

Consistently acting with empathy and integrity

We demonstrate compassion by:

- genuinely understanding, feeling and identifying with the needs of others;
- actively listening to fully understand and genuinely empathize with people's realities; and
- responding with compassion in service and advocacy for each individual, group and community, and for society as a whole.

ACCOUNTABILITY

Taking responsibility for our decisions and actions

We demonstrate accountability by:

- working to clear objectives in a transparent manner;
- accepting responsibility for their decisions and actions;
- seeking to achieve best use of resources; and
- being transparent.

RESPECT

Respecting the rights, beliefs and choice of every individual

We demonstrate respect for others by:

- treating them fairly and objectively;
- ensuring freedom from discrimination, harassment and bullying; and
- using their views to improve outcomes on an ongoing basis.

EXCELLENCE

Inspiring and motivating, innovation and achievement

We demonstrate excellence by:

- being prepared for change and striving for continuous learning and quality improvements;
- acknowledging and rewarding innovation in practice and outcomes; and
- developing and contributing to an environment where every member of the team is the right person for their job and is empowered to perform to the highest possible standard.



OUR STRATEGIC OBJECTIVES

DEVELOP OUR WORKFORCE

- Develop and support our workforce to focus on service excellence, innovation and creativity.

STRENGTHEN OUR COMMUNITY ENGAGEMENT

- Actively engage with our consumers and community.

STRENGTHEN OUR PARTNERSHIPS

- Strengthen our existing partnerships and develop sustainable partnerships with a focus on education, training and research.

ENHANCE THE HEALTH AND WELLBEING OF OUR COMMUNITY

- Develop a clear understanding of the health needs of our community and focus on enhancing services that address priority health needs.

GOVERN EFFECTIVELY

- Ensure effective governance through a values-led approach supported by well-defined risk management and performance reporting frameworks and strategies.

IMPROVE OPERATIONAL EFFECTIVENESS

- Review and implement improvements in built and ICT infrastructure, organisational structure and accommodation arrangements, and quality and safety.



OUR STRATEGIC OBJECTIVES IN DETAIL

DEVELOP OUR WORKFORCE

- Continue to develop the culture and skills of the Heathcote Health workforce, focussing on service excellence, innovation and creativity.
- Investigate the feasibility, risks and benefits of becoming a Registered Training Organisation, and determine whether to proceed.
- Develop a management succession plan.
- Gain sponsorship to support staff to undertake on-the-ground research into the dementia village concept.

STRENGTHEN OUR COMMUNITY ENGAGEMENT

- Develop and implement a framework for actively partnering with consumers and the community in every strategic and significant operational initiative.
- Map current community engagement activities and develop and implement a plan to address gaps.
- Ensure:
 - an appropriate proportion of directors is drawn from the local community; and
 - the Board actively engages with the local community.
- With the community, develop and implement an effective advocacy program for Heathcote Health.

STRENGTHEN OUR PARTNERSHIPS

- Strengthen existing relationships with Advance Heathcote Inc., local community groups, neighbouring rural health services and regional providers of education and training
- Establish sustainable relationships (formal and informal) with relevant local, state and national organisations with skills and expertise in rural health and dementia care, education and research
- In partnership with appropriate research institutes, establish an active translational research and evaluation program
- Identify and work with key partners to develop the Dementia Village concept

ENHANCE THE HEALTH AND WELLBEING OF OUR COMMUNITY

- Develop and document Heathcote Health's model of care, including its model of care for people with dementia
- Improve access to and analysis of data, to ensure a clear understanding of the community's health care needs
- Actively participate in the development of an electronic medical record
- Optimise the use of technology in the delivery of health care in rural settings
- Develop health promotion and illness prevention programs
- Work with the collocated general practice to ensure sustainability of high quality local general practice services

GOVERN EFFECTIVELY

- Work with staff to confirm Heathcote Health's values
- Continuously monitor and address the potential impact on Heathcote Health of the Dementia Village project
- Develop Heathcote Health's risk management framework and strategy
- Refine Heathcote Health's internal performance reporting framework

IMPROVE OPERATIONAL EFFECTIVENESS

- Implement improvements in built and ICT infrastructure to achieve operational efficiencies.
- Review and modify organisational structure and accommodation arrangements as required to more effectively meet operational requirements.
- Maintain an on-going quality and safety plan that focuses on continuous improvement of care for all consumers and carers.



IN PREPARING FOR OUR NEW STRATEGIC DIRECTIONS PLAN WE UNDERTOOK THOROUGH CONSULTATIONS WITH OUR COMMUNITY, STAFF AND OTHER KEY STAKEHOLDERS

HOW WE PLAN

In 2015 Heathcote Health moved from a set three-year strategic directions plan to a rolling three-year strategic directions plan which we reviewed and updated annually. In late 2017 the Heathcote Health Board decided to undertake more extensive planning review for the 2018-21 strategic plan period led by an external planning consultant. The process comprised a review of the vision, purpose and values of Heathcote Health and the setting of new strategic priorities and objectives.

The development of this new plan was led by our Board and Executive in consultation with our key stakeholders including staff, volunteers, contractors, partners, other health service providers, funding bodies, government, and, most importantly, our consumers and community. Heathcote Health has developed on-going and extensive consultation mechanisms across many community and consumer settings, and with other key stakeholders, and was able to utilize these consultation mechanisms to support the consultation process for this plan. These included:

- Consultations undertaken through local research studies, service development projects, local government planning processes and organisational activities.
- Direct feedback to the Heathcote Health Board and Executive at local community events, forums and workshops and via social media.
- Representation by Heathcote Health at local community meetings, including membership of Advance Heathcote Inc. and the Heathcote Community Capacity Builders.
- Obtaining community feedback on key issues and health priorities through our monthly health page in the *Melvor Times*, *Heathcote Health Matters*.
- Heathcote Health being an active participant in consultations for the *2017-21 Heathcote and District Community Plan*, *Heathcote Civic Precinct Plan* and the *Heathcote Township Plan*.
- Heathcote Health being an active participant in consultation on regional and sub-regional health and wellbeing plans, including the *Loddon Mallee Regional Cancer Services Plan* and the *Greater Bendigo Prevention Plan*.
- Heathcote Health being represented at a wide range of regional, sub-regional and Greater Bendigo health forums and networks, including the Loddon Mallee Regional Clinical Council, Greater Bendigo Mental A-Z Network, Heathcote Safer Town Working Group, Bendigo Safe Community Forum, City of Greater Bendigo Prevention Network, Greater Bendigo Rural Communities Committee and Greater Bendigo Rural Support Network.
- On-going feedback on performance and community needs through the *Heathcote Health Community Advisory Committee*, a sub-committee of the Heathcote Health Board which meets bi-monthly.
- Direct feedback from the *Heathcote Health Residents Meeting*, Board Rounding and our Roving Reporters.
- Regular satisfaction surveys of our acute patients, aged care residents and community clients and our annual People Matter Survey with our staff.

- Leader Rounding and Huddles with our staff and volunteers.

The Heathcote Health Board held a Strategic Planning Workshop in February 2018 facilitated by the external planning consultant and participated in two Board Strategic Risk Workshops conducted by VMIA. The involvement of consumers, community, staff, volunteers and other key stakeholder in the planning process was vital in ensuring their ownership of the plan and enable access to all available information on key issues and relative priorities.

We worked together with our key stakeholders to understand:

- Our internal strengths and weaknesses
- Our external opportunities and challenges.
- The needs of our community and consumers.
- What we currently measure.
- The policy context in which we operate, with specific reference to *Health 2040*.

This informed us as we worked with our key stakeholders to create our vision, purpose and values, and develop our strategic priorities and objectives.

This Strategic Directions Plan will be implemented through our annual Heathcote Health Operational Plans which will contain the more specific strategies and actions to be implemented for each strategic priority and objective, together with timelines and Specific Measurable Achievable Realistic and Timely (SMART) targets. The strategies and actions will be allocated to specific positions throughout Heathcote Health to ensure a clear accountability process and progress will be reported periodically at management, Board and relevant Board subcommittee meetings. The Operational Plans will cascade into Department Plans and individual work plans with monthly follow-up via Monthly Accountability Meetings (MAMS) with managers. Reporting to the community will be via our existing community engagement forums until our Community Dashboard becomes operational.



MEASURING OUR PROGRESS AND SUCCESS

Measuring and monitoring the achievement of our strategic priorities and objectives are important parts of our planning process. Heathcote Health will measure our success against a series of key performance indicators, including through external performance reports and internal reporting processes. Key focus areas will include:

- Patient experience during their stays and after leaving our health service
- The effectiveness of our community programs and residential care facilities
- Infection control and quality and safety incidents
- Staff health, safety and engagement
- Community engagement and partnership building
- Innovation and research

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