



CENTRAL
GIPPSLAND
HEALTH

Strategic Plan 2019-2024

Central Gippsland Health Service

Foreword

Central Gippsland Health Service's Strategic Plan 2019 identifies our vision, mission and values for the next five years, establishing a strong framework and foundation on which to build for the future.

The plan is built around four strategic pillars, based on a safe and healthy community where everyone feels valued, supported and can participate.

This is not just our plan; it has been built in partnership with our staff, community and a broad range of other stakeholders both inside and outside the health sector. While we will ensure our plan is lived, its ultimate success will depend on the investment in its principles by those who have assisted in its creation.

It must always meet the current and future needs of those who are part of Central Gippsland Health Service – our employees and our consumers.

Although this plan is for a four-year period, it will be reviewed by the CGHS Board as required.

While it demonstrates our commitment to leadership and best practice in everything we do, it also places delivery of high quality, patient-focused services as our priority.

Our four strategic pillars are:

- Investing in our people
- Taking a partnership approach
- Adjusting to an older population
- Strengthening access to core services

This plan has been guided by State and Commonwealth policies and plans, demographic and medical research, industry trends, and a rigorous process of reviewing current practices, priorities and plans.

Importantly though, this plan is the result of a collaborative approach to identifying and living the values important to us. Values that place our patients at the centre of everything we do.



Tony Anderson
Board Chair



Frank Evans
Chief Executive Officer

About Central Gippsland Health Service

Central Gippsland Health Service (CGHS) is the major provider of health and residential aged care services in the Wellington Shire.

It serves an immediate population of approximately 44,000 in Central Gippsland, while acute specialist services reach a wider community in East Gippsland and parts of South Gippsland.

Central Gippsland Health (CGH) is the brand that CGHS shares with independently governed organisations, Heyfield Hospital and Stretton Park.

Overview of Wellington Shire:

Wellington Shire is the third largest municipality in Victoria, covering an area of 10,924 square kilometres to the east of the state. The shire is home to more than 44,000 people spread across more than 30 different communities ranging in size from a few thousand to more than 13,000 in the regional centre, Sale.

While mining (primarily offshore oil and gas) is the major generator of wealth, employment within Wellington Shire presents quite a different picture. A significant percentage of jobs in Wellington Shire are in agriculture and forestry. This reflects a strong dairy sector and increasing growth of vegetable farming, supported by the Macalister Irrigation District supplying reliable water for agriculture.

The growing Health Care and Social Assistance sector includes hospitals at Sale and Maffra, and a number of aged care facilities. There are also significant numbers of medical and dental practices.

Our past:

CGHS has a long and rich history which spans approximately 150 years.

During that time, CGHS and its predecessor (Gippsland Base Hospital) with various other smaller service entities has provided health care to citizens of what is now called the Wellington Shire.

Through a series of amalgamations, the Gippsland Base Hospital, Maffra and District Hospital, J.H.F. McDonald Wing Nursing Home and Evelyn Wilson Nursing Home became CGHS in 1999. The Heyfield Hospital, Stretton Park and Laurina Lodge Hostel became associated with CGHS through management agreements.

The CGH network is the major provider of health and residential aged care services within the Wellington Shire.

Now the CGH network oversees all these entities, providing management and corporate services to the two not-for-profit private facilities, Stretton Park Incorporated and Heyfield Hospital Incorporated.

Our challenges:

CGH acknowledges the challenges currently facing health services now and into the future but our commitment is to provide the health and community services that will best meet the needs of our community.

The range of particular issues and challenges impacting on the health of rural and regional Victorians across the state are evident in Wellington Shire. These include issues of distance and available transport and variations in workforce, socio-economic status and infrastructure. Like other areas through Victoria, it also has an ageing population.

CGH will continue to work with the government and other health agencies to deliver services that meet the needs of our community. We are committed to providing a safe and healthy community where everyone feels they are valued, supported and can participate.

About Central Gippsland Health Service cont.

Our service model:

The CGHS service model is shaped by our vision, mission and values. It is built around four strategic pillars which have objectives and strategies to achieve them. These pillars are:

- *Strengthening access to core services*

Objective: Provide access to a highly integrated, networked, technology enabled system that will give people access to services as close to home as is safe and appropriate.

- *Taking a partnership approach*

Objective: Enhance our sustainability and clinical capability and, as a consequence, increase the number of treatments available closer to home.

- *Adjusting to an ageing population*

Objective: Provide more services in the community and home-based setting with an overarching reablement agenda.

- *Investing in our people*

Objective: Develop a highly talented, skilled, supported and happy workforce.

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Definitions

Central Gippsland Health Service (CGHS):

Central Gippsland Health Service is the legal trading name for the public health services within our network, including sites located at Rosedale and Loch Sport, and Sale and Maffra hospitals.

Central Gippsland Health (CGH):

Central Gippsland Health is our network of health services. The network includes Central Gippsland Health Service (CGHS), Stretton Park Incorporated (SPI) and Heyfield Hospital Incorporated (HHI).

CGHS is a public health service, with SPI and HHI both being community owned, not-for-profit organisations. CGHS, SPI and HHI have independent governing boards and shared management. This arrangement benefits all three organisations and enables the network to function as a fully integrated health service, spanning Hospital Care, Aged Care and Community Services.

Central Gippsland Health is also the brand that unites our different business functions under a singular banner and represents the spirit and mission of our organisation – the reputation and values for which we are renowned, how the community sees us and the experience of everyone who comes into contact with our organisation.

Ambulatory Care:

Ambulatory Care refers to health services performed on an outpatient basis or in the community, without admission to hospital.

Intrapartum:

The time spanning childbirth, from the onset of labour through delivery of the placenta. Intrapartum can refer to both the woman and the baby.

Patient Pathways:

The route a patient follows from first contact with CGH through referral to the completion of treatment. It is a timeline on which every event relating to treatment can be entered, including consultations, diagnosis, treatment, medication, diet, assessment, teaching and preparing for discharge from hospital.

Higher Acuity Services:

Services for patients with more severe illnesses or conditions.

Reablement:

Reablement is the provision of services to aid recovery and restore a person to independence, often involving assistance with activities of daily living.

Workforce Pipelines:

Comprehensive processes for the identification of future workforce needs and the development of employees to enable retention and attraction of staff to service our population.

Vision Statement

Our vision is of a safe and healthy community where everyone feels valued, supported and can participate.

Mission Statement

Our mission is to provide the health and community services that will best meet the needs of our community.

In doing so we will:

- Support community identified need and promote genuine community participation*
- Place people at the centre of our care*
- Support our community to access services that maintain and improve their health and wellbeing, and minimise the negative impact of injury*
- Enable people to benefit from our integrated services*
- Allocate and use our resources effectively and efficiently*
- Achieve through collaboration and partnerships*
- Be creative, innovative and open to discovery*

Value Statements

Social Justice - Equity of Outcome

To do this we will:

- focus on achieving equity of outcome for individuals and groups
- understand the impact of poverty, culture, location and disadvantage on behavior and health status
- act to support the disadvantaged and marginalised among us
- ensure our fees policy considers our client's ability to pay
- support harm minimisation and targeted community support programs; and
- be compassionate and embrace diversity

Honesty, Transparency and Integrity

To do this we will:

- set and model standards of behaviour consistent with the Victorian public sector Code of Conduct
- embrace transparency and provide meaningful and clear information to our stakeholders; and
- support ethical and caring leadership development at all levels of the organisation

Quality - Excellence with the Person at the Centre

To do this we will:

- embed a quality culture of continuous improvement across the organisation such that our client's experience with CGH is characterised by the following: seamless coordinated, integrated and timely provision of person centred care
- provide facilities and equipment that enable the provision of safe, efficient, effective and sustainable service delivery; and
- place a very high value on person centred care and excellent customer service

Value Statements continued

Caring, Support, Compassion and Understanding

To do this we will:

- be welcoming, caring, supportive, share knowledge freely and support learning in every setting*
- relate to our community with understanding and compassion*
- assist our community to understand their rights and responsibilities and have access to genuine complaints resolution processes*
- support our community to identify the need for, and make decisions relating to, the development, delivery and evaluation of services*
- develop partnerships that benefit our community; and*
- appreciate the benefits that come from diversity*

Value and Support our People

To do this we will strive to provide a healthy, caring and safe environment where we are supported to:

- pursue our personal goals and objectives*
- behave consistently with CGH values and enthusiastically support the achievement of our strategic and service delivery goals and objectives*
- put forward ideas, participate in decision making, be creative and innovative*
- develop our careers in a manner consistent with our strengths and interests; and*
- make work a positive contributor to our happiness and wellbeing*

Four Strategic Pillars



Strengthening Access to Core Services

Objective

1. Provide access to a highly integrated, networked, technology enabled system that will give people access to services as close to home as is safe and appropriate.

Strategies

- 1.1. Put into use the integration of aged and ambulatory care services under one management structure.
- 1.2. Establish Central Gippsland Health Service (CGHS) as a compliant and preferred provider of National Disability Insurance Scheme (NDIS) services and provide a range of services that we can provide efficiently and effectively to meet community need.
- 1.3. Complete the Maffra District Hospital Master Plan and work towards implementing the preferred option for redevelopment.
- 1.4. Complete building a new orthopaedic theatre and provide major orthopaedic surgery at Sale Hospital.
- 1.5. Consider options for reconfiguring and upgrading wards at Sale Hospital to improve patient care and outcomes, and to deliver more flexible, efficient and responsive nursing care.
- 1.6. Upgrade the Neonatal Critical Care Unit at Sale Hospital.
- 1.7. Enable as many people as possible to benefit from access to specialist outpatient clinics, including access to antenatal care and gynaecology services.
- 1.8. Review and, where feasible, improve intrapartum options for women such as labouring in water.
- 1.9. Utilise telehealth to:
 - 1.9.1. support access to Sale Hospital from other Central Gippsland Health (CGH) campuses and between campuses, opening up opportunities to new models of care, including afterhours
 - 1.9.2. maintain and, where possible, increase clinical and service capability, for example critical care being supported by higher capability services
 - 1.9.3. provide efficient access to specialist services in the patient's local setting
 - 1.9.4. provide clinical supervision and support clinicians and service providers to extend their scope of practice
- 1.10. Continue to work on patient pathways through the Regional Partnership Program to improve access for people to higher acuity services.
- 1.11. Utilise smart technologies to support access to services and improve efficiency and effectiveness, such as:
 - 1.11.1. online pre-assessment for anaesthetics and surgery
 - 1.11.2. online client rostering, work scheduling and reporting
 - 1.11.3. staff allocations and replacement
 - 1.11.4. communication with staff and clients
 - 1.11.5. training and development
 - 1.11.6. staff and visiting medical officer (VMO) credentialing
 - 1.11.7. access to policies and procedures

Taking a Partnership Approach

Objective

2. Enhance our sustainability and clinical capability and, as a consequence, increase the number of treatments available closer to home.

Strategies

- 2.1. Support area-based health planning within our designated planning area to determine the optimum configuration of health, mental health and aged care services that best meet the needs of the community, and include improved preventions and more integrated and contemporary service delivery.
- 2.2. Develop a formal clinical integration plan with Latrobe Regional Hospital as part of area-based planning processes.
- 2.3. Support the maintenance and extension of clinical capability and capacity through shared appointments and integrated clinical unit management with our partnering health services.
- 2.4. Continue to work on patient pathways through the Regional Partnership Program to improve access to higher acuity services.
- 2.5. Continue to work through the regional Chief Executive Officers' group to identify opportunities to benefit from collaborations, including shared corporate services.
- 2.6. Work with Gippsland Health Alliance and partnering health services to implement the regional electronic medical record if the business case is positive.
- 2.7. Improve regional service integration and coordination for people with cancer, including increased integration between supportive cancer care and palliative care.
- 2.8. Continue to support our CGH network partners, Heyfield Hospital and Stretton Park, to achieve their strategic objectives, including undertaking self-funded significant refurbishments and major redevelopments.
- 2.9. Undertake a value for money review of management and support services provided for our CGH network partners.

Adjusting to an Older Population

Objective

3. Provide more services in the community and home-based setting with a focus on reablement.

Strategies

- 3.1. Review services and care settings with a view to providing more timely and coordinated services for people.
- 3.2. Use existing funding resources and consider opportunities for new models of care for patients with complex needs. Such models will enable these patients to maintain or improve their health and wellbeing, and minimise the need for hospital-based care.
- 3.3. Continue to seek access to short term restorative care funding through the Aged Care Funding Rounds in order to support the ongoing recovery and independence of our patients after discharge from hospital.
- 3.4. Facilitate easy access to a range of services including through the National Disability Insurance Scheme (NDIS), aged care programs and other ambulatory care services, to meet community need.
- 3.5. Support access to General Practitioner services in Loch Sport.
- 3.6. Work to leverage cost reductions through improved integration and efficiency of support services, including referral, intake and assessment processes, in order to be more competitive in a consumer directed care environment.
- 3.7. Comprehensively review our care coordination program across all care settings, to determine if we are achieving our stated objectives and make improvements where opportunities exist.
- 3.8. Improve linkages to General Practitioners and other primary care providers to support access to care and prevent avoidable presentations to the Emergency Department and admissions to hospital.
- 3.9. Review the pricing of our externally contracted ambulatory care services to ensure full cost recovery.
- 3.10. Establish a system of regular reporting of patients who frequently present to the Emergency Department and/or for admission to hospital, to ensure they are being supported by care coordination and a multi-disciplinary approach.
- 3.11. Seek to maintain external funding sources for home and community services.
- 3.12. Provide spaces for group activities, including therapies, in our residential facilities.
- 3.13. Develop a comprehensive CGH Framework for voluntary assisted dying, including provision for assisting patients, residents and clients to develop Advance Care plans.

Investing in our People

Objective

4. To develop a highly talented, skilled, supported and happy workforce.

Strategies

- 4.1. Fully implement the CGH Strategic Leadership and Talent Development Framework and ensure that developing our people and growth is part of our core role.
- 4.2. Develop and implement comprehensive workforce plans that will:
 - 4.2.1. support the development of workforce pipelines for all health care disciplines
 - 4.2.2. describe how we will increase access to a pool of permanent nursing staff with wide-ranging capabilities to work across clinical units and care settings
 - 4.2.3. assist us to take advantage of opportunities such as refresher programs, supervised practice and the recruitment of talented overseas graduates
 - 4.2.4. link very closely to our Strategic Leadership and Talent Development Framework
 - 4.2.5. support the creation of a pool of talented staff, who are working to build their leadership and management capability, who can take on additional responsibilities and stretch assignments
 - 4.2.6. optimise scope of practice across all disciplines and care settings
 - 4.2.7. support shared appointments of key staff with neighbouring health services, where mutual benefit can be gained
- 4.3. Plan for improving access to, and quality of, accommodation for visiting and rotational clinical staff by building a new multi-storey, flexibly designed accommodation complex.
- 4.4. Provide the requisite infrastructure and equipment to enable people to do their jobs efficiently and effectively.
- 4.5. Collaborate with Latrobe Regional Hospital, tertiary centres and education providers to participate in relevant research to support innovation and contribute to the body of knowledge.
- 4.6. Support training and development with innovative technologies and equipment, including state-of-the-art simulation equipment.
- 4.7. Provide multiple mechanisms for consumer participation in the development and delivery of training and development.
- 4.8. Support the Working Well in Wellington Program to support the mental health of shift workers, enhanced by initiatives we have implemented to embed a prevention approach throughout the health service, including further development of the smoking cessation program for staff/patients/visitors, introducing healthy choices and increasing physical activity strategies.
- 4.9. Complete the development of, and provide, the CGH bespoke training for all staff in person-centered care.
- 4.10. Foster an environment of awareness and responsiveness to family violence for staff and our community.