

Timboon and District Healthcare Service



Strategic **PLAN**

2015/2018

Enabling optimum **HEALTH & WELLNESS** for our communities

Foreward from the **PRESIDENT** of the Board and **CEO**

At Timboon and District Healthcare Service we are proud of what our staff and consumers have achieved to ensure such a solid and committed organisation. Now is the time to look forward and complete our transformation to become an innovative multipurpose health service that enables our community to strive towards optimum health and wellbeing.

Our three year strategic plan is the roadmap for this journey. We now have a clear vision "Enabling optimum health and wellbeing for our communities." The vision will be achieved by empowering our people and working together. This will be guided by our organisational values of – Respect, Excellence, Accountability, Integrity and Compassion. The key strategies will be underpinned by our implementation pillars to ensure we are meeting our governance objectives. Our whole organisation will own this plan and use it to determine annual operational plans to identify priorities for action and enable a measurement of our success.

The path forward will include working collaboratively with our partners. We understand that the strategic plan is a living document and we invite all our partners, community members and stakeholders to get involved so that we can create a sustainable multipurpose health service that enables our communities to achieve optimum health and wellbeing.

John Renyard
President of the Board of Governance

Gerry Sheehan
Chief Executive Officer

2015/2018 **SUMMARY**

The Timboon and District Healthcare Service Strategic Plan 2015-2018 provides a strategic framework for addressing some of the key health and wellbeing issues that have been identified by our community whilst incorporating the key directions for the Victorian health system. The key strategies and actions outlined in the Plan will be supported by separate operational action plans that will be developed across the three years of the Plan.

Purpose of the TDHS **STRATEGIC PLAN**

The Strategic Plan developed by Timboon and District Healthcare Service has two main purposes:

- To demonstrate how the health service will ensure that it is able to meet the needs of its catchment population for safe and high quality healthcare services, that includes achieving organisational goals of financial sustainability, innovation and service improvement; and
- To demonstrate how the health service will contribute to system-wide goals of efficiency, effectiveness, equity, accessibility, appropriateness, continuity and integration in the delivery of healthcare services, including addressing specific performance and policy priorities set by the Victorian Government.

To achieve these two purposes, the health service has a clear understanding of the internal capacity and capability of the health service, the needs of the population it serves, its role in the healthcare system (including its relationship to other health services and healthcare providers) and the policy and regulatory environment in which it is operating.

How it was **DEVELOPED**

Timboon and District Healthcare Service Strategic Plan was developed via a tiered approach that included:

1. Community Needs Analysis;
2. Organisational Strength, Opportunity, Weakness and Risk Analysis which was provided to a wide range of Timboon and District Healthcare Service stakeholders for comment; and the
3. Review of Victorian Government key priority domains. This data collection enabled the development of Key Governing Strategies underpinned by Implementation Pillars

ABOUT

Timboon and District Healthcare Service

Timboon and District Healthcare Service is an integral part of our rural community. It provides jobs to many community members as well as necessary health care services. These services enable our community the opportunity for optimal health and optimal overall wellness for individuals so that they can then participate fully and contribute to their community. Located at the picturesque and well visited western end of the Great Ocean Road, Timboon and District Healthcare Service optimises the Multipurpose Service model of care by delivering health services that encompass the identified needs of the community.

Timboon and District Healthcare Service is a Multipurpose Health Service established under an agreement between the Commonwealth and Victorian Governments and incorporated under the Health Services Act 1988. The healthcare service is governed by a Board of Directors who have been appointed by the Governor-in-Council upon the recommendation of the Victorian Minister for Health.

Timboon and District Healthcare Service provides acute, residential and community aged care and a comprehensive suite of primary care services. Acute and residential aged care services are provided within 14 flexible beds and a 6 day-stay bed complex with an operating theatre suite and urgent care centre. Community Health Services are provided both in-house and externally through community outreach programs. The Timboon and District Healthcare Service jointly manages the Timboon Medical Clinic which is located adjacent to the Health Service; and contracts General Practitioners as Visiting Medical Officers to the Health Service.

Timboon and District Healthcare Service provides services within the southern half of the Corangamite Shire and the south eastern section of Moyne Shire. Key towns within the catchment area include Timboon, Cobden, Nullawarre, Port Campbell, Princetown, Peterborough and Simpson. This area comprises a catchment population of about 7,700 with 50.1% male and 49.9% female.

Timboon and District Healthcare Service is a partner in the Corangamite Health Collaborative with Terang, Cobden and South West Healthcare Camperdown Campus and the Corangamite Shire. The model aims to coordinate service provision across the Corangamite Shire by improving workforce and service opportunities and utilising collaborative methodology.

Our catchment area of the southern half of the Corangamite Shire extends from Cobden in the north to the Great Ocean Road coastline, which encompasses the tourist icon of the Twelve Apostles. The area provides diverse employment through a range of primary industries, with dairying being most predominant along with tourism along the coast. Tourism numbers to the Great Ocean Road exceed 7.2 million with approximately 2.5 million reaching the 12 Apostles and Port Campbell by either bus or private vehicle. These high tourist numbers have a substantial impact on our Urgent Care Service.

Timboon, although a small town of some 1,000, provides a service hub for the southern part of the catchment and Cobden serves the northern most section of the catchment area.

OUR VALUES & BEHAVIOURS



RESPECT

We consult and collaborate with others and respect the diverse views of patients, families and each other

EXCELLENCE

We create opportunities for education and are committed to continuous development

ACCOUNTABILITY

We show pride, enthusiasm and dedication in everything that we do

INTEGRITY

We engage others in a respectful, fair and ethical manner

COMPASSION

We accept people as they are and display kindness and sensitivity to them

Victorian HEALTH CHALLENGES

- Addressing inequalities and disparities in health outcomes, especially for Aboriginal people, people living in areas with low socio-economic status, people living in rural and remote areas and the mentally ill;
- Responding to the changing needs and expectations of consumers, which includes providing person-centred care and ensuring consumer participation in the planning, design and delivery of healthcare services;
- Intervening early to maintain wellness and prevent ill-health;
- Addressing the needs of older people and sufferers of chronic disease;
- Working to constrain growth in the cost of providing healthcare services (including finding innovative ways of managing and reducing demand for high-cost healthcare);
- Adapting to changes in technology, both in healthcare and the wider society;
- Delivering environmentally sustainable healthcare; and
- Cultivating a diverse and adaptable workforce with the right mix of skills to meet the needs and expectations of consumers for high-quality, person-centred healthcare.

Victorian DEPARTMENT OF HEALTH AND HUMAN SERVICES SYSTEM-WIDE GOALS

- Patient centred care, with a focus on patient experience and outcomes, co-design and consumer participation;
- Leadership, governance and culture that puts the patient at the centre of decision-making and direction-setting;
- Accountability for the health outcomes of a defined population (across one or more health service catchments, and in partnership with other healthcare providers) including a focus on prevention, wellbeing and early intervention;
- Integration and continuity of care for people with multiple needs, including by working with Primary Health Networks and other health services and healthcare providers to deliver seamless care;
- Focus on clinical quality improvement and the use of evidence-based care;
- Transparency and the use of data to drive improvements in outcomes and reduce variation; and
- Innovative funding, workforce and organisational models that improve the sustainability of healthcare services.

Corangamite Shire

HEALTH & WELLBEING PLAN

- Healthy and safe communities
- Equitable, supportive and sustainable, communities
- Resilient, connected and inclusive communities
- Capacity building for health and wellbeing

Timboon and District Healthcare Service

HEALTH NEEDS ASSESSMENT

Health behaviours lead to health outcomes.

- A significant number of residents do not meet daily fruit and vegetable dietary requirements
- A high number of persons are currently smoking
- Although numbers representing sedentary behaviours are slightly lower than Victoria, the level of inactivity is considered a serious risk factor

Health behaviours have a strong relationship to socio-economic status

- Lower educational qualifications
- 2/5 of population are socially / rurally isolated

Health outcomes have a strong relationship to age

- The largest age group bracket is 45-59.
- A higher median age than Victoria (43.1)
- In 2022 the majority of the population will be 55+
- 2/5ths of people aged 75+ live alone
- The second largest age group bracket is (0-14)

There is currently a higher proportion of intermediate risk factors such as high blood pressure and obesity. Given the tracking of common modifiable risk factors (unhealthy diet, physical inactivity and tobacco use) and non-modifiable risk factors (age and heredity) the burgeoning numbers of cardiovascular and respiratory disease will continue.

Positive indicators for our communities demonstrate they understand the need for participation through volunteering and social supports. There is a strong sense of feeling a part of the community and the importance of work life balance.

The opportunity presents for Timboon and District Healthcare Service to offer health and wellbeing interventions that reduce the impact of chronic disease as well as preventative interventions that can lead to more connected, active, healthy and happy communities.

OUR 5 KEY STRATEGIES

**Strategy 1**

Empower our communities to become informed health consumers responsible for their health and wellbeing needs

Strategy 2

Leverage the flexibility of the Multipurpose Health Service (MPS) to align our services with community needs

Strategy 3

Develop alliances and collaboration opportunities

Strategy 4

Operate safely and sustainably

Strategy 5

Embed a positive workplace culture that strengthens our capacity to enable, anticipate and heighten positive community outcomes

STRATEGIC PLAN

VISION

Enabling optimum health and wellness for our communities

MISSION

To provide leading innovative health and wellness services of the highest quality

KEY STRATEGIES

Empower our communities to become informed health consumers responsible for their health and wellbeing needs

Leverage the flexibility of the Multipurpose Health Service (MPS) to align our services with community needs

Develop alliances and collaboration opportunities

Operate safely and sustainably

Embed a positive workplace culture that strengthens our capacity to enable, anticipate and heighten positive community outcomes

Implementation Pillars

Evidence Based Practice & Quality Improvement

Workforce Development

Person Centred Care

Integrated Health Promotion Principles

