

An aerial photograph of a vast, dense forest of evergreen trees, likely spruce or fir, covering a hillside. The trees are dark green and tightly packed, creating a textured, undulating surface. A semi-transparent teal rectangular box is overlaid on the lower portion of the image, containing the title text in white, bold, sans-serif font.

**TIMBOON AND
DISTRICT
HEALTHCARE
SERVICE STRATEGIC
PLAN 2018-2023**

FOREWORD

At Timboon and District Healthcare Service (TDHS) we are privileged to have a passionate and committed team. We are proud of the services we deliver and are pleased to reflect on our past achievements and future goals.

Our previous strategic plan focussed on “Enabling optimum health and wellness for our communities.” Over the past 3 years, we have worked hard to ensure TDHS is best positioned to respond to the changing needs of our region. Over this time we delivered a flexible mix of services to ensure optimum health within our community.

Now we look forward to the future and ensuring that TDHS continues to keep people at the heart of all we do, always providing high quality care and safe services. Critical to our success and optimum health outcomes is our ability to work with our community, and partnering with them in their care. Subsequently we have refreshed our Vision to better identify our core reason for being – “Working together for a healthy community”.

Our five year strategic plan provides the direction for this journey. This plan was developed using a staged approach that included a Community Health Needs Assessment, gaining an understanding of our regional demographics and needs, undertaking an organisational evaluation with the TDHS Board and staff, and a review of relevant policy directions.

Our forward focus will be on working with our community, delivering integrated health and wellbeing services, optimising our workforce, remaining steadfastly committed to maximising the quality and safety of our health services and providing optimal health outcomes across our community.

This plan is built on our past achievements and incorporates our current learnings. We understand that our future success lies within our community, and we invite all our partners, community members and stakeholders to get involved so we can work together to improve the health and wellbeing of each and every community member.

Maryanne Puli Vogels

Chair of the Board of Directors

WHO WE ARE

TIMBOON & DISTRICT HEALTHCARE SERVICE

First established as the Timboon and District Hospital in 1955, TDHS has adapted and grown to meet the changing needs of our community. TDHS is a Multi-Purpose Service (MPS) which allows us to provide a broad mix of services via a flexible service model. This ensures that TDHS can best meet the community's health needs throughout their lives.

TDHS facilities incorporate 4 residential aged care beds, 10 acute care beds, an Urgent Care Centre, x-ray facilities, theatre suite and a community services building to provide:

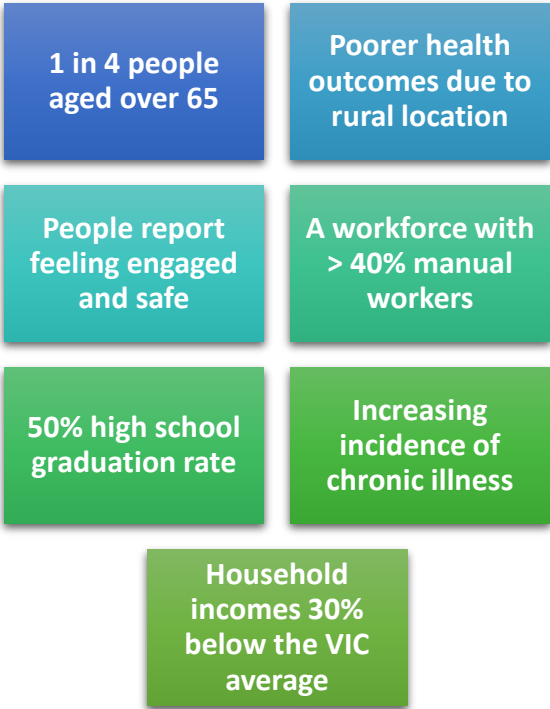
- Medical services including specialist clinics, visiting medical officers, rehabilitation/enablement, minor surgical procedures and urgent care
- Residential aged care services
- Community Health services including district nursing, home care, home maintenance, continence services, diabetes education, women's health services, antenatal and postnatal care and health promotion
- Dental services
- Allied Health services including physiotherapy, dietetics, speech pathology, podiatry, occupational therapy, guided exercise, audiology and radiology

OUR CATCHMENT

The TDHS catchment stretches from Cobden in the north to the Great Ocean Road coastline, encompassing the towns of Timboon, Cobden, Nullawarre, Peterborough, Port Campbell, Princetown, Simpson and the tourism sites of the Twelve Apostles.

The TDHS catchment is home to approximately 7,700 residents engaged in a wide range of employment, including primary industries, particularly the dairy industry, and tourism. In addition, some 5 million tourists visit the Twelve Apostles and Port Campbell each year.

Our community metrics include:



WHAT DEFINES US

OUR VALUES

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.

ACCOUNTABILITY

We are responsible for our actions.

RESPECT

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

EXCELLENCE

We create opportunities for education and are committed to continuous development.

OUR VISION

TDHS have refreshed its vision to better identify our core reason for being. Our TDHS vision for the future is:

“Working together for a healthy community”

OUR PURPOSE

Keeping people at the heart of our actions through:

- Partnering for outcomes
- Engaging the community
- Innovative service delivery
- Maximising quality and safety
- Embracing change
- Promoting health and wellbeing across the lifespan

OUR COMMUNITY NEEDS

HOW COMMUNITY NEEDS WERE ASSESSED

To inform this Strategic Plan, TDHS undertook a Community Health Needs Assessment (CHNA) in June 2018. The aim of the CHNA was to understand the current and future health needs of our community.

This CHNA synthesised information from four sources:

1. Analysis of population health data, including analysis of the Western Victoria Primary Health Network Needs Assessment
2. Analysis of data on health service utilisation at TDHS and other health services in the region
3. Review of relevant health policy initiatives
4. Stakeholder and community consultation, including a community survey, community outreach events, health sector stakeholder interviews and TDHS stakeholder engagement

KEY COMMUNITY NEEDS

Our CHNA identified that additional supports are required for:

Reducing and managing the impact of chronic illness

Increasing positive lifestyle health factors

Decreasing excess weight and obesity

Assisting our ageing population

Improving mental health and wellbeing

Providing dental care for our youngest community members and throughout the lifespan

OUR STRATEGY

The TDHS 2018-2023 Strategic Plan provides a framework for addressing the key health and wellbeing issues that have been identified through our Community Health Needs Assessment.

In developing our Strategic Plan TDHS strongly considered the political landscape including our role within the region and the broader health system. TDHS have integrated current reforms and policy directions throughout the plan as they provide impetus and support for positive change and improved outcomes.

TDHS is committed to contributing to the region and aligning with Government directions to ensure a robust health system and positive outcomes for our community and its individuals.

The key strategies and actions outlined in the Strategic Plan will be supported by operational action plans to be developed across the lifespan of the plan.

Over the next five years TDHS will prioritise work towards the following four goals:

- Goal 1.** Provide integrated health and wellbeing services
- Goal 2.** Contribute to the development of a Connected Community
- Goal 3.** Maintain and enhance our skilled and engaged workforce
- Goal 4.** Strengthen organisational leadership

OUR GOALS

GOAL 1: Provide integrated health and wellbeing services

STRATEGIC INITIATIVES

- 1.1. Ensure service planning is ongoing to identify the future service mix required to respond to our community health needs and government policy directions.
- 1.2. Enhance TDHS focus on prevention, early identification and management of chronic conditions.
- 1.3. Build and strengthen strategic partnerships to improve community access to health and wellbeing services.
- 1.4. Improve ease of consumer navigation of the health service system by leading and supporting initiatives that emphasise formalised referral pathways and care transitions.
- 1.5. Invest in the use of innovative digital technologies to enhance access, efficiency and effectiveness of services.
- 1.6. Build capacity and capability within our teams to respond to consumer-directed care reforms.

OUTCOME

“Active TDHS engagement in local and regional partnerships and service delivery that builds a stronger health system driven by the needs of our community”

GOAL 2: Contribute to the development of a Connected Community

OUTCOME

“A more engaged and health literate community where health and wellbeing are highly valued.”

STRATEGIC INITIATIVES

- 2.1. Develop and implement a comprehensive community communications and engagement strategy to ensure understanding, commitment and shared action toward the achievement of our vision.
- 2.2. Enhance community health literacy to support informed decision-making.
- 2.3. Promote community health and wellbeing across the lifespan with a focus on prevention.
- 2.4. Expand health promotion activities with a specific focus on health behaviours and risk factors.
- 2.5. Further diversify and extend partnerships with community groups and non-health organisations to facilitate community engagement, aligned effort and better health outcomes.
- 2.6. Actively seek community feedback to enhance planning processes and support continuous quality improvement.

GOAL 3: Maintain and enhance our skilled and engaged workforce

OUTCOME

“An engaged and skilled workforce that is well supported to meet the healthcare needs of the community now and into the future.”

STRATEGIC INITIATIVES

- 3.1. Develop and implement a people and culture strategy to ensure the TDHS vision, values and purpose are embedded into our organisational culture and practice.
- 3.2. Develop a workforce strategy that ensures our models of care through a flexible and sustainable workforce system that enhances recruitment and retention.
- 3.3. Invest in workforce training and development to support capability for the future, including increasing technological competency.
- 3.4. Explore regional workforce support structures including collaborative systems for specialist services and regional partnerships.

GOAL 4: Strengthen organisational leadership

“TDHS is acknowledged as an innovative, effective, efficient and sustainable organisation that supports safe care delivery and continuous quality improvement.”

STRATEGIC INITIATIVES

- 4.1. Continue to ensure best practice clinical governance to improve consumer outcomes.
- 4.2. Enhance focus on quality and safety through continuous quality improvement.
- 4.3. Provide continued sound financial and sustainable organisational stewardship.
- 4.4. Promote a culture of innovation to respond creatively to community need.
- 4.5. Seek additional funding sources to augment service offering.
- 4.6. Advocate for and promote the value and benefits of the MPS model to further enhance the existing funding and governance.
- 4.7. Explore shared governance and support arrangements, within our region, to maximise service flexibility, quality and efficiency.
- 4.8. Support and contribute to strong and effective partnerships with other health services and community based organisations to benefit the community we serve.

OUTCOME

