



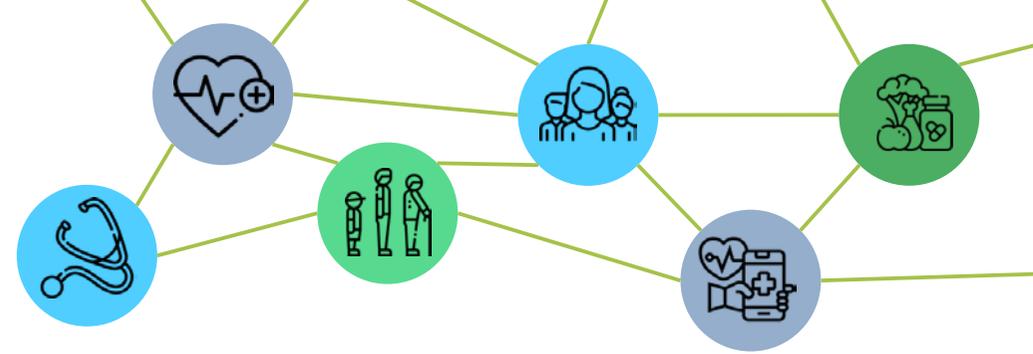
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We acknowledge the Traditional Custodians of the unceded lands, waterways and skies on which Timboon and District Healthcare Service provides care. We pay our deep respect to the Keerarraywoorong Ancestors of Eastern Maar, and all First Peoples of Australia. Timboon and District Healthcare Service acknowledge the Elders past and present of the oldest living culture in the world, and recognise the ancient knowledges that Aboriginal People hold as an integral part of our journey forward.



Foreword



Healthcare is changing. This Strategic Plan moves health promotion and prevention to the centre of our approach to healthcare.

We see a future where more of our community live long and healthy lives, avoiding preventable chronic diseases through community wide healthy lifestyles and actively managing genetic or chronic conditions with the right care and support services.

This will benefit our communities and the health system.

Our aim over 2024-2029 is to strengthen our role in the broader health system caring for people's physical and mental health and wellbeing.

To do this, we will work with our community, staff and volunteers to:

- assist people to maintain good health throughout their lives
- improve health outcomes through early detection and treatment of disease
- respond to medical emergencies and care for people with acute conditions
- support healthcare at home, the Timboon Clinic and Timboon and District Healthcare Service (TDHS)
- assist people to live well with chronic conditions
- provide residential care for respite and aged care
- support mental health and wellbeing through the provision of social supports, and
- improve staff experience and retention



This Strategic Plan focuses on the following strategic directions:

Engage consumers Support consumers to maintain lifelong health and wellbeing, by meeting their needs and being responsive to their goals

A great place to work Grow and support our caring, committed and capable team of staff, contractors and volunteers

Improve access to care Increase people's access to safe health and wellbeing care through inclusion, innovation and collaboration

Value based care Expand and improve safe health and wellbeing care for people who live, work and visit our catchment

We look forward to working with our staff, communities and partners to deliver the priorities outlined in this Strategic Plan.

Community and Stakeholder Consultation

Extensive community and stakeholder consultation was undertaken on the proposed strategic direction and priorities, including a District Flyer, Community Survey, Health Services Survey, Social Media and Website, Workshops - online (staff) and in-person (community), Timboon Main Street Walkabouts, TDHS Consumer Advisory and Medical Committees' briefings and key stakeholder meetings.

There was strong support for the directions and priorities we proposed including:

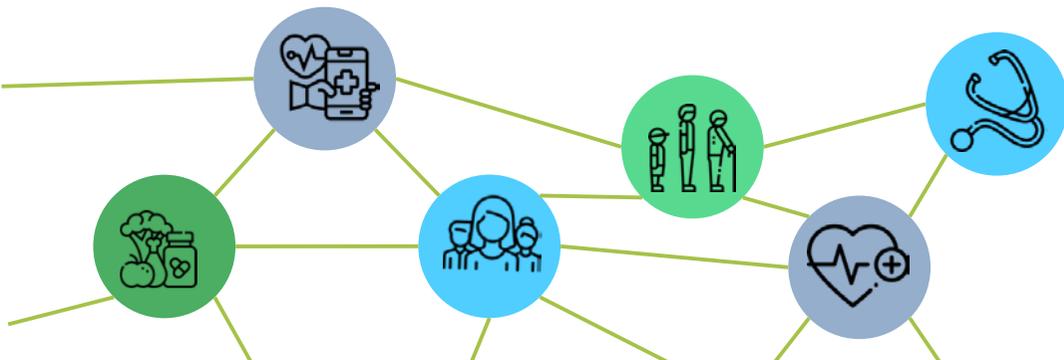
- Continue to be the local health service and an anchor for a strong and prosperous community
- Grow the services we provide at home and at our healthcare service to meet more of the communities' needs
- Be the first place consumers come to receive health care or be assisted to access health care from others
- Support community efforts to promote mental health resilience and wellbeing

About us

Our Vision

A healthy and well community

Our mission is to support our communities' health and wellbeing across their life through the provision of safe and effective care



Our I-CARE values guide how everyone at TDHS approaches their roles, works with each other, cares for consumers and partners with other healthcare providers.

Integrity

We foster an open and positive work environment through honest and ethical behaviours

Compassion

We are understanding of people's differing needs, opinions and feelings and treat everyone with empathy

Accountability

We take responsibility for our actions, attitudes and decisions and the impact it has on others within our workplace

Respect

We promote an inclusive and diverse culture by valuing the differing views, qualities, needs and feelings of each other

Excellence

We invest in continuous development opportunities, so we can continue to deliver exceptional services to our community

About us

Our Catchment

We provide services to communities from Cobden in the north to the Great Ocean Road coastline, to Timboon, Nullawarre, Peterborough, Port Campbell, Princetown, Simpson and the tourist sites of the Twelve Apostles.

Our resident population is approximately 7,700 people. Residents work across a number of industries, including primary industries, particularly the dairy industry and tourism.

Approximately 2.5 million tourists visit the Twelve Apostles and Port Campbell each year.

Our Role in the Health System

TDHS provides primary care services and refers consumers to specialist providers when needed.

We play a key role in the health system through our knowledge of our local communities and in the provision of care in places that are familiar, welcoming and accessible.

We will assist consumers get the right care, in the right place, at the right time, considering consumers preferences and appropriateness.

Consumers receive high quality care at home, the Timboon Clinic, TDHS or at a regional healthcare provider.

Health Service Partnerships (Local Health Service Network)

Health Service Partnerships drive collaboration at a local level while supporting regional and state health priorities. In 2025 the Victorian Government introduced Local Health Service Network (LHSN) to enhance these partnerships. Our partnerships expand the health and wellbeing care available for people in our district and ensure continuity of care.

We partner with regional and sub-regional health services, local health services and private healthcare providers so that our communities have access to the right care from the right provider at the right time.

When people need care at another health service or a hospital, we support them with prior care and with recovery at home or at TDHS. Providing local care means less pressure on our regional and LHSN, which uses the resources equitably. We contribute to lower rates of readmission when people return to the district through continuing care at home, at the Clinic or at TDHS.



Our Communities' Health Profile

Daily smokers

14.7%

Corangamite Shire
(Victoria **16.45%**)

Victorian Population Health Survey, 2022



Diabetes (excluding gestational diabetes)

4.5%

Corangamite Shire
(Victoria **4.75%**)

(ASR) (ABS Census (via PHIDU), 2022)



Adults with one or more chronic diseases

64.6%

Corangamite Shire
(Victoria **51%**)

Victorian Population Health Survey, 2017



Adults with high or very high levels of psychological distress

15.8%

Corangamite Shire
(Victoria **22.6%**)

Victorian Population Health Survey, 2022



Population over 65+ years

24.3%

Corangamite Shire
(Victoria **16.3%**)

ABS Census, 2022



Adults who reported being overweight or obese

61.6%

Corangamite Shire
(Victoria **51%**)

Victorian Population Health Survey, 2022



Avoidable bowel / breast cancer deaths per 100,000 people, 0-74yrs

11.6/29.8

Corangamite Shire
(Victoria **9.4/15.7**)

Public Health Information Development Unit,
Torrens University SA, 2013-17



Avoidable heart disease deaths per 100,000 people, 0-74yrs

29.3

Corangamite Shire
(Victoria **20.2**)

Public Health Information Development Unit,
Torrens University SA, 2013-17



1. Health data sourced from phnexchange.com.au or from Western Victoria Health Information by Local Government Area Dataset. <https://westvicphn.com.au/>
2. Population over 65+ years sourced from Victoria in Future <https://www.planning.vic.gov.au/guides-and-resources/data-and-insights/victoria-in-future>

Better Healthcare.

Healthcare continues to change to deliver the best health and wellbeing outcomes for people.

From Good...



...To Better

Good

Better

Good medical outcomes



Quality of life, as well as good medical outcomes through our consumer focus



When you are ill or injured



When you are well, and when you are ill or injured



When disease is detected



Prioritising health promotion, healthy lifestyles, early detection and intervention



Medical practitioner, often on their own



Multidisciplinary care teams working together on proactive consumer health management plans



Care at the Timboon Clinic or at TDHS



Prioritising care at home, with care at the Timboon Clinic or TDHS when needed



Right care, right place, right time

We work together with our community and health service partners to support the health and wellbeing of people throughout their life.

Our goal is that you get the right care, in the right place, at the right time.

	Consumer benefits	Health system benefits
Health Service Partners	Our health service partnerships expand the health and wellbeing available for consumers. They ensure continuity of care when consumers transition from TDHS to another health service provider and back to TDHS for recovery.	We relieve health system pressures, by freeing up beds at regional and sub-regional services. We contribute to lower rates of readmission, through continuity of care in the community, at the Clinic and in the Timboon Healthcare facility.
Care Coordination	Care Coordination helps consumers access the care they need here or at another health service. It helps people understand their care choices and to navigate the health system.	Clinicians and allied health professionals care is efficient, complementary and appropriate to their scope of practice and competency.
Technology assisted Care	Technology helps our community access care from clinicians and others who are based outside the District, without the need to travel.	Care provision is possible even where there are significant challenges attracting a local service provider.
Enhanced Nurse Scope	Enhancing nursing scope of practice to assess and provide a greater range of care ensures that care can be provided in a more timely manner, rather than waiting for a doctor to be available.	Nurses with an expanded scope of practice and allied health professionals free up doctors' time to attend to more complex care needs.
High quality and effective care	We are constantly striving to improve the quality and effectiveness of care and how we engage with our consumers.	Investing in our systems, structures, skills and culture enables our whole team to provide safe, high quality and effective care.



Our Strategic Directions



Strategic Direction 1

Engage consumers

Support consumers to maintain lifelong health and wellbeing, by meeting their needs and being responsive to their goals



Strategic Direction 2

A great place to work

Grow and support our caring, committed and capable team of staff, contractors and volunteers



Strategic Direction 3

Improve access to care

Increase people's access to safe health and wellbeing care through inclusion, innovation and collaboration



Strategic Direction 4

Value based care

Expand and improve safe health and wellbeing care services for people who live, work and visit our catchment



Engage Consumers

Support consumers to maintain lifelong health and wellbeing, by meeting their needs and being responsive to their goals

Priorities	How we will achieve this
1.1 Inform and involve consumers in decisions about their care	<ul style="list-style-type: none"> Ensure consumers feel that their needs are understood, that accessing care is easy and they are informed about their healthcare and are treated with dignity and respect. Strengthen our care coordination to help consumers access the care they need here at TDHS or at another health service.
1.2 Improve health outcomes through screening and early intervention	<ul style="list-style-type: none"> Lift population screening rates and support people to monitor for factors that lead to disease. Lift early intervention rates for chronic and preventable health conditions.
1.3 Grow and support a community-led health promotion and prevention effort	<ul style="list-style-type: none"> Increase health literacy by supporting people to improve their own healthy behaviours, based on their personal health risks and circumstances. Develop a health and wellbeing promotion and prevention framework for our catchment, in consultation with community, businesses and industry, and partner organisations.



Our Strategy in Action → Quality of life, promoting healthy lifestyles

A story about how people in our communities could live longer and healthier lives.

Childhood and youth

When Steve is in primary school, he attends a presentation by TDHS. TDHS talk about how exercise, nutrition, sleep and connection are the foundations for a healthy life at every stage. He remembers this talk as he moves into high school and becomes more involved in his football club.

Middle years

Steve feels comfortable dropping into the Timboon Clinic, not because he is ill, but because he is healthy and wants to stay that way. He also attends TDHS community health events because he wants to talk to others about how his love of playing footy, and the friends he has made along the way, have been positive for his lifestyle.

Senior years

Steve is planning his future and talks to TDHS about his aged care options. TDHS helps him navigate the system and connects him with home care services. Steve loves his retirement years and continues to be really active with his friends, family and the community.

Later years

Steve has had a great life living independently at home right up to the end. Together, Steve and TDHS develop a plan for his later years and palliative care options.



A great place to work

Grow and support our caring, committed and capable team of staff, contractors and volunteers

Priorities	How we will achieve this
2.1 Expand our scope of practice to meet the healthcare needs of our communities	<ul style="list-style-type: none"> Expand the scope of practice of clinical and allied health providers in key areas. Partner with other health services to support regional care service provision.
2.2 Grow our workforce through development and education	<ul style="list-style-type: none"> Invest in technology to support online education and training. Partner with other health services to support staff rotations for skill acquisition. Partner with education providers to develop employment pathways into TDHS for people from our community.
2.3 Recruit, retain and replenish our clinical and volunteer workforce	<ul style="list-style-type: none"> Develop a plan to attract and retain our clinical and volunteer workforce. Collaborate with health services in our region on shared workforce initiatives that progress the Victorian Health Workforce Strategy.



Our Strategy in Action → Secure workforce through early engagement

A story about how we can grow our local workforce.

- Work experience**

Charlotte is in year 10 at the local high school and considering a career in Health. She contacts TDHS to enrol in work experience to further explore career options and develop skills and knowledge in the sector. Charlotte tailors her Victorian Certificate of Education (VCE) subjects in Year 11 and 12 to study Nursing.
- Registered Undergraduate Student of Nursing (RUSON)**

Charlotte enrolls in Bachelor of Nursing at the local university. During her enrolment she engages us for employment in the RUSON program to gain exposure to Registered Nursing whilst under supervision.
- Graduate Nurse Program**

After Charlotte completes her degree she is employed under the Graduate Nurse program during her first year of practice. This provides Charlotte with a familiar environment in which to further develop her knowledge, skills and competence.
- Ongoing employment**

After completing her Graduate year, Charlotte is engaged in ongoing employment at TDHS and continues to undertake professional development within the field, whilst being mentored by senior staff and providing support to other students looking to follow a pathway into Health.



Improve Access to Care

Increase people’s access to safe health and wellbeing care, through inclusion, innovation and collaboration

Priorities	How we will achieve this
3.1 Offer new ways for people to access care	<ul style="list-style-type: none"> Improve access to a range of health and community services at home, at the Timboon Clinic and at TDHS. Partner with the South West Alliance of Rural Health to develop a plan to support technology assisted care at TDHS.
3.2 Provide care that is culturally safe and inclusive	<ul style="list-style-type: none"> Ensure the care we provide is culturally safe and inclusive for all - including First Nations people, LGBTIQ people and people with a range of diverse physical and neurological abilities.
3.3 Respect and protect consumer information	<ul style="list-style-type: none"> Strengthen our policy, processes and systems for collecting, storing, using and sharing consumers' information to ensure timely safe care; consumers are treated respectfully and their privacy is protected.
3.4 Strengthen and grow care pathways with other health services and providers	<ul style="list-style-type: none"> Grow our collaboration and partnerships with regional, sub-regional and local health providers. Collaborate with health services in our region to ensure effective coordination of service delivery so people get the best care possible.



Our Strategy in Action → Virtual care, coordinated care

A story about how TDHS could care for seniors in the future.

- Support at home**
 Hunter was recently diagnosed with Parkinson’s. Hunter was referred for assessment to determine how he could be assisted at home. TDHS supported Hunter and his wife Mena to remain in their home, living the life they choose. We assisted with showering, weekly home cleaning and lawn mowing. Hunter also attended exercise classes at TDHS to assist with mobility.
- Fall and recovery**
 When Hunter had a fall, our multidisciplinary team provided integrated and coordinated care. This included providing x-ray, care coordination and technology assisted care.
- Continuing care at home**
 Before returning home, we arranged for more community care services to be delivered to Hunter in his home, including meals on wheels and in-home respite. We also provided medication checks and wound review.
- Planning for the future**
 After a while, Hunter and Mena decided to move Hunter into permanent care in a Residential Aged Care Facility. We assisted Hunter and Mena to understand their choices, receive the necessary information, navigate the system and assisted with the required documentation and process.



Value Based Care

Expand and improve safe health and wellbeing care services for people who live, work and visit our catchment

Priorities	How we will achieve this
4.1 Strengthen the community's connection with TDHS	<ul style="list-style-type: none"> Ensure our communities are aware of the health and wellbeing care we provide. Reconnect and engage with our consumers, communities and businesses.
4.2 Trial new and innovative multidisciplinary primary care models	<ul style="list-style-type: none"> Strengthen the way we coordinate care with consumers and other care services. Redesign care around people and our communities' changing care needs. Change how we work internally so that care is provided in a more timely manner.
4.3 Improve people's care experience and quality-of-life outcomes	<ul style="list-style-type: none"> Ensure things that matter to our consumers that impact their quality of life are included in their choice of treatment and care. Better measure what care practices improve consumer experiences and use this to improve the way we provide care.
4.4 High quality safe care	<ul style="list-style-type: none"> Review all incidents to create safe standardised care. Organisational culture and systems are designed to facilitate safe care. Measurement of performance is benchmarked and used to manage risk and drive improvement



Our Strategy in Action → Supporting families through integrated care

A story about how TDHS could care for families in the future.

- Deterioration**
 Jan had been observed to be deteriorating by her family in the past couple of months. She was increasingly forgetful and her health had generally deteriorated. She was not enjoying life, as she had become quite inactive.
- Our response**
 Her caring son Roger brought Jan in to be assessed at the Timboon Clinic by one of the General Practitioners (GPs). Following a short stay in the TDHS Acute ward Jan was referred to a Geriatric Nurse Practitioner who assessed her, provided a care plan and better understand her goal to continue living independently in her own home. Jan was also referred to the Geriatric Evaluation and Management (GEM) stream of care.
- The plan**
 On discharge, Jan is supported with our in-home community services and continues to live independently in her home. The GEM team visit regularly to ensure Jan's rehabilitation is progressing.
- Jan's goal**
 She regularly attends the Social Support Group and fitness classes at TDHS and continues to enjoy living independently at home, with the support of TDHS.

Strong Foundations

We will continue providing high quality care and safe services through our continuous quality improvement and risk management culture, systems, processes, monitoring and oversight

In addition to delivering our Strategic Directions, over the next five years we will grow our capabilities in eight key areas:

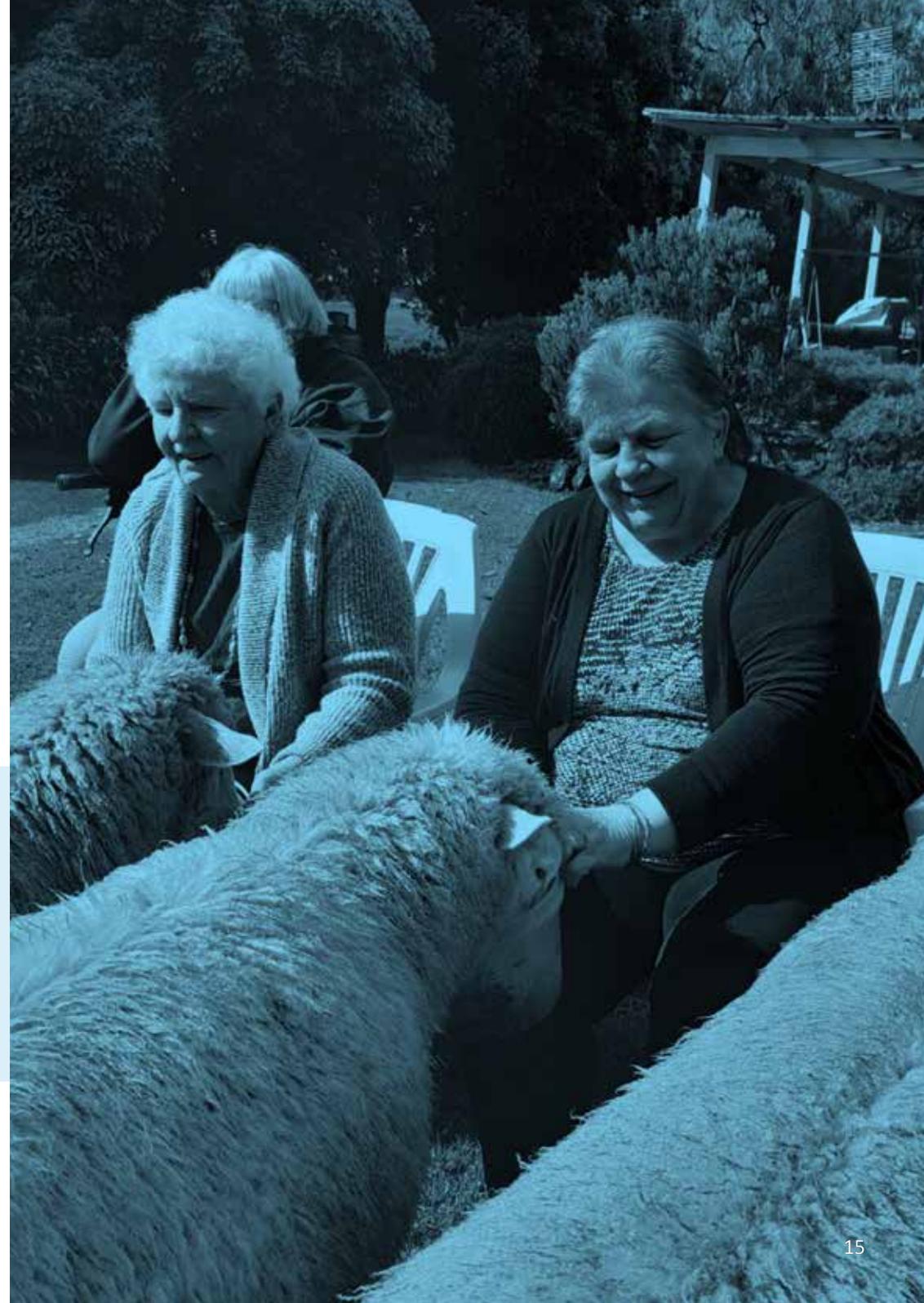
1. Leadership and Management Development
2. Employee Value Proposition
3. Training and Professional Development
4. Strategic Finance Management
5. Marketing, Communications and Engagement
6. Organisational Performance and Intelligence
7. Facilities and ICT Management
8. Strengthen Clinical governance

Our communities' generosity and commitment has been incredible

Our community, local businesses and industries, Shire Council and schools' commitment to TDHS has been regularly demonstrated through their generous donations and bequests to TDHS. This has been critical to our capacity to fund specific items, such as our Community Bus.

This generous local support and contribution provides a strong foundation for further support and contribution from philanthropic organisations and major donors.

Further support from philanthropy and major donors will be needed to support the delivery of our Strategic Plan over the next five years





Our Workforce Priorities

Our clinical, allied health, support services and administrative workforce of staff, volunteers and contractors are the heartbeat of TDHS and central to consumers' healthcare outcomes. We will support and strengthen the TDHS workforce as follows:

- Continue to build our culture
- Increase education support
- Develop employment pathways for locals
- Invest in our leaders
- Support staff wellbeing

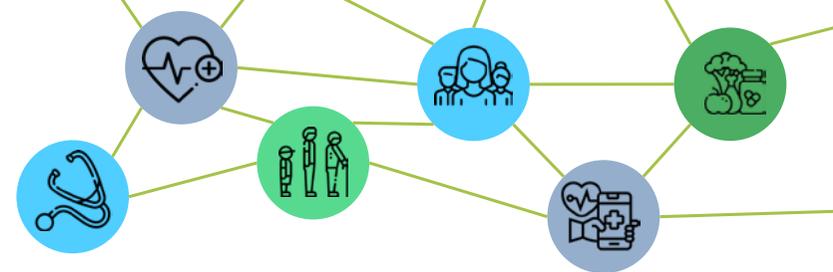
Healthcare Directions

This Strategic Plan responds to the following Commonwealth and State healthcare directions:

- Right care, right place, right time
- Our role in the health system
- Prevention and health promotion
- Early detection and treatment
- Quality and safety
- Patient-centred care
- Virtual Health
- Royal Commission into Victoria's Mental Health System
- Royal Commission into Aged Care
- Management of chronic conditions



Our 2024–2029 Service Priorities



Challenges to achieving our Service Priorities

The COVID-19 pandemic deeply impacted Victoria's healthcare system and its people. Demand for services and access continues to stretch the whole system, and complex chronic conditions are affecting more Victorians than ever before. This situation is reflected elsewhere in Australia and around the world.

Right across the health sector there is significant demand for limited healthcare workforce and funding. It will therefore take time to realise the goals and priorities we've set out in this Strategic Plan. We will start by strengthening our foundations, so we're in a strong position to do more when workforce and funding capacity allow.

High Quality Safe Care

- Consumer engagement is a focus.
- The status quo is challenged, supported by evidence to improve the safe and effective care.
- Data is understood and informs decision making and improvement strategies.
- **Enabler:** Organisational culture and systems are designed to facilitate the pursuit of safe and effective care.

Urgent Care

- Enhance our Urgent Care clinical capability through an expansion of nursing scope of practice.
- Increase the use of virtual models of emergency care available via Health Service Partnerships, when access to on-call medical staff is restricted.
- **Enabler:** Inform community of TDHS Urgent Care capability.

Mental Health and Wellbeing

- Explore opportunities to provide psychology services through the Timboon Clinic supported by shared care arrangements and referral pathways with the South West Healthcare Mental Health team.
- Employ a Health Promotion Officer to support work on mental health and wellbeing particularly physical activity and healthy eating.
- **Enabler:** Destigmatise mental health in our communities.

Acute Care

- Retain current bed capacity to meet the projected growth in low level acute and subacute admissions consistent with an ageing population.
- Strengthen our nursing and allied health workforce to support people in our acute beds.
- **Enabler:** Provide further training to maintain Acute Care skills.

Timboon Clinic

- Explore expansion of the clinical workforce to further meet the care needs of individuals and their navigation of the health system.
- Increase Chronic Disease Management services.
- **Enabler:** Grow community confidence and trust in the multi-disciplinary team care approach.

Allied Health

- Explore further allied health services particularly in physiotherapy, podiatry and speech therapy.
- Grow our health promotion, prevention, and early intervention activities.
- **Enabler:** Support consumers use of technology assisted services.

Residential Aged Care

- Work with our partners to assess the viability of future expansion of different forms of Aged Care accommodation.
- Improve pathways for transitioning into residential aged care.
- **Enabler:** Inform community of TDHS Residential Aged Care model.

Community Nursing

- Expand community health nursing to care for more people at home.
- **Enabler:** Grow community confidence and trust in the in-home care model.

Implementation Roadmap

This Implementation Roadmap will help guide the way we sequence our strategic priorities over the next five years.

1 Engage consumers

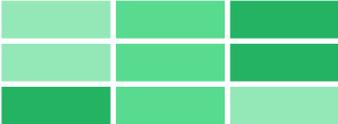
- 1.1 Inform and involve consumers in decisions about their care
- 1.2 Improve health outcomes through screening and early intervention
- 1.3 Grow and support a community-led health promotion and prevention effort

2024/25 ----- 2028/29



2 A great place to work

- 2.1 Expand our scope of practice to meet the healthcare needs of our communities
- 2.2 Grow our workforce through development and education
- 2.3 Recruit, retain and replenish our clinical and volunteer workforce



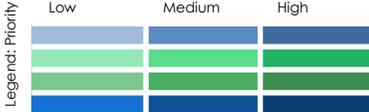
3 Improve access to care

- 3.1 Offer new ways for people to access care
- 3.2 Provide care that is culturally safe and inclusive
- 3.3 Respect and protect consumer information
- 3.4 Strengthen and grow care pathways with other health services and providers



4 Value based care

- 4.1 Strengthen the community's connection with us
- 4.2 Trial new and innovative multidisciplinary primary care models
- 4.3 Improve people's care experience and quality-of-life outcomes
- 4.4 High quality safe care



Staying on track

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Reporting on implementation

We will monitor the impact of the 2024-2029 Strategic Plan, by tracking:

- ^ Indicators that are fully consistent with the 'Victorian Department of Health Strategic Plan 2023-2027 Outcomes'
- * Indicators that have been adapted from the 'Victorian Department of Health Strategic Plan 2024-2027 Outcomes' to be more appropriate to TDHS
- # Indicators that are specific to TDHS

We will collaborate with the Victorian Department of Health and regional health partners to collect, analyse and report on the following indicators.



1. Engage Consumers

- Health adjusted life expectancy^
- Adults with cardiovascular disease^
- Adults who self-rate their health as very good or excellent^
- Adults who report 'high or very high' levels of psychological and psychosocial distress^
- Admission for ambulatory care sensitive conditions (potentially preventable hospitalisations)^
- Hospitalisations due to cardiac disease, diabetes, or cervical, breast or colon cancer where the patient did not receive appropriate screening^
- GP visit availability#

2. A great place to work

- Workforce connection with Timboon and the district as a place to live# (new)
- Workforce strength of connection with people at TDHS# (new)
- Workforce satisfaction with current work^
- Current level of work-related stress^
- Workforce has the skills and knowledge to confidently perform their job^
- Workforce satisfaction with learning and development opportunities#
- % of TDHS staff positions filled#

3. Improve access to care

- Pathways with other healthcare providers#
- Technology assisted care#
- People feeling safe to inform their care provider of how they identify including by aboriginality, gender, sexuality, disability, ethnicity, and/or religion#
- Aboriginal consumers cultural safety^
- Consumers who report feeling they were treated with dignity and respect*

4. Value based care

- Community awareness of TDHS care services# (new)
- Community trust in quality and safety of care# (existing)
- Consumer sentiment^
- Consumers who delayed or did not seek care needed because of cost^
- Value based outcomes from innovative multidisciplinary primary care models#



A healthy and well community

**TIMBOON AND DISTRICT
HEALTHCARE SERVICE**

21 Hospital Road Timboon VIC 3268
(03) 5558 6000

