



# Strategic Plan 2016 - 2020







# Introduction from the Board Chair and Chief Executive Officer

On behalf of the Board of Management and the team at Rural Northwest Health we are proud to release Rural Northwest Health's 2016-2020 strategic plan.

The health and ageing political policies, and health delivery systems are changing at a fast and furious rate. This strategic plan reflects the opportunities and risks that the team have to manage bravely and with innovation over the next five years.

The plan was developed after reviewing a range of data that included:

- Regional demographics and health statistics
- Regional health service provision and strategic direction
- State and federal government policies and direction
- Community member feedback
- Team member feedback
- Ensuring that we provided high quality and safe care and services that reflected the needs of the local community.

Our proposed outcomes are bold and we look forward to working with our partners, our community members, our team members and our funders to support all our community members to improve their health and wellbeing and live a good life.

**Leo Casey - Board Chair**

**Catherine Morley - Chief Executive Officer**

*Foresight Lane assisted with the development of the strategic plan and gave support and guidance throughout the process*

*The drawings recorded discussions at our Strategic Planning workshop. The illustrator is Jessamy Gee*

## Our purpose is to improve local health outcomes by:

- Delivering high quality and safe services as close to home as possible.
- Empowering community members to be engaged and assisting them to make informed choices about their health and wellbeing.
- Improving community members wellbeing and supporting them to live well at home.
- Allowing community members to live a good life in residential care
- Connecting community members to high quality accessible and appropriate care and access to an electronic medical health record.

## Our vision

- Moving together through change to provide innovative rural health care.

## Our mission

- Rural Northwest Health will provide accessible, efficient and excellent care to our community within the Wimmera Mallee region.





# Our Achievements from 2011 - 2015

## Safe, local, quality services

- Community Action Research Group (CARG) executed which resulted in increased consumer engagement and a number of successful projects implemented from the research.
- Connecting community members to high quality accessible and appropriate care through the Transport Action Plan and telehealth service.
- The development and implementation of national and internationally recognised ABLE model. Ability, Background, Leadership and Environment. The model has improved the lives of people living with dementia.

## Expanded services

- Stage 2 building and infrastructure upgrades at Beulah and Hopetoun.
- Radiology services introduced including 4D ultrasound.
- New specialist roles introduced including: Nurse Practitioner, Nurse Practitioner Candidate for older people, Cancer Resource Nurse, Memory Support Nurse, Rehabilitation Therapist, RIPERN nurses, advanced care planning and Link Nurse Program.
- A full suite of allied health practitioners in place.

## Recognition of value by region and community

- Winner of Small Rural Health Service of the Year Award 2015.
- Support from fundraising efforts including Team Outpatients, Walk for Yarri and Ladies Auxiliaries and bequests received.
- Victorian Hospital Association finalists 2015 for Memory Support Nurse and Cancer Resource Nurse.
- Winner of VHA's People's Choice Award for CARG 2014.
- Australian Regional Development Innovation Award for CARG 2015.



Seasons of Wellness



Our Achievements from 2011 - 2015



CARG



Moulded Meals



Yarriambiack Lodge



Community Health Centre



Walk for Yarri/Walk for Wattle



Pop Up University

Our Achievements from 2011 - 2015



Cognitive Rehabilitative Therapist



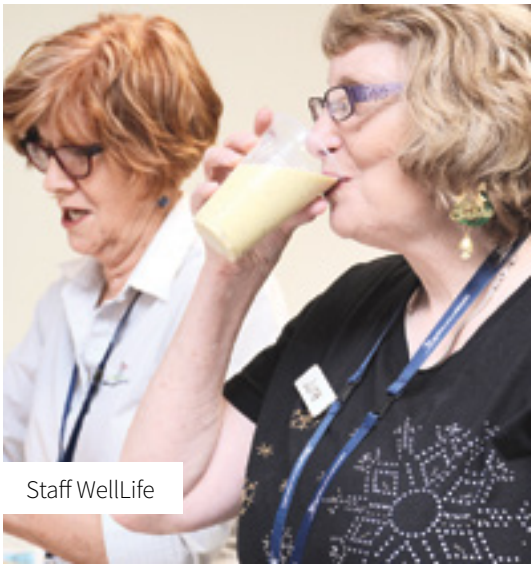
To Retirement and Beyond Expo



Highly Skilled Board



Allied Health Professionals



Staff WellLife



Telehealth





“Team members are committed, competent, capable and provide high quality safe services”

# Our Strategy



## We have two significant strategic areas which are:

1. Build business capability
2. Respond bravely and innovatively to opportunities that improve local health outcomes

Our strategy positions us for success by responding to community need, focusing on financial responsibility, capitalising on the organisation's capabilities and leveraging opportunities that flow from sector reforms.

## Outcomes

Our strategic activities will deliver benefits to the organisation, team members, partners and importantly the community Rural Northwest Health serves. By implementing these strategies community members can expect that:

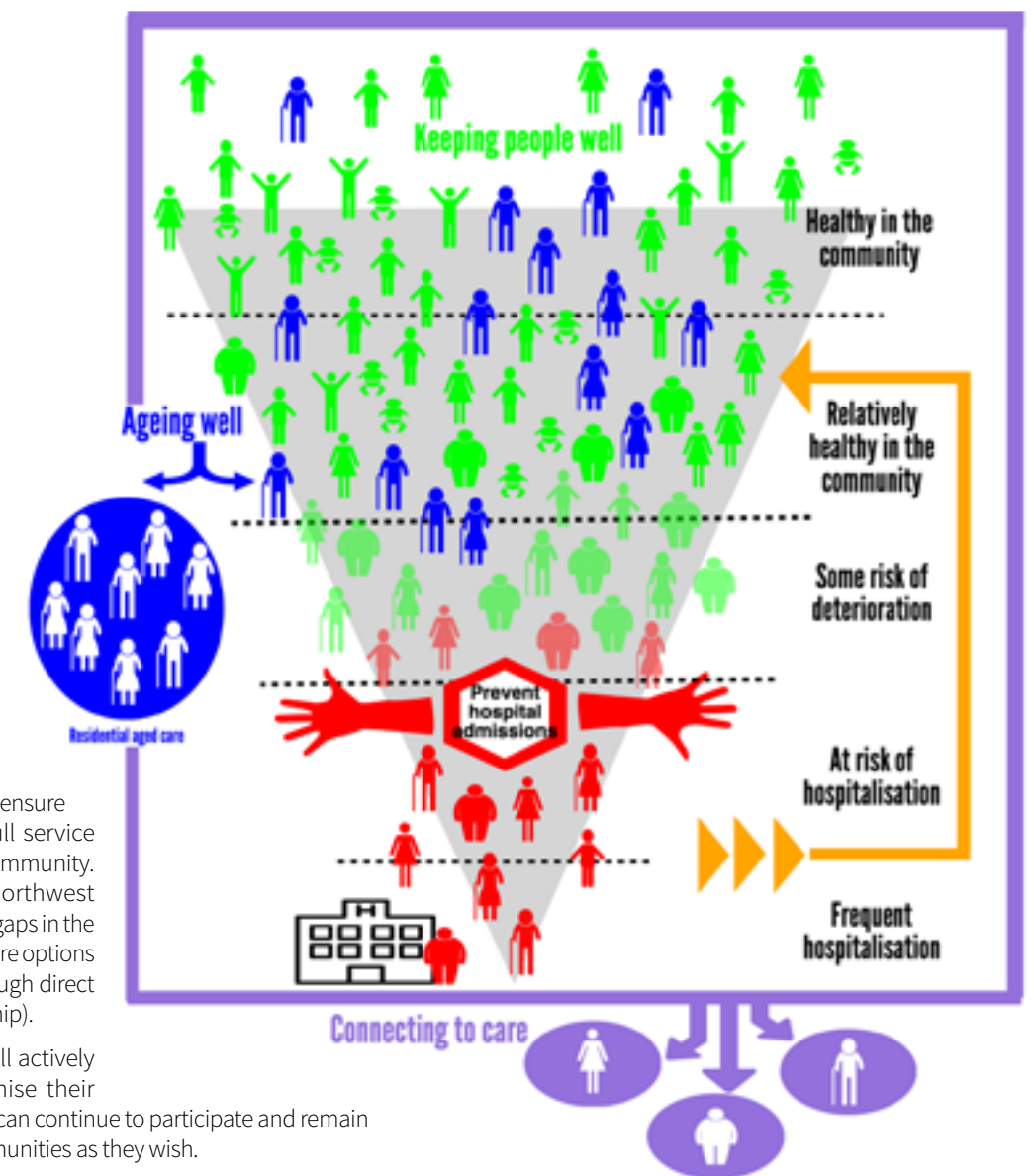
- Services will be targeted to the areas of highest need with local health outcomes improving
- They will be better informed about the services on offer at Rural Northwest Health
- They will be better informed about key changes taking place in health
- They will be empowered and supported to take responsibility for their own health
- They will have better care experiences when connecting to services outside of the shire
- A more integrated range of local aged care services so that they can live well at home longer
- Team members are committed, competent, capable and provide high quality safe services where the community member is involved in decisions about their own health and wellbeing.





“Moving together through change to provide innovative rural health care”

## Rural Northwest Health exists to improve local health outcomes



### Ageing well

Rural Northwest Health will ensure that it understands the full service needs of their aged care community. This means that Rural Northwest Health will begin to identify gaps in the home care market and explore options for meeting that need (through direct service delivery or partnership).

Rural Northwest Health will actively assist the aged to maximise their independence so that they can continue to participate and remain engaged in their local communities as they wish.

Rural Northwest Health will make it easier for older people, their families and carers to access information on ageing and aged care, have their needs assessed and be supported to locate and access the most appropriate services that best meet their needs.

Rural Northwest Health will capitalise on dementia expertise by extending the products that it offers to the Wimmera region.

### Connecting to care

As a small rural health service Rural Northwest Health has a key role to play in ensuring community members have appropriate access to the health services that can't be provided directly by them.

Rural Northwest Health will lead the way in setting up models that enable community members to have a good experience when accessing services outside of Rural Northwest Health.

Rural Northwest Health will actively partner with service providers who are able to deliver services to the local community utilising e-health, telehealth and other modes of technology.

### Keeping people well

Rural Northwest Health will ensure that it develops preventative models of care between acute and community services for people who are at risk of frequent the hospital system.

Rural Northwest Health will focus on:

- Preventing health deterioration—maintaining good health and reduce preventable deterioration
- Alternatives to hospital—community management for those whom require more support
- Hospital event management—deploy different approaches for those being managed in the hospital setting
- Post hospital management—develop and implement additional community initiatives for community members when they are discharged





# The Search for Wellbeing

The search for wellbeing in Yarriambiack Shire had begun, the next challenge will be to work with community members to develop strategies and interventions to improve community health and wellbeing.

The WHO defines health as: “a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.” (Saracci, 1997).

One proposed wellbeing model framework is: “moving from the present static formulation towards a more dynamic one based on the resilience or capacity to cope and maintain and restore one’s integrity, equilibrium, and sense of wellbeing. The preferred view on health was “the ability to adapt and to self-manage.”” (Huber et al., 2011).

While community well-being is difficult to define, models are required to inform both the role of well-being in the delivery of community health care and the policies that define interventions and outcomes that meet community stakeholders’ expectation for maintaining and improving well-being in community life. The challenge is to understand what aspects of community life contribute to health and wellbeing.

Winterton et al. (2014) argue rural communities; “need to shift focus from enhancing resources for wellbeing centred on individuals, to the social, material and spatially situated relationships and processes through which individual and collective wellbeing are produced. A relational approach to wellbeing offers a means of understanding how wellbeing can improve, and how interventions can challenge habituated practices and open new relational assemblages.” (Winterton, Chambers, Farmer, & Munoz, 2014, p. 286).

*from the CARG Resource Kit 2016*







# Our Strategic Goals 2016 -2020

Build business capability	Results that will demonstrate strategic intent
Support strong governance and leadership	<ul style="list-style-type: none"><li>Expanded capacity and capability of board members, executive and key clinical roles</li><li>Strong succession planning and development opportunities for board positions and senior management positions is undertaken</li><li>The Board of Management receive timely and targeted reports that assist them with decision making</li></ul>
Increase workforce capability and capacity	<ul style="list-style-type: none"><li>Sick leave decreases from 4.8% of team member salary costs to 4.3%</li><li>Demonstrated expanded clinical capacity in residential care and chronic disease management with the appointment of Nurse Practitioners and expanded service models across the region</li><li>Staff wellbeing program demonstrates improved health and wellbeing for participants resulting in decreased sick leave and improved sense of wellbeing and engagement across organisational wide activities</li></ul>
Utilise, preserve and enhance the infrastructure to maintain safe and efficient workplaces and residential services	<ul style="list-style-type: none"><li>Enhanced IT systems implemented and utilised for financial and human resource management, patient data exchange</li><li>Administration resources are streamlined and effective and staffing costs decrease from 8.8% to 7.8%</li><li>Preventative maintenance systems ensure compliance and efficient use of infrastructure resources with gold rating insurance audits</li><li>New community health wing is utilised by health professionals and community members 60% of business hours</li></ul>
Maintain financial stability	<ul style="list-style-type: none"><li>Annual leave liability of more than 8 weeks annual leave is less than 2.5% of official head count of team members</li><li>Budget is met and reflects a positive return</li><li>Cash deposits are maximised and available for key strategic projects as required</li><li>Education programs are targeted to agreed strategic projects</li></ul>
Develop and maintain productive partnerships	<ul style="list-style-type: none"><li>Wimmera Southern Mallee Health Alliance members are working together on initiatives that enhance service quality and safety</li><li>Rural Northwest Health are working with universities and specifically funded organisations on projects that demonstrates improved health and wellbeing of community members</li><li>Rural Northwest Health effectively works with current and new partners to expand and enhance services delivered in the community and aged care services</li></ul>





# Our Strategic Goals 2016 -2020

**Respond bravely and innovatively to opportunities that improve local health outcome.**

**Results that will demonstrate strategic intent**

Identify and implement optimal models of care	<ul style="list-style-type: none"><li>• Acute and community care units develop and implement an ABLE model of care that is holistic, and demonstrates a focus on maintaining and improving health and wellbeing and decreasing hospital admissions</li><li>• The ABLE model is expanded across all of Yarriambiack Lodge and the Hopetoun campus</li><li>• Memory Support Nurse role is expanded across the Wimmera</li><li>• One innovative care model in the acute care unit has been implemented that progresses the strategic objectives (with emphasis on workforce reform and service redesign)</li></ul>
Establish transition models that enable community members to have a good experience when accessing services outside of Rural Northwest Health	<ul style="list-style-type: none"><li>• Rural Northwest Health have worked with funders and partners to develop innovative models that provide services as close to home as possible across a range of health conditions</li><li>• Rural Northwest Health has a sustainable HACC and Disability Insurance service delivery model in place for community members</li><li>• A hub has been developed in the catchment area with partners and utilises telehealth to improve health outcomes</li></ul>
Increase health literacy about actions community members should undertake to keep well and living at home	<ul style="list-style-type: none"><li>• Two local health priorities areas have been actioned and Rural Northwest Health takes the lead in educating the community about changes that they can make to improve their health</li><li>• Rural Northwest Health will develop a therapeutic landscape in Warracknabeal and undertake research to provide evidence based data about its success and improved wellbeing of community members</li><li>• Rural Northwest Health will support community members to access and utilise electronic health records.</li></ul>





## THE CURRENT STATE

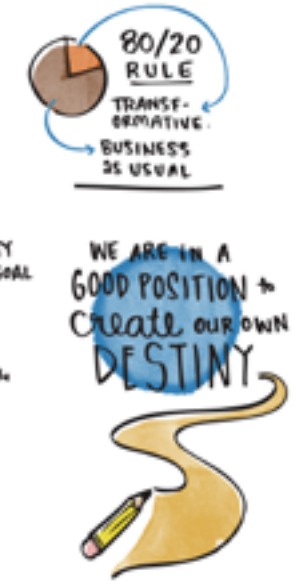


## HOT SPOTS

- WORK FORCE
- COMMUNITY NEED
- REFORM IMPACT
- BUSINESS SYSTEMS
- SERVICE MISALIGNMENT

## OPPORTUNITIES

- AGED CARE EXPERTISE** LEVERAGING EXISTING STRENGTHS
- PHN'S BEST FRIEND** KEEPING PEOPLE OUT OF HOSPITAL
- KEEPING PEOPLE WELL IN THE COMMUNITY** OUR ROLE/NICHE WITHIN THIS BROAD GOAL
- RNH AS A CONNECTOR** WE CAN'T BE EVERYTHING TO EVERYONE - HOW DO WE GET THE RIGHT PERSON TO THE RIGHT SERVICE AT THE RIGHT TIME
- INTEGRATION OF ACUTE SERVICES** WHAT'S THE RIGHT MODEL?
  - DON'T TRY TO SQUISH A TRIANGLE INTO A SQUARE!
  - WHAT DO WE WANT TO GET OUT OF OUR NEW INFRASTRUCTURE?



## IN 50 YEARS TIME...



These drawings recorded discussions at our Strategic Planning workshop. The illustrator is Jessamy Gee



