



Goulburn Valley Health

# Strategic Plan 2019–23



# Acknowledgement of Traditional Owners

GV Health acknowledges the Traditional Owners and Custodians of the land on which we work and live and pays respect to their Elders past and present.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country and value their contribution to a diverse community.

We are proud to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander community how best to improve their health, social and economic outcomes.

To receive this publication in an accessible format, please download a copy at [www.gvhealth.org.au](http://www.gvhealth.org.au)

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# Forewords



*“We are one of the most diverse regions within Victoria, and we are committed to ensuring we deliver quality health services for all.”*

– Message from the Chair  
Rebecca Woolstencroft

Goulburn Valley Health (GV Health) has undergone significant change over the past 12 months, and the next five years promises to be both challenging and exciting for us.

Our five year plan sets out our new vision for GV Health, to ensure we continue to deliver high-quality care and promote healthy living across our region.

We know we hold a special place within our community, and this plan ensures we will meet the ongoing needs of people and their families GV Health provides care and services for.

Quite rightly, expectations of people and their families GV Health provides care and services for are increasing, and there is increased scrutiny on the performance of health services across Victoria.

This plan positions us to deliver high-quality, tailored services that meet the changing needs of our region.

Our plan sets out the challenges we need to address, from the changing nature of the community we serve, to the ways we use technology to deliver better outcomes for people we are providing services for. It provides a blueprint on how we will systematically tackle these challenges, and also make the most of the opportunities our teams work so hard to create.

Our Board is proud of the work our people undertake, and we are committed to working with the Executive team to deliver outstanding health and wellbeing services for the Goulburn Valley region.



*“Our new five year strategic plan puts people and their families who GV Health provide services for at the centre of everything we do.”*

– Message from the Chief Executive  
Matt Sharp

Our new five year strategic plan puts people and their families who GV Health provide services for at the centre of everything we do.

The plan sets out how we will work with our community, our healthcare partners, and government to deliver high-quality care for all in the Goulburn Valley region.

Our plan is ambitious, and delivering it would be impossible without the ongoing commitment of our highly dedicated and professional staff. We have a renewed focus on supporting and developing our people across the organisation, and strengthening our positive culture. This will enable GV Health to sustain continuous improvement across all aspects of our organisation. We will continue to live our CREATE values in all aspects of our work so that we deliver outstanding health and wellbeing outcomes in our community.

The redevelopment of our Graham Street site will be completed over the next five years and positively impacts all of our strategic priorities. We know we need to deliver innovative and contemporary services, and this plan will enable us to deliver world class care for the Goulburn Valley region.

We will strengthen our relationships with our partners across the region. We need to be innovative in how we deliver our services, and these partnerships help us to expand access to quality healthcare for everyone across the region.

I am proud to lead GV Health, and this plan is the start of an ambitious and exciting new era for our organisation to improve health and wellbeing outcomes.

# Our vibrant history

## Our community story

GV Health has grown from the Mooroopna Hospital, first established in 1876. By the 1920s, the Mooroopna hospital had grown to be one of the largest outside of Melbourne. The Goulburn Valley Base Hospital opened in the 1950s and the Mooroopna Hospital closed in 1974.

The move from the Mooroopna Hospital to the Goulburn Valley Base Hospital characterises the community spirit across the Goulburn Valley area and the dedication of local residents to their hospital. Locals donated their time and vehicles to help to move the hospital from Mooroopna to Shepparton.

GV Health is supported by the GV Health Foundation. Both GV Health and the Foundation have a strong connection to the community. Over the years the GV Health Foundation has worked with the community to raise significant funding for GV Health. The Foundation continues to be closely involved in fundraising for GV Health to expand its services to better support the Goulburn Valley community.

## Our place in the Goulburn Valley

Since the 1970s, GV Health has grown and is now spread across five primary sites: the hospital at Graham Street, the Community Health@GV Health on Corio Street, the Tatura Hospital and Parkvilla Aged Care Facility and the Waranga Memorial Hospital and the Waranga Aged Care Hostel in Rushworth.

Tatura Hospital and Waranga Memorial Hospital in Rushworth both provide local health services including low level acute medical care and non-acute care for the Tatura and Rushworth communities.

Each campus provides acute care, subacute care, specialist and community services. Bed-based mental health services are provided in Shepparton at two locations and community services are also provided across the West Hume region. However, other services are shared across multiple campuses. For example, inpatient palliative care is provided at the Graham Street campus as well as the Tatura and Waranga (Rushworth) campuses.

In addition to GV Health's five physical sites, many services such as palliative care and Aged Care support (through the Community Interlink consortium) are provided regionally across the Goulburn Valley.

Community Health Services provided out of the Corio Street campus include acquired brain injury programs, care co-ordination, disability programs, early childhood programs, home care packages, home nursing services, respite care, allied health and self management support.



# Getting to know GV Health

## About us and the community we serve

GV Health is the main health service in the Goulburn Valley. At GV Health we pride ourselves on delivering person-centred care. This means that we work continuously to improve the experiences of people we provide services for.

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GV Health is focused on all stages of health care from prevention (health promotion and education), through to assessment, early intervention and treatment. Our community relies on and uses our health services throughout their lives - from childhood, through to becoming a parent, to any health challenges later in their lives.

GV Health has more than 2,000 staff across five sites. Our people are highly skilled and we are the largest permanent employer in the Goulburn Valley.

The community we serve includes a large primary and secondary catchment, with a third and larger catchment for mental health services, which includes the Shires of Mitchell and Murrindindi and the Wallan growth corridor.

GV Health's primary catchment includes the local government areas of Greater Shepparton (70% of primary catchment population) and Strathbogie. Our total catchment stretches into Southern New South Wales and the overall catchment population is approximately 120,00 people.

GV Health's secondary catchment includes the Western half of Moira Shire; and the eastern and southern portions of Campaspe Shire.

Our community is growing as more people move to the lifestyle and opportunities in Greater Shepparton. Our

population is expected to increase by 27.9% by 2036, with an increase in the younger (0-19) and non-English speaking populations in particular.

Our community includes the largest regional population of Aboriginal and Torres Strait Islander people in Victoria and a large number of migrants from dozens of countries around the world. While the Goulburn Valley's population is mainly concentrated in Shepparton, many people live in smaller townships in the surrounding region in more isolated wheat, sheep, dairy and stone-fruit farming areas. Population workers increase by an estimated 10,000 itinerant workers during the fruit harvest season from December to March.

Our primary catchment is one of the most vibrant culturally and linguistically diverse communities in Victoria. Greater Shepparton is home to families who migrated from Europe after World War II, and a second wave more recently from the Middle East and the Horn of Africa who have made a home in our community.

Our community experiences high rates of chronic illness such as respiratory disease, cancers, cardiovascular disease and diabetes. A relatively high incidence of road accidents, skin cancer, farm injuries and work-related accidents also occur in our region, and mental illness is increasing in frequency and complexity across our community.

Socio-economic disadvantage in our community is leading to multiple interrelated and complex health issues, which informs the way we design and deliver health and wellbeing services.

Our community is experiencing change and growing social and economic pressures. These changes influence our work and inform how we think about the future of our services. The way our community changes helps shape our growth, and our future models of care.



# 3.5%

Indigenous Population

0.8% Victoria-Wide



# 14.9%

Residents Born Overseas

11% Victoria-Wide



# 23.4%

Obesity Prevalence

18.8% Victoria-Wide



# +14%

Homelessness in 5 years



# 23.2%

Speak a Language Other Than English

13.4% Victoria-Wide



# 12.6%

Weekly Household Income Above \$2,500

20.2% Victoria-Wide



# 25.8%

Private Hospital Inpatient Separations

39.4% Victoria-Wide



# 22.6

Family Violence Per 1,000

12.4 Per 1,000 Victoria-Wide



# 38.8%

Education Level Below Year 11

27% Victoria-Wide



# 25.5

Teenage Fertility Per 1,000

10.4 Per 1,000 Victoria-Wide



# 8.1%

Heart Disease Prevalence

6.9% Victoria-Wide

# Making a positive impact

## Our economic and environmental contribution

As the largest employer in the Goulburn Valley, we take our role in the community seriously, with regards to employment, research and the environment.

### Employment

GV Health is the largest employer in the Goulburn Valley with over 2,000 staff across five sites, and we will grow by at least 500 people in the coming five years.

### Environment

We actively monitor and manage our environmental impact. We report annually on our greenhouse gas emissions, water use, fuel use, waste and recycling and electricity use and strive for continual improvement in these measures. Some key initiatives and progress from 2017/18 include:

- » Continuing to promote and embed our environmental sustainability and responsibility in our organisation culture.
- » Reducing the total waste generated by 18 per cent between 2016/17 and 2017/18.
- » Installing a more efficient water pumping system as part of the redevelopment.
- » Reducing total energy used by 7.8 per cent between 2016/17 and 2017/18.
- » Installing LED lights in the Pathology building to save 55,124kWH of electrical usage which is equivalent to 66,149kg of carbon abatement.
- » Assisting Nathalia Hospital to install an 80kW solar system which will reduce the day time electrical energy use by 90 per cent during the summer months.
- » Improving fleet utilisation and securing more fuel-efficient vehicles reducing our fleet greenhouse gas emissions by 12.92 per cent, a reduction in KMs travelled by 9.64 per cent and fuel consumption by 13.34 per cent.

### Research and training

We have strong affiliations with the University of Melbourne, Deakin University, Monash University and Charles Sturt University, as well as Goulburn Ovens TAFE.

We actively work with our education partners to create local education and learning pathways and employment opportunities for our community.

## Participation in the 'Little Blue Towels' initiative.

The towels collected from our operating theatres are transported to Taskforce in Echuca. Taskforce is a program organised by Murray Human Services which conducts a range of projects providing employment for people with a disability. The towels are laundered and packed, and retailed online through all Bendigo Bank branches in country Victoria. The ultimate beneficiary of the proceeds is the Otis Foundation, who run retreat accommodation facilities for women and men with breast cancer.

## Our role in the Victorian health sector

GV Health's services contribute to the overall delivery of health care across Victoria, and are shaped and guided by policies, strategies and guidelines set by the Victorian Department of Health and Human Services, including:

- » Health 2040: advancing health, access and care;
- » The State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037);
- » Targeting Zero 'Supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care'. Report of the Review of Hospital Safety and Quality Assurance in Victoria (2016);
- » Victoria's 10 Year Mental Health Plan (2015-2025);
- » Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan (2017-2027);
- » Victoria's Regional Statement: Your Voice, Your Region, Your State.

Many of these policies and strategies have been influenced by two key reviews into the Victorian health system: the Travis Review (2015) and Targeting Zero (2016). These reviews have instigated Department-led governance, and quality and safety reporting and reforms, which are increasing mandatory data collection, reporting and compliance requirements. These reviews and policies are also changing the way in which health services across Victoria work together.

GV Health is one of six regional referral health services in Victoria, and the main referral health service for the Goulburn Valley. We provide all but the most complex medical and surgical services locally and partner with tertiary hospitals to provide access to further specialist services (e.g. transplant services, neurosurgery and some cancer treatments).

We are adapting our services to respond to ongoing changes to State and Commonwealth funding arrangements for services in the disability (i.e. National Disability Insurance Scheme), aged care and community sectors.

GV Health works closely with State and National Collaborative Health Networks and the Department of Health and Human Services to set appropriate referral and care pathways regionally into and out of GV Health.

# Caring for our community

## 'Evidence-based, high-quality care'

GV Health provides high-quality services for people of all ages and diverse health and wellbeing needs – from services for Women and Children to Aged Care, Mental Health, Cancer and Wellness Services, Community Services, Dental, Dialysis, Drug and Alcohol Services, Emergency Department, Medical and Surgical Care, Allied Health, Diagnostic and Clinical Support Services. Services are also provided in rehabilitation, palliative care and aged care. Our services aim to enhance wellbeing and support healthy communities in the Goulburn Valley.

GV Health is developing innovative service systems and models of care that are able to:

- » Better respond and adapt to changes in need and circumstances over the next 10 years.
- » Support community and home-based services that substitute for inpatient admissions where possible.
- » Develop systems and structures that support strong levels of collaboration and partnering with other healthcare providers.
- » Develop systems, structures and communication technologies that support timely and appropriate provision of care.
- » Develop capacity consistent with GV Health's role and expected demand.
- » Ensure that teaching, training and research form a core element of GV Health's service profile.

The GV Health Elements of High-Quality Care are outlined on the next page. These Elements are based on delivery excellence in evidence-based, person-centred care through new and enhanced services that align with best practice.

Elements of High-Quality Care

Principles

Person-centred

Leadership

Multi-disciplinary

Sustainable

Equitable

- » Enhancing customer-focussed design.
- » Right information, right place, right time.
- » Fostering a learning environment.
- » Work together, learn together.
- » Ensuring a safe and accessible environment for people receiving care and our people.
- » Harnessing flexibility for the future.
- » Capacity for growth, adaptable building design, innovation and technology.
- » Embracing environmentally sustainable design and practice.
- » Creating wellness through therapeutic settings.
- » Respecting diversity, inclusion and accessibility for people receiving care and our people with access for all, responsible corporate citizenship, ethical choices.

Innovative

Collaborative

Relevant

Integrated

Safe

Cost-effective



## Developing and expanding our services

Between 2013/14 and 2016/17, GV Health has experienced growth in most acute services and increased complexity in both Emergency Department and mental health presentations (Emergency Department presentations related to mental health have increased by 37 per cent). Total inpatient discharges and transfers (not including Emergency Department) have increased by 18 per cent between 2013/14 and 2016/17. Emergency Department presentations have increased by 10 per cent between March 2017 and March 2018.

Specialties with the highest increase in separations between 2013/14 and 2016/17 included:

- » Gastroenterology (+59 per cent)
- » General surgery (+24 per cent)
- » Obstetrics and gynaecology (+41 per cent)
- » Oncology (+22 per cent)
- » Paediatrics (+17 per cent, not including surgery)

GV Health is working to improve the percentage of people from our catchment area that receive services from GV Health (our self sufficiency) from 73 per cent to 86 per cent by 2021/22. To achieve this, we are expanding our services and infrastructure to meet the needs of our diverse and growing community. This includes:

» **Cardiology and coronary services**

Increase self sufficiency to 77 per cent for the total catchment, and at least 90 per cent for the primary catchment, and develop regional clinical leadership in cardiology.

» **Emergency Department**

Given the seriousness of presentations has increased in the past 12 months (acute Categories 1-3 +14 per cent) increase capacity with additional and specialised treatment spaces.

» **Better use of allied health services and professionals**

Allied health professionals have a significant impact on care and treatment outcomes and we will evaluate the impact of allied health services on inpatient and community services outcomes and flow.

» **Integrated cancer services**

Increase self sufficiency for the catchment to 63 per cent for medical oncology and to 76 per cent for chemotherapy. Continue to improve multidisciplinary care, wellness services and broader clinical services for people with cancer in the region. Work with current and future service providers to increase overall self sufficiency of oncology services and improve access to radiotherapy services locally.

» **Maternity services**

Additional beds and the expansion of treatment spaces and advisory services to support local maternity service providers and other hospitals in the region.

» **Community and integrated services**

Strengthened service footprint ensuring community services support the transition of step up and step down care to and from acute services.

» **Mental health services**

Strengthened partnerships and innovative service models for prevention and early intervention care. GV Health is working to ensure appropriate clinical coverage in the southern part of the catchment through local staffing, technology solutions and supported by collaborations with Northern Health and Austin Health.

» **Acute specialist clinic services**

Increase services to meet community demand including additional consulting rooms, reviewing and addressing high rates of 'failure to attend' appointments for some specialist clinics, and expand the use of Hospital-in-the-Home and related services to reduce bed pressures and improve experiences for people GV Health provides care and services for.

In 2018, complementary to the Service Plan review, priority clinical services streams were identified for further development in support of the new model of care including renal dialysis; critical care; the Emergency Department; medical and surgical units; and perioperative services.

Our in-hospital acute and allied health services are also supported by a range of sub-acute and broader community programs and we continually seek opportunities to strengthen, enhance, connect and extend the services we provide, in partnership or by ourselves.

# Building for our future

GV Health is progressing with an ambitious and exciting capital program to ensure we are able to provide facilities that are modern and of a great standard for people we provide care and services for. In 2018, we have a range of ongoing minor and major capital works programs.

In 2018, minor capital projects focused on improving safety for people we provide care for and staff, the environment in which we provide services, and our environmental sustainability. Example projects include installing a falls warning system, refurbishing Tatura, installing solar panels in Nathalia and Yea and refurbishing the Goulburn Valley Centre Against Sexual Assault to improve security and confidentiality.

GV Health has had a significant focus on replacing aging infrastructure throughout the health service to meet expected levels of demand across a comprehensive range of services.

GV Health is currently undergoing two major redevelopments, one at the Shepparton Hospital campus, and one at the Rushworth campus. The two redevelopments will provide expanded modern health and wellbeing facilities for our community. This redevelopment will ensure we continue to meet our community's needs now and into the future. The Shepparton Hospital campus redevelopment will be completed in December 2020, and the Rushworth campus is scheduled for completion in April 2019.

The redevelopment at the Shepparton Hospital campus includes:

- » A new five storey building which expands theatre and the surgical ward, ICU, coronary care and inpatient bed capacity.
- » Additional Emergency Department, short stay and medical imaging capacity.
- » A Women's and Children's precinct comprising the existing maternity ward, and expanded special care nursery. A new Paediatrics ward is to be built adjacent to this area.
- » A new Dialysis unit providing a significant increase in capacity.

These works will mean that more people can be treated at GV Health reducing the need to travel to health and wellbeing services in Melbourne. The redevelopment will also include updated IT infrastructure to support access to and efficiency of care. The redevelopment provides an opportunity to deliver a best practice example of sustainable design for a healthcare facility.

In Rushworth, the Waranga Memorial Hospital is being co-located with the Waranga Aged Care Hostel. The Hostel site is being redeveloped into a one-stop-shop for all of Rushworth's acute, aged care, primary care and community health services. The redeveloped site will broaden and enhance services for the region delivered from a fully-integrated, state-of the-art facility.



# Our culture of care

## Our culture

Our culture is based on our dedication and care for people we provide treatment and services for and each other, our commitment to safety, our can-do and collaborative attitude, and drive for continuous improvement. We are striving to create an environment in which our people can help to achieve our vision of improving community wellbeing across the Goulburn Valley through outstanding care.

Our culture promotes a strong sense of connection to our community, nurtures collaboration and partnership within and outside our organisation, and always puts the needs of people we provide treatment and services for at the centre of our thinking. We feel passionate about GV Health being a welcoming environment where people we provide treatment and services for, staff and visitors feel safe, respected and included.

Our culture of care is underpinned by the following guiding principles:

### Safety

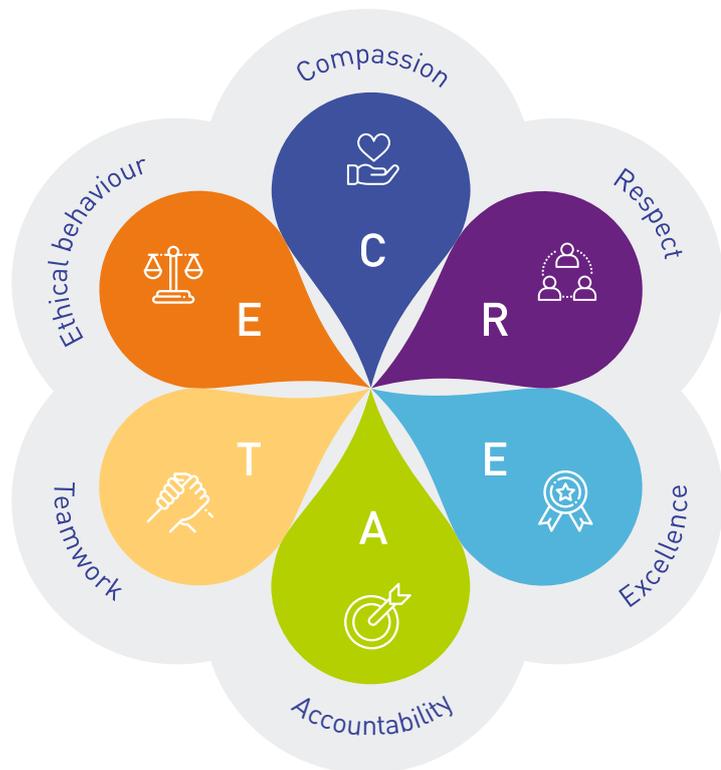
We are conscientious in creating physically and emotionally safe environments for people we provide treatment and services for and partners.

### Continuous improvement

We are driven to find safer, new, innovative, collaborative and inclusive ways of working and delivering services.

### Learning

We strive to foster connections across our organisation, and bring people together towards our common goal of providing quality healthcare for our community.



**CREATE. Outstanding.**

## Our values and behaviours

Our culture is made up of our CREATE values and behaviours, through which we commit to delivering ongoing quality healthcare for our community. Our CREATE values and behaviours are the foundations for our strategic pillars, and for achieving our goals.



### Compassion

- » We treat others with kindness and respect;
- » Our deep connection to the community enhances our care for people we provide treatment and services for;
- » We support the whole care and service journey for people we provide treatment and services for;
- » We are understanding of each other.



### Respect

- » We respect the person's voice and their choices;
- » We celebrate diversity and are proud of multiculturalism;
- » We respect differences of opinions;
- » We respect the input of different disciplines and areas of expertise.



### Excellence

- » We are encouraged to grow professionally and personally;
- » We are leaders in what we do;
- » We invite feedback and are always striving to do better;
- » We connect people to further care and information.



### Accountability

- » We are responsible for our actions;
- » We are courageous in our decision making and grow from our mistakes;
- » We deliver what we promise;
- » We don't compromise on our standards.



### Teamwork

- » We are a multi-skilled workforce and we pool our resources together;
- » We mentor and support one another;
- » We take a collaborative approach to care;
- » We are approachable.



### Ethical behaviour

- » We hold ourselves to high standards;
- » We rigorously uphold professional boundaries in our regional setting where people we provide treatment and services for may be friends or family too;
- » We value and respect the privacy and trust of people we provide treatment and care for;
- » We stand up against unsafe practice and behaviour.

# Our changing health and wellbeing landscape

Increasingly complex and chronic health needs, new health innovations, and changing community needs and preferences are putting pressure on our region's health system.

There are existing Government policy initiatives and directions which seek to respond to these opportunities and challenges. The State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037) seeks better co-ordination of health resources and services across Victoria, increasing the need for GV Health to lead as a regional health service to support better ways to engage and integrate services with our sub-regional and rural peers. Department-led governance, and quality and safety reporting and reforms are increasing mandatory data collection, reporting and compliance requirements which GV Health will need to meet. Finally, changes to State and Commonwealth funding arrangements for services such as the National Disability Insurance Scheme (NDIS), aged care and other community services have created some uncertainty around the way in which initiatives to address chronic disease and ageing will be addressed.



## Meeting the region's health and wellbeing needs

### Person-centred care

People receiving care and treatment, their families, communities and government expect hospitals and healthcare providers to deliver high-quality, personalised and accessible services. Healthcare organisations should put people at the centre of everything they do by ensuring better link up with community and social services and by connecting strategic policy with service design and delivery that meets the specific needs of people receiving care and treatment.

### Complex health and wellbeing needs

People in regional and rural areas have disproportionately poorer health and wellbeing than their urban peers. Obesity and associated chronic diseases, cancer, and mental health, drug and alcohol-related illnesses are prevalent in our region. These health and wellbeing issues require co-ordinated responses from a range of healthcare providers. However, fragmented care can result in duplication, incomplete treatment or inconsistent advice.

### Demographic change

Our region is experiencing rapid population growth, an ageing population and growing diversity. We are proudly home to an increasing number of migrants and the largest population of Aboriginal and Torres Strait Islanders in Victoria. Our health system and professionals need to adapt to these demographic shifts and evolve to meet the diverse health and wellbeing needs of our communities.



## Working together in an integrated health system

### An emerging leader

As our role as a regional health service expands, our partners will look to us to more clearly define our leadership position and responsibilities within the region's broader health system. Importantly, the region will want us to better articulate what our leadership role means for people receiving care and treatment, our communities, and our peers and partners including metropolitan, sub-regional and rural health services, primary care and community services providers.

### Digital innovation

Emerging technologies and digital innovations are changing the way individuals access health and wellbeing services. These digital transformations are creating enormous opportunities to better connect people receiving care and treatment with providers and reduce isolation in regional areas. People receiving care and treatment also want to see healthcare providers take up new innovations to support better health and wellbeing outcomes.

### Major reforms

Ongoing policy developments and major health reforms at all levels of government continue to shape the future of our region's health system. Key reform packages, including the Victorian Government's Health 2040, the rollout of the NDIS, and the integration of health and social services, will influence how we design and deliver healthcare.



## Preparing our organisation for the future

### A changing workforce

Our workforce is changing and becoming more diverse. At the same time, the role and demand for regional health services is expanding and building local workforce sustainability is challenging. Carefully responding to our evolving workforce needs as we expand with new infrastructure is crucial to delivering high-quality healthcare into the future.

### Operational demands

Our hospitals and health services are consistently operating at capacity. Increasing demand for healthcare services, and community expectations for contemporary facilities and clinical practices, will test our ability to manage our existing asset base, allocate resources and carefully plan our capital works expenditure.

### New ways of working

Emerging operational pressures are also challenging us to continuously look for efficiencies and adapt our business practices. Without mature and robust management processes, practices and systems, there is a risk that that our work becomes disjointed, poorly co-ordinated and fails to meet our operational demands and strategic purpose.

# Our Strategic Plan

GV Health has identified four key pillars (our areas of focus) to respond to our strategic drivers and these form the foundation of our strategic plan. Over the next five years, we will deliver on eighteen priorities to provide high-quality services and deliver outstanding health and wellbeing outcomes for all across the region. These outcomes will put people receiving care and treatment at the centre of everything we do, increase the sophistication of GV Health's response to complex and chronic health needs in our community, cement our leadership in healthcare across the region and ensure we have a great culture and workforce that are able to meet new and emerging opportunities and challenges.

Each pillar contains a section detailing what success will look like in 2023 at the conclusion of the five-year period of this strategic plan. In addition, measures will be in place across the duration of the strategic plan to evaluate success and inform continuous improvement. These measures of success are to be considered a beginning point and will be enhanced as the strategic plan is implemented.

## Our Purpose

**Improving community wellbeing through high-quality health services, outstanding care and learning.**

Our organisation is so much more than a health service. We are a critical part of the Goulburn Valley community, and make a significant public value contribution to people living and working in, and visiting, the vibrant Goulburn Valley.

We support all aspects of individual, family and community health and wellbeing, connect people and organisations, support the local economy, provide comfort and safety, embed inclusion, foster diversity, and create a more sustainable, cohesive and liveable community for all.

We have an uncompromising focus on safety, accessibility and quality of care for all people receiving care and treatment. We are reliable, respected and trusted. Our people actively recommend our services, and we are the first choice for health and wellbeing needs across our community. We work with our people to maximise their safety and wellbeing.



We CREATE safe and high-quality healthcare that always puts people first.

- » Design new and continue to provide safe and high-quality services that meet our community's needs
- » Build a deeper understanding of our community's health and wellbeing needs
- » Support people receiving care and treatment and their families to make informed healthcare choices
- » Continuously improve the experiences of people we provide care and treatment for and the way we provide services
- » Continuously undertake health service planning to support future models of care



We CREATE values-based healthcare partnerships which deliver equitable and accessible healthcare for all.

- » Lead regional service planning and strengthen partnerships for delivery
- » Increase local healthcare accessibility through new models of care
- » Lead regional initiatives to improve population health and enhance our community's health resilience
- » Pursue research in partnership with tertiary institutions, metropolitan and community health services



We CREATE an inspirational workplace founded on a strong culture where talented people work with purpose and pride.

- » Embed our culture of care where our people receiving care and treatment are at the centre of everything we do
- » Ensure the safety and wellbeing of our people
- » Shape modern and flexible learning and career development pathways
- » Continue to build and inspire our talented workforce
- » Enhance leadership capabilities across the organisation



We CREATE a positive healthcare environment that fosters collaboration and innovation.

- » Enhance our internal systems to support efficient healthcare delivery
- » Invest in technology to support innovation in service quality
- » Explore and strengthen collaborative ways of working across the organisation
- » Develop the financial resilience of our organisation and position for ongoing growth



# Pillar 1

## We CREATE safe and high-quality healthcare that always puts people first.

Trusted and consistent delivery of high-quality health care is what we do. At GV Health, quality health care means the safety of people we provide care and treatment for and our staff is non-negotiable, and that we deliver the best possible level of healthcare. We are planning to expand and extend our services, and this will be supported by ongoing upgrades to our infrastructure. Person-centred care is a core element for the delivery of quality health care. Person-centred care means inclusive, equitable and holistic care where all people receiving care and services are treated with dignity and respect, the unique needs of individuals are taken into account, and people receiving care and services and their families are able to make informed decisions about their healthcare.

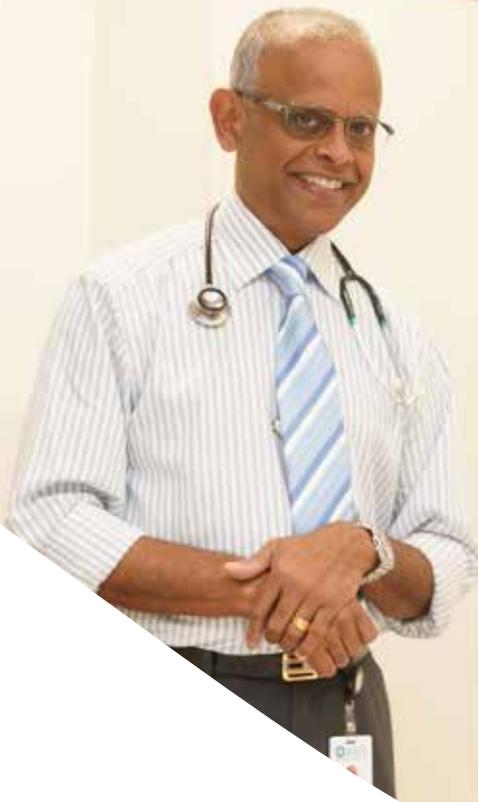
### Our Priorities

- 1.1 Design new and continue to provide safe and high-quality services that meet our community's needs.

The delivery of safe and high-quality services is the core of what we do and will always be a top priority. Safe and high-quality services are supported by strong clinical governance. It helps us to identify what we're doing well and can expand, and where we need to increase resources and support. Strong clinical governance supports transparency and consistency of care delivery so that we can provide world-class services locally.

- 1.2 Build a deeper understanding of our community's health and wellbeing needs.

To build a deeper understanding of our community's health needs we are working closely with our Community Advisory Committee and partner organisations. This understanding enables us to transform the way we engage with diverse groups and provide services that enables us to specifically meet the needs of people we provide care and treatment for and increase positive outcomes and experiences. For example, we work with Rumbalara Aboriginal Cooperative to provide cultural sensitivity training to GV Health staff, to deliver outreach services such as Hospital in the Home and to maintain liaison services for mental health and alcohol and other drugs services.



**1.3** Support people we provide care and services for and their families to make informed healthcare choices.

People we provide care and services for, their families and carers should be active members of the team on a person's care journey. We want to make sure that people we provide care and services for and their families know what they can do and how they can engage with their care journey. This means individuals have clear and understandable information to make informed decisions in partnership with the treatment team.

**1.4** Continuously improve the experiences of people we provide care and treatment for and the way we provide services.

GV Health is embedded in the Goulburn Valley community. People know that they can receive the support they need through our services. However, there is always room to keep improving the experiences of people we provide care and services for by ensuring we see them as individuals, and tailor services to their needs. Key services including emergency care, mental health and drug and alcohol services must be accessible when and where they are needed most.

Continuously undertake health service planning

**1.5** to support future models of care.

We will ensure our services meet the needs of our community. We will actively review our offerings to support future services and models of care, and to influence statewide policy and plans for regional health service delivery.

## Actions

	2019	2020/21	2022/23
a. Continue to expand and improve access to our range of services across acute, sub-acute, allied health, mental health and primary care.			
b. Continue to embed our evidence-based GV Health model of care that is sensitive to the individual needs of people we provide care and services for.			
c. Engage strategically with our community and community partners.			
d. Improve service accessibility for people we provide care and services for.			
e. Increase staff and community knowledge about the range of services GV Health provides and how these services can work together.			
f. Increase staff education, understanding and awareness of inclusive health and wellbeing provision (e.g. through cultural sensitivity training).			
g. Understand the current and future needs of our diverse communities, and adapt our services accordingly.			
h. Support people we provide care and services for and community communications with more plain language information and tools for staff.			
i. Continue to work closely with our Community Advisory Committee and partner organisations to build our understanding of the community and improve experiences for people we provide care and services for.			
j. Implement a revised clinical governance framework and focus on safety and quality of services for people we provide care for.			

### Legend



## What success looks like in 2023

- » Consistent, timely and quality evidence-based care is provided to all people GV Health provide services for.
- » We deeply understand our community's needs and we are known for our person-centred care and collaborative care.
- » We have expanded our services to meet community needs.
- » We receive excellent feedback from people we provide care and services for and their families regarding their experiences with GV Health.
- » Meet or exceed care-related safety and quality benchmarks of peer services.

## Measures of Success

- » Victorian Healthcare Experience Survey benchmark results are met or exceeded across Overall Experience and Transition of Care indicators.
- » Morbidity and mortality measures meet industry benchmarks.
- » Maternity services clinical indicators are met or exceeded.
- » Timely access to care indicators in emergency services, elective surgery and specialist clinics are met.
- » Readmission indicators across primary, acute, mental health and alcohol and other drug services are achieved.
- » Infection prevention and control and healthcare associated infection measures are met or exceeded.
- » Accreditation across all service areas continues to be maintained.
- » Service plans across all areas are implemented within designated timeframes.
- » Service activity measures demonstrate growth in priority areas to meet identified needs.

# Delivering safe and high-quality healthcare

## GV Health's leadership in Foetal Alcohol Spectrum Disorder treatment and prevention is supporting children and their families.

GV Health has opened the state's first clinic solely dedicated to treating foetal alcohol spectrum disorder (FASD). The new facility, a collaboration with the PATCHES Paediatrics Group in Western Australia, provides an all-encompassing service to diagnose and assess children who may be affected by FASD.

The new GV Health clinic has obtained Commonwealth Government funding to operate 12 sessions over the next two years and is made up of a multi-disciplinary team of a paediatrician, neuropsychologist and speech pathologist.

"Having all these specialists available in a 'one-stop' clinic format makes assessment much smoother for families who previously had to travel to Melbourne and attend multiple appointments. Our facility will be a paediatric clinic, accepting referrals up to 16 years" said GV Health's Clinical Director of Paediatrics Dr Dan Garrick.

GV Health's FASD clinical co-ordinator Kim Cowen, has played an integral role in the clinic's launch, saying it would play a vital role in treating some of the Goulburn Valley's most vulnerable children.

## Investing in Emergency Department Care is supporting better, more streamlined healthcare.

The number of people using GV Health's Emergency Department is increasing, and they are presenting with more complex care needs. This has placed increasing pressure on the hospital, and all our staff have been working together to ensure that everyone gets the care they need.

The Emergency Department has put in place a number of initiatives to ensure all people presenting for treatment and care are getting the care they need. Investment in more emergency doctors, nurses and support staff, opening more hospital beds and increasing the times we provide medical imaging services has decreased the waiting times for people requiring treatment and care.

All of the work in improving the Emergency Department has been focussed around providing safe care that is provided by working as a team and is individual to each and every person requiring treatment and care. We look forward to the hospital redevelopment when we will have better facilities to look after the community.

Feedback from people requiring treatment and care has been positive.

"Despite how busy it was, all staff were friendly and we were well looked after."

Mother of a child in ED

"Everyone from the switchboard staff through to ED and the Medical Ward were brilliant and deserve very high praise."

Wife of 87 year old Mr L

# Pillar 2

## We CREATE values-based healthcare partnerships which deliver equitable and accessible healthcare for all.

GV Health takes a 'whole of region' approach to service delivery and planning. We work in partnership to connect, co-ordinate and expand services. This includes strengthening referral pathways between public, private and community service providers. We work with sub-regional health services to expand surgical outreach and work closely with General

Practitioners (GPs) to support appropriate referrals, effective electronic discharge and engagement with mental health and alcohol and other drugs services. We collaborate with a range of tertiary institutes and other health services to undertake research into key health and wellbeing issues for the Goulburn Valley.

### Our Priorities

**2.1** Lead regional service planning and strengthen partnerships for delivery.

GV Health works to deliver new and expanded services. We work in partnership to strengthen pathways into and out of GV Health from surrounding areas, and into metropolitan health services as needed. For example, GV Health has established a formal collaborative partnership with St Vincent's hospital in Melbourne to support the development of cardiology services at GV Health and has worked closely with Ambulance Victoria to support timely access to emergency care.

**2.2** Increase local healthcare accessibility through new models of care.

GV Health will continue to actively work in partnership with other health and wellbeing providers in the region to increase provision of services locally. This means smart outreach services, and new models of care that utilise modern technologies. For example, GV Health is continuing to expand use of telehealth in urgent care and tele-psychiatry to support mental health clients close to their homes.

**2.3** Lead regional initiatives to improve population health and enhance our community's health resilience.

We will work in partnership with our communities, as well as a range of other healthcare organisations, to increase ease of access to services that support early intervention for and the ongoing management of chronic illnesses. We will continue to be a leader in the Goulburn Valley Regional Partnership and the Goulburn Valley Alcohol and Drug Service (GVADS). We will also continue to support community initiatives that seek to prevent chronic illness and tackle the high rates of preventable disease.

**2.4** Pursue research in partnership with tertiary institutions, metropolitan and community health services.

To provide the best evidence-based health services for our region, we need to know what services and interventions will support positive health and wellbeing outcomes for our community. We will expand our research partnerships with a variety of organisations to better shape the services we deliver. For example, GV Health will undertake a high profile education and research program for cardio-vascular disease in our catchment in partnership with the University of Melbourne and La Trobe University.

## Actions

	2019	2020/21	2022/23
a. Collaborate with the Department of Health and Human Services and other healthcare and community wellbeing partners to increase access to acute healthcare across our region.			
b. Maintain and grow partnerships with other health and wellbeing service providers to support clear pathways for care, the secure transfer of clinical information and encourage the cross-pollination of ideas and expertise.			
c. Improve communication and co-ordination between services, both internally and with other healthcare providers.			
d. Deliver a clear research plan, including clinical trials and service audits, and communicate research results across the organisation and with partners.			
e. Continue to expand our provision of services across our region, particularly to the southern part of our catchment.			
f. Continue to trial and expand the use of technology solutions to bring healthcare to more people across our community.			
g. Design, deliver, evaluate and adapt programs to improve the overall health of our community, targeting preventable diseases such as coronary disease and diabetes.			

### Legend



## What success looks like in 2023

- » Our catchment self sufficiency has increased to 86 per cent, indicating that more people are accessing healthcare locally.
- » There are emerging improvements in rates of preventable disease and chronic illness such as heart disease and diabetes.
- » We are leaders in regional collaboration for end-to-end healthcare.

## Measures of Success

- » Self sufficiency is measured periodically and 86 per cent is achieved.
- » The Primary Care & Population Health Plan 2019-2021 is implemented.
- » A set of chronic conditions measures are agreed and performance monitored by the Primary Care & Population Health Advisory Committee.
- » GV Health continues to lead and enhance the services provided by Community Interlink.
- » GV Health actively participates and genuinely collaborates with health and community service partners through the Goulburn Regional Health Partnership, Goulburn Valley Primary Care Partnership, Goulburn Valley Alcohol & Other Drugs Network and other regional partnerships.
- » A research plan is developed and implemented.

# Delivering equitable and accessible healthcare through strong partnerships

## Strengthening our regional partnerships is helping elderly people in our community remain in their homes.

Victoria has an ageing population and we are increasingly looking for ways to support older people to live in their own homes for as long as possible in safety and comfort. One of the key ways this support is provided is through 'Home Care Packages'. These packages are now delivered through a market-based model enabling competition between services so that consumers have access to a wider variety of services and are able to assess and engage the best services for their needs.

GV Health, along with other regional partners found that there was limited access to home care services provided to elderly members of the Goulburn Valley and communities across the wider Hume Region. Supported by the Victorian State Government, in 2015 GV Health and 18 other health services formed an alliance to develop a better approach to the provision of home care packages. This group became the Community Interlink Consortium.

In 2017, GV Health transformed its service provision to fit the Community Interlink consortium model. Each health service pooled their home care package funding and GV Health now administers this funding, progressively releasing funding to consortium members to employ Community Interlink staff. Since

then, Community Interlink has grown from 267 Home Care Packages to over 300.

The Community Interlink model demonstrates the strength of the regional partnership to ensure high-quality care and better health and wellbeing outcomes for local consumers.

Bernice Cahill of Kirwans Bridge had always been the one looking after everyone else.

"We've had a wonderful life,' she remembers of the sixty years spent with husband Norm. But after 83 years strong, it came time for the retired midwife, mother of 10 and grandmother of 27, to receive a little looking after of her own via Community Interlink.

"The support I get enables us to stay here in our own home, which is what we want to do,' she says. "The Community Interlink staff are superb."

Bernice's daughter Louise says that she feels comfortable knowing that her mother is being cared for by a local health service provider. "The people coming into mum and dad's home are locals, they know them and they trust them," says Louise. "I can relax knowing that they're in the best hands."



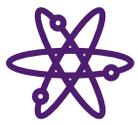
## Providing flexible Nocturnal Haemodialysis is supporting people requiring this treatment to get back to the things they love most.

GV Health opened the Nocturnal Haemodialysis service in July 2015. The expansion enabled the existing infrastructure to accommodate an additional 14 local people to receive treatment closer to home.

Nocturnal Haemodialysis is considered to be the gold standard of haemodialysis therapy as it facilitates slower, less aggressive fluid movement and generally a more gentle treatment. Dialysing overnight has numerous medical benefits, including improvements to treatment-related symptoms, excellent long-term survival, and helps decrease the amount of medications and dietary restrictions people requiring this level of renal care require.

People requiring renal care have stated that being able to dialyse while they sleep has given them back the freedom to pursue what they enjoy doing during the day. It enables people to better balance work, school and family obligations.

Since incorporating Nocturnal Haemodialysis into the GV Health renal service, we have seen one 14 year old boy return to school, and four people able to return to full-time work. GV Health staff are very proud to be the only regional service in Victoria currently offering permanent Nocturnal Haemodialysis.



## Pillar 3

We CREATE an inspirational workplace founded on a strong culture where talented people work with purpose and pride.

Our culture of care drives all that we do. Our people are the key to our ongoing success and we will support them to thrive. As we grow, we will attract, develop and retain talented people, supporting our staff and their families as members of our community. In the past three years, GV Health has trained and recruited new staff in a range of surgical specialties, midwifery, emergency and intensive care, mental health, oncology and renal dialysis. We will support our people to work flexibly and shape satisfying career pathways, continually improving their skills and practice. We will celebrate our successes and acknowledge contributions to healthcare delivery across the organisation. We want our people to be our most vocal advocates and continue to improve their engagement (65 per cent in 2018) and job satisfaction (71 per cent in 2018).

### Our Priorities

- 3.1 Embed our culture of care where our people requiring care and services are at the centre of everything we do.

We will embed our culture of care. Our unifying culture promotes a strong sense of connection to our people and enables them to live our organisational values and nurtures both collaboration and excellence during times of change. It is important that people requiring care and treatment at GV Health and our staff feel welcome and respected at all times when receiving, delivering and otherwise interacting with our services.

- 3.2 Ensure the safety and wellbeing of our people.

We want to make sure all our people feel safe and welcome everyday at work. GV Health will provide a healthy, happy and purposeful work environment and prioritise the health and wellbeing of our people. We will ensure that our people are proactive and accountable safety leaders, and that we are open to feedback and suggestions to improve the work environment which are met with genuine action. Our safety culture includes emotional wellbeing aligned to our values where our people take responsibility for their own safety and the safety of their peers. We will continue to foster proactive programs for maintaining the physical and emotional wellbeing and health of our employees.



### 3.3 Shape modern and flexible learning and career development pathways.

We want our people to be engaged and challenged in their work. We will work with staff to develop new learning and career development pathways that meet their ambitions and expectations. We want to embed teaching, training and research into the fabric of GV Health with higher level clinical teaching and training, infrastructure and ICT that supports this, and close partnerships with local institutions.

### 3.4 Continue to build and inspire our talented workforce.

As we continue to grow, we need to ensure we have the right skills and capabilities to consistently deliver safe and high-quality healthcare. We will invest in our talent management and workforce planning capabilities, systems and processes to strengthen recruitment and retention. This will include recruiting, managing, leading and rewarding our people according to our values and business priorities.

### 3.5 Enhance our leadership capabilities

Our people lead at all levels of the organisation, building relationships with each other, people we provide services for and the community. We will encourage peer leadership and mentoring, with a focus on informal teaching and continuous learning. We will equip leaders with the right blend of competencies and behaviours to meet current and future business challenges.

## Actions

	2019	2020/21	2022/23
a. Implement our 2019/23 People & Culture Strategy, monitoring progress and adjusting our approach as appropriate.			
b. Develop and implement a transparent strategic workforce plan.			
c. In collaboration with our people, shape pathways for career progression and development.			
d. Support our people to maintain and enhance evidence-based knowledge and skills.			
e. Develop and implement an organisation-wide culture program.			
f. Strengthen our reward and recognition systems to celebrate success and great work.			
g. Strengthen proactive safety leadership and accountability across the organisation.			
h. Celebrate our collective successes and acknowledge all contributions to healthcare delivery.			
i. Increase pathways to employment with GV Health by embedding partnerships with local educators.			

### Legend



## What success looks like in 2023

- » We are an outstanding and innovative learning and teaching facility.
- » Our people are happy and energised with a significant increase in engagement and job satisfaction.
- » We have a full staff complement for our expanded infrastructure and services.
- » Our People Matter Survey results are strong, with continued success in measures for cultural diversity and human rights.

## Measures of Success

- » The People & Culture Strategy 2019/23 is implemented.
- » The Workforce Plan 2019/23 is developed and implemented.
- » Annual People Matter Survey results are in the top 10 per cent compared with peer health services particularly in the areas of safety culture, staff engagement, bullying and harassment.
- » Formal partnerships are in place with local education providers at secondary, vocational and tertiary levels that provide opportunities for local students at GV Health.

# Providing a workplace where people work with purpose and pride.

## Recognising and rewarding our people is helping us live our values every day.

At GV Health, our people matter. They are highly skilled, and are valued members of the wider Goulburn Valley community. Many of our people have worked with GV Health for over 20 years. We support all our people to work together, and think of and implement ideas that continue to improve the experiences of people receiving care and services at GV Health.

As we continue to grow as a regional health service, our people and culture are integral to delivering the best possible services across the Goulburn Valley. We are developing a people and culture strategy focused on creating an environment in which our people can flourish and succeed in delivering values-driven care to our community. The strategy will have six focus areas: engaging and retaining our people, purposeful leadership, attracting a diverse and high-performing workforce, inspiring and growing our people, creating a great people experience and dynamic and agile communications and branding.

The people and culture strategy will support a positive culture, as well as rewarding and recognising our people. GV Health's reward and recognition program aims to encourage and reward our people for their outstanding performance and contribution to the health service. The program recognises staff who provide "values-driven care and service provision", and "develop and maintain a high level of internal cohesion, capability, and positive efforts to achieve organisational goals". This program formally and informally recognises our people in a variety of ways, including bi-monthly awards aligned to our CREATE values, annual awards and service recognition awards.

In 2018 we have introduced a gala celebration evening to recognise the sustained positive contribution of staff who have worked with the health service for over 30 years.



## Pillar 4

### WE CREATE a positive healthcare environment that fosters collaboration and innovation.

GV Health will continue to evolve as a cohesive high-performing organisation, enhancing our core capabilities and embedding evidence-based decision making in all that we do. We will work collaboratively across our teams, strengthen our communication and information sharing practices and invest in technology to support our services.

We will also improve the efficiency and effectiveness of our management systems, processes and practices to ensure we are a transparent, well governed and financially resilient organisation. Strong leadership will guide our organisation into the future, where everyone is encouraged to contribute, and managers are accessible and accountable decision makers.

#### Our Priorities

**4.1** Enhance our internal systems to support efficient healthcare delivery.

The processes we put in place to govern our organisation need to support our people to deliver safe and high quality healthcare. We are working to ensure that our internal processes are streamlined, accessible and transparent. For example, GV Health is currently upgrading systems for our staff rostering, payroll, recruitment, learning management, and asset management.

**4.2** Invest in technology to support innovation in service quality.

Technology allows us to deliver more services closer to peoples' homes, and enables closer collaboration between our sites and services as well as health services throughout the region, with better links to expertise in metropolitan centres. We are examining the opportunity of remote home monitoring and video conferencing for people requiring care and treatment, extending telepsychiatry services and enabling timely referral and direct bookings for people no longer requiring bed-based care with third-party service providers. GV Health also is implementing a new Patient Administration System (PAS), which positions us for future Electronic Medical Record (EMR) compatibility.

**4.3** Explore and strengthen collaborative ways of working across the organisation.

We will strengthen internal communication tools, supporting our teams to share knowledge and expertise. Better communication across the organisation will enable continued development of more sophisticated services, and increase our visibility and understanding of organisational risk.

**4.4** Develop the financial resilience of our organisation and position for ongoing growth.

We are growing significantly as an organisation: our community is growing in size and complexity, and our infrastructure, services and staff headcount is expanding to match. This growth is dependent on our financial resilience and risk management. Strong financial management will ensure we are well positioned to continue to update our infrastructure and systems as we grow, put in place necessary services and models of care, and to staff these appropriately.

Actions	2019	2020/21	2022/23
a. Enhance development opportunities across the organisation.			
b. Invest in appropriate ICT infrastructure and technology to support collaboration, care continuity and our new model of care.			
c. Maximise all funding opportunities across the organisation.			
d. Provide meaningful information in a timely manner to support decision making and risk management across the organisation.			
e. Build on our new PAS to move towards EMR compatibility.			
f. Upgrade key internal systems to support increased efficiency in central processes.			

### Legend



## What success looks like in 2023

- » We are financially sustainable with necessary capital infrastructure upgrades complete.
- » Quality healthcare delivery is supported by fit-for-purpose ICT technology and infrastructure.
- » Our service system enables our GV Health model of care and supports improved self sufficiency and service accessibility.
- » Our teams work together seamlessly in the delivery of outstanding healthcare outcomes, supported by modern collaboration solutions.

## Measures of Success

- » An operating surplus is achieved each financial year.
- » A Financial Sustainability Strategy is developed and implemented for the period 2019/20 through to 2022/23 to ensure self sufficiency.
- » The Waranga Health service redevelopment in Rushworth is completed.
- » Stage 1 of the Graham Street Shepparton campus redevelopment is completed.
- » The Masterplan for the Graham Street Shepparton campus is refreshed and a Business Case developed for funding to support future stages of redevelopment is completed within required timeframes.
- » The Information Communication Technology Strategy is implemented including implementation of a new PAS and a feasibility study for an EMR.

# Fostering collaboration and innovation in healthcare

## **Investment and upgrades to core system capabilities are improving the Goulburn Valley community's access to emergency care when they need it most.**

In 2018, GV Health will improve emergency care access for Goulburn Valley communities by further rolling out the Urgent Care Telemedicine program. This supports care closer to peoples' homes, and reduces GP call outs and unnecessary transfers to GV Health's Emergency Department.

We are also developing our in-house capacity tracking, including ED activity and workload capacity to track activity in three small rural hospitals. This is helping us to improve care for people requiring care and treatment by directing resources to the area in need and finding the bed earlier so transfer can be arranged more quickly.

Investment and upgrades to core system capabilities are improving the Goulburn Valley community's access to emergency care when they need it most.

## **Identifying and addressing barriers to improvement is helping foster a culture of improvement and innovation**

Safer Care Victoria has developed the Organisational Strategy for Improvement Matrix (OSIM), which aims to support health services in measuring and monitoring their organisation's culture and capability for improvement and innovation.

GV Health is using the OSIM as a framework to undertake a self-assessment to identify accelerators and barriers to improvement, and identify priority areas to further strengthen and improve our capability in line with this Strategic Plan. This will require systems, structures, resources and processes within GV Health to operate collectively, and promotes behaviours and a culture that fosters improvement and innovation.



## Implementing new initiatives such as the Flow2Go Project is improving the experience of people requiring care and treatment.

GV Health is experiencing increased demand for services across different programs. This includes emergency department presentations with a related shift to more unwell people attending for care. Other growth areas include elective surgery which has also experienced increased complexity of people requiring treatment. This has resulted in higher numbers of people being admitted to ward areas and related challenges with patient flow to ensure access to beds is available when people require treatment and care.

The Flow2Go Week is an initiative under the Flow2Go Project which offers an opportunity to try something different with the aim of improving the journey of people requiring care and treatment through our bed-based services to community and home-based services, while at the same time understand our current state, challenges and problems.

Flow2Go Week is based on the National Health Service (NHS) Breaking the Cycle initiative, and the Fiona Stanley Freemantle Hospital Group Back on Track initiative, with the aim to rapidly improve the journey, safety and quality of care for people

through bed-based to community and home-based services while improving hospital performance.

The initiative is run over a week during which the whole organisation is focused on improving flow from access to discharge by identifying:

- » What we do well
- » What are the barriers and challenges?
- » What can we do better- ideas for change?

Staff engagement is crucial for the initiative, and so the Media and Communication team has developed a communication strategy that creates a 'social movement' buzz leading up to, during and following the initiative. The strategy combined a number of options to inform and engage consumers and our people from all disciplines and all levels of the organisation.

Creating a social movement and 'buzz' within the organisation is helping us build and sustain good practices, and informing what 'Good' looks like for the future of GV Health.

# Living our Strategic Plan

The priorities outlined in this Strategic Plan are supported by an Implementation Roadmap (see right). The Roadmap provides guidance on the emphasis required to implement our strategic priorities over the life of the Strategic Plan to ensure progress in line with three implementation horizons.

Detailed and specific timelines, activities, ownership, measures and indicators are identified in related documents such as our annual business plan, our People Strategy and our Service Plan. These documents each add additional detail enabling us to track our progress and further shape our delivery of the strategy to achieve the articulated outcomes.

Year 1  
2019

## Strengthen our core capabilities and partnerships.

In Year 1, we will strengthen our core capabilities. We will focus on measuring our service quality and supporting our staff. We will focus on sustainability and strengthen our internal financial and human resources systems.

We will enhance and grow our partnerships with a range of organisations, and invest in attracting and developing people with the skills we need to meet our communities' needs.

Phase 1 of our redevelopment is ongoing.

Year 2-3  
2020-21

## Expand our services and reach.

In Years 2 and 3, we will begin to expand our services and reach building from our strong financial position and close partnerships with other organisations. We will focus on:

- » Co-ordinating our services to increase ease of access to healthcare;
- » Ensuring our services are informed by research to continually improve service quality;
- » The Masterplan for the Graham Street Shepparton campus is refreshed and a Business Case developed for funding to support future stages of redevelopment is completed within required time frames; and
- » Introducing new services or service elements in line with our Service Plan to meet changing community needs.

Phase 1 of our redevelopment is being completed.

Year 4-5  
2022-23

## Grow our impact and innovate.

In Years 4 and 5, we will focus on measuring the impact of our services for the community, and growing this impact through expanded services and strong partnerships.

We will work closely with political representatives at the Federal, State and local levels to inform our understanding of ongoing change and reform impacting the Victorian health system to shape our future Strategy.

Phase 1 of our redevelopment is complete. Phase 2 is underway.

Legend			
	High Focus	Medium Focus	Ongoing Improvement

### We CREATE safe and high-quality healthcare that always puts people first.

Strategic Priorities	Focus of Effort		
	2019	2020/21	2022/23
Design new and continue to provide safe and high-quality services that meet our community's needs			
Build a deeper understanding of our community's health and wellbeing needs			
Support people requiring services and their families to make informed healthcare choices			
Improve the experience of people requiring care and treatment and how our services are provided			
Undertake health service planning to support future models of care			

### We CREATE values-based healthcare partnerships which deliver equitable and accessible healthcare for all.

Strategic Priorities	Focus of Effort		
	2019	2020/21	2022/23
Lead regional service planning and strengthen partnerships for delivery			
Increase local healthcare accessibility through new models of care			
Lead regional initiatives to improve population health resilience			
Pursue research in partnership			

### We CREATE an inspirational workplace where talented people work with purpose and pride.

Strategic Priorities	Focus of Effort		
	2019	2020/21	2022/23
Embed our culture of care			
Ensure the safety and wellbeing of our people			
Shape modern and flexible learning and career development pathways			
Continue to build and inspire our talented workforce			
Enhance our leadership capabilities			

### WE CREATE a positive healthcare environment that fosters collaboration and innovation.

Strategic Priorities	Focus of Effort		
	2019	2020/21	2022/23
Enhance our internal systems to support efficient healthcare delivery			
Invest in technology to support innovation in service quality			
Explore and strengthen collaborative ways of working			
Develop our financial resilience			





