VISION
Healthy communities

VALUES
Compassion
Respect
Excellence
Accountability
Teamwork
Ethical Behaviour

PRIORITIES
Empowering Your Health
Strengthening Services
Developing Staff
Working with Partners
CEO and Chair Foreword

Priorities For the Future
Vision, Mission, Values

Service Directions

Strategic Commitments Matched to the Victorian Health Priorities

Delivering Our Plan – Strategic Directions

- Empowering Your Health
- Strengthening Services
- Developing Staff
- Working with Partners
This plan has been developed in consultation with staff, our partners and our consumers, to ensure it reflects the current and future needs of our community. It demonstrates our commitment to leadership and best practice, and to ensuring high quality patient-focused services. To deliver on the strategic directions of this plan, Goulburn Valley Health will focus on four key areas:

**EMPOWERING YOUR HEALTH** - Improving the general health status of the population and supporting individuals to better manage their health.

**STRENGTHENING SERVICES** - Continuing to deliver and improve the range of primary, secondary and tertiary level health services expected of a regional health service.

**DEVELOPING STAFF** - Investing in our people and fostering a vibrant and positive work culture. This underpins our future capability to deliver on our role.

**WORKING WITH PARTNERS** - Actively embracing formal and informal collaborative working relationships with health and other service providers, to meet our strategic objectives.

The Strategic Plan has been guided by State and Commonwealth policies and plans, demographic and medical research, industry trends, and through a rigorous process of reviewing current practice, priorities and plans.

We are very pleased to present this Strategic Plan which sets out the vision for our future, and embraces a customer-focused and integrated model of service delivery, driven by strong leadership.

Importantly this plan clearly outlines the key priorities for GV Health going forward, and identifies how we will deliver the plan along with our service directions.

Dale Fraser  
CEO

Peter Ryan  
Chair - Board of Directors
About Goulburn Valley Health

GV Health is a designated Public Health Service under the Health Services Act. Our role is to be the main referral health service to people in the Goulburn Valley. To fulfil this role, GV Health provides acute care in relation to specialised medicine and surgery, intensive care and emergency services, children’s services, maternity services, and mental health services. Services are also provided in rehabilitation, palliative care, and aged care. As a leading health provider in the region, GV Health also has an important role in teaching, training and research, and strong affiliations with Melbourne, Latrobe, Deakin, Monash and Charles Sturt universities.

Population Profile Overview

GV Health serves a catchment population of approximately 120,000 people drawn principally from the local government areas of City of Greater Shepparton, and the Shires of Moira, Strathbogie and Campaspe, and increasingly from southern New South Wales. Mental health and some community services cover an expanded catchment, including the Shires of Mitchell and Murrindindi, including the Wallan growth corridor.

While the region’s population is mainly concentrated in Shepparton, many people served by GV Health live in smaller townships in the surrounding region, and in more isolated wheat, sheep, dairy and stone-fruit farming areas. Population numbers increase by an estimated 10,000 itinerant workers during the fruit harvest season from December to March.

The community is characterised by a rapidly growing and ageing population. The prevalence of chronic illness such as respiratory disease, cancers, cardiovascular disease, diabetes and mental illness is increasing as our population ages. A relatively high incidence of road accidents, skin cancer, farm injuries and work-related accidents also occur in our region, a characteristic shared with other rural communities.

The catchment is more culturally and linguistically diverse compared with other rural communities due to the post World War II migration principally from southern European countries, and a second wave of migrants more recently from the Middle East and the Horn of Africa.

The region is home to a large and well-established Aboriginal population. This is an important consideration for GV Health given the poor state of health experienced by many Aboriginal people.

Future Challenges

Delivering the range and complexity of health services that meets the current and future demand from the community will continue to be a challenge. We understand that the increase in health expenditure is occurring at a rate greater than the national economy is growing. Funding demands will only increase as the population ages and places further strains on the economy. The challenge will be to change the way health services are delivered. The increased use of technology and new models of care, different workforce configurations and changing community expectations will all be required to meet future demand.

Closer to home, GV Health faces challenges relating to ‘growing pains’, including population growth, ageing and diversity, and those who may be more reliant on public sector services, the development of more specialist services, a more significant role in workforce teaching and training, stronger clinical governance systems and processes, and increasing community expectations of comprehensive care.

The Service Model

The service model for GV Health is shaped by our role, vision and values. As the designated regional referral health service, the service model has three essential elements, which are directly aligned with the policy direction of government.

GV Health will:

1. Deliver patient-centred care to enhance the patient experience of their care/treatment. The patient/client will be involved in decisions about their care and treatment, and in collaboration with health professionals, will receive the right service, at the right time, in the right place.

2. Operate collaboratively with other health and community service providers; with clear roles, based on clinical capability; and with services and systems that are well integrated to ensure the seamless transition of care for patients.

3. Demonstrate well-developed clinical governance and leadership supported by strong structures and processes.
VISION
Healthy communities.

MISSION
Goulburn Valley Health is the regional provider of health services. We will:

- Provide the highest quality care and service in prevention, diagnosis and treatment of injury, disease and other clinical conditions;
- Support integrated health care;
- Drive innovation in healthcare provision;
- Work in partnership with others to promote healthy communities;
- Provide leadership in health care to the region;
- Provide opportunities for teaching, training and research in health care; and
- Attract health care professionals as an employer of choice.
VALUES

Compassion
We are caring and considerate in our dealings with others.

Respect
We acknowledge, value and protect the diversity of beliefs, and support the rights of others in delivering health services.

Excellence
We act with professionalism to bring the highest quality of care to meet the needs of our patients.

Accountability
We will be responsible for the care and patient outcomes provided by GV Health, and the consequences of our actions.

Teamwork
We work constructively and collaboratively within GV Health, as well as with external partners, to deliver integrated care to our patients.

Ethical Behaviour
We act with integrity, professionalism, transparency, honesty and fairness to earn the trust of those we care for.

Together we CREATE our future.
SERVICE DIRECTIONS

The Strategic Plan outlines the main service directions across ten clinical streams. Several priority areas have been identified in each service stream.

Our Service Priorities

**EMERGENCY DEPARTMENT**
Provide a 24/7 regional emergency care service; support clinical consultations and provide advice to smaller health services that offer urgent care; and continue to develop clinical alliances with major Melbourne-based hospitals for clinical support and advice.

**ACUTE INPATIENT - INTERNAL MEDICINE**
Enhance cardiology services; improve acute care for the elderly through holistic assessment and care management; enhance the range and level of cancer services, including outreach chemotherapy and radiotherapy; broaden models of care, particularly home-based dialysis, Hospital-in-the-Home and home-based rehabilitation; and facilitate general medicine specialist training at Shepparton.

**ACUTE INPATIENT - SURGICAL SERVICES**
Develop appropriate specialist surgery at Shepparton and support the provision for low complexity surgery at other sites; identify areas of surgery to consolidate specialist activity in Shepparton; and facilitate surgical training at Shepparton.

**CLINICAL SUPPORT SERVICES**
Develop the provision of anaesthetics, critical care, medical imaging, pharmacy and allied health, consistent with the enhanced acuity and range of services that are to be progressively developed.

**SUB-ACUTE SERVICES**
Continue to provide specialist rehabilitation and geriatric evaluation and assessment services; develop an effective regional network that improves clinical pathways to specialist sub-acute services in a timely and integrated manner; and develop a full range of service options for palliative care patients.

**PRIMARY CARE AND COMMUNITY HEALTH**
Continue to deliver primary health and health promotion services for patients at GV Health. We will collaborate with other health providers to integrate services for patients with acute and chronic conditions in a community setting. As a core requirement of our role, GV Health will continue to expand community and home-based services, particularly services that substitute for traditional hospital-based services, and those aimed at preventing hospital presentation.
SPECIALIST AMBULATORY SERVICES

Improve access to specialist acute medical, allied health and nursing outpatient clinics by enhancing the range and complexity of services; and enhance the range of specialist sub-acute ambulatory clinics.

MENTAL HEALTH SERVICES

Continue to support the consolidation of a recovery-oriented service model for all mental health patients; work collaboratively with all other service providers of health and social support services with patients with mental health; and continue to examine innovative models of care for mental health, and alcohol and other drug services.

MATERNITY AND CHILDREN’S SERVICES

Support a maternity/obstetric service that continues to evolve to meet the increasingly diverse needs of maternity patients, including moderate complexity births at Shepparton; provide consultation and advisory services for maternity/obstetrics as part of a Rural Birthing Strategy; support a special care nursery to meet the needs of the community, including moderate complexity neonatal patients; and provide specialist paediatric services in a hospital and community setting.

AGED CARE SERVICES

Review our role as a provider of residential aged care services in the context of the national reforms in the sector, service sustainability and increased service provision by private and not-for-profit aged care providers. We will strengthen our role in the provision of community-based aged care services.
Strategic Commitments Matched to the Victorian Health Priorities

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<tr>
<th>VICTORIAN HEALTH PRIORITIES</th>
<th>GV HEALTH STRATEGIC PLAN</th>
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<tr>
<td><strong>Utilising e-health and communications technology</strong></td>
<td>Progress a region-wide Electronic Health Record capability</td>
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<td>Invest in integrated information systems that improve productivity, business systems and patient experience</td>
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<td>Expand access to the Population Health Knowledge Exchange</td>
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<td><strong>Increasing accountability and transparency</strong></td>
<td>Empower and engage consumers throughout the GV Health governance framework</td>
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<td>Incorporate patient experience measures into every-day clinical practice</td>
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<td>Expand patient experience metrics and performance reporting</td>
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<td><strong>Implementing continuous improvements and innovation</strong></td>
<td>Embed a safety-first culture through robust clinical governance</td>
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<td>Develop electronic patient information accessible to other service providers</td>
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<td>Expand patient co-design and co-production to enhance person-centred care and shared decision-making practices</td>
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### VICTORIAN HEALTH PRIORITIES

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<th>GV Health Strategic Plan</th>
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<td>Increasing the system's financial sustainability and productivity</td>
<td>Enhance financial performance to maximise clinical investment through:</td>
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<td>- Benchmarking</td>
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<td>- Revenue optimisation</td>
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<td>- Operational efficiency enhancements</td>
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<td>Expanding service, workforce and system capacity</td>
<td>Develop a staff skills capability program to enhance skills, culture and performance</td>
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<td>Invest in a workforce for the future</td>
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<td>Develop whole of region health solutions</td>
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<td>Improving every Victorian’s health status and health experiences</td>
<td>Develop an annual health literacy and communication strategy to support the achievement of health-literate health organisation targets</td>
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<td>Consider the health of our community as a measure of our success</td>
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<td>Develop seamless transition models for patients to move between GV Health partners, across rural, regional and metropolitan health settings</td>
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<td>Developing a system that is responsive to people’s needs</td>
<td>Collaborate with primary, secondary and tertiary health care providers to develop seamless models of care across the care continuum</td>
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<td>Expand patient experience data collection and analysis</td>
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<td>Develop capacity for on-line self assessment for chronic health conditions</td>
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DELIVERING OUR PLAN
STRATEGIC DIRECTIONS

To deliver on the strategic directions of this plan, Goulburn Valley Health will focus on the following key areas:

EMPOWERING YOUR HEALTH
Improving the general health status of the population and supporting individuals to better manage their health.

STRENGTHENING SERVICES
Continuing to deliver and improve the range of primary, secondary and tertiary level health services expected of a regional health service.

DEVELOPING STAFF
Investing in our people and fostering a vibrant and positive work culture. This underpins our future capability to deliver on our role.

WORKING WITH PARTNERS
Actively embracing formal and informal collaborative working relationships with health and other service providers, to meet our strategic objectives.
We will achieve this by encouraging self-care and resilience through:

- Increasing health literacy amongst our patients, our staff and the broader community.
- Ensuring that our services focus on a continuum of care from prevention, assessment, early intervention and treatment of established conditions.
- Delivering service commitments in relation to the Koolin Balit action plan for Aboriginal and Torres Strait Islanders, and emerging issues for refugee/migrant health care in collaboration with specialist service organisations.
- Partnering with others to deliver a range of integrated health promotion programs that are tailored to the health improvement priorities of the community.
- Adopting a “No wrong door” model, to ensure that our health services remain flexible and adaptive to meet the needs of the individual.
- Planning for a Shepparton Health and Well-Being precinct in partnership with the community to:
  - Provide a strong focus on healthy lifestyle initiatives;
  - Consider the health of the community as a measure of success; and
  - Look to develop precincts of health services on and around the Shepparton hospital site.

Empowering Your Health – is about improving the current general health status of the population and supporting individuals to better manage their health.
In relation to our services, GV Health will:

- Improve service access for our communities by increasing the overall level of self-sufficiency.
- Progressively develop specific high priority acute services.
- Develop adaptive and affordable service models suited to rural settings to improve patient access, including:
  - Integrated service teams that potentially span different hospitals and health partners; and
  - Information communication technology to support new service models.
- Sustain high quality, safe and responsive services through a robust clinical governance framework. This will be achieved through:
  - Embedding a quality ethos within GV Health that ingrains a ‘safety-first’ culture, where quality becomes an automatic part of day-to-day activity in both clinical and corporate services; and
  - Further developing clinical leadership that facilitates continuous clinical improvement within GV Health, and improves appropriate clinical referrals, secondary consultations, and best practice across the catchment.
- Develop critical infrastructure that strengthens service delivery through:
  - Better integration of service planning with infrastructure improvement; and
  - Purpose-built facilities that incorporate contemporary clinical practice and teaching.
- Place a high priority on developing the necessary information and communications technology as a critical enabler to establish new services, and improve clinical and management information for more timely and better quality decision-making.

Strengthening Services – is at the core of GV Health’s role. We will continue to deliver and improve the range of primary, secondary and tertiary level health services expected of a regional health service.
Developing Staff

Developing Staff – recognises that an important part of the future is to invest in our people and foster a vibrant and positive work culture. It underpins our future capability to deliver on our role.

In relation to our staff, GV Health will:

- Identify the skill requirements needed to deliver on the services to be developed/consolidated over the next decade as part of a proactive workforce plan.

- Maximise our capabilities through learning and retaining high performing staff by:
  - Fostering a learning and research culture;
  - Adapting our health care delivery to incorporate consumer feedback and changes in best practice health care; and
  - Strengthening relationships with external organisations, including universities and other educational organisations.

- Nurture an ‘achievement culture’ throughout the organisation by:
  - Developing values-driven care and service provision;
  - Developing a staff accountability framework; and
  - Effective communication and engagement with staff.

- Develop highly collaborative teams within GV Health and also with partner organisations.

GV Health values a positive corporate culture and will take active steps to develop/maintain a high level of internal cohesion, capability, and positive efforts to achieve organisational goals that are internally and externally set.
Working with Partners

Working with Partners – recognises that no healthcare organisation is able to deliver on its role in isolation. GV Health will actively embrace formal and informal collaborative working relationships with health and other service providers to meet our strategic objectives.

In relation to our partners, GV Health will:

• Develop a regional leadership role in health care by:
  › Leading the development of a sub-regional service plan;
  › Engaging the community with regard to health development and health system improvement; and
  › Auspicing the development of clinical and organisational networks.

• Collaboratively develop new ‘connected care’ service models through:
  › Partnering with other health care providers; and
  › Expansion of the use of information technologies to enable more flexible service delivery and better integration of services between health providers.

• Empower and engage consumers and volunteers by actively:
  › Involving consumers and volunteers in governance frameworks; and
  › Seeking avenues for input into service provision and service satisfaction.
We welcome your feedback

Please tell us what you think

Your suggestions are important to us to improve our services.

Name: ____________________________

Address: ____________________________

Phone: ____________________________

Email: ____________________________

Your comments: ____________________________

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Please send your feedback to:

Postage Paid
GV Health
Graham Street, SHEPPARTON 3630
or send your comments via the website: www.gvhealth.org.au
Monitoring Outcomes and Achievements

For more information please visit our website www.gvhealth.org.au or contact GV Health on (03) 5832 2322.

Interpreters are available to assist you with this information if you do not speak English as your first language.

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