



# Strategic Plan

2024-26

## Acknowledgement

GV Health acknowledges the Traditional Custodians of the land on which its many sites are located. We pay our respects to Elders past and present and welcome all Aboriginal and Torres Strait Islander people to our health service.



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## MESSAGE FROM THE CHAIR, MICHAEL DELAHUNTY



It is with great pleasure that, on behalf of the Goulburn Valley (GV) Health Board, I present the *GV Health Strategic Plan 2024-2026*.

This strategic plan represents another significant milestone in our continued journey towards healthcare excellence and serves as a roadmap for the future of GV Health's role in our regional healthcare environment.

In this carefully crafted strategic plan we outline a compelling vision for our region; one that embraces the ever-evolving nature of the Victorian healthcare system, anticipates future challenges for our region and seizes the opportunities for growth and advancement.

This plan guides us towards a future where GV Health becomes a beacon for healthcare excellence, recognised locally, regionally and beyond. It provides a strong foundation for

GV Health to play a pivotal role as a leader across our regional healthcare community, working in collaboration and partnership with others towards shared regional healthcare goals and outcomes.

On behalf of the GV Health Board, I invite all stakeholders, including our dedicated staff, consumers, carers, partner organisations, community groups and governing bodies to join us on this exciting journey. Together, let us embrace the opportunities that lie ahead, as we work tirelessly to enhance the health and wellbeing of the regional communities we are privileged to serve.

## MESSAGE FROM THE CHIEF EXECUTIVE, MATT SHARP



I am proud to continue to lead GV Health over the next three years in another exciting era for our organisation to improve health and wellbeing outcomes for people across our region.

The *GV Health Strategic Plan 2024-26* provides a comprehensive framework that addresses ambitious objectives and strategic outcomes that will guide us in delivering high-quality, patient-centred care, enhanced health and wellbeing outcomes for consumers and staff, as well as optimising operational efficiencies. It also paves a pathway towards health equity for our region. Working in partnership with others, we aim to more deeply understand the unique needs of the communities we serve and work together to address gaps that exist across regional and rural healthcare. Our aim is to have a regional healthcare environment that is comparable to the standards, quality and range of metropolitan healthcare.

This plan also has a particular focus on empowering and nurturing the staff who work at GV Health. I commend the unwavering commitment of staff to advancing GV Health over the past few years, which were turbulent and challenging, and look forward to moving ahead with them and building upon their outstanding leadership, dedication, expertise and passion. I am confident GV Health's staff will propel us towards new heights of healthcare excellence and impact over the next few years.

Within this plan, each strategic goal is accompanied by a clear set of measurable outcomes ensuring accountability and transparency in our pursuit of excellence. Moreover, the plan emphasises the importance of fostering a culture of partnership, embracing new ways of delivering health and wellbeing services to meet the evolving needs of our consumers, carers and families.

## ABOUT US



## OUR HISTORY

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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 (renamed as GV Health in 1998) characterised 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.

Since the 1970s, GV Health has grown and is now spread across five primary sites: Graham Street Campus in Shepparton, Community Health@GV Health in Corio Street in Shepparton, Tatura Hospital & Parkvillage Aged Care Facility in Tatura, Centre for Older Persons Health in Knight Street and Waranga Health in Rushworth.

Each campus provides acute care, subacute care, specialist and community services. Bed based mental health services are provided at GV Health's Graham Street campus and community services are provided across the West Hume region. Some services are shared across multiple campuses. For example, inpatient palliative care is provided at the Graham Street Campus as well as the Tatura Hospital & Parkvillage Aged Care Facility and Waranga Health campuses.

In addition to GV Health's five physical sites, many services such as aged care support (through the Community Interlink consortium) are provided across the Hume Region.

Tatura Hospital & Parkvillage Aged Care Facility and Waranga Health both provide local health services including low level acute medical care and non-acute care for the Tatura and Rushworth communities.

Community Health Services provided out of the



Corio Street campus include acquired brain injury programs, care coordination, disability programs, early childhood programs, home care packages, home nursing services, respite care, allied health and self-management support.

GV Health has more than 3,000 staff across its sites. Our staff are highly skilled and we are the largest permanent employer in the Goulburn Valley.

Over the years GV Health has been supported by the GV Health Foundation, who have worked with the community to raise significant funding for GV Health. The GV Health Foundation continues to be closely involved in fundraising for GV Health to expand its services to better support the Goulburn Valley community.



## OUR ROLE AND THE COMMUNITY WE SERVE

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GV Health is a premier healthcare provider dedicated to delivering exceptional services to the local community and promoting regional health and well-being. As one of six regional referral health services in Victoria, we are the main referral health service for the Goulburn Valley and work closely with the Hume Health Service Partnership to ensure appropriate referral and care pathways exist in the region into and out of GV Health.

Our community relies on our health services for health challenges at any stage of life; from childhood, to becoming a parent and through all phases of adulthood. We provide all but the most complex medical and surgical services locally and partner with tertiary hospitals to provide access to further specialist services for example, transplant services, neurosurgery and some cancer treatments.

We continue to adapt our services to respond to ongoing changes to Victorian and Australian government funding arrangements such as the introduction of the National Disability Insurance Scheme, mental health and aged care reform and to support additional community sectors.

Our primary catchment includes the local government areas of Greater Shepparton (70% of primary catchment population) Moira and Strathbogie. Our total catchment stretches into Southern New South Wales and the overall catchment population is approximately 150,000 people. GV Health's secondary catchment includes Benalla, Mansfield and the south eastern portions of Campaspe Shire. Our primary catchment is one of the most vibrant culturally and linguistically diverse communities in Victoria. Greater Shepparton is home



to families who have migrated from all over the world and who have made a home in our community.

Our community is growing as more people move for the lifestyle and opportunities across the region. Our population is expected to increase by 16.3% 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. While the Goulburn Valley's population is mainly concentrated in Shepparton and Mooroopna, many people live in smaller townships in the surrounding region in more isolated wheat, sheep, dairy and stone-fruit farming areas. Population workers increase annually by an estimated 10,000 itinerant workers during the fruit harvest season from December to March.

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.

# KEY STATISTICS<sup>1</sup>

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THE FOLLOWING INFORMATION PROVIDES AN OVERVIEW OF THE KEY STATISTICS REGARDING GV HEALTH'S CATCHMENT:



70,424

Population in 2023



18%

Speak a language at home other than English

+3% increase from 2016  
28% Victoria-wide



3.9%

Aboriginal and Torres Strait Islander population

+0.5% increase from 2016  
1.0% Victoria-wide



\$1,369

Median weekly household income

+\$206 increase from 2016  
\$1,802 Victoria-wide



17%

Residents born overseas

+2.5% increase from 2016  
30% Victoria-wide



15%

University qualified

+2.6% increase from 2016  
29% Victoria-wide

<sup>1</sup> Source: [www.abs.gov.au/statistics/people/housing/estimating-homelessness-census/latest-release](http://www.abs.gov.au/statistics/people/housing/estimating-homelessness-census/latest-release)



20%

**Trade qualified (certificate)**

+0.6% increase from 2016

17% Victoria-wide



5.4%

**Population with diabetes in Greater Shepparton**

5.3% Regional Victoria



4.6%

**Unemployment rate**

-1.9% decrease from 2016

5.0% Victoria-wide



4.8%

**Population with heart disease in Greater Shepparton**

5.0% Regional Victoria



418

**Estimated homeless persons**

+15% increase from 2016



10.1%

**Population with mental illness in Greater Shepparton**

10.9% Regional Victoria



35.2%

**Population with at least one long-term health condition in Greater Shepparton**

37.2% Regional Victoria





# OUR CULTURE OF CARE

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Our culture is based on our dedication and care for our consumers and each other, our commitment to safety, our can-do and collaborative attitude and our drive for continuous improvement. Our culture of care helps create an environment in which we can achieve our purpose of improved health and wellbeing outcomes and experiences for those in our care.

Our culture promotes a strong sense of connection to our community. It nurtures collaboration and partnership within and outside our organisation as well as always putting the needs of our consumers at the centre of our thinking. We feel passionate about GV Health being a welcoming environment where our consumers, staff and visitors feel safe, respected and included.

Our culture of care is underpinned by these guiding principles:

## SAFETY

We are conscientious in creating physically and emotionally safe environments for our consumers, staff and partners.

## CONTINUOUS IMPROVEMENT

We are driven to find safer, new, innovative, collaborative and inclusive ways to work and deliver services.

## LEARNING

We strive to foster connections that bring people together towards our common goal of providing quality healthcare for our community.

# OUR VALUES AND BEHAVIOURS

OUR CULTURE IS MADE UP OF OUR CREATE VALUES AND BEHAVIOURS, THROUGH WHICH WE COMMIT TO DELIVER ONGOING QUALITY HEALTHCARE FOR OUR COMMUNITY.





## 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.

# ADAPTING TO OUR CHANGING WORLD

## IMPACT OF COVID-19 ON COMMUNITY HEALTH

The COVID-19 pandemic, like in many areas across the globe, significantly impacted the Goulburn Valley region and tested the resilience of its communities in ways previously unimagined, including:

1. **Mental Toll of Lockdowns and Isolation:** The repeated lockdowns, a measure deemed necessary to curb the virus spread, had unintended consequences for the Goulburn Valley region's population. Being separated from loved ones, restricted movements and the continuous state of uncertainty wreaked havoc on people's mental well-being. The isolation was not just physical but extended to a sense of being cut-off from the larger community and the world, magnifying feelings of loneliness and anxiety.
2. **Economic Fallout:** The Goulburn Valley economy, which relied heavily on local businesses and tourism, faced unprecedented challenges. With travel restrictions in place and a general fear of the virus, tourism, a significant revenue earner, dwindled. Local businesses, especially those in the hospitality and service sector, had to shut their doors, either temporarily or, in some unfortunate cases, permanently.
3. **Spike in Mental Illness:** The economic downturn directly correlated with a rise in mental health issues. Financial constraints, the loss of livelihoods and the uncertainty of a post-pandemic world led to an increase in stress, anxiety, and depression.

GV Health, the primary healthcare provider in the region, observed a spike in cases related to mental health, underscoring the socio-economic impact of the pandemic.

4. **Challenges Faced by Frontline Workers:** While frontline healthcare workers at facilities like GV Health put on a brave face and worked tirelessly, the strain on staff was palpable. Often working long hours and facing the brunt of community anxieties, many healthcare professionals reported feelings of burnout, stress and even trauma. Their dedication, though commendable,



came at a personal cost, affecting their mental well-being.

5. **Disruption in Hospital Operations:** As the virus spread, hospitals witnessed an increased demand for beds, particularly in ICU units. With the focus shifted to treating COVID-19 patients, other non-urgent treatments and surgeries often faced delays, adding to the overall health burden of the community.

The impact of COVID-19 in the Goulburn Valley region necessitated a recalibration of strategies and initiatives, both for immediate recovery and long-term resilience. The collective experiences of the community during this period underline the importance of holistic health, encompassing both physical and mental well-being. For GV Health and other key stakeholders, the roadmap ahead involves not only bolstering healthcare infrastructure but also implementing robust mental health support mechanisms. Fostering community solidarity, supporting economic recovery and ensuring the well-being of frontline workers will be paramount in navigating the post-pandemic world. As the Goulburn Valley region charts its course towards recovery, the lessons of the pandemic will serve as a guiding beacon, emphasising the interconnectedness of health, economy and community.



## IMPACT OF NATURAL DISASTERS IN THE REGION

The Hume region is embraced by a network of natural rivers and water systems, which historically would swell and spill out into the vast floodplains, a natural mechanism to maintain ecological balance.

In recent times, the flood event in October 2022 in Greater Shepparton marked an unprecedented challenge for the region. The sheer scale and magnitude of the flooding struck at the heart of the community, with multiple towns, including Bunbartha, Kialla, Mooroopna, Murchison, Shepparton, Toolamba and Undera facing significant disruptions, such as;

1. **Health and Wellbeing:** Beyond the physical damages, the floods posed a considerable threat to the health and wellbeing of residents. Many experienced a sense of isolation from the larger community and mental and emotional issues from the loss of property and the constant threat of injury.
2. **Infrastructure and Assets:** Residential properties, businesses, farms, waterways, parks, roadways, and even major Council assets weren't spared by the surging waters. This wide-scale damage had cascading effects on economic activities, daily routines and community interactions.

3. **Cultural Impact:** Culturally significant sites, many of which hold immense importance for the Yorta Yorta Traditional Owners, were submerged and damaged. This not only represented a loss of history but also threatened the cultural fabric of the community.
4. **Disruption of Normalcy:** The flooding disrupted the typical patterns of life. Essential community hubs, like sporting and recreational facilities, became inaccessible, further deepening the sense of isolation and displacement among residents. This period also highlighted a need for information to be accessible to our multicultural communities.

The devastation brought by floods and other natural disasters serves as a poignant reminder of the vulnerabilities that communities face in the wake of a changing climate. Predictions suggest an increased frequency of such extreme weather events in the future. In crafting the new strategy for GV Health, it's imperative to acknowledge the health and wellbeing implications of such events and to champion initiatives that bolster community resilience, mental health support and infrastructural robustness.



## CHANGES IN POPULATION HEALTH IN THE REGION

Changes to population health, influenced by lifestyle, socio-economic factors and broader environmental considerations, have emerged as a central concern for GV Health and the broader community, with emerging issues to consider including;

1. **Lifestyle-Induced Ailments:** As with many modern communities, the Goulburn Valley region has witnessed a rise in health issues attributed to lifestyle choices. Sedentary habits, dietary changes and increased stress levels have contributed to a spike in non-communicable diseases such as obesity, type 2 diabetes, cardiovascular diseases and certain types of cancers. These changes have necessitated a renewed focus on preventive care and health education.
2. **Mental Health Awareness:** With increasing awareness and reduced stigma, more individuals are coming forward to seek help for mental health concerns. While this is a positive shift in societal perception, it also indicates a rising need for mental health services in the region. Stress, anxiety, depression and other related ailments have shown an upward trend, signalling a need for a comprehensive approach to mental well-being.

3. **Ageing Population:** As is the trend in many parts of Australia, the Goulburn Valley region is experiencing demographic shifts with an aging population. This has brought with it a set of unique health challenges, including an increase in age-related ailments, the need for specialised geriatric care and the importance of creating age-friendly community infrastructures.
4. **Access to Healthcare:** While GV Health and other medical facilities play a pivotal role in addressing health needs, disparities in healthcare access persist. Remote areas and certain vulnerable populations sometimes face challenges in accessing timely and quality healthcare, emphasising the need for a more equitable health infrastructure.

The changes observed in the health landscape of the Goulburn Valley region are both a reflection of broader global trends and unique regional characteristics. For GV Health, this entails a dual role in proactively addressing emerging health concerns while also playing a part in preventive and community-based health initiatives. As the Goulburn Valley region looks towards the future, the emphasis on holistic health, integrated services and community involvement will shape the trajectory of its population health, aiming for a more informed, resilient and health-conscious community.

# IMPACT OF REGIONALISATION POST COVID-19

The advent of the COVID-19 pandemic and its aftermath brought about a new paradigm shift, towards intensification of regionalisation in the Goulburn Valley region. This trend, characterised by a renewed focus on regional growth, decentralisation and local self-sufficiency, has significantly impacted the Goulburn Valley's socio-economic and cultural landscapes. Such impacts include:

1. **Workforce Availability:** Due to underlying workforce shortages, expansion related to redevelopment and changes related to mental health service delivery following the Royal Commission into Victoria's Mental Health System, GV Health was already confronting workforce shortages. This has been further exacerbated by the COVID-19 pandemic as staff evaluate their future and pursue roles within and external to GV Health.
2. **Decentralisation and Deurbanisation:** Following the challenges of COVID-19 and the flexibility offered by remote work, there has been a noticeable movement of people from metropolitan areas to regional hubs in the Goulburn Valley region. This 'deurbanisation' trend has brought both opportunities, in terms of diversifying the local population and skills, as well as challenges, such as increased demand on local infrastructure and services.

3. **Strain on Infrastructure and Development:** The trend of regionalisation has necessitated upgrades in local infrastructure, including for transportation, healthcare and hospital facilities, as well as education. Investments in these areas are vital to cater to the growing population, especially due to the housing crisis being faced in the region.
4. **Digital Connectivity:** The digital divide between urban and regional areas has been a longstanding issue. However, post-COVID, as remote work and digital operations become normative, there is an accelerated push for improving digital infrastructure and connectivity in the Goulburn Valley region, ensuring inclusivity and access for all residents.

As the Goulburn Valley region grapples with the nuances of regionalisation, various stakeholders, ranging from local governmental bodies to institutions like GV Health and community organisations, will play important roles to navigate this new phase.

# DEVELOPING THE STRATEGIC PLAN

## OUR RESPONSE TO OUR COMMUNITY NEEDS

GV Health, as a pivotal institution serving the Goulburn Valley region, continually strives to evolve its approaches in line with changing community needs. The recent shifts in population health, impacts of the COVID-19 pandemic and the growing emphasis on regionalisation have presented multifaceted challenges and opportunities. To navigate these intricacies and deliver holistic healthcare services, GV Health has chosen to anchor its strategy in the quintuple aims of healthcare.

### THE QUINTUPLE AIMS OF HEALTHCARE: A BRIEF HISTORY

The quintuple aims of healthcare have their origins in the Triple Aim framework introduced by the Institute for Healthcare Improvement (IHI). Initially, this framework emphasised three core areas:

1. **Improving Population Health Outcomes:** Addressing health outcomes at a community or population level, emphasising prevention and well-being.
2. **Improving Consumer Experience:** Ensuring care is patient-centred, convenient and respectful.

3. **Reducing the Per Capita Cost of Healthcare:** Ensuring care is efficient and cost-effective, without compromising quality.

To this, two more aims were later added, acknowledging broader challenges in healthcare:

4. **Improving Care Teams' Work Life:** Recognising the well-being and satisfaction of healthcare providers as crucial for quality care.
5. **Addressing Health Equity:** Emphasising the importance of equitable care, ensuring all community members, regardless of their background, receive quality healthcare.





## RATIONALE FOR GV HEALTH'S ADOPTION OF THE QUINTUPLE AIMS

The quintuple aims of healthcare offer a comprehensive, forward-thinking framework, addressing both immediate challenges and long-term goals. By grounding its strategy in these aims, GV Health reaffirms its commitment to the Goulburn Valley region, ensuring its healthcare services are not only high-quality and outcomes focused, but also compassionate, inclusive and adaptive to the changing times. GV Health understands a strategy that embeds the quintuple aims will address;

1. **Complex Community Needs:** Given the shifts in population health, including lifestyle-induced ailments and increased mental health awareness, the aims focus on both consumer experience and improving population health, aligning directly with these concerns.
2. **Resilience in Post-Pandemic Scenarios:** The pandemic emphasised the need for cost-effective, high-quality healthcare. The quintuple aims, with their focus on efficient healthcare delivery and improving the work-life of care teams, ensure GV Health is resilient and adaptive.
3. **The Impact of Regional Growth:** The regionalisation trend has brought both cultural richness and infrastructure challenges. The quintuple aims, especially those centred on population health and health equity, ensure that GV Health's strategies align with regional growth, ensuring healthcare accessibility and quality for all residents.
4. **Policy Drivers:** the Victorian Department of Health seeks to embed values-based health care in the Victorian health care system. By extension, this includes the Quintuple Aims as an important feature and policy dynamic.
5. **Workforce:** A strong focus on workforce is required in terms of retention, in particular closing current vacancy gaps which exist at GV Health.



## SECTOR AND PUBLIC HEALTH PRIORITIES

GV Health's services contribute to the overall delivery of health care across Victoria. They are shaped and guided by policies, strategies and guidelines set by the Victorian Department of Health. This strategic plan is supported by a range of strategies and action plans including:

- Health 2040: Advancing health, access and care ten key principles for reform;
- Targeting Zero: 'Supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care' (*Review of Hospital Safety and Quality Assurance in Victoria Report (2016)*);
- Victoria's 10 Year Mental Health Plan (2015-2025);
- State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037);
- Meeting system challenges (Victorian Health Service Strategic Planning Guidelines);
- Annual Statement of Priorities with Department of Health.

Aboriginal and Torres Strait Islander Health and Wellbeing delivered as an outcome of this strategic plan will be supported by:

- Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan (2017-2027);
- Aboriginal and Torres Strait Islander Cultural Safety Framework;
- And any local community-based plans.

GV Health is also committed to ensuring compliance with all health legislative and regulatory requirements in our work, as per the acts and regulations administered by Victorian and Australian government departments covering general health, health services, mental health and public health, including:

- The Victorian Gender Equality Act 2020
- Strengthening hospital responses to family violence through the implementation of the Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM) (as an outcome of the Royal Commission into Family Violence (2015-2016));
- Royal Commission into Victoria's Mental Health system and alignment under the new Mental Health Act 2022;
- Royal Commission into Aged Care Quality and Safety.

# DESIGN AND CONSULTATION PROCESS

Extensive consultation was undertaken with a broad range of staff, stakeholders and community representatives throughout the design process for this strategic plan, using strategic conversation, workshops, focus groups, one-to-one interviews and online feedback channels. An overview is provided below:

STRATEGIC INTENT CONVERSATIONS WITH GV HEALTH BOARD

IDEATION WORKSHOPS WITH GV HEALTH BOARD AND EXECUTIVE TEAM

TOWN HALL MEETINGS WITH DIRECTORS / MANAGERS

ONE-TO-ONE CONSULTATIONS WITH SELECTED STAFF

ONE-TO-ONE CONSULTATIONS WITH SELECTED STAKEHOLDERS

FOCUS GROUPS WITH COMMUNITY REPRESENTATIVES

FOCUS GROUPS WITH REGIONAL HEALTH SERVICES

FOCUS GROUPS WITH STAFF ACROSS MULTI-CAMPUSES

DEDICATED DIGITAL FEEDBACK CHANNELS

GV Health staff were involved through a number of sessions held in-person and virtually with approximately 350 staff attending.

Consumer and partnership representatives that participated in the consultation and co-design of this plan included:

- Department of Health;
- State and Federal Government members of parliament;
- Local Government Authorities in the region including Greater Shepparton City Council;
- GV Health Foundation Board of Trustees;
- Executive and Staff;
- Public health services/hospitals in the Hume Health Service Partnership;
- Consumer representatives from the Consumer Advisory Committee;
- Population health representatives from Primary Care & Population Health Advisory Committee;
- Community health organisations including Rumbalara Aboriginal Cooperative, Murray PHN and Primary Care Connect;
- Community partners including Committee for Greater Shepparton, GOTAFE, La Trobe University, Ethnic Council of Shepparton and Melbourne University.

"WE NEED SEAMLESS HEALTHCARE FROM BEGINNING TO END."

"GV HEALTH IS AN ESSENTIAL PART OF THE LOCAL COMMUNITY."

"PEOPLE VALUE GOOD, HIGH QUALITY, ACCESSIBLE HEALTHCARE IN THEIR OWN AREA."

"THE STRATEGY (ON A PAGE) IS SIMPLE AND STRAIGHTFORWARD AND HAS A LOT OF MEANING."

"I'D LIKE TO GET MORE INVOLVED IN MY OWN CARE."

"GV HEALTH IS EVOLVING AND CONTINUING TO GROW TO PROVIDE SERVICES TO A DIVERSE REGIONAL COMMUNITY."

"WE HAVE A DIVERSE, MULTICULTURAL COMMUNITY AND ASSISTING THEM IN A RESPECTFUL WAY MEANS TREATING THEM IN THE WAY THEY WANT TO BE TREATED."

"I LOVE THE IDEA OF HAVING PEOPLE OUT IN THE COMMUNITY SAYING 'IT'S A GREAT PLACE TO WORK' AND 'IT'S A GREAT PLACE TO GO IF YOU ARE SICK'."

"OUR WORKFORCE IS VERY FATIGUED POST COVID. ENGAGING OUR STAFF AND INVESTING IN THEM HAS TO BE A PRIORITY."

"WE REALLY NEED TO WORK TOGETHER TO PROVIDE TO ALL OUR LOCAL REGION WHAT PEOPLE NEED, WHEN THEY NEED IT."

# OUR STRATEGY ON A PAGE

A Strategy on a Page was developed to provide a simple construct for the key themes proposed for the strategic plan, derived from the frame of the IHI Quintuple Aims and following the strategic intent conversations and ideation workshops.

The Strategy on a Page was the primary tool used during consultation and was continually improved as a result of feedback heard through the consultation process. This provided the necessary insights to develop the *GV Health Strategic Plan 2024-2026*.



Figure A: *GV Health Strategy on a Page 2024-2026*

# OUR BELIEF AND PURPOSE

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**OUR BELIEF STATEMENT ARTICULATES THE VISION OF THE WORLD WE WANT TO LIVE IN. IT SHARES WHAT WE BELIEVE SHOULD BE TRUE OF THE WORLD AND IS THE HIGHEST STATEMENT OF OUR STRATEGIC DIRECTION.**

**OUR PURPOSE OUTLINES THE REASON GV HEALTH EXISTS AND CLEARLY DETAILS THE DIRECTION FOR THE HEALTH SERVICE IN THE COMING THREE YEARS.**



**We BELIEVE our staff and partners will deliver exceptional regional healthcare.**

We believe everyone should have access to exceptional healthcare - wherever and whenever they need it. At the core of this belief is an unwavering confidence in the capabilities and dedication of our staff and the partners across our region working together to provide exceptional healthcare.

We are guided by the understanding that exceptional regional healthcare encompasses not only clinical excellence but also a deep understanding of our local context, community sensitivity and a proactive approach to addressing the specific challenges faced by regional populations.

We believe that by leveraging collective expertise, experiences and resources, we can create a healthcare ecosystem that is responsive, patient-centred and continuously evolves to meet the needs of the regional communities we serve.

**Our PURPOSE is to significantly improve the health and wellbeing outcomes and experiences of the people and communities in our care.**

We strive to be the leader in providing healthcare in the region to ensure everyone receives the best health outcomes possible.

Our role involves going beyond just treating illnesses or injuries within the hospital, but encompasses us prioritising preventative care, health promotion, and early intervention. We aim to empower individuals to take an active role in their own health, providing them with the necessary tools, education and resources to make informed decisions and live healthier lives.

Furthermore, our purpose extends beyond the individual level to encompass the wellbeing of entire communities. We understand that the health of a community is influenced by a multitude of factors, including social determinants of health, environmental conditions and access to healthcare services. By addressing these broader issues, and collaborating with others in our region, we strive to create a supportive environment that promotes health and wellbeing for all.

Overall, through comprehensive and compassionate care, community engagement and a focus on preventative measures, we aim to positively impact individuals and communities, fostering healthier, happier and more vibrant lives for all.

# OUR STRATEGIC OBJECTIVE

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Our Belief is our shared vision for the future, and our Purpose represents the part we play in making this vision a reality.

Realising our part in this vision will take sustained effort over time; we have set out this goal for the next part of our journey, from 2024 to 2026.

**WE WILL WORK WITH OUR COMMUNITIES AND PARTNERS TO GROW AN OUTSTANDING HEALTHCARE ENVIRONMENT WITHIN OUR REGION TO ACHIEVE EXCELLENCE IN HEALTH AND WELLBEING OUTCOMES, CONSUMER AND WORKFORCE EXPERIENCE, SUSTAINABILITY AND EQUITY.**

Our primary objective is to continue to make a substantial positive impact on the health and wellbeing experience of individuals in our care. We are driven by a deep sense of compassion, empathy and commitment.

We also recognise that health disparities exist, so we will work to eliminate them, to ensure everyone, regardless of their background or circumstances, has equal opportunities to achieve optimal health outcomes.

In order to achieve this transformation, we will focus on five priority areas. These priorities are the pillars of our strategy:



HEALTH AND  
WELLBEING  
OUTCOMES

COMMUNITY  
AND CONSUMER  
EXPERIENCE

OUR STAFF  
EXPERIENCE

RESPONSIBLE  
WORKPLACE

HEALTH  
EQUITY

Also, supporting these pillars, there will be foundational work across six strategic **Enablers**:

1. Partnerships, Collaborations and Strategic Alliances
2. Education and Professional Development
3. Connection and Engagement
4. Modern Infrastructure
5. Research and Innovation
6. Digital Maturity, Effective Operating Systems and Governance

Our Enablers underpin how we will deliver our strategy. We will use them to assess our current activities, projects or initiatives to ensure they still contribute to delivering our strategic outcomes.

## OUR STRATEGY IN DETAIL

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The strategy defines and details our collective role, impact, goals, targets, priorities, indicators and enablers. These components outline what we do, why we exist, our priorities, how we measure our success and how we contribute to the GV Health belief and purpose.

**Our strategic pillars are our priorities.** This is where we will focus our effort and investment to achieve our 2026 vision. We will set our daily work, our projects and our change agenda on these pillars.

This section further develops our plan for each of our pillars and:

1. Describes each of the five pillars
2. Sets out a **Success Statement** for each pillar that describes a future state we can grasp and aspire to
3. Clarifies what success looks like by breaking down the strategic statement into **Key Outcomes** that help us interpret what the work in each pillar will be over the course of the strategy
4. Helps us understand the direction of change we seek by setting out the **Indicators** we will use to direct our work.



STRATEGIC PILLAR ONE:

## HEALTH AND WELLBEING OUTCOMES

STRATEGIC OBJECTIVE:

Improve health and wellbeing outcomes for the population in our region.

OUTCOME TO BE ACHIEVED	WHAT DOES IT LOOK LIKE BY 2026
Provide safe, effective and timely health and wellbeing services.	All consumers and community members receive the best healthcare and clinical advice which is timely, safe, effective and delivered in the right place for them.
Deliver more care closer to home, in home or remotely, to minimise hospital visits.	All our consumers have the best clinical pathways either through our service, or the services we refer them to. Increased outpatient attended appointments outside hospital walls.
Improve quality of life for consumer with chronic disease.	Individuals with chronic conditions can access timely and equitable services, self-manage, and receive enhanced care from a coordinated set of healthcare providers and community services.

#### WHAT WILL INDICATE OUR SUCCESS

- We provide a safe environment and work to reduce harm;
- Access performance measures meet or exceed targets;
- Unplanned Readmission Rates meet or exceed targets;
- Lower Hospital Acquired Complications;
- Accreditation achieved to verify the safety and quality of all programs;
- Population Health Catchment Plans reflect statewide public health and wellbeing priorities and local priorities;
- More people are using care options closer to home / within their own home or accessing care outside the hospital;
- More people are using remote-based care / services;
- Improved access to care / support for chronic conditions and improved Quality of Life measures for chronic conditions;
- Patient Reported Outcomes show improved consumer perspectives on symptoms, functional status and overall well-being.

#### OUR STRATEGIC ACTIONS WILL INCLUDE:

- Enhanced patient flow initiatives;
- Reformative changes to planned surgery;
- Implementation of the Primary Care and Population Health Plan 2023-29;
- Better@Home and Hospital in the Home initiatives;
- Virtual and/or shared care delivery models;
- Mental Health reform;
- Expanded use of Patient Reported Outcome Measures to drive improvements.



STRATEGIC PILLAR TWO:  
**COMMUNITY  
AND CONSUMER  
EXPERIENCE**

STRATEGIC OBJECTIVE:

Everyone has an  
outstanding personalised  
experience.

OUTCOME TO BE ACHIEVED	WHAT DOES IT LOOK LIKE BY 2026
Empower consumers through person-centred care and shared decision making.	Individual preferences will be respected and value will be placed on taking collaborative approaches with consumers, carers and families in their healthcare planning and decision outcomes.
Provide a positive consumer and service experience from start to finish.	A seamless and positive experience will be delivered, where individuals feel supported, respected and empowered throughout their healthcare journeys, leading to greater trust in GV Health, enhanced consumer and service experience and enhanced satisfaction.
Drive best practice and improved models of care.	<p>We will be dedicated to staying at the forefront of medical advancements, evidence-based practice and patient-centred care models. Ongoing research and collaboration will be used to set a standard of excellence in our healthcare.</p> <p>Reduced variation from evidence-based practice.</p> <p>Increase in consumer co-design and research-based innovative models of care.</p>

#### WHAT WILL INDICATE OUR SUCCESS

- Families and consumers feel included in care planning and care decisions;
- We provide a safe environment;
- We work with consumers and families to provide care that is consistent with wishes and forward planning.
- Victorian Health Service Experience (VHES) Patient experience / satisfaction measures meet or exceed targets;
- Your Experience Survey (YES) experience / satisfaction measures meet or exceed targets;
- Aged Care experience survey experience / satisfaction meet or exceed targets.
- Person-centred co-design is prioritised as a method for improvement;
- Consumers are actively engaged in partnership opportunities across all aspects of our healthcare system.

#### OUR STRATEGIC ACTIONS WILL INCLUDE:

- Safer Starts Now strategy;
- Victorian Health Experience Survey improvements;
- Your Experience Survey improvements;
- Resident Experience Survey improvements
- New models of care.



STRATEGIC PILLAR THREE:

## OUR STAFF EXPERIENCE

STRATEGIC OBJECTIVE:

Our staff feel connected,  
supported, safe and well.

OUTCOME TO BE ACHIEVED	WHAT DOES IT LOOK LIKE BY 2026
Staff feel safe, well, acknowledged and appreciated; our workplace culture is positive.	Comprehensive safety programs, regular training and effective communication will promote our approach to personal safety and wellbeing.  An environment of cultural safety where people feel safe; where there's no challenge to their identity and where their needs can be met.
Our staff enjoy meaningful work and we support them to achieve their goals.	Each individual will feel a strong sense of purpose in their contributions as well as being empowered through personal and professional growth.
We have the staff we need; our staff are capable and their values are aligned.	Our vacancies have been filled and our staff have the skills, knowledge and expertise to deliver outstanding healthcare.

#### WHAT WILL INDICATE OUR SUCCESS

- Our staff's physical safety is monitored & maintained;
- The number of our staff feeling culturally safe increases;
- The number of our staff feeling psychologically safe increases;
- Our workforce is more engaged;
- Our workforce feels a sense of accomplishment through their work;
- Our staff feel empowered to take ownership of their career goals and are supported to achieve this;
- We have a sustainable workforce;
- Our staff's interactions and behaviours are aligned to our CREATE values.

#### OUR STRATEGIC ACTIONS WILL INCLUDE:

- Our People Strategy and actions from our annual People Matter Survey;
- Our Cultural Safety Framework is embedded;
- Leadership capability framework;
- Succession planning;
- Our workforce plans to recruit and retain staff.



STRATEGIC PILLAR FOUR:

## RESPONSIBLE WORKPLACE

STRATEGIC OBJECTIVE:

We are sustainable and  
efficient.

<b>OUTCOME TO BE ACHIEVED</b>	<b>WHAT DOES IT LOOK LIKE BY 2026</b>
Be financially viable and efficient.	We have optimised how we use our resources, improved our cost-effectiveness and have sustainable funding for the programs and activities we need.
Strengthen our environmental sustainability.	Our environmental awareness has grown, and we are using innovative solutions for waste management and energy efficiency.
Be digitally dynamic and strong.	Our robust digital infrastructure enables seamless operations, safeguards against cyber threats and ensures the increased interconnectivity across our regional healthcare environment.

#### **WHAT WILL INDICATE OUR SUCCESS**

- Operating Result meets / exceeds target;
- Current days of available cash meets / exceeds target;
- Adjusted current asset ratio (ACAR) meets / exceeds target;
- Efficient processes and procedures;
- Reduced reliance on natural gas, and reduced energy and water consumption;
- Waste to landfill and other environmentally harmful practices are reduced;
- Increased hybrid / electric vehicles in fleet;
- Integrated and accessible systems;
- Improved Business Intelligence capabilities;
- Improved digital health / cyber security maturity.

#### **OUR STRATEGIC ACTIONS WILL INCLUDE:**

- Financial management improvement plan
- Cost containment initiatives;
- Cost saving measures;
- Hybrid and electric vehicle usage;
- Avoided greenhouse gas emissions;
- Digital Health.



STRATEGIC PILLAR FIVE:

## HEALTH EQUITY

STRATEGIC OBJECTIVE:

Embrace differences  
in how we design and  
deliver healthcare.

OUTCOME TO BE ACHIEVED	WHAT DOES IT LOOK LIKE BY 2026
Provide culturally-appropriate experiences for Aboriginal and Torres Strait Islander people and improve their health and wellbeing outcomes.	We are knowledgeable about Aboriginal and Torres Strait Islander history, culture and health disparities and we engage them in decision-making processes. We connect them with culturally sensitive healthcare providers who can honour their unique cultural beliefs and values. We can see measured improvement in health and wellbeing outcomes.
Bridge the gaps between city and country/rural areas, to improve health and wellbeing outcomes.	We better understand the healthcare gaps for everyone living in our region, and /or in rural / remote areas, and develop strategies to reduce those gaps.  We can see measured improvement in health and wellbeing outcomes.
Collaborate with our diverse and vulnerable communities and service partners to understand their unique needs to ultimately improve their health and wellbeing outcomes.	We know our communities at a much deeper level and will be actively engaging and involving them in their healthcare planning. Our partnerships and collaborations with other healthcare providers will have begun to reduce disparities, ensure equitable access, and be responsive to the social determinants of health.

#### WHAT WILL INDICATE OUR SUCCESS

- Increase in Aboriginal and Torres Strait Islander consumers using our services;
- Cultural Safety competency rating is improved;
- Aboriginal and Torres Strait Islander community are engaged in health planning at all levels;
- Aboriginal and Torres Strait Islander health outcome measures are improved;
- Health needs analysis increasingly used for decision-making;
- Healthcare facilities address the diversity of regional needs;
- Expanded regional healthcare pathways and partnerships;
- We have increased engagement with culturally and linguistically diverse communities across our region;
- Communication is tailored to the diversity of consumers in our local community;
- Diverse and vulnerable groups are engaged in health services planning and co-design of care.

#### OUR STRATEGIC ACTIONS WILL INCLUDE:

- Partnerships with Aboriginal community-controlled health organisations;
- Embedding our Cultural Safety framework
- Regional health needs analysis and population health planning;
- Redevelopment of health service infrastructure;
- Health literacy improvements
- Collaborations with Primary Care and Community Care services.

# STRATEGIC ENABLERS

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## OUR ENABLERS UNDERPIN ALL THAT WE DO.

We will assess our current work against these Enablers and every new activity, project or initiative we contemplate must consider:

1. How it delivers to one or more of these Enablers
2. How one or more of these Enablers can make the project or initiative deliver better outcomes.



## ENABLER 1: PARTNERSHIPS, COLLABORATIONS AND STRATEGIC ALLIANCES

The people we connect to and work with will play a crucial role in addressing the complex health challenges of our region and achieving collective impact. This will include diverse stakeholders, such as the Victorian Department of Health, regional healthcare providers, local community groups and academic institutions. Together we will leverage our shared skills, resources and networks to achieve shared health and wellbeing goals.

Health partnerships will be formed between local, regional and state based healthcare providers to address specific health and wellbeing issues. We will combine our knowledge and resources to deliver care, share best practices and coordinate efforts towards improving the health of the communities we serve.

Our collaborations will take many forms, including care coordination programs, interdisciplinary teams and shared decision-making. By breaking down

silos and coordinating across a range of healthcare providers, we will enhance the continuity of care, reduce duplication of services and improve overall consumer experiences.

Our strategic alliances will involve more formalised shared structures to address systemic issues such as access to care closer to home. We will align strategies, policies and resources to drive transformation change for the Hume Region. By combining our strengths, we will have a broader impact on improving population health and wellbeing across our individual communities.

In summary, our partnerships, collaborations and strategic alliances will be instrumental to our ability to tackle complex health challenges by leveraging collective expertise, sharing resources and networks. This will lead us to better health outcomes for all across the Hume Region.

## ENABLER 2: EDUCATION AND PROFESSIONAL DEVELOPMENT

By continuing to invest in the education and professional development of our staff, we will enhance their knowledge, skills and capabilities, as well as help them to remain up-to-date with the latest medical advancements, evidence-based practices and regulatory requirements. This gives our staff the tools and expertise to deliver high-quality, patient-centred care. As healthcare is a rapidly evolving environment, ongoing education will help our staff to grow and adapt; leading to improved diagnostic accuracy, treatment efficacy and patient safety.

Education and professional development programs for our non-clinical staff will foster increased

technical skills, leadership, communication and teamwork abilities which creates a more cohesive and collaborative healthcare team at GV Health. This ensures we possess the necessary know-how across all aspects of our organisation to implement the strategic actions effectively and deliver to the outcomes set out in this plan.

When our staff feel supported in their professional growth and see opportunities for advancement, they are more likely to be motivated and committed and this in turn creates a positive work culture. Furthermore, it fosters a culture of excellence and innovation.



## ENABLER 3: CONNECTION AND ENGAGEMENT

It is critical for GV Health to create meaningful connections and promote active engagement among our staff, consumers, community groups and our healthcare providers. These are essential components for delivering patient-centred care and improving our overall healthcare delivery.

By actively involving consumers in their care, our staff can better understand their unique needs, preferences and goals leading to more personalised and effective treatment plans. Additionally, by adopting open communication with shared decision-making, and taking a whole of consumer approach to delivering care, GV Health will foster a connection of trust. This encourages consumer participation, and improves adherence to care plans, ultimately resulting in better health and wellbeing outcomes.

GV Health's connection and engagement strategies will involve enhancing existing and building strong relationships that will extend beyond the consumer-

provider relationship. They will include collaboration across our staff and with interdisciplinary work teams outside GV Health. We believe that effective teamwork, which is reflected in our CREATE values, leads to more efficient and coordinated care and improved healthcare safety.

In the broader environment, our connection and engagement will also involve how we engage with stakeholders and community beyond our clinical setting, such as community organisations, consumer advisory groups and community-based healthcare providers. By actively involving these stakeholders, we will gain valuable insights, align our initiatives with community needs and promote health equity. These connections facilitate partnerships, knowledge sharing and resource mobilisation, enabling us to address systemic issues, implement preventative strategies and drive positive health outcomes at a population level within our region.

## ENABLER 4: MODERN INFRASTRUCTURE

A key foundation for GV Health is providing modern facilities that enable our staff to deliver services in a professionally equipped environment that enhances contemporary, connected and timely care. The infrastructure we invest in plays a critical role in how we deliver healthcare and supports the implementation of best practice models of care, through well-designed wards, clinics, community spaces and offices. Improving our facilities is also pivotal in sustaining and meeting ongoing expectations and service needs for our regional communities. It will enable more people to be treated within the Hume Region reducing the need to travel to other regions or Melbourne which can be expensive, time consuming and inconvenient. Advanced integrated communication systems also enable virtual consultations, remote diagnostics and

remote monitoring of patients. This further helps to overcome geographical barriers and improve access to care through the Goulburn Valley region.

Our focus over this strategic period will be to commence construction for key facilities we have already planned for phase of our Stage 2 redevelopment program, such as enhancing staff accommodation, commencing construction of the Early Parenting Centre and commencing the construction of the Youth Prevention and Recovery Centre.

Our buildings and integrated technology also play a vital role in disaster preparedness and response. When our facilities are coupled with robust emergency management systems, we ensure a swift and coordinated response during any crises.

## ENABLER 5: RESEARCH AND INNOVATION

At GV Health, we understand that it is through research that new discoveries, evidence-based practices and breakthrough treatments are developed, contributing to the continuous improvement of healthcare delivery. Research also provides the foundation that helps identify new diagnostic tools and preventative strategies, leading to more effective interventions and improved health and wellbeing outcomes. GV Health has a dedicated committee overseeing the management of our research strategy and delivering our quality improvement research plan.

Through innovation, we transform those research findings into practical solutions at GV Health that help us address our challenges. Our Quality team have dedicated continuous improvement plans that drive this activity and assures service standards and regulatory requirements can also be met.

By supporting research and innovation activity at GV Health, we contribute to the ongoing professional development of our staff. This allows them to expand their knowledge, refine their skills, and stay current with the latest advancements in their respective fields. This continuous learning cycle enables GV Health to provide the best possible care to our consumers and adapt our practices to meet the evolving healthcare landscape.



## ENABLER 6: DIGITAL MATURITY, EFFECTIVE OPERATING SYSTEMS AND GOVERNANCE

GV Health's digital infrastructure, operating systems and governance arrangements provide structure, accountability and efficiency in our operations. These elements ensure that our strategies and plans are implemented effectively, resources are optimised and desired outcomes are achieved.

Strong governance structures across our organisation will continue to ensure compliance with regulatory requirements, safeguard our finances, strengthen our risk management practices and promote responsible and ethical behaviour. When applied to working with external partners, our governance approach will provide clarity on leadership and decision-making responsibilities. Under the acts and regulations administered by various government departments, GV Health will ensure its work adheres to requirements covering health services, mental health and public health.

With alignment to Victoria's digital health roadmap and maturity model, GV Health aims to further

improve the safety and efficiency of our health service and to keep our patients at the centre of our care. We will undertake a regular self-assessment of our digital health strengths and areas for development.

The way we structure our operating system through our processes, procedures and workflows will enable a seamless coordination of work across different departments and teams. Our operating systems will be designed to promote transparency, accountability and continuous improvement, allowing us to adapt to changing circumstances and emerging opportunities. By establishing clear roles, responsibilities and communication channels across this strategic plan, we will create a framework for effective collaboration and decision-making, ensuring that all our activities are aligned with strategic goals and executed efficiently.

## IMPLEMENTATION AND MONITORING

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### WE HAVE TWO KEY TOOLS SUPPORTING THE STRATEGIC PLAN.

The **Outcomes Framework** defines all the key indicators and performance measures within each pillar of the Strategic Plan that need to be achieved to ensure we are on track to success. We will use a combination of new and existing data sources to monitor how we are tracking against these indicators and measures, and adjust our efforts to meet the performance measures we have set.

The **Action and Implementation Roadmap** is a plan of activities and projects needed across the three-years of the Strategic Plan to achieve the desired outcomes and goals. This will be used to assign resources and timelines so that we can effectively manage the

workload needed to deliver this plan. The roadmap will also connect to the Minister's annual Statement of Priorities to ensure our action plan remains continually connected and aligned to sector priorities as they arise.

Using this process, we can adjust our efforts and respond to any risks or changes as needed to ensure we always remain on track to achieve the desired outcomes.

We will regularly review and update our Outcomes Framework and Implementation Roadmap to ensure that we are responsive to changing circumstances and can deliver on our commitments.



