



*"Seeks to improve the health and wellbeing of the community".*

# **Kerang District Health**

**Strategic Plan 2016 – 2018**

## Profile

Kerang District Health (KDH) is a public funded small rural health service providing acute medical and surgical services, transitional care, residential aged care, and community services to the Kerang community and surrounding district. The health service supports the further development of its staff and is actively involved in student placements for medical and nursing students and offers graduate nurse positions on an annual basis.

The original hospital building was opened on 21 September 1954 and a \$36.3 capital redevelopment is currently nearing completion.

### Residential Aged Care

A thirty bed residential aged care home providing twenty four hour nursing care in a home like environment.

### Acute

A twenty bed acute hospital providing medical and surgical services with visiting specialists travelling to Kerang on a monthly basis, urgent care centre, two transitional care beds, palliative care suite, and a day oncology service.

### Community Services

Community services include district nursing, domiciliary care for new mothers, adult activity centre with planned activity services, a mobile planned activity service, strength building and exercise programs, a tai chi program and a men's shed which incorporates a community garden.

## Our Vision

Kerang District Health seeks to improve the health and wellbeing of the community.

### Our Values

Caring	<ul style="list-style-type: none"><li>• <i>We will be person-centred, show compassion and empathy</i></li></ul>
Accountability	<ul style="list-style-type: none"><li>• <i>We will be transparent, trustworthy, and responsible for our actions</i></li></ul>
Respect	<ul style="list-style-type: none"><li>• <i>We will embrace and be considerate of the differences, between all people.</i></li></ul>
Excellence	<ul style="list-style-type: none"><li>• <i>We will be dedicated to every person, every time.</i></li></ul>

## Our Process

The KDH strategic plan 2016/2018 was prepared after a wide consultation process which involved meetings with all neighbouring health services and other health agencies. Community members were invited to attend local forums and meetings were held with KDH department heads and local medical officers and staff.

Health data prepared by the Department of Health & Human Services and the Gannawarra Shire Council was carefully considered in the preparation of this strategic plan.

# Strategic Plan Overview 2016 – 2018

## Our People

Secure an agile workforce where safety is paramount, learning and education opportunities are provided, and our staff and consumers have access to timely information.

## Service Provision & Partnerships

Actively participate in the design of integrated and coordinated delivery of services, and enhance affiliations with providers to avoid duplication, optimize service availability and continuity.

## Leadership & Governance

Ensure our governance systems support best care for our people.

## Infrastructure

Ensure our facilities support best care for our people.

## Strategic Objective 1 - Our People

Secure an agile workforce where safety is paramount, learning and education opportunities are provided, and our staff and consumers have access to timely information.

### Strategy

### Success Measures

Strategy	Success Measures
<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• GP Anaesthetist</li> <li>• GP Obstetrician</li> <li>• Director of Medical Services</li> <li>• Surgeons/Visiting specialists</li> <li>• Replacement GPs.</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent appointment of: GP Obstetrician GP Anaesthetist Director of Medical Services.</li> <li>• Establish a clinical lead to assist with the replacement of visiting surgeons and visiting specialists.</li> <li>• Maintain an appropriate level of GPs within the community.</li> </ul>
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• We will maintain communication with the community to ensure they are aware of services offered, including any changes to our service provision.</li> <li>• We will communicate with staff across the health service in regard to governance and workplace issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor feedback from the community on lack of knowledge in regard to services offered and any changes to service provision.</li> <li>• 10% increase in the People Matter Survey results for questions relating to communication and workplace wellbeing.</li> </ul>

## Strategic Objective 2 - Service Provision & Partnerships

Actively participate in the design of integrated and coordinated delivery of services, and enhance affiliations with providers to avoid duplication, optimize service availability and continuity.

Strategy	Success Measures
<p><b>Mental Health &amp; Wellbeing</b></p> <ul style="list-style-type: none"> <li>Explore and implement collaborative prevention and early intervention initiatives to address mental health and wellbeing, including alcohol dependence, drug dependence and domestic violence in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Greater presence of mental health professionals working in the Gannawarra shire.</li> <li>Obtain funding to implement prevention and early intervention initiatives.</li> </ul>
<p><b>Midwifery Service</b></p> <ul style="list-style-type: none"> <li>Make a decision regarding the continuation of maternity services to ensure that they safely meet the needs of the community and communicate the outcome to the community.</li> </ul>	<ul style="list-style-type: none"> <li>The Board of Management have clarified Midwifery Services at Kerang District Health.</li> <li>Monitor complaints/feedback regarding communication to the community.</li> </ul>
<p><b>Primary Health</b></p> <ul style="list-style-type: none"> <li>Explore opportunities to work collaboratively with other service providers to support the community, especially the low socio economic sector with nutrition/ healthy eating strategies and support around issues of obesity and diabetes.</li> <li>Establish formal links with the Murray Primary Health Network.</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication with other service providers with an annual review conducted to monitor progress.</li> <li>Link established with the Murray Primary Health Network.</li> </ul>
<p><b>Allied Health</b></p> <ul style="list-style-type: none"> <li>Explore possibilities to share Allied Health services with other health services.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in shared Allied Health services between Kerang District Health and other health services.</li> </ul>
<p><b>Residential Aged Care</b></p> <ul style="list-style-type: none"> <li>In the relocation of the Residential Aged Care facility ensure an enhanced homelike environment is complemented by the introduction of additional daily activities for residents.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from residents and their families' verifying that residents are actively participating in additional daily activities.</li> </ul>
<p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>Utilise video conferencing and eHealth technologies to enhance service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Designated room for video conferencing with enhanced connectivity in place.</li> <li>Annual evaluation of the use of video conferencing facilities in participation with the Loddon Mallee Rural Health Alliance.</li> </ul>

## Strategic Objective 3 - Leadership & Governance

Ensure our governance systems support best care for our people.

Strategy	Success Measures
<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>Maintain financial viability.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an operating surplus on an annual basis.</li> </ul>
<p><b>Quality &amp; Safety</b></p> <ul style="list-style-type: none"> <li>Continue work on developing a sound quality system across the organisation to ensure that the four pillars of quality and safety are embedded in aged care, acute services and community services.</li> <li>Ensure good clinical leadership/supervision/governance is in place.</li> <li>Develop strategies to improve health literacy with patients and carers, (both written and verbal) especially in regard to medications.</li> </ul>	<ul style="list-style-type: none"> <li>Successful accreditations achieved in NSQHS standards, AACQA standards, CCC Standards, Food Safety Audit.</li> <li>Completion of annual Health Service Board Clinical Governance Survey, and an annual review of service provision at KDH.</li> <li>10% increase in satisfaction in regard to questions for health literacy (both written and verbal) as per results of the Victorian Patient Experience Survey over 12 months.</li> </ul>

## Strategic Objective 4 - Infrastructure

Ensure our facilities support best care for our people.

Strategy	Success Measures
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>Completion of the \$36.3 million capital redevelopment program.</li> <li>Complete a refurbishment of the first floor administration area.</li> <li>Refurbish and extend the WD Thomas Activity Centre.</li> <li>Seek support from Bendigo Radiology for the provision of a CT scanner and operator to enhance service provision.</li> </ul>	<ul style="list-style-type: none"> <li>\$36.3 million Capital Works Program completed in 2016.</li> <li>Refurbishment of the first floor administration area completed in 2017.</li> <li>Extension to the WD Thomas Activity Centre completed in 2017.</li> <li>Successful provision of CT scanner and operator in place at Kerang District Health.</li> </ul>

## References:

Victorian Health Priorities Framework 2012 – 2022: <https://www2.health.vic.gov.au/.../1/C/5/2/A/vhpf-2012-22-rural>

Loddon Mallee Region Health Status Profile 2012: [https://www2.health.vic.gov.au/getfile/?sc\\_itemid=%7b60AB2F4F-98A2-4DFF-AEF4-57C7AE81213D%7d&title=2012%20Regional%20Health%20Status%20Profile%20Loddon%20Mallee%20Region](https://www2.health.vic.gov.au/getfile/?sc_itemid=%7b60AB2F4F-98A2-4DFF-AEF4-57C7AE81213D%7d&title=2012%20Regional%20Health%20Status%20Profile%20Loddon%20Mallee%20Region)

Gannawarra Shire Council Plan 2013- 2017 – *Priority 3 – Health Liveable Communities* : <http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications>

Gannawarra Shire Youth Strategy Document 2010 – 2014.

Gannawarra (S): [https://www2.health.vic.gov.au/getfile/?sc\\_itemid={E5623193-4EB7}](https://www2.health.vic.gov.au/getfile/?sc_itemid={E5623193-4EB7}).

Medical Research and Rural Health Garvan Report 2015: <https://www.garvan.org.au/news/files/medical-research-and-rural-health-garvan-report-2015.pdf>

Community Consultation – Tea for 10 x 7 groups.