



Maryborough District Health Service

Strategic Plan 2021-2025





Foreword:

Our vision is to **Change the healthcare story with our community**. Our strategic plan describes our bold and exciting direction for our organisation into the future.

As an organisation we have listened carefully to the voices of our community and our staff to ensure we have developed a plan that is reflective of the wants and needs of our community both internally and externally. Within this we have created a “promise statement” that describes our commitment to those we are caring for.

The articulation of our new vision celebrates our past achievements but sets a clear focus on how we will work into the future. We aim to provide and connect our community to the right care, in the right place at the right time. We will work alongside our consumers to ensure we are integrating and supporting care across the continuum. We will develop innovative and consumer centred models of care that increase access and offer tailored solutions to care and are responsive to consumer feedback.

Our pillars state that we will put the community at the centre of our plan. Our vulnerable groups, people with complex needs, older Victorians, people from diverse cultural backgrounds and the broader community rely on us every day and we are committed to improving the way we deliver care. This commitment and focus will allow people to be at home for longer and ensure access to primary, aged and acute services along the continuum of care.

We have been working on our masterplan to support the \$100 million dollars committed to complete major capital improvements over the next 4 years. This will continue, as we build our new state of the art acute and supportive care facility on our site to vastly increase access to contemporary world class healthcare for the community.

Our committed and talented staff are highly valued by our community, and are fundamental to the success of this plan, and our promise statement to the community was developed using their words. Across our three sites of Maryborough, Avoca and Dunolly our staff play a pivotal role in bringing this plan to life. With their ideas, their knowledge and their continued commitment we will achieve our vision of connecting our community to great care. We will also enhance our digital technology and patient experience to put the patient at the centre all that we do.

On behalf of the Board and the Executive team, we would like to thank the many community members, volunteers, partners and staff who contributed to this plan. We look forward to working with everyone over the next four years to realise our strategic objectives.



Vision:

Changing the healthcare story with our community

Purpose:

Connecting GREAT healthcare to our community

Values:



GENUINE



RESPECT



EXCELLENCE



ACCOUNTABILITY



TOGETHERNESS

Genuine

Being consistently honest, trustworthy and accountable.

Respect

This is reflected in our behaviours, attitudes and words, always being fair honest and caring to those we work with and come in contact with.

Excellence

Only the best by us will do, by achieving the highest standards of service and care.

Accountability

We consistently do what we say we are going to do by supporting and holding each other to account.

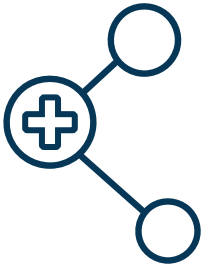
Togetherness

Working together to support common values and vision for shared goals.

Promise to our consumers:

- Seeking to understand you as a person, not as a condition.
- Caring for you with compassion and kindness.
- Treating you fairly and respectfully, on every occasion.
- Keeping you safe and informed with open and honest communication.





Our story:

Maryborough District Health Service (MDHS) is on the cusp of an incredible new era as we plan our brand new hospital in partnership with our community. After more than 150 years service, we know that our community wants to work with us to prosper and to be healthy. Together with our campuses in Avoca and Dunolly, we are committed to addressing the longstanding challenges of health and social outcomes in our communities.

To create opportunities and solutions that deliver real change, it is not just one organisation's job, it requires a team effort. From a hospital point of view, it is much more than bricks and mortar, it is building our team and culture, and creating the strongest and most effective partnerships. We have a long history in this space and we are proud of what we have been able to achieve by partnering with agencies to deliver wrap around services for our community.

We will make the most of where we are situated geographically in Victoria, halfway between Ballarat Health Services and Bendigo Health. This allows our communities access to both, to get the right services when they need them and for those services to support us delivering the right local care.

We know we can positively impact the Maryborough district healthcare story and in partnership with others we know that we will be a strong and prosperous community. Today, and into our future, our communities can rely on MDHS to be there to work with them to change the healthcare story with our community in a positive way.



Who we are and what we do

Maryborough District Health Service is an integrated health service providing a range of acute care, including emergency and maternity care, sub-acute (transition care), ancillary medical, aged and ambulatory services and delivers community programs across Maryborough, Avoca, Dunolly and surrounding areas.

The Maryborough campus is equipped to offer a broad range of medical, surgical and maternity services and includes acute beds, an Urgent Care Centre, Diagnostic Services and Community Services with Allied Health and Community Health.

Our community programs include Community Health Nursing, Health Promotion, Generalist Counselling, Chronic Conditions Management, Hospital Admission Risk Program (HARP Care Coordination, District Nursing and Palliative Care Services, Alcohol and other drugs withdrawal and counselling, Housing, Dental Services, Planned Activity Groups and the Best Start Program.

We also have active partnerships with services such as the Centre for Non-Violence, Loddon Campaspe Legal Service and Anglicare to support family violence initiatives for both victims and perpetrators of family violence. This initiative has paved the way for MDHS to be a designated access point for the "Orange Door", integrating these important services into one single access point.

A range of Allied Health services including Physiotherapy, Occupational Therapy, Dietetics, Social Work and Counselling, Exercise Physiology and Speech Pathology are provided to the community, acute and residential aged care services.

Aged Care Services are delivered at all three campuses along with Social Support at Maryborough and Dunolly. Our aged care is delivered by the Montessori Principles which allows individualised care focussed on enablement and dignity of risk. Our care teams have had extensive training to support these initiatives and centre on what residents can do, and support changes in behaviours and additional lifestyle supports.

We continually monitor and review our programs and services to ensure they meet expectations and reflect the health care needs of the changing community demographics. In recent months MDHS has been focussed on pursuing a model of care for maternity services that meets the needs and wants of our local women, and is a continued priority for our staff and board of management.



Our opportunities and our challenges

Over the coming years our challenge is to deliver a range of health services that meets the current and future demand from the Central Goldfields and Pyrenees Shire communities within our catchment. The catchment of MDHS includes the Central Goldfields and Pyrenees Shire LGA's where it has for some time ranked unfavourably in the Relative Socio-economic disadvantage scale (the lowest 10) in Victoria.

Our catchment population is ageing but is expected to see growth, in particular post pandemic as trends see migration of metropolitan city dwellers to regional towns, especially those with commuting distance of regional cities such as Bendigo and Ballarat. Our commitment to providing residential aged care that promotes philosophies of enablement and choice for all individuals continues to drive our demand for aged care beds across MDHS.

Our services will need to respond to these demographic shifts as well as taking into account existing population profiles and their challenges. Demographic profiling confirms there will be a greater demand on health services including aged care services. The Central Victorian Primary Care Partnership's Health and Wellbeing profile shows that our catchment population requires greater levels of assistance with core tasks or have profound disability compared with the remainder of the State. It also ranks significantly unfavourably in relation to avoidable deaths due to cardiovascular and respiratory diseases and sees higher rates of teenage pregnancy.

MDHS will continue to respond to these challenges and will address the expectations of its community, by:

- Continuing our response to the pandemic with a public health approach in partnership with the region's health and community services.
- Leveraging technology to connect our care and service delivery through Better care initiatives, and care integration.
- Improving access, integration and connection to our care and services.
- Addressing growing demand and increasing levels of chronic disease management and conditions that are largely preventable; by reducing hospital admissions and increased primary health initiatives.
- Collaborating with our local health services, and regional health services; particularly Bendigo Health and Ballarat Health Services.
- Maintaining clinical governance systems that support appropriate and safe clinical practice.
- Increasing our role in workforce teaching and training.
- Delivering facilities that are fit-for-purpose in the redevelopment phase of the health service.
- Continuing to be active members of Regional Partnerships and departmental initiatives to meet the needs of our community.
- Meeting our actions and commitments to our First Nations Peoples by launching our Reflect Reconciliation Action plan.
- Developing a sustainable for model for maternity services in partnership with Safer Care Victoria, Department of Health, local community members and regional partners.



- Continuing to provide a commitment to our model of care in residential aged care, ensuring we focus on enablement and support for dignity of risk for all residents.
- Expanding and promoting of our services to support our community who suffer from mental health concerns from a localised context, and
- Developing a workforce plan that supports local pathways for training and employment.

We face these challenges and embrace opportunities in a pandemic (and post) pandemic world, where COVID-19 (coronavirus) has significantly impacted the health and aged care operating environment, while increasing our regional responsibility to public health initiatives and requirements. The past year has seen a rapid increase in use of technology, and the need to identify and adapt to new models of care. This requires different workforce configurations and ensuring our community is informed and engaged to ensure we meet their expectations and future demand.

Maryborough District Health Service is committed to working in collaboration to implement responsive initiatives and programs for our community. We are an active member of the Loddon Mallee Health Network and Grampians Health Service Partnership and Loddon Mallee ICT Alliance. Collaboration and partnering is also critical at local government, general practice and Department of Health levels.

In addition to these initiatives the Victorian 2021-22 State Budget has announced a \$94.8 million investment for the new Maryborough Hospital. Our new hospital will treat an extra 4,000 patients each year, ensuring local patients have access to the world-class care they need, closer to home. The new hospital will include:

- an urgent care centre
- inpatient unit
- two operating theatres and recovery spaces
- a day medical centre (Dialysis and Oncology) with imaging and pathology services, and
- New birthing suites.

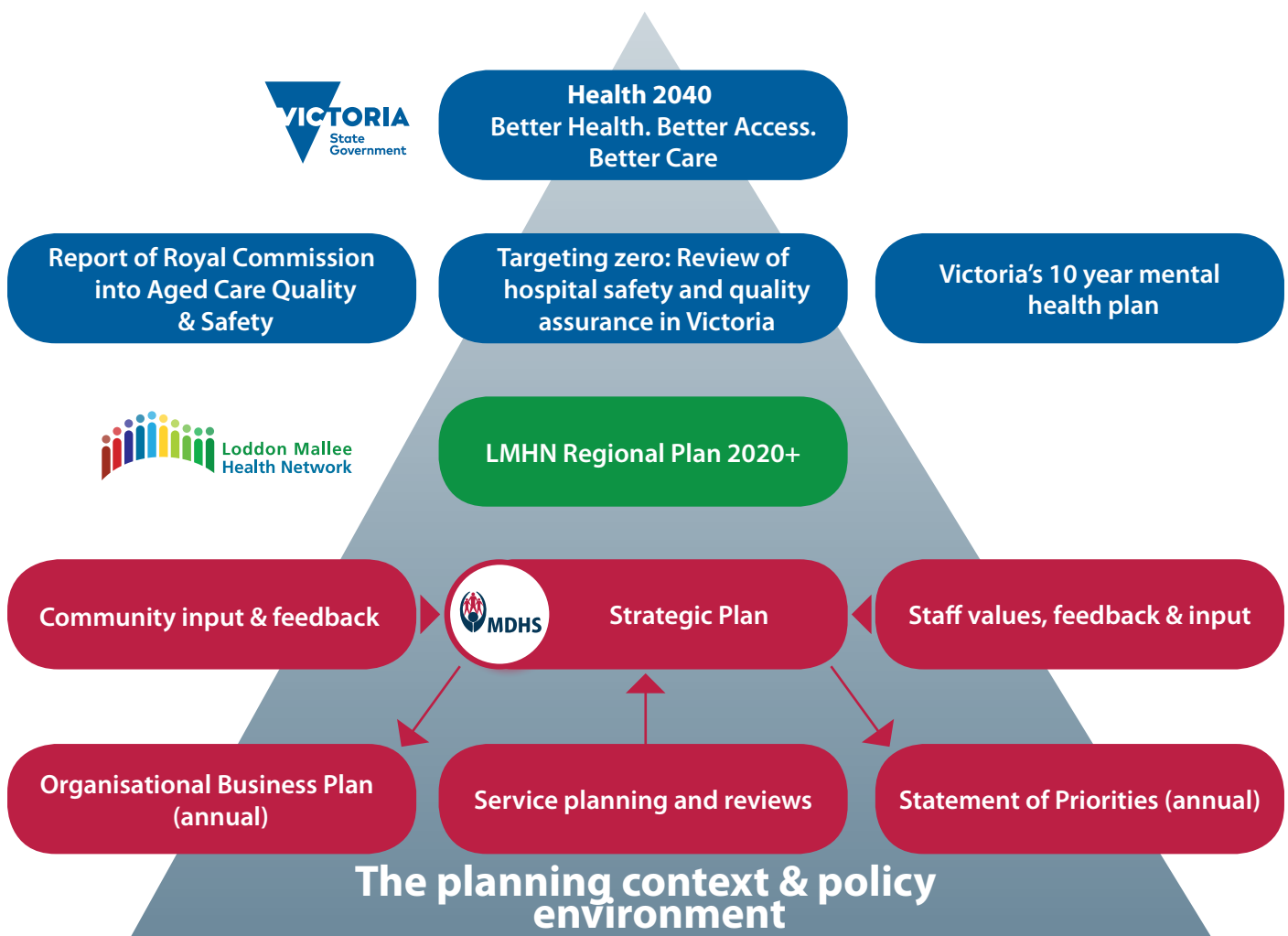
Construction is expected to start in late 2022 and create 300 new jobs. This state-of-the-art project will be the new home of MDHS delivering increased capacity across acute and primary care to bring to life the hub of health via a single point of access for our community.



The planning framework

Our strategic planning process considered the overarching and intersecting health planning and policy environment within Victoria, and specifically the Loddon Mallee region. These policies, frameworks and plans include Health 2040. Better Health. Better Access. Better Care and Targeting Zero: review of hospital quality assurance and safety in Victoria.

We will carefully consider our responses and role in addressing recommendations to Royal Commissions in Aged Care Quality & Safety and Mental Health in Victoria, while working towards strategic opportunities in alignment with the Loddon Mallee Health Network (LMHN). This will ensure MDHS contributes to the LMHN vision of shaping the future of health services delivery to give communities a great experience throughout the Loddon Mallee region.





Stakeholder consultation

To ensure that our strategic plan included our consumers' voices as well as our staffing and volunteer workforce voices, we reached out to these cohorts. Due to COVID restrictions we interacted with our community via alternative methods to expand our reach and access to our community. At MDHS we surveyed and polled our communities to learn about their experiences with our health service and to see what areas they want us to improve on. We received feedback from over 100 community members with the following key themes identified:

- Information regarding the Masterplan to be shared regularly
- Promotion of what services MDHS provided, including mental health support offered by MDHS
- Delivery of services such as maternity services and oncology
- Improved information regarding health promotion activities and healthy eating.

We engaged with our staff and volunteer workforce via survey to understand how engaged they were with strategic planning, to inform them of the importance of strategic planning and to learn about what they thought we as a health service team should focus on. During this process we received feedback from over 170 members of our team. Key themes and priorities identified were:

- Continued works on reconciliation and diversity planning
- Communication regarding what we do and how we do it, internally as well as externally
- Focus on mental health supports for staff and the community
- Consumer focus at the heart of all we do across all areas of MDHS
- Growth of maternity services and aged care staffing models.

We gathered inputs from reports and analysis that our health service had previously commissioned in regards to service planning, reviews and engagement opportunities. These intensive processes in relation to womens health and wellbeing, maternity services and future service development were carefully considered alongside population health and wellbeing profiles and data.

Our strategic priorities, goals and objectives

Strategic Priority 1: Connecting our community to care

	What we will do	How will we know we are successful?
1.1 Integrating care across the continuum	<p>Develop clear referral pathways to and from services we deliver.</p> <p>Work with our consumers to align and evaluate our care and services to better suit local needs.</p> <p>Use new technologies to enhance care services.</p>	<p>Improved satisfaction scores of consumers in acute, community and residential aged care.</p> <p>Reduced do not attends and cancellations for outpatient clinics appointments.</p> <p>Reduced times to receive appropriate care within the Urgent Care Centre, Specialist Outpatients Clinics and Perioperative services.</p> <p>Increase in telehealth or virtual care instances to support Better at Home initiatives.</p> <p>Have a consumer representative on all care committees across MDHS.</p>
1.2 Developing innovative and consumer centred models of care	<p>Research and align needs of our community and consumers to new models of care.</p> <p>Increase and diversify community and consumer consultation methods.</p> <p>Create tailored solutions for care with our community and respond to feedback on effectiveness.</p>	<p>Increase in the number of new research studies or pilots being participated in.</p> <p>Increased opportunities for input from consumers by having dedicated community conversations at Maryborough, Dunolly and Avoca on a quarterly basis.</p> <p>Complaints and compliments become opportunities for care service improvements by including patient story telling as standard practice.</p> <p>Increased communication of services and care delivery by using all mediums to communicate what we do and how we do it.</p> <p>Utilise co-design methods used for all care reviews and new services delivery, such as Maternity Services and our Well Women's Program.</p>
1.3 Leveraging technology to connect care and services	<p>Establish a virtual hub of health which is accessible at all our sites and remotely wherever our staff and consumer are based.</p> <p>Utilise technology and virtual care devices that integrate with the patient record.</p> <p>Develop electronic healthcare solutions in collaboration with consumers, staff and ICT partners.</p>	<p>Utilise all clinical systems – such as telehealth and patient information systems to their full capacity to enhance both staff and consumer experience.</p> <p>Increase access to best practice technologies to enhance care and service delivery such as Telehealth, and remote monitoring to support Better at Home initiatives.</p> <p>Increase in use of technological devices and platforms to enable Better at Home, telehealth and remote monitoring across all areas of the health service.</p> <p>Increase staff comfort with the use of technology to support virtual reviews in aged care for geriatrician access, specialist outpatient reviews and mental health.</p> <p>Continue partnership with Ballarat Health Services and East Grampians Health Service to promote remote monitoring of pregnant women across the region and reduce burden of travel.</p>

Our strategic priorities, goals and objectives

Strategic Priority 2: Purposeful partners

	What we will do	How will we know we are successful?
2.1 Connecting with our community and consumers	<p>Engage and empower our community and consumers to effectively respond to their needs while delivering and designing trustworthy care and services in partnership with them.</p> <p>Regularly engage and communicate our progress and directions in strategic and service planning initiatives.</p>	<p>MDHS Community Advisory Committee actively involved in co-design, review and evaluations to enhance consumer experience and system improvements based on community need.</p> <p>Increase numbers of consumer publications that meet health literacy/easy English/cultural diversity standards utilising all platforms to enable greater reach to our community.</p> <p>Develop our staff and health service to be more supportive of local health literacy needs by connecting staff with health literacy training.</p> <p>Through the Reflect Reconciliation Action plan, be a more culturally safe and inclusive place of care for First Nations peoples.</p> <p>Increase our communication with our community with the implementation of the MDHS communication plan.</p> <p>Spread proactive messaging in health promotion to support the needs of the community as part of communication plan.</p>
2.2 Developing strategic and productive partnerships	<p>Be an active member of the Loddon Mallee Health Network.</p> <p>Be an active member of the Grampians Health Services Partnership.</p> <p>Identify new partnerships and work effectively with our existing partners to deliver on better outcomes for our community.</p> <p>Work with our partners to develop tools and processes that support the health of our communities.</p> <p>Respond in partnership to recommendations in Aged Care and Mental Health Royal Commissions.</p>	<p>Continued participation and contribution in regional responses to pandemic and health emergency responses.</p> <p>Continued delivery of maternity services for low risk local women at MDHS, in partnership with regional partners.</p> <p>Delivery of regional project outcomes such as Better atHome initiatives, elective surgery access and pandemic responses.</p> <p>Active involvement in existing partnerships such as Go Goldfields, Central Goldfields and Pyrenees Shires.</p> <p>Participation in working groups across regions that have clear benefits for our community.</p> <p>Increased numbers of partnerships to deliver initiatives that are centred around community need, such as the response to the Royal Commissions in Aged Care Quality and Safety and Mental Health in Victoria.</p>

Our strategic priorities, goals and objectives

Strategic Priority 3: Our team

	What we will do	How will we know we are successful?
3.1	<p>Implementing a staff personal development program</p> <p>Work with our team to identify needs and opportunities for individual and collective development.</p> <p>Work with and engage partners to deliver training and development.</p> <p>Align all training and development to succession planning and organisation values.</p>	<p>People Matter survey results that improve year on year regarding staff engagement and staff wellbeing.</p> <p>Wellbeing program embedded across MDHS to support staff.</p> <p>Compliance with diversity policy directions and frameworks, such as gender equity and LGTQBIA+ outcomes.</p> <p>Increase in training places and graduate nursing staff, allied health staff and trainees across MDHS.</p> <p>Establishment of mentor programs to support new leaders, new staff and future leaders at MDHS.</p> <p>Increased number of tertiary and training provider partnerships to increase student participation and future workforce potentials.</p> <p>Complaints and compliments recorded and actioned to improve consumer and staff satisfaction and opportunities for improvement.</p> <p>Reconciliation plan approved by Reconciliation Australia and milestones achieved in accordance with plans.</p> <p>Meaningful rounding with staff – commitment to investment conversations with our staff, to understand our staff.</p> <p>Continue to enhance the People and Culture function at an executive and local level.</p> <p>Annual memorial service for staff, supported by pastoral care team.</p>
3.2	<p>Improving mental health and wellbeing for all staff</p> <p>Provide safe environments and create trust to have conversations about mental health and wellbeing.</p> <p>Work with our team to identify needs and issues to develop solutions.</p> <p>Engage external assistance and subject matter experts to deliver programs and supports.</p>	<p>Top quartile People Matter Survey results</p> <p>Increased levels of participation in health and wellbeing initiatives by staff that are based on staff wants and needs.</p> <p>Reduced Occupational Health and Safety incidents and Lost time injuries.</p> <p>Vacancy and turnover rates across all areas of MDHS are monitored and reported to staff and the board of management.</p> <p>Local and regular wellbeing check processes for staff embedded across MDHS.</p> <p>Introduction of a gratitude wall to promote positive reinforcement of behaviours and consumer promise.</p> <p>Partnership with Love Me Love You Foundation to promote mental health and wellbeing access for all staff.</p> <p>Implement mental health first aid training across MDHS.</p>

Our strategic priorities, goals and objectives

Strategic Priority 3: Our team cont.

	What we will do	How will we know we are successful?
3.3	<p>Becoming an employer of choice</p> <p>Continue building a great workplace culture.</p> <p>Plan and support a sustainable workforce in partnership with our region.</p> <p>Enhance our strong ties with our communities to promote regional livability to attract future workforces.</p>	<p>Top Quartile People Matter Survey results.</p> <p>Compliance with diversity policy directions and frameworks.</p> <p>Continued support of enrolled nursing program to develop local workforce to meet current and future needs.</p> <p>Development and delivery of Workforce plan 2021-2024.</p> <p>Continued participation in culture programs (introduction of the Speaking up for safety program).</p> <p>Broadening the staff demographic to include higher percentage of CALD, LGBTIQ+, First Nations peoples.</p> <p>Local partnerships with local health providers to build capacity for employment.</p> <p>Work experience opportunities and school programs to showcase healthcare opportunities such as apprenticeships and traineeships.</p> <p>Promotion of working in healthcare to schools in area, supporting community members to find local opportunities for employment and pathways.</p>

Our strategic priorities, goals and objectives

Strategic Priority 4: Sustainability

	What we will do	How will we know we are successful?
4.1	<p>Completing a successful hospital redevelopment</p> <p>Engage our community to deliver a unique design response.</p> <p>Effectively integrate community input and feedback into the design of new hospital.</p> <p>Aim for high achievement of environmental and green performance ratings in build and operation of new hospital.</p>	<p>A number of consumers involved in hospital design and build engagement and consultation sessions.</p> <p>Board subcommittee dedicated to masterplan project, which includes members of our community.</p> <p>Improved environmental and carbon footprint performance.</p> <p>Community and strategic marketing plan implemented.</p>
4.2	<p>Maintaining a sustainable business as usual during hospital redevelopment</p> <p>Be open and transparent with our communication to our community and stakeholders during the hospital development to minimise impacts of disruption.</p> <p>Develop a local education pathway to sustain our workforce and employment during the redevelopment.</p> <p>Visit and connect with recent hospital builds to learn what to avoid and what to focus on.</p>	<p>Service interruptions minimised and seamless transitions during moves.</p> <p>Operating and capital projects budgets track to expectations.</p> <p>Surgical and Urgent Care Centre waiting times are within Department of Health parameters.</p> <p>Staff retention rate remains stable.</p>
4.3	<p>Delivering safe care and services every day and ensure quality is a focus before, during and after transition to new hospital</p> <p>Provide strong leadership to our team that is focussed on quality and safety while being responsive in a changing physical environment.</p> <p>Support our staff through the transition.</p> <p>Seek opportunities to continually improve throughout stages of the hospital redevelopment.</p> <p>Measure, monitor and evaluate our care and services when responding to our community's new and differing needs.</p> <p>Maintain all compliance and accreditation requirements.</p>	<p>Complaints and compliments become opportunities for care service improvement.</p> <p>Zero incidents related to transition to new hospital site.</p> <p>Improved patient satisfaction by way of Victorian Healthcare Experience Survey data.</p> <p>Reduction in security related incidents and Occupational Health and Safety incidents.</p> <p>Top quartile Victorian Healthcare Experience Survey results.</p> <p>Improved Clinical Audit scores.</p> <p>Successful accreditation outcomes with no non-compliances for acute, community and aged care.</p> <p>97% occupancy across aged care.</p> <p>Net Promoter score via Rate it > 9.</p> <p>Discharge phone call surveys to provide opportunities for service recovery and celebration.</p> <p>Patient/resident feedback shows improvement in levels of satisfaction and engagement.</p>



References and Related Documents

Health 2040 Advancing Health, Access and Care (2016)

Targeting Zero: Report of the Review of Hospital Safety and Quality Assurance in Victoria

Victoria's 10-year Mental Health Plan (2015)

Regional Plan 2020+, Loddon Mallee Health Network (2020)