

Gippsland Southern Health Service **Strategic Plan 2015 - 2020**



Mission: "Building a healthier community together"

Vision: "Excellence in healthcare"

Chair and CEO Introduction

Gippsland Southern Health Service acknowledges the need to adapt to a changing environment to support the residents of the district and strengthen our local community. We are committed to providing strong leadership that will drive innovation and growth in services and to engaging with our community, encouraging their participation in health care planning and delivery.

This strategic plan provides direction for the development of our health service over the next 5 years and builds on the direction and successes of the previous strategic plan. Annual plans will provide in greater detail the specific actions and activities that will be implemented within this framework that will contribute toward the achievement of our mission and vision.

This Strategic Plan is the result of a rigorous process of information gathering, analysis, consultation and questioning of the status quo. The plan has been guided by:

- Policies implemented by State and Commonwealth Governments.
- The priorities identified in the Australian Healthcare Agreement.
- The report of the National Health & Hospitals Reform Commission.
- Consultation with a broad range of stakeholders and;
- The changing health environment

We are excited and motivated by our Strategic Plan and working hard to implement the strategies recorded in the pages that follow that will lead to the achievement of our mission and vision.



Our Mission:

The mission of Gippsland Southern Health Service is: **Building a healthier community together**

The mission recognises that:

- ▶ GSHS is one of a number of organisations that plays a role in the provision of health services and care in the community.
- ▶ Healthcare providers, healthcare organisations, consumers and carers are all partners in the healthcare system.
- ▶ The healthier community envisaged adopts the social model of health and World Health Organisation definition of health which is more than an absence of disease but a '*state of complete physical, mental and social wellbeing*'.
- ▶ Wellbeing is defined as '*the condition of being well, contented and satisfied with life. Wellbeing has several components, including physical, mental, social and spiritual*'. (Environments for Health, Victorian Government, 2001).

Our Vision:

The vision of Gippsland Southern Health Service is: **Excellence in healthcare**

The vision recognises that:

- ▶ It is incumbent upon GSHS to foster innovation and challenge the status quo.
- ▶ We aim to implement integrated systems that will maintain and improve the reliability and quality of care and services we provide and improve outcomes for our consumers.



Our Values:

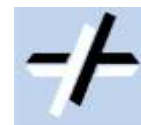
We are a values driven organisation. Our decisions, how we work and interact with others will always reflect a value for:

Individuality	<ul style="list-style-type: none">• Identifying and promoting the unique values, strengths and needs of our consumers and our staff.• Being consumer focused.• Valuing each person as an individual.
Respect	<ul style="list-style-type: none">• Always dealing professionally and with empathy.
Accountability	<ul style="list-style-type: none">• Doing what we say we will do, and taking responsibility for the outcomes.• Being open and honest in all our dealings.
Empowerment	<ul style="list-style-type: none">• Enabling others to reach their true potential and achieve their best.• Taking responsibility for our decisions and actions.• Actively engaging in decisions and strategies to improve ourselves, our care and service.
Excellence	<ul style="list-style-type: none">• Continually striving to do better, innovate and progress in everything we do.• Encouraging learning and growth.• Basing decisions and practice on the best available evidence.
Collaboration	<ul style="list-style-type: none">• Valuing and seeking out the unique experiences and knowledge of others.• Actively contributing toward team efforts to advance the health of the community.• Finding the common ground working together to achieve it.



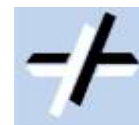
Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Strategic Goal	1	GSHS provides excellent care and service aimed at improving the health of the community.
Objective	1.1	The community has access to the care and services they need within an integrated service model.
Strategies	1.1.1	Annual service planning ensures GSHS is focused on meeting community needs.
	1.1.2	Undertake a review of the role, functionality, capacity and capability of residential aged care in view of Commonwealth Reforms and community demands.
	1.1.3	Implement the new funding and services structure for drug treatment services to ensure they comply with reforms to alcohol and other drug treatment services.
	1.1.4	Work collaboratively with Bass Coast Health & South Gippsland Hospital to implement strategies aimed toward achievement of the goals within the Gippsland South Coast Service Plan & Model of Care.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Objective	1.2	Care and services are person-centred.
Strategies	1.2.1	Implement person centred, goal directed care plans across GSHS service streams that will engage consumers in decision making about their care.
	1.2.2	Design and implement processes, practice and culture to deliver excellent care and service every time.
	1.2.3	Develop and implement policy and processes for the provision of safe, high quality end of life care in acute and sub-acute settings, with clear guidance about the role of and access to specialist palliative care.
Objective	1.3	GSHS is recognised as a leading provider of quality care and services.
Strategies	1.3.1	Establishing a culture of safety & continuous improvement.
	1.3.2	Regular monitoring of performance against quantitative and qualitative target measures.
	1.3.3	Regular assessment of service delivery against industry accepted accreditation standards.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Objective	1.4	Challenging our existing boundaries of clinical practice and models of care.
Strategies	1.4.1	Generate evidence of innovations in practice.
	1.4.2	Establish a Practice Development approach to continuous clinical practice improvement.
	1.4.3	Apply existing capability frameworks and guidelines to inform practice and service system planning and delivery.



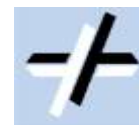
Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Strategic Goal	2	Highly skilled, motivated and engaged people
Objective	2.1	GSHS is a great place to work and learn.
Strategies	2.1.1	Engage staff in the creation of a culture of excellence that reflects our values and fosters supportive relationships throughout the organisation.
	2.1.2	Identify and build on the factors that make staff proud to work at GSHS.
	2.1.3	Prepare a workforce plan that ensures staff profiles match service needs into the future.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Objective	2.2	People management systems foster performance, accountability and a value for people.
Strategies	2.2.1	Create a people management system that attracts, orientates, develops and rewards skilled, motivated and engaged people.
	2.2.2	Ensure roles are adequately reflected in position descriptions.
	2.2.3	Ensure communication, information and reporting supports people to perform and continuously improve practice and processes.
	2.2.4	Undertake a Training Needs Analysis and prepare a Learning and Development Plan annually.
	2.2.5	Support formal and informal clinical education and training for staff and students, within an inter-professional model.
	2.2.6	Provide authority and support to enable staff to perform at their highest levels.
	2.2.7	Develop partnerships to enable regional career development pathways.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Objective	2.3	People management practices motivate people to perform at their best and continually improve.
Strategies	2.3.1	Support and embed accountability at all levels.
	2.3.2	Develop management skills to motivate staff to perform at their best and create and maintain systems that enable and reward excellence and accountability for care and service.
	2.3.3	Empower staff to achieve outcomes by providing them with clear expectations, structures, resources and skills to perform their roles at their best.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Strategic Goal	3	Strong leadership and governance permeates every level of GSHS, supported by a robust corporate and clinical governance infrastructure.
Objective	3.1	Clinical governance fosters clinical excellence.
Strategies	3.3.1	Introduce clinical benchmarking to improve clinical practice.
	3.3.2	Establish a robust and engaging system of continuous improvement and reporting.
Objective	3.2	Devolved management underpinned by empowerment & accountability.
Strategies	3.2.1	Establish appropriate delegations, accountabilities and reporting processes.
	3.2.2	Train and develop leaders across the organisation to manage responsibly their Units and Departments.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Objective	3.3	Align service delivery within financial resources.
Strategies	3.3.1	Map cost structures and performance across the organisation and identify areas for improvement.
	3.3.2	Achieve service targets within budget.
	3.3.3	Increase revenue by identifying alternative, innovative funding sources.
	3.3.4	Innovation in the utilisation of funds and finding efficiencies.
Objective	3.4	The Board has the skills, understanding and information to govern effectively.
Strategies	3.4.1	Board members become more visible in the organisation and are given opportunities to experience the climate and culture.
	3.4.2	Ensure current reporting provides the Board with a profile of the performance of all areas of GSHS that they understand.
	3.4.3	Undertake an annual board assessment to identify and develop board capability to ensure members are well equipped to effectively discharge their responsibilities.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Strategic Goal	4	GSHS infrastructure enables the delivery of excellence in care and services.
Objective	4.1	Capital and equipment supports the delivery of contemporary care and services.
Strategies	4.1.1	Develop strategic asset management framework (Capital and Equipment Improvement Plan) that identifies capital replacements and maintenance for infrastructure, equipment and ICT.
Objective	4.2	New technology improves access to care and services.
Strategies	4.2.1	Develop an ICT strategy that considers, among other things: <ul style="list-style-type: none"> • Technology supporting service delivery in the home. • Outreach facilities meet emerging demand in all communities in GSHS' catchment.



Strategic Goals, Objectives & Strategies

Strategic Objectives (what we want)	Five Year Strategies (actions, how we will do it)	
Strategic Goal	5	Fully engaged with our partners and community to improve outcomes for our community.
Objective	5.1	GSHS is a good corporate citizen.
Strategies	5.1.1	Establish Communications and Engagement Strategy.
Objective	5.2	Active contributor to sub-regional health service partnerships.
Strategies	5.2.1	Support and strengthen the partnership between South Gippsland Health Services, including: <ul style="list-style-type: none"> • BoM annual catch-up with BCH and SGH. • CEO planning meetings and structures. • Formalise regular executive relationships across the South Coast Region.
Objective	5.3	Community contributes to GSHS's capacity to meet the community needs.
Strategies	5.3.1	Develop and implement strategies to extend volunteers' capacity to contribute to GSHS and become an integrated and valued part of the team.

