

Statement of Priorities

2019-20 Agreement between the Secretary for the Department of Health and Human Services and Gippsland Southern Health Service

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Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 40G, 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

Statements of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. The annual agreements support the delivery of, or substantial progress towards the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

A Statement of Priorities consists of four main parts:

- Part A provides an overview of the service profile, strategic priorities and deliverables the health service will achieve in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2019-20*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities in November each year and present data on the performance of our health system in the public domain.

Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health care services are delivered to the Victorian community. The Department of Health and Human Services (the department) delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. By working together, we strive to build stronger functional, policy and service delivery connections to support the health, wellbeing and safety of all Victorians, no matter what their personal circumstances or stage of life.

Government commitments

This year's \$25.6 billion *Victorian Budget* will help us continue our work in supporting the most vulnerable Victorians and provide more services locally.

- \$2.3 billion of additional funding for meeting hospital services demand
- \$321.9 million for the roll-out of free dental care to all Victorian government school students
- \$299.6 million for more paramedics, vehicles and stations
- \$136.2 million to deliver 500,000 specialist appointments in regional Victoria
- \$117.8 million to recruit and train more nurses, midwives and frontline health workers and make further ratios improvements that will see 1,100 nurses & midwives in Victorian public hospitals.
- \$213.6 million for new parenting centres and more maternal and child health nurses
- \$116.5 million for medical research projects such as new cancer therapies
- A \$100 million boost to the Regional Health Infrastructure Fund to support hospitals and health facilities for rural and regional communities
- \$72 million on hospital and community based palliative care to ensure the end of life care choices of Victorians continue to be met
- \$67.6 million to meet critical mental health service demand
- \$1.5 billion to build a new Footscray Hospital
- \$59.5 million for a new rehabilitation centre at Bendigo Health
- \$31.4 million for an expansion of the Royal Children's Hospital
- \$2.4 million to plan for a new hospital in Melton

This investment will support the implementation of *Health 2040: advancing health, access and care* - which presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system.

Part A: Strategic overview

Mission statement

Building a healthier community together.

Service profile

Gippsland Southern Health Service (GSHS) is the major provider of healthcare in the South Gippsland Shire. GSHS offers a broad range of services that meet the needs of a diverse and sparsely populated area with many small rural communities. The two main acute facilities are based at Leongatha and Korumburra. GSHS offers a broad range of specialist, general, acute, sub-acute, ambulatory, residential aged care and community services.

Although GSHS is made up of a number of sites, they all operate as part of the one organisation and therefore the service profile is informed by the geographical nature of the diverse communities as well as the strategic imperatives of the Department of Health and Human Services.

GSHS employs 270 full time effective, with a total workforce of nearly 500 staff across all sections of the organisation, with a predominantly part-time female workforce.

In addition to the implementation of the strategies that will enable us to achieve our goals and deliver on our vision "Excellence in healthcare", in 2019-20 GSHS will continue to actively participate in the implementation of the South Coast Clinical Services Plan in conjunction with Bass Coast Health and South Gippsland Hospital.

Strategic planning

GSHS Strategic Plan 2015-2020 is available online at <https://www.gshs.com.au/>

Strategic priorities – Health 2040;

In 2019-20 GSHS will contribute to the achievement of the Government's commitments within *Health 2040: Advancing health, access and care* by:

Better Health

Goals: A system geared to prevention as much as treatment Everyone understands their own health and risks Illness is detected and managed early Healthy neighbourhoods and communities encourage healthy lifestyles	Strategies: Reduce Statewide Risks Build Healthy Neighbourhoods Help people to stay healthy Target health gaps
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Deliverables:

- Implement the healthy eating policy at GSHS incorporating education and support for health service staff.
- Build the capacity of health services, workplaces and schools to meet the benchmarks of the Achievement Program.
- Establish the South Coast prevention partnership to provide co-ordinated, strategic oversight and governance of the activity of the South Coast prevention team.
- Deliver a social marketing campaign targeted at reducing consumption of sugar sweetened beverages and increasing consumption of tap water of teenage males (13-18 years) in the South Coast.

Better Access

Goals: Care is always being there when people need it Better access to care in the home and community People are connected to the full range of care and support they need Equal access to care	Strategies: Plan and invest Unlock innovation Provide easier access Ensure fair access
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Deliverables:

- Implement the Healthcare That Counts Framework to improve organisational governance, systems and processes that align with the health services strategic plan and are focussed on delivering responsive, compassionate, person centred care that meets community expectations.
- In partnership with our South Gippsland Coast health service colleagues:
 - implement the agreed South Gippsland Coast Partnership Maternity Capability Framework
 - develop and commence implementation of an agreed Surgery and Anaesthetics Capability Framework
 - implement South Gippsland Coast Volunteer Transport program across the sub-region
 - develop and implement a joint sub-regional credentialing, scope of practice and competency framework.

Better Care

Goals:

Targeting zero avoidable harm
Healthcare that focusses on outcomes
Patients and carers are active partners in care
Care fits together around people's needs

Strategies:

Put quality First
Join up care
Partner with patients
Strengthen the workforce
Embed evidence
Ensure equal care

Deliverables:

- Develop a quality improvement plan and commence implementation of actions based on a gap analysis against the National Safety and Quality Health Service Standards that will focus on:
 - Standard 2 - partnering with Consumers around improved discharge communication
 - Standard 5 - preventing delirium and managing cognitive impairment
 - Standard 8 - alternative pathways for consumers to escalate their concerns.

Specific priorities for 2019-20

In 2019-20 GSHS will contribute to the achievement of the Government's priorities by:

Supporting the Mental Health System

Improve service access to mental health treatment to address the physical and mental health needs of consumers.

Deliverables:

- Engage in the development of the Regional Mental Health and Suicide Prevention Plan, particularly focusing on a mental health stepped-care model for the GSHS catchment.

Addressing Occupational Violence

Foster an organisational wide occupational health and safety risk management approach, including identifying security risks and implementing controls, with a focus on prevention and improved reporting and consultation.

Deliverables:

Implement the department's framework for the prevention and management of Occupational Violence and Aggression (OVA).

- Utilise the gap analysis of organisational practices against the Department of Health and Human Services Framework for Preventing and Managing Violence and Aggression, the Australian Nursing and Midwifery Federation 10 Point plan to End Violence and Aggression and Work Safe's Prevention and management of aggression in health services to develop an implementation action plan encompassing:
 - establishment of a working party, consisting of all clinical managers and health and safety representatives to implement the Action Plan
 - establishment of an OVA committee, consisting of clinical executives to oversee the OVA working party and report progress to the Board
 - establish OVA Key Performance Indicators to measure the effectiveness of actions implemented for the prevention and management of OVA incidents. Include these in reports to the Board.

Addressing Bullying and Harassment

Actively promote positive workplace behaviours, encourage reporting and action on all reports.

Deliverables:

Implement the department's *Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination* and *Workplace culture and bullying, harassment and discrimination training: guiding principles for Victorian health services*.

- As a result of the implementation of the Government's Framework for promoting a positive workplace culture, the organisation will establish a working party to focus on initiatives to prevent bullying, harassment and discrimination.

Supporting Vulnerable Patients

Partner with patients to develop strategies that build capability within the organisation to address the health needs of communities and consumers at risk of poor access to health care.

Deliverables:

- Implement actions from the Partnering in Healthcare Framework, within the domains of Working together and Effective communication with a focus on vulnerable patients.

Supporting Aboriginal Cultural Safety

Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices across all parts of the organisation to recognise and respect Aboriginal culture and deliver services that meet the needs, expectations and rights of Aboriginal patients, their families, and Aboriginal staff.

Deliverables:

- Partner with the Aboriginal Regional Development Officer (ARDO) to explore and remove barriers to employment.

Addressing Family Violence

Continue implementing the Strengthening Hospitals Response to Family Violence (SHRFV) and Health Care That Counts (HCTC) in line with the Multi Agency Risk Assessment Meeting (MARAM) framework by improving risk identification, screening, escalation and formalising referral pathways.

Deliverables:

- Continue implementing the Strengthening Hospitals Response to Family Violence (SHRFV) and Health Care That Counts (HCTC) in line with the MARAM framework by improving risk identification, screening, escalation and formalising referral pathways.

Implementing Disability Action Plans

Continue to build upon last year's action by ensuring implementation and embedding of a disability action plan which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disability.

Deliverables:

- Commence implementation of the GSHS Disability Action Plan with a focus on:
 - promoting positive attitudes and practices at GSHS
 - physical access and equipment
 - provision of care
 - promoting employment and community engagement.

Supporting Environmental Sustainability

Contribute to improving the environmental sustainability of the health system by identifying and implementing projects and/or processes to reduce carbon emissions.

Deliverables:

- Proceed to tender for the installation of solar power generation on the Leongatha Integrated Primary Care Centre.

Part B: Performance Priorities

The *Victorian Health Services Performance monitoring framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Changes to the key performance measures in 2019-20 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

Further information is available at www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability

High quality and safe care

Key performance measure	Target
Accreditation	
Compliance with the Aged Care Standards	Full compliance
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
Patient experience	
Victorian Healthcare Experience Survey – percentage of positive patient experience responses	95%
Victorian Healthcare Experience Survey – percentage of very positive responses to questions on discharge care	75%
Victorian Healthcare Experience Survey – patient's perception of cleanliness	70%

Key performance measure	Target
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days
Maternity and Newborn	
Rate of singleton term infants without birth anomalies with APGAR score <7 to 5 minutes	≤ 1.4%
Rate of severe fetal growth restriction (FGR) in singleton pregnancy undelivered by 40 weeks	≤ 28.6%

Strong governance, leadership and culture

Key performance measure	Target
Organisational culture	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, “I am encouraged by my colleagues to report any patient safety concerns I may have”	80%

Key performance measure	Target
People matter survey – percentage of staff with a positive response to the question, “Patient care errors are handled appropriately in my work area”	80%
People matter survey – percentage of staff with a positive response to the question, “My suggestions about patient safety would be acted upon if I expressed them to my manager”	80%
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

Timely access to care

Key performance measure	Target
Specialist clinics	
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%
Percentage of routine patients referred by GP or external specialist who attended a first appointment within 365 days	90%

Effective financial management

Key performance measure	Target
Operating result (\$m)	-\$0.88
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Public and Private WIES ¹ activity performance to target	100%
Adjusted current asset ratio	0.7 or 3% improvement from base target
Forecast number of days available cash (based on end of year forecast)	14 days
Actual number of days available cash, measured on the last day of each month.	14 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

¹ WIES is a Weighted Inlier Equivalent Separation

Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2019-20 of the *Department of Health and Human Services Policy and funding guidelines 2019*.

The *Policy and funding guidelines* are available at <https://www2.health.vic.gov.au/about/policy-and-funding-guidelines>

Further information about the Department of Health and Human Services' approach to funding and price setting for specific clinical activities, and funding policy changes is also available at

<https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/pricing-funding-framework/funding-policy>

Funding type	Activity	Budget (\$'000)
Acute Admitted		
Acute WIES	2,426	12,415
WIES DVA	27	140
WIES TAC	8	46
Other Admitted		1,918
Acute Non-Admitted		
Emergency Services		2,060
Home Enteral Nutrition	21	5
Specialist Clinics	7,370	2,092
Subacute & Non-Acute Admitted		
Maintenance Public	57	615
Subacute WIES - Palliative Care Public	33	351
Subacute WIES - DVA	7	96
Subacute Non-Admitted		
Palliative Care Non-admitted		415
Health Independence Program - DVA		31
Aged Care		
Residential Aged Care	31,097	1,801
HACC	9,586	601
Mental Health and Drug Services		
Drug Services	238	195
Primary Health		
Community Health / Primary Care Programs	3,610	381
Community Health Other		14
Other		
Health Workforce		290
Other specified funding		1,334
Total Funding		24,800

Part D: Commonwealth funding contribution

The Victorian health system has faced a number of changes to Commonwealth funding since 2012–13. The changes to the funding arrangements announced in the 2014–15 Commonwealth Budget will continue to be applicable for the period 1 July 2019 to 30 June 2020 with funding continued to be linked to actual activity levels.

The Commonwealth funding contribution outlined the 2019–20 Commonwealth Budget was based on estimates and has since been updated by the Administrator of the National Health Funding Pool, based on latest activity estimates from States and Territories. However, given that final funding amounts are based on actual activity, there may be adjustments to funding throughout the year as a result of reconciliations and other factors outlined below.

Period: 1 July 2019 – 30 June 2020

	Service category	Estimated National Weighted Activity Units (NWAU18)	Total funding (\$'000)
Activity based funding	Acute admitted services	2,835	21,016
	Admitted mental health services	0	
	Admitted subacute services	420	
	Emergency services	46	
	Non-admitted services	792	
Block Funding	Non-admitted mental health services	-	547
	Teaching, training and research		
	Other non-admitted services		
Other Funding		-	3,236
Total		4,093	24,800

Note:

- Activity loadings are included in the Estimated National Weighted Activity Units (i.e. Paediatric, Indigenous, Remoteness, Intensive Care Unit, Private Patient Service Adjustment, and Private Patient Accommodation Adjustment).
- In situations where a change is required to Part D, changes to the agreement will be actioned through an exchange of letters between the Department and the Health Service Chief Executive Officer.
- Ambulance Victoria and Dental Health Services Victoria do not receive a Commonwealth funding contribution under the National Health Reform Agreement. Dental Health Services Victoria receives Commonwealth funding through the National Partnership Agreement.

Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2019;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2019-20 financial year; and
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard. This includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.

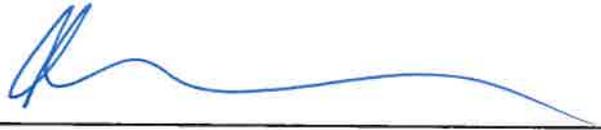
Signature

The Secretary and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



Megan Jones
Assistant Director, Rural and
Regional Performance South and
East as Delegate for the
Secretary for the Department of
Health and Human Services

Date: 16 / 10 / 2019



Alex Aeschlimann
Board Chair
Gippsland Southern Health Service

Date: 16 / 10 / 2019

