



**BEECHWORTH  
HEALTH SERVICE**

2019 - 2022

# STRATEGIC PLAN



- 1 Prioritise services and activities for people that promote independence.
- 2 Focus priorities and advocacy efforts through community engagement.
- 3 Maintain a consumer focus to drive our direction.
- 4 Work in partnership with others to maximise service access.



## FOUR PILLARS OF CAPABILITY

ORGANISATIONAL SYSTEMS  
& STRUCTURES

WORKFORCE SKILLS &  
KNOWLEDGE

CULTURE &  
BEHAVIOURS

RESULTS & SYSTEM  
IMPACT

**HEALTH • CARE • ACCESS**

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## Beechworth Health Service

Beechworth Health Service is a small rural health service providing a range of acute, sub-acute, residential aged care, primary and community and home-based services within the Indigo Shire. It is the only public hospital within the Indigo local government area (LGA). Beechworth Health Service main referral centres are Northeast Health Wangaratta and Albury Wodonga Health Service, each located around 40 kilometres away and in opposite directions.

### Our Region

The main catchment area for Beechworth Health Service is the lower Eastern aspect of the Indigo Shire, including the townships of Beechworth, Stanley & Wooragee: a population of approximately 6,000 people. The extended catchment area for Beechworth Health Service includes the townships of Rutherglen, Chiltern, Barnawartha, Yackandandah & Tangambalanga; a population in excess of 15,000 people. The Shire is home to a vibrant tourist population which can swell the population significantly and result in increased reliance on local service infrastructure inclusive of healthcare services.

### Our History

Beechworth Health Service has a long tradition of healthcare provision to the people of Beechworth and surrounding communities. The service came into being as a result of the amalgamation of two of the oldest hospitals in north-eastern Victoria and the inclusion of part of a third hospital, Mayday Hills. Initially, the Ovens District Hospital (Ovens Goldfields Hospital) was established to meet the acute health needs of the thriving mining town of Beechworth in 1856. Originally located in Church Street, it was the only hospital located between Melbourne and Goulburn, NSW. In 1940 it relocated to the current Sydney Road site.

The establishment of the Ovens Benevolent Asylum on Warner Road was first mooted in 1861, when on the 22nd July a public meeting was held with the object of building a district Benevolent Asylum. The function of this Asylum was to provide accommodation and care for gold miners who were permanently injured, and for women and children who were penniless, homeless, or whose parents were guests of the State.

In 1935, the name of the Benevolent Asylum was changed to Ovens Benevolent Home. In February 1973 the name was changed to Ovens Hospital for the Aged

and in October 1974 the name was changed again, this time to Ovens and Murray Hospital for the Aged.

On 17th August 1992 The Beechworth Hospital was formed as a result of the amalgamation of the Ovens District Hospital and the Ovens and Murray Hospital for the Aged. In 1995 the Health Service tendered for and won two Psychiatric Programs from the then closing Mayday Hills Hospital.

Having changed its name again in 2002 to Beechworth Health Service the amalgamated organisation operated on two sites: extended care on the hill overlooking the township and acute care services at its Sydney Road campus. Following an extensive building program in 2005 residential aged care, the acute hospital beds and community health were all relocated to Sydney Road.

### Our Services

Beechworth Health Service provides a wide range of services to all age groups of people in the service catchment area including a twelve bed acute unit (inclusive of three transitional care places for older people who have had a recent acute inpatient experience but need some additional assistance in their recovery and decision making with respect to their living arrangements into the future), sixty residential aged care beds for people, divided evenly across nursing home level care requirements and hostel level care requirements, a diverse community health service across a broad range age profile serves, and a range of social inclusion services for elderly community members.

In addition to the above service profile, Beechworth Health Service also houses Blackwood Cottage, a fifteen bed residential based mental health service for older people. This service is managed for the community by Albury Wodonga Health and is subject to ongoing development in scope focus of service in order to best respond to the needs of the local community both now and across the life of the Strategic Plan.

## Thriving Beyond Surviving

Planning to thrive, for Beechworth Health Service, into this Strategic Plan (2019-2022) will involve remaining focused on a commitment to the local community to give effect to a number of key planning principles, identified through Beechworth Health Services' Service Plan (2017-2022).

These principles provided Beechworth Health Service with its Strategic Plan (2019-2022) and are as follows:

- **Prioritise** services and activities that help people to maintain their independence.
- **Engage** with people living in Beechworth and surrounding communities, to understand their priorities and advocate for better health outcomes for them.
- **Maintain** a focus on consumer needs and interests at all times.
- **Work in partnership** with health service providers to ensure residents of Beechworth and surrounding communities have access to the health services they need.

### Key Strategic Development

In keeping this commitment, Beechworth Health Service will focus on these principles as our key strategic development directions (the BHS Four Pillars Aim) and four key enabling strategies (see the BHS Four Pillars Aim including enabling strategies model).

Figure 1: See page 5



The BHS Four Pillars Aim incorporates the Department of Health and Human Service's *Health 2040: Advancing health, access and care* plan (2016) domains of **Health, Access and Care** and this will ensure that Beechworth Health Service's strategic planning will remain aligned with the Department's policy & planning directions. A focus on the BHS Four Pillars Aim planning themes also means that Beechworth Health strategic planning directions can easily accommodate other key planning directions from Local, State, Commonwealth Governments.

Preparing to thrive by planning for the future, means developing a capacity to predict and plan for change. In this plan (Strategic Plan 2019-2022) Beechworth Health Service will pursue four enabling strategies. The aim of these enabling strategies is to facilitate a commitment to the BHS Four Pillars Aim approach.

In addition, the development of strategic actions and the monitoring and measuring of those actions in the plan (Strategic Plan 2019-2022) will occur using those principles described by our community as a planning lens with the clear aim of 'thriving beyond surviving'.

**This also means Beechworth Health Service will drive a commitment to measuring progress on its commitments to planning and actions across a number of themes and these are as follows:**

- **Providing** a valuable experience of care
- **Ensuring** a valuable quality of care
- **Developing** and nurturing valuable relationships and partnerships
- **Investing** in and supporting a valuable workforce, and
- **Striving** for sustainability that supports the above.

This does not mean that everything will be possible to achieve in this or any other plan. It does mean though that BHS will remain accountable to its community for those things that can be achieved and be able to account for those things that either cannot be achieved or are no longer strategically appropriate.

## The Broad Strategic Direction

The broad strategic directions defined within this Strategic Plan (2019-2022) will in turn inform Beechworth Health Service's annual planning review process, within which detailed and specific operational strategy will be given effect.

These operational level plans will be driven through Beechworth Health Services' existing Committee structure. To enhance commitment to planning implementation oversight, and to provide a direct 'voice' for our staff and community into planning actions, Beechworth Health Service will establish a Strategic Project Implementation Group, which will report directly to the Board on strategic project progress. This establishes a planning governance model which is aimed at enshrining the discipline of good planning into the way Beechworth Health Service develops, monitors, checks and reviews its planning priorities.

## Risk Management Approach

Beechworth Health Service will also maintain a risk management approach to planning and the evaluation of actions associated with planning.

**This will be built around Beechworth Health Services' approach to risk management, risk assessment and risk appetite, linked closely with Beechworth Health Service values and also measured across the following themes:**

- **Providing** a valuable experience of care
- **Ensuring** a valuable quality of care
- **Developing** and nurturing valuable relationships and partnerships
- **Investing** in and supporting a valuable workforce, and
- **Striving** for sustainability that supports the above.

## Commitments & Strategies

The following section of the strategic plan focuses on the commitments and strategies within the Strategic Plan (2019-2022). These in turn will inform annually reviewed shorter term strategies aimed at implementing the objectives listed below. The annual planning process represents Beechworth Health Services' Annual Corporate Planning process.

To ensure its planning process is action and improvement orientated, and remains contemporary in context, Beechworth Health Service will adopt a continuous improvement-based model known as the PDCA, plan-do-study-act (PDSA) cycle to frame its commitment to its strategic actions and strategic direction for the life of this plan (2019-2022).

2019 - 2022

# STRATEGIC PLAN



## 1 Prioritise services and activities for people that promote independence

**1.1** Contribute to the development and maintenance of healthy neighbourhoods and communities that encourage healthy lifestyles.

**1.2** Develop prevention focused service models that are focused on prevention as much as risk, which also complement our existing treatment models.

**1.3** Enhance people's experience of service engagement across life's transitions.

**1.4** Continue to target health promotion and early intervention activities to improve local population health and support well ageing.

## 2 Focus priorities and advocacy efforts through community engagement

**2.1** Partner with patients, residents and our community.

**2.2** Plan for the future.

## 3 Maintain a focus on consumer needs and interests

**3.1** Strengthen the workforce.

**3.2** Maintain a consumer focus to drive our direction.

## 4 Work in partnership with others to maximise service access

**4.1** Embed excellence in quality, experience and value of care.

**4.2** Enable fair access to care.

**4.3** Join up care.



## 4 PILLARS OF CAPABILITY

**ORGANISATIONAL  
SYSTEMS & STRUCTURES**

**WORKFORCE SKILLS &  
KNOWLEDGE**

**CULTURE &  
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**RESULTS &  
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## Strategic Plan

Within this strategic plan, there are strategies that will inform and guide our actions over the next 5 years.

Beechworth Health Service is committed to a planning structure informed by the Victorian health and service system planning framework (2017). This planning governance framework commits us to health system design and planning by bringing health system goals together with local population health needs and outcomes.

### Our Vision

Caring for and working with our community.

### Our Values

- Respect • Unity • Integrity • Innovation
- Excellence

### Where are we now?

Our community identified the following challenges for Beechworth Health Service in Service Plan (2017-2022). This Strategic Plan (2019-2022) aims to identify the strategic directions and resource capabilities necessary for confronting these challenges as well as addressing key industry policy and health service delivery direction considerations.

- **The challenge** of sufficient access to community-based models of care capable for promoting early intervention and reducing unnecessary hospitalisation.
- **The challenge** of improving population health outcomes in partnership with local agencies, in particular cancer screening.
- **The challenge** of consolidating Beechworth Health Service's role as a key member of the sub-regional service system.
- **The challenge** of providing residential aged care mental health service supports for our ageing population.

### Where are we heading?

1. Our Commitments below represent the voice of our community.
2. Our Strategies underneath these commitments outline what our commitment actions will be.

## 1. Prioritise services and activities for people that promote independence

### 1.1 Contribute to the development and maintenance of healthy neighbourhoods and communities that encourage healthy lifestyles.

**1.1.1** Build community capacity to lead health & wellbeing service delivery by engaging our community in planning, assessment and service improvement discussion.

**1.1.2** Work closely with local government (Indigo Shire Council Municipal Public Health and Wellbeing Plan 2017 -2021) and our Indigo based service partners to maximise the collective impact on health and wellbeing planning across the Indigo catchment.

### 1.2 Develop prevention focused service models that are focused on prevention as much as risk, which also complement our existing treatment models.

**1.2.1** Maintain a commitment to the current level of services as a minimum for the benefit of our local community and our partner agencies.

**1.2.2** Work with local General Practice and the Murray PHN to develop systems for early detection and intervention for chronic illness such as Chronic Obstructive Pulmonary Disease (COPD).

**1.2.3** Lead approaches to age-friendly service provision in order to maximize care quality and safety for older people.

**1.2.4** Work with local general practice to reduce unplanned emergency admissions and readmissions to hospital of people over 65.

**1.2.5** Foster relationships with local General Practice and appropriate community support groups to promote the benefits of early intervention and predictive health screening for at risk groups such as children and some cancers.

### 1.3 Enhance people's experience of service engagement across life's transitions.

**1.3.1** Work with partner agencies to fully implement the indigo@home service model to connect community-based service programs with our health service's programs.

### 1.4 Continue to target health promotion and early intervention activities to improve local population health and support well ageing.

**1.4.1** Support local community development efforts aimed at the promotion and main attendance of health and wellbeing.

**1.4.2** Improve local supports for carers in our community to assist them to provide community-based care.

## 2. Focus priorities and advocacy efforts through community engagement

### 2.1 Partner with patients, residents and our community.

**2.1.1** Work with our local community and community groups to promote healthy lifestyle choices in line with BHS Health Promotion priorities.

**2.1.2** Continue to develop programs and supports for the engagement of volunteers in service delivery.

**2.1.3** Develop a communications and marketing strategy to enhance the engagement of our staff, volunteers, our health consumers, our community and our service partners.

**2.1.4** Develop BHS website to promote performance to the public across key themes.



## 2.2 Plan for the future.

- 2.2.1** Explore opportunities in existing and new patient and residential care markets to inform service investment for the future.
- 2.2.2** Continue to develop amenity enhancement planning to cater to the purpose and preference needs of our community into the future.
- 2.2.3** Invest in innovations, skills and technologies that create opportunity and limit risk within our business.
- 2.2.4** Continue to develop and monitor our environmental sustainability commitments.
- 2.2.5** Work closely with appropriate government departments as well as non-traditional health partners to identify funding and support opportunities for the benefit of our local community.
- 2.2.6** Grow the Allied Health workforce and consider private/public and public/public allied health relationships for service expansion.

## 3. Maintain a focus on consumer needs and interests

### 3.1 Strengthen the workforce.

- 3.1.1** Continue to develop systems of governance development and assessment to support organisational improvement efforts.

### 3.2 Consumer focus will drive our direction.

- 3.2.1** Analyse and implement requirements of consumer focused legislation e.g. Assisted Dying legislation & Open Candor legislation.
- 3.2.2** Develop health advocacy models to support the consumer voice in care delivery and assessment.
- 3.2.3** Meet and exceed requirements of accreditation models across all service areas.
- 3.2.4** Implement patient administration solutions that enable us to enhance customer service delivery and reporting.

## 4. Work in partnership with others to maximise service access

### 4.1 Embed excellence in quality, experience and value of care.

- 4.1.1** Continue to develop and maintain clinical governance models that measure our performance in the delivery of care, people's experience of that care and which allows an assist of the value of that care.
- 4.1.2** Continue to partner with consumers to measure and monitor our performance in delivering excellent care.
- 4.1.3** Actively benchmark service delivery with world's best practice by maintaining relationships with Safer Care Victoria and the Clinical Excellence Commission (NSW).
- 4.1.4** Unlock innovation in service delivery by investing in consumer feedback, participation and staff improvement methodology capability.
- 4.1.5** Maintain and monitor staff development initiatives that ensure our staff and volunteers are equipped and capable to deliver excellent care.
- 4.1.6** Ensure that staff development includes opportunity for leadership development promotion and personal and professional growth.
- 4.1.7** Establish a culture to combat occupational violence and aggression in the workplace.
- 4.1.8** Target our Values by embedding a commitment to them across all of our actions, planning and decision making.
- 4.1.9** Enhance the patient and people safety and satisfaction culture by analysing the People Matter Survey results as a guide to progress and success.



## 4.2 Enable fair access to care.

- 4.2.1** Continue to promote access to our health service based on need, regardless of culture, sexual orientation, gender, ethnicity, or mental health.
- 4.2.2** Work with our consumers and partner agencies to identify and break down barriers to service access.
- 4.2.3** Actively pursue technologies that assist our local community to access quality and safe services.

## 4.3 Join up care.

- 4.3.1** Work with our partner agencies to continue to develop clear, safe and reliable transition points and referrals for people requiring multiple agency input in their care.
- 4.3.2** Work with the Department of Health & Human Services, Northeast Border Mental Health Services and our community to review the provision of aged mental health support services into the future.