



WWHS



West Wimmera Health Service  
Strategic Plan  
2009-2012

Better population  
physical and mental  
health and wellbeing.

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<sup>1</sup>'Wellbeing' is usually considered to include a wide range of factors beyond a person's health status. For the purpose of this Plan, 'wellbeing' means that condition only insofar as it varies due to changes in the health status of a person.

The Board of Governance has chosen to move the Service's focus in this Plan to one key outcome...

## Better population physical and mental health and wellbeing<sup>1</sup>.



This emphasis represents a major and deliberate shift to focus West Wimmera Health Service on improving health and wellbeing rather than simply 'treating sick people', 'accommodating older community residents' and 'supporting people with disabilities'. We expect that this change has the potential to lead to the discovery of more innovative care pathways and measurement of performance in relation to more important and meaningful health and wellbeing targets. This plan also calls for more effective and meaningful involvement in regional alliances so that the care we provide or negotiate is optimised.

Adoption of West Wimmera Health Service's first Strategic Plan – 'A New Beginning' – in 2006 provided the blueprint and impetus for significant improvement and growth in the Service's facilities and the quality of its services. Based on 'A New Beginning', WWHS has emerged from a period of financial stress and operational change to be a much stronger and more effective service provider.

Key aspects of 'A New Beginning' were:

- Development of a Community Needs Assessment and Service Profile – completed in 2009 and forming the basis of this Strategic Plan for the next three years;
- Better coverage and lower risk of medical service gaps as a result of arranging improved delivery of General Practitioner services with Tristar Medical Group;
- Proactive financial management to restore financial viability and operating surpluses;
- Enhanced services provided by Coinda personnel in partnership with local businesses and in revised delivery methods in some areas;
- Improved communication and consultation with our communities in planning services and with our consumers in the delivery of those services to individuals;
- Realigning the corporate culture to promote collaborative working relationships that are driving better outcomes for our consumers;

- Specialised industrial relations expertise has been applied to enhancing the continuity of staff employment and strengthening communication with staff on key employment issues;
- Successful fundraising for redevelopment of the Nhill Hospital;
- Commencing development of an ongoing asset management policy for capital expenditure, asset maintenance and replacement.

Work remains to be done on some of the projects included in A New Beginning and that work will be completed as part of this new Strategic Plan.

The next three years hold many new challenges and the Board of Governance is confident they will be met successfully in the best interests of the health and wellbeing of our communities.

Mr Ron A. Ismay  
President

# Who are we?

West Wimmera Health Service is a major health service in Victoria’s Wimmera and Southern Mallee. The Board of Governance is responsible to Victoria’s Minister for Health.



Our services are funded by a wide range of stakeholders including the Australian and Victorian Governments, private patients, residents and clients and their health insurers.

We provide the following health care and disability services in exchange for funding from our stakeholders and donors:

- **Acute Care Services**  
Utilising 52 beds in Nhill, Kaniva, Jeparit and Rainbow as well as outreach services to those areas. Four dialysis places are available in Nhill.
- **Aged Care Services**  
Utilising 127 beds in Nhill, Kaniva, Jeparit, Rainbow and Natimuk as well as community aged care services to those areas.
- **Allied Health Services**  
Counselling, dietetics, dental health, diabetes education, occupational therapy, pharmacy, physiotherapy, podiatry, speech pathology and personal services to patients, residents and clients.
- **Community Health and Primary Care Services**  
Nhill, Kaniva, Jeparit, Rainbow, Natimuk and Goroke.
- **Dental Services**  
An important aspect of our services as we are the only clinic providing dental care within WWHS catchment area.
- **Disability Services**  
A range of services in Nhill for eligible clients.
- **Employment**  
We employ approximately 540 people. In addition, a wide range of services are delivered by visiting health professionals.



The opening of Dental Surgeries at Kaniva and Rainbow Hospitals will increase access to Dental Services.



Implementing the recommendations of the Community Needs Analysis and Service Profile Project will be the beginning of an exciting decade for West Wimmera Health Service.

# West Wimmera Health Service

West Wimmera Health Service is a unique integrated health service offering an exceptional choice of health care ranging from Acute Surgical Specialities, Allied Health, Community Health, Counselling, Health Promotion, Disability Services, Supported Employment Options, Community Aged Care to Hostels and Nursing Homes.

## What do we aspire to?

### Our Vision

To establish a health service without peer through the pursuit of excellence and by opening the doors to innovation and technology.

## Why do we exist?

### Our Mission

West Wimmera Health Service is committed to the delivery of health, welfare and disability services which are compassionate, responsive, accessible and accountable to individual and community needs, which result in quality outcomes for the people of the West and South Wimmera, and Southern Mallee.

## What do we stand for?

### Our Values

- **Strong Leadership and Management**  
We value our organisation and will encourage exceptional professional skills and promote collaborative teamwork to drive better outcomes for our consumers.
- **A Safe Environment**  
Safety will always be our prime focus.
- **A Culture of Continuing Improvement**  
The delivery of superior care to our consumers motivates a culture of quality improvement in all that we do.
- **Effective Management of the Environment**  
Our Service is managed in ways which recognise environmental imperatives.
- **Responsive Partnerships with Our Consumers**  
We maintain a productive relationship with our communities and stakeholders through open communication, honest reporting and a willingness to embrace constructive suggestions.

## Why do we need a Strategic Plan?

We developed a Strategic Plan to bring sharp focus to our key goals and how we will achieve them over the next three year period.

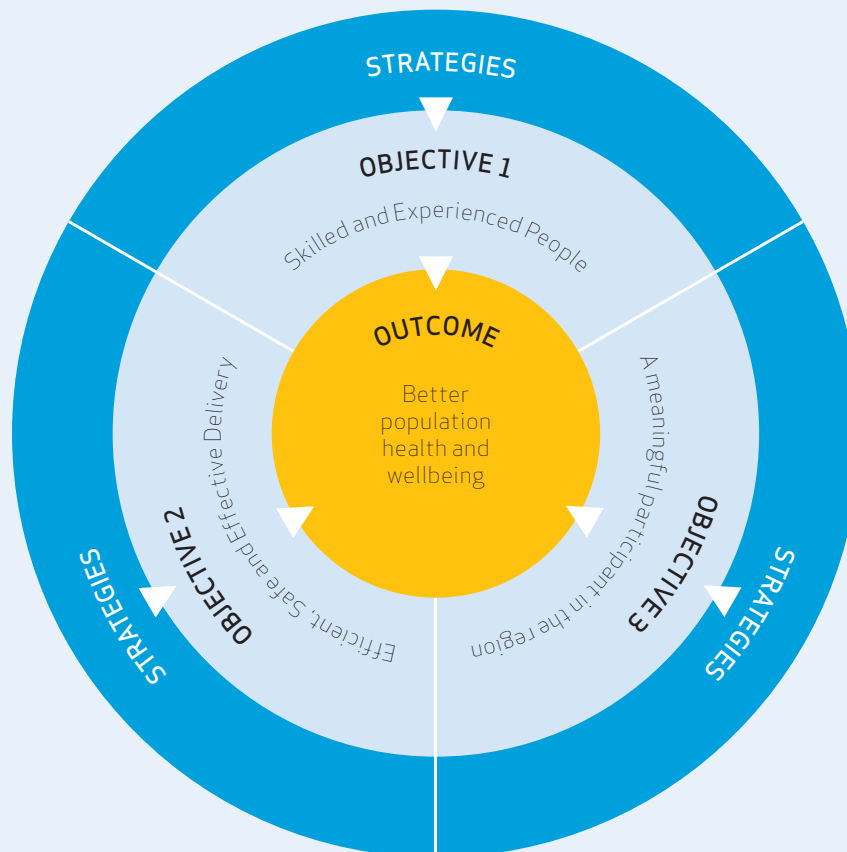




# How is the Plan structured?

The table below comprises three key elements, which are depicted schematically to demonstrate WWHS's approach to developing this Strategic Plan – One central target or 'bull's-eye' surrounded by key guides to achieving the Outcome (our Objectives) and ways of doing so (our Strategies).

- OUTCOME** –  
The key result area for WWHS
  
- OBJECTIVES** –  
Three key objectives which support achievement of the 'Primary Outcome'
  
- STRATEGIES** –  
The methods WWHS will use to achieve its 'Primary Outcome' and 'Strategic Goals'



Attract, develop and retain the service delivery skills required.

# Objective 1



- 1.1 Continue to provide universal staff education and training needs analysis, planning and delivery.
- 1.2 Redesign the work force to meet needs at all sites and for all care groups, especially with respect to mental health.
- 1.3 Enhance the effectiveness of the division of duties between all clinicians.

Deliver efficient,  
safe and effective  
services.

## Objective 2



- |   |   |
|---|---|
| <p><b>2.1</b> Achieve continuing accreditation of all services.</p> <p><b>2.2</b> Improve access to and use of community transport between WWHS sites and other health service providers.</p> <p><b>2.3</b> Take a more proactive role in the health care policy development process.</p> <p><b>2.4</b> Expand and prioritise early intervention and chronic disease management services.</p> <p><b>2.5</b> Expand dental health services and oral health initiatives.</p> <p><b>2.6</b> Redefine health promotion and illness prevention services.</p> | <p><b>2.7</b> Strengthen acute patient access to step down care.</p> <p><b>2.8</b> Expand the services provided by Visiting Specialist Clinicians.</p> <p><b>2.9</b> Extend the depth of General Practitioner Service coverage at all sites.</p> <p><b>2.10</b> Improve the efficiency and utilisation of Nhill's Operating Suite.</p> <p><b>2.11</b> Expand the use of telemedicine.</p> <p><b>2.12</b> Explore the future direction of disability services.</p> |
|---|---|



- 2.13** Review and improve health service delivery in Goroce.
- 2.14** Consider the future configuration of hostel services in Kaniva.
- 2.15** Improve public information about the services delivered by WWHS.
- 2.16** Colocate the Ambulance Service with WWHS in Nhill.
- 2.17** Maintain a safe environment for patients, residents, clients, staff and other stakeholders.

- 2.18** Foster environmental sustainability, including reducing WWHS carbon footprint.
- 2.19** Maximise funding opportunities with Commonwealth and State Government agencies.
- 2.20** Complete Stages 3 and 4 of the Nhill Hospital Redevelopment and other Capital Projects.
- 2.21** Implement new information technology systems, upgrades and enhancements.

# 3

## Objective 3

Be a meaningful participant in the region.



**3.1** Implement a more flexible and integrated service model.

**3.2** Implement co-ordinated access to a comprehensive range of secondary and tertiary acute, sub-acute, mental health, drug treatment, and other services based on our regional participation and beyond.

# What will the Plan mean?

This Plan will be instrumental in directing the course West Wimmera Health Service will take to ensure it remains the centre for exceptional care in the Grampians Region and succeeds in improving the health and wellbeing of our communities.

## Benefits of this Plan for our Stakeholders

- Better quality of life
- Less illness
- Improved productivity
- A more cohesive community with a stronger community identity
- Easier to obtain future funding
- A sound basis for communication.

## Supporting Three Year Management Plans

- Workforce and Human Resource Management Plan
- Financial Management Plan
- Asset Management Plan
- Information and Communications Technology Plan
- Communication Strategy
- Knowledge Management Plan
- Action Plan for ongoing strategic issues from the 2006-09 Strategic Plan

Operating initiatives and targets set out in annual business plans will be used to monitor achievement of our strategic goals.

## Measuring our Performance

We will measure our performance using:

- Burden of Disease data
- Self-sufficiency measures
- Other sector and Statewide quantitative and qualitative data
- Local and regional comparisons between similar services and sites
- Funding objectives and targets
- Gap analysis
- Surveys of stakeholder views
- Benchmarking with other service providers



West Wimmera Health Service operates across a wide catchment area in rural north western Victoria.

#### AGED CARE

Residential Hostels and Nursing Homes  
Home-Based Care

#### ACUTE CARE

General and Specialist Medical Care  
General and Specialist Surgery  
Ambulatory or Non-Admitted Patient Care (Outpatient, Emergency and Primary Care)  
Discharge Planning  
Ear, Nose and Throat (ENT) Surgery  
Geriatrics  
Obstetrics and Gynaecology  
Ophthalmic Surgery  
Oral Surgery  
Orthopaedic Surgery  
Palliative Care  
Hospital in the Home  
Hospital to the Home  
Medical Imaging (Radiology and Ultrasound)  
Post-acute Care  
Psychiatric Services

#### ALLIED HEALTH SERVICES

Asthma Education  
Cardiac Rehabilitation  
Diabetes Education  
Dietetics  
Exercise Physiology  
Dental Services  
Massage Therapy  
Maternal & Child Health  
Occupational Therapy  
Optometry  
Pharmacy  
Physiotherapy  
Podiatry  
Social Work  
Speech Pathology  
Welfare & Counselling

#### COMMUNITY CARE

Aged Care Assessments  
Community Health Nursing  
Community Aged Care Packages  
District Nursing  
Health Promotion and Education  
National Respite for Carers

#### DISABILITY SERVICES

Duck Breeding Shed  
Oliver's Cafe  
Oliver's Kiosk  
Snappy Seconds  
Collectables  
Supported Employment

#### SERVICE SUPPORT

Engineering and Maintenance  
Executive Services and Fundraising  
Finance and Administration  
General and Hotel Services  
Health Information Management  
Resource Centre  
Volunteers

#### NHILL

Acute, specialist medical and surgical services aged, community and mental health, primary care, welfare and disability services.

#### KANIVA

Acute, aged, community health, primary care and welfare services.

#### JEPARIT

Acute, aged, community health, primary care and welfare services.

#### RAINBOW

Acute, aged, community health, primary care and welfare services.

#### NATIMUK

Aged, community health, primary care and welfare services.

#### GOROKE

Community health and welfare services.

**NHILL**

43-51 Nelson Street  
Nhill Victoria 3418  
T (03) 5391 4222  
F (03) 5391 4228

**COOINDA**

Queen Street  
Nhill Victoria 3418  
T (03) 5391 1095  
F (03) 5391 1229

**GOROKE**

Natimuk Road  
Goroke Victoria 3412  
T (03) 5363 2200  
F (03) 5386 1268

**JEPARIT**

2 Charles Street  
Jeparit Victoria 3423  
T (03) 5396 5500  
F (03) 5397 2392

**KANIVA**

7 Farmers Street  
Kaniva Victoria 3419  
T (03) 5392 7000  
F (03) 5392 2203

**NATIMUK**

6 Schurmann Street  
Natimuk Victoria 3409  
T (03) 5363 4400  
F (03) 5387 1303

**RAINBOW**

2 Swinbourne Avenue  
Rainbow Victoria 3424  
T (03) 5396 3300  
F (03) 5395 1411

**EMAIL**

corporate@wwhs.net.au