WEST WIMMERA HEALTH SERVICE
A NEW ERA IN HEALTHCARE
STRATEGIC DIRECTIONS
2012 TO 2015
# A NEW ERA IN HEALTHCARE

## STRATEGIC DIRECTIONS

2012 TO 2015

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I am delighted to present West Wimmera Health Service’s *A New Era in Healthcare: Strategic Directions 2012 to 2015*. 

This strategic initiative moves towards a strengthening commitment to meet people’s particular health and welfare needs. It responds to the specific change of direction described in the Federal Government’s National Strategic Framework for Rural and Remote Health issued in November 2011 and the State Government’s Victorian Health Priorities Framework 2012–2022 Rural and Regional Health Plan.

This change of direction ushers in a new era by targeting specifically more responsive, clinically appropriate and cost-effective healthcare.

Those objectives are to be achieved by better utilising the skills and resources available in the Wimmera and Southern Mallee and to continue to grow the healthcare capacity in our communities.

Strategic Directions also sets the stage for improvement in the settings in which care is delivered and seeks more accessible services by dealing with distance and transport difficulties arising from the relative remoteness of our region from the larger population centres.

The planned strategies reflect not just continuing change but will give rise to a paradigm shift by driving *A New Era in Healthcare.*
A TIME OF CHANGE

The emerging period is foreseen by West Wimmera Health Service as providing new challenges in an environment of continually tightening resource constraints. But the rewards for success will be specific, meaningful and valuable. They include:

- Better use of limited resources;
- a stronger, more self-sufficient community in terms of healthcare, supporting infrastructure and skill-base;
- accessible services using innovative communication technologies and by sharing resources with other health services;
- more specific and stronger relationships with tertiary health services in Ballarat and Melbourne;
- more concentrated education, training and personnel development for Board members, management, clinicians and support staff to maintain and enhance their leadership and technical skills; and
- closer attention to involving the community in our service configuration, capability, capacity and location, trialling innovations and providing feedback.

A New Era in Healthcare: Strategic Directions 2012 to 2015 is the culmination of the efforts of a wide range of people within WWHS and externally, including the Wimmera Southern Mallee Health Alliance and the Grampians Region of the Department of Health.

The Board of Governance wishes to thank all of the people who contributed to the strategies that have been developed in this program.

The Board of Governance looks forward with confidence to the next three years as its Strategic Directions 2012/15 are implemented, delivering a bountiful harvest for health services within our catchment and beyond.

Ron Rosewall
President

‘THIS STRATEGIC INITIATIVE MOVES TOWARDS A STRENGTHENING COMMITMENT TO MEET PEOPLE’S PARTICULAR HEALTH AND WELFARE NEEDS.’
As we look forward to the emerging future of West Wimmera Health Service we are reminded of the collective vision that has guided our growth in scope, scale and quality since inception. That is to provide advanced healthcare here, within our community, building improvement on improvement. Our vision remains true.
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The multiplicity of communities and cultures which came together to create West Wimmera Health Service has brought about a unified Service with co-ordinated systems, assets and work practices while maintaining the inherent culture of each community.

Maintaining the position of this Service as a key provider of health services for the Wimmera and Mallee areas of Western Victoria and parts of the Tatiara District in South Eastern South Australia necessitates constant restructuring, changes to major elements of service delivery, development of the physical environment and the many other facets a progressive organisation must manage proactively to remain at the forefront of our field.

Promoting health and wellbeing across all ages and delivering quality care which actually meets the needs of customers by providing the ‘right care in the right place at the right time’ has set West Wimmera Health Service apart as a leader in rural health provision.

Our passion for achieving the best possible health and welfare outcomes for our Region will never wane as we function under a resilient charter, a strong suite of values and more than considerable spirit to deliver equitable healthcare specialities which will significantly raise the health status of the people who reside in this diverse and wide reaching area of Rural Victoria and South Eastern South Australia.

The Strategic Directions 2012/15 set the course to propel our Service to the next important stage of achieving our progressive ambition.

John N Smith PSM
Chief Executive Officer

‘DELIVERING QUALITY HEALTHCARE THAT ACTUALLY MEETS THE NEEDS OF CUSTOMERS HAS SET WEST WIMMERA HEALTH SERVICE APART AS A LEADER IN RURAL HEALTH AND WELFARE PROVISION.’
Our purpose, as we look into the future, is to improve the health and wellbeing of the people in our diverse communities.
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### KEY STRATEGIC GOALS

**SERVICE IMPROVEMENT GOALS**

1. Services match consumers' health needs.
2. Improved access to services.
4. More collaboration with other health service providers.
5. Strong leadership, performance and transparency.
7. Develop the skills and capacities of our personnel.
8. Better service delivery, infrastructure and equipment.
9. Greater use of technology.

**FINANCIAL GOAL**

10. Ongoing financial sustainability.

### TARGETS

<table>
<thead>
<tr>
<th>Service</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation of all services.</td>
<td>Achieve</td>
<td>Achieve</td>
<td>Achieve</td>
</tr>
<tr>
<td>Aged care occupancy rate.</td>
<td>97%</td>
<td>98%</td>
<td>99%</td>
</tr>
<tr>
<td>Acute care occupancy rate.</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Primary care occasions of service.</td>
<td>65,000</td>
<td>70,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Disability contact hours.</td>
<td>27,000</td>
<td>28,500</td>
<td>29,000</td>
</tr>
<tr>
<td>Operating surplus before depreciation and capital items.</td>
<td>$67,000</td>
<td>$80,000</td>
<td>$100,000</td>
</tr>
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During the next three years West Wimmera Health Service will face challenges affecting wide-ranging aspects of the services we provide. Strategies have been designed to meet these challenges and advance our capabilities, expertise and facilities.
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**CHALLENGES**

<table>
<thead>
<tr>
<th>CHALLENGE</th>
<th>KEY ISSUES ARISING</th>
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<tbody>
<tr>
<td>An ageing population increasing the demand for healthcare close to where people live.</td>
<td>Better service models and profiles.</td>
</tr>
<tr>
<td>Responding to the seven highest health risks in rural and regional areas – Arthritis, Depression and Anxiety, Cancer, Heart Disease, Diabetes, Osteoporosis and Stroke.</td>
<td>Improved access to services.</td>
</tr>
<tr>
<td>Low socio-economic status of a significant portion of our population.</td>
<td>Ongoing financial sustainability.</td>
</tr>
<tr>
<td>Dealing with distance – a feature of our region and a potential barrier to timely access to services.</td>
<td>Greater information and communication technology capabilities.</td>
</tr>
<tr>
<td>Rising operating and capital costs.</td>
<td>Expanded and stronger alliances with other health service providers.</td>
</tr>
<tr>
<td>Restricted funding and fragmented funding sources.</td>
<td>Effective leadership, more transparency, improved performance and greater accountability.</td>
</tr>
<tr>
<td>Lack of flexible, effective processes and structures to allocate resources where they are needed most in the Wimmera and Southern Mallee.</td>
<td></td>
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**ACCESSIBILITY**

**SUSTAINABILITY**

**LEADERSHIP**
Our aim is to deliver health, welfare and disability services which are compassionate, responsive, accessible and accountable to individual and community needs and which result in quality outcomes for the people of West Wimmera and the Southern Mallee.
## OUR STRATEGY

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>responsive</td>
<td>We offer flexible services that respond quickly to community needs, changes in our environment and our performance.</td>
</tr>
<tr>
<td>compassionate</td>
<td>We feel and show concern for the health and wellbeing of our communities and the impact of our service outcomes on their lives.</td>
</tr>
<tr>
<td>accessible</td>
<td>We design and deliver our services so that people can easily locate, understand, obtain and appreciate them.</td>
</tr>
<tr>
<td>accountable</td>
<td>We take responsibility for our decisions which are reported, explained and justified; we are open to criticism and suggestions for change and improvement.</td>
</tr>
<tr>
<td>quality outcomes</td>
<td>Ongoing accreditation of our services ensures that they are improving continually and meet accepted standards of care.</td>
</tr>
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### RESPONSIVE

### QUALITY-DRIVEN

### ACCOUNTABLE
OUR VISION

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

STRATEGIC DIRECTIONS 2012/15

CONSUMERS:
- Match services with communities’ changing needs
- Improve access to services
- Enhance communication with our communities

FINANCIAL:
- Maintain and enhance our financial sustainability

INTERNAL PROCESSES:
- Adopt a flexible, collaborative approach to resource allocation in the region
- Continue to improve our facilities and equipment
- Strengthen and expand our professional relationships
- Use the latest technologies more effectively

LEARNING AND GROWTH:
- Build staff capabilities
- Strengthen our governance, performance, transparency and accountability
West Wimmera Heath Service attracts highly qualified Medical, Nursing and Allied Health professionals from many parts of the world. They play an integral part in our ability to offer advanced and skilled healthcare consistently throughout our facilities and services.
Our Service covers more than 17,000 square kilometres. Overcoming the challenges that are associated with distance and remoteness is a defining condition. It is front and centre of the strategies we devise to meet the future and bring increasingly adept and expert healthcare to the people of West Wimmera.
West Wimmera Health Service is broad-based. Our central concern is a consistent desire to offer wide-ranging services delivered at the highest professional level in modern, efficient and congenial facilities. The commitment to do so is unwavering as is the process of continuing to build strong collegiate relationships with other health services or knowledge centres.
West Wimmera Health Service is broad-based. Our central concern is a consistent desire to offer wide-ranging services delivered at the highest professional level in modern, efficient and congenial facilities. The commitment to do so is unwavering as is the process of continuing to build strong collegiate relationships with other health services or knowledge centres.

**CLINICAL**
- Acute Hospital Care
- Admission and Discharge Clinic
- General Dental
- Dental Diagnostic
- Dental Prosthetic
- Dialysis
- Domiciliary Midwifery
- ENT Surgery
- Gastroenterology
- General and Specialist Medical Care
- General and Specialist Surgery
- Laparoscopic Surgery
- Maternity Shared Care Clinic
- Nursing Traineeships
- Obstetrics and Gynaecology
- Ophthalmic Surgery
- Oral Surgery
- Orthopaedic Surgery
- Palliative Care
- Pathology
- Pharmacy
- Post Acute Care
- Primary Care Casualty-Urgent Care
- Psychiatry
- Re-constructive Surgery
- Regional Discharge Planning Strategy

**COMMUNITY PROGRAMS**

**Hospital to Home (H2H)**
The program supports patients in the transition from hospital to home. Patients must live in municipalities associated with West Wimmera Health Service.

**Hospital in the Home (HITH)**
HITH is the provision of hospital care in the comfort of the person’s own home. Patients are regarded as hospital inpatients and remain under the care of their treating medical practitioner.

**National Respite for Carers Program (NRCP)**
Provide ‘time out’ for carers of people with Dementia. This program offers carers the opportunity to maintain their own interests while fulfilling the demanding role of carer.

**Community Aged Care Packages (CACPs)**
These packages offer comprehensive assistance to the elderly to support them in their homes, thus delaying entry into a hostel or nursing home.

**Post Acute Care (PAC)**
Provides community based services such as community nursing and personal care.

**Home and Community Care Program (HACC)**
This program provides care in home and community settings to frail older adults, younger people with disabilities and their carers, promoting independence and avoiding premature or inappropriate admission to long term Residential Aged Care.

**Consumer Directed Care Packages (CDCPs)**
Consumers have the responsibility for managing their own Package and seek services they want tailored to their own special needs, hence maximising independent living within their home environment.

**DISABILITY**
- Advocacy
- Community Access
- Community Inclusion Program
- Adult Day Service
- Food Preparation and Sales
- Future for Young Adults
- Individual Support
- Living Skills
- Respite
- Supported Employment
- Therapy Programs
- Vocational Training

**NURSING HOMES & HOSTELS**
- **Nhil**
  - Iona Digby Harris Home
- **Kaniva**
  - Archie Gray Nursing Home
  - Kaniva Cottages Hostel
- **Jeparit**
  - Jeparit & District Nursing Home
- **Rainbow**
  - Rainbow Bush Nursing Home Annexe
  - Rainbow Bush Nursing Hospital Hostel
- **Natimuk**
  - 'Allan W Lockwood’ Special Care Hostel
  - Trescowthick House Hostel
  - Natimuk Bush Nursing Home Annexe

**SERVICES OFFERED ACROSS THE REGION**
- Allambi Elderly Peoples Home – Dimboola
- Avonlea Hostel – Nhil
- Dunmunkle Health Service
- Edenhope Hospital
- Goroke P-12 College

**SERVICE SUPPORT**
- Education
- Engineering and Maintenance
- Environmental
- Health Information Management
- Hospitality
- Library and Resource Centre
- Volunteers

**TRAINING AND ALLIANCES**
- Australian Catholic University
- Charles Darwin University
- Charles Sturt University
- Deakin University
- Latrobe University
- Federation University
- University of Melbourne
- University of South Australia
- Wimmera Hub Inc

**TRAINEESHIPS**
- Work Experience
- Work Placements
Building effective strategies is an activity of prescience, knowledge and relevance. We aim to enhance every facet of our service and facilities and this document illustrates the strategies that will help us to meet the future constructively and compassionately.
WEST WIMMERA HEALTH SERVICE

STRATEGIC DIRECTIONS 2012/15

STEPPING FORWARD

Building effective strategies is an activity of prescience, knowledge and relevance. We aim to enhance every facet of our service and facilities and this document illustrates the strategies that will help us to meet the future constructively and compassionately.
CONTACT DETAILS

NHILL HOSPITAL
49 Nelson Street,
Nhill, Victoria 3418
T (03) 5391 4222
F (03) 5391 4228

COOINDA DISABILITY SERVICES
Queen Street,
Nhill, Victoria 3418
T (03) 5391 1095
F (03) 5391 1229

GOROKE COMMUNITY HEALTH CENTRE
Natimuk Road,
Goroke, Victoria 3412
T (03) 5363 2200
F (03) 5363 2216

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

KANIVA HOSPITAL
7 Farmers Street,
Kaniva, Victoria 3419
T (03) 5392 7000
F (03) 539 2220

NATIMUK RESIDENTIAL AGED CARE CENTRE
6 Schurmann Street,
Natimuk, Victoria 3409
T (03) 5363 4400
F (03) 5363 4492

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

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corporate@wwhs.net.au

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