



WEST  
WIMMERA  
HEALTH  
SERVICE

# OUR

# FUTURE



# 2028



We, West Wimmera Health Service, acknowledge the traditional owners of the land on which we operate: the Wotjobaluk, Jaadwa, Jadwadjali, Wergaia and Jupagalk people.

We pay our respects to the Elders past and present. We thank the traditional owners for custodianship of the land, and celebrate the continuing culture of the Wotjobaluk, Jaadwa, Jadwadjali, Wergaia and Jupagalk people.



West Wimmera Health Service is committed to providing a safe and welcoming environment for all people to participate, including those with diverse sexualities and genders.



ဝုမရၢမုၢ်န့ၢ်ဆူၣ်ချ့ကရၢ ရဲၣ်ကျဲၤလီၤတၢ်ပညိၣ်ဆူၣ်ညါယၢ်န့ၣ်ဂီၢ်  
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တဘျီအံၤလၢနကျိၣ်န့ၢ် ဆဲးကျိၣ်ဘၣ်ဆဲးလၢအါမံၤဖံးမၤတၢ်  
multiculturalworker@wwhs.net.au



Ang buong departamento ng West Wimmera Health Services ay naghanda ng pangkalahatang plano at serbisyo para sa loob ng limang taon. Sa mga nag nanais ng kopya na tugma sa inyong lengwahe, marahil lang po sumangguni sa departamentong nito at mag email sa multiculturalworker@wwhs.net.au. Maraming salamat po.

# OUR GOALS

**OUR PURPOSE: GREAT CARE, EVERY PERSON, EVERY TIME IS SUPPORTED BY OUR FOUR STRATEGIC GOALS:**

# 1

## OUR PEOPLE

### **Inclusive, Respectful, Productive**

To be a great place to work where everyone contributes and everyone belongs.

# 2

## OUR CARE

### **Safe, Effective, Innovative**

To fully embrace new technologies and processes that enable world class rural healthcare.

# 3

## OUR COMMUNITY

### **Connected, Informed, Healthy**

To be fully engaged with the communities we serve, supporting people to live longer, healthier and happier lives.

# 4

## OUR FUTURE

### **Environmentally Responsible, Economically Secure**

To maintain financial sustainability and develop a Environment, Social and Governance (ESG) strategy to align the service's operations with established ESG principles.


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 **CLAUDIA**  
WWHS

  
WWHS

**"I THINK WE ARE VERY LUCKY TO HAVE SUCH A GREAT HEALTH SERVICE.**

**THERE ARE SO MANY ACCESSIBLE SERVICES THAT MEAN WE DON'T HAVE TO TRAVEL FOR APPOINTMENTS."**

**COMMUNITY SURVEY**

# Introduction

**West Wimmera Health Service has developed this five year strategic plan to ensure our vision for the future aligns with the needs of our communities.**

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Over the past two years, the COVID-19 pandemic has been the primary focus in healthcare settings, bringing significant challenges, restrictions on services and staff shortages. It is now time for West Wimmera Health Service to focus on our long term strategies to ensure that we make decisions that are best for our communities.

We strive to be progressive and prepared for future challenges to secure our capability to deliver high quality services locally where possible.

West Wimmera Health Service is proud to be a member of the Grampians Region Health Service Partnership. We are committed to partnering with our regional colleagues to deliver key Statement of Priorities (SOP) and partnership projects.

West Wimmera Health Service has been engaging with our communities, our workforce and many stakeholders during the 2022 year, receiving invaluable insight that will help steer our directions for us to continue to meet local healthcare needs. This engagement along with our reviews of local population health trends has shone a spotlight on key areas of focus to future proof our service offering.

This five year plan will be supported by operational plans, annual action plans, government policy and any emerging reforms to enable us to adapt to change and enable us to prioritise our efforts to offer health services that are safe and effective, always.



# OUR PURPOSE

**GREAT CARE  
EVERY PERSON  
EVERY TIME**



# OUR STORY SO FAR

## WHO WE ARE

West Wimmera Health Service (WWHS) covers 22,000 square kilometres including the towns of Nhill, Goroke, Jeparit, Kaniva, Minyip, Murtoa, Natimuk, Rainbow and Rupanyup. We are located close to the South Australian border and internationally renowned National Parks including The Little Desert, the Grampians and Mount Arapiles.

The Service catchment spans four local government areas: Hindmarsh, Horsham Rural City, West Wimmera and Yarriambiack.

The large geographical spread of our operations brings extra challenges in the provision of high quality healthcare services to the communities we serve.

We are committed to the sustainability of all of the services we provide and to the facilities from which we provide them.

With some 521 employees we are one of the largest employers in the region. We are proud of the diversity of our workforce and it is our stated aim to be a great place to work for everyone.

## WHAT WE DO

West Wimmera Health Service is fully accredited against the relevant quality standards across all disciplines. This includes acute inpatient, residential aged care, primary and community health, home and community care including district nursing and planned activity groups, disability services and radiography. A health service's core product is to provide safe, effective, person-centred care to patients.

**OUR HEALTH  
SERVICE COVERS**

**11%**

**OF THE  
VICTORIAN  
LAND MASS**





## DID YOU KNOW WE COVER 22,000 SQUARE KILOMETRES!

West Wimmera Health Service provides health and community care services to people within the following four local government areas:

- Hindmarsh
- Horsham Rural City
- West Wimmera
- Yarriambiack



## THE PEOPLE WE CARE FOR...

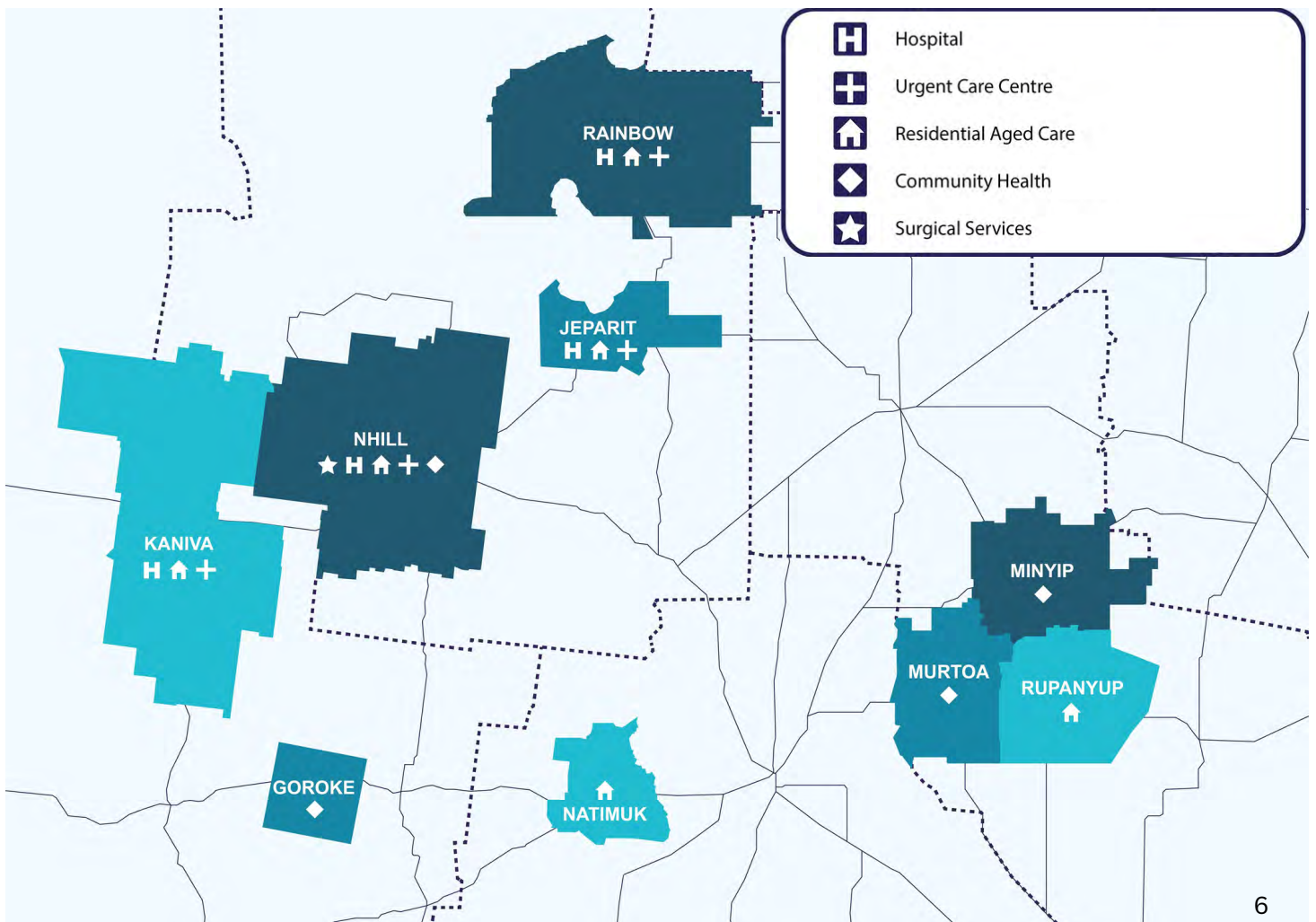
The population in our catchment area has a significantly high proportion of people aged 40 years and approximately 28% of our population is over the age of 65.



## WE WELCOME AND SUPPORT ALL...

Although traditionally overseas born residents have been a low percentage of our regional population, we have seen a substantial increase in this demographic cohort in recent times.

*Karen refugees now make up some 10% of Nhill's population.*



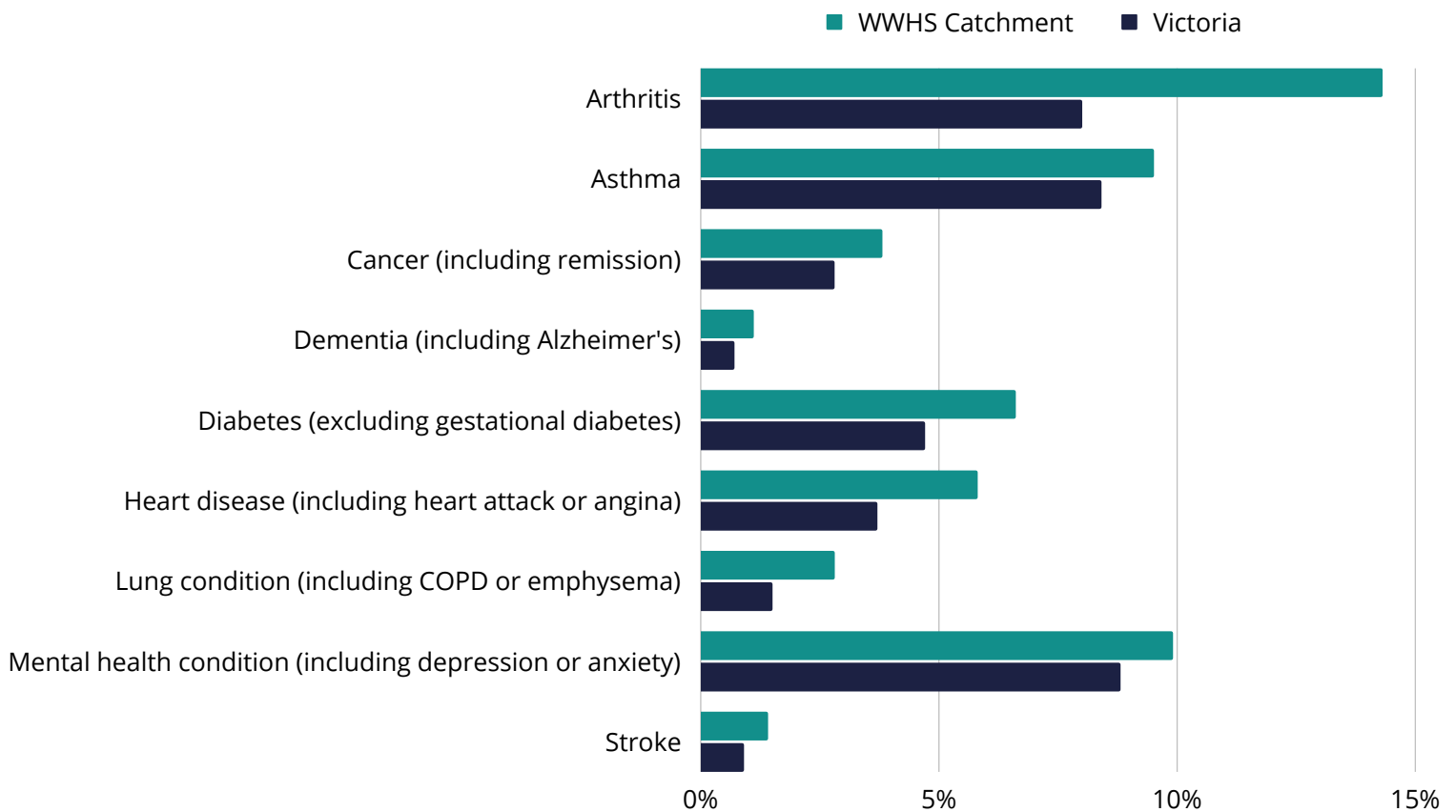
# WHAT'S IMPACTING OUR COMMUNITY

At West Wimmera Health Service, our community is our patients, consumers, their families and carers, staff, volunteers, partners and members of the public.

Our community is diverse, ranging from newborn babies to elderly citizens and includes people with a variety of occupations, lifestyles and cultures. It is hardly surprising that our work as a health service is equally diverse.

The number of people in our community living with a long-term health condition is 9% higher than the Victorian and Australian statistic.

The graph below breaks down the rate of conditions for our catchment area compared with Victoria as a whole based on 2021 Census data.



**28%**

are aged 65 years old and over

7

Our catchment has increased by

**80**

people since 2016

**44%**

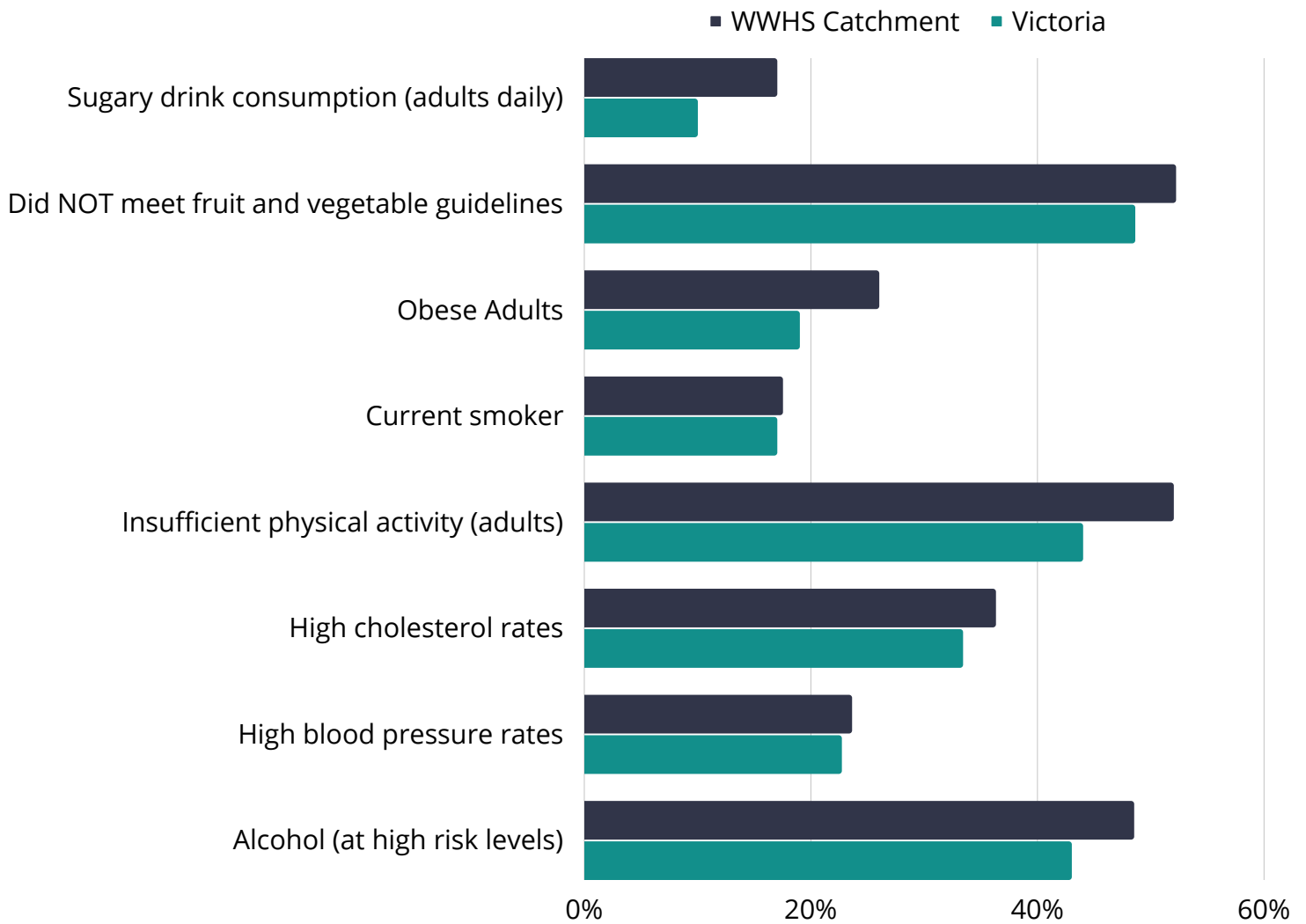
have a long-term health condition

The rate of people aged 65 years and older has increased by **1.6%** since 2016 and we have a pension card holder rate of **31.6%** compared with **19.4%** for the State.

**34.4%** of our population live alone compared with **25.9%** for Victoria.

Our top industry is agriculture and only **3.2%** of residents rate access to public transport as good/very good compared with **61.2%** for all Victorians.

## HEALTH RISK FACTORS



The rate of people with internet connection in the WWHS catchment was 13.5% less than the Victorian rate of 84%





# OUR WORKPLACE SNAPSHOT

WWHS is the major employer in the catchment, offering employment in a wide variety of roles.

88% of respondents in our recent employee engagement survey rated the Service as either a great or good place to work.

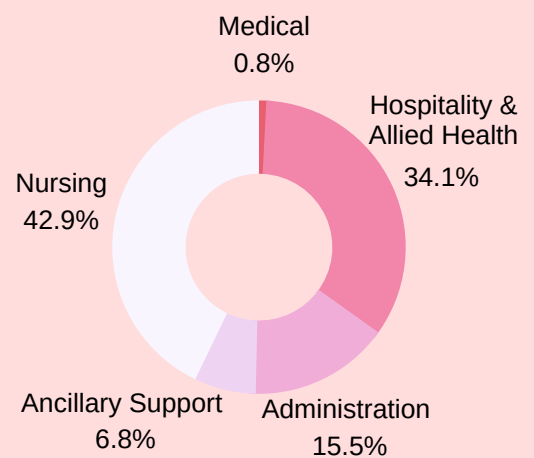
Covering 10 campuses, the WWHS Executive endeavour to maintain a unified team culture across the organisation through transparent and frequent communication.

Recruitment and retention of staff in the health sector is our most pressing challenge since COVID-19.

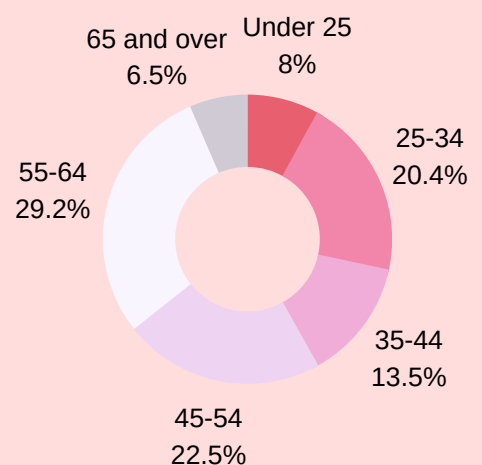
We will continue to approach our people and culture with innovative ideas to ensure we can meet the workforce demands of the five years ahead.

**AS AT JUNE 2022 WE HAD 521 EMPLOYEES AND 39 VOLUNTEERS.**

## OCCUPATIONS



## STAFF AGES





# WHAT WE'VE HEARD...

To understand the needs of our community WWHS engaged with a broad range of community members through surveys (online, paper format and face to face). Different themes and issues effect individual communities in different ways.

Mental health is a growing challenge across all our communities. We heard that the Rural Outreach Program provides a rapid response time for people that struggling during difficult and challenging times. The issue is the next steps.



## 48.8%

of respondents said they or a loved one had seen a specialist in the last 12 months.

We heard that people require a pathway for referral to gain support with mental health conditions requiring treatment. Survey results highlighted the need to make it easier for people in our communities to reach psychologists and psychiatrists.

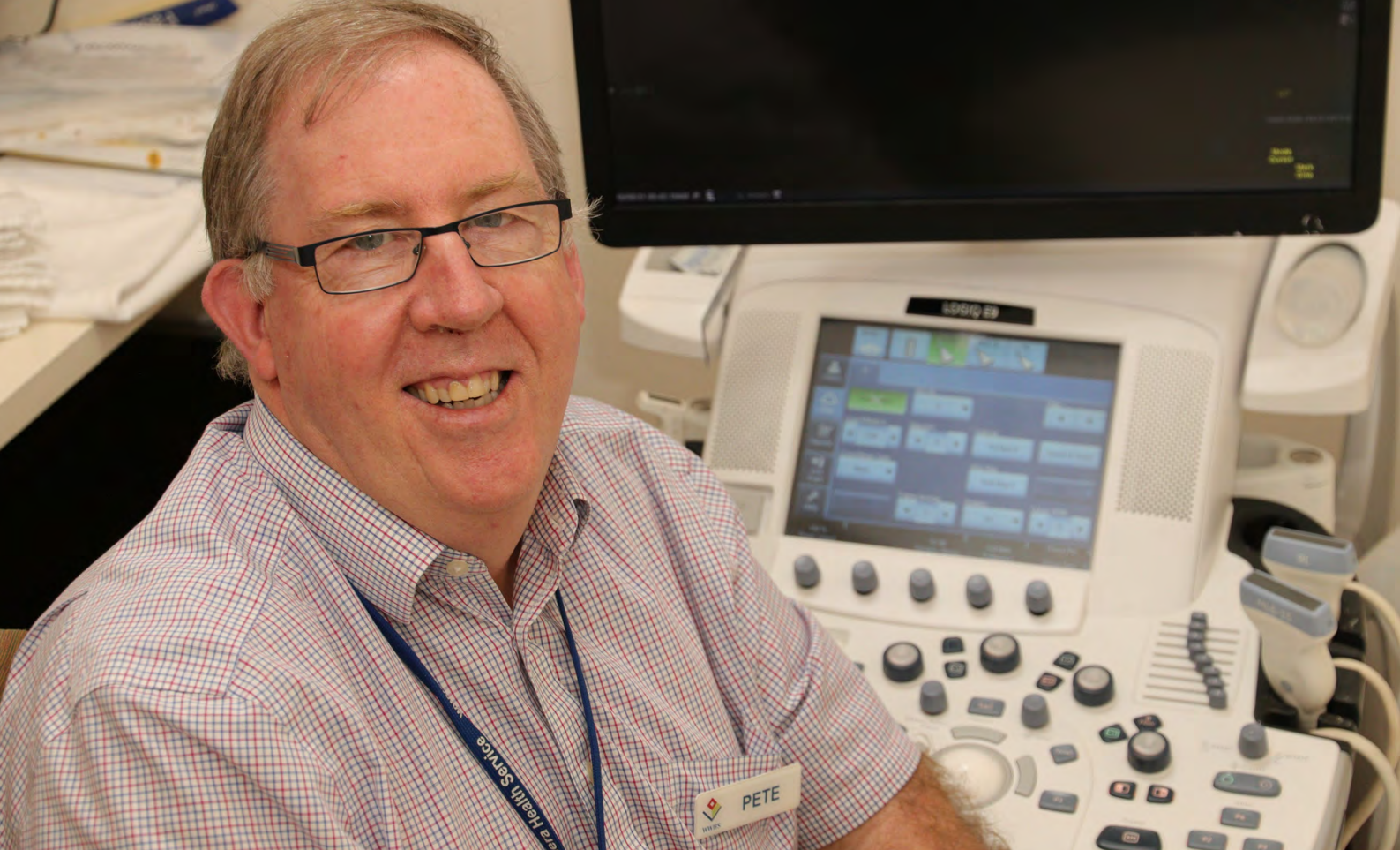
Dental services were also identified as a priority. Professionals in these groups are in high demand across Australia. WWHS will continue to work hard to attract professionals to our region.

## 32.5%

of respondents said they would access specialist services through telehealth

Visiting medical specialists were also a hot topic in our conversations, with many people asking for more visiting specialists of all types. Our consumers also expressed concerns around sufficient and reliable access to general practitioners in our communities. Again, we will continue to implement innovative ways, i.e. telehealth, to bring services such as these to our communities.

Increased access to allied health services was a common request along with better access to services at our community health centres. Others wanted improved urgent care centres, support for healthy lifestyles and more drug and alcohol awareness and education type services.



## COMMUNITY SERVICES

- Cancer Resource Nurse
- Cancer Support Group
- Cardiac Rehabilitation
- Community Health
- Community Nursing
- Continence Education
- Diabetes Education
- Dietetics
- Falls and Balance Groups
- Gentle Exercise Groups
- Health Promotion
- Healthy Lifestyle Groups
- Initial Needs Coordination
- Multicultural Worker
- Occupational Therapy
- Physiotherapy
- Podiatry
- Services Australia (Centrelink Agent)
- Social Work
- Social Support Groups
- Specialist Telehealth Clinics
- Speech Pathology
- Well Women's Health Clinic

## COMMUNITY PROGRAMS

- GP Management Care Plan
- Hospital in the Home (HITH)
- National Disability Insurance Scheme (NDIS)
- Post-Acute Care (PAC)
- Transport Accident Commission (TAC)
- Transition Care Program (TCP)

# OUR SERVICES



## CLINICAL SERVICES

- Acute Hospital Care
- Audiology
- General Surgery
- Geriatrician
- Immunisations
- Infection Control
- Medical Imaging (CT Scanning, X-Ray, Ultrasound, Dental Orthopantomogram)
- Ophthalmic Surgery
- Optometry
- Oral Surgery
- Orthopaedic Surgery
- Palliative Care
- Pathology
- Urgent Care

## MATERNAL & CHILD HEALTH

- Antenatal Care
- Domiciliary Care
- Hindmarsh Day Stay Program
- Immunisations
- Key Stages Visits

## DENTAL

- General Dentistry
- Mobile Clinic
- Oral Health Education and Promotion
- Oral Health and Hygiene Therapy
- Oral Surgery

## AGED CARE

- Commonwealth Home Support
- Home Care Packages
- Residential Aged Care





**OUR PEOPLE**  
**Inclusive**  
**Respectful**  
**Productive**

**TO BE A GREAT PLACE TO WORK  
FOR EVERYONE**

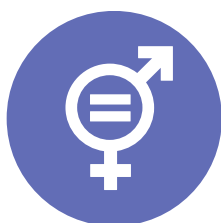


# KEY INITIATIVES

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A workforce that is fully staffed, engaged and committed to WWHS is at the foundation of everything else we do. Without a suitable workforce, WWHS is restricted in the services and programs we can offer.

WWHS is committed to an inclusive workplace that is great for everyone.



## 01 — Making an impact on gender equality

The endorsement of the WWHS's Gender Equality Action Plan (GEAP) at the end of the 2021/22 year enables us to strive towards seeking improvement and achievement across the GEAP action areas, to improve the inclusion, health, wellbeing and resilience of our people.



## 02 — Being a great place to work for everyone

Recruitment and retention are critical to meeting our purpose. As at October 2022, 88% staff said WWHS was a good or great place to work. Completion of our new Workforce Plan will identify ways to make our workplaces safe, inclusive and rewarding for everyone.



## 03 — Growing our own

We believe in growing our own and will actively promote to staff continuous educational opportunities. We will work with local schools to promote careers in health, continue our bursary program and engage with our community to promote careers in health.



**OUR CARE**  
**Safe**  
**Effective**  
**Innovative**

**TO FULLY EMBRACE NEW  
TECHNOLOGIES AND PROCESSES  
THAT ENABLE WORLD CLASS  
RURAL HEALTHCARE**

# KEY INITIATIVES

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COVID-19 induced a significant increase in the quality and usage of real time collaboration and communication applications in healthcare.

The opportunities to use digital solutions to enhance the safety and quality of healthcare are many and as a rural health service we are ideally placed to take advantage of them.



## 01 — Advancing our telehealth services

Our community identified a number of specialist services that require outpatients appointments. WWHS has an opportunity to support access to telehealth services and also bring additional specialists to our region through telehealth.



## 02 — Exploring 'virtual' wards and departments

Often patients require specialist monitoring with general nursing care. There is an opportunity to explore 'virtual wards' where a patient may be admitted to another sub-regional or regional hospital, but physically reside at WWHS. We look to partner to enhance the access to local care. The implementation of a region wide Electronic Medical Record (EMR) is a key element of this initiative.



## 03 — Early Years Strategy

Formulating an early years strategy will compliment our participation in the Wimmera Southern Mallee By Five Partnership. We can explore options to partner for our Maternal & Child Health program and build the innovate Hindmarsh Positive Parenting Centre model. Focusing on early years 0-5 has positive impacts on the life long health determinates.



## 04 — Coordination of Care

Explore opportunities through partnership for advancing collaborate care models in key areas, such as Better @ Home, Support at Home, Regional Care Partnerships – a New Model for Chronic Conditions Care and the new regional Mental Health & Wellbeing Hubs.



**OUR  
COMMUNITY  
Connected  
Informed  
Healthy**

**TO BE FULLY ENGAGED WITH  
THE COMMUNITIES WE SERVE**



# KEY INITIATIVES

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Our connection with our community is key to ensuring that we can provide the care they need.

Building relationships means that when customers need to access services from WWHS they know that they can trust us and that we are committed to providing great care.



## **01 — Work through partnerships to achieve transformational health change**

Our Health Promotion team are rethinking the approach to transformational changes to individual health. Our Health Promotion plan will outline how working together from the ground up builds effective long lasting improvement in public health.



## **02 — Build on inclusion through active strategies focused on diverse groups**

Our Diversity and Inclusion Plan identifies actions and projects that can support the inclusion of all diverse groups. This will increase diversity at all levels, from our Board, to employees and the people we serve.



## **03 — Engage with our community to inform and educate**

Our Stakeholder Engagement and Marketing Plans outline our approach to connecting with our community. Through advisory committees, community meetings and a variety of communications methods, including online and print, we will engage with our communities to strengthen our connection with them.



**OUR FUTURE**  
**Environmentally**  
**Responsible**  
**Economically**  
**Secure**

**TO ACHIEVE AND MAINTAIN  
LONG-TERM ECONOMIC AND  
ENVIRONMENTAL SUSTAINABILITY**

# KEY INITIATIVES

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With ever changing funding landscapes, a key strategic initiative is to ensure that WWHS thrives and maintains a strong financial position.

Our long range view will focus on securing our economic resources through sustainable funding that recognises the challenges we face operating in a rural area. We will be guided by Environment, Social and Governance (ESG) principles in everything we do.



## 01 — Effectively respond to funding reforms

As a public sector health service, WWHS is highly dependant on State and Commonwealth Government funding. There are significant changes happening now in the Commonwealth funding space and we are committed to effectively managing the funding reform opportunities.



## 02 — Exploring opportunities for environmental sustainability

Our environmental footprint provides an opportunity to consider our impact on the environment and ideally reduce expenditure on electricity, water, gas and waste. Development of a comprehensive ESG strategy including an environmental sustainability plan will guide our efforts in this area.



## 03 — Planning for our future building needs

Our physical buildings are key assets. Servicing nine communities, WWHS owns and/or operates more than 30 buildings. Adoption of a capital infrastructure plan will prioritise and guide strategically the key capital projects.

# OUR HEALTH LANDSCAPE

WVHS operates in a complex health landscape.

Health is impacted by determinates of health and health prevention initiatives.

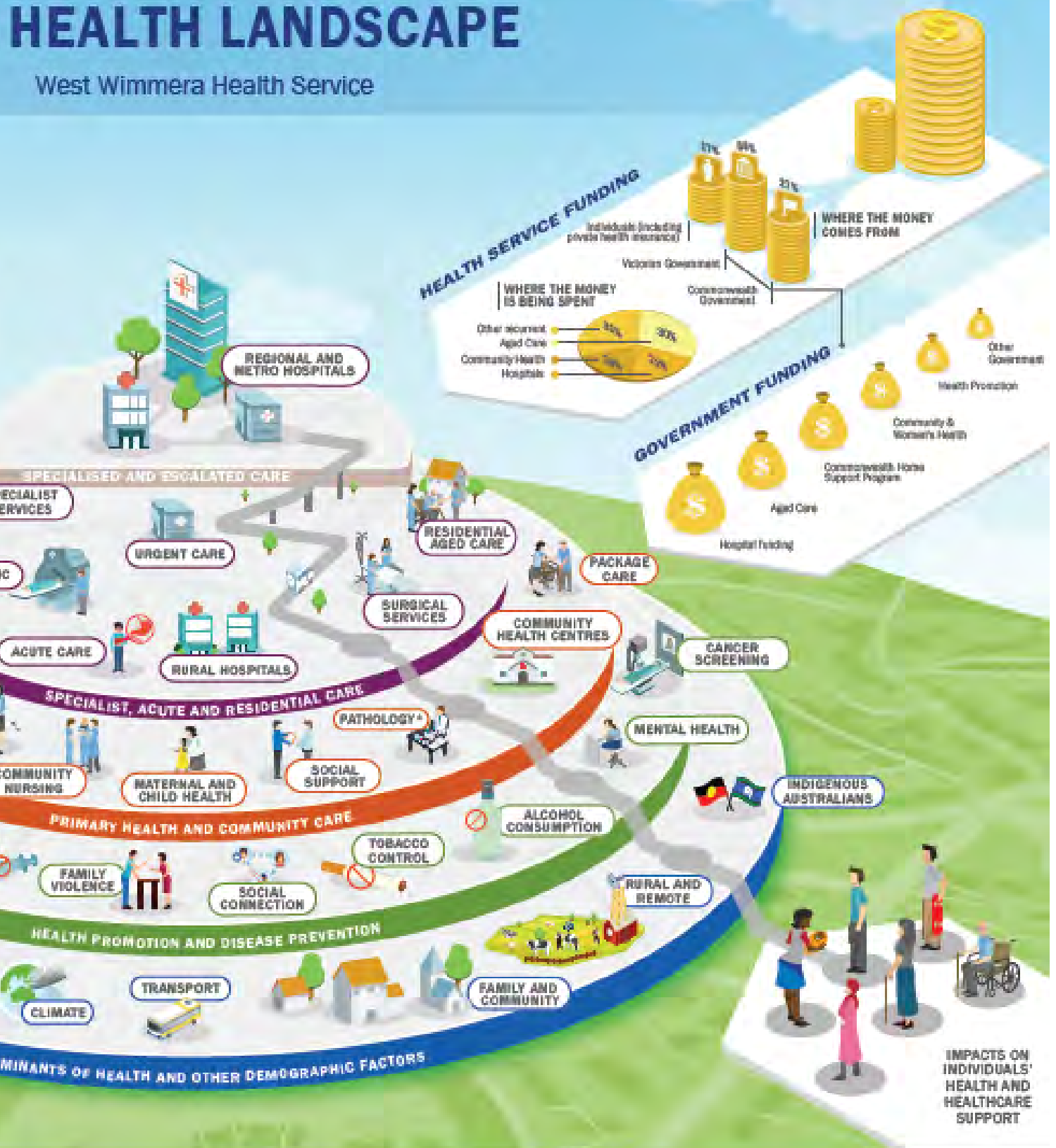
The health system is split into multiple levels, representing community based care, inpatient care and tertiary care.





# HEALTH LANDSCAPE

West Wimmera Health Service



# OUR VALUES



**Total Care:** delivering care that is safe, effective and person-centred, always



**Safety:** providing a safe workplace and services free from avoidable harm



**Unity -** working well together in a great place to work



**Accountability -** doing the right thing by our stakeholders and ourselves



**Innovation -** using our imagination - if there's a better way we will find it





**"THE STAFF MADE MY STAY  
VERY PLEASANT. THEY  
DISCHARGED THEIR DUTIES  
PROMPTLY AND CHEERFULLY  
AND WERE HAPPY TO SPEND  
THEIR TIME CHATTING AND  
HAD A REAL CONCERN FOR MY  
WELL-BEING DESPITE BEING  
VERY BUSY"**

**A HOSPITAL PATIENT**

# SUPPORTING GOVERNMENT POLICY

West Wimmera Health Service is funded through a number of State and Commonwealth Government departments. Our strategic plan aligns with these key strategic and policy frameworks.

The [Health 2040](#) framework lays out the Victorian Government's vision and strategies for the health and wellbeing of Victorians and for the Victorian healthcare system. This vision is built around three goals:

- Better health: focuses on prevention, early intervention, community engagement and people's self-management to maximise the health and wellbeing of all Victorians.
- Better access: focuses on reducing waiting times and delivering equal access to care via statewide service planning, targeted investment, and unlocking innovation.
- Better care: focuses on people's experience of care, improving quality and safety, ensuring accountability for achieving the best health outcomes, and supporting the workforce to deliver the best care.

The [Gender Equality Act 2020](#) was developed by the Victorian Government as part of their commitment to legislative change to address gender inequality and reduce family violence and all forms of violence against women

[Ending family violence – Victoria's 10-year plan for change \(2016\)](#) has implemented the [Strengthening Hospital Responses to Family Violence \(SHRFV\)](#) model was developed to provide a system-wide approach which is now being applied by hospitals across Victoria.

The introduction of the [Family Violence Multi-Agency Risk Assessment and Management Framework \(MARAM\)](#) ensures services are effectively identifying, assessing and managing family violence risk.

The [Child Safe Standards](#) now apply in Victoria to better protect children and young people from abuse.



There is also the [Second National plan to end violence against women and children 2022-2032](#) being drafted by the Australian Government to replace the existing [National plan to reduce violence against women and their children 2010-2022](#). The National Plan sets out the framework for joint responsibility of the Commonwealth and all states and territories to invest in and focus on priority areas and actions with shared commitment to prevent violence against women and children and offer support for those who experience it.

The [Aboriginal and Torres Strait Islander cultural safety framework](#) has been developed by the Victorian Government in support of their [Korin Korin Balit – Djak: Aboriginal health, wellbeing and safety strategic plan 2017-2027](#) and Victorian Aboriginal Affairs Framework.

There are three domains of the Framework with eight underlying principles:

- Creating a culturally safe workplace and organisation
- Aboriginal self-determination
- Leadership and accountability

The [National Agreement on Closing the Gap](#) is the Australia wide strategy that aims to overcome the disadvantage experienced by Aboriginal and Torres Strait Islander people to create equal life outcomes for all Australians.

The Commonwealth reforms in the aged care space are being finalised with the new [Support at Home Program](#), which will support older Australians to remain living in their own homes for longer, expected to commence in July 2023.

The [Everybody Matters – Inclusion and Equity Statement by Family Safety Victoria](#) (Victorian Government) is a 10-year framework for improved inclusion and equity that will complement other frameworks and efforts to prevent family violence before it starts.

The [Pride in our future: Victoria’s LGBTIQ+ strategy 2022-32](#) is the Victorian Government’s plan to drive equality and inclusion for the LGBTIA+ communities over the next ten years. The priority areas are:

- Equal rights and freedoms
- Equitable, inclusive and accessible services
- Visibility to inform decision making
- Safe, strong and sustainable communities.

# OPERATIONAL

Each of our four strategic goals will be supported by operational plans which will outline the detail of how we will deliver our plan.

# 1

## OUR PEOPLE

### Inclusive, Respectful, Productive

- Workforce Plan
- Gender Equality Plan

# 2

## OUR CARE

### Safe, Effective, Innovative

- Clinical Services Plan
- Community Health Plan

# 3

## OUR COMMUNITY

### Connected, Informed, Healthy

- Stakeholder Engagement Plan
- Health Promotion Plan
- Marketing Strategy
- Partnering in Healthcare Statement
- Diversity and Inclusion Plan

# 4

## OUR FUTURE

### Environmentally Responsible, Economically Secure

- Financial Management Improvement Plan
- ESG Strategy and Environmental Sustainability Plan
- Capital Infrastructure Plan

# NEXT STEPS...

# 1

## **COMMUNICATION PLAN**

A communication plan will provide the brief of how this strategic plan will be shared with stakeholders.

# 2

## **OPERATIONAL PLANS**

There are a number of multi-year operational plans that sit under the strategic plan. This will be developed in the coming six months.

# 3

## **ANNUAL ACTION PLANS**

Each year the actions for the financial year will be determined and will assist in the formation of the budget for implementation.

We look forward to implementing this strategic plan and would like thank everyone that has been engaged in the development process. The Board will ensure that progress against the strategic plan is monitored and performance against this report will be shared to staff through our internal communications and to the public through media releases, community newsletters and annual reports.

**WE TRUST THAT BY DELIVERING THESE STRATEGIC GOALS IT WILL SUPPORT OUR PURPOSE OF GREAT CARE, EVERY PERSON, EVERY TIME.**

# MEASURING PROGRESS

Our measures of success against the strategic goals will come from a variety of sources.

The Board's adoption of operational strategies will be the first step for delivery of many of our key initiatives. Once approved, the implementation of these strategies and resulting actions will be tracked by the Board and relevant subcommittees.

The Service will utilise feedback mechanisms to track and trend whether improvements are seen in key strategic goal areas.

Tools for measurement will include:

- Victorian Healthcare Experience Survey (VHES) (quarterly)
- Victorian Public Sector Commission People Matter Survey (annual)
- Employee Engagement Survey (six monthly)
- Key workforce, environment and financial performance related indicators

Progress towards our strategic goals will also be monitored through monthly status reporting to the Board.

A detailed six monthly report to the Board will provide comprehensive details on how each action is tracking and how we are progressing toward each strategic goal.

Information will be shared with staff and the community as recognisable actions are progressed, through our community newsletter, social and print media outlets.





**THANK YOU TO EVERYONE  
WHO CONTRIBUTED TO OUR  
STRATEGIC PLAN.**

**WE THANK YOU FOR YOUR  
VALUABLE AND  
THOUGHTFUL FEEDBACK.**



**WEST  
WIMMERA  
HEALTH  
SERVICE**