



Healthy Communities, Healthy Lives
2017/18 – 2021/22

**West Wimmera Health Service
Strategic Plan**





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A message from our President

Our community is the heart of West Wimmera Health Service. We are committed to delivering the highest quality health services and ensuring our services meet the needs of our population. Our new *West Wimmera Health Service Strategic Plan 2017/18-2021/22* embodies this commitment.

The task we have set ourselves for the next five years is ambitious, but we would have it no other way. Stretching the bounds of what is possible by being brave enough to think outside the square and exploring uncharted territory is how we intend to achieve success. By doing this, we will strengthen as a health service and continue to be on the cutting edge of delivering modern health care.

Our new Strategic Plan is the result of significant collaboration with our Board, Executive team, Senior leaders and Stakeholders. It acknowledges some of the challenges we face day-to-day as a rural health service, and the need to build on our regional and sub regional partnerships in order to address the reality of providing health services with a diverse population spread over a vast land mass.

Our ability to provide relevant health services into the future centres on having our community's health care needs at the forefront of our minds. Our challenge is to ensure we understand the changing demographics of our community as they evolve over time. Without this knowledge, we cannot design services that meet the needs and expectations of our people, and most importantly, be proactive in our evidence-based approach to health and wellness.

Patient-centred care, new technology and greater health literacy are just some of the factors that are driving the reshaping of our health service. Through our new plan, we will continue to strengthen the West Wimmera Health Service as a recognised rural centre of excellence. We want our community to live their best life possible.

I feel privileged to have been a part of the process of developing our plan for the future and I look forward to leading West Wimmera Health Service in making necessary changes and continuing to place our community at the very centre of all we do.

Leonie Clarke

Ms Leonie G Clarke
President



Our commitment to Victoria's healthcare policy

At West Wimmera Health Service, we are committed to supporting the Victorian Government's Health 2040: Advancing health, access and care, which sets out the vision for all Victorians to have:

1. better health – skills and support to be healthy and well
2. better access – fair, timely and easier access to care
3. better care – world-class healthcare every time

We will focus on achieving better health by encouraging healthy lifestyles and improving awareness of health and risks, promoting prevention over treatment, detecting and managing illnesses early and targeting health gaps. We will be tenacious in our pursuit of knowledge; learn from our peers and our partners; and constantly ask ourselves how we can incorporate new and innovative ways of working in the interests of providing the best possible services to our communities.

We will aim for better access by ensuring care is readily and easily obtainable to all people in our community and by increasing the amount of care available in the home and community. We believe that the future of health care will continue to be shaped by technology and innovation. The technological era is already having a significant impact on the way that health services are delivered today, by the way our community accesses the care they need, and their expectations of services available to them.

We will pursue better care by putting quality and safety first and strengthening our workforce to provide healthcare that fits our community's needs, focuses on outcomes and targets zero avoidable harm. To do this we will maximise the use of our facilities and resources to enable us to achieve what is important to us all - patient centred care.

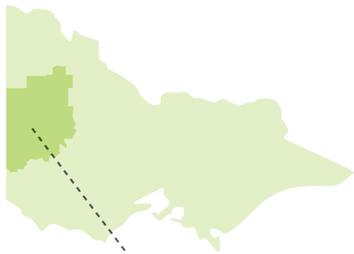
Our progress will be measured to ensure we achieve these goals and we contribute to improving the health of all Victorians we serve, the outcomes of care and the satisfaction of our care recipients.

Targeting Zero (the 'Duckett' Review)

West Wimmera Health Service is fully committed to implementing the applicable recommendations outlined in the *Review of Hospital Safety and Quality Assurance in Victoria: Targeting zero. Supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care.*

We will work with Safer Care Victoria, Victorian Agency for Health Information and Better Care Victoria to ensure the operations of our organisation are consistent with safe practice and high quality of care and our Strategic vision aspirations meet with best evidence based-clinical practice.

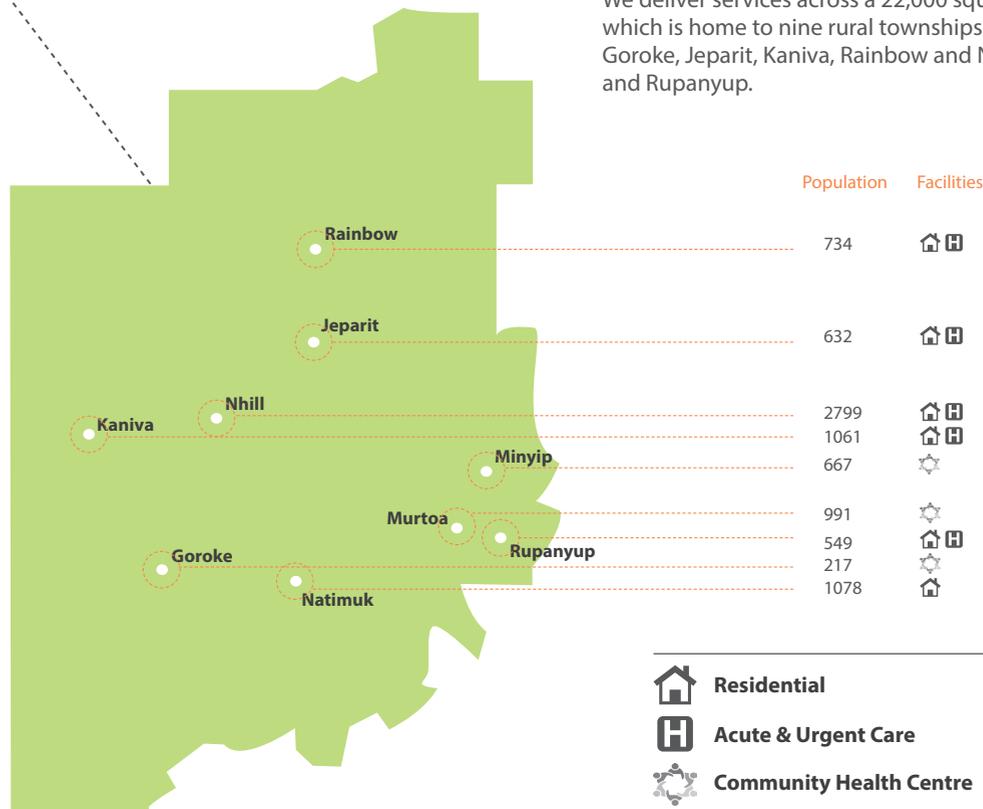
West Wimmera Health Service: Our community profile



At West Wimmera Health Service (WWHS), our community is our patients, consumers, their families and carers, staff, volunteers, partners and members of the public who interact with us.

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

We deliver services across a 22,000 square kilometre region, which is home to nine rural townships. These include Nhill, Goroke, Jeparit, Kaniva, Rainbow and Natimuk, Minyip, Murtoa and Rupanyup.



Our community's health care needs form the basis of our strategic plan, and our charter is to raise the health status of our region. Key attributes of our community's health profile include:

- Our population is getting older. Approximately 55% of our West Wimmera community members are aged over 45 years, exceeding the Victorian average of 49% for the same age group. In some of our communities over 30% of the population is over 60 years of age.
- Avoidable deaths resulting from cancer and cardio-vascular disease are higher than the Victorian state average.
- Consistent with the rest of Australia, our community has increasing levels of chronic disease with many people particularly as they age, having more than one chronic condition.
- The number of people in our community who are overweight or obese exceeds the Victorian state average.
- We have lower than ideal screening rates across some of our regional areas especially in relation to cervical and bowel screening.
- We exceed the Victorian state average of people living with need of assistance and living with a severe and profound disability.
- The percentage of smokers is also higher than the Victorian state average.

At West Wimmera Health Service, we provide health education, preventative medicine, health promotion, social work, disability services, mental illness and community care alongside mainstream health services.



The evolution of health care

Change is a constant companion in providing health care.

Innovation is already redefining the core values of health care by putting patients first and by not being constrained by the traditional ways of doing things.

This shift has ignited a powerful focus on identifying the big opportunities across the health care landscape, transforming the opportunities for consumers to control their health care.

At West Wimmera Health Service, we are committed to providing the most effective, efficient, high quality service possible to the community that we serve. This means that we must constantly have our eye on the horizon, both nationally and internationally, but also listening to you and respecting the needs you have identified.

We will work with our regional partners to ensure that you the consumer, can have access to quality and safe care as close to home as possible. Our strategic directions for the next five years have taken into consideration three waves of change that are transforming the modern health care environment¹. The waves include the provision of Patient-Centred Care, Empowering Communities and the use of Science in Prevention.

Each of these waves are inextricably linked with one providing the foundation for the other, with the first already well embedded into our lives.

¹ Main, T and Slywotzky, A, 'The Volume-to-Value Revolution-Rebuilding The DNA of Health From the Patient in', Oliver Wyman, 2012



Wave 1 – Patient-Centred Care

The era of patient-centred care has well and truly arrived. In recent years, there has been a definite shift away from more traditional transactional models of health care delivery (e.g. patient visits doctor for diagnosis and receives generic treatment plan).

International evidence shows that the most effective health services are those which are focused on delivering care that responds to the unique circumstances and needs of each patient that takes a population-health approach.

This involves establishing multidisciplinary health care teams to meet the unique needs of a patient. For example, teams can be formed to support patient's needs from continuing to maintain good health, requiring urgent care, seeking help in managing a chronic disease or multiple chronic diseases.

Moving forward, we will see our patients' needs proactively maintaining and improving their own health. We will see health care teams expand to include lifestyle coaches, social workers, nutritionists and fitness trainers. Patient-centred care will continue to be customised based on individual need, and will be broadly available every day.



Wave 2 – Empowered Consumers

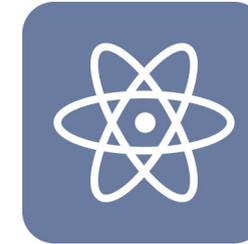
New technology providing greater access to information and the shift in focus to a model of patient-centred care means that consumers have greater health literacy and are more empowered than they used to be.

Consumers are increasingly taking a more proactive approach to their own health care through the type of services they seek to access, where they access those services and more importantly how they access them.

With the convergence of vast information on the internet, the establishment of electronic and personal health records, cloud computing, health kiosks, mobile applications, and home-based monitoring, the demand for personalised real-time access to health services is growing.

The retail consumer market is also changing with more and more companies providing alternative health care products and services. This will see consumers become more selective about where and with whom they invest their money in. They are seeking the best care at the time they need it.

As the retail consumer market builds via public and private exchanges, consumers will use their health care dollars to actively vote for better care.



Wave 3 – The Science of Prevention

Advancements in science and research are bringing us closer to tailoring health care and treatment plans to individual patients based upon their specific genetic and genomic make up.

Amongst other things, patients together with health care teams will be able to take proactive steps to manage their health and to prevent the onset or progression of illness and disease. These innovations continue to bring new capabilities to our door step.

This wave will see immediate diagnosis and treatment plans using mobile devices transmitting biometric information to retail health clouds.

Once a mature retail health market is fully functional, we can expect that the adoption of such an approach will move to an enhanced rate, with exponential adoption curves.

The industry is already on pace to deliver.

Our vision

To pursue excellence in health care services by working collaboratively with our partners and embracing innovation and technology.

Our values

West Wimmera Health Service has core values that are upheld and translated into reality through the words and behaviours of all our staff. These values are the foundation upon which West Wimmera Health Service is built.

- **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** – The safety of our staff, patients and visitors is fundamental to how we operate.
- **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 minimises our impact on the natural environment.
- **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.



Our principles

At West Wimmera Health Service our decisions are underpinned by the following key principles:

Principle 1: Evidence-based decision making that informs where we should invest, the priorities we set and how we deliver our services.

Principle 2: Quality and safe care underpins everything we do, and we meet the Australian standards for quality in health care and we will continue to be guided by the Targeting Zero policy.

Principle 3: A health promotion approach to the design and delivery of our health services by focusing on prevention and effective health maintenance.

Principle 4: A focus on primary health care, where we are always seeking to decrease the number of patients requiring hospitalisation and their overall reliance on the hospital system.

Principle 5: Regional integration by connecting the range of organisations, systems and service providers that operate within our region to deliver seamless health care services to our consumers.

Principle 6: Healthy ageing for our community through integrated and connected care to maximise the length of time our consumers are able to remain healthy and minimise periods of ill health.

Principle 7: Innovation to ensure we always consider opportunities to approach health care delivery in a smarter and more effective way.



Our strategic directions

The goals we have set ourselves in this Strategic Plan are driven by our steadfast commitment to ensuring that we meet the needs of our communities and exceed expectations of what it is possible to achieve in a rural setting.

In this context, West Wimmera Health Service has set five strategic directions for the next five years.

strategy **one**

Empower our community to live their best life

We will work with our community to embed a proactive approach to health care through enabling more informed decision making and encouraging positive health and lifestyle choices.

strategy **two**

Invest in population health

We will deliver patient-centred health care based on the key attributes of our community's health profile.

strategy **three**

Build partnerships for healthier communities

We will foster existing and establish new partnerships to support an interconnected approach to delivering health care services across our vast region and the diverse needs of our community.

strategy **four**

Harness technology and innovation

We will explore opportunities to maximise the use of technology and innovation to support and enhance our ability to deliver the best possible health care.

strategy **five**

Strengthen our workforce capacity

We will build the local capacity of our staff and ensure our team is engaged and aligned with the pursuit of our new vision.



strategy **one**

Empower our community to live their best life

We will work with our community to embed a proactive approach to health care through enabling more informed decision making and encouraging positive health and lifestyle choices.

The evidence is clear and compelling: communities achieve markedly improved health outcomes if they actively engage in the management of their own health care. Empowering our community members will enable them to enjoy higher levels of independence, mobility, wellbeing and overall quality of life no matter what their age.

Key strategies

1.1 Support our community members to make positive health and lifestyle choices

We will encourage and actively involve community members in maintaining their health.

We seek to embed a culture where people value the idea of being healthy, know the options available to them and how to access them to stay as healthy as possible.

Priority action areas

- **Develop a campaign (i.e. 'Live your best life')** to encourage and actively involve community members, West Wimmera Health Service and volunteers to embed a culture of health and wellbeing amongst our communities.
- **Increase accessibility to health prevention programs** under the 'Live your best life' campaign using initiatives such as pop up clinics, mobile health care services and open community days.
- **Provide quality, accessible and culturally appropriate information, tools and resources** to support active participation of consumers from diverse backgrounds in their own health and lifestyle management.
- **Establish Community Health Advocates** to promote and advocate activities under the 'Live your best life' campaign to maximise its impact and reach.
- **Improve health literacy** by adopting new and innovative approaches to communicating complex health information to our consumers to help inform personal lifestyle and health care choices.

1.2 Promote healthy ageing to enable our community members to live independently

We will provide our community members with ready access to information, support, advice and integrated services to enable them to maintain a healthy lifestyle as they age and to maintain their independence for as long as possible.

- **Establish a healthy ageing program** that will address the unique physical and mental health needs of our community members as they age and support and enable them to live independently.
- **Enhance access to dementia supports services** and best practice models of care through regional partnerships and education.
- **Expand community care services** to provide self-management support to optimise the health of our community members.
- **Strengthen and streamline community-based models of care** to enable members of our community to access multidisciplinary care and support at home or closer to home for as long as possible.
- Explore new innovative service models, to **facilitate the use of share housing**, to better support community members to live longer independently at home.

criteria for measuring SUCCESS

- Improvement of health status of West Wimmera Health Service communities in comparison to the Victorian state average for high risk priority diseases and conditions by 2021.
- 50% of our community, staff and volunteers are aware of our 'Live your best life' campaign
- >70% effectiveness of educational materials distributed by West Wimmera Health Service to consumers and communities by 2021 are reviewed by consumers and scored against a best practice literacy matrix
- Increased level of outreach service delivery to our communities by 2019
- Increase number of community members living independently longer at home



strategy **two**

Invest in population health

We will deliver patient-centred health care based on the key attributes of our community's health profile.

Our community is at the centre of everything we do. Achieving this means keeping abreast of their health profile as it evolves and changes over time and making sure that the services we provide are flexible enough to keep step. We must understand the health needs and expectations of our community members and rise to meet them.

Key strategies

2.1 Improve quality and consistency of health status and outcome data of our community to inform our decision making

We will seek to capture the most reliable data on our community's changing health profile to provide us with a clear picture that will be used to inform our priorities and service profile into the future.

2.2 Provide integrated services across the care continuum that are easy to navigate and provide maximise flexibility for consumer access

Develop a service network which maximises the ease with which consumers can access and move between health services to meet and address their health care needs and which provides them with clear, defined pathways.

Priority action areas

- **Implement a robust data collection process** to inform a consistent approach to the regular collection of community related health data across West Wimmera Health Service catchment areas.
 - **Establish a health informatics capability** to enable the West Wimmera Health Service to mine its own data from existing information systems and to make use of this data for the purposes of service planning, decision making, reporting and measuring performance.
 - **Conduct a biennial consumer satisfaction survey** to enable us to take into account their feedback in the future planning of services and support.
 - **Commission research and data analysis** through universities to understand the origins of the higher than average incidence of cancer in West Wimmera Health Service catchment areas to inform future service planning.
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- **Establish a seamless interface** between primary care, community care, urgent care and inpatient hospital services to improve the experience of our consumers.
 - **Explore how to assist consumers to navigate their way through the health care system** through innovative service models such as 'Service Navigators'.
 - **Establish clear pathways** for referral, self-management support, planning and management of health care, end of life planning and palliative care.
 - **Establish multidisciplinary care teams** to support a more flexible and holistic approach to care delivery, to meet the unique needs of our patients.
 - **Revise models of care** to support more flexible service provision and to maximise the capability to deliver services closer to a consumer's home.

² Every two years.

criteria for measuring SUCCESS

- Greater than 70% consumer satisfaction rate through a Consumer Experience Satisfaction Survey
- 70% of eligible patients with an advance care plan by 2021
- Reduced demand for inpatient beds and increase referrals to community based programs
- Reduction in avoidable deaths in our region resulting from cancer, in particular skin, cervical and bowel cancers and cardio-vascular disease against the Victorian state average by 2021
- Decrease rates of key health risk factors in our communities such as obesity, weight and smoking based on Victorian national average by 2021
- 15% increase in participation rates for health screening with particular focus on cervical and bowel screening by 2019



strategy **three**

Build partnerships for a healthier community

We will foster existing and establish new partnerships to support an interconnected approach to delivering health care services across our vast region and the diverse needs of our community.

The opportunity to partner with others opens new, challenging and exciting possibilities and enables us to achieve a breadth and depth of service delivery beyond what we could achieve by working alone.

While continuing to strengthen our existing partnerships, we want to challenge ourselves to explore the potential for new partnerships in areas which we may not have considered before, including the public, private, not-for-profit and community controlled sectors and across both rural, remote and metropolitan areas.

Encouraging ourselves to think differently about what might be possible through our relationships with others will: enable us to promote the more effective use of available resources; improve the efficiency and effectiveness of our service; and open the way for fresh thinking.

West Wimmera Health Service is committed to the Wimmera and Southern Mallee Health Alliance and will work collaboratively with these and other key stakeholders including Local Government, Schools and Community Health organisations to ensure an effective Wimmera wide approach to health.

West Wimmera Health Service will actively participate and engage in the Grampians Regional Health Partnership, to support a robust system for clinical governance collaboration, planning and provision of services across the Grampians Region.

Our effective collaboration will support the delivery of our commitments in this Strategic Plan through advice and expertise from larger services to ensure the best possible patient experience every time, everywhere.

Key strategies

3.1 Strengthen and expand local partnerships to promote health and healthy lifestyle choices for the region

We will find innovative ways to connect with the communities to embed a health and wellness culture.

Priority action areas

- **Engage our community in the design and development of our health services** to ensure that their voices help to shape what we do and how we do it.
- **Identify respite partnership opportunities** to support the expansion and development of step down accommodation options for our community members.
- Build on and explore opportunities to partner in the **ongoing development of the community-based disability service** that supports integration across community, housing, healthcare, employment to community engagement.
- Explore opportunities to **partner with local businesses and community groups to expand and develop community-wide programs**, building on existing infrastructure (i.e. community garden) and expanding its impact (e.g. community farm, local community markets including healthy eating and cooking classes/learning opportunities).

3.2 Establish cross-institution and cross-border relationships and partnerships to enhance service provision

We will seek to address identified gaps or areas of need through the establishment of cross-border or cross-institution arrangements.

- Explore **opportunities with neighbouring regions to share health professionals and resources** to enhance access to a wider range of services.
- **Actively participate** in Grampians Regional Health Partnership.
- Work in **partnership with the Local Shires** (and other community based services) to:
 - support a whole of community approach to **encouraging, training and supporting volunteers** right across our communities
 - Identify opportunities to collaborate and partner on joint actions to improve community design, infrastructure, services and resources.
- **Explore opportunities through State and Commonwealth Government initiatives** to strengthen service provision in key areas of need based on the population profile for our region.

criteria for measuring SUCCESS

- Reduction of service provision gaps in accordance with our community needs
- Increased levels of volunteers and work programs in partnership with local Shires by 2021 to strengthen support of our consumers and community members
- Increased levels of consumer and community member participation in designing and developing our health services by end of 2018
- Targeted network of cross-institution and cross-border partnerships established to enhance the service nature, reach and scope of West Wimmera Health Service to our communities by 2020
- At least 2 initiatives per annum with State and Commonwealth Governments



strategy **four**

Harness technology and innovation

We will explore opportunities to maximise the use of technology and innovation to support and enhance our ability to deliver the best possible health care.

The technological era is here to stay. We have two choices - to ride the wave of technological advancement and partner with other health care organisations both nationally and internationally, or, be left behind.

The opportunities presented by new and emerging technologies and innovations in the health care arena are almost without limit.

Our commitment is to keep abreast of these technologies and innovations as they appear on the horizon and to consider whether, and if so, how, we might incorporate them into our health service, cognisant always of the attributes that make us unique. The possibilities are beyond exciting. We are riding the technology wave. We refuse to be left behind.

criteria for measuring **SUCCESS**

- West Wimmera region is aligned and part of the rollout program for the NBN and My Health Record (the Australian Personally Controlled Electronic Health Record) by 2018 to increase connectivity and greater use of technology to support new models of care
- Increase use of telemedicine approaches delivering greater access to our services by 2021
- Increase use of technology to improve consumer engagement through the introduction of at least 2 new initiatives by 2020
- Increase community engagement with our social media channels to improve accessibility of health information for our communities by 2020
- Work with local Shires to increase technological literacy of our community members by 2020 to support our communities to embrace future innovations
- Pilot at least 2 innovations through technologies and new approaches for priority conditions in our communities by 2021

Key strategies

4.1 Use technology to drive service improvement and efficiencies

We will create an environment where technology facilitates the improvement in our health care services and continues to empower our community.

Priority action areas

- **Explore opportunities at the national level** to link with the rollout of the National Broadband Network and the Personally Controlled Electronic Health Record (PCEHR).
- Explore opportunities to **expand and develop telemedicine approaches** to provide greater access to services and facilitate support direct to the home.
- **Examine the feasibility of using technology to develop a West Wimmera Health Service smart phone application** that can provide functionality to improve our consumers experience (i.e. on-line appointment bookings, reminder notifications for check-ups).
- **Improve the provision of and accessibility of health information** for our community by **exploring social media** (e.g. Facebook, short videos, podcasts and Twitter) as a means of communication and engagement.
- **Support our staff and community to develop technological literacy** through partnerships that we can embrace and be positioned for future opportunities offered through technology and innovation.

4.2 Promote a focus on innovation across the West Wimmera Health Service

We will create an environment where innovation and opportunities to think outside the square are actively encouraged and supported where they are in the interests of delivering optimal health care services.

- **Pilot new innovations through technologies and new approaches** to test their effectiveness in delivering better health outcomes including:
 - empowering community members to live independently longer through electronic control of household equipment
 - utilising West Wimmera Health Service building services to undertake home modifications following a home assessment to reduce risk of falls and ensure safety and security.
- **Research the effectiveness of different technologies** in motivating and supporting consumers to actively manage their health risk and health conditions (e.g. remote monitoring of blood glucose, weight or other risk factors).
- **Explore partnerships with experts and innovators** to commence the journey of embedding new technologies and innovation within our region.



strategy **five**

Strengthen our workforce capacity

We will build the local capacity of our staff ensuring our team is engaged and aligned with the pursuit of our new vision.

A strong and dedicated workforce is the backbone of any successful organisation. Ours is no exception. Our staff work tirelessly day in and day out to ensure that the individuals who require our services and support receive the highest standard of care possible.

The pressures presented by each new day are many. With the burden of disease increasing and our local population ageing as each day passes, these demands and pressures are steadily increasing. In this context, we have a clear responsibility.

We must ensure that we have a flexible workforce that has capacity and is able to adapt to changing demands and consumer expectations. We must look after our people so that they can continue to look after our communities.

criteria for measuring **SUCCESS**

- Workforce Plan established by 2018 detailing our new approach to make best use of our people, their skills and experience
- Attraction and retention strategy for general practitioners in place by 2018
- At least 80% of West Wimmera Health Service staff participated in preventative health training by 2019 as part of fostering a culture of patient-centred care
- At least 70% of West Wimmera Health Service staff have attended health and wellbeing programs and activities by 2019 to ensure that we are modelling healthy behaviours
- At least 70% satisfaction rate by our staff through the West Wimmera Health Service Staff Satisfaction Survey by 2019

Key strategies

5.1 Build a flexible workforce that can respond rapidly to changing and evolving health service needs

We will be creative in the structure and composition of our workforce to ensure that we make the best use of available people, their skills and experience. We will ensure they are not unnecessarily constrained by more traditional roles and scopes of practice.

We will support and enable our staff to meet the changing demands across our Health Service.

Priority action areas

- **Explore flexibility in scope of practice** for all health service providers and promote more advanced skill roles (i.e. nurse practitioners).
- **Identify and explore options for addressing legislative, regulatory and other barriers** that limit the full service capacity of rural and remote health professionals.
- **Implement innovative funding mechanisms** for services delivered by non-medical health service providers.
- **Partner with other regional health services** to develop an attraction and retention strategy for general practitioners in the region.
- **Utilise clinical governance leadership** through the Grampians Regional Partnership.

5.2 Actively support the health and wellbeing of our staff

We will foster a culture of learning, development and support to enable our workforce to be at their best and to have the resilience to rise above the inevitable pressures of day-to-day service delivery.

- **Promote interdisciplinary training** to support the establishment of more holistic and flexible multidisciplinary teams and reduce barriers between health care professionals.
- Ensure **preventive health** is an area of focus for **skills development** for our workforce.
- **Establish health and wellbeing programs for our staff** to ensure that we are modelling the healthy behaviours that we are promoting to the broader community.
- **Undertake a biennial³ staff satisfaction survey** to measure and monitor overall workforce satisfaction and wellbeing and take any corrective or supportive steps identified as a result.

³ Every two years.



Core enablers

The achievement of our strategic directions is dependent on the following core enablers:

Accountability

We recognise our duty to implement and maintain transparency in all we do including performance management. At West Wimmera Health Service, we are committed to:

- Improving our organisational structures, governance and accountabilities so that there are clear roles and responsibilities to guide and support clinicians, managers and all staff to fulfil their roles to the best of their ability and in the best interest of our consumers.
- Driving our organisation's performance through transparent, proactive and consistent performance monitoring and reporting.

Financial sustainability

We are committed to managing resources effectively and efficiently by delivering services within allocated budgets, ensuring value for money and achieving financial sustainability. At West Wimmera Health Service, we are committed to:

- Maintaining and enhancing our financial sustainability.
- Continuing to improve our facilities and equipment.
- Maintaining productive relationships enabling effective negotiations with all funding bodies.

Robust governance and risk management

We recognise the importance of clinical and corporate governance and robust risk management. At West Wimmera Health Service, we are committed to:

- Achieving full accreditation against the National Safety and Quality Health Service Standards, Aged Care Accreditation Standards, Home Care Common Standards, Diagnostic Imaging Standards, National Standards for Disability Services and the Victorian Human Services Standards.
- Embedding risk management in all we do.
- Ensuring consistently safe practice.

West Wimmera Health Service
is striving towards **Healthy Communities**
and **Healthy Lives**



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