

AT THE
HEART OF
CHANGE

BARWON
HEALTH
STRATEGIC
PLAN
2010/2015



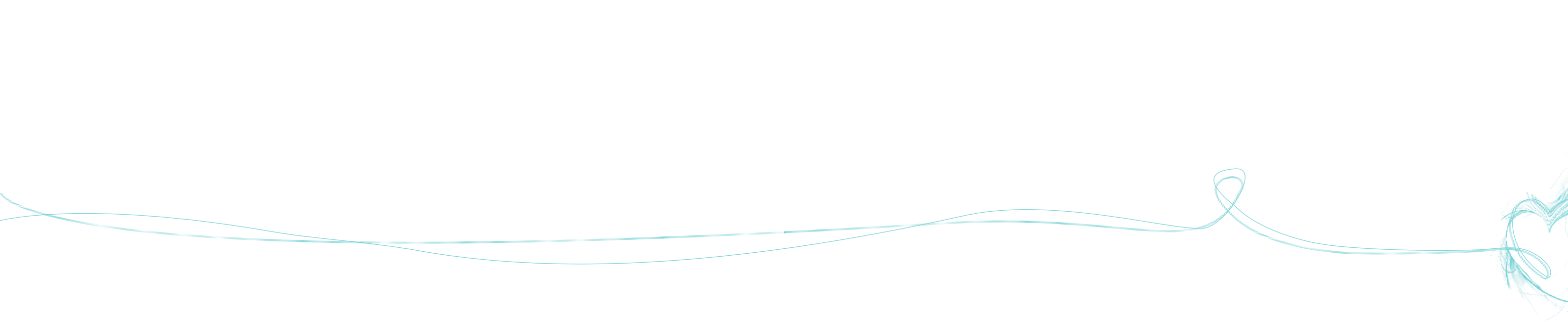
VISION

TO BE AUSTRALIA'S
LEADING REGIONAL HEALTH
SERVICE - BUILDING A
HEALTHIER COMMUNITY

OUR VALUES

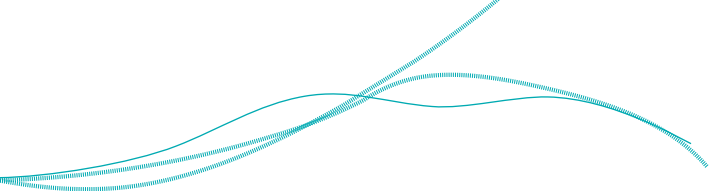
RESPECT
COMPASSION
COMMITMENT
ACCOUNTABILITY
INNOVATION





CONTENTS

1 / Chair and CEO foreword	04
2 / What are our priorities for the future?	06
3 / How will we deliver this?	08
/ Your Health	
/ Our Service	
/ Our Region	
/ Our People	
4 / Barwon Health at a glance	18
5 / Our Community and Regional profile	20
6 / What is our public health policy context?	22



1 /

CHAIR AND CEO FOREWORD

Barwon Health’s Strategic Plan for 2010-2015 sets out a bold and ambitious vision for Barwon Health. It provides a clear and important challenge to position Barwon Health as a regional leader that provides exemplary health care and achieves outstanding health outcomes for our community.

Our Strategic Plan provides direction for the development of our health care service over the next five years, and it also builds on the direction and successes of the previous 2004-2010 Strategic Plan. Importantly, this new plan is a forward-looking plan that goes beyond a five year period to lay the foundation for an even higher-performing and sustainable service for many years to come.

This Strategic Plan is the result of an intense and rigorous process of thought, questions, analysis, consultation and choices in the context of rapid developments in health priorities, policy, practice and institutional settings.

In addition, the Plan has been guided by:

- the policies of the State and Commonwealth Governments;
- the priorities identified in the Australian Health Care Agreement;
- the report of the National Health and Hospitals Reform Commission; and
- the changing health environment.

Barwon Health’s strategic priorities and objectives are values-driven and deliberately high-level in their nature – they provide clear direction while being capable of implementation under a variety of policy and funding scenarios.

We have responded to the policy priorities of responsible, transparent and accountable management of health care resources and the related need to target resources to the most effective health care interventions. These important challenges require high quality data, research, deliberate service development strategies and a willingness to change. At the same time, the Plan has also responded to the community’s reasonable expectation that access to acute hospital-based services will be maintained and improved.

Equally as important, the Strategic Plan has been shaped by the characteristics and challenges of the community and region we serve:

Greater Geelong and the wider region reflect the shifts in Australian society – and health issues shaped by a set of mega trends:

- economic restructuring and growth
- a high rate of immigration from a diverse array of countries and circumstances
- high population growth
- population ageing
- socio-economic inequality

The region contains an intriguing and challenging mix of socio-economic factors:

- sea change effects
- urban growth and associated challenges and expectations
- dispersed and isolated communities with issues of access to basic as well as specialised services
- rapid growth in new family-oriented communities in and around Geelong
- the effects of population ageing and the growing burden of chronic illness are increasingly manifest in most areas

Response to these regional factors is evident in the stated priorities and objectives. This includes giving the highest priorities to regional service and making major advances in the prevention and management of chronic illness. We want a healthier community.

While the Board and Executive of Barwon Health have taken responsibility to craft the Plan, the breadth of vision and inspiration for many of the objectives and actions has come from the accumulated experience and wisdom of our staff and clinicians, key stakeholders in Geelong and the region, the Department of Health, and consumers of our services.

This is not a plan for Barwon Health alone. The breadth of its vision and the expertise and resources required to implement it must involve partnerships with shared goals, mutual benefits and unambiguous responsibilities.

- The Plan envisages purposeful, focused and productive relationships with:**
- Deakin University, the Gordon Institute and other teaching and research bodies;
 - local and regional health and welfare service providers in the public, private and community sectors;
 - all levels of government and relevant government agencies;
 - business leaders in Greater Geelong and neighbouring areas; and
 - communities themselves through meaningful engagement on key health issues.

We are excited and motivated by our Strategic Plan, and we are already working hard to implement it. We recognise the environment of fast-moving change in both health service delivery and a health policy context as evidenced by the recent announcement of a new hospital in the Armstrong’s Creek precinct. Accomplishment of our aim to fundamentally improve community health status will propel Barwon Health, its staff and partners into national leadership, and provide a model for change across Australia.

In the pages that follow, we describe the priorities and objectives that will turn our vision into a reality.



2 / WHAT ARE OUR PRIORITIES FOR THE FUTURE?

VISION
TO BE AUSTRALIA'S
LEADING REGIONAL HEALTH
SERVICE – BUILDING A
HEALTHIER COMMUNITY

PRIORITIES

How will Barwon Health realise its vision?

/ YOUR HEALTH

We will work with the community to deliver significantly improved health outcomes

/ OUR SERVICE

Our health care service will be well-connected to ensure a positive experience for those we serve

/ OUR REGION

We will have strong partnerships with all providers who influence health in our region

/ OUR PEOPLE

Our workforce will be thriving, collaborative and highly skilled

MISSION

What is Barwon Health's role and for whom?

To provide accessible high quality healthcare services to our Barwon South Western region communities.

VALUES

What do we believe in and what guides our behaviour?

/ RESPECT

For the unique qualities of each individual, family and community, for our partners, the organisation we represent and for each other

/ COMPASSION

For the circumstances of the people we care for

/ COMMITMENT

To facilitate high quality health outcomes by working collaboratively with all stakeholders

/ ACCOUNTABILITY

For all our actions and outcomes by working to clear objectives in a transparent manner

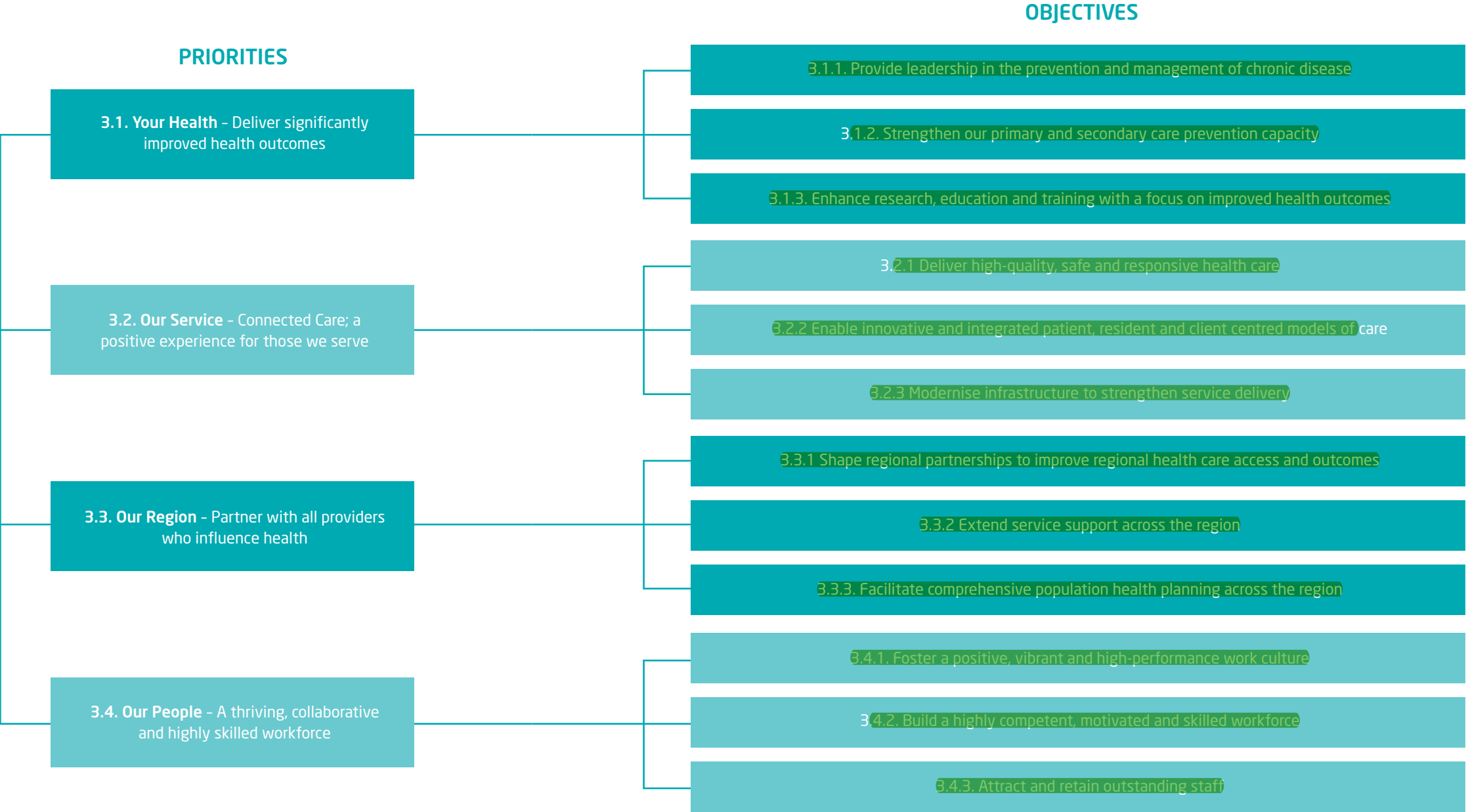
/ INNOVATION

To lead the way and develop creative initiatives to address the health needs of our community

3 /
HOW WILL WE
DELIVER THIS?

VISION

AUSTRALIA'S LEADING REGIONAL
HEALTH SERVICE – BUILDING A
HEALTHIER COMMUNITY





PRIORITIES

3.1 /
YOUR HEALTH

We will work with the community to deliver significantly improved health outcomes

Barwon Health will work with the Geelong and the Barwon South Western communities to deliver significantly improved health outcomes. Our catchment is projected to experience significant population growth and ageing over the next 10 years. It also has pockets of high level socio-economic disadvantage with associated poor health status. Chronic disease is closely correlated with social disadvantage and age. Rapid population growth will require us to focus resources on the provision of general health services and could challenge a focus on chronic disease. Chronic disease is placing a major burden on our region's health care system. This burden may become unsustainable unless our funds, workforce, productivity and knowledge grow.

We will demonstrate our improved health outcomes through an enhanced leadership in chronic disease, the strength of our primary and secondary prevention capacity and an increased research, education and training focus on improved health.

/ Objectives /	/ How will we meet the objective? /	/ What will success look like? /
1. Provide leadership in the prevention and management of chronic disease	<ul style="list-style-type: none">• Support and promote wellness and primary prevention strategies to reduce the burden of chronic disease in the Barwon South Western region• Use our specialised workforce (i.e. medicine, surgical and mental health) to lead the relationship with primary care providers (including GPs) and promotion agencies to integrate primary and secondary prevention initiatives• Work with GPs to develop models of shared care that identify individuals in chronic disease population groups	<ul style="list-style-type: none">• Regional death rates for population groups with chronic illness have improved and approach metropolitan survival rates by the end of 2015• Average Disability Adjusted Life Years (DALY Rates per 1000 persons) for all in our primary catchment are lower than or equal to the Victorian average• Individuals identified with a chronic illness have care plans (including a crisis management plan) that are developed in consultation with GPs and are actively monitored and reviewed• Barwon Health is recognised as a centre of research excellence nationally and internationally
2. Strengthen our primary and secondary care prevention capacity	<ul style="list-style-type: none">• Establish stronger links with primary health care providers likely to encounter those with early signs of chronic illness• Maximise resources allocated for secondary care prevention and management of chronic diseases that impact the Barwon South Western population• Invest in developing the capacity and expertise of the non-acute workforce• Invest in ICT based tools that assist in early detection and chronic disease management	
3. Enhance research, education and training with a focus on improved health outcomes	<ul style="list-style-type: none">• Encourage research, education and training to advance our knowledge of and response to disease groups that affect the Barwon South Western region• Utilise national and international wellness benchmark data to monitor our targets and to advance our strategies• Develop and implement a robust research accountability framework	



PRIORITIES

3.2 /
OUR SERVICE

We will have a well-connected health care service to ensure a positive experience for those we serve

The population of the City of Greater Geelong and, more broadly, the Barwon South-Western Region has a great sense of community ownership of Barwon Health. We value and acknowledge this support and are dedicated to timely access, high-quality care and safe service provision. In addition, Barwon Health will provide coordinated and connected care to ensure a positive experience for those we serve. This will be achieved through further service integration, development of consistent models of care, infrastructure renewal, consumer participation and more responsive health care services.

/ Objectives /	/ How will we meet the objective? /	/ What will success look like? /
1. Deliver high-quality, safe and responsive health care	<ul style="list-style-type: none">Continued, strong focus on safety and quality throughout Barwon HealthImprove health care processes to reduce waiting times across our health care servicesDevelop outstanding clinical leadership that facilitates continuous service improvement	<ul style="list-style-type: none">Fully compliant in all accreditation standardsServices are delivered around the patient's, resident's and client's experience of careMore than 75% of patients report a high level of integrated care
2. Enable innovative and integrated patient, resident and client centred models of care	<ul style="list-style-type: none">Utilise multidisciplinary teams to provide coordinated careIncrease the use of mobile, remote and other ICT technologies that enable integrated care and deliver services in the communityIntegrate knowledge, research, education and training with clinical practice to innovate and optimise care outcomesRe-engineer patient, client and resident flow through all services to manage demand	
3. Modernise infrastructure to strengthen service delivery	<ul style="list-style-type: none">Implement the Infrastructure Master Plan with a focus on a hospital in the South, the development of the Northern Suburbs 'hub and spoke' model, and the Geelong Hospital site around bed capacity and throughputDevelop a comprehensive total asset strategy (including ICT)	



PRIORITIES

3.3 /
OUR REGION

We will have strong partnerships with all providers who influence health in our region

Barwon Health is the key specialist service resource for the region and provides a diverse range of services and care. Barwon Health will ensure comprehensive care planning and extended service support and delivery across the region in collaboration with other public health care services and the health care community.

/ Objectives /	/ How will we meet the objective? /	/ What will success look like? /
1. Shape regional partnerships to improve regional health care access and outcomes	<ul style="list-style-type: none">Formalise existing partnerships and build new partnerships with health agencies, local government bodies, non-government groups, the welfare sector, education centres and the business community across the regionContinue to build and maintain clinical networks in disease groupings that impact the regionExplore all opportunities to acquire State and Commonwealth (and other) funding for infrastructure and service improvementsEstablish a system for regular communication with health care partners to improve regional health care access	<ul style="list-style-type: none">Barwon Health's regional leadership and advice is continually recognised and sought by Government and industryThe number of regional referrals by-passing Barwon Health is reduced by 25%Key partners are satisfied with the level of contribution Barwon Health makes to health care in the region
2. Extend service support across the region	<ul style="list-style-type: none">Build on the formal specialist networks throughout the regionInvest in ICT systems and processes to improve region-wide access to specialist management and care	
3. Facilitate comprehensive population health planning across the region	<ul style="list-style-type: none">Build and share data, as appropriate, to support population health planning activities across the regionActively participate in integrated health planning and service delivery across the region	



PRIORITIES

3.4 /
OUR PEOPLE

We will have a thriving, collaborative and highly skilled workforce

Our investment in people and their skills is an essential component in realising our vision. Barwon Health will extend its commitment to foster a vibrant and positive work culture that enables staff to develop, collaborate, thrive and perform. We have a history of low staff turnover and a relatively engaged workforce for a public sector health service. Barwon Health also provides its staff with excellent education, training, research and professional development opportunities. At the same time, our workforce is beginning to age so we need to attract and retain new quality applicants and to develop innovative and productive workforce models to meet increasing health care demands.

A 'People Strategy' has been formulated through extensive staff consultation and analysis. We have crafted a new set of values that will underpin our desired culture and strengthen relationships with our staff and external partners.

/ Objectives /	/ How will we meet the objective? /	/ What will success look like? /
1. Foster a positive, vibrant and high-performance work culture	<ul style="list-style-type: none">• Cultivate a values-driven organisation with a positive, vibrant and high-performance culture that recognises each staff member's contribution• Assist all staff to embrace changes to improve health care service delivery and productivity• Build the financial management skills of business managers and clinical leaders• Develop accountable financial management practices across the health service that enables on-going financial sustainability	<ul style="list-style-type: none">• Move Barwon Health from a 'reaction' culture to a 'future oriented' culture• All employees continue to report that they are well trained and have the necessary expertise to grow and perform their roles effectively• Barwon Health's performance is better than the industry specified and reportable performance indicator requirements• Improved productivity through higher outputs and lower real unit costs (e.g. for particular diagnostic groups)
2. Build a highly competent, motivated and skilled workforce	<ul style="list-style-type: none">• Provide integrated education and training in all disciplines through partnering with key education institutions• Foster an environment that provides opportunities for all staff to be leaders in their area of expertise• Identify and develop leadership that encourages and motivates high performing teams	
3. Attract and retain outstanding staff	<ul style="list-style-type: none">• Create clear pathways for development and opportunities for all staff across Barwon Health• Participate in a wide range of workplace training programs to maximise recruitment opportunities• Promote our reputation for delivering high quality health care	

4 / BARWON HEALTH AT A GLANCE

Formed in 1998, Barwon Health is one of the largest and most comprehensive regional health services in Australia, providing care at all stages of life and circumstance.

Health services available through Barwon Health cover the full spectrum from primary care, community services, aged care, rehabilitation, mental health, emergency and acute care. With the exception of neurosurgery and transplantation, virtually all other specialties are available through the Geelong Hospital.

Care is provided to the community through:

- Community health services at key locations throughout the region
- Aged care through the McKellar Centre and its sites in North Geelong and Grovedale
- Rehabilitation services both as an inpatient at the McKellar Centre and outpatient services at North Geelong and Belmont
- A major teaching hospital and its associated services

With a staff of more than 5000 people, we are also one of Australia's largest regional employers and a major education provider through our relationships with Deakin University, Melbourne University, Monash University, the Gordon Institute and a number of other educational centres and universities.

With a long and successful history, our achievements and successes have been recognised with peer recognition of our programs and services by the Australian Council of Healthcare Standards (ACHS). This recognition recently saw Barwon Health awarded four Outstanding Achievements (OA); an unprecedented outcome in Australia.

/ Barwon Health activity /	2008 / 2009	2009 / 2010 Projected	/ Growth rate /
Acute			
Inpatient separations	67,467	66,698	-1.14%
Total operations	17,603	18,672	6.07%
Births in Geelong	1,968	2,075	5.43%
ED attendances	46,790	52,723	12.68%
Outpatients	72,686	72,671	-0.02%
Total day beds	186,604	189,472	1.54%
Aged Care / Rehabilitation			
Nursing home bed days	149,999	140,714	-6.19%
Community rehabilitation centre attendances	23,179	27,418	18.29%
Rehabilitation, palliative and Geriatric Evaluation bed days	33,633	34,027	1.00%
Community & Mental Health			
Dental contacts	33,000	36,000	9.1%
Alcohol & Drug episodes of care	1,341	1422	6.04%
Total mental health contacts	79,435	90,432	13.8%
District nursing treatment hours	57,723	49,377	-14.5%
Primary care and allied health hours	47,650	55,622	16.7%

5 / OUR COMMUNITY AND REGIONAL PROFILE

Barwon Health's primary catchment comprises a population of close to 300,000. It includes Greater Geelong, Surf Coast, Queenscliff, Golden Plains and Colac-Otway. Specialist services are provided to a larger catchment extending to the South Australian border, covering nearly 400,000 people in total. In addition, Barwon Health provides care to a large number of visitors to the region who, in peak seasons, significantly swell the population numbers.

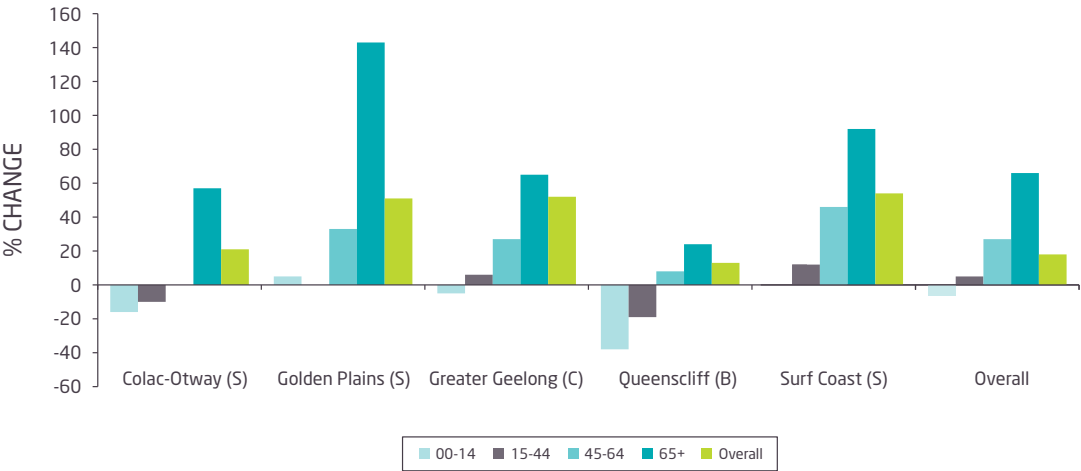
Barwon Health's primary catchment is characterised by:

- Faster Population growth than the rest of Victoria. The biggest areas of projected growth are the Surf Coast, followed by Golden Plains and then Greater Geelong.
- Ageing faster than the rest of the State, particularly the people over 85 years. By 2021, nearly 25% of this population will be over 65 years of age. In Queenscliff and the Surf Coast this age-group will comprise close to 50% of the population.
- Pockets of socio-economic disadvantage with associated high health risk factors. Locations of disadvantage include Corio, Colac, Bellarine Inner, and Geelong West. These locations rate significantly higher on health risk factors (i.e. smoking, harmful use of alcohol, physical inactivity and obesity) than the rest of Victoria. These factors are correlated to the burden of disease causes.

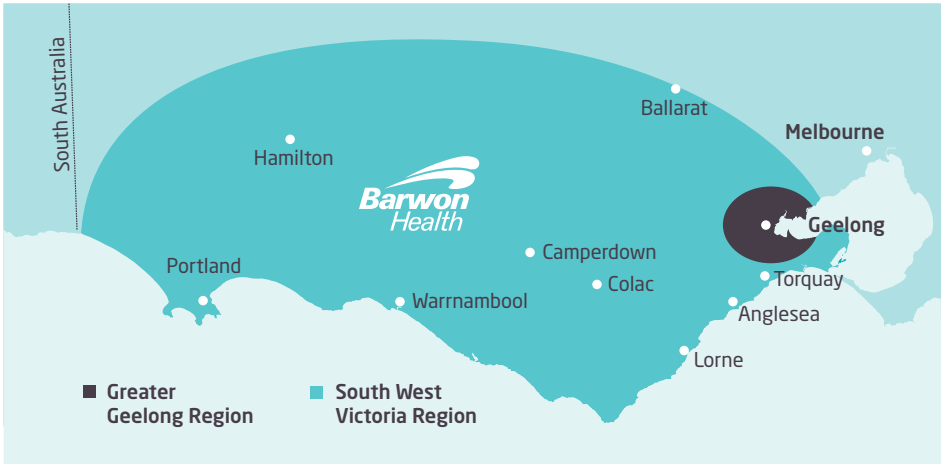
- Increased prevalence of chronic disease. The major causes of burden of disease in the catchment are:
 - malignant cancers
 - cardiovascular diseases
 - mental disorders
 - neurological and sense disorders
 - chronic respiratory diseases and
 - diabetes mellitus

Together these causes contribute to 77% of the total burden of disease for the primary catchment areas for Barwon Health.

Forecast population changes 2001 - 2021 by age and LGA



Barwon South Western Region



6 /

WHAT IS OUR PUBLIC HEALTH POLICY CONTEXT?

Barwon Health's 2010 - 2015 Strategic Plan has been influenced by and is consistent with existing Commonwealth and State Government health policies including:

/ Commonwealth /

- A National Health and Hospitals Network: Further Investments in Australia's Health
- Australia: The Healthiest Country by 2020 - National Preventative Health Strategy - the roadmap for action
- Building a 21st Century Primary Health Care System: A Draft of Australia's Primary Health Care Strategy
- The Rural Health Workforce Strategy
- The National Drug Strategy 2004-2009
- National Alcohol Strategy 2006-2011
- Fourth national mental health plan: an agenda for collaborative government action in mental health 2009-2014
- National Action Plan on Mental Health 2006-2011 (COAG)
- National Strategy for an Ageing Australia
- National Chronic Disease Strategy
- National Suicide Prevention Strategy
- Australia's National Oral Health Plan 2004-2013
- Promoting health independence: A framework for better care
- HACC National Quality Assurance Framework

/ Victorian Government /

- Growing Victoria Together
- Rural Directions - for a stronger healthier Victoria
- Victoria. A Better State of Health
- Because mental health matters - Victorian mental health reform strategy 2009-19
- Strengthening Palliative Care: a policy for health and community care providers 2004-09
- Care in your community - A planning framework for integrated ambulatory health care
- Victorian public hospital specialist clinics strategic framework
- Cardiac Strategy for Victoria 2010-2015
- Clinical Networks. A framework for Victoria
- Stroke Care Strategy for Victoria
- Better Faster Emergency Care. Improving emergency care and access in Victoria's public hospitals
- Victorian Cancer Action Plan 2008-2011
- Improving Care for Older People: A Policy for health services
- From Hospital to home: improving care outcomes for older people
- Planning the future of Victoria's Sub Acute Service System
- Elective Surgery Access Policy - Managing elective surgery patients and treatment times in Victoria's public health services
- Patient-centred surgery - Strategic directions for surgical services in Victoria's public hospitals 2010-2015
- Victorian public hospitals specialist clinics. Access guidelines
- Surgery for morbid obesity. Framework for bariatric surgery in Victoria's public hospitals
- Improving Victoria's Oral Health
- Doing it with us not for us: Strategic direction 2010-13
- Victorian clinical governance policy framework
- Credentialing and defining the scope of clinical practice for medical practitioners in Victorian health services. A policy handbook
- Victorian Triennial Plan - HACC Program 2008-2011 Directions and Expenditure Priorities in Victoria

BARWON HEALTH AIMS TO
FUNDAMENTALLY IMPROVE THE HEALTH
OF PEOPLE IN OUR COMMUNITY AND
ACT AS A CATALYST FOR CHANGE
ACROSS REGIONAL AUSTRALIA

