



Inglewood & Districts Health Service
Delivering Better Care
Strategic Plan
2021-2024

Acknowledgement

Inglewood & Districts Health Service acknowledges the Dja Dja Wurrung, the Traditional Owners and Custodians of Jaara country, the land in which we work and live, and pays respect to their Elders past, present and emerging.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to the country, and value their contributions to a diverse community.

We are proud to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander communities, how best to improve their health, and social and economic outcomes.

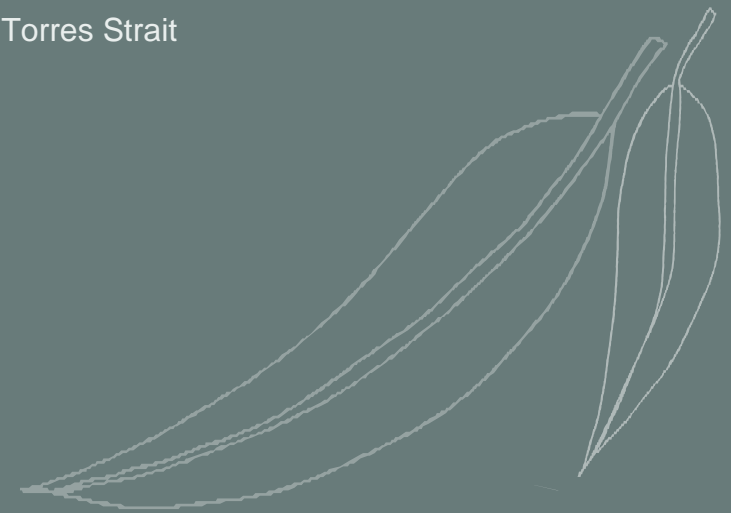
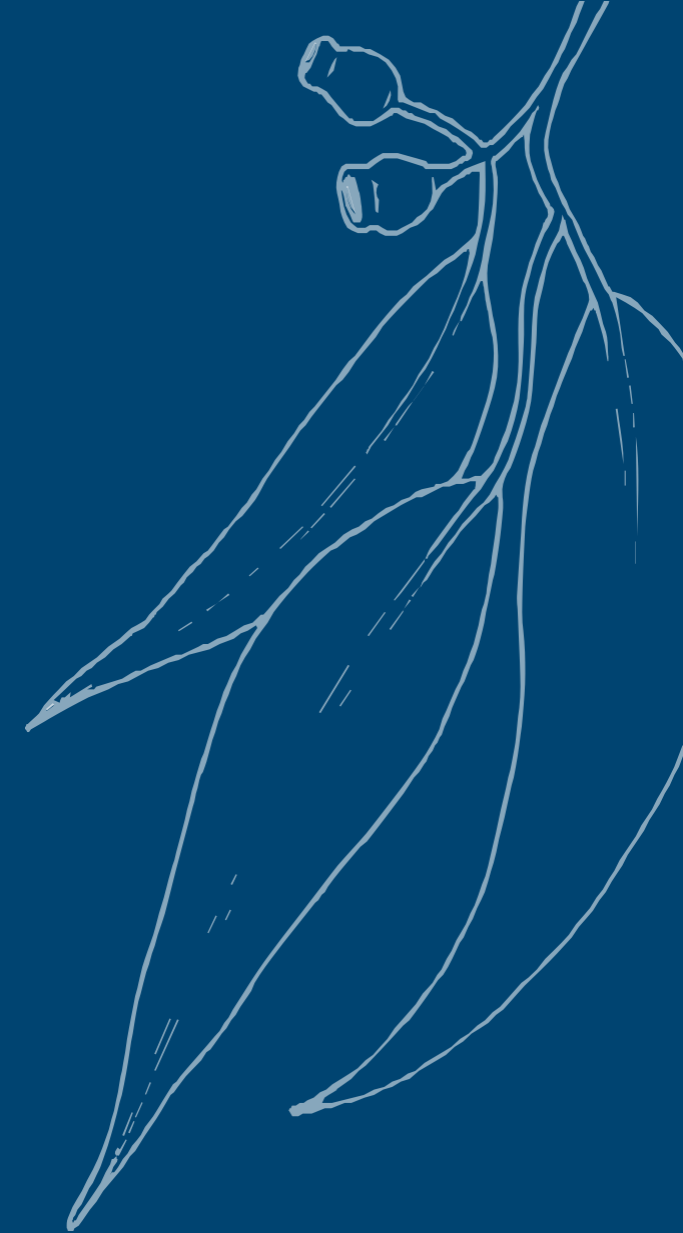


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Vision, Mission and Values

Our vision

Excellence in health care now and the future

Our Mission

To provide quality health services, supporting, and enhancing community well being

Our values

Care

Respect

Choice

Equality

Our Strategic Plan

Delivering Better Care 2021-2024

Our people are at the centre of all that we do. Our people includes; our staff, volunteers, patients, clients, residents, community and Board of Directors. We are here for them.

To deliver the care and services they need, we must have the right skills within our team to provide excellent care every time. Inglewood & Districts Health Service, as a small rural health service, relies on partnerships and collaborations with other health and service providers and with our community, groups and individuals.

To remain viable now and into the future, Inglewood & Districts Health Service must be sustainable. Our sustainability must include our workforce, our services, our assets and our finances. As an organisation within this community, we also must be mindful of how we use and reuse finite resources to ensure the sustainability of the environment.



Care

Respect

Equality

Choice

Excellence in health care now and the future

Providing quality health services, supporting and enhancing community wellbeing

A message from the Board Chair & Chief Executive Officer

We are pleased to introduce Inglewood & Districts Health Service's, Delivering Better Care, Strategic Plan for the years 2021-2024. The Plan outlines where we are going, how we will get there and what that will look like, for you our community, our partners and our funders.

Our Vision is 'excellence in health care now and the future and this plan lays out the direction for Inglewood & Districts Health Service to achieve this aim.

We have developed a bold plan, which highlights the importance of our team and our partners in delivering excellent health care for our patients, residents and the community. We have outlined our four strategic priorities, which have our people at the centre of everything that we do. This includes our individual patients, residents and their families, and our community.

Our strategic priorities focus our attention on delivering excellent care, safety and sustainability. We will build partnerships and collaborations and strive to be an employer of choice. In managing and growing our services we will consider the environment, financial sustainability and quality of care whether this care is provided in the community or to patients or residents.

In working towards our new strategic goals, we are building on our past achievements to deliver safe, personal, effective and connected care.

We will continue to innovate and collaborate with the community and staff to continue to improve our services and partnerships across the southern Loddon Shire.

Our community will be instrumental in the success of this plan. Our committed and skilled staff members are highly valued by Inglewood & Districts Health Service's Board and Executive, and our community, and will play a pivotal role in bringing this plan to life. With their ideas, knowledge and continued commitment we will achieve our vision of excellence in healthcare now and in the future.

In developing this plan we have consulted widely with the community including local organisations, schools and the general public through interviews and surveys.

On behalf of the Board and the Executive team, we would like to thank the community members, volunteers, partners and staff who contributed to the plan. We look forward to working with everyone over the life of this plan to realise our strategic goals and objectives.



Michael Oerlemans
Board Chair



Dallas Coghill
Chief Executive Officer

Understanding our Community

Inglewood & Districts Health Service delivers health services into the southern part of the Loddon Shire. We care for a population of approximately 5,000 people across a large geographic area. The south of the Loddon Shire has two main towns, each of less than 1,000 people and several small hamlets located across the geographic area.

Our health service provides a range of services from the health service site in Inglewood. Services are also provided in the Community House in Wedderburn as well as from various locations and homes across the small towns of south Loddon.

Inglewood & Districts Health Service offers Urgent Care, Acute (hospital) and Residential Aged Care from the Inglewood site and a range of community-based health services, groups and individual care through our small but dynamic community health team, delivered in Wedderburn, Bridgewater, Serpentine, Tarnagulla & Korong Vale.

Our catchment has some unique demographic features and challenges, including:

- An ageing population.
- Mix of wealth and disadvantage.
- Higher than average rates of disadvantaged children and family violence.
- Higher than average rates of chronic diseases and mental health issues.
- Higher than average smoking rates.
- A lack of public transport options.

These factors present challenges for our staff and community in providing and accessing the best care where and when it is needed in the community.

In recent years we have focused on improving our services and raising our profile across the catchment to improve access and awareness of available services. This strategic plan will enable us to continue to further develop and deliver health care in partnership across the southern parts of the Loddon Shire.

We are partnering with our community to empower them to improve their own health and wellbeing and will implement innovative programs and initiatives to achieve this.

Understanding our Health Service

The Inglewood & Districts Health Service was formed on 1 January 1996 by the amalgamation of The Inglewood Hospital (1863) and the Inglewood and Districts Community Health Centre Inc. (1977).

It is an incorporated body under Section 13 of the Health Services Act 1988 providing a broad range of services, including acute, residential aged and primary care services (including home nursing) to our catchment patients, residents and community members and has:

- 120 employees making up 63 full time equivalent staff.
- high care residential aged care beds.
- low care residential aged care beds.
- Transition Care Program beds (bed based and community based).

In the twelve months to June 30, 2020, Inglewood & Districts Health Service achieved the following results:

Service	Bed Days	Occupancy
Acute	1192	54%
Nursing Home	5225	95.4%
Hostel	7079	96.6%
Transition Care Program	1788	122%



Due to the COVID-19 pandemic bed numbers in the acute area were reduced from eight to five beds, enabling all rooms to have separate ensuite bathrooms. This reduced the number of available acute bed days.

Transition Care Program bed days above 100% occupancy were achieved through admissions into available acute beds.

Approximately 44,000 meals are delivered and more than 77,000 sheets and towels are laundered each year.

Strategic Opportunities

The opportunities and issues included in the plan have been identified by a review of the demographic and socio economic profiles of our catchment, a broader contextual scan to understand current and emerging trends likely to impact on health service configuration and provision, together with the ideas thoughts and suggestions of our Board Directors, Executive, staff, volunteers, our partners and our community. Together, we have distilled these thoughts in to four goals and formulated how we will deliver the strategies and goals during the life of this plan as outlined below.

Our Care

Our People are presenting with more than one health or social need often of increasing complexity. The issues require a multidisciplinary approach by a team of health professionals to deliver the best outcome. We put our people at the centre of all that we do.

Our challenge is to deliver the health care that people need in a connected way. Inglewood & Districts Health Service delivers health and wellbeing care in partnership with other providers when needed. We are using technology more each day to reduce the barriers of distance and access.

How will we respond?

- We are continually planning so we understand the emerging health care needs and opportunities for our community.
- We are partnering with other services and providers to coordinate and improve access and timely care in our catchment.
- We are improving our models of care for our people that supports the delivery of high quality, safe and appropriate care as close to your home as possible.
- We will ensure that risk is minimalized, responded to and reported on regularly.
- We will remain fully accredited for the duration of this plan.

Our Team

Inglewood & Districts Health Service has more than 120 employees and a team of volunteers who support every aspect of the care we provide. The health, safety and wellbeing of our team is our priority so we can work together to build a healthy community. We are supporting and developing our team to bring the best ideas and innovations to the care that you receive.

How will we respond?

- Inglewood & Districts Health Service has developed an Employer of Choice Framework to ensure we have professional, skilled and high quality staff to deliver the care and services our community needs.
- We are strengthening our culture to be positive and supportive for all our people.
- We encourage each other to deliver excellence in care every time.
- Through our education program we are building the capabilities of our team.
- We encourage opportunities for student placements to attract and develop the workforce of tomorrow.



Our Partnerships

As a small rural health service, Inglewood & Districts Health Service will explore the efficiencies and benefits of the delivery of health in rural clusters to best meet the healthcare needs of our community and to support health care service delivery across our sub-region. Our community is an important partner to access and utilise the services we provide to sustain them.

How will we respond?

- We will maintain and foster partnerships to deliver the range of services our people need.
- We will seek new partners in new areas to keep pace with the emerging health needs in our community.
- We will empower our community to improve and develop their health and wellbeing.

Our Sustainability

Sustainability for Inglewood & Districts Health Service has many facets, managing our efforts in our workforce, the services we provide, our financial sustainability, and our impact upon the environment, through continual review will maintain the services for our community in a responsible and viable manner.

How will we respond?

- We will maintain, develop, and adapt our workforce to deliver the range of services our community needs.
- We will maintain, develop, and adapt the services we deliver and those of our partners, including the general practitioners (GPs) to best meet the needs of our community now and into the future.
- We will monitor our financial reserves and explore new and emerging avenues of funding to maintain fiscally responsible health services.
- We will continue to explore and implement new approaches to reduce our impact on the environment where possible.
- We will investigate and implement initiatives to reduce our carbon footprint.

Our Strategic Plan

Delivering Better Care 2021-2024

1.0 - Our Care

Strategic goal

Inglewood & Districts Health Service will create and maintain an inspiring and supportive culture fostering quality care that is safe, personal, effective, connected and has a strong focus on our consumer's experience.

We are committed to continual improvement and providing high quality, safe, excellent care. Together with our community we are working to integrate these principles into all aspects of the care we deliver.

What does this mean for our consumers?

- The best possible health outcome is achieved every time.
- An individual's preferences are considered and included in care planning.
- Our care experience is seamless.
- Eliminating avoidable harm is our priority.

Strategic actions

1. Undertake a service review of aged care services from community-based services through to palliation.
2. Undertake a service review of primary care services incorporating opportunities presented through participation in the Integrated Health Network.

Service reviews incorporate:

- Identifying the priority population health needs and align services to improve customer outcomes.
- Consumer experience, and models of care are focused on delivering the best care in the right setting.
- Co-designing consumer journeys and experiences that are underpinned by smart business models.
- Identifying workforce requirements aligned to the service delivery models.
- Ensuring the right systems and processes are in place to assure safe and high quality clinical services.

Measures of success

- By June 2024, Inglewood & Districts Health Service will have achieved a 25% increase in the number of new consumers accessing services from vulnerable community cohorts, including our young people and people with chronic disease.
- By June 2024, a 25% increase in the number of services available for individuals in their home using telehealth devices and support.



2.0 - Our Team

Strategic goal

Inglewood & Districts Health Service will create and maintain opportunities to develop our people to partner and empower our community to improve our overall health and wellbeing now and into the future.

Our people, including our partners and our volunteers, are committed to our strong and consistent culture with our consumers at the centre of all that we do.

Teamwork brings our skills and experience together to coordinate and deliver quality care. Strong community connections and partnerships are building our pride, reputation and knowledge.

Looking after one another reflects our values, and our ambition to promote the health, safety and wellbeing of ourselves and our community.

What does this mean for our consumers?

- Care is provided by compassionate, informed, and caring teams with a common purpose.
- The expertise, skills and knowledge we need exists within our teams for our consumers every time.
- Care is delivered in partnership with our consumers and respects their individual choices.
- All consumers feel welcome and involved in their care.
- The safety and wellbeing of our people is the priority all the time.

Strategic actions

3. Develop and implement the Inglewood & Districts Health Service Employer of Choice Framework, incorporating the Know Better Be Better Framework, and include all Inglewood & Districts Health Service staff, volunteers and sub-contractors. This Framework will include and consider staff health and wellbeing, and Professional Development needs, whilst creating a culture across Inglewood & Districts Health Service that embodies Inglewood & Districts Health Service's vision, mission and values.

Workforce planning incorporates:

- Engaging the workforce in the development and implementation of a safe work environment, organisational practices, respectful, inclusive workplace behaviours, and anti-bullying initiatives.
- Building on the commitment to our community, supporting our people to advocate for themselves, and each other.
- Providing a flexible and inclusive workplace so our people can achieve work / life balance.
- Utilising diverse communication platforms to communicate effectively with all our team members, recognising the diversity of job roles and differing access to digital technologies.
- Building a flexible workforce that can respond rapidly to changing health service needs and operate at the forefront of health practice and innovation.

Measures of success

- Staff and volunteers report 5% annual increase in satisfaction levels.
- By June 2024, a 25% increase in participation rates in professional training and development opportunities (excluding mandatory training).



3.0 - Our Partnerships

Strategic goal

Inglewood & Districts Health Service will work together with our community and partners to deliver the health and community services our people need now and into the future.

Our strong community links and history of working closely with our consumers brings a sense of belonging and a foundation for improving local health capabilities.

With a focus on prevention and community-based interventions, we will work with our partners to address chronic and complex conditions, the needs of an ageing population, mental health conditions, and facilitate an integrated response to family violence.

Through improved linkages between service providers, we will streamline access to care.

What does this mean for our consumers?

- The community is closely linked to its health service.
- Access to services and information are available in the most appropriate place.
- The community has confidence to access the best care as close to home as possible.
- Health and wellbeing are promoted in the community.

Strategic actions

4. Undertake partnership based health service planning and delivery of key projects aligned to meet community needs and improved health outcomes.

5. Develop and implement a consumer engagement framework ensuring consumers are included in strategic, operational and model of care development.



Partnership based planning includes:

- Developing a strategic approach to partnering that ensures we enter into partnerships that are mutually beneficial, aligned with our strategic priorities, and most importantly, deliver value for our community.
- Extending the scope of partners, government, non-government and private enterprise to increase collective impact, whilst focusing on non-traditional partnerships that help our community to thrive and have positive health outcomes.
- Managing partnerships with a consistent, outcomes based approach founded on underlying principles of trust and reciprocity. Partnering with the region, sub-region and to undertake joint planning, priority setting and activation of integrated and place- based care.

Measures of success

- At least 75% of our partnership colleagues report high level of value and satisfaction with Inglewood & Districts Health Service partnerships by June 2024.
- A 5% annual increase in the number of partnership agreements, joint funding submissions and joint health programs.
- By 2024 at least 75% of our clients report that they feel like equal partners in their care and health outcomes.



Our Sustainability

Strategic goal

Inglewood & Districts Health Service will provide facilities integrating the use of technology to support the provision of quality and connected care.

Using our resources efficiently and effectively we will make strategic investments in infrastructure and technology, to enable access to innovative models of care and treatment options to improve customer outcomes and experience.

We will discuss the feasibility of undertaking a master plan review of building fabric with the Department of Health.

What does this mean for our consumers?

- Consumers and their health information can be shared across teams.
- Consumers have access to reliable health information.
- Consumers experience is improved by access to facilities that are fit for purpose.
- Technology and equipment are used to support our care.

Strategic actions

6. Implement strategic activities as documented in the Loddon Mallee Information and Communication Technology strategy.

7. Develop and implement an environmental sustainability plan in line with reducing the health service's environmental impact, (including but not limited to); increasing recycling efforts, reducing the health service's carbon footprint, reducing single use plastics, waste management and introducing sustainable energy usage measures.

8. Develop and implement a financial sustainability plan and reporting framework.

Technological, environmental and financial planning includes:

- Having a long-term focus to ensure continued viability and takes an active approach to acquiring new sources of revenue.
- Maintaining records of assets that are accessible and facilitate planning for the maintenance of key equipment and planning for the future.
- Using data relating to asset age and condition to inform the capital allocation process.
- Coordinating projects with a consistent methodology in order to optimise service wide improvement and embed best practice.
- Focusing on increasing efficiency and effectiveness of programs and staff contact time.
- Undertaking research to best understand environmental opportunities for electrical, water and waste management systems.

Measures of success

- By June 2024, at least 75% of our consumer's information is shared seamlessly between health care providers throughout the care journey. With a further 5% increase annually thereafter.
- A 5% annual increase staff report that new technologies actively improve care outcomes and experiences.
- Inglewood & District's Health Service reduces its environmental footprint by 5% per annum.
- All of existing, expanded and new Inglewood & Districts Health Service services are financially viable wherever possible to maintain the financial sustainability.



Contact Information

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Find out more about our services at: www.idhs.vic.gov.au

 <https://www.facebook.com/IDHS3517>

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For emergencies please call triple zero (000)