

# Grampians Health

Healthier, stronger, together

**Six Months On report**

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June 2022

# Reflecting on our first six months

Grampians Health has released a *Six Months On* report to share our progress towards delivering better healthcare, wellbeing and economic outcomes for our communities since coming together in November 2021.

The purpose of the report is to reflect on our first six months and provide an update about improvements in the quality, accessibility and sustainability of healthcare services for the Grampians region, after the decision by four health services to amalgamate and create Grampians Health.

Whilst we come from diverse backgrounds and communities, we are a unified team and our collective goal is to provide an integrated model of care that always puts people first, so that everyone can receive personalised, compassionate care.

Our multi-campus organisation shares common goals and values and will work tirelessly to deliver rural and regional healthcare to the communities we serve.

The reflection report updates staff and the community about how Grampians Health is:

1. Increasing local community access to services
2. Building the strength and capacity of each health service
3. Creating opportunities for the workforce
4. Delivering a more effective health system
5. Building community trust and engagement in local services

Each of these benefits have clear measures and outcomes for providing complete care as close as possible to people's homes, which is aligned with the business case and benefits realisation plan that were established for the amalgamation. The full business case and the rationale for amalgamation is available on the Grampians Health website at [grampianshealth.org.au](http://grampianshealth.org.au).

The report outlines key milestones and achievements for these benefits, thanks to a highly skilled workforce and by harnessing the very best technology available to us. The report outlines key milestones and achievements for these benefits, thanks to a highly skilled workforce and by harnessing the very best technology available to us. These are above and beyond the continual improvements being made each day, to meet the health needs of individuals and families in the region.

As one of the region's largest employers, we will continue to invest in jobs, technology and infrastructure to provide better healthcare, enhance services and advance careers – closer to home, now and into the future.

It should be noted that a number of clinical improvement measures are directly tied to Grampians Health's new Clinical Services Plan which will be released in July and therefore cannot be measured at this time.

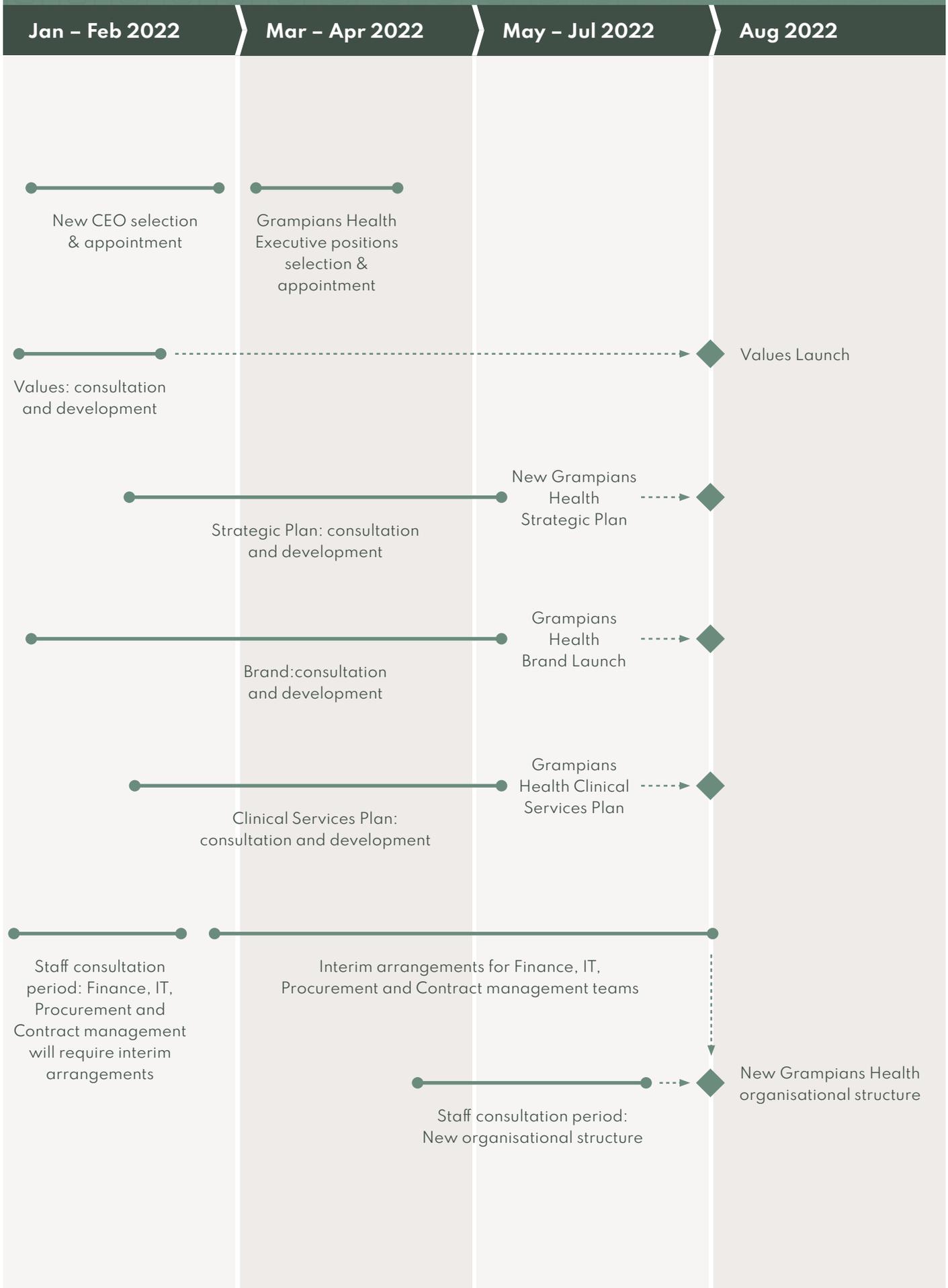
However, in the past six months we have taken significant steps to establish frameworks that will hold ourselves accountable and communicate our progress to the community both now and into the future.

Grampians Health is committed to delivering high-quality healthcare – the bedrock of the community – while maintaining transparency and holding the service to account.

We will always listen to the voices of our staff and community in a collaborative way, to help provide the best possible care for the Grampians region and help our communities thrive.

Dale Fraser  
Chief Executive Officer  
Grampians Health

# Implementation timeline



# Benefits & progress



## Benefit 1: Increasing local community access to services

Increasing local access to services in each community was driven by inequitable health outcomes for the Grampians region, low and declining access to local health services, under-and-over utilised resources across the region and workforce gaps, weaknesses and vulnerabilities.

Grampians Health will see greater local use of hospital services in Horsham, Edenhope and Stawell. It will also see increased access to aged and home care services for the Edenhope community. This will see enhanced local services and care closer to home.

### What have we achieved?

- Delivered more outpatient appointments in Horsham with 7476 patients (1476 above our target)
- Implemented a Nurse Practitioner service in Edenhope to provide support if a general practitioner is not available onsite
- Recommended specialist rehabilitation services in Horsham to better provide for local community needs
- Increased local paediatrics services available to Horsham, Stawell, Ararat and Maryborough and expanded telehealth options
- Hired a new occupational therapist to provide occupational therapy services to the Edenhope and District Memorial Hospital, acute ward and aged care facility
- Expanded the Ballarat service to Horsham for paediatric physiotherapy
- Closer collaboration on services at Ararat, Maryborough, Warracknabeal and Nhill
- Entered into a partnership with the Royal Children's Hospital for telehealth services in Edenhope
- Delivered new equipment to Horsham in May to enable residents to use telehealth services
- Reopened the Day Oncology program in Stawell with improved system technology for prescribing and monitoring treatment

### What will we do next?

- Recruit additional medical specialists to expand the range and breadth of services delivered locally
- Generate more local services by developing the 'Recovery Closer to Home' program for patients that require tertiary care in Ballarat or Melbourne, to enable them to return to their local services to complete recovery
- Explore new General Practitioner models to make services at Edenhope and Stawell more sustainable and reliable
- Review Stawell's urgent care model to further reduce barriers of access on the grounds of financial capacity
- Consider future capital needs of all local Grampians Health services (e.g. theatre at Horsham, enhanced urgent care at Edenhope)
- Increase capacity and capability of community delivered services at all campuses including:
  - Considerable expansion and development of Hospital in the Home (HITH), Rehabilitation in the Home (RITH) and Geriatrics in the Home (GITH)
  - More senior and experienced clinical staff delivering services in the community
  - Improved dental service access at Edenhope and Stawell, especially for children
- Expand the Emergency Department (ED) at Ballarat
- Increase non-emergency services at Ballarat across the seven-day week
- Enhance specialist outpatient access, both in person and virtual, across a range of specialties

# Benefits & progress



## Benefit 2: Building the strength and capacity of each health service

Building the strength and capacity of each health service will deliver strong processes for clinical practice – including an effective Consumer Representative Committee, enhanced quality and clinical governance oversight of healthcare, an aged care service in Edenhope that meets current and future community needs, best practice administrative systems and simpler more effective processes, for closer collaboration across the region.

This will ensure our communities see safer practices, quality services and better systems closer to home.

### What have we achieved?

- Appointment of Chief Strategy and Regions Officer Dr Rob Grenfell
- Formed a Clinical Governance Action Group with representatives across all sites to develop and implement the new Grampians Health Clinical Governance Framework. A facilitated workshop with Safer Care Victoria was held in February and a draft Framework is now in development
- Implemented cross-campus collaboration across Grampians Health to ensure quality respiratory fit testing
- Expanded the Director of Medical Services position to provide increased support to Edenhope
- Drafted a Gender Equality Action Plan (for consultation with staff) to identify critical gaps, areas of improvement and monitor and assess progress
- Conducted a clinical care workforce education project with Allied Health between Ballarat and Horsham
- Commenced work on the development of a Grampians Health accreditation schedule inclusive of all applicable standards such as National Standards, Aged Care Standards and NDIS Practice Standards
- Expanded Hospital Outreach Post-Suicidal Engagement (HOPE) program to Horsham from Ballarat

### What will we do next?

- Develop a Regional Surgery Framework and Surgery Models which will see:
  - A single regional waiting list by specialty
  - Surgery models that include more locally placed surgeons in Horsham
  - Greater sustainability of anaesthetics in Horsham and Stawell
  - Roving specialist surgery teams to Horsham and Stawell from Ballarat
- Develop new maternity models for Horsham
- Enhance specialist outpatient access, both in person and virtual, across a range of specialties

# Benefits & progress



## Benefit 3: Creating opportunities for the workforce

Creating opportunities for the workforce will be implemented through measures including coordinated workforce development and training, a whole-of-organisation workforce plan, decreasing reliance on temporary staff and locums, bringing more permanent staff to live and work in the region, increasing remote access to clinical support, enhancing quality and safety practices with fewer temporary staff and locums, and more continuity of care and sustainable medical workforce at Stawell with more on-site clinical staff as part of a wider organisation.

Through these measures, Grampians Health will increase local capability and create career opportunities for all staff.

### What have we achieved?

- An Enrolled Nurse Traineeship program at Horsham, Edenhope and Stawell with 22 participants
- Commenced planning for a coordinated staff recruitment campaign with a focus on nursing roles across all campuses
- Engaged a local builder and committed to building 32 staff accommodation units in Horsham
- Support for our staff across all campuses through wellbeing initiatives, supported by the Victorian Government's Be Well. Be Safe. healthcare worker wellbeing program
- Introduced sustainable workforce models for Horsham and the wider local region, including for anaesthetics and a specialist physician workforce
- Appointment of Chief People Officer Claire Woods
- Advertised internal appointments to expand on and create opportunities for staff
- Appointed Regional Director Hospitals for East and West (Kate Pryde in Ballarat and Carolyn Robertson in Horsham), who will travel between campuses in the region to connect people and teams across functions, and create a culture of collaboration and innovation
- Strengthened networks across 10 clinical workstreams through a series of workshops to form relationships necessary for service integration at Grampians Health
- Developed consistent Allied Health leadership workforce models to strengthen professional development opportunities and communication

### What will we do next?

- Develop formal clinical links and specialist advice between all campuses including for intensive care and emergency medicine
- Establish sustainable workforce models for Horsham and the Wimmera including for anaesthetics and a specialist physician workforce
- Begin construction of 32 accommodation units for staff at Horsham (\$8m investment)

# Benefits & progress



## Benefit 4: Delivering a more effective health system

Delivering a more effective health system will see better distribution of services and resources, underpinned by a whole-of-organisation Clinical Services Plan. This will see fewer patients needing to travel to Ballarat from Wimmera and Grampians, increased residential aged care access by effectively using services of all partners, and enhanced self-sufficiency across the region. These measures will improve the breadth, accessibility, quality and sustainability of local health care.

### What have we achieved?

- Provided whole-of-region support to coordinate COVID-19 response. This included:
  - Mobilising staff from around the region to fill workforce gaps
  - Cross-campus support to address outbreaks in public and private healthcare settings
- Commenced implementation of the Grampians Surgery Recovery Reform Project Strategy in collaboration with BHS at Home, telehealth services, local GPs and government
- Appointment of a regional obstetrician to increase collaboration across local services
- Collaborated with occupational therapy managers to prepare a proposal for a regional occupational therapy paediatric position to service all regions
- Developed Grampians Health Credentialling systems for medical and dental, allied health and nursing and midwifery
- Commenced scoping work for the expansion of the electronic menu system to include Horsham, Dimboola, Stawell and Edenhope, eliminating several food allergy risks and improving patient and resident experience
- Coordinated food packaging and delivery by supplying Stawell with food packaged and made in Ballarat

### What will we do next?

- Pursue implementation of a regional electronic Medical Record (eMR)
- Develop a regionally responsive mental health service through actioning recommendations from the Royal Commission including:
  - More specialist services across the Grampians
  - Youth Prevention and Recovery Care (PARC) services
  - Recognition of lived experience
  - Alcohol and other drugs crisis hub
  - Integrated and inclusive psychiatric services
  - Expanded community mental health capability
- Develop targeted initiatives for aged care, including:
  - A business case for a regional 'challenging behaviour dementia unit' in Horsham
  - A business case for a suitable community aged care package provider

# Benefits & progress



## Benefit 5: Building community trust and engagement in local services

Building community trust and engagement in local services – supported by our Community Reference Groups – will improve patient experience of health care and strong engagement in the health service for each local community. Grampians Health will ensure being local remains in our DNA.

### What have we achieved?

- Local community members on the Board of Grampians Health
- Established Grampians Health Community Reference Groups (CRGs) across the Grampians region to provide an ongoing, formal channel of communication between the health service and the community
- Established Grampians Health Community Advisory Committee (CAC) – with local representatives across the region - to provide direct communication between community and the Grampians Health board
- Held community consultation sessions in Stawell, Horsham and Edenhope to discuss the strategic planning process and give community members the opportunity to provide feedback on the direction of the Clinical Services Plan
- Completed a draft Reconciliation Action Plan
- Established the Primary Care and Population Health Committee and conducted first meeting
- Connected with local auxiliaries and fundraising groups to ensure local funding stays local. This has included:
  - Three aged care facilities in Dimboola and Horsham receiving \$2000 donations from The Wimmera Base Hospital Ladies Auxiliary
  - The Wimmera Base Hospital’s maternity unit being gifted two neonatal incubators by the Wimmera Base Hospital Ladies Auxiliary
  - Stawell Hospital Auxiliary raising funds through their Wine and Savoury Evening at Stawell Exhibition Centre for Stawell Hospital
  - Ballarat Health Services Foundation raising more than \$22,000 for the ‘It Takes Two to Talk’ speech pathology program at the Adroit Insurance & Risk Charity Golf Day at Midlands Golf Club

### What will we do next?

- Continue to support all health services across the Grampians region
- Launch “We are Grampians Health” and unveil our new brand and values
- Continue to actively engage in two-way communications with community about the progress of Grampians Health

# Our commitment



Provide safe, accessible, patient-centred care closer to home



Integrate our care pathways to further enhance health outcomes



Be resilient and responsive to changing demands



Be trusted and respected by the community



Provide a comprehensive range of clinical services



Be innovative and ambitious



Create an engaged workforce and be an employer of choice



Contribute to a thriving community



Deliver regional and rural leadership and advocacy