

Strategic Plan 2022-24



Our community is vast,
diverse and unique.

In coming together,
we aspire to address
the growing health and
wellbeing challenges
faced by the Grampians
community.

Grampians Health would like to acknowledge the Traditional Owners and Custodians of the lands on which we operate, the Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples.

Grampians Health pays its respects to all of the Traditional Custodians of the countries that our health service operates on and their connections to land, waterways and community.

We acknowledge our deep respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Grampians Health recognises and values the contributions that Aboriginal and Torres Strait Islander peoples make in our society.

Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

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On behalf of Grampians Health, we are proud to present the inaugural strategic plan for our combined health service, which paves the way for how we will achieve our strategic goals and amalgamation commitments.



Bill Brown
Board Chair



Dale Fraser
Chief Executive

The opportunity to bring four exceptional health services together, and to thereby improve the health outcomes of the region is something we are proud to be a part of.

We know that the Grampians Health communities face substantial health and wellbeing challenges both in the accessibility of care, and the range of health care services. These challenges are not new, but by coming together as Grampians Health we have acknowledged that a new approach is necessary.

Through our collective strengths, we aim to bring our focus to: growing and sustaining a workforce to meet the growing local healthcare needs; ensuring our services are both accessible and comprehensive; ensuring strong collaboration with our partners; and that our future is based around innovation and social sustainability.

The development of this plan follows in depth consultation with local communities, our workforce and key local stakeholders.

The Grampians Health values of collaboration, compassion, accountability, respect and innovation will underpin our organisation as we deliver quality care to communities through safe, accessible and connected health care services.

Understanding and addressing key challenges is at the heart of this plan, and our vision to be a trusted, progressive, and innovative leader of regional and rural healthcare will require a united approach, with shared values that are understood and demonstrated by all who work with Grampians Health.

In moving forward as one, we have much to share and learn from each other, and together we will demonstrate to those around us that health care is a vibrant and rewarding career of choice, and Grampians Health is a trusted, transparent, and accountable health care provider to the communities we serve.

This Strategic Plan includes an overview of:

- Our history and our policy environment
- Our community demography and health status
- Our purpose, services we offer and our role
- Our vision and values
- Our strategic priorities, our goals and measures of success
- How this plan was developed
- The organisation wide plans that will bring our Strategy to life
- The path to implement our Strategy

Our Plan on a Page

Our community is vast, diverse and unique. In coming together, we aspire to address the growing health and wellbeing challenges faced by the Grampians community.

Partnering with our community

The Safer Care Victoria Partnering in Healthcare Framework recognises that partnering with consumers is about ‘actively working with people who use the healthcare system to ensure that health information and services meet people’s needs’. The Framework broadly use the term ‘consumer’ to refer to people, families, carers and communities who are current or potential users of health care services.

In this strategy, the term community is used alternatively.



Our Purpose	Our Vision	Measures of Success	Our Values
To deliver quality care for our community through safe, accessible and connected health services.	Grampians Health will be a trusted, progressive and innovative leader of regional and rural healthcare.	Our progress against our goals will be assessed using meaningful and measurable outcomes.	Collaboration Compassion Accountability Respect Innovation

How we will deliver against this Strategic Plan



Outputs:

We are accountable to design and implement a series of plans that will bring this Strategy to life. Annual Plans will further address the priorities and goals of the Strategic Plan through the specification of practical and meaningful actions.

Strategic Priorities	Accessible Care	Our People	Our Partners	Our Future
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Goals

Provide strong leadership and governance to enhance our services

Deliver care that is responsive to local community needs

Transform service models to improve access to care in the most appropriate setting

Achieve the goals of the voluntary amalgamation

Grow our workforce, enhance skills and knowledge to support a high performing culture

Support the safety, health and wellbeing of our people

Enable opportunities across our organisation through innovative workforce models

Partner with our communities through collaborative engagement

Enable consumer, carers and families to make informed decisions and support ownership of health and wellbeing choices

Strengthen partnerships to support service integration and regional development

Develop future-focussed infrastructure to support our health care services

Embed technology, research and innovation to meet our workforce and community needs

Demonstrate the responsible use of financial and environmental resources

Key dynamic enablers

Clinical Services Plan

Clinical Governance Framework

People & Culture Plan

Community Engagement Framework

Partnership Plan

Population Health Plan

Research & Innovation Plan

Digital Health Plan

Infrastructure Plan

Environmental Sustainability Action Plan

The actions that fulfil this Strategy will enable Grampians Health to become...

Outcomes:





Our path forward

In coming together, we will:

- Enhance local services so that we improve our health, wellbeing and economy thereby enabling thriving communities;
- Continue to build a service that our community trusts and is proud of;
- Grow a workforce that is empowered, well-trained, safe and connected. Our strong focus on training, research and innovation will drive further recruitment and retention of our regional workforce; and
- Drive change through collaboration rather than competition.

The actions to achieve our goals will be prioritised as follows:



2022
Consolidating –
Setting the
foundations
for growth
and leadership

- Consolidate services across campuses to harness our unique strengths
- Establish frameworks for leadership, governance, research and innovation
- Understand education, training and support needs of the workforce
- Grow services that support the accessibility of Grampians Health to our local communities



2023
Innovating –
Reimagining the way
services are delivered

- Implementation of unified workforce development initiatives
- Foster a culture of collaboration and innovation, where change is embraced and looked upon as an opportunity for growth and success
- Mapping our future requirements for technology and infrastructure

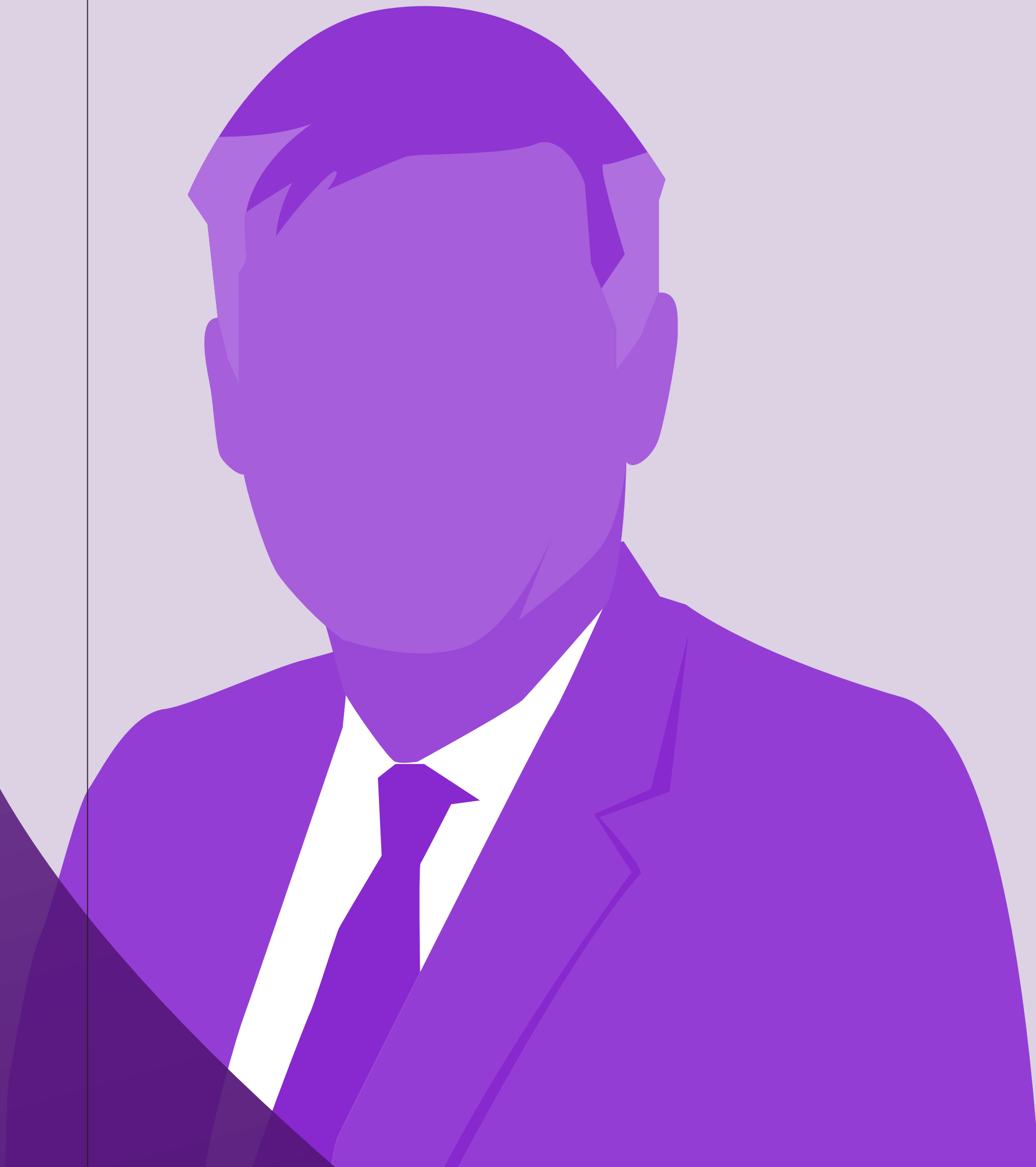


2024
Transforming –
Leveraging integration,
collaboration and
connection

- Grow our capacity to deliver services in the region
- Support translational research and innovation that address priority community needs
- Empower our workforce to be ambitious and innovative in everything we do

“An immediate benefit of coming together as Grampians Health is that we have been able to think creatively about one of our biggest issues – accommodation - and work collaboratively with partners to get the project up and running.”

Dale Fraser,
Grampians Health CEO



Our History



Ballarat
Health
Services

Est. 1855



Stawell
Regional
Health

Est. 1859



Wimmera
Health Care
Group

Est. 1874



Edenhope &
District Memorial
Hospital

Est. 1930

In regional and rural Victoria, health services deliver more than just hospital care. Strong local health services are an important part of the fabric of our local communities and are a central part of economic and community life. Regional and rural health services support our communities to stay healthy and to enjoy good development and wellbeing across their lives.

Ballarat Health Service, Edenhope and District Memorial Hospital, Stawell Regional Health, and Wimmera Health Care Group have a combined history of more than 580 years in delivering care to the Grampians community. Our four founding health services are each amongst the largest employers in the area and draw many people and families to the

Grampians region where they contribute to the ongoing social, economic and community vitality.

We are proud of what we have achieved and believe we will be healthier, stronger, together. Commencing on 1 November 2021, Grampians Health brings together the combined expertise and resources of these services to deliver an improved focus on locally delivered person-centred care and provide an enhanced region-wide approach to health service delivery. Together we can deliver better healthcare, enhance services and advance careers, closer to home.

A strong foundation for a healthy future.

This Strategic Plan has been developed with consideration of our operating environment and the Victorian Government policy framework.



Policy Framework

The Victorian Government policy framework aims to improve health outcomes, access and care for all Victorians, with key directions including:

- A focus on preventative healthcare, avoiding hospital admissions, and caring for our elderly;
- Reducing gaps in health and wellbeing outcomes, with a focus on social determinants;
- Support for pregnancy, families and children and vulnerable Victorians;
- Delivery of culturally appropriate services;
- Increasing participation in universal and early-intervention services – especially by First Nations peoples;
- Increasing access to care in the community and at home;
- A strengthened mental health system;
- Reducing harm from alcohol, tobacco and drugs; and
- Enhancing system integration, strengthening workforce and building fit-for-purpose infrastructure.

Operating Environment

The COVID-19 pandemic has accelerated change in the Victorian health system, particularly relating to the uptake of virtual health technologies and the collaborative approach health service partnerships take to key challenges, including increased demand on the healthcare system, workforce retention and development challenges, and environment and climate change.

As we emerge from the impacts of the COVID-19 pandemic, priority areas to better meet the health and wellbeing needs include:

- Aged care and home-based care;
- Elective surgery and deferred care;
- Emergency and urgent care;
- Public health planning and response;
- Mental health reform;
- Providing more services close to home to meet local demand; and
- Strengthening primary and community care services.



Government commitments

Health 2040: Advancing health, access and care presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system. *Health 2040* is built around three pillars: Better Health, Better Access and Better Care.

Our annual Statement of Priorities* outlines our responses to these goals.

* Statement of Priorities (SoPs) are annual accountability agreements between Victorian public healthcare services and the Minister for Health that outline the key performance expectations, targets and funding for the year as well as government service priorities. They can be found here: health.vic.gov.au/funding-performance-accountability/statements-of-priorities

Better Health

- A system geared to prevention as much as treatment
- Everyone understands their own health and risks
- Illness is detected and managed early
- Healthy neighbourhoods and communities encourage healthy lifestyles

Better Access

- Care is always being there when people need it
- More access to care in the home and community
- People are connected to the full range of care and support they need
- Fair access to care

Better Care

- Targeting zero avoidable harm
- Healthcare that focuses on outcomes
- Patients are active partners in care
- Care fits together around people’s needs

Our People

250,000

Residents



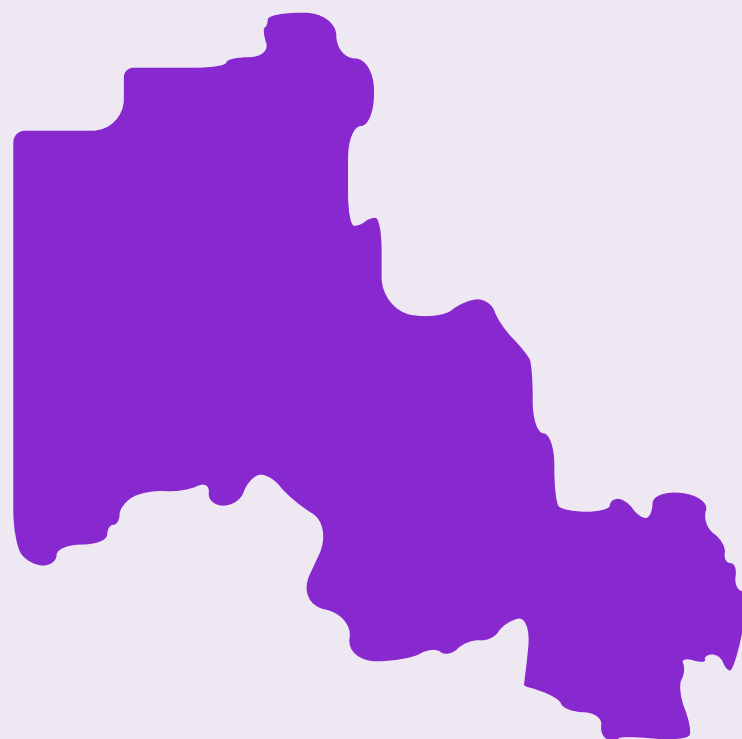
are serviced
by over



6,500

Grampians
Health workers

Across a region spanning



48,500km²

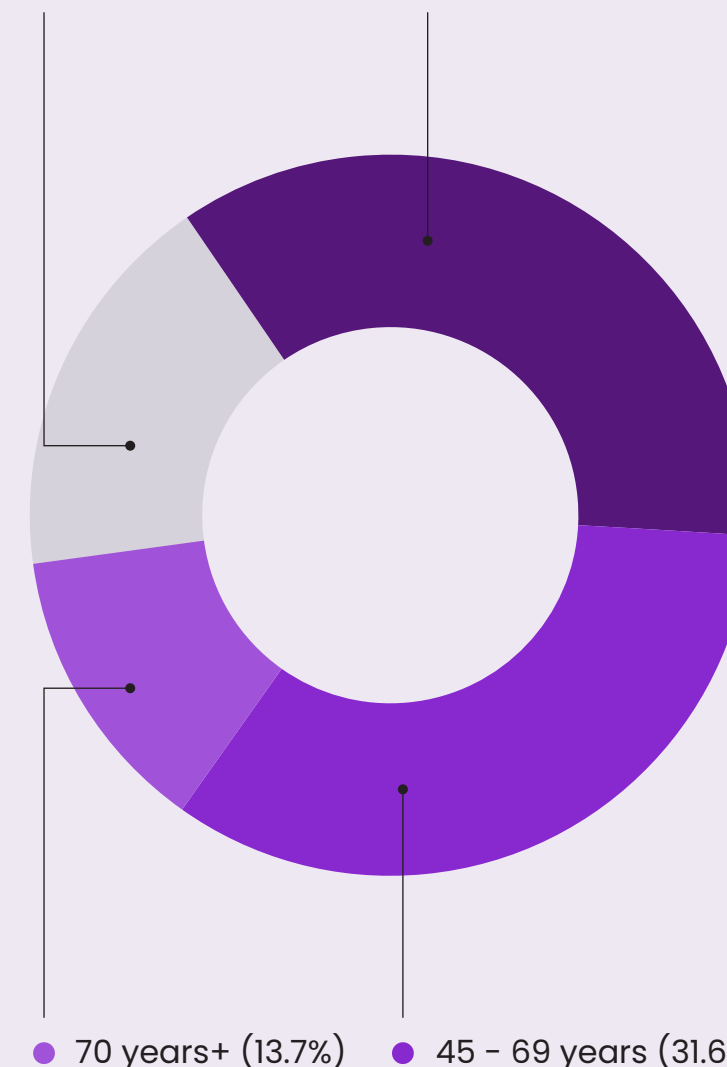
Life expectancy

For the period 2015 to 2019, the lowest life expectancy in the region was 74 years for males and 80 years for females

(Victorian average of 79 years and 85 years respectively)

2021: Population age profile

0 - 14 years (18.6%) 15 - 44 years (36.1%)

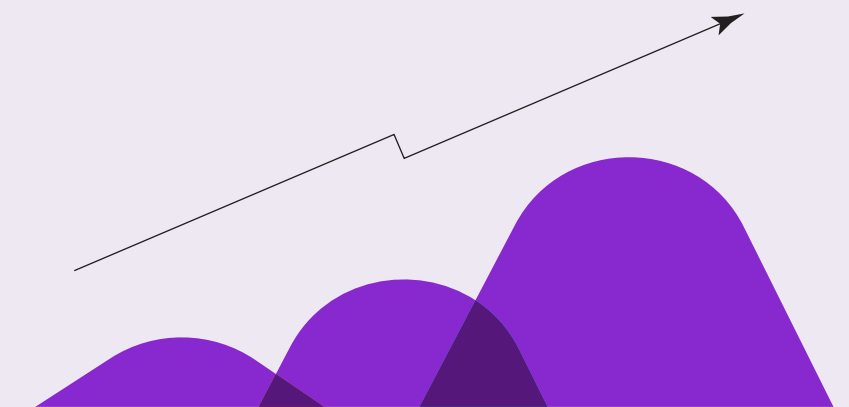


39.7%

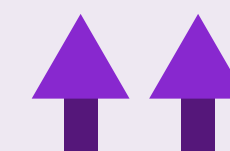
The average proportion of people over 65 years and living alone

Population growth

We have experienced steady population growth. This has been further impacted by regional migration during the COVID-19 pandemic

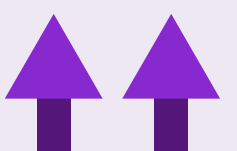


Between 2016 to 2020, our community increased by an average



1.4%

Between 2021 to 2036, our community is forecast to increase by an average



1.2%

Many communities in our region experience socio-economic disadvantage, and are more likely to suffer ill-health, particularly chronic disease

Our Health

Child and infant health

In 2018

77.7%

of children were developmentally on track in physical health and wellbeing



Cancer

Between 2015 to 2019

Premature mortality rates due to cancer were significantly higher

in parts of the Grampians region than the Victorian average

Mental health

Rates of poor mental health and behavioural problems are increasing across the Grampians region



Between 2015 to 2020, there was an average of 2,197 annual births in our community

Aboriginal and Torres Strait Islander population health

14.0%

In 2019/20, the rate of Indigenous health checks was significantly poorer in the Grampians region (average 14.0%) than the nation-wide rate (28.0%)

Alcohol-related harm

In 2017 the rate (64.4%) of adults at risk of alcohol-related harm was higher than the Victorian average (59.5%)

Obesity

In 2017/18

40.4%

of residents aged 18 years and over were obese

Chronic disease

Chronic diseases are long lasting conditions which are persistent and have social and economic consequences that can impact on quality of life

In 2017

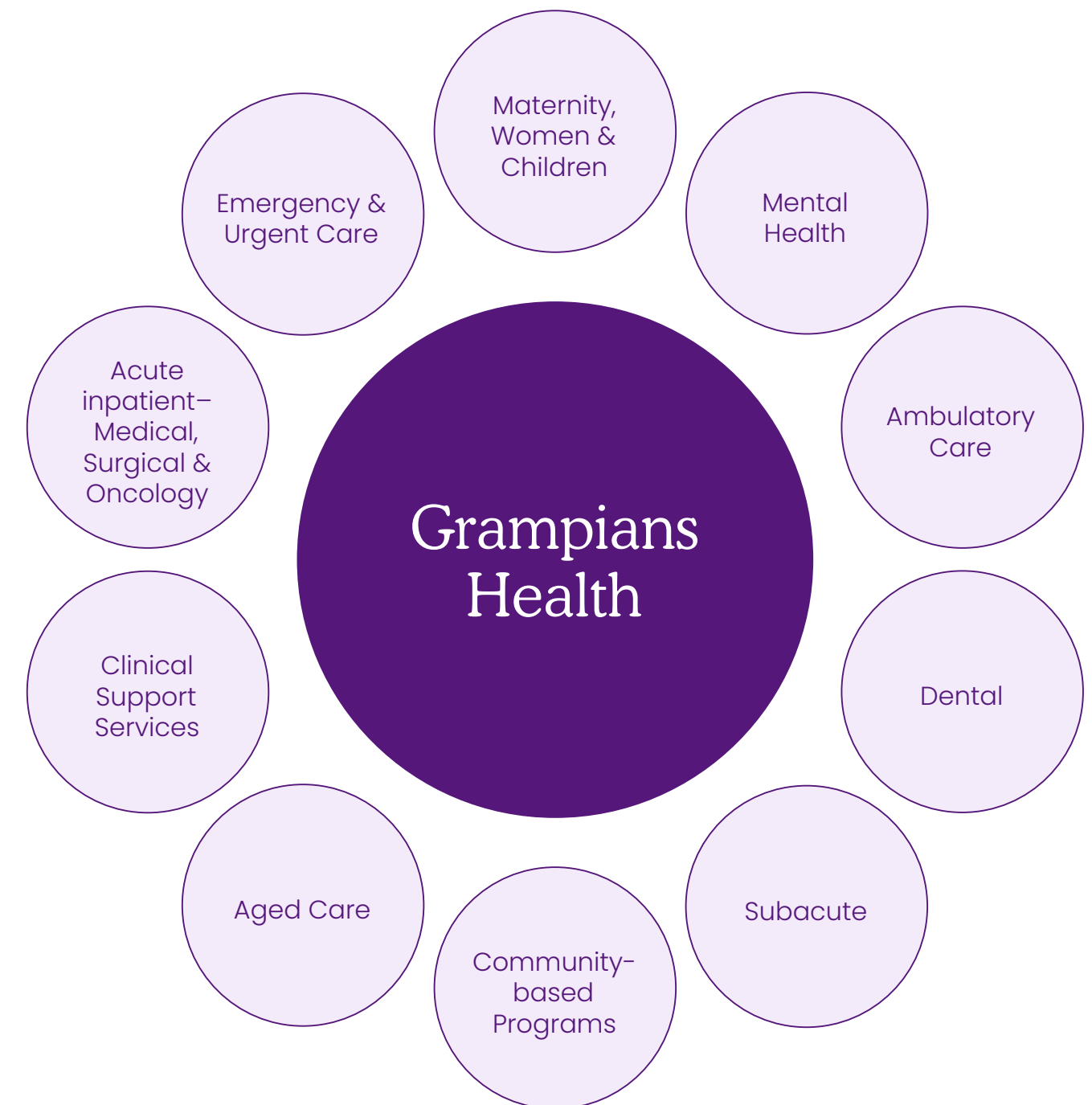
30.3%

of the adult population had more than two chronic diseases



Our Services

We are the principal regional provider of health care including a comprehensive range of general and specialist services.



Our Clinical Services Plan will build on our priority service development opportunities, including emergency and urgent care, surgical, perioperative, outpatient, and women's health services.

We will continue to strengthen access to vital services, including allied health, primary health and child and maternity services.

Spotlight on three of our key focus areas:



Aged Care

Grampians Health delivers a range of aged care services.

We are the largest public provider of residential aged care in Australia. We will build on our expertise and scale to further enhance the quality of life for our residents, embed the principles of dignity and respect, and meet the complex care needs of residents (e.g. dementia).

Supporting our community to age in place is also a key organisational focus.

Our Services

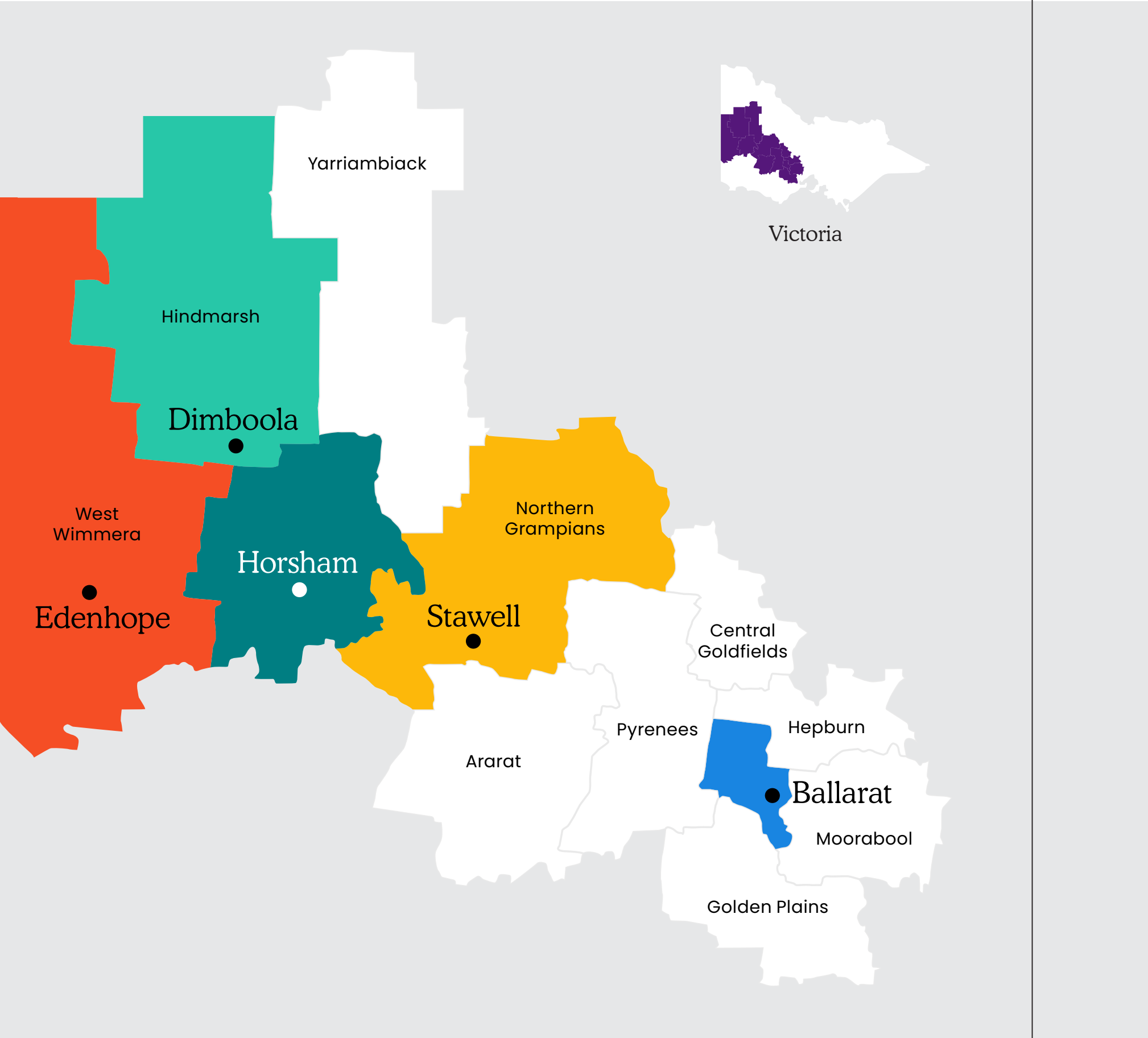
Hospital in the Home

Grampians Health at Home provides an alternative to a hospital admission or an opportunity for care to be provided at home for part of or all of the care journey. Our nursing, allied health, and medical team provides care for people who are recovering from an illness, injury or surgery and for people with chronic conditions. We will continue to build on innovative components, including proactive virtual monitoring and oncology at home.

Mental Health Care

The Mental Health Royal Commission's final report includes 65 recommendations in addition to the nine interim report recommendations. It sets out a 10-year vision for a future mental health system where people can access treatment close to their homes and in their communities. We will continue to work in partnership with individuals, their family and other supports to meet the needs of each individual, to create hope, and assist the person in their journey towards a meaningful life within their local community.

Grampians Health at a Glance



We deliver a comprehensive range of services at each of our locations.



- Ambulatory Care
- Community based programs
- Critical Care
- Dental
- Emergency Care
- Maternity, Women & Children
- Medical, Surgery & Oncology
- Mental Health
- Residential Aged Care
- Subacute Care



- Acute Care
- Primary Care
- Residential Aged Care



- Ambulatory Care
- Community based programs
- Medical & Surgery
- Residential Aged Care
- Urgent Care
- Oncology



- Ambulatory Care
- Community based programs
- Critical Care
- Dental
- Emergency Care
- Maternity & Women's Health
- Medical & Surgery
- Oncology
- Mental Health
- Residential Aged Care
- Subacute Care



- Ambulatory Care
- Community based programs
- Maternal Health
- Medical & Oncology
- Residential Aged Care



To deliver quality care for our community through safe, accessible and connected health services.

- Build on existing strengths of each campus
- Provide greater local access to services
- Increase services delivered in the Grampians region
- Strengthen services at each campus
- Deliver better health, wellbeing and economic outcome for our community
- Provide more opportunities for our people
- Grow community trust, confidence and pride in our health services



“It’s a far better experience for me to be able to have a cuppa at home while receiving treatment compared to travelling and receiving it at the hospital. It’s far less stressful.”

Mark Filmer,
Local Farmer

As the largest health service in the region, we are the point of referral for complex care and deliver specialist services to meet the health needs of the Grampians community. We work in partnership with a range of health services and service providers, and provide leadership for health services in the region, including the provision of clinical advice, specialist support, and clinical teaching and training.

Our Future



We deliver progressive leadership, advocate for our region and lessen our regional burden of disease through the delivery of safe and effective care across a range of rural and regional health settings.

We continually improve the way we deliver care through service model advancements and adoption of technology.

Accessible Care



We build on our existing clinical service profile to improve access to care and health and wellbeing outcomes across the region.

We enhance our capacity and develop new service models to respond to growth and changing demand.

We utilise shared data to continue to improve and expand our service delivery to better meet future needs.

Our Partners



We enable our community to make informed decisions regarding their health and wellbeing and navigate services as needed.

We integrate our services to facilitate comprehensive care planning and delivery that supports an enhanced experience for patients, and their carers/families.

We work in partnership to embrace a whole of health approach, that considers more than the delivery of hospital based services.

Our People



We strengthen our workforce capacity and capability to meet future demand and become a regional employer of choice.

We embed a workplace culture of respect, resilience and performance.

We leverage skills, knowledge and information across the region to deliver consistency and enhance continuity of patient care.

Our Vision & Values

Our Vision

Grampians Health will be a trusted, progressive and innovative leader of regional and rural healthcare.

Collaboration



We are stronger together.

Recognising and utilising strengths to share knowledge, solve problems, build relationships and deliver the best outcomes possible.

Accountability



We do what we say and say what we do.

Openness, honesty and transparency support us to be courageous, take responsibility for our actions and follow through on our commitments.

Innovation



We adapt and innovate to achieve best outcomes.

Everyday, we apply expertise and integrity to make responsible choices, always striving for continuous improvement.

Respect



We appreciate and value all people.


Our actions and words reflect our commitment to a safe and fair health service for all.

Compassion



We show that we care.

All people deserve to be treated with compassion, kindness and empathy.

A photograph of a surgeon in a blue scrubs, mask, and hairnet, focused on a surgical procedure. A bright operating light is visible in the upper left corner. The image is partially obscured by a dark teal diagonal overlay on the left side, which contains white text.

We believe that regional and rural Victoria deserves equality in health access, no matter where you live.

Our Strategic Priorities

Our four strategic priorities will deliver quality person-centred care, positive experiences and better outcomes for our communities.

01.

We provide exceptional regional and rural care which is high quality, accessible and timely.

Accessible Care

The Grampians region is vast and our communities are diverse and unique. We aim to ensure that patients receive comprehensive health care that meets their individual needs, considers the impact of their health issues on their life and wellbeing, and brings care closer to home.

By understanding the current and future needs of our communities, we will grow our services and workforce to deliver better healthcare outcomes. Data and other evidence will be used to plan and co-design services such that our diverse communities, including the most vulnerable people, are able to access care in the safest setting.

We will deliver consistently high quality and safe treatment, care and support services.

We will achieve this through stronger integration and connectivity between services and building our capacity to locally deliver more accessible and innovative care, including through virtual and digital technologies where appropriate to do so.

Our Goals

- Provide strong leadership and governance to enhance our services
- Deliver care that is responsive to local community needs
- Transform service models to improve access to care in the most appropriate setting
- Achieve the goals of the voluntary amalgamation

Our measures of success

- Improved patient safety outcomes
- Continued improvements in quality performance indicators
- Increased number of clinical and clinical support services into the region
- Introduced priority clinical services across our communities
- Expanded home care based services to deliver care closer to home
- Increased use of advance technology to deliver remote care (e.g. telemedicine, virtual health consultations)

How can we improve accessibility?

We will implement innovative service model and technology advancements to reduce barriers to local access to care.

An Example

Our community members impacted by cancer may access oncology services such as chemotherapy at home, with the requirement for travel to be limited to times where medically necessary. This may achieve:

Improved health outcomes



People receiving cancer treatment can experience better health outcomes by receiving care at home, and avoid the risk of hospital acquired complications.

Care closer to home



Patients can receive care closer to home and in the home through outreach services. This will increase access and improve efficiency of care by reducing wait times for appointments.

Reduced travel costs



With reduced requirements to travel, the financial and time investment in travel may be reduced.

Accessible Care

A Local Story

Grampians Health today supports more than 50 cancer patients across the Grampians region with treatment in their homes, ensuring those have greater and easier access to care to assist with the best health outcome possible.

We understand patients with complex and chronic illnesses such as cancer are already enduring enough without the need to travel for treatment and stay in unfamiliar accommodation.

Our services within our Better at Home program allow for care to be provided to patients in their homes that would otherwise need to be delivered within the hospital setting.

Mark Filmer, a farmer who has been receiving cancer treatment for the past 15 years, counts himself as one of the lucky ones to be able to receive part of his care at home through Grampians Health.

“I’m lucky that I’ve got an awesome nurse who is super flexible and happy to work around my hours as a farmer,” Mark said.

“It has really made my life a lot easier, as prior to being treated at home, I would have to book in for treatment during business hours which meant time off work.

“It’s a far better experience for me to be able to have a cuppa at home while receiving treatment compared to travelling and receiving it at the hospital. It’s far less stressful.”

Mark received his first treatment in hospital and then subsequent sessions at home and continues to regularly consult with an oncologist.

02.

Our people are caring, skilled, highly trained and professional.

Our People

We recognise that our workforce consists of dedicated members of the community who deeply understand the needs of our community and contribute to the overall health and wellbeing of the region.

The healthcare industry is expected to experience major workforce shortages over the coming years due to an ageing healthcare workforce and current retention challenges, especially in regional areas.

Through leadership, collaboration and engagement, we will continue to advance our workforce capacity, capability and resilience.

This will be achieved by providing enhanced career pathways and opportunities for training and development, and continuing to embed a safe and inclusive workplace culture.

By coming together and coordinating a regional approach to workforce development, we will grow our professional networks across campuses and disciplines, and leverage the vast knowledge and unique strengths of our people.

Our Goals

- Grow our workforce, enhance skills and knowledge to support a high performing culture
- Support the safety, health and wellbeing of our people
- Provide enhanced opportunities across our organisation through innovative workforce models

Our measures of success

- Enhanced education and training to support our people as part of high performing health care teams
- Improved diversity and inclusion in the workforce that reflects our community
- Increased workforce engagement
- Targeted recruitment to identified workforce gaps
- Enhanced 'safety first' culture

How can we further support workforce development?

Our workforce is our greatest asset. We will provide new opportunities to share our knowledge and further strengthen the skills of our people.

An Example

Alternative placements can support a stronger and more skilled junior workforce. There are various training and development models that may be implemented to:

	Support the development of the local workforce	Unlock the potential to access opportunities across the region
	Increase placement capacity	Provide valuable and practical local learning opportunities
	Support renewed communities of practice	Provide exposure to regional and rural health experiences

Our People

A Local Story

In 2022, Grampians Health extended its successful Enrolled Nurse (EN) Traineeship program to include opportunities at Edenhope, Stawell and Horsham.

The EN Traineeship is an opportunity to make a career change into the nursing field, working at Grampians Health while studying a Diploma of Nursing through Federation University TAFE.

Jayden Ivens was working as a cook at a local Ballarat restaurant when he commenced his EN Traineeship at Grampians Health in 2022. He had always wanted to be a nurse, and jumped at the chance to get some hands on experience in nursing while also studying.

“It’s a good way to learn as opposed to sitting in a classroom the whole time, being able to get hands on and learn that way. Earning a bit of money whilst doing it is always nice too.” Jayden said.

Jayden is already looking to the future, and thinking about his next steps following the completion of his Traineeship and graduation as an Enrolled Nurse in 2024.

“I really want to become a Registered Nurse (RN), but I don’t know whether I’ll go straight into that or if I’ll wait a little bit. Paediatrics is probably the end goal; I think I’d really like to do that or maybe something surgical as well.”

While RNs require a Bachelor of Nursing, Jayden could apply to study at Federation University or ACU locally, and return to Grampians Health Ballarat for his graduate year.

At Grampians Health Horsham, three members of the Walsgott family are undertaking an EN Traineeship as part of our first regional cohort. Peter has worked at Wimmera Base Hospital as a massage therapist, and his two children Jackson and Ella previously had roles as orderlies and cleaners at the hospital too. They have all taken the opportunity to gain a new qualification while remaining employed at Grampians Health.

03.

We engage with our community and network of partners to enhance outcomes and deliver connected care.

Our Partners

Our community drives our purpose and provides direction for our services. We will continue to partner with our community through ongoing meaningful engagement and by providing opportunities to contribute to the development of their local health service. We will also empower our community to be active participants in their own care, and contribute to enhance people’s experiences and outcomes.

Our many and varied partners are critical for improving the health and wellbeing outcomes of our community. Our partnerships are underpinned by trust, transparency and accountability, and will continue to grow where there are mutually beneficial opportunities to strengthen the regional service system.

Our Goals

- Partner with our communities through collaborative engagement
- Enable consumers, carers and families to make informed decisions and support ownership of health and wellbeing choices
- Strengthen partnerships to support service integration and regional development

Our measures of success

- Increased community engagement (e.g. greater number of volunteer roles and participation in community reference groups, governance committees, accreditation processes)
- Increased positive impact of community reference groups on the delivery of care
- Reduced hospitalisations through access to shared models of person centred care (e.g. greater access to ‘substitution and diversion’)
- Increased contribution of partners in care design

How can we engage our community and partners?

We can build upon the strengths of our unique communities and partners to design service models that enhance outcomes across the region.

An Example

The Ballarat and District Aboriginal Cooperative (BADAC) supports breast cancer screening services for Aboriginal and Torres Strait Islander women at the Ballarat Base Hospital. This is achieved through strong relationships and collaboration between our Aboriginal Hospital Liaison Officers and BADAC.

Under this model:



Women receive support with transportation to and from appointments ensuring patients are able to access the care they require even if unable to drive themselves



Aboriginal and Torres Strait Islander women are engaged with our Aboriginal Liaison Officers, fostering trust in our service



Improved health outcomes through early detection and established links with local health services

In the 2019/20 financial year, 53.5% of eligible Aboriginal and Torres Strait Islander women in the Grampians region were screened for breast cancer; a rate higher than the general Grampians population (50.5%) and the Victorian rate for eligible Aboriginal and Torres Strait Islander women (37.2%).

Our Partners

A Local Story

Grampians BreastScreen are working to close the health and life expectancy gap for First Nations peoples by teaming up with local Aboriginal Community Controlled Health Organisations (ACCHOs) to provide safe and culturally appropriate services.

In April 2022, it was confirmed that Indigenous women in the Grampians region had a higher uptake of BreastScreen services (53.3%) in comparison to the participation of all eligible people in the region (50.5%) from July 2019 to June 2021. Further, the Grampians BreastScreen rate for Indigenous women is far higher than the state wide screening rate for all eligible Aboriginal and Torres Strait Islander peoples (37.2%).

Grampians BreastScreen Program manager Diane Sartori said screening numbers were boosted through Grampians Health partnerships across the region which had enabled further outreach to Indigenous communities in areas like Halls Gap and Horsham.

“Partnerships through Grampians Health and BreastScreen Victoria have

enabled us to visit Budja Budja and Goolum Goolum with the BreastScreen bus to provide screening closer to home for people in the region,” Ms Sartori said.

“We’ve been working on cultural awareness training, in partnership with the Indigenous community, to ensure First Nations clients feel safe and culturally supported.

”Grampians BreastScreen also has a longstanding partnership with Ballarat and District Aboriginal Cooperative (BADAC), with Sandy Anderson OAM a key facilitator for group bookings on site at Grampians Health Ballarat. On site, First Nations clients are able to wear gowns with Indigenous designs on them. The specially designed gowns were a joint initiative of BADAC and Grampians BreastScreen, first introduced four years ago to continue to improve screening rates of First Nations people in the region.

“We’ve had feedback that clients feel ‘cloaked in culture’ and safe when having their BreastScreen done in one of the Indigenous gowns, and for us that makes all the difference.”

We are leaders in regional and rural healthcare and effectively use our resources.

Our Future

To drive service quality and safety, and the ongoing stability of our service, we will continue to build effective clinical and corporate governance, and embed a culture of collective leadership which recognises the knowledge and skills across the organisation and empowers local leaders.

In addition to building our service capacity and capability, we will continue to contribute to regional development and improved health and wellbeing outcomes through our leadership role in the Grampians Health Service Partnership and Grampians Local Public Health Unit.

The implementation of this Strategic Plan will provide a solid foundation for a bright future. Key enablers of our vision include access to fit for purpose physical and digital infrastructure, a culture of innovation and continuous improvement, and a renewed focus on productivity and financial sustainability. We will focus on opportunities to deliver clinical and non-clinical services to both employ people from our community and improve our financial sustainability.

Our future also relies on demonstrating leadership through a reduction of the environmental impact of our operations.

Our Goals

- Develop future focussed infrastructure to support our health care services
- Enhance technology, research and innovation to meet our workforce and community needs
- Demonstrate the responsible use of financial and environmental resources

Our measures of success

- Progress against digital health and infrastructure plans
- Embedded culture of research and innovation
- Increased commercial business revenue to support increased service provision
- Reduced impact on the environment from daily operations

What does progressive regional leadership look like?

We will set ourselves up for an ambitious future through the collaborative design and delivery of service models to meet our community needs.

An Example

The DELIVER project: Delivering enhanced healthcare at home through optimising virtual tools for older people in rural and regional Australia.

This project aims to address the key challenges in sustainably delivering effective home based care to older people in rural and regional areas.

Through collaboration with rural healthcare providers, academic health science centres, universities, national peak bodies and consumers, the program:

- ✓ Rapidly identifies, prioritises and tests **local solutions** for home based care to improve delivering of at home care for older people
- ✓ Builds a **sustainable model** for rapid rural clinical and health services research and translation
- ✓ Implements and evaluates a region wide home based care program that can be **scaled** with local adaptability

The DELIVER program is founded on the principles of co-creation and participatory research to embed rural engagement and co design, and enable the testing of solutions locally and rapidly.

Our Future

A Local Story

On 8 June 2022, Grampians Health announced a partnership with local developer Elmstone Property Group to deliver 36 units as accommodation for healthcare workers at the Horsham campus.

Grampians Health CEO Dale Fraser said a shortage in accommodation is one of the biggest barriers to attracting qualified staff to the region, and that Grampians Health have explored numerous solutions to ensure they can meet the amalgamation commitment to grow a sustainable healthcare workforce locally.

“We currently rent houses across Horsham for specialists and their families, who are recruited both locally and from overseas, and rotating interns and nurse agency staff,” Mr Fraser said.

“This development will free up those rentals for the community. Providing high quality, brand new accommodation will also provide an incentive to staff relocating to Horsham.

“This is an immediate benefit of coming together as Grampians Health, that we have been able to think creatively about one of our biggest issues and work collaboratively with partners to get the project up and running.”

The \$8.3 million development will comprise 36 serviced units, positioned in a secure complex close to the Wimmera Base Hospital. All apartments will be self contained with individual bathrooms and private kitchenettes, and four apartments are of accessible design to cater for staff and families with accessibility needs. Each complex can be configured flexibly to meet the needs of singles, couples, and/or small families.

The announcement was welcomed by Wimmera Development Association and the Horsham Rural City Council.



How We Developed the Strategic Plan

The Strategic Plan was developed in three phases, each building on the prior:

Phase 01 – Background Review

A comprehensive review of the current landscape in which Grampians Health operates was developed through analysis of publicly available data and review of key documents. This included the demographics of our community and the health and social needs. Further review was undertaken of the Government priority directions and the policy environment.

Phase 02 – Comprehensive Engagement

Extensive consultation was undertaken with our community, our workforce, community advisory groups, our Board and Executive Group, and our external partners via surveys, consultations, and workshops to understand the priorities for our region and how we can achieve the objectives of the voluntary amalgamation.

During the seven week consultation period, over 1,350 members of our community and workforce enthusiastically shared their insights and aspirations for Grampians Health.

Phase 03 – Synthesis and Reporting

Information from the background review and comprehensive engagements was synthesised to build our Strategic Plan for 2022-2024.

What our community said...

The most vital hospital services are:

- Allied health
- General practitioners
- Child and maternity services



What our workforce said...

The most important priorities are:

- Quality and safety of treatment, care and support
- Workforce development and wellbeing
- Consumer choice and bringing care closer to home



We would like to thank the Grampians community, our workforce and partners for their contribution to this Strategic Plan. We look forward to continuing to work together to deliver quality care, positive experiences and better outcomes for our communities.

Our appreciation
and thanks

Thriving
together

Thriving
Communities.