

2025-2029

Strategic Plan

Our Future Together



Grampians Health acknowledges the Traditional Custodians of the lands on which we operate, the Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples, and their connections to land, waterways and community.

We pay our respects to their Elders past, present and emerging, and extend this to all First Nations peoples today. Grampians Health recognises and values the contributions that First Nations peoples make in our society. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Grampians Health acknowledges all victims of family violence; their courage to tell their stories to inform system change and raise awareness of the devastating impact of violence, helps pave the way for others to seek help, find safety and reclaim their lives.

We pay respects to those who have tragically lost their lives to family violence, leaving behind grief, pain and a call for justice and change. Grampians Health stands in solidarity with all victims and commits to taking action for a future free from violence.

Grampians Health is committed to providing inclusive services and an inclusive working environment.

We believe in equity of healthcare for all.

WARNING: First Nations people are advised that this document contains the names of people who have passed away.

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Message from the Chair and Chief Executive

We are delighted to present the new Grampians Health Strategic Plan – Our Future Together. The new plan sets out our goals for the next five years, as we continue to navigate our course of delivering quality rural and regional healthcare for our community.

We have a strong foundation on which we can build. Throughout the formative years of Grampians Health, our inaugural strategic plan has guided us in forming strong partnerships at the grassroots level to ensure the care we provide is responsive to local needs. Our focus on growing clinical services, our workforce and working with committed partners, has advanced our goal of care closer to home for our community.

We know however, that many regional communities continue to have poorer health outcomes through a combination of healthcare barriers. Our region is not immune to these entrenched barriers. Against the state average, the Grampians region reports:

- lower life expectancy for males and females
- a higher rate of reported mental health conditions
- a higher rate of chronic disease
- a higher percentage of the population living with a disability
- lower reported general wellbeing.

Grampians Health is determined to make a fundamental difference to the health of our region, and this health inequity serves as a catalyst for our efforts in this new strategic plan.

The Grampians Health journey so far, has yielded insightful learnings to a growing organisation. Every community we serve is unique and their care needs are also unique. In the past few years as the newly formed Grampians Health, we have learnt from each other and supported each other to ensure we provide accessible care to our patients and residents regardless of town or site the care is provided from.

These learnings inspire us, and we will use them as foundation for our future and for achieving our vision of being a trusted, progressive and innovative leader of regional and rural health. As a result of this plan, in five years Grampians Health will expect to transform the provision of safe, timely, effective and accessible consumer-centred care across our region.

The ultimate goal remains, to bring healthcare closer to home and in doing so, we aim to reduce barriers to the healthcare journeys of our community and therefore enhance the equity of care for the almost 300,000 people that live in the Grampians region and who rely on public health services.

The new strategic plan has three key priorities to guide our future focus:

- 1 Our Care:** We deliver high quality care with a focus on the consumer experience.
- 2 Our People:** We create a work environment for people to thrive.
- 3 Our Partners:** We partner to improve outcomes for consumers and the community.

The healthcare transformation across the region we have already experienced as a result of the formation of Grampians Health has had a profound and enduring positive impact on our community. This plan leverages from this exceptional starting point and challenges us all to new levels in healthcare service delivery.

We are excited to invite our community on this healthcare journey to the future, together.



Hon. Rob Knowles AO
Board Chair



Dale Fraser
Chief Executive Officer

Our health service

We are a leading provider of regional and rural healthcare including a comprehensive range of general and specialist services.

Grampians Health was created on 1 November 2021 bringing together Edenhope and District Memorial Hospital, Stawell Regional Health, Wimmera Health Care Group and Ballarat Health Services to provide safe, sustainable healthcare that meets the evolving needs of our workforce and community.

Despite our diverse background, we are unified in our mission to deliver integrated models of care that always prioritise people, offering personalised and compassionate care.

We serve a vast region and aim to provide complete care as close as possible to people's homes. This means greater access, less waiting time and enhanced specialist services across the region.

We will achieve this through a combination of a highly skilled and engaged workforce, creating meaningful partnerships, and harnessing the very best technology available to us.

As one of the region's largest employers, we significantly impact local economies, contributing hundreds of millions of dollars each year. We take this responsibility seriously and will continue to invest in jobs, technology, and infrastructure to support our communities' long-term viability.

We believe that regional and rural Victoria deserves equality in health outcomes, no matter where you live, and we will work tirelessly to deliver a preeminent regional healthcare model servicing the entire Grampians region equitably.



Grampians Health offers safer healthcare, expanded services and advance careers, ensuring our communities receive the best possible healthcare available.



Maternity, Women & Children



Mental Health



Ambulatory Care



Acute inpatient - Medical, Surgical and Oncology



Subacute Care



Community-based Programs



Aged Care



Clinical Support Services



Dental Care



Emergency & Urgent Care

Why we need a new strategy

Our new strategy is preparing us for the changing nature of health services, the wider health system and our regional demographic and population requirements.

Our strategic environment

This strategic plan has been developed with consideration of the Victorian Government policy framework that aims to improve health outcomes, access and care for all Victorians, with key directions including:

- focusing 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, 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
- enhancing system integration, strengthening workforce and building fit-for-purpose infrastructure.

Our work is also guided by the Victorian Department of Health's *Strategic Plan 2023-27*, aligning our overarching activities with the strategic directions outlined in the Department's plan.

The Grampians Health Strategic Plan is supported by annual business plans which outline yearly actions and deliverables to achieve our strategic priorities.

Department of Health commitments

The Department of Health report *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

- 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 annual Statement of Priorities outlines our responses to these goals, as well as the strategic directions in the Department's *Strategic Plan 2023-27*.

Our future together



Our Purpose

To deliver quality rural and regional healthcare for our community through safe, accessible and connected services.

Our Values



Compassion

We show that we care.

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



Respect

We appreciate and value all people.

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



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.

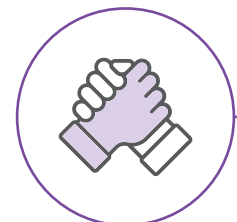
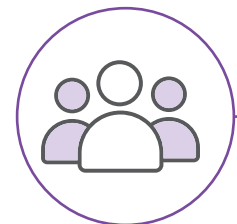


Innovation

We adapt and innovate to achieve best outcomes.

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

Our Strategic Priorities





Our Vision

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

Our Care

We deliver high quality care with a focus on the consumer experience by:

- Providing the right care, at the right time in the right place.
- Partnering with consumers to create best care and experience.
- Providing integrated efficient and effective services.
- Adopting technology to drive innovation in healthcare services.

Consumers, patients, carers and residents

Our People

We create the environment for people to thrive by:

- Living our shared values.
- Building safety and wellbeing.
- Raising our employment experience.

Staff, students, and volunteers

Our Partners

We partner to improve outcomes for consumers and the community by:

- Contributing to the equitable health and wellbeing of the community.
- Strengthening creativity and collaboration for better outcomes.
- Enhancing the consumer voice in all that we do.

Community, suppliers, contractors and health organisations

Enabling Themes



Team GH

Working together to create an inclusive culture that makes Grampians Health a great place to work.



Integrating Services

Support our patients to manage their own health and work together to deliver connected services that are best care, right place, every time.



Embracing Technology

Maximising our opportunities to use digital health to improve care delivery.



Innovation and Learning

Strengthening our research, education and innovation capability to take our place as a centre of regional and rural excellence.



Responsible and Sustainable Services

Service will be delivered with strong governance, environmental, infrastructure and financial accountability.

Our Community



Residents:

Estimated 2025 – 275,000

Projected 2029 – 318,000



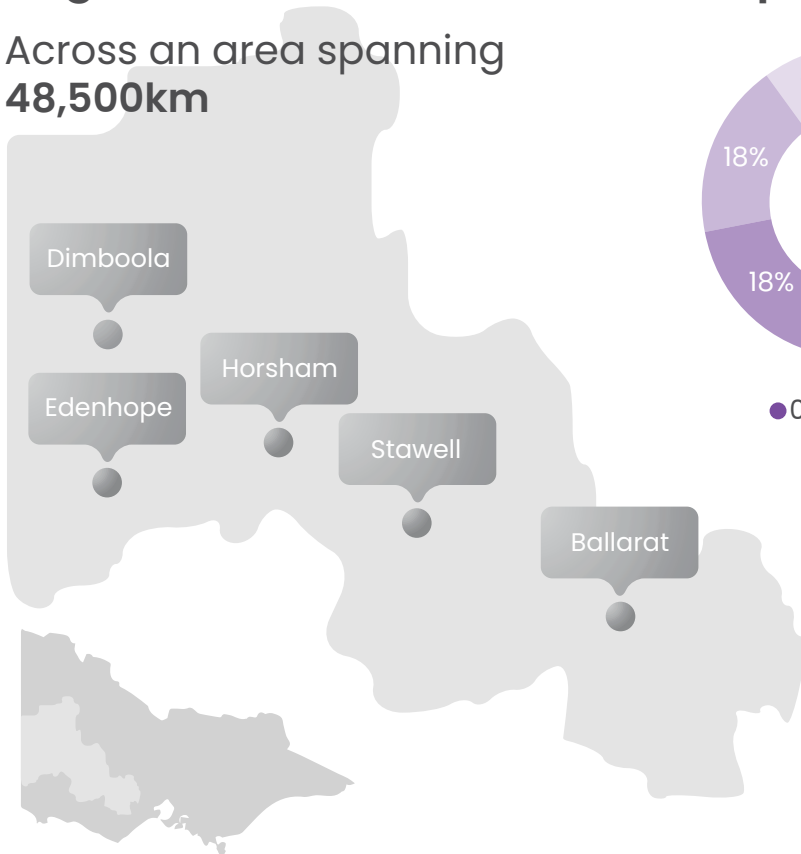
Grampians Health staff:

7,000+¹

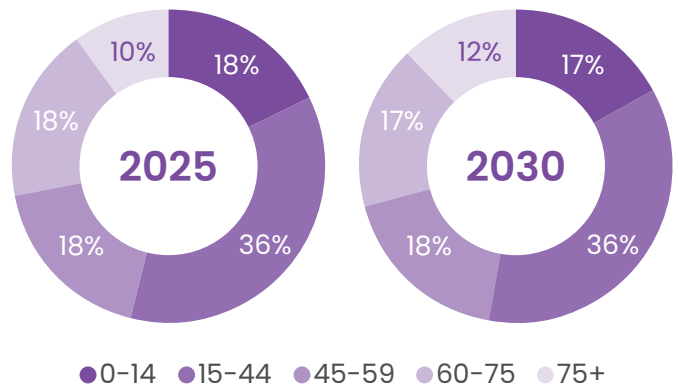
2.7% Annual growth rate across the region compared to 1.7% as the projected annual growth rate of Victoria for the same period.²

Region:

Across an area spanning **48,500km**



Population Profile:



13%  of the region's population is living alone with the greater proportion of people **over 75 years.**



General Wellbeing

In 2022

31% – 49%

of the adults across the region reported that their health was very good or excellent while the **state average was 41%**.



Mortality

Based on 2021 data the lowest life expectancy at birth

For males was

77 years

Almost five years below the state average.

For females was

82 years

Almost three years below the state average.



Mental Health

In 2023

9.1% – 14%

of people in the Grampians region reported they had a mental health condition, which was higher than the **state average of 8.8%**.

These figures likely underestimate the true prevalence of mental health conditions across the region with mental health conditions often unreported and underdiagnosed, particularly in rural areas.

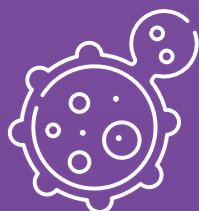


First Nations population health

During 2023, less than **8%**

of the First Nations population accessed annual health checks.³

In 2021 there were fewer dental checks available and low rates of First Nations health checks provided across the region.



Chronic Disease

Based on 2021 Census

3.11% – 4.54%

of people across the Grampians region reported they had cancer, which was higher than the **state average of 2.76%**.

The premature death rate due to cancer, cardiovascular disease, diabetes and chronic respiratory disease in 2023 was higher than the state average across the region.

The rate of new diagnoses (incidence rate) of all cancers was also higher across the region than the state incidence. Across the region, the incidence rates of melanoma, breast, bowel and lung cancer were consistently reported as higher than the Victorian incidence rates.



Disability

19.2% – 29.4%

of the population in the Grampians region reported living with a disability, against a **state average 17%**.

Some areas of the region also have a high proportion of people who are carers, with rates as high as 15% of the population.⁴



Smoking

Based on 2022 data

22.1%

of the region demonstrated a higher proportion of adults who smoked daily compared with the **state average of 12%**.

There are also a higher proportion of mothers who smoked tobacco in the first 20 weeks of pregnancy, ranging from 10.3% to 24.9% with the state average of 8.0%.

³ Stronger and healthier together: Grampians Region Population Health Plan 2023 – 2029

⁴ The data presented reflects the latest publicly available data from ABS, PHIDU, AIHW, VHISS (2021)

Our Strategic Priorities



Our strategic priorities guide our decision making and support us to achieve our purpose and vision.

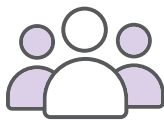


Our Care

We deliver high quality care with a focus on the consumer experience

Goals

- Provide the right care, at the right time in the right place.
- Partner with consumers to create best care and experience.
- Provide integrated efficient and effective services.
- Adopt technology to drive innovation in healthcare services.



Our People

We create the environment for people to thrive

Goals

- Live our shared values.
- Build safety and wellbeing.
- Raise our employment experience



Our Partners

We partner to improve outcomes for consumers and the community

Goals

- Contribute to the equitable health and wellbeing of the community.
- Strengthen creativity and collaboration for better outcomes.
- Enhance the consumer voice in all that we do.



Our Care

We deliver high quality care with a focus on the consumer experience.

Our commitment to consumer-centred care is reflected in our efforts to bring integrated services closer to home, ensuring that we provide innovative and technologically driven solutions that are accessible to all. As an innovation learning organisation, we look to continuously improving our range of services, maintaining the highest standards. Key to this is our transformation program: OneGH, that aims to provide standardised and seamless care and equivalent services across all sites, so patients receive the same quality care no matter their location, as close to home as possible.

Provide the right care, at the right time in the right place

In our pursuit of excellence in quality care, we are committed to implementing improvements that ensure timely, safe, and effective quality care, always placing people at the heart of our efforts. By developing consumer-centred and meaningful pathways of care, we aim to create a seamless and supportive experience for every individual with the goal to increase the health outcomes for our community. The poorer health outcomes across a range of measures for our community serves as a catalyst to guide our efforts under this priority.

“

Our vision is to be a trusted, progressive and innovative leader of regional and rural healthcare.

”

We are dedicated to expanding in-home and virtual care options across the region, making healthcare more accessible and convenient



Dimboola Care Community manager Breanna Eldridge using safe lifting measures to assist a resident.

Advancing clinical care through the implementation of best practice models using multi-disciplinary teams is at the core of our mission. We hold ourselves accountable for improving patient outcomes through a value-based care approach to service delivery, ensuring that every action we take is measured by its impact on those we serve. By increasing targeted specialty and expanded services throughout the region, and enhancing access to mental health service delivery, we are committed to meeting the diverse needs of our community.

Together, we will build a future where quality care is not just a promise, but a reality for everyone.



Grampians Health doctors using a state-of-the-art surgical robot, delivering improved surgery outcomes and reduced recovery times.

Partner with consumers to create best care and experience

We believe the future of healthcare is rooted in collaboration and inclusivity. By co-designing models of care with consumers, we ensure that every voice is heard and valued, creating a system that truly reflects the needs and preferences of those we serve. We are committed to being inclusive and culturally safe, recognising and respecting the diverse backgrounds and experiences of our community.

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Through shared decision-making and open communication, we aim to improve the consumer experience, empowering individuals to take an active role in their health journey.

”

Grampians Health will seek to incorporate digital technology to support our provision of services, to enable greater consumer navigation and engagement with our health services, and to provide our staff with digital resources such as an Electronic Medical Record system to support the provision of high quality and timely health care.

By equipping our community with the skills and knowledge to navigate digital health tools, we can enhance access to care and streamline services. Our goal is to create a future where technology bridges gaps in healthcare, making it more efficient and accessible for everyone.

Together, we will build a health service that is not only innovative and effective but also compassionate and inclusive, ensuring that every individual receives the care they deserve.

Our Care

We deliver high quality care with a focus on the consumer experience.

Sharon Lee Guttie and Cody-Lee Hayne

When Aboriginal schoolteacher Sharon Lee Guttie moved to Stawell five years ago, she hoped to spend quality time with her daughter and grandchildren. But soon after, she was diagnosed with an aggressive liver cancer, which was unfortunately inoperable.

Her daughter, Cody-Lee, took her mother to different clinics around the region to give her every possible support because more than anything Sharon was dreading having to spend time in hospital. Inevitably, Sharon became too sick to be under care at home and her children chose to admit her to Stawell's Simpson acute ward in late July 2023.

While initially Sharon did not want to be there at the hospital, she quickly changed her mind and was happy to be at the hospital.

Cody-Lee, Sharon's daughter:

“

She had her favourite doctors and her favourite nurses. She felt good that she was able to vent to them because she didn't want to do that with her family.

She knew that we were already going through a lot, so she didn't want to make it worse for us. She felt really good that she could talk to the nurses.

By the end she was just so at peace, and she just loved these nurses.

”



Cody-Lee with the painting her mother lovingly donated to Stawell hospital.

In her final days, Sharon wanted to thank the team at the Stawell campus for their care. In a touching gesture, she chose to donate one of her paintings to the campus. Sharon's thoughtful gift is currently placed at the main entrance of the Stawell hospital.



The Horsham Maternity Outpatients Clinic offers a collaborative approach to pregnancy and birthing care.

Provide integrated efficient and effective services

Our commitment to excellence in healthcare extends to every facet of our operations and all aspects of service delivery. We will ensure greater clinical co-operation and resource sharing with the ultimate goal of expanding our service base to a broader number of care recipients.

“

We are dedicated to driving financial sustainability through good practice and innovation, continually seeking new ways to optimise resources and deliver high-quality care.

”

This includes building modern and sustainable infrastructure that supports advanced medical technologies and provides a safe, welcoming environment for all.

In our pursuit of a healthier future, we are also focused on implementing environmental sustainability actions.

By reducing our carbon footprint and promoting eco-friendly practices, we aim to create a health service that not only cares for people but also for the planet.

Our efforts to integrate sustainability into our operations reflect our broader commitment to the wellbeing of our community and future generations.

Together, we will build a resilient, sustainable, and innovative health service that stands as a beacon of progress and compassion.

Our Care

We deliver high quality care with a focus on the consumer experience.

Merilyn Simpson

In July 2022, Edenhope resident Merilyn Simpson had a life-threatening experience with endocarditis. The condition led to her hospitalisation for 8 weeks, including a 7-day coma following surgery at the Royal Melbourne Hospital.

After a successful recovery, she required weekly treatment under a Melbourne infections specialist.

But instead of travelling weekly, Merilyn was able to use a telehealth service, which was offered at Grampians Health Edenhope Health & Wellbeing Hub to enable quicker care for the community.



Merilyn and Chris Simpson participating in a telehealth appointment at the Edenhope Hub, and inset, Merilyn Simpson.

Chris Simpson, Merilyn’s husband:

“ The Hub was able to arrange for the necessary services to be delivered right here in Edenhope. This not only saved us thousands of dollars in time, travel, and accommodation but also avoided exposing Merilyn to additional risks, considering she was still quite frail at the time.

Telehealth proved to be a lifesaver, sparing us from making 8 arduous trips to Melbourne, each taking five hours one way, which would have been a nightmare for us as older individuals.

The convenience and effectiveness of the telehealth service were remarkable, and it has become increasingly popular among the community. We are hopeful that this service will continue to grow and expand in the future.

”



Wimmera Nursing Home manager Bree Stonehouse with a telehealth cart for aged care community residents.

Adopt technology to drive innovation in healthcare services

Embracing the power of technology, we are dedicated to improving consumer access and the quality of care. By leveraging innovative solutions, we can break down barriers and ensure that every individual receives timely and effective healthcare. Our commitment to providing telehealth services for rural consumers is a testament to our belief in access and choice for all. Through telehealth, we can reach those in remote areas, offering them the same level of care, and access to specialists, as those in urban centres. This approach not only enhances convenience but also empowers patients to take control of their health, regardless of location.

Implementing an Electronic Medical Record (EMR) system is a cornerstone of our strategy to improve care delivery. With a comprehensive and integrated EMR, we can streamline processes, reduce errors, and enhance communication among healthcare providers. This system will ensure that patient information is readily available, accurate, and secure, facilitating better decision-making and more personalised care. We aim to create a healthcare environment where technology and compassion work hand in hand, delivering exceptional outcomes and a seamless experience for every patient.

Together, we will build a future where quality care is accessible to all, driven by innovation and a commitment to excellence.

As a result of our work under this priority, we will:

- implement an integrated electronic medical records system across all of our services to support clinical excellence
- increase our service self-sufficiency to 85% for our regional population to access high quality and timely healthcare closer to home
- invest in our health service with modern infrastructure and equipment to meet the growing needs of our communities
- deliver on our Reconciliation Action Plan to provide culturally safe care to First Nations peoples
- maintain a 4-star rating for all residential care communities to ensure that our older Victorians grow old with dignity and safety
- increase patient satisfaction as a result of our care to exceed peer averages for the State

Key supporting plans for the Our Care strategic priority are:

- Grampians Health Governance Framework
- Clinical Services Plan
- Virtual Care Strategy and Plan
- Research Plan
- Infrastructure Plan
- Emergency Management and Business Continuity Plan
- Grampians Region Population Health Plan
- Digital Health Plan
- Reconciliation Action Plan
- Environmental Sustainability Plan



Our People

We create the environment for people to thrive.

We ensure that our people feel secure and engaged in their roles. By fostering an innovation and learning environment, we encourage our staff to embrace challenges and seize opportunities for innovation and research. We support continuous professional development, motivating our team to pursue higher learning and grow within their careers with regional training programs and supporting doctors in our regions. This commitment to growth and safety ensures that everyone is aligned, fully engaged, and working within a nurturing environment.

Live our shared values

Fostering a culture of inclusion and respect is at the heart of our mission to enhance workplace positivity. By embracing diversity and valuing each individual's unique contributions, we create an environment where everyone feels valued and empowered. This inclusive culture not only boosts morale but also drives innovation and collaboration, as diverse perspectives lead to richer ideas and solutions. Our commitment to respect and inclusion ensures that every team member can thrive, contributing to a positive and dynamic workplace where everyone is motivated to achieve their best.

Incorporating our core values into professional development conversations is essential for nurturing growth and alignment within our organisation. By discussing values such as respect, compassion, and accountability, we reinforce the principles that guide our actions and decisions. These conversations help to ensure that our team members are not only skilled and knowledgeable but also aligned with our purpose and vision. This alignment fosters a sense of focus and direction, empowering our staff to deliver exceptional care and service.



Grampians Health Edenhope campus manager Tricia McInnes flies a rainbow flag in support of the LGBTQIA+ community.

Together, we will build a future where our values are the foundation of our success, driving us to create a supportive and inspiring workplace for all.

Build safety and wellbeing

At Grampians Health, one of our key priorities is to ensure that everyone feels safe and secure within the workplace. By fostering an environment of trust and protection, we aim to create a space where consumers, staff, and visitors can thrive. Promoting and supporting positive health and wellbeing through purposeful employment practices is central to our mission. We believe that by investing in our team's health and happiness, we can deliver the highest quality care to our community.

Our commitment to consistent, effective, and equitable rostering principles ensures that our staff can maintain a healthy work-life balance, which is essential for their overall wellbeing and job satisfaction.

Embedding emergency management and business continuity standards into our daily work is crucial for maintaining a resilient and responsive health service. By preparing for and effectively managing potential disruptions, we can ensure that our services remain reliable and uninterrupted. This proactive approach not only safeguards our operations but also reinforces the trust and confidence of those we serve.

Together, we will build a future where safety, wellbeing, and resilience are the cornerstones of our health service, creating a supportive and thriving environment for all.



Laura Hartmann

General Counsel, Grampians Health

“

It's very humbling to be in a non-clinical role in an organisation that is focused on imparting care. You get to support people who are working so hard to improve the lives of other people, and there's not many roles where you can do that when you don't have direct interaction with patients. But as a legal counsel, being able to support the amazing work that our healthcare staff do is very humbling.

It is also rewarding to implement innovative ways of delivering legal services and to build something new to ensure we keep our consumers and stakeholders at the heart of what we do.

”

Our People

We create the environment for people to thrive.



Lady Anne Vidal has reached new heights managing the Lakeside Living aged care community, after joining the Edenhope team five years ago as a registered nurse.

Raise our employment experience

Investing in the professional and leadership capabilities of our team is crucial for driving innovation and excellence. By providing growth and development opportunities, we empower our staff to reach their full potential and lead with confidence. Collaborating with local communities to attract individuals to our organisation as a career choice helps build a dedicated and passionate workforce. Our targeted marketing and attraction approach for regional and rural sites ensures we draw talented professionals to these vital areas, enhancing the quality of care across our region.

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We are committed to empowering our team to grow, recognising and celebrating their successes.

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Extending our volunteer program and encouraging community involvement strengthens our connection with the people we serve. Implementing a clear and accountable organisational structure promotes efficiency and transparency. By fostering education that attracts students, we invest in the future of healthcare, inspiring the next generation of professionals to join us in our mission.

We aim to create an environment consisting of diverse leaders who provide a positive experience for our staff, improving engagement index scores in the annual People Matter survey. Being an innovation and learning organisation means fostering a workforce that embraces challenges, strives to improve services, inspires individual team members and goes the extra mile, thereby creating opportunities.

Together, we will build a resilient, innovative, and compassionate health service that serves our community with excellence.



Majella Hunter

**Acting NUM Oncology,
Grampians Health Stawell**

“

I've been working with Grampians Health all my life – I joined as a junior in the kitchen in Horsham while I was in Year 11 and later as a nurse at the hospital once I completed my training.

I have had the support to grow, and to work my way up. If I need anything or I'm unsure of anything, I've just got to ask my managers, and they support me or show me how to do things. Never once have I felt like I've been sinking.

The best thing about working in Grampians Health is the collaboration among staff and how all team members from the three sites are working together, especially in oncology, and growing together.

”

As a result of our work under this priority, we will:

- create a safer workplace for our staff, volunteers, consumers and visitors
- grow our skilled and engaged workforce
- meet our workforce plan priorities for the growth in staff identifying as either First Nations, culturally or linguistically diverse, gender diverse or with a disability
- ensure greater options for volunteers and consumers to participate in our health service
- broaden and deepen career pathways for clinical and non-clinical staff to follow

Key supporting plans for the Our People strategic priority are:

- Workforce Strategy
- Equality and Diversity Plan
- Gender Equality Action Plan
- Aboriginal and Torres Strait Islander Employment Plan
- Grampians Health Staff Safety and Wellbeing Strategy and Plan
- Disability Action Plan
- Intercultural Action Plan



Our Partners

We partner to improve outcomes for consumers and the community.

In our pursuit of enhancing outcomes for consumers and the community, we operate within a collaborative and innovative environment, characterised by strong regional leadership. Establishing and nurturing partnerships and networks across Victoria in a diverse range of services is essential to our approach. We recognise and celebrate the quality of our care and work, which is further strengthened through active collaboration and robust relationships with our partners. As a responsible corporate citizen, we are committed to minimising our carbon footprint and protecting the environment. By working closely with others, we aim to leverage their capabilities to bring services closer to home, thereby improving health services in regional and rural areas.

Contribute to the equitable health and wellbeing of the community

Our objective for the coming years is to promote health and wellbeing outcomes that truly matter to people, communities, and the environment. By being a culturally safe organisation, we are committed to implementing initiatives that improve access for First Nations consumers, ensuring that their unique needs and perspectives are respected and addressed. We strive to create a welcoming environment for diverse groups, where everyone feels valued and included. Working collaboratively with other services, we aim to develop community programs that meet the specific needs of our community, fostering a sense of unity and shared purpose.

Partnering with agencies and consultants to improve access to mental health services across the Grampians region is a key priority for us.

By enhancing support and resources, we can ensure that mental health care is accessible to all who need it. Additionally, we are dedicated to partnering with organisations to increase support for reducing and responding to family violence in the community. Through these partnerships, we aim to create a safer, healthier environment for everyone.



Aboriginal Health Liaison Officer Danae McDonald in the First Nations Community Space available at Horsham.

Together, we will build a future where health and wellbeing are prioritised, and where every individual has the opportunity to thrive in a supportive and inclusive community.



ACN Emerging Nurse Leader Program scholarship recipient, Stawell nurse Mandie White with mentor Kylie Davey.

Strengthen creativity and collaboration for better outcomes

Our commitment to excellence in healthcare is deeply rooted in partnership and collaboration and we will support the Departmental of Health with the formation of Local Health Service Networks by building upon existing informal partnership relationships throughout the region and beyond.

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By working together, we can leverage collective expertise and resources to deliver comprehensive and coordinated care.

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Strengthening research partnerships and translating findings into practice is a cornerstone of our approach, ensuring that the latest advancements in medical science directly benefit our consumers.

Through these collaborations, we aim to drive innovation and continuously improve the quality of care we provide.

Partnering with tertiary and vocational organisations to explore innovative staff education and training models is essential for building a skilled and adaptable workforce. By investing in our team’s development, we empower them to deliver exceptional care and stay at the forefront of healthcare advancements.

Additionally, we are committed to collaborating on innovative care models that provide support and navigation through the health system. These models will ensure that patients receive seamless, personalised care, guiding them through every step of their health journey.

Together, we will build a future where healthcare is not only advanced and effective but also compassionate and consumer centred.

Our Partners

We partner to improve outcomes for consumers and the community.

Enhance the consumer voice in all that we do

We recognise the value in enabling the voices of those we care for to be heard. Grampians Health has a genuine commitment to reducing health inequality across rural and regional Victoria, and we do this by implementing various initiatives to ensure consumer voices are heard and integrated into our operations.

Our aspirations moving forward are to continue creating trusting relationships in the community and significantly improve health literacy across the Grampians region, empowering individuals with the knowledge and skills they need to make informed decisions about their health. By providing accessible and comprehensive health education, we aim to bridge gaps in understanding and ensure that everyone can navigate the healthcare system with confidence. We are committed to embedding consumer insights into decision-making processes and seeking opportunities to work with consumers and health partners in the design and delivery of our services.



Horsham consumers Sandra and Robert, pictured with Grampians Health's Consumer Partnership Framework

This collaborative approach ensures that our services are tailored to meet the real needs of our community, fostering a sense of ownership and engagement.

We believe that the voices of those we serve should be integral to every decision made. By actively involving consumers in the development and implementation of our services, we ensure that their perspectives and experiences shape the care we provide. This inclusive approach not only enhances the relevance and effectiveness of our services but also builds trust and strengthens our community.

Together, we will create a health service that is truly responsive, equitable, and centred on the needs of the people it serves.

Grampians Health Research (Clinical trials)

Research is fundamental to enhancing healthcare at Grampians Health, where our focus is on effective patient care and improved outcomes.

Our people are dedicated to delivering exceptional clinical trial opportunities for our community and will continue developing and delivering research in regional Victoria for regional Victorians.

Grampians Health aims to be a leader in regional health research, embedding a culture of research and innovation into everyday practice.



Intensive care's Dr Khaled El-Khawas is running a clinical trial through the Research department to help patients in ICU.



Wimmera Cancer Centre Manager Carmel O'Kane and GICS Improvement Facilitator Donna Bridge.

Grampians Integrated Cancer Service (GICS)

Through partnerships with health services and executive teams, we have identified areas where we could improve things for those diagnosed with cancer.

It could be through refining a particular process, developing a different pathway, or by supporting people to come and learn from each other to develop skills.

Through the coming together of Grampians Health, we have been able to increase collaboration among our sites in Ballarat, Horsham and Stawell that provide chemotherapy and share learnings so that we tackle challenges that affect equality in cancer care.

As a result of our work under this priority, we will:

- increase our research effort by 50% to support our regional population through research and innovation opportunities
- work toward eliminating services gaps in chronic disease management, mental health and other primary care needs through stronger partnerships, which are vital in improving the overall population health of our region
- be an active partner and leader in the Grampians region health network to create collaborative health outcomes for our communities
- ensure a stronger consumer voice in the development and provision of our services

Key supporting plans for the Our Partners strategic priority are:

- Community Engagement Strategy
- Reconciliation Action Plan
- Environmental Sustainability Action Plan
- Grampians Region Population Health Plan
- Health Services Partnership Plan
- Grampians Integrated Cancer Services Strategic Plan
- Grampians Region Digital Health Strategy

Our Enabling Themes

Grampians Health has identified 5 key enabling themes that support the achievement of our strategic priorities: Team GH, Integrating Services, Embracing Technology, Innovation and Learning, and Responsible and Sustainable Services. Without a steadfast dedication to these themes, our strategic goals would remain out of reach.



Team GH

Creating and supporting a progressive and engaged workplace, whereby we embrace common objectives gives us the greatest potential to achieve our goals. Team GH builds a workplace where everyone feels motivated, supported, and inspired to reach their full potential, ultimately leading to better outcomes for our organisation and the communities we serve.



Integrating Services

Building consistent and safe health services across all of Grampians Health, we aim to create the seamless progression of care across our services, and in doing so, ensure that the highest possible standards of care and safety of staff are extended to the broadest possible base across our health service. Patients or staff across our entire care offering will benefit from a singularity of care that is our highest possible standard.



Embracing Technology

Embracing state-of-the-art digital solutions is central to our vision of providing efficient and safe clinical care, with investments in advanced technologies like the Electronic Medical Record (EMR) system enhancing every aspect of patient care and streamlining workflows. We are committed to developing telehealth programs, investing in the latest technologies, and fostering a culture of continuous improvement to create an innovative, consumer-centred healthcare environment that sets new benchmarks for quality and safety.



Innovation and Learning

Our strategic plan emphasises research and innovation as critical to advancing healthcare, focusing on effective patient care and improved health outcomes. By fostering a culture of creativity and continuous learning, building partnerships, and investing in resources and training, we aim to enhance our research capabilities, drive innovation, and ensure our health service remains at the forefront of medical advancements, ultimately improving patient outcomes and healthcare delivery in regional Victoria.



Responsible and Sustainable Services

Grampians Health is dedicated to strong governance, environmental stewardship, infrastructure integrity, and financial accountability, aiming to reduce our environmental impact and contribute positively to the community. Through our three-year transformation project, OneGH, and various sustainability initiatives, we are enhancing our infrastructure, adopting innovative technologies, and fostering a culture of sustainability to create a resilient healthcare system that delivers a lasting impact on both Grampians Health and the region we serve.

Our path forward

Roadmap to transformation

It is crucial that our community can trust us to fulfill our promises and hold ourselves accountable for every action we take.

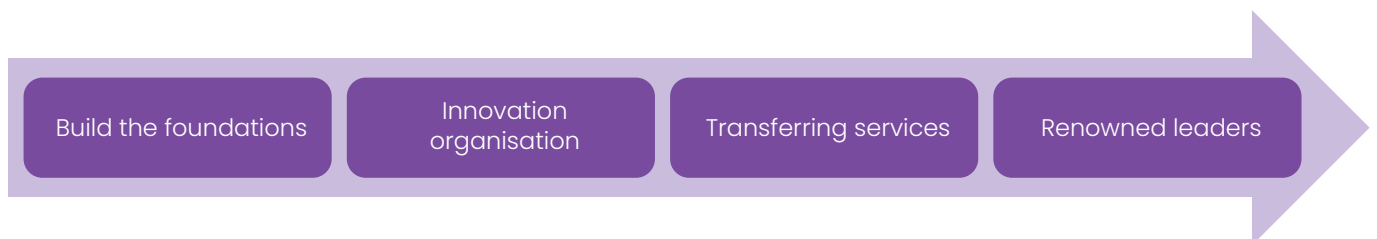
Driven by our unwavering commitment to enhancing the experiences of our consumers, employees and partners, we have developed a suite of key measures across our priority areas.

These measures encompass operational efficiencies, elevated performance metrics, successful project implementations, insightful feedback, and active participation, all designed to propel us to meet the changing nature of health services, the wider health system and our regional demographic and population requirements.

As we work to implement our strategic plan, we will regularly monitor our progress and will keep our community updated through:

- annual reports
- regular updates through online channels (ie. website, social media)
- media opportunities
- community newsletters
- annual general meetings
- consumer reference groups
- engagement activities

We will adapt to the changing environment and build on our accomplishments year on year.



We are excited to take the journey towards our future together.

You can stay up to date on our progress by visiting the Grampians Health website (grampianshealth.org.au/our-strategic-priorities) and following us on social media.



Engagement and acknowledgements

How we developed plan, appreciation and thanks

- Led by Board Sponsors Avril Hogan and Dr Nicholas Jones.
- Updated plan with a strong future focus.
- Refresh only and maintain current Vision, Mission and Values.
- Internal project to optimise engagement, connection and reflect staff and consumer priorities.
- Consultations with 300 staff and consumers.

April to June 2024 Phase One:

Phase one included Board, Executive and leader check ins on the values, and a refresh of the focus, definition and objectives of the strategic priorities. We also engaged the Executive and directorate leadership and leadership futures forum. Our thanks go also to the numerous consumer groups that have given us the gift of their time, experience and passion.

This phase included linking the Grampians Health strategic plan with internal and external plans including the Clinical Services Plan, Department of Health Strategic Plan, and current and future population modelling to inform phase two.

A high-level plan was presented to Board at the 25 June 2024 meeting and was approved.

July to September 2024 Phase Two:

Broader engagement was conducted in phase two to validate the reviewed priorities and sense check these for endurance and implementation planning. In this phase we engaged with each business area and level to develop a “strategy on a page” to link operational planning and the strategic priorities. We also developed standardised and transparent reporting for the progress of operational plans.

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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.

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