

Portland District Health Strategic Plan 2017-2020



PORTLAND
DISTRICT HEALTH

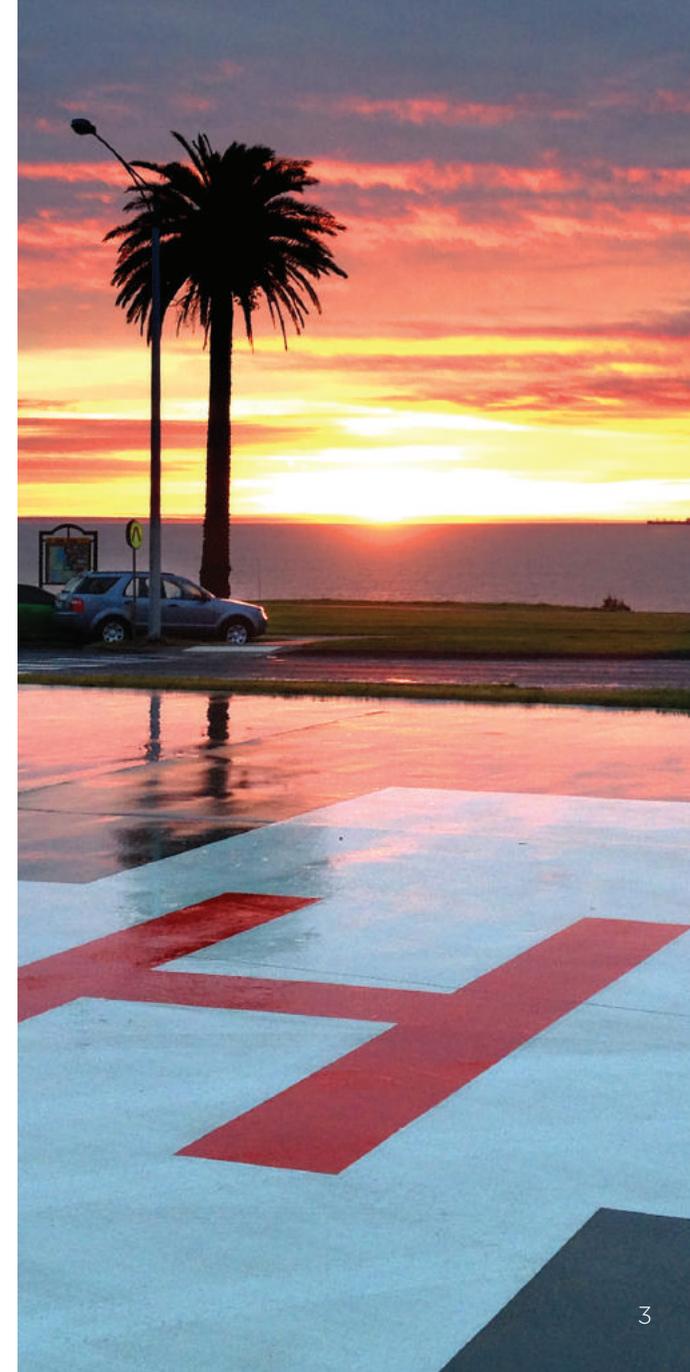


Over 100 people
contributed to the
preparation of
this document...



PORTLAND
DISTRICT HEALTH

4	President's Message
5	Population Profile
5	About Portland Health
7	Vision and Values
9	Our Commitments
11	We Surpass
15	We Connect
19	We Learn
23	We Create
27	We Are Responsible
31	Acknowledgments



Our President's Message

Portland, the birthplace of Victoria is a vibrant, diverse community built around the magnificent Portland Bay. At Portland District Health we aim to be an equally vibrant diverse part of the community.

We have modern, state-of-the-art facilities located on the cliff top overlooking the bay – but it's what we create on the inside that is most important to our community and staff. The vision for the next three years is *Our Community, Your Health* acknowledging that the community we live and work in is vitally important to us.

Our firm belief is that we are better together than we are apart. Our plan was developed in consultation with our community; we used an inclusive process where over 100 people directly contributed to its development. We harnessed the cleverness and diversity in our community; our promise is that we will continue to work in this way in implementing the strategies and actions over the coming years.

Portland District Health's Strategic Plan 2017-2020 has 5 key strategies...these are our promises to the community. Each strategy has a commitment relating to wisdom, heart

and courage. These drive us to use sound knowledge, be caring and take bold steps to be the best we can be for each individual and for our community.

This plan is about taking developmental steps to advance our existing practices and to unlock our potential by working together with our patients, our people and our partners.

As we unfold our plan you will notice our focus is on our commitment to *Our Community and Your Health* in everything that we do. Our people will embrace collaboration, lifelong learning, curiosity and innovation to create a culture that provides safe, quality care across a range of services delivered locally.

We will use our time and resources effectively and efficiently over the course of the next three years to achieve what we have set out to do in this Strategic Plan. Let's move forward together and begin the next chapter in the Portland District Health journey that began in 1849.

Dr Michelle Kearney
Board President

Population Profile Overview

Portland District Health serves a catchment population of approximately 12,000 people drawn principally from the Glenelg Shire, and increasingly from South East South Australia. Some community services cover an expanded catchment, including the Southern Grampians Shire.

While the region's population is mainly concentrated in Portland, many people receiving services from Portland District Health live in smaller townships in the surrounding region, and in more isolated cropping, sheep, cattle and dairy farming areas. Population numbers increase by an estimated 2,000 tourists during the summer November – March.

The community is characterised by a slowly growing population that is rapidly ageing. The prevalence of chronic illnesses such as a respiratory disease, cancers, cardiovascular disease, diabetes and mental illness is increasing as our population ages. A relatively high incidence of road accidents, skin cancer, farm injuries and work-related accidents also occur in our region, a characteristic shared with other rural communities.

The region is home to a large and well-established Aboriginal population. This is an important consideration for Portland District Health given the poor state of health experienced by many Aboriginal people.



About Portland Health

Portland District Health is a public hospital under the Health Services Act. Our role is to provide quality, safe health services to people in the Glenelg Shire. To fulfil this role, Portland District Health provides a range of services including; acute care in relation to specialised medicine and surgery, urgent care, maternity services and limited children's services.

As an integrated Healthcare organisation, Portland District Health also provides a range of services in sub-acute and aged care, population health, primary and community care.



Our Vision:
**Our Community,
Your Health**

The community we live and work in is vitally important to us. Our focus is the health and wellbeing of the people in our community.



We Value **Wisdom**

We use knowledge, experience and understanding to make the decisions that matter.



We Value **Compassion**

We care about people - their safety matters above all else. Every person's need is different and is respected. Our service quality is second to none.



We Value **Courage**

We are fearless and courageous in making things happen, embracing opportunities and creating solutions.



We Surpass

Your experiences in our care will be safe and the highest quality they can be

We Connect

Our collaborations, partnerships and relationships are vital to our success

We Learn

Our skilled team are the heart of our organisation; they are dedicated to lifelong learning allowing us to deliver exceptional healthcare

We Create

Discovering and developing innovative solutions is our way of delivering the best care we can

We Are Responsible

We work hard to meet or exceed expectations and comply with what is required of us



Your experiences in our care will be safe and the highest quality they can be



Strategic Direction 1

Strategic Direction 2

We provide an exceptional range of services locally

Our commitment is:



Our services fit our capabilities



Our services are tailored to meet our community's needs



To overcome challenges to provide safe appropriate services locally

We will:

- › Regularly review our Capability Framework to ensure the services we provide are safe, appropriate and high quality
- › Use demographic data and local knowledge to ensure our services meet the current and future needs of our community
- › Facilitate service provision as close as possible to home
- › Collaborate with a broad range of providers to facilitate access to services not available locally
- › Work with our sub regional partners to develop a Clinical Services Plan
- › Measure and monitor our self-sufficiency regularly and adjust our service profile accordingly

We are focused on the delivery of safe, quality care and services

Our commitment is:



Our Governance Framework is robust - our care is safe and of the highest quality



Your experience in our care will meet or exceed your expectations



Our models of care are the best they can be

We will:

- › Maintain full accreditation with our accrediting bodies
- › Put consumers first by implementing a Partnering with Consumers Framework
- › Foster collaboration and partnerships to deliver safe, high quality health services
- › Determine how we communicate with our patients, carers, residents and clients by refining and implementing our It's OK to Ask communication strategy
- › Have an open and transparent Clinical Governance Framework based on safe quality care and outcomes that facilitate trust from our customers and community



We
Connect

Our collaborations, partnerships
and relationships are vital
to our success



Strategic Direction 3

Strategic Direction 4

We expand our reach by collaborating with our partners

Our commitment is:



To effectively use our relationships to improve the care we provide



Our partnerships are built on mutual trust



To find new collaborations that benefit our community

We will:

- › Partner / collaborate to maintain or expand our service capabilities including the areas of:
 - *Clinical Workforce*
 - *Corporate Services*
 - *Information Technology*
- › Have formal arrangements underpinning our partnerships and collaborations and maintain an appropriate register
- › Actively participate in the Ka-Ree-Ta Ngoot Yoong Wat-Nan-Da (*Grow Healthy Together*) local aboriginal health collaboration

We are a vital part of our community

Our commitment is:



To bring our health expertise to our partnerships



To listen and act on what you tell us



Together we embrace opportunities and create solutions

We will:

- › Be a vibrant contributor to the ongoing development of our community
- › Actively engage with our communities to develop and implement a Community Engagement Strategy
- › Further develop our Fundraising Strategies
- › Work with agencies to develop an Employment Plan targeting youth and minority groups
- › Actively contribute to Aboriginal employment in the area



We
Learn

Our skilled team are the heart of our organisation; they are dedicated to lifelong learning, allowing us to deliver high quality healthcare



Strategic Direction 5

Strategic Direction 6

We foster innovation, curiosity and lifelong learning

Our commitment is:



To have and sustain collaborative arrangements with educational organisations that facilitate lifelong learning



To equip our people with the right skills at the right time in the right place



Our learning management system will be innovative and motivate our people to challenge themselves

We will:

- › Develop and implement a comprehensive Learning Management System with career planning
- › Have a formal skills development approach to ensure we deliver quality outcomes
- › Embrace opportunities to invest in the development of our people via:
 - *Supported training opportunities*
 - *Partnership development with education providers*
 - *A scholarship program*
 - *Developing an education specific precinct at Portland District Health*

We create an inspiring, learning and caring culture

Our commitment is:



Our people will work, practice and learn in a stimulating environment that inspires them to be the best they can be



To the health and well-being of our people



To encourage, support and create the right environment for our people to go above and beyond

We will:

- › Invest in the development of our people with added focus on our leaders
- › Develop a sustainable workforce strategy incorporating recruitment, retention and succession planning
- › Build a culture that inspires our teams to work, learn and grow together:
 - *Develop an Employee Health Wellbeing and Engagement Strategy*
 - *Build an empowering environment of collaboration to enhance team dynamics and improve outcomes*



Discovering and developing innovative solutions is our way of delivering the best care we can



Strategic Direction 7

Strategic Direction 8

We will embrace technology to improve our care provision

Our commitment is:

 Our technologies will expand service, workforce and systems capacity

 Our consumers will access technologies to improve their health literacy

 To explore information technology solutions that develop new and better ways to share information

We will:

- › Maximise the value of our electronic health record to improve our patient journey.
Between:
 - Primary and acute care
 - Clinicians
 - Other healthcare providers
- › We will embrace and develop technology to ensure our care is patient centred and appropriate
- › Communication is important, we will expand the ways we communicate using the best devices and applications
- › Enhance diagnostic support services and equip with up to date modalities to meet local need

We embrace innovation that leads to better ways of delivering healthcare to our community

Our commitment is:

 To seek out and share better solutions by discovering and developing innovative processes and systems

 To have a culture that facilitates exploration of new methods and ideas

 To develop ways to overcome challenges

We will:

- › Develop a culture of agility, creativity and innovation to generate new models of care
- › Offer a travelling scholarship to allow our staff access to the world's best and brightest health initiatives and knowledge
- › Review the range of acute and subacute services provided and tailor them to meet the changing community needs
- › Continue to invest in primary and preventative health care initiatives including our two focus areas:
 - SEA change (Sustainable Eating and Activity)
 - Communities that Care



We are
Responsible

We work hard to meet or exceed expectations and comply with what is required of us



Strategic Direction 9

Strategic Direction 10

We understand our regulatory obligations

Our commitment is:

 Our organisational culture will be safe and risk aware

 To meet our regulatory requirements

 To clearly understand future directions and influences that will impact on us

We will:

- › Have a robust Risk Management Framework:
 - Strategic Risk Register
 - Operational Risk Register
 - Mitigation plans to reverse adverse trends in service delivery and staff performance outcomes
- › Be compliant with all relevant legislative and regulative requirements via a Legislative Compliance Plan
- › Ensure we have the facilities and equipment to deliver our services including:
 - An Asset Register
 - A Replacement Equipment Plan
 - A Preventative Maintenance Strategy

We are accountable for managing efficiently and effectively

Our commitment is:

 To ensure our facilities and resources are reliable and the highest quality

 To live within our means

 To explore new and innovative means to secure our future

We will:

- › Manage our finances efficiently and effectively through:
 - Robust cost modelling that provides transparent data to the community and key stakeholders for the ongoing delivery of safe, high quality services
 - Management of the services to meet the requirements of the agreed annual statement of priorities
- › Explore innovative ways to increase the revenue base
- › Submit annual costing data to the Department of Health and Human Services, and work with peer group organisations to analyse and inform service costs



We would like to acknowledge the individual and collective contributions of the following groups and organisations:

Portland District Health, Portland District Health Board of Management, Portland District Health Consumer Advisory Committee, Portland District Health Leadership Group, Portland District Health Senior Doctors

We greatly appreciate our collaborative partners whom shared with us their knowledge, wisdom and support:

Ambulance Victoria - Portland Branch, Department of Health, DWECH Aboriginal Community Health Service, Active Health Portland, Deakin University - School of Medicine Geelong, Glenelg Shire, Heywood Rural Health, Kyeema Support Services, Seaview House Aged Care, Southern Grampians Glenelg Primary Care Partnership, South West Healthcare, South West TAFE, Western District Health Service, Winda-Mara Aboriginal Corporation

We respectfully acknowledge the traditional custodians, the Gunditjmara peoples; we pay our respects to all Aboriginal community Elders past and present who have been an integral part of this region's history.

Our thanks to all individuals who contributed in large and small ways to the building of this plan.



Our Community,
Your Health



PORTLAND
DISTRICT HEALTH

Portland District Health:

141-151 Bentinck St,

Portland VIC 3305

(03) 5521 0333

www.pdh.net.au

pdh@swarh.vic.gov.au