



Strategic Plan 2021 - 2024

Draft 23/11/20

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 clifftop overlooking the bay – but it's what we create on the inside that is most important to our community and staff. Our ongoing vision remains vitally important to us: Our Community, Your Health, acknowledging the importance of our role in the community of Portland.

Our Values also remain bedrock: Wisdom, Compassion, Courage. With these values deeply embedded we face the exciting challenges before us. These drive us to use sound knowledge, be caring and take bold steps everyday to be the best we can be for each individual and for our community.

Our firm belief is that we are better together than we are apart. Our plan was developed in full consultation with our broad community; even in this challenging pandemic year we used an inclusive process where over 80 people directly contributed to its development. We harnessed the cleverness and diversity of our staff and of our community. Our promise is that we will continue to work in this way as we implement our plan

We have developed four Strategic Directions for the period 2021 – 2024 with a limited number of clearly defined actions. Our intention is to be laser-focused on the things that matter in order to ensure Portland District Health can continue to deliver on its charter for the long term: to be a multi-faceted local health service that meets the diverse needs of the community in a responsible and consistent way. We continue to take developmental steps to advance our existing practices and to unlock our potential by working together with our patients, our people, our local and regional partners and our funding bodies.

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. We welcome and initiate collaborations, 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.

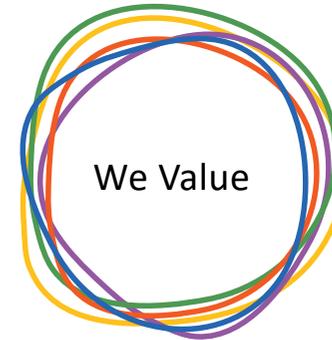
Andrew Levings
President

About Portland District Health

Portland District Health is a public hospital under the Health Services Act. Our role is to provide quality, safe 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 children's services.

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

Vision and Values



Wisdom

We use Knowledge, Experience and Understanding to make the decisions that matter.



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.



Courage

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

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Population Profile Overview

Portland District Health's Strategic Plan is built on community and health industry consultations as well as a range of demographic and social data.

Environment

Portland is a rural city with major manufacturing industries, agriculture and deep water port facilities, supporting both Victoria and South Australia with bulk import and export capability. The larger hinterland region provides additional intensive agriculture capability within the high rainfall South West region.

Tourism contributes to the region with both recreational fishing and the recent World Heritage Listing Budj Bim Cultural Landscape, causing significant seasonal population growth.

General Population

Portland is the largest remote Rural City located within the Glenelg Shire. The Glenelg Shire is a local government area in the Barwon South West region of Victoria, Australia, located in the south-western part of the state. It covers an area of 6,219 square kilometres and in June 2018 had a population of 19,665.

The Rural City of Portland has a population of 9,712 people (ABS 2016), with about equal numbers of females and males. Its median age of 45 years is comparatively older than the rest of Victoria and Australia as a whole (37 & 38 years respectively). Portland also has a lower proportion of children under 18, and a higher proportion of people aged 60 or older than Regional VIC.

Its population is ageing and it is expected that the number of people over age 65 will significantly increase by 2036, bringing with it increased demand for services that are associated with ageing such as cardiac, respiratory, cancer, diabetes.

The community of Portland has a slow overall projected population growth. The projections show the most growth in the older age groups, however unlike many rural communities some growth is predicted across most aged groups.

First Nations People

The Gundjimarra first nations people represent 2.7% of the local population, representing 261 people. This is higher than the rest of the Glenelg Shire at 2.4% and regional Victoria at 1.6%. The Glenelg Shire as a whole has relatively higher demand for services for indigenous people in specific health areas than the rest of Victoria. The median age for Indigenous people in the Portland Indigenous Location (a small geographical area spanning 64 square kilometres across the town of Portland, Portland North and Portland West), is 17 years compared with 45 for the general population.

Ethnicity

The ethnic profile of the Portland community is largely consistent with the rest of regional Victoria, but less ethnically diverse than Victoria as a whole. More people in Portland speak only English than the rest of regional Victoria and fewer people speak another language when compared to the rest of regional Victoria.

Socio-Economic Factors

Portland is identified as relatively disadvantaged community across all indexes for socio economic disadvantage. Some of the index scores are the the lowest in the region and significantly lower than surrounding Statistical Areas of Hamilton, Warrambool and Southern Grampians, but largely constant with the Glenelg Shire as a whole.

Health Indicators

The health indicators that PDH has drawn on in this plan are outlined in its current Service Plan (Biruu February 2020) and in summary include:

Avoidable mortality rates in the catchment are higher than the state average for all causes including cancer, cardiovascular disease and respiratory disease. There are also higher self reported levels of asthma, blood pressure, arthritis, obesity and heart disease than the rest of Victoria and surrounding Shires of Moyne and Southern Grampians.

Disability

A higher number of people living in the Portland area report needing assistance with core activities than for the rest of the Glenelg Shire and Regional Victoria (7.1% and 5.1% respectively).

Mental Health

While indicators of mental health can be somewhat nebulous, there are some self reporting and clinical data that indicate the need for some additional focus on mental health services for Portland District Health's catchment. In a 2014 Vic Health survey, fewer people in Glenelg Shire reported adequate work-life balance compared with the average across Victoria. At that time, there were also a higher than state-average registered mental health clients in the Shire and more people receiving drug and alcohol support services.

Hospital data/Aged Care data (to be completed)

LoS
Separations
Urgent Care presentations

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So, for the next three years...

The demographic and health profile of the area tell us we need a focused and highly coordinated approach to ensure the right services are provided for those most in need and to ensure they are delivered efficiently, effectively and with deep care.

We need:

- Coordinated services delivered in collaboration for
 - Our ageing population
 - Our indigenous population
 - People with mental health support needs

- Increase focus on home-based service provision
 - Chronic disease management
 - General aged care clinical services

- Working with partners to deliver high quality services
 - Planned population health approach
 - Recruitment, retention and development of staff , including medical, nursing and allied health to ensure services continue to be available locally to those who need them.

All of this must be delivered within a constrained financial environment and one where quality and safety are both paramount.

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Strategic Commitments



We
Surpass

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

Commitments:

- Above all, quality and safe practice
- Listening to and meeting our community's needs
- Providing an extensive and appropriate range of services locally



We
Connect

Collaborations, partnerships and relationships are vital to our success

Commitments

- Partnerships and collaborations built on mutual trust
- Partnerships and collaborations are focused on care expansion, improvement and long-term sustainability of service



We care

Celebrating our people who are the frontline and heart of PDH

Commitments:

- Encouraging, supporting and creating the environment for our people to go above and beyond
- Safe, stimulated, confident and skilled staff



We are
Responsible

Exceed expectations and comply with government requirements

Commitments

- Safe practice and risk awareness
- Living within our means
- Working within our prescribed and actual capabilities

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Strategic Commitments

Strategic Direction 1

We focus on the delivery of safe, quality care and services

- Connect with our local community:
 - ensure we grow in our understanding of its health needs
 - deliver an appropriate and expanded range of services
- Relentlessly focus our internal collaboration on person-centred care
- Use data to make good clinical and service delivery decisions – best ideas from the right sources
- Focus our energy and skills on quality and safety in all we do everyday

Strategic Direction 2

We collaborate to deliver excellent and appropriate services locally

- Strengthen our sub-regional partnerships, especially with South West Health Care and Western District Health Service to:
 - Meet and expand services appropriate to the needs of our local catchment (Agreed elements of the Biruu Clinical Services Plan)
 - Develop a sustainable sub-regional workforce strategy to attract high quality staff especially in specialist medical services, nursing, allied health (Hillis report)
 - Ensure we deliver on Government and community expectations arising from Royal Commission into Aged Care and Mental Health
- Take the lead in our local community in ensuring the Primary / Community Care system expands and is appropriate to our local needs (population health planning?)

Strategic Direction 3

We care about our people; through them our culture is reflected

- Build an empowering environment of collaboration, support and effective decision-making
- Engage with our staff to expand our health and wellbeing approaches
- Establish a leadership development strategy that challenges our leaders towards excellence and compassion everyday

Strategic Direction 4

We manage efficiently and effectively within finite resources

- Achieve a balanced budget focused on essential business needs
- Continue to meet all accreditation and regulatory requirements

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Thank you



Together we improve the health, happiness and wellbeing of our community.

Together, we're making a real difference to the community of Portland.

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

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 collective partners who shared with us their knowledge, wisdom and support:

Ambulance Victoria – Portland Branch, Department of Health and Human Services, Active Health Portland, Heywood Rural Health, Kyeema Support Services, South West Alliance for Rural Health, Seaview House Aged care, Southern Grampians Glenelg Primary Care Partnership, South West Healthcare, Casterton Memorial Hospital, Barwon Health, South West TAFE, Western District Health Service, Bayview Secondary College, Western Victoria Primary Health Network

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

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