



2019-2024 Strategic Plan

Message from the Chair

Yarram and District Health Service (YDHS) wishes to acknowledge the Gunaikurnai People as the traditional owners of Gippsland and pay our respect to their Elders past, present and future.

On behalf of the YDHS Board, I am pleased to present the 2019-2024 Strategic Plan for our health service. This plan delivers a clear direction for our future and will help us all achieve our vision for YDHS to be a respected and caring partner in a strong community.

The plan affirms our purpose to work with our community and our partners to improve health and wellbeing.

It is consistent with the Victorian Government's health priorities for the community where people are as healthy as they can be, are managing their own health better and have the best healthcare service outcomes possible.

In developing this new plan, the Board has consulted with the community, staff and partners to understand how we can work together to deliver healthcare services that are equitable, accessible, safe, high quality, appropriate and sustainable.

We identified challenges while ensuring adequate provision of doctors for the area and providing the right services needed by an ageing population. We also have opportunities provided by the new Integrated HealthCare Centre which will attract services to the district.

Introduction

The Yarram and District Health Service (YDHS) has applied the Victorian public health services' defined purpose for informing our strategic plan. Subsequently, the plan defines:

- how YDHS will ensure that it is able to meet the needs of its population for equitable, accessible, safe, high quality, appropriate and sustainable healthcare services within the framework funded
- the contribution of YDHS to health system-wide goals, including addressing specific performance and policy priorities set by the Victorian Government
- the approaches the health service will develop with key partners to addressing population health needs for the catchment population¹.

The development of the Yarram and District Health Service (YDHS) Strategic Plan is aligned with the DHHS strategic planning framework. The multi-method and inclusive approach have ensured the five-year plan (2019-2024) describes how YDHS will effectively deliver on our vision in line with Government policy and system and state-wide plans.

Stakeholder Consultation

YDHS engaged with stakeholders in developing the plan including:

- Our community
- Regional Health Partners including: Latrobe Regional Hospital, Central Gippsland Health, South Gippsland Hospital and Latrobe Community Health Service
- Wellington Shire
- Department of Health and Human Services (DHHS)

About Us

Yarram and District

Yarram, located in south east Gippsland, is known for its proximity to Ninety Mile Beach, Port Albert, neighbouring

This five-year plan (2019-2024) is based on four pillars:

1. Our community: adjusting the service mix to meet the needs of our community
2. Our services: strengthening people's access to services
3. Our people: investing in our workforce so that we can attract, develop, support and retain the best people.
4. Our partners: being a trusted and loyal partner with other services and organisations.

The implementation of the Plan will be guided by our organisational values based on I.C.A.R.E. – integrity, collaboration, acceptance, respect and enthusiasm.

Operational plans will be developed to implement the plan. We will continually review the plan as the health service evolves to ensure it remains relevant and continues to address the health needs and expectations of our community.

Every staff member at YDHS has a part to play in improving health and wellbeing in this community. The Board is looking forward to being part of the team that delivers on this new strategic plan.

I would like to acknowledge everyone who has contributed to the development of this strategic plan.

Ms Frankie MacLennan,
YDHS Board Chair
19 December 2019

Tarra-Bulga National Park and heritage architecture in its main street, including the historic Regent Theatre.

The traditional custodians of the land surrounding Yarram are the Gunaikurnai people. Originally called Yarram Yarram, a Gunaikurnai phrase thought to mean 'plenty of

¹ DHHS (2017) Strategic planning guidelines for Victorian health services

water,' the town was renamed Yarram in about 1925. There are approximately 3,000 Gunaikurnai people in Gippsland. Their territory includes the coastal and inland areas of Gippsland, through to the southern slopes of the Victorian Alps.

Being close to one of the first Victorian trade ports, Port Albert, Yarram grew quickly after settlement due to rapidly growing dairy and timber industries. Subsequent fluctuations in both these industries have influenced current catchment population patterns.

Today Yarram is a service centre for the nearby agricultural, horticultural, fishing and forestry industries and the region is home to 5305 residents.

Education providers include a local secondary college (Yarram Secondary College), a public primary school (Yarram Primary School) and a catholic primary school (St Mary's Primary School), in addition to Alberton and Woodside primary schools. Federation Training has TAFE campuses located at Traralgon, Morwell and Warragul and Federation University Gippsland's campus is located in the township of Churchill 75km from Yarram.

Wellington Shire

Wellington Shire, in the Gippsland region, was formed in 1994 after the amalgamation of the Shire of Alberton, the Shire of Avon, the Shire of Maffra, the City of Sale and parts of the Shire of Rosedale. Yarram is located in the former Shire of Alberton.

Services

Hospital

- 20 acute inpatient beds and 3 dialysis chairs
- 24-hour Nurse led Urgent Care Centre

Residential Care

- St Elmo's Nursing Home -12 dementia specific low care beds and 18 high care beds
- Crossley House - 30 bed aged care
- Respite Care

Primary Care and Community Services

- Community Nursing
- Counselling
- Diabetes Education
- Dietetics
- Emergency Relief
- Health Promotion and Community Development
- Home Support
- Independent Living Activities
- Mental Health Community Support Services
- Occupational Therapy

- Physiotherapy
- Podiatry
- Social Work
- Speech Pathology
- Homelessness Support Service
- Integrated Family Services

Yarram Medical Centre

- General Practice
- Practice Nursing
- Hosted Services including: Audiology, Optometry and Psychology

The Shire covers an area of 10,924 square kilometres and is home to 42,986 residents (2016 census) spread across more than 30 different communities. The communities extend from the Great Dividing Range and Victoria's High Country, through rich irrigated flats and some of the most productive grazing land in Australia to the internationally significant Gippsland Lakes and Wetlands and the Ninety Mile Beach and Bass Strait.

Wellington has a strong and diverse local economy boasting oil and gas production industries, manufacturing, government, defence, primary industries, forestry, construction and retail industries².

Yarram and District Health Service

The Yarram and District Health Service (YDHS) is based in Yarram, 220 kilometres south east of Melbourne on the South Gippsland Highway in rural Victoria. Yarram is 73 kilometres south west of Sale and 62 kilometres south east of Traralgon. The township, which is the principal service centre of the area, is in the Shire of Wellington and services an area of approximately 1,840 square kilometres and a catchment population of 5,305³.

The Health Service originally commenced operation as the Yarram and District Hospital until 1993 when the hospital name was changed to Yarram and District Health Service to reflect its evolution into a small rural health service, more appropriately positioned to meet the needs of the wider community.

² <http://www.wellington.vic.gov.au/Your-Council/Council>

³ ABS (2016) Yarram (SA2)

Vision

Our vision is for YDHS to be a respected and caring partner in a strong community.

Mission

Our mission is to work with our community and our partners to improve health and wellbeing.

Values

We value:

Integrity: ethical and honest - accountable and professional

Collaboration: interested, informative and listening

Acceptance: inclusive and embracing

Respect: compassionate and caring

Enthusiasm: motivated and passionate

I. C.A.R.E

Strategic Goals

- Partnering for a better healthcare experience
- Delivering seamless care through a 'One Service' strategy
- Growing and supporting skilled, valued caregivers

Strategic Pillars

Our four Strategic Pillars are:

1. Our Community: adjusting the service mix to meet the needs of our community
2. Our Services: strengthening access
3. Our People: investing in our workforce
4. Our Partners: developing a partnership approach

What we will focus on in the next 5 years

- An increased focus on prevention and early intervention to reduce the likelihood of poorer health outcomes.
- Strengthen our clinical care within defined capability frameworks.
- Supporting early discharge and hospital avoidance through expansion of home-based service options.
- Further enhancing the skills of our 'caregivers' to better meet the range of complex care requirements of our community.
- Stronger community and consumer engagement in the provision of care.
- Advances in technologies and infrastructure that support best care.

Strategic Goals

Strategic Goal 1 - Partnering for a better healthcare experience

Through effective partnering, YDHS will work to identify and capitalise on opportunities to collaborate and coordinate our services. We will form strong partnerships with the local community, consumers, organisations and regional health service partners to increase and strengthen the accessibility to safe, timely and effective local health service.

Strategy 1.1

We establish and strengthen local and regional partnerships, to ensure that we act as one system for the benefit of the consumer and for the best use of resources.

Strategy 1.2

We build pathways based on evidence, in order to deliver equitable access to the right care at the right time, to reduce the variability of outcomes.

Strategy 1.3

We strengthen our engagement with consumers and their families, in all aspects of their care.

Strategic Goal 2 - Delivering seamless care through a 'One Service' strategy

Seamless care is achieved when a person's health care journey through our service from beginning to end is experienced as one single coordinated service, irrespective of who delivers the care and the location that the care is delivered from.

A *One Service* strategy creates a stronger and more efficient health care system, by bringing all of our services together to create high quality, safe and connected care.

Strategy 2.1

We develop innovative population-based healthcare strategies, to meet the diverse health needs of the community.

Strategy 2.2

We deliver evidence-based safe, effective care.

Strategy 2.3

We integrate and better connect YDHS internal and contracted services, so that care recipients receive seamless healthcare.

Strategic Goal 3 - Growing and Supporting skilled, valued Caregivers

We recognise that to achieve our values of **I. C.A.R.E.** we need to ensure that YDHS continues to attract and retain the best staff as 'caregivers'.

To achieve this vision, YDHS must address its ageing workforce, the age profile of which risks the potential loss of skills and knowledge in our future workforce.

YDHS must be an employer of choice for both the skilled healthcare workforce and importantly, for the local young people looking for their entry level or next career move.

Strategy 3.1

We demonstrate our commitment that everyone is recognised as a 'caregiver' for their contribution to the healthcare experience.

Strategy 3.2

Our caregivers are motivated to achieve great outcomes through a safe, respectful and valued workplace.

Strategy 3.3

Our people are educated to provide excellence in service delivery and teach with confidence.

Strategy 3.4

We promote and develop career opportunities for young local people.

Strategy 3.5

We embed a culture that promotes and encourages innovation, leadership and collaboration.