



Colac Area Health

Strategic Plan

2022-2027



Acknowledgement

We acknowledge all Aboriginal and Torres Strait Islander people as the first peoples and traditional Owners and Custodians of the land and waterways in which we work and live. We honour and pay our respects to Elders - past, present and emerging.

Artwork by Ebony Hickey 2019



Foreword

Colac Area Health (CAH) has undergone significant challenges over the last three years. In September 2019, CAH was exposed to a cyber-attack followed by four COVID-19 outbreaks. We were tested, we responded and we galvanised - providing leadership and a commitment to our community and their needs.

In addition to these external threats and on examination of our financial position and infrastructure, it did not support our growth for the future and required immediate remediation.

We now look to the future - Colac Area Health, Quality Care Close to Home Strategic Plan 2022 -2027, has been informed and developed by these experiences and in consultation working with our staff, stakeholders, and our community.

We know we cannot succeed on our own. **In partnership with other health services, community providers and our staff, we are part of the health system** in delivering or facilitating service delivery within our community.

Safe, high quality, accessible person-centred care is our focus as we develop a values-based organisation, where everyone is valued and contributes to the success of the organisation. Those we serve - our patients, residents, staff, and community, will judge our success.

Through **our research activity we strive to underpin our health service** by being a learning organisation where everyone can lead, learn, and grow. We recognise to achieve this; **the development of our leaders is paramount for the future success** of our organisation.

CAH has much to be proud of with a rich history of **140 years serving the community**. This new strategic plan takes us to 2027 in the spirit of continuous improvement to meet the community's future needs.

It should be noted that activities within this plan will be undertaken in the context of Post-Pandemic Planning. Colac Area Health recognises that for the next 12-months its focus will be on supporting community through the **Response and Recovery Phases of the COVID-19** pandemic, before moving into a **phase of Re-establishment**. It will be during the Re-establishment Phase that many of the strategies documented within the plan will come to life.

Our thinking and decision-making will be guided by the strategies within this plan and actions will continue to be documented and performance reported through our Statement of Priorities (SoP).

On behalf of the Board of Directors and Executive, we are pleased to share our future direction with you.

Tim Greene
Board Chair

Fiona Brew
Chief Executive Officer

Contents

Forward	3
Introduction	5
About Colac Area Health	7
Our Quality Care Close to Home Strategy 2022-2027	8
• Our Vision	
• Our Purpose	
• Our Values	
• Our Strategies	
Contact Us	19

Introduction

Health and wellbeing are important for us all. Protecting and promoting good health and preventing illness are vital for individuals and the community. When people are supported to live healthy lives, they can participate and be productive as individuals, carers and family members, as well as in their workplaces and community.

We are all health consumers and our interactions with health services influence our ability to manage our own health and wellbeing. At CAH we trust that the health services and programs we provide are available when our community needs them and are delivered by our well-trained, highly competent and dedicated workforce.

CAH and its partners together have a very significant role in supporting the communities of Colac and surrounds to be as healthy as possible and are committed to protecting and improving the health and wellbeing of the community.

We recognise that there are multiple providers of health and wellbeing and that our services are part of a broader system. The multiplicity of providers and funders creates a complex system, which at times can be difficult for individuals and families to understand, navigate and access.

Conversations with individuals from a wide range of backgrounds have provided CAH with an understanding of how our community views its health and wellbeing and what is needed to deliver the support they need. We have heard that a sole focus on ill health is short sighted and inconsistent with the approach people take in their everyday lives. We know that in recent times that some people have lost trust in the system and that regaining that trust is imperative. We also know that while our population is not growing as quickly as some other parts of the State our population is ageing. We know that dementia, cancer, cardiovascular disease, mental illness and chronic diseases like diabetes and respiratory conditions are significant challenges for many individuals and that our services must be designed to provide the support needed.

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When people are supported to live healthy lives, they can participate and be productive as individuals...

Health services have the privilege to be at the forefront of science with new research findings and knowledge emerging continuously. Identifying relevant findings and incorporating them into our practices requires service delivery to constantly evolve and our workforce to consistently learn, increase their knowledge base and implement new ways of working. We have seen how incorporating best practice and research outcomes in the implementation of new models of care can result in improved patient outcomes.

The innovative use of technology, especially to deliver services in the home or to our more remote and isolated community members, will be a key feature of improvements adopted over the coming years. This will see a focus on extending the availability of core services, extending the range of clinical speciality areas and peer support for the workforce.

The development of the CAH Quality Care Close to Home Strategic Plan 2022-2027 provides the opportunity to set a new direction for health service delivery. This strategic plan not only focuses on the next five-year period but also looks to adopt a longer-term perspective, to enable the health service to be better prepared for the future. We recognised that the needs of our community are constantly changing and that we need to adapt in-line with those changes. We see the next five-year period as an opportunity to:

- Provide quality care close to home
- Grow our workforce
- Grow our partnerships

Our strategic plan provides a clear guide for positioning CAH towards achieving the future we want for our community. It will assist us to focus our time, energy and effort for greatest impact, while addressing the daily issues our health service routinely faces. We have selected four priority areas to focus on over the coming five-year period:

Community Health

We build meaningful partnerships and capability with our community to ensure delivery of evidence-based health care designed to achieve optimal outcomes.

People & Culture

We attract and retain exceptional employees, volunteers and sub-contractors committed to our purpose and values by fostering an inclusive work culture and an environment where we feel proud to work, engaged, empowered, safe and everyone matters.

Innovation & Partnerships

We create strategic and collaborative partnerships to leverage innovation and opportunities that improve health care services and outcomes for the community.

Sustainability

We embrace sustainability and manage risk by being innovative and efficient in the management of CAH's resources, financial performance and the environment.

Our four key priority areas will ensure we meet our community needs. They will assist us to develop and support high quality services for the community, underpinned by data and consistent with contemporary evidence. We will improve the health status of the community while safe guarding equity, fairness of access and responsiveness.



About Colac Area Health

Colac Area Health is located within the rural city of Colac in the foothills of the scenic Otway Ranges and meets the health care needs and wellbeing of more than 32,000 people in the Corangamite, Colac Otway, and Surf Coast Shires.

Colac Area Health provides unique, integrated health services encompassing Urgent Care, Acute Care, Aged Care, Surgical Services, Palliative Care, Community and Home Based health and wellbeing services including allied health, district nursing, social support, counselling, family support and Orange Door Access Point.

Partnering is a key element to ensure a broader range of services is delivered including Mental health and Dental services.

Health promotion is a key activity where we partner with to improve the health and wellbeing of the community.

CAH delivers across all settings: in the hospital and increasingly in the community and peoples homes.

CAH delivers services across multiple sites including Birregurra, Miller House, Neighbourhood House and Youth Health Hub.

Residential Aged Care is a key service of CAH with 65 beds available and further service provision growing in respite care and Transition Care Program.

Additionally CAH is committed to the ongoing development of our workforce through teaching and research.

The safety of our staff and patients has been paramount and we adopt a continuous improvement approach to meeting the changing needs of our staff, patients and the community

CAH plays a leadership role within our community, working with business and community leaders to provide improved levels of care, support and a united and targeted response to the management of public health issues.

What we know about our community and CAH:

- We have an ageing population with significant health risk factors and burden of disease
- There is growth in people with chronic disease seeking long term management and urgent care services
- CAH's urgent care infrastructure is not adequate to support the current levels of activity
- There is opportunity for review of services and design to meet current and future needs of the community
- CAH is working in partnership as part of a larger health system to improve local service delivery
- We support other health and community services in delivering care



Quality Care Close to Home Strategy 2022-2027

Our vision

To be a trusted leader in integrated health care through operational excellence, innovation and compassion.

What this means:

Our vision sets out the future we want to create and places our community at the forefront of person-centred care.

Our vision supports our commitment to be a trusted leader in integrated health care.

Will we achieve this by:

- Improving Community Health Outcomes
- Creating a Culture of commitment, service and excellence
- Creating Innovation and Partnerships
- Ensuring financial and service Sustainability



Quality Care Close to Home

Strategy 2022-2027

Our purpose

To be the trusted provider of optimal health outcomes by delivering or facilitating integrated person centred care, achieving excellence through partnerships, research and innovation.

What this means:

For our patients and residents

We are committed to safe, effective, person-centre care – where high quality is experienced every time.

For our community

We support our community's wellbeing through the delivery of critical and relevant health care services in partnership with others.

For our Staff, Volunteers, Sub-contractors, Students and Partners

We work in an environment where everyone counts, is cared for and supported in the delivery of service.

Our Values

Our values underpin our Purpose and Vision and drive the qualities and behaviours that we believe will set the foundation for our future success.

They confirm our commitment to common goals based on Compassion, Respect, Integrity, Collaboration and Accountability and are designed to create an organisational culture that reflects, "what we stand for".

As a value based organisation we will collaborate and work openly with each other, our community and partner organisations to jointly achieve improved outcomes for our patients and clients.

In collaboration with others we will bring our best and be guided by the needs of our patients, bringing commitment, integrity and energy to everything we do.



Compassion

We are committed to keeping the patient at the centre of our care with understanding, empathy and personal kindness.



Integrity

We honour our word and act with honesty, transparency and fairness.



Respect

We treat all people with courtesy, kindness and professionalism.



Collaboration

We will work together to achieve the best possible health outcomes for our community.



Accountability

At CAH we will be responsible for our decisions, actions and competence.

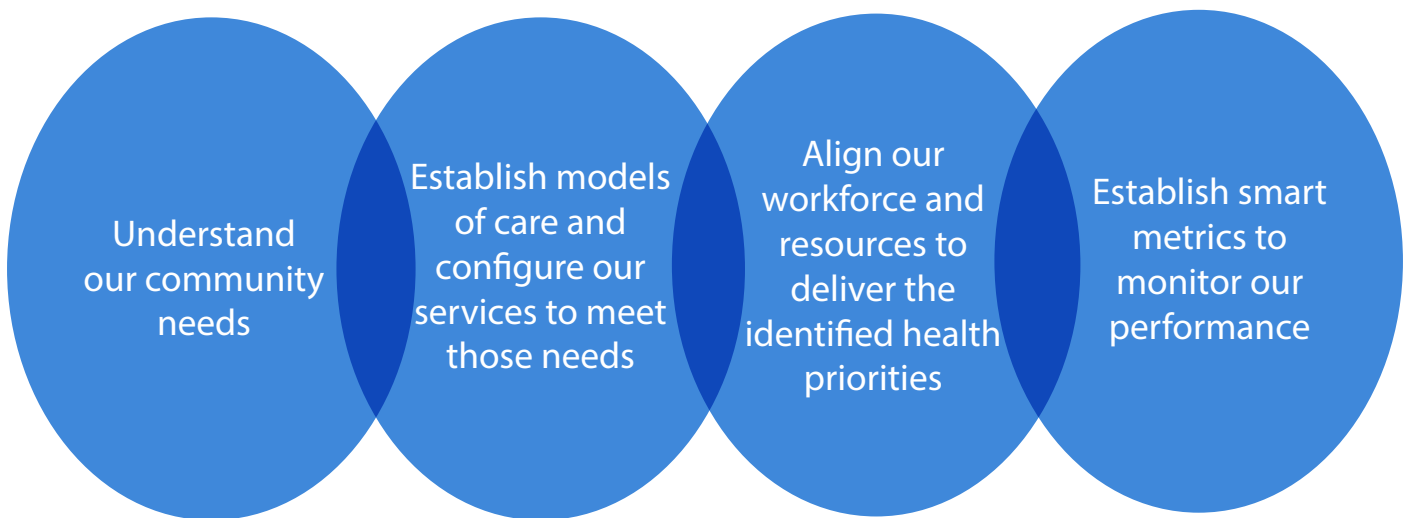
Our Strategies

1.0 Community Health

CAH will build meaningful partnerships and capability for and with our community, ensuring delivery of evidence-based health care designed to achieve optimal outcomes.

Our objective is to see sustainable improvement in our community's health and wellbeing.

Therefore, we must:



We will need to have open and transparent reporting; a continuous focus on improving efficiency and effectiveness of all services to improve and deliver the greatest value.

What we want to achieve:

Is to provide quality and safe care, ensuring the needs of our clients, their loved ones, and their carers are at the centre of everything we do.



1.0 Community Health

How we will do it:

1.1

CAH will implement a care coordination model so patients know:

- they are listened to,
- that they understand the different care options available to them &
- they are involved as much as they want to be in making decisions about their care

1.2

Provision of consumer centred care for those living with one or more chronic disease conditions through integrated multi-disciplinary care with a focus on building self-efficacy and self-management.

1.3

CAH will implement a digital model of care with a focus on:

- home based care delivery, including remote monitoring
- expanding access to specialist services & allied health via a video enabled telehealth model.

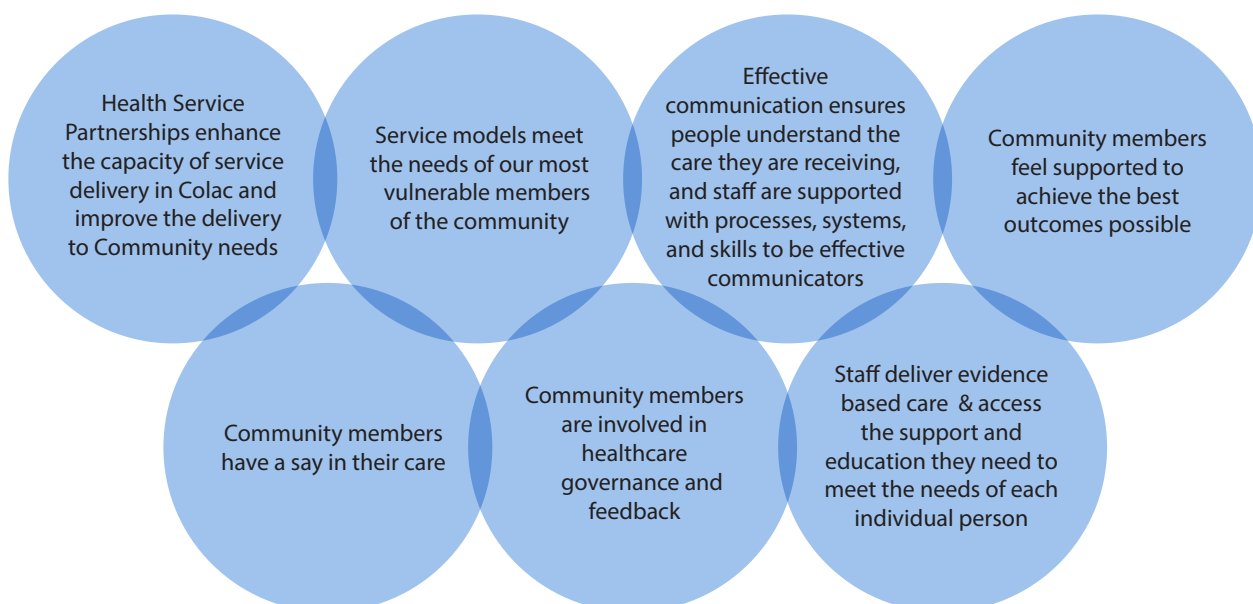
1.4

Consumers are provided with useful information on how to access care.

1.5

CAH will measure and enhance the client experience; engage consistently; provide appropriate care close to home and continue to uphold the highest standards of safety & quality.

What success will look like:



2.0 People & culture

All CAH staff, volunteers and sub-contractors make an essential contribution to the health of our community.

CAH will attract and retain exceptional employees, volunteers and sub-contractors committed to our purpose and values by fostering an inclusive work culture and environment where we feel proud to work, engaged, empowered, safe and everyone matters.

It is our ambition to establish within CAH a culture that supports staff to grow, learn, innovate, and achieve. We will encourage our workforce to be leaders internally and externally and thereby ensure we attract and retain the best and brightest rural healthcare workforce.

What we want to achieve:

To support the workforce to deliver excellent care.

CAH will develop an innovative approach to recruitment and workforce development based on best practice.



2.0 People & culture

How we will do it:

2.1

CAH will embed a values-based culture through symbols, rituals and processes that support the workforce to behave and act consistently with CAH values by:

- Developing and implementing a staff health and wellbeing plan &
- The development & implementation of a rewards and recognition program.

2.2

CAH Staff participation in the People Matters Surveys is maintained and achieved at the levels specified in our Statement of Policies so we can clearly measure employee satisfaction, engagement and Work Health & Safety.

2.3

CAH will embed a diversity and inclusion strategy resulting in increased recruitment and retention

2.4

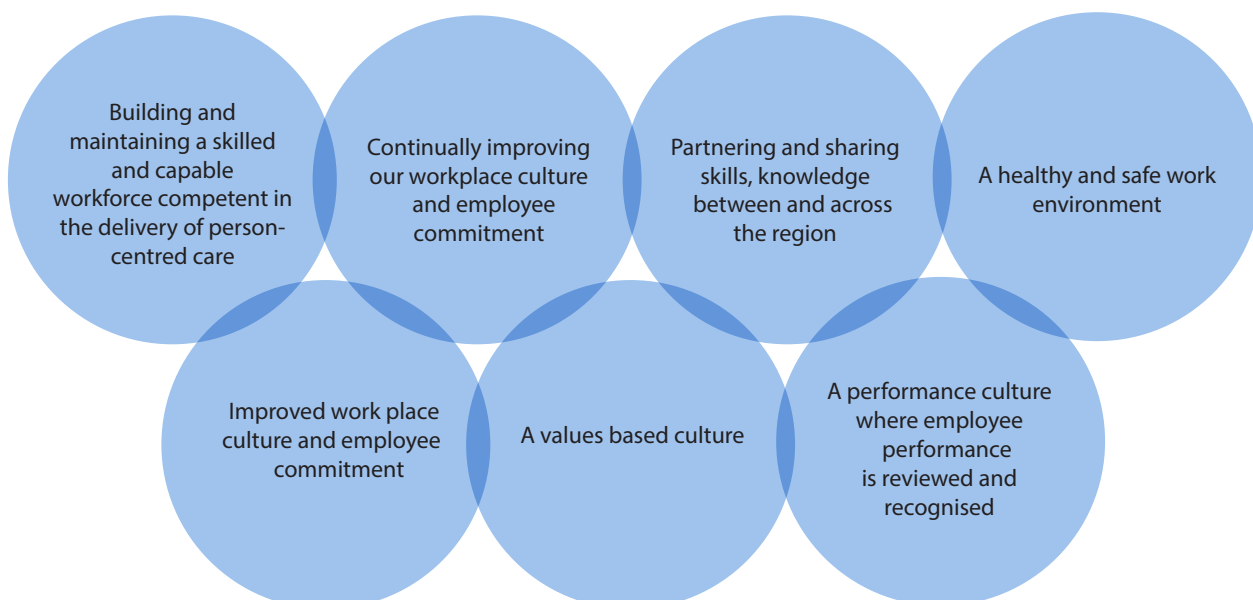
CAH will closely monitor and manage

- Work Health & safety incidences
- Lost Time Injury Frequency Rate
- Leave Liabilities

2.5

CAH will measure and enhance the client experience; engage consistently; provide appropriate care close to home and continue to uphold the highest standards of safety & quality.

What success will look like:



3.0 Innovation & partnerships

CAH creates strategic and collaborative partnerships to leverage innovative opportunities that improve health care services and outcomes for the community.

Partnerships are critical in establishing a sustainable health system that ensures all our community members can access high quality and safe health services.

CAH will continue to explore and lead ways to partner more broadly and effectively to achieve wider and better health outcomes that are focused and efficient.

We will do so by maximising partnerships; building a better referral process between health services; using technology enabled access to specialised services and support other providers to deliver more services for our community where it is viable and appropriate.

What we want to achieve:

Is for CAH to work with others to deliver a more integrated service that improve patient outcomes and experience.



3.0 Innovation & partnerships

How we will do it:

3.1

CAH will review and implement improvements in health journeys, pathways, continuity of care and partnerships for service delivery for:

- Aged Care Services, home based care through to palliation (incorporating outcomes from the Royal Commission) & Geriatric Evaluation Management program.
- Surgical & Clinical Services, (utilizing the Department of Health's Clinical Capability Framework and Partnerships Structures)
- Primary Care, community health home based through to bed based sub-acute services (incorporating the outcomes from the Family Violence and Mental Health Royal Commissions)
- Mental health through headspace partnerships
- Effective partnerships in diagnostic services

3.2

CAH will establish and implement a Clinical Governance education and safe and effective care innovation program

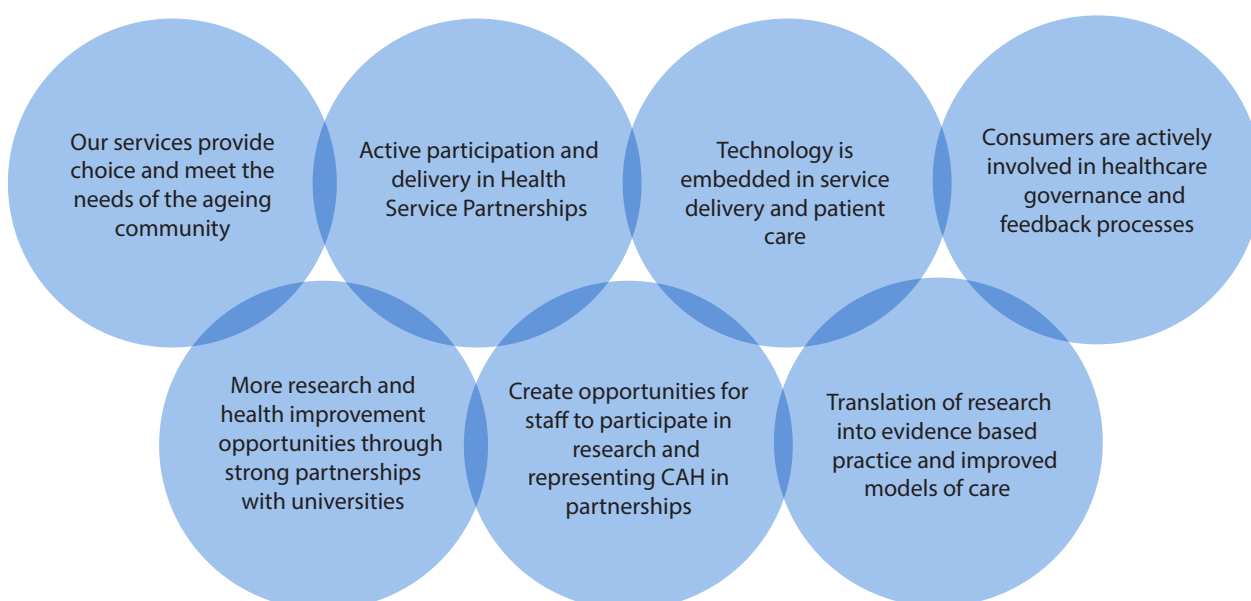
3.3

CAH will utilise the Clinical Service Plan to identify, develop and implement key services for the community

3.4

By ensuring evidence based practice is embedded in service delivery

What success will look like:



4.0 Sustainability

We embrace sustainability and manage risk by being innovative and efficient in the management of CAH's resources, financial performance and the environment.

Our health service is built on our values, which distinguishes us and guides our decision-making and actions. We conduct ourselves in a financially responsible, socially and ethical manner. We maximise our available resources and adopt innovative approaches to ensure value for our community and funders. We protect the environment and benefit the local community in which we work.

What we want to achieve:

Is CAH ensures that the services and the way we provide services are sustainable.



4.0 Sustainability

How we will do it:

4.1

In partnership with the Department of Health CAH will develop a Master Plan

4.2

Through the development and management of our Asset Management program we will ensure our assets and infrastructure are fit for purpose, environmentally sustainable and aligned to a new Master Plan

4.3

CAH will develop and implement a comprehensive ICT strategy to compliment emerging service models and streamline continuity of care including infrastructure upgrade.

4.4

In partnership with South West Alliance of Rural Health, implementing a roadmap with a focus on building the cyber security capability and capacity across the health service

4.5

By developing our managers capability in financial management, resulting in improved sustainability.

4.6

CAH will develop and implement an environmental sustainability plan.

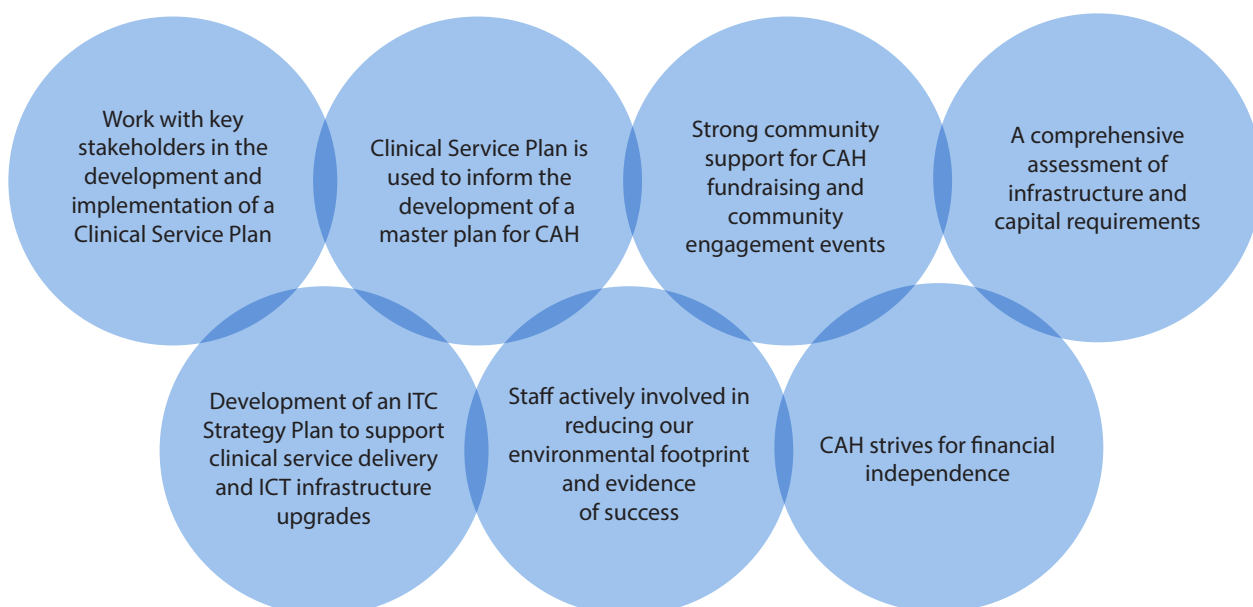
4.7

CAH will maximize revenue sources through partnerships, management of activity and grant applications.

4.8

In partnership with CAH Foundation, develop and implement a fundraising strategy.

What success will look like:





Contact Us

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