



Orbost Regional Health

Strategic Plan
2022-2027





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Acknowledgement of Country

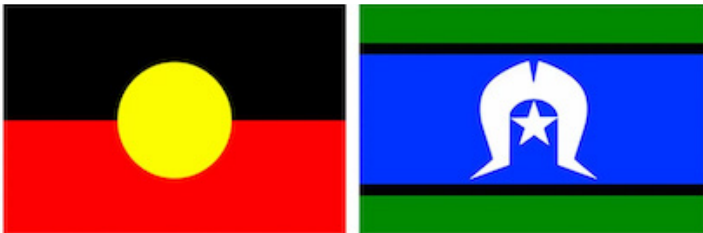
Orbost Regional Health proudly acknowledges
Victoria's Aboriginal communities
and their rich culture.

The health service pays respect to
their Elders past and present.

We acknowledge Aboriginal people as Australia's
first peoples and as the Traditional Owners
and custodians of the land and water
on which we rely.

We recognize and value the ongoing
contribution of Aboriginal people
and communities to Victorian life
and how this enriches us.

We embrace the spirit of reconciliation, working
towards the equality of outcomes and ensuring
an equal voice.



A Message From Our CEO and Board Chair

We are excited to present Orbst Regional Health's 2022-2027 Strategic Plan.

It provides our organisation with the opportunity to continue delivering health services to the Orbst community.

This strategic plan was developed with contribution from our staff, community, Board, and executives to develop and envision ORH's future purpose and strategic direction.

The rise and continuation of COVID-19 and social restrictions has further highlighted the increased need for high-quality and accessible health services that are close in proximity to our community.

Throughout the pandemic, and the strategic development process, we have been able to adapt to meet the needs of our community and we endeavour to continue providing the same level of quality care.

The future strategy emphasises the importance of strong and healthy partnerships with surrounding hospitals and health services with the goal of developing regional, sub-regional, and local action plans, through increased collaboration and uniform success metrics.

This demonstrates our deep desire for teamwork, ensuring excellence in our care, and a community that can confidently rely on our services.

Over the last few months, our emphasis on collaboration has been reflected through the inclusion of all staff, executives and Board members in defining the future of our organisation. This extended to our external stakeholders, including partnering organisations, and the community.

Through our consultative and design-thinking processes, our organisation has been able to develop mutually agreed upon strategic pillars, objectives, actions, and success metrics that we believe will enhance organisational performance, and long-term health outcomes for our community.

We are in full support of the future strategy and invite you to join us in supporting our vision for providing the Orbst community with high-quality and accessible care in the short, medium, and long-term.



Chief Executive Officer
Vicki Farthing



Board Chair
Peter Van den Oever

We Are Orbost Regional Health

We are a major public healthcare provider located in Far East Gippsland, delivering a broad array of health services across Aged Care, Primary Health, and Acute Services in support of our community.

Orbost Regional Health (ORH) is a major regional health care provider for the Orbost community and the largest employer in the region, with over 180 staff members.

As a small community, we aim to remain strongly connected to our people, through consistently requesting feedback, and implementing a mindset of continual growth and sustainability.

Our healthcare services are tailored to the needs of our community, and we work in synergy with our partnering healthcare providers to complement our provision and delivery of services.

We consistently ensure the delivery of our care is moulded and guided by the policies and strategies outlined by the Victorian Department of Health.

Serving our community

Orbost Regional Health's key priority is to care for the community, and to build positive health outcomes across the Far East Gippsland region.

We have been a pivotal organisation supporting our community through difficult times such as the bushfires and rise of COVID-19.

Our services aim to reflect the current and future needs of our population, and we constantly reassess our performance to ensure we are meeting the needs and expectations of our people.

What services do we provide?

We are extremely proud of the diverse range of services we provide to the community, both at our facility, and across the community.

Our services are categorised by:

Hospital

- Urgent Care
- Acute Health
- In-patient services
- Allied Health
- Dental
- Medical Clinic
- Rehabilitation

Aged Care

- Waratah Lodge is a high-level residential aged care facility staffed by registered and enrolled nurses, personal carers, leisure staff and weekly doctor visits
- Lochiel House is a low-level residential aged care facility staffed by enrolled nurses and personal carers

Community Services

- Community groups
- Counselling and family support (including financial)
- Physical health and rehabilitation
- Home care (allied health)

The Future of Orbst Regional Health

A strong organisation with an impeccable reputation across the community as a foothold for the growth and success of the community

The Strategic Development Process

Our strategic development process involved extensive qualitative consultations with the internal organisation, community, and external partners to ensure that everyone felt part of our mission and purpose.

In addition, we scanned the current health population data and emphasised the importance of informing our community of our strategic progress, to ensure that we were fulfilling both the organisation and community's expectations over the next five years.

Therefore, our pillars, actions, and key metrics of success reflect the input from a wide variety of individuals who have diverse impacts on the organisation every day.

Accordingly, we have designed a Strategy Implementation Roadmap to be implemented over the next 5 years with senior executives assigned as leaders of each strategic pillar.

We will track success of the plan through evidence-based evaluation and undertake an annual Strategy review to ensure continuous success.

The Strategic Development Key Outcomes

As a result of the three-month journey, Orbst Regional Health developed:

- Clear organisational Vision, Mission, and Values
- Strategic Pillars
- Strategic Actions (for each Pillar)

Implementation of the strategic plan will enable us to respond to increasing service demands, and future sector and regional change, whilst improving partnering opportunities, organisational culture, and community connection.

Our Vision, Mission and Values

Through the collaborative strategic development process, we developed our vision, mission, and values for the next five years

Our organisational vision

"Outstanding Rural Healthcare;
leading our community to a
healthy future"

Our organisational mission

"Accessible high-quality care to
a diverse range of consumers
in Far East Gippsland"

Our organisational values

RESPECT

Respect, dignity and worth of all people
Seek to understand others' perspectives,
experiences and contributions
Treat all people fairly and without
discrimination

COMMUNITY

Reflect and seek feedback to inform and
shape our work
Encourage healthy lifestyle choices
Have a multi-disciplinary team
approach to deliver integrated care

EXCELLENCE

Flexible, creative, and responsive
to changing needs
Continually strive to deliver efficient, innovative,
and evidence-based healthcare
Value and support our people to excel through
learning and development
Seek to positively influence, inspire and empower others

INTEGRITY

Open, honest, and transparent
in dealings with others
Trustworthy and what we say,
we will do
Provide support in a professional manner
Protect privacy and maintain
confidentiality with others

COMPASSION

Have empathy for people and seek to
understand their perspective
Involve people in decisions that affect
their lives
Address concerns with kindness
and consideration



Strategic Pillars 2022-27

Through the collaborative strategic development process, we developed our organisational strategic pillars for the 2022-2027 period.



People

Supporting and motivating our people to continue on a path of professional development and maintain a highly-skilled and engaged workforce.



Services

Maximising our capabilities and identifying community needs through our provision of services and utilisation of innovative technological infrastructure.



Community

Partnering with our stakeholders and utilising opportunities to build a stronger organisation and connection with the community.



Quality & Safety

Ensuring robust governance through transparency and accountability to provide high quality care and safety across our organisation.



People

ORH will remain focused on developing the Orbost region as an attractive and desired location, whilst providing staff with continued development opportunities to increase talent attraction and retention.

GOALS	OBJECTIVES
Provide an attractive physical and social environment for staff	<ul style="list-style-type: none">• Develop partnerships that create social/professional attraction packages for recruitment• Elevate the visibility of geographic area to potential recruits• Develop and enact an attractive housing solution for new staff• Develop a social networking initiative for the retention of new staff
Provide a working environment that is desirable and supportive for the retention and recruitment of staff	<ul style="list-style-type: none">• Enable training and development pathways facilitated by external partners• Develop career pathways across ORH• Provide staff with the opportunity to enhance professional skills• Develop succession plans for specified roles
Promote and enable healthcare careers in our community	<ul style="list-style-type: none">• Create initiatives to increase talent development and growth locally• Build, maintain, and support a skilled and adaptable workforce• Foster a positive workplace culture that values and encourages all staff• Develop a VCAL partnership with Orbost Secondary College
Grow and support a motivated and engaged workforce	<ul style="list-style-type: none">• Listen to staff to ensure continuous improvement in the workplace• Increase staff desire and willingness for technology adoption

Community



ORH will capitalise on opportunities to build and maintain strong ties with the Orbest community by increased receptiveness to feedback and taking subsequent action.

GOALS	OBJECTIVES
Develop productive partnerships with our stakeholders	<ul style="list-style-type: none"> • Develop relationships with critical ORH partners • Continue to foster regional partnerships through being an active member • Ensure involvement in initiatives that promote better health for the community
Grow and integrate relationships with the community that are visible and valued	<ul style="list-style-type: none"> • Provide transparent information to the community through data collection and analysis • Identify roles within the community, means of engagement and other community organisations • Increase communication through different channels and initiatives • Be an active member of the community
Develop our role as an active and connected community health partner	<ul style="list-style-type: none"> • Increase community health literacy to improve navigation of the health and aged care system • Maintain and build partnerships to provide optimal health care to the Indigenous community • Actively listen to opportunities from and within the community • Increase health promotion across the community to increase prevention of illnesses
Organisational decision-making with an ethical lens	<ul style="list-style-type: none"> • Be an environmental leader in the Orbest community • Ensure executive decision-making is driven by an ethics-focused framework



Services

ORH will identify community and customer needs whilst delivering aligned, high quality, and innovative services

GOALS

OBJECTIVES

Maximise service delivery by adopting contemporary and innovative digital healthcare solutions

- Increase the technology maturity of ORH
- Ensure digital is a critical pillar of ORH's future service delivery
- Increase the acceptance and adoption of digital health in the community

Enhance future facilities to complement services in line with expansion and community needs

- Identify priority community healthcare needs from current data
- Services meet the health priority needs of the community
- ORH facilities continue to support the delivery of contemporary health care
- Ensure the successful implementation of changes to ORH's service delivery model
- Provide better care with a person-centred approach in access and treatment
- Integrate patient care and individual needs on a seamless single system

Strengthen collaboration with Partners to enhance future provision of health services

- Maintain active participation in partnership forums
- Utilise partnerships to enhance service provision
- Evaluate outcomes of current and future partnerships to maximise future provision of health services

Deliver services for the role ORH plays in the Far East Gippsland community

- Ensure ORH remains confident on the role the organisation plays in the Far East Gippsland community for the delivery of health care services
- Ensure ORH has the ability to provide outreach services to the Far East Gippsland community to meet its role
- Ensure services required to meet the needs of the Far East Gippsland community are sustainable and incorporated into the ORH service delivery model



ORH will maintain focus on building a skilled and highly qualified workforce, whilst providing transparency and accountability to provide high-quality care and safety for existing and future consumers.

GOALS	OBJECTIVES
Provide a skilled, valued, and compassionate workforce	<ul style="list-style-type: none">• Workforce meets all credentialling requirements• Workforce participates in upskilling activities to ensure quality and safety• Remain updated on latest medical evidence-based care that translates into high-quality service delivery
Exceed compliance with all relevant statutory requirements	<ul style="list-style-type: none">• Achieve accreditations across all services• Ensure audit recommendations are fully implemented and adopted• Adopt a risk management approach that ensures all relevant statutory requirements are met
Right care, right time, right place	<ul style="list-style-type: none">• Appropriate assessment and care planning in consultation with consumers• Timely access to individualized care• Patients managed within ORH capabilities and appropriate referral pathways for ongoing care
Patient is the centre of the care journey	<ul style="list-style-type: none">• Consumers and/or families (and ORH) work together in partnership throughout healthcare experience• Consumer feedback is utilised to improve future care, patient experience and promote access to quality care

Bringing Our Strategic Plan to Life

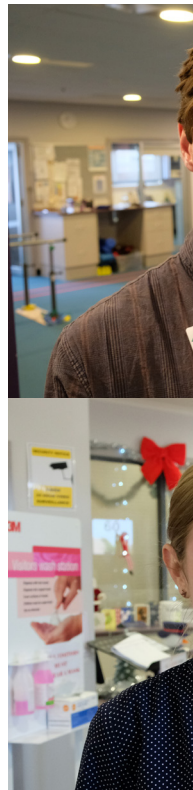
This Strategic Plan provides a pathway for Orbest Regional Health to follow over the next 5 years that is consistent with National and State health priorities and will be responsive to community needs.

The plan provides guidance on how and where ORH should be investing our time, energy and effort to improve the health of the community and continue to develop a vibrant and responsive health service that seeks innovative ways to increase access to services.

Using a phased approach towards achieving our objectives will allow us to maximise engagement with our staff, stakeholders and community, while enhancing the plan as we progress and remaining relevant to changing community needs and new innovations.

Orbest Regional Health is proud to present this 5 year Strategic Plan and is committed to working towards achieving these objectives.

We make a commitment to review progress towards achieving our strategic objectives on an annual basis and providing that feedback to our community.







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