



STRATEGIC PLAN 2017-2022

OUR VISION

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



WHY

Our vision, role and values provide the foundation of our Strategic Plan for the next 5 years. The plan sets out 4 Strategic Objectives to provide focus and direction for the organisation. Each objective has actions and outcomes to ensure we deliver on our vision.

ABOUT US

Orbost Regional Health is located in the picturesque region of Far East Gippsland and supports Orbost and surrounding isolated communities. It provides inpatient, primary, residential aged care, home-based and community-based services for these communities. It enjoys strong community support and excellent relationships with service partners.

In 1994 Orbost Regional Health (ORH) was established as a multi-purpose service (MPS) under an agreement between the Commonwealth and Victorian Governments, to deliver a service model that meets the community's needs best with the available funding. This model has worked well and we anticipate it will do so into the future.

Our biggest challenge is to continue to understand and meet the needs of a changing community. Whilst there is no significant change expected in the number of people in the community we support; it is clear that our population is ageing and has decreasing income levels. Economic and industry restructuring have affected employment opportunities, and it is anticipated that the number of working-age people living in the area will decrease. Orbost Regional Health is in a unique position in the region to support the community as it responds to these challenges.

Orbost Regional Health is the major employer in the area and a significant contributor to community viability. Most importantly, we provide the services that support the community to achieve a healthy future. We provide support for local community initiatives and assistance to community organisations. Our relationships with key partners are strong and an influential partner in promoting the health and wellbeing of our community.

Our focus now is to build upon the important and influential role we have in this community and to turn the challenges we face into opportunities for our community to achieve a healthy future.

OUR COMMUNITY



Top presentations to both hospital and medical clinic are related to chronic diseases such as; diabetes, airways disease and heart health

Our 2016 health needs survey highlighted lifestyle factors such as smoking, harmful use of alcohol and being overweight or obese, as the main reasons for poor health. Social connection, access to counselling and mental health care were also identified as high needs in our community.



Population aged 70 years and over is projected to increase 60% by 2031



Rural and remote communities have poorer health than metropolitan areas



3.8% of our population have a profound or severe disability



Median weekly income is \$458 well below Victoria's \$644



3.8% of our population speak a language other than English at home



Homelessness and food insecurity are issues for our community



4.7% of our population identify as Aboriginal or Torres Strait Islander



Basic food costs 38% of weekly family income



27% of the population completed their education at Year 10 or below



OUR ROLE

Orbost Regional Health is committed to delivering a range of health and community services to meet the needs of the Far East Gippsland communities by:

- ▲ Connecting and providing safe, high quality healthcare services
 - ▲ Partnering with people as they make healthy choices
- ▲ Providing a supportive workplace to attract, develop and engage a motivated workforce.
- ▲ Delivering efficient and sustainable healthcare for the best value

OUR VALUES

RESPECT

- ▲ We respect the dignity and worth of all people
- ▲ We seek to understand others' perspectives, experiences and contributions
- ▲ We treat all people fairly and without discrimination

INTEGRITY

- ▲ We are open, honest and transparent in our dealings with others
- ▲ We are trustworthy and do what we say we will do
- ▲ We provide support in a professional manner
- ▲ We protect the privacy and maintain confidentiality of others

COMPASSION

- ▲ We have empathy for people and seek to understand their perspective
- ▲ We involve people in decisions that affect their lives
- ▲ We address concerns with kindness and consideration

EXCELLENCE

- ▲ We are flexible, creative and responsive to changing needs
- ▲ We continually strive to deliver efficient, innovative and evidence based healthcare
- ▲ We value and support our people to excel through learning and development
- ▲ We seek to positively influence, inspire and empower others

COMMUNITY

- ▲ We are reflective and seek feedback to inform and shape our work
- ▲ We encourage healthy lifestyle choices
- ▲ We have a multi disciplinary team approach to deliver integrated care
- ▲ We enjoy and take pride in our community

STRATEGIC OBJECTIVES



OUR CONSUMERS

Meeting the health needs of our community

ACTIONS	OUTCOMES
Adopt and promote the Victorian Achievement Program to develop locally relevant population health and wellbeing programs.	Meet the benchmarks of the achievement program in the key priority areas of healthy eating and physical activity.
Ensure equitable service access for Aboriginal people and all diverse groups within our community.	Fully utilise the community packages available to enable our consumers to remain at home. Evidence of increased access through referral and shared care plans for diverse consumers.
Provide services that meet the needs of our older people including dementia specific residential aged care.	Funding secured to build an integrated Residential Aged Care and Acute facility with dementia specific capacity.
Improve health literacy by encouraging our consumers to understand their condition and how to manage it.	Increase the number of people who report better understanding of their health condition after visiting their doctor.
Partner with consumers and other providers to create an integrated primary, acute and aged health system.	Reduce hospital admissions for preventable and chronic conditions by 10 percent over 5 years. Evidence of consumer and partner's input into integrated service delivery and design that is person centred.

Ensure consumers receive safe and effective healthcare

ACTIONS	OUTCOMES
Expand the consumer experience program at Orbest Regional Health.	High level of patient / consumer satisfaction with healthcare as measured by patient experience surveys.
Continuous improvement against all accreditation standards.	Accreditation standards are met or exceeded.
Enhance shared team care planning for consumers with complex needs.	Target met across the organisation of 80% of consumers signing their team care plans which indicate their understanding of goals and expected outcomes.
Ensure access to local care wherever safe to do so, or facilitate transfer to the most appropriate service in a timely manner.	Case reviews and recommendations made for any unplanned transfers or unexpected outcomes.
Create and adopt flexible and innovative practice models to provide safe and effective care.	Contemporary practice models in place.

OUR PEOPLE

Attract, develop and engage a motivated healthcare workforce

ACTIONS	OUTCOMES
Promote and support the safety, learning, health and wellbeing of our staff.	<p>Increase the professional development hours accessed across the organisation annually.</p> <p>Increase the number of RIPERN credentialed nurses over five years.</p>
Embed a culture that promotes and encourages innovation, leadership and collaboration.	Annually increase the staff engagement as measured by completion of the People Matters Survey.
Support sub regional initiatives for medical, nursing and allied health recruitment and retention.	Partnership models in place with sub-regional stakeholders.
Continue to promote career options within a rural setting.	Increase the number of students and graduates that undertake placements or employment at Orbst Regional Health.
Expand our volunteer program to enhance our resident and consumer experiences.	Increase the range of programs that volunteers are actively involved in.

OUR BUSINESS

Efficient and sustainable healthcare delivered for the best value

ACTIONS	OUTCOMES
Benchmark our business and clinical performance to ensure sustainable funding.	Achieve benchmarks as defined within annual performance report. Communicate our service performance measures and results to Board quarterly.
Risks reviewed and monitored regularly to support our strategic direction.	Approved master plan for integrated aged care by Dec 2018.
Equipment, infrastructure and assets are modern and geared to relevant demand.	Annual asset replacement aligns with prior year financial result.
Strengthen and enhance Information Technology capacity and capability with others.	Information Technology infrastructure in place to meet future demand.
Adopt innovative technology to maximise our energy efficiency.	Reduced organisational energy costs and carbon foot print.

Orbost Regional Health



MULTI PURPOSE SERVICE





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