



Castlemaine Health

Strategic Plan 2020-22

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Introduction

Vision

Exceptional care of every person, every time

Mission

A well run and trusted organisation that engages with the community to provide high quality health services.

Values

Integrity, Care, Unity, Excellence

Purpose

To enhance the health and wellbeing of our community

Background

This plan sets Castlemaine Health's true north, stewarding us from the present to the future. At its very core is the unwavering attention we give to those in our care, our staff and our community.

The plan itself is a collaboration between Castlemaine Health and the community. It sets a way of working that embraces openness, partnerships and innovation. It calls for enhanced partnerships within the health sector and with community stakeholders. It demands authentic community collaboration where community is part of the organisation's leadership.

The plan is a clear framework for decisions and action for the next three years. It directs our efforts towards achieving the regional and rural health goals set out by the Victorian Government in *Health 2040; Advancing Health, Access and Care Guidelines* of Better Health, Better Access and Better Care.

Fundamental to achieving the goals and outcomes detailed in this plan is collaboration with our staff, volunteers, visiting medical officers, partnerships with other health and wellbeing agencies and of course, our community.

Our plan

This Strategic Plan was built through the generous contribution of many people.

It is the continuation of community consultation that was so well supported by the Mount Alexander Shire community. That consultation asked the community about the health services they wanted for themselves and their families. To find out, we held 11 roundtable discussions, presented to forums, clubs and meetings, and took comments, ideas and suggestions from almost 1200 people.

One of the key insights uncovered was that our community wanted to see much closer working relationships in health that moved the focus from 'treating illness' to 'promoting wellness'. The community wished to see wellness and health promotion services delivered jointly between local providers. They wanted partnership arrangements that acknowledged shared goals and capitalised on operational efficiencies.

The next step of our journey was to hold a planning day to help us understand our past and current situation, and to explore future possibilities. We invited our staff, our partners, members of the Mount Alexander community, and the Department of Health and Human Services to attend. We welcomed over 80 people on the day.

The results from this workshop and earlier community, local and regional partnership consultations are embedded into this plan. The plan is a fine balance between the practical of what's required to maintain the service right now and what will make sure Castlemaine Health is a leader in rural health service delivery in the future.

About us

Castlemaine Health is part of the Victorian public hospital network. We deliver a range of health services to people living in and around the Shire of Mount Alexander.

We provide care to patients in our Urgent Care Centre, Acute, Maternity and Subacute. Our Community Rehabilitation Centre delivers allied health services and offers specialist appointments. Our aged care accommodates a close-knit community supported by caring, local staff. We deliver nursing and palliative care services to people in their homes. We offer social support and activity programs in the community. We host medical and allied health students, and offer work experience placements. We are a registered provider for the National Disability Insurance Scheme (NDIS).

While we have a significant focus on providing a wide range of safe and high-quality health services for the local community, Castlemaine Health also is an important contributor to the broader State and Regional healthcare system.

Castlemaine Health refers patients to, and receives referrals from, major regional and metropolitan health services. The process supports the need to transfer patients where specialist services interventions are required and also accept referrals back so that patients can be safely cared for locally.

Castlemaine Health works collaboratively with Bendigo Health to support the delivery of services will grow its objectives and to utilise Bendigo Health's expertise to support local health service delivery within our Shire.

Over 65% of surgical procedures and an increasing number of births and presentations to our Urgent Care Centre are for people who live outside the Mount Alexander Shire. Castlemaine Health also provides management services to Maldon Hospital, an arrangement that has been in place since the late 1970's.

Regionally we are a significant education provider. We welcome over 500 students for placements and training at Castlemaine Health each year in nursing, medical, allied health and other disciplines. By providing education we're actively upskilling local people across the Loddon region as well as contributing to the boarder State workforce.

Our community services, particularly Early Childhood Intervention and Health Improvement Programs, provide both agency-based and localised services to surrounding shires. The likely increase in demand for these and other community services are considered in our strategic focus on health and wellbeing.

Castlemaine Health is also an active member of the Central Victorian Primary Care Partnership and the Loddon Mallee Regional and Loddon Regional Partnerships. These partnerships are working to improve health, safety and efficiencies locally and across the region.

Castlemaine Health's Services snapshot

The following provides an indication of the current broad range and quantity of services provided.

Diverse workforce of 670 staff	100 volunteers deliver 80+ hours of service each week	500 trainees and students
300 subacute admissions	4,700 acute admissions	3,300 surgical services delivered annually
50 babies born	5,100 hours of district nursing visits	136 aged care respite admissions and 62 new residents
6500 Urgent Care presentations	17,300 face-to-face contacts through the Health Improvement Program	11,600 hours of social support

Over the next three years the service profile is likely to change significantly. There will be a greater focus on community services particularly as we explore the opportunities relating to a collaborative approach to the delivery of community services with other service providers in our shire. Castlemaine Health provides a unique service in the delivery of high care residential aged care services to our community. It is likely that demand for our residential beds will continue to be for people with complex needs aged care. This provides opportunities to develop specialist residential aged care services for our Community. Our urgent care services are expected to continue to rise, surgical services are near capacity, our subacute services will grow at a moderate rate and midwifery services will continue to be relatively stable.

Our community

The Shire of Mount Alexander is a local government area in central Victoria. It covers an area of 1,529 square kilometres with a population of around 19,000.

Local outlook

The Mount Alexander Shire has a positive outlook for the future. Castlemaine and its surrounding areas are increasingly seen as an attractive place to live. Rising house prices in Melbourne are encouraging more people of all ages to relocate to Castlemaine for retirement or to live and work as commuters to Melbourne.

While housing affordability in Castlemaine is better than metropolitan Melbourne, median house prices are increasing. This is putting pressure on the rental market with rental prices increasing. Castlemaine is also a popular tourist destination so an increasing number of landlords are also choosing to offer previous long-term rentals as short-term Airbnb lets.

The impacts of changing demographics and pressure on housing need to be closely monitored as homelessness and housing challenges have been shown to have a detrimental effect on health outcomes.

Local health services

One of the key factors for people choosing to live in Castlemaine is its highly regarded health and wellbeing services. The wide range of services available and their accessibility are greatly valued by the community. Sustaining the reputation and accessibility of these services is vital to our future directions.

Significant health care services in the shire are offered through Castlemaine Health, Castlemaine District Community Health, Mount Alexander Shire Council, Maldon Hospital, Windarring, Bendigo Health (community-based mental health services), and three GP clinics in Castlemaine and one in Maldon.

In the shire, poor health and wellbeing status occurs across ages and sexes. However, research shows that infants, children, males and the Indigenous population have notably poorer health status than others. This is especially true in the areas of:

- alcohol and illicit drug-related harm
- potentially avoidable hospitalisations and deaths
- mental health.

As the major employer in the shire, Castlemaine Health has a social obligation to ensure we remain a positive and sustainable organisation. Our plan considers future workforce and focuses on creating local opportunities for apprentices and trainees, Aboriginal and Torres Strait Islander people and those living with disabilities.

At the core of our ability to provide health services, is the availability of General Practitioner (GP) services. For many years Castlemaine has been well served by qualified and experienced GPs. However, the growing and rapidly ageing population has increased demand for GP services whilst, at the same time, a significant number of GPs are retiring from practice. In conjunction with a more competitive recruitment market and the

increasing value younger GPs place on lifestyle, retaining and sustaining GP services will prove challenging. However, availability of GP services is critical for the community’s health and wellbeing.

Castlemaine also has a diverse population with more than 11% of people identifying as sex and gender diverse (LGBTIQ+). Within the shire 5.1% of the population identify as living with severe and profound disability. While our local Aboriginal and Torres Strait Islander population is relatively low at 1.1%, we recognise that their health needs are high and that the provision of culturally appropriate services is essential. This means our strategic focus outline in this plan is around continuing to develop inclusive and welcoming services for our diverse community.

Mount Alexander Shire snapshot

<p>Aboriginal population higher (1.1%) than Victoria (0.8%)</p> <p>Indigenous people</p>	<p>By 2031 25% more people will live in the shire than do today</p> <p>Population</p>	<p>By 2026 the number of people aged 65+ will increase by 76%.</p> <p>Older people</p>
<p>A higher proportion of one parent families (16.1%) compared to Victoria (15.3%)</p> <p>Family</p>	<p>11% of residents born overseas</p> <p>Cultural diversity</p>	<p>Higher rates of hospitalisation for Illicit drug-related harm (33.7) compared to Victoria (25.3)¹</p> <p>Illicit drugs</p>
<p>33% have sufficient physical activity compared to 41.4% Victorians</p> <p>Physical activity</p>	<p>High/very high levels of psychological distress (17.2%) compared to Victoria (12.6%)</p> <p>Mental health</p>	<p>7.2% per 1,000 compared to 5.2% in Victoria</p> <p>Cancer</p>
<p>36.8% of the population experiencing rental stress compared to 27.2% of Victorians</p> <p>Rental stress</p>	<p>Higher estimated rate of potentially avoidable death (119.6) compared to Victoria (108.6)²</p> <p>Avoidable death</p>	<p>Alcohol related harm ambulance attendances were 84.1 compared to 56.8 for the Victorian population³</p> <p>Alcohol-related harm</p>

¹ Rates per 10,000 population

² Rates per 100,000 population

³ Rates per 10,000 population

Pillars, Goals, Actions and Outcomes

Pillar - Unwavering Care

We strive rigorously to ensure that everyone needing our clinical, emotional, and psychological support gets the best care, treatment and advice.

Unwavering Care Goals

- Targeted **health and wellbeing** indicators for the Mount Alexander Shire are continually improving.
- **Residential aged care** supports people to maximise their quality of life through personalised, compassionate and safe care.
- Exceptional **safety and quality** of services reflects a strong and positive organisational culture.

Actions	Outcomes
Improve safety and quality of acute, residential aged care and community services through strengthening clinical governance and driving consumer lead care by skilled and well-resourced staff	Yearly improvement in key clinical performance indicators for acute, residential aged care and community services.
Implement a new model of residential aged care using a mix of staffing that will provide the skills and resources that promote improvements in resident centred care.	Redesigned model of residential aged care developed, adopted and implemented. Positive upward trend in resident satisfaction.
Establish an integrated service delivery model for the Shire of Mount Alexander incorporating Castlemaine Health, Castlemaine District Community Health, Maldon Hospital and Bendigo Health to address health and wellbeing issues of alcohol and illicit drug related harm, potentially avoidable hospitalisations and deaths, cancer, mental health and promoting a connected and active ageing population.	The development of co-ordinated strategies that can be implemented through an Integrated service delivery model to address the targeted health and wellbeing issues for the Shire and Region.

Pillar - Brilliant Together

Together we are better and smarter than we are apart. We commit to collaboratively working with the community, staff and partners to positively impact the health and wellbeing of all.

Brilliant Together Goals

- *Locally integrated **health and wellbeing services** that also support delivery of services across the region and state.*
- *Our **community is empowered** to actively contribute to changes and strategic directions for improving their health and wellbeing.*
- *Castlemaine Health is an **inclusive organisation** that celebrates **diversity** and is a place of belonging for all.*

Actions	Outcomes
<p>Establish local partnerships to drive local health and wellbeing improvements.</p> <p>Through Rural Health Partnerships drive improvements in patient referrals and safety and skills of our workforce to influence the broader health agenda.</p>	<p>The current Mount Alexander Strategic Health and Wellbeing Partnership (MASHWP) is expanded to include other services and groups that have an influence on the community's health and wellbeing.</p> <p>Community awareness and access to community services has improved each year.</p> <p>Regional partnership strategies demonstrate improvements in better referral processes, an increase in our workforce skills and access to regional expertise.</p>
<p>Establish Castlemaine Health as an inclusive organisation that celebrates diversity, actively seeks to engage with the most vulnerable people and welcomes all.</p>	<p>All Access and Inclusion Plan 2018-21 actions implemented, including covering the DHHS specific priorities LGBTI met and evaluated</p> <p>Demonstrated welcoming for groups named in our Access and Inclusion Plan 2018-21.</p> <p>Established "Community Connector" network project has increased the connection between health and wellbeing service providers and those people who traditionally have a higher need for care and support but find access and inclusion is difficult.</p> <p>Positive consumer feedback.</p>
<p>Demonstrate community empowerment and support through active community, consumer and volunteer presence and participation in significant decisions at all levels of the organisation.</p>	<p>Number of volunteers increased.</p> <p>Membership of Community Consultative Committee is maintained and is reflective of the community profile.</p> <p>Marketing and communication strategy developed, implemented and evaluated.</p>

Pillar - Sustainable Future

We build on the foundation of a proud history and a progressive present to steward Castlemaine Health into a thriving future.

Sustainable Future Goals

- We have an **integrated model** delivering health and wellbeing services across our shire under new governance arrangements.
- We have **fit-for-purpose facilities** that enhance safety and quality of care.
- We have ensured **financial sustainability**.
- We have ensured **environmental sustainability** is front and centre of all decision-making.
- Our **leadership** ensures that our services are both safe and sustainable.
- The significant contribution of **staff, visiting medical officers and volunteers** is valued and acknowledged.
- Our **community** has a strong **ownership** in and **commitment** to Castlemaine Health.
- We embrace **new technologies and systems** to improve accessibility to services, gain efficiencies, and support the delivery of safety and quality of care.

Actions	Outcomes
Identify clear vision for future infrastructure needs that will enhance a greater level of efficiency, safety and quality of care.	Masterplan completed in partnership with Victorian Health and Human Services Building Authority and Department of Health and Human Services.
Progress positively towards financial sustainability.	Improvements in care and financial management achieved through service redesign. Long term opportunities for efficiency improvements integrated in the masterplan.
Put environmental sustainability front and centre of decision-making.	Targets outlined in our <i>Sustainability and Environmental Plan 2016-21</i> are met.
Improve client care and organisational performance by ensuring strong leadership with a focus on innovation and responsiveness to changing community needs and health care directions.	Leadership development programs in place for Board of Management and Executive Directors. Formal leadership and management development in place that identifies emerging talent and supports them to realise their potential.
Create a safe, supportive and healthy work environment that enables our people to thrive through strategies to improve leadership, culture, job satisfaction, health and wellbeing, and people's sense of being valued.	Evidence from Visiting Medical Officer and Volunteer surveys show that at least 95% feel that their value is appropriately acknowledged. Sick leave and Workcover premiums reduced.

	<p>Jobseekers' interest in working for Castlemaine Health measured and sustained.</p> <p>People Matter results for leadership, culture, job satisfaction staff health and wellbeing improve each year.</p> <p>Education strategies put in place to attract and retain staff in areas where retention is difficult.</p> <p>Strategies with secondary and tertiary education providers agreed to improve staff recruitment in clinical and non-clinical disciplines.</p>
<p>Put new technologies and systems in place to improve accessibility, achieve efficiencies and enhance care.</p>	<p>Clear IT vision and strategic plan developed and implemented to plan upgrades, monitor new technologies and identify funding sources.</p>

Pillar - Forever Curious

We are interested in everything around us. We are knowledge seekers who apply our learning in practical ways to make a tangible difference.

Forever Curious Goals

- We are acknowledged as an **industry leader** in the delivery of integrated health and wellbeing services in rural settings.
- We have **vital partnerships** with tertiary learning providers (TAFE, Universities) that extend our research and learning capability.
- We **look for learning** in obvious and unusual places.
- We demonstrate value and encourage **open and transparent communication**, deep listening and learning from others to explore new ways for reducing the gap in the care continuum and for connecting with hard to reach groups and individuals.
- **eHealth** provides future options for people to receive care locally or at home.

Actions	Outcomes
Implement an integrated model of health and wellbeing services that is consistent with the expectations and needs of the community that delivers a blueprint for others to follow.	Acknowledged as a leader in rural settings for delivering integrated health and wellbeing services.
Create partnerships with tertiary learning providers (TAFE, Universities) that extend our research and learning capability.	Regularly initiate and take part in research that aims to improve health and wellbeing outcomes.
Reduce the gap in the care continuum and connect with seldom heard groups and individuals.	<p>New and innovative ways of connecting with seldom heard groups and individuals identified.</p> <p>Gap in the continuum of care identified each year and action taken to close it.</p> <p>Opportunities to enable creative ideas for improving the care and efficiency of the organisation encouraged and developed.</p>
Expand and explore eHealth to improve access to care.	Community's home care needs assessed and potential eHealth solutions identified.

Monitoring Our Progress

This Strategic Plan covers a period of 3 years. It is most likely over that period some of our objectives and outcomes will be achieved in a shorter or need a longer timeframe, some objectives may become less relevant and new priority issues may emerge.

Acknowledging it is a 3 year plan each year the Board will set specific achievements for the year and will receive 4 monthly reports on the progress and status of the Strategic Plan against each objective. At the Board's annual planning day, the Strategic Plan 2019-2021 will be reviewed to determine whether the strategies will meet the outcomes targeted for each pillar.

The Chief Executive Officer is accountable to the Board to report on the status of the Strategic Plan and achieving the outcomes sought.

Each year the Board will publish on the Castlemaine Health's website the status of the Strategic Plan and the yearly outcomes sought.