

Strategy on a page 2018-2021

VISION We are a vital community link for the people of Beaufort and Skipton

MISSION Ensure that all people can access appropriate timely care in their community



We Surpass
Excellence



We Create
Teamwork



We Show
Respect



We Value
Trust



We Connect
Community

STRATEGY STATEMENT We support all people in our community to be healthy and well.
We provide quality, safe, connected and personal care close to home.

GOALS	Innovative integrated models of care	Engaged and high performing team	Informed and engaged community	Robust infrastructure and systems	Operational and financial sustainability
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INITIATIVES	<ol style="list-style-type: none"> Grow community health and wellbeing programs Implement a nurse-led multi-disciplinary model of care for acute/subacute services Develop an aging model of care Partner with regional health services to increase referrals Grow palliative care service capability Establish a centre of excellence for rural health service research and education 	<ol style="list-style-type: none"> Rollout and embed Innov8 (Studer) Build leadership and governance capabilities, pathways and mentoring Establish HR systems and frameworks Develop skills required for new models of care Implement a structured and supported volunteer program 	<ol style="list-style-type: none"> Let the community know 'what we offer' and 'when to use our services' Enhance consumer engagement across the organisation Grow the health literacy of our community 	<ol style="list-style-type: none"> Advocate for fit for purpose buildings Introduce the technology required to support new models of care Implement environmental sustainability projects 	<ol style="list-style-type: none"> Establish financial systems and processes to support staff to make accountable decisions Capture new revenue and cost efficiency opportunities
	20. Strengthen quality and risk management systems				

MEASURES	<ul style="list-style-type: none"> Number of referrals from regional health services Number of palliative care plans developed Number of research and education programs delivered in collaboration with partners % positive response to 'rate the care you received' from VHES survey² 	<ul style="list-style-type: none"> Sick leave (<4%) Average excess leave days per employee (pro-rata) % disagree on PMS¹ 'personally experienced bullying' question % staff completing PMS % agree on PMS 'recommend as good place to work' question % increase in volunteers 	<ul style="list-style-type: none"> % response to VHES Total number people having their say³ Number of community occasions of service Number of consumer participants 	<ul style="list-style-type: none"> % reduction in electricity and gas usage (units) % IT systems uptime 	<ul style="list-style-type: none"> Operating result vs. budget Revenue growth Cash position
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1 People Matters Survey 2 Victorian Healthcare Experience Survey

3 Total complaints, compliments, patient opinion survey responses, have your say responses, bright ideas

Source: BSHS Strategic planning workshop, facilitated by Right Lane Consulting, 12 June 2018