



Beaufort & Skipton
Health Service

2024-28
STRATEGIC PLAN



To be a vibrant provider of care.

ABOUT US

Beaufort and Skipton Health Service (BSHS) is a small rural health service that was formed on 1 October 1996 following the amalgamation of the Ripon Peace Memorial Hospital and the Skipton and District Memorial Hospital.

Beaufort and Skipton Health Service provides programs and services across two campuses. The clinical areas are divided into Urgent Care, Acute Care, Residential Aged Care (Nursing Home and Hostel), Home Based Services

(e.g. District Nursing, Transition Care Program and Home Care Packages), Community Programs (e.g. Health Promotion), Community and Allied Health and Primary Care through the Skipton Medical Practice.

Beaufort and Skipton Health Service serves over 8000 people in the Beaufort, Skipton, and the surrounding area.

Our catchment area extends from Derrinallum and Lismore in the South to Lexton and Amphitheatre in the North, and stretches to include Streatham, Linton, and Snake Valley.

Beaufort and Skipton Health Service covers portions of the Pyrenees, Corangamite, and Golden Plains Shires.



Beaufort and Skipton Health Service acknowledges the Wadawurrung people, as the traditional custodians of the land and their continuing connection to land, water and community. We pay our respects to them and their culture, and to elders both past and present.

OUR ROLE

Beaufort and Skipton Health Service is committed to delivering a range of health and community services to improve the health and wellbeing of the Beaufort and Skipton communities.

We do this by:

- Delivering safe, high quality and person-centred care through provision of public hospital, primary health, aged care and community health services.
- Partnering with consumers and other health providers to deliver services that meet the health needs of our local communities.
- Developing our workforce with the skills necessary for their roles and managing change.
- Delivering inclusive services that ensure sustainability, efficiency and effectiveness for the communities served.

This Strategic Plan provides a five-year direction and brings together a range of goals and actions that will be responsive to changing priorities.

OUR VISION
To be a vibrant provider of care.

OUR MISSION
To enable all people in our community to be connected, healthy and live well.

OUR VALUES

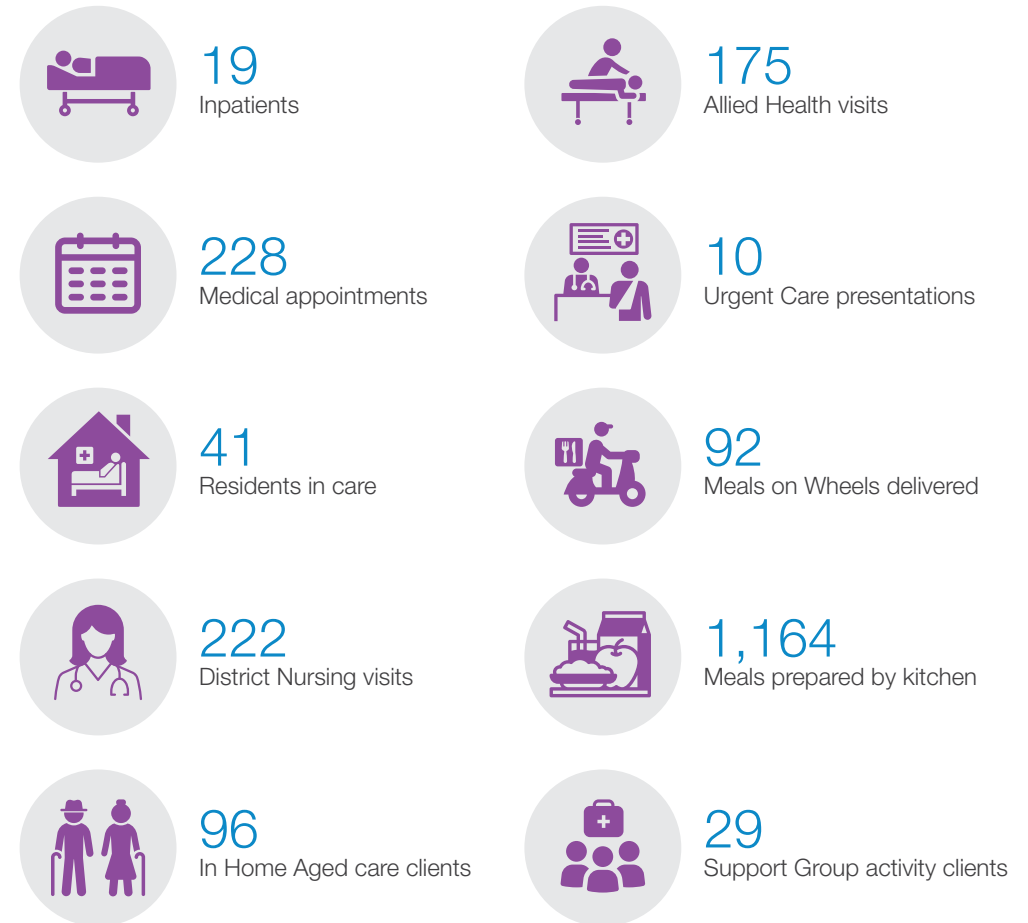
We **CARE:**

Teamwork, Compassion, Accountability, Respect and Excellence



A WEEK AT BSHS

A snapshot of the weekly activity at Beaufort and Skipton Health Service.



OUR COMMUNITY

Our community at a glance (profile from 2021 census)



The median age of our population is **50 years**.

(VIC - 38 years)



27.34% of our population is aged aged 65+ years.

(VIC - 16.8%)



Population aged 65+ years is projected to increase **33%** by 2030.

(VIC - 17%)



27.4% of household income is below \$650 (gross weekly).

(VIC - 16.4%)



1.9% of our population identify as Aboriginal or Torres Strait Islander.

(VIC - 1%)



32.5% of our population left school after completing Yr 10.

(VIC - 19.5%)



19.5% of have completed a degree or higher qualification.

(VIC - 6.6%)



2.2% of our households speak a language other than English at home.

(VIC - 30.2%)



23.6% of our population work at home.

(VIC - 25.7%)



There is **6.3%** unemployment in our population.

(VIC - 6.17%)



19.7% of our population volunteer in some capacity.

(VIC - 13.3%)



31.6% of our households are lone households.

(VIC - 25.9%)



On average, Australians living in rural and remote areas have shorter lives, higher levels of disease and injury and poorer access to and use of health services, compared with people living in metropolitan areas.

Poorer health outcomes in rural and remote areas may be due to multiple factors including lifestyle differences and a level of disadvantage related to education and employment opportunities, as well as access to health services (AIHW 2022). This is why it is important for this plan to address our local community's health needs and prevention strategies.

CHRONIC DISEASE

The top health challenges for our communities relate to chronic disease risk factors such as:

- ✓ Obesity
- ✓ Limited physical activity
- ✓ Daily consumption of sugary drinks
- ✓ Alcohol related harm and risk of injury from single occasion drinking of alcohol

Therefore, the overall focus is to improve people's health and wellbeing and to prevent the incidence of disease.

To understand the needs and priorities of our community Beaufort and Skipton Health Service engaged in various activities including 'Cuppa and Chat' sessions and a Community Health Needs Survey. Feedback received from the community highlighted their top priorities as local access to emergency care, dental, chronic disease management, mental health and in-home aged care services. Feedback also supported an increase in the range of Allied Health services including optometry, audiology, and cancer screening.

OUR COMMUNITY

Men and women have distinct health and welfare needs and concerns related to their gender and biological sex. This is illustrated by different rates of injury, illness and mortality; different attitudes towards health and other risks; the way each group uses health services; and differences in their health outcomes and wellbeing.

Leading causes of death in our community

Male

1. Coronary heart disease
2. Chronic obstructive pulmonary disease
3. Colorectal cancer
4. Prostate cancer
5. Land transport accidents

Female

1. Dementia (inc. Alzheimer disease)
2. Coronary heart disease
3. Cerebrovascular disease
4. Lung cancer
5. Chronic obstructive pulmonary disease

Top 5 Long term health condition

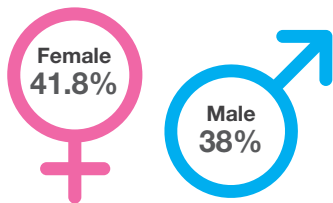
Male

1. Arthritis
2. Mental Health Condition (inc. depression and anxiety)
3. Asthma
4. Heart disease (inc. heart attack or angina)
5. Diabetes

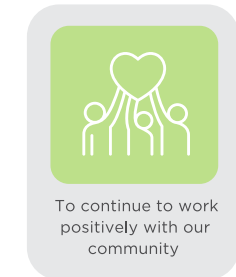
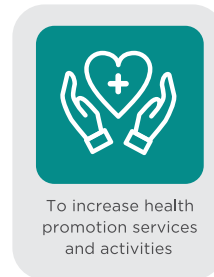
Female

1. Arthritis
2. Mental Health Condition (inc. depression and anxiety)
3. Asthma
4. Diabetes (excluding gestational diabetes)
5. Heart disease (inc. heart attack or angina)

Has two or more long term health conditions



WHERE TO FROM HERE



STRATEGIC GOALS

The Beaufort and Skipton Health Service Strategic Plan is a high-level document responding to health issues faced by our community and sets our goals and actions for the next five years. This plan will be implemented through annual operational plans, with annual budgets formulated through funding agreements and policy directions within the State and Commonwealth.

The Strategic Plan has been developed with five key pillars, with associated actions and expected outcomes.





OUR CONSUMERS

We will engage with our consumers to ensure we deliver access to services that meet the health and wellbeing needs of our communities.

ACTIONS	OUTCOMES
Partner with local councils, community groups, Western Victoria Primary Health Network, regional health providers and schools for health prevention / promotion activities.	<ul style="list-style-type: none"> Community awareness and support on gender equality and family violence, with a focus on groups at greater risk. Improve access to mental health support for consumers by developing formal referral pathways. To deliver two health promotion and prevention activities per year to improve community engagement and health literacy.
Maintain a community reputation for being progressive and an evolving provider of care.	<ul style="list-style-type: none"> Grow community programs in response to consumers health needs. Deliver care in the community and at home through virtual care.
Enhance and promote Primary Care Services.	<ul style="list-style-type: none"> Increase services for management of client's chronic condition. Ensure community members know how to access Primary Care Services. Implement and evaluate the General Practice Primary Care Nurse program.



OUR QUALITY AND SAFETY

We will deliver safe, high quality, person-centred care.

ACTIONS	OUTCOMES
Deliver a high standard of dementia care.	<ul style="list-style-type: none"> Improve the residential environment, so that it supports consumers living with dementia or cognitive impairment. Staff are educated to be responsive to the needs of consumers with dementia and / or cognitive impairment. Provide information to support community members and families affected by Dementia.
Partner with Palliative Care Services to support End-of-Life care.	<ul style="list-style-type: none"> All residents, Transition Care Program and Home Care Package clients will have been offered an opportunity to complete an Advanced Care Directive. All senior nursing staff will have completed Advanced Care Planning education. Palliative Care education is incorporated into the yearly training calendar.
Enhance quality and clinical governance systems.	<ul style="list-style-type: none"> All required Aged Care Quality and Safety recommendations from the Aged Care Royal Commission have been implemented. Implement a process to support an integrated system to track and evidence the reliability of quality improvements.
Build strategies to improve consumer experience.	<ul style="list-style-type: none"> Embed current evidence-based practices to support positive consumer experiences. Consumer experience is utilised to inform service improvement.
Build strategies to become a health literate organisation.	<ul style="list-style-type: none"> Meet all ten attributes that support the organisation to become a sustainable health literate healthcare organisation and community.



OUR PEOPLE

We will enable a values-driven, skilled, engaged and motivated workforce.

ACTIONS	OUTCOMES
<p>Make all BSHS environments physically and psychologically safe and healthy workplaces.</p>	<ul style="list-style-type: none"> > The number of staff who experience bullying behaviors in the workplace has reduced. > Managers and staff supported to manage unacceptable behaviours in the workplace. > Staff are supported with their individualised wellbeing strategies. > Monitor strategies to reduce incidence of Occupational Violence and Aggression in the workplace.
<p>Invest in the professional development of our workforce.</p>	<ul style="list-style-type: none"> > Expansion of apprentice and traineeship programs with clear pathways within a scaffolded learning model. > Review, expansion and strengthening of graduate programs to enhance workforce strategy. > Review and action education requirement to align with the Royal Commission into Aged Care. > Implement and evaluate a General Practitioner Registrar position.
<p>Work with staff to build a positive workplace culture based on respect and engagement across the workforce.</p>	<ul style="list-style-type: none"> > Embed sustainability of the Inspire Studer program. > The staff engagement score from the People Matters Survey remains above 80. > Further develop our community engagement and connections with the volunteer program. > Staff are supported to work in a diverse and inclusive organisation.



OUR BUSINESS

We will ensure strong governance of our business performance, environmental and financial sustainability.

ACTIONS	OUTCOMES
<p>Strive to combine the current Residential Aged Care Services at the Beaufort Campus under the one roof within a 'fit-for-purpose' building.</p>	<ul style="list-style-type: none"> > Enact stages of the Beaufort campus master plan capital program.
<p>Review Skipton campus to ensure contemporary residential accommodation.</p>	<ul style="list-style-type: none"> > Infrastructure plan developed. > Seek infrastructure grant opportunities. > Explore opportunities to seek alternative capital funding.
<p>Enhance Information Communication and Technology (ICT) applications to improve continuity of care and services.</p>	<ul style="list-style-type: none"> > Support digitizing health strategies. > Progress implementation of telehealth. > Develop a three-year ICT strategic plan.
<p>Promote and deliver environmental sustainability.</p>	<ul style="list-style-type: none"> > Reduced impact on the environment from health service operations. > Reduce LPG Energy consumption by 10%. > Incorporate environmental strategies into our infrastructure design and plan.
<p>Financial performance improvement plan regularly revised.</p>	<ul style="list-style-type: none"> > Financial results show improvement against agreed budget position. > Revenue and cost saving strategies implemented.



OUR PARTNERS

We will partner to deliver an integrated and connected system.

ACTIONS

Partner with the Grampians Health Service Partnership.

Continue to invest and explore strategic partnerships and alliances that help us achieve our vision.

OUTCOMES

- Leverage access to a digital electronic medical record system within the Grampians region.
- Health Service Partnership members achieving safety improvements.
- Seek to establish a 'virtual care' program with clinical health providers in Grampians region.
- Networked service models to improve access to care.

- Build a health strategy with the Grampians Public Health Unit and local Shires.
- Actively participate in the consultation for the new Health Service Plan.



BEAUFORT CAMPUS

28 Havelock Street, Beaufort Victoria 3373

P: +61 3 5349 1600

Incorporating:

Beaufort Hospital, Delama, Ripon Peace and Beaufort and Skipton Community Health

SKIPTON CAMPUS

2 Blake Street, Skipton Victoria 3361

P: +61 3 5340 1100

Incorporating:

Skipton Hospital, Brigadoon, Mackinnon, Skipton Medical Practice and Beaufort and Skipton Community Health



CONNECT WITH US

[bshs.org.au](https://www.bshs.org.au)