

# Statement of Priorities

2019–20 Agreement between the Secretary for the Department of Health and Human Services and Beaufort and Skipton Health Service

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## Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 40G, 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

Statements of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. The annual agreements support the delivery of, or substantial progress towards the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

A Statement of Priorities consists of four main parts:

- Part A provides an overview of the service profile, strategic priorities and deliverables the health service will achieve in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2019–20*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities in November each year and present data on the performance of our health system in the public domain.

## Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health care services are delivered to the Victorian community. The Department of Health and Human Services (the department) delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. By working together, we strive to build stronger functional, policy and service delivery connections to support the health, wellbeing and safety of all Victorians, no matter what their personal circumstances or stage of life.

## Government commitments

This year's \$25.6 billion *Victorian Budget* will help us continue our work in supporting the most vulnerable Victorians and provide more services locally.

- \$2.3 billion of additional funding for meeting hospital services demand
- \$321.9 million for the roll-out of free dental care to all Victorian government school students
- \$299.6 million for more paramedics, vehicles and stations
- \$136.2 million to deliver 500,000 specialist appointments in regional Victoria
- \$117.8 million to recruit and train more nurses, midwives and frontline health workers and make further ratios improvements that will see 1,100 nurses & midwives in Victorian public hospitals.
- \$213.6 million for new parenting centres and more maternal and child health nurses
- \$116.5 million for medical research projects such as new cancer therapies
- A \$100 million boost to the Regional Health Infrastructure Fund to support hospitals and health facilities for rural and regional communities
- \$72 million on hospital and community based palliative care to ensure the end of life care choices of Victorians continue to be met
- \$67.6 million to meet critical mental health service demand
- \$1.5 billion to build a new Footscray Hospital
- \$59.5 million for a new rehabilitation centre at Bendigo Health
- \$31.4 million for an expansion of the Royal Children's Hospital
- \$2.4 million to plan for a new hospital in Melton

This investment will support the implementation of *Health 2040: advancing health, access and care* - which presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system.

# Part A: Strategic overview

## Mission statement

### Vision:

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

### Mission:

Ensure that all people can access appropriate timely care in their 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.

## Service profile

Beaufort and Skipton Health Service is a small rural health service that delivers a comprehensive range of programs and services for our local communities. The health service has two campuses located in the townships of Beaufort within Pyrenees Shire, and Skipton, within Corangamite Shire, very close to the Pyrenees border. The catchment area has a population of approximately 6,700 people, with a forecast of slow population growth and a rapid increase in the number of older people in the community.

<p><b>CLINICAL</b></p> <ul style="list-style-type: none"> <li>• Acute Inpatient Unit</li> <li>• Infection Control</li> <li>• Palliative Care</li> <li>• Urgent Care</li> <li>• Bed based Transition Care Program</li> </ul> <p><b>RESIDENTIAL SERVICES</b> including respite</p> <ul style="list-style-type: none"> <li>• Beaufort Hostel</li> <li>• Skipton Hostel</li> <li>• Beaufort higher care needs</li> <li>• Skipton higher care needs</li> <li>• Lifestyle Team</li> </ul> <p><b>MEDICAL CLINICS</b></p> <ul style="list-style-type: none"> <li>• General Practitioners</li> <li>• Practice Nurses</li> <li>• Pathology Service with private provider (Beaufort)</li> <li>• Pathology Collection Service (Skipton)</li> </ul> <p><b>VISITING SERVICES</b></p> <ul style="list-style-type: none"> <li>• Maternal &amp; Child Health (Skipton)</li> <li>• Hearing assessment &amp; management (Beaufort)</li> <li>• Speech Pathology</li> <li>• Optometry</li> </ul>	<p><b>COMMUNITY SERVICES</b></p> <ul style="list-style-type: none"> <li>• Chronic disease management</li> <li>• Community Nursing / District Nursing</li> <li>• Community Transport</li> <li>• Diabetes Education</li> <li>• Dietetics</li> <li>• Health Promotion</li> <li>• Home Care Packages</li> <li>• Occupational Therapy</li> <li>• Physiotherapy</li> <li>• Podiatry</li> <li>• Social Support Groups (men's group, Beaufort Blokes, walking group, women's group, strength training, gait and balance)</li> <li>• Social Work (mental health support)</li> <li>• Transition Care Program</li> </ul> <p><b>SUPPORT SERVICES</b></p> <ul style="list-style-type: none"> <li>• Accommodation (staff &amp; students)</li> <li>• Building projects</li> <li>• Catering (internal and meals on wheels)</li> <li>• Cleaning, linen &amp; waste</li> <li>• Finance and administration</li> <li>• Maintenance</li> <li>• Procurement and contracts management / Fleet vehicles</li> </ul>	<p><b>DEVELOPMENT &amp; IMPROVEMENT</b></p> <ul style="list-style-type: none"> <li>• Accreditation programs</li> <li>• Consumer feedback</li> <li>• Community engagement</li> <li>• Education, Training and Professional Development</li> <li>• Information &amp; Communication Technology</li> <li>• Occupational Health &amp; Safety</li> <li>• Organisational Development</li> <li>• Quality &amp; Safety</li> <li>• People &amp; Culture</li> <li>• Graduate Nurse Program</li> <li>• Undergraduate clinical placements</li> </ul>
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All programs and services can be accessed via the Beaufort and Skipton Health Service campuses.

## Strategic planning

The Beaufort and Skipton Health Service's Strategic Plan 2018–2021 is available on the website [www.bshs.org.au](http://www.bshs.org.au).

## Strategic priorities - Health 2040

In 2019–20 Beaufort and Skipton Health Service will contribute to the achievement of the Government's commitments within *Health 2040: Advancing health, access and care* by:

### **Better Health**

<p><b>Goals:</b>  A system geared to prevention as much as treatment  Everyone understands their own health and risks  Illness is detected and managed early  Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p><b>Strategies:</b>  Reduce Statewide Risks  Build Healthy Neighbourhoods  Help people to stay healthy  Target health gaps</p>
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#### **Deliverables:**

- Improve the health literacy of consumers with chronic disease to enable them to understand their condition and its management.
- Partner with the Primary Care Partnership to develop and implement healthy eating strategies for staff as part of the Healthy Workplaces Achievement program which, in turn, will result in better informed local communities.

### **Better Access**

<p><b>Goals:</b>  Care is always being there when people need it  Better access to care in the home and community  People are connected to the full range of care and support they need  Equal access to care</p>	<p><b>Strategies:</b>  Plan and invest  Unlock innovation  Provide easier access  Ensure fair access</p>
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#### **Deliverables:**

- Deliver actions identified in the Partnering in Healthcare Statement of Intent which will:
  - Include family and carers in care planning
  - Deliver education for consumers and healthcare professionals on the implementation of the new Australian charter of healthcare rights in Victoria.
- In partnership with Grampians region health services, develop an improved discharge planning process so patients may return to the local community and access support at home if required.

### **Better Care**

<p><b>Goals:</b>  Targeting zero avoidable harm  Healthcare that focusses on outcomes  Patients and carers are active partners in care  Care fits together around people's needs</p>	<p><b>Strategies:</b>  Put quality First  Join up care  Partner with patients  Strengthen the workforce  Embed evidence  Ensure equal care</p>
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#### **Deliverables:**

- Establish a Rural and Isolated Practice Endorsed Registered Nurse model of care for Beaufort and Skipton Health Service's Urgent Care Centre as part of the alliance with Hepburn Health Service.
- Establish a framework and implement monthly executive walk rounds and engage with staff and consumers in this process.
- Develop an organisational plan for improvement based on the learning gained from the walk rounds.

## Specific priorities for 2019–20

In 2019–20 Beaufort and Skipton Health Service will contribute to the achievement of the Government's priorities by:

### ***Supporting the Mental Health System***

Improve service access to mental health treatment to address the physical and mental health needs of consumers.

#### **Deliverable:**

- Partner with the local Rotary club and Lifeline to deliver the suicide prevention strategy 'safeTALK' workshop in the community so that the local community is better resourced and informed to identify and connect with someone with thoughts of suicide and refer them for help.

### ***Addressing Occupational Violence***

Foster an organisational wide occupational health and safety risk management approach, including identifying security risks and implementing controls, with a focus on prevention and improved reporting and consultation.

Implement the department's security training principles to address identified security risks.

#### **Deliverable:**

- Beaufort and Skipton Health Service will deliver staff training based on the occupational violence and aggression training principles and in line with its security risk assessment, to front line clinical staff.

### ***Addressing Bullying and Harassment***

Actively promote positive workplace behaviours, encourage reporting and action on all reports.

Implement the department's *Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination* and *Workplace culture and bullying, harassment and discrimination training: guiding principles for Victorian health services*.

#### **Deliverables:**

- By 30 November 2019 Beaufort and Skipton Health Service will implement:
  - The Framework for promoting a positive workplace culture; preventing bullying, harassment and discrimination, and
  - The Workplace culture and bullying, harassment and discrimination training; guiding principles for Victorian health services.

### ***Supporting Vulnerable Patients***

Partner with patients to develop strategies that build capability within the organisation to address the health needs of communities and consumers at risk of poor access to health care.

#### **Deliverable:**

- Facilitate the screening of the 'Dignity of Risk' movie and expert panel discussion within the community to improve community awareness of the issues relating to risk and people with dementia.



### ***Supporting Aboriginal Cultural Safety***

Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices across all parts of the organisation to recognise and respect Aboriginal culture and deliver services that meet the needs, expectations and rights of Aboriginal patients, their families, and Aboriginal staff.

#### **Deliverable:**

- Conduct cultural safety training and implement awareness strategies for staff across the organisation.

### ***Addressing Family Violence***

Strengthen responses to family violence in line with the *Multiagency Risk Assessment and Risk Management Framework* (MARAM) and assist the government in understanding workforce capabilities by championing participation in the census of workforces that intersect with family violence.

#### **Deliverables:**

- Beaufort and Skipton Health Service will continue to collaborate with regional health services and external stakeholders in the implementation of the Strengthening Hospital Responses to Family Violence initiative including:
  - Whole of health service staff training
  - Strengthen referral pathways for specialist Family Violence Services.

### ***Implementing Disability Action Plans***

Continue to build upon last year's action by ensuring implementation and embedding of a disability action plan which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disability.

#### **Deliverable:**

- Progress implementation of strategies articulated in the Beaufort and Skipton Health Service Disability Action plan and provide a copy of the final plan to the Department of Health and Human Services by 30 December 2019.

### ***Supporting Environmental Sustainability***

Contribute to improving the environmental sustainability of the health system by identifying and implementing projects and/or processes to reduce carbon emissions.

#### **Deliverable:**

- Install the Bioenergy Straw Pellet system at Skipton Campus with a measurable reduction in liquid petroleum gas consumption.

## Part B: Performance Priorities

The *Victorian Health Services Performance monitoring framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Changes to the key performance measures in 2019–20 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

Further information is available at [www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability](http://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability)

### High quality and safe care

Key performance measure	Target
<b>Accreditation</b>	
Compliance with the Aged Care Standards	Full compliance
<b>Infection prevention and control</b>	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
<b>Patient experience</b>	
Victorian Healthcare Experience Survey – percentage of positive patient experience responses	95%
Victorian Healthcare Experience Survey – percentage of very positive responses to questions on discharge care	75%
Victorian Healthcare Experience Survey – patient's perception of cleanliness	70%

Key performance measure	Target
<b>Adverse events</b>	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days

### Strong governance, leadership and culture

Key performance measure	Target
<b>Organisational culture</b>	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have"	80%
People matter survey – percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area"	80%
People matter survey – percentage of staff with a positive response to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager"	80%

Key performance measure	Target
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

## Effective financial management

Key performance measure	Target
Operating result (\$m)	0.00
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days available cash (based on end of year forecast)	14 days
Actual number of days available cash, measured on the last day of each month.	14 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

## Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2019–20 of the *Department of Health and Human Services Policy and funding guidelines 2019*.

The *Policy and funding guidelines* are available at <https://www2.health.vic.gov.au/about/policy-and-funding-guidelines>

Further information about the Department of Health and Human Services' approach to funding and price setting for specific clinical activities, and funding policy changes is also available at

<https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/pricing-funding-framework/funding-policy>

Funding type	Activity	Budget (\$'000)
<b>Small Rural</b>		
Small Rural Acute	14	5,201
Small Rural Primary Health & HACC	871	267
Small Rural Residential Care	16,995	894
Health Workforce		143
Other specified funding		1,206
<b>Total Funding</b>		<b>7,711</b>

## Part D: Commonwealth funding contribution

The Victorian health system has faced a number of changes to Commonwealth funding since 2012–13. The changes to the funding arrangements announced in the 2014–15 Commonwealth Budget will continue to be applicable for the period 1 July 2019 to 30 June 2020 with funding continued to be linked to actual activity levels.

The Commonwealth funding contribution outlined the 2019–20 Commonwealth Budget was based on estimates and has since been updated by the Administrator of the National Health Funding Pool, based on latest activity estimates from States and Territories. However, given that final funding amounts are based on actual activity, there may be adjustments to funding throughout the year as a result of reconciliations and other factors outlined below.

Period: 1 July 2019 – 30 June 2020

	Service category	Estimated National Weighted Activity Units (NWAU18)	Total funding (\$'000)
Activity based funding	Acute admitted services		
	Admitted mental health services		
	Admitted subacute services		
	Emergency services		
	Non-admitted services		
Block Funding	Non-admitted mental health services		
	Teaching, training and research		
	Other non-admitted services		
Other Funding			7,711
<b>Total</b>			<b>7,711</b>

### Note:

- Activity loadings are included in the Estimated National Weighted Activity Units (i.e. Paediatric, Indigenous, Remoteness, Intensive Care Unit, Private Patient Service Adjustment, and Private Patient Accommodation Adjustment).
- In situations where a change is required to Part D, changes to the agreement will be actioned through an exchange of letters between the Department and the Health Service Chief Executive Officer.
- Ambulance Victoria and Dental Health Services Victoria do not receive a Commonwealth funding contribution under the National Health Reform Agreement. Dental Health Services Victoria receives Commonwealth funding through the National Partnership Agreement.

## Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2019;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2019-20 financial year; and
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard. This includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.

## Signature

The Secretary and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



**Jenny Tunbridge**  
**Assistant Director,**  
**Rural and Regional Health as**  
**Delegate for the Secretary for the**  
**Department of Health and Human**  
**Services**

Date: 25/10/2019



**Mr David Lenehan**  
**Chairperson**  
**Beaufort and Skipton Health Service**

Date: 25/10/2019

