

Statement of Priorities

2019-20 Agreement between the Secretary for the Department of Health and Human Services and Beechworth 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

Beechworth Health Service's Vision is '***Caring for and with our community***'

Beechworth Health Service's values include **Respect, Unity, Integrity, Innovation and Excellence**

Service profile

Beechworth Health Service is a publicly funded health service with its principle location in Beechworth, north-east Victoria. It serves the eastern aspect of the Indigo Shire, including the communities of Beechworth, Stanley, Wooragee, Yackandandah, Tangambalanga and Kiewa Valley.

The following services are provided;

- Acute: Acute admission beds, Urgent Care Centre and Transitional Care places.
- Residential Aged Care: A single residential aged care program across two facilities which provide aged care living and respite support.
- Primary Care: Physiotherapy, Occupational Therapy, Dietetics, Diabetes Education, Podiatry, Health Promotion, Complex Care Coordination, Case Management, Home and Community Care Services, District Nursing, Planned Activity Groups, and Podiatry. Beechworth Health Service is also a partner agency in the delivery of Commonwealth Home Support Program services within the indigo@home service model.

Strategic planning

Beechworth Health Service's Strategic Plan 2019-22 is available online at <http://beechworthhealthservice.com.au/>

Strategic priorities – Health 2040

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

Better Health

Goals:

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

Strategies:

Reduce Statewide Risks
Build Healthy Neighbourhoods
Help people to stay healthy
Target health gaps

Deliverables:

- Pilot and evaluate (with Upper Hume Primary Care Partnership, local General Practice and the Murray Primary Health Network) a case finding model for the early detection of deterioration of chronic conditions in a defined local patient cohort. This project will equip around 20 local people with home monitoring equipment aimed at helping them identify and self-escalate early deterioration. This program will be formally evaluated with Murray PHN at its conclusion by July 2020.
- Establish, by August 2019, a formal working relationship with the Indigo Shire's Ageing Well lead role via the establishment of a conjoined forum to jointly promote and respond to community interests, concerns, questions and ideas related to the development of age-related services within the local community. We will, conjointly, evaluate the program and make recommendations to the health service and the Shire for format future planning.

Better Access

Goals:

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

Strategies:

Plan and invest
Unlock innovation
Provide easier access
Ensure fair access

Deliverables:

- By December 2019, fully implement digital electrocardiogram services at Beechworth Health Service (to integrate with region wide digital electrocardiogram (ECG) capture and analysis and to complement cardiac health management at Albury Wodonga Health cardiac catheter lab). Review service by 30 June 2020.
- Commence community consultation by August 2019 to inform detailed planning and fit out for the Community Street Project capital development works at Beechworth Health Service. By December 2019 finalise tender responses and appoint a preferred builder to commence works by March 2020.

Better Care

Goals:

Targeting zero avoidable harm
Healthcare that focusses on outcomes
Patients and carers are active partners in care
Care fits together around people's needs

Strategies:

Put quality First
Join up care
Partner with patients
Strengthen the workforce
Embed evidence
Ensure equal care

Deliverables:

- Complete, by April 2020, inclusive of a draft implementation plan, a final report for submission to Better Carer Victoria (BCV) for the Beechworth Health Service led by BCV – Building an age-friendly Indigo Health System Project.
- Through partnering with Life Saving Victoria and drawing on their approach to risk mitigation, we will mobilise our thinking in relation to falls prevention and develop a falls risk mitigation action plan by September 2019. By June 2020, we will have commenced action on all of the action plan items and will have commenced the development of a methodology by which we will review our falls experience prior to and following implemented action plan.
- Identify and adopt by 30 June 2020, a consumer engagement best practice model in accordance with the better practice guidelines published by the Victorian Auditor General's Office, and the Department of Health and Human Services' consumer engagement framework. Initiate at least two new engagement initiatives in accordance with this model by 30 June 2020.

Specific priorities for 2019-20

In 2019-20 Beechworth 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.

Deliverables:

- Enhance and improve, through the development and implementation of new operating procedures and collaborative arrangements which is aligned to the stepped care model with local (e.g. community mental health services) and regional partners (e.g. Albury Wodonga Health mental health), the escalation and referral arrangements for clients needing mental health treatment to those services that are most appropriate to address their needs. The new referral framework will be in place by June 2020, and evaluated by the end of June 2021.

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.

Deliverables:

- Review, through our Committee structure, our experience, resources capabilities, and ongoing opportunities for continuous improvement as it relates to our commitment to the identification, and risk mitigation of occupational violence. Deliver a five per cent reduction in reported occupational violence incidents by June 2020.

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:

- Review, through our Committee structure, our experience, resources, capabilities, and ongoing opportunities for continuous improvement as it relates to our commitment to 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. Deliver a revised anti-bullying and harassment action plan informed by this review by June 2020, and evaluate this plan by June 2021.

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.

Deliverables:

- Develop and implement by June 2020 a model of consumer and community advocacy into Beechworth Health Service's acute, residential and primary care based programs to assist with identifying and addressing the health needs of those consumers at risk of poor access to health care. We will evaluate this plan by June 2021.

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.

Deliverables:

- Develop and provide staff development opportunities to establish culturally safe practice. Target is for 20 per cent of staff to have completed training by 30 June 2020. Continue to develop networks with locally based Aboriginal and Torres Strait Islander representatives to ensure a culturally safe environment – an evaluation to be conducted by the end of June 2020 will determine whether the network is meeting its intended outcomes.

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:

- Continue, as a partner agency to work with lead funded agency: Albury Wodonga Health and with our local community to mobilise our approach to the prevention of family violence from hospital level capability to community based capability and awareness raising. We will conduct at least four capability and/ or awareness initiatives over the course of 2019-20.

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.

Deliverables:

- Focus on the key priority areas of the Beechworth Health Service Disability Action Plan including pathways through our buildings and appropriate signage that is incorporated within the Beechworth Health Service Partnering with Consumers and Diversity Plan (2019- 2022) to further strengthen the health service's approach to diversity inclusion. We will have signage and pathways completed by June 2020.

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.

Deliverables:

- Fully participate in the Department of Health and Human Services installation of solar photovoltaic systems initiative by fitting solar panels to Beechworth Health Service's roof space by June 2020. We will develop an agenda item for our Finance, Resources and Information Technology Committee within which we will monitor our electricity cost savings post installation of our solar photovoltaic system.

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

High quality and safe care

Key performance measure	Target
Accreditation	
Compliance with Aged Care Standards	Full compliance
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
Patient experience	
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
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days

Strong governance, leadership and culture

Key performance measure	Target
Organisational culture	
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)	0.01
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)
Small Rural		
Small Rural Acute	10	4,811
Small Rural Primary Health & HACC	5,477	476
Small Rural Residential Care	21,696	1,029
Health Workforce		117
Other specified funding		128
Total Funding		6,561

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			6,561
Total			6,561

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.



Megan Jones
Assistant Director, Rural and
Regional Health Performance
South and East as Delegate for the
Secretary for the Department of
Health and Human Services

Date: 11 / 10 /2019



Mr Harry Thomas
Chairperson
Beechworth Health Service

Date: 1 / /2019

