

# Statement of Priorities

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

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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

To provide high quality, safe and responsive healthcare for the community.

### Service profile

Seymour Health provides a range of services throughout the Lower Hume region, providing quality health care to Seymour and the surrounding communities.

#### Clinical Services

Acute Ward – Medical/Surgical  
Day Surgery  
Renal Dialysis  
Urgent Care

Cancer Services  
Infection Control Services  
Residential Aged Care

Central Sterilisation Department  
Pre-Admission  
Theatre

#### Community Services

Allied Health Services  
Clinical Education  
District Nursing Service

Ambulatory Care Centre  
Community & Women's Health  
Goranwarrabul House –  
Aboriginal & TSI Services  
Palliative Care Services

Chronic Disease Service - HARP  
Diabetes Clinic  
Health Promotion

Oral Health Services  
Social Support Groups

Post-Acute Care Services

#### Support Services

Administration  
Finance and Payroll  
Supply

Catering Services  
Maintenance

Cleaning Services  
People & Culture

### Strategic planning

Seymour Health Strategic Plan 2018-19 is available online at [www.seymourhealth.org.au](http://www.seymourhealth.org.au)

## Strategic priorities – Health 2040

In 2019-20 Seymour Health 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><br/>         A system geared to prevention as much as treatment<br/>         Everyone understands their own health and risks<br/>         Illness is detected and managed early<br/>         Healthy neighbourhoods and communities encourage healthy lifestyles</p> | <p><b>Strategies:</b><br/>         Reduce State-wide Risks<br/>         Build Healthy Neighbourhoods<br/>         Help people to stay healthy<br/>         Target health gaps</p> |
|---|---|

#### Deliverables:

- In partnership with QUIT Victoria, Seymour Health will implement the smoking cessation project across Seymour Health, commencing with the project launched in quarter two of 2019-20.
- Deliver the Potentially Avoidable Hospitalisation project, in conjunction with general practices, which aims to avoid admissions to hospital that could have potentially been prevented through the provision of appropriate non-hospital health services. Monthly outreach clinics will be conducted at each of the two Seymour GP clinics (Goulburn River Group Practice and Seymour Medical Clinic), Broadford Medical Centre and Yea Medical Centre; providing education and support to improve health outcomes to patients with chronic conditions.

### Better Access

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

#### Deliverables:

- Seymour Health will develop and promulgate for the Seymour Revitalisation project, in partnership with Mitchell Shire Council, other health and community service providers, the Anzac Avenue Revitalisation Project.
- Implement the Palliative Care Early Referral project, and specifically the development of a Digital Health platform to enable remote access to Lower Hume Palliative Care consultancy services. The platform will be developed and trialled over the course of 2019-20.

## Better Care

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### 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

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### Deliverables:

- Improving medication safety across the organisation through enhanced partnerships with pharmacies and general practice, specifically through the establishment of a Drugs and Therapeutic Committee that can provide a reference point for Seymour Health staff to assess medication regimes for patients and residents.
- Improve falls investigations and recommendations through the further development and implementation of a clinical incident reporting tool that captures data and other analysis on falls that is reported to Seymour Health's clinical governance committee. The tool will be developed and trialed in 2019-20.

## Specific priorities for 2019-20

In 2019-20 Seymour Health 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:**

- In partnership with Goulburn Valley Health, develop a stepped care approach that increases the capability of Seymour Health to provide locally based mental health services by May 2010. By the end of 2019-20, Seymour Health will have established a memorandum of understanding with Goulburn Valley Health that provides the overarching governance framework for the stepped care model.

### ***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.

#### **Deliverables:**

- Implement the department's security training principles to identify and address identified security risks to the safety and wellbeing of staff. By the end of 2019-20, Seymour Health will have identified and addressed, through its risk management framework, procedures to mitigate the key identified risks.
- Through partnering with our WorkCover provider, Seymour Health will identify and conduct at least two tailored staff training sessions over the course of 2019-20 to improve early recognition and preventative approaches that increase our capacity to minimise any incidences of occupational violence and aggression in the workplace.

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

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

#### **Deliverables:**

- 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*.
- Implement the Bystander Training program to equip staff with skills and knowledge to recognise and respond to inappropriate workplace behaviours.

### ***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:**

- Seymour Health will improve access to oral health services to residential aged care consumers by providing on site oral health assessments and develop dental health and referral plans, commencing in the first half of 2019-20.

### ***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:**

- Seymour Health will utilise the *Aboriginal health cultural competence framework – quality improvement tool* to identify key actions that will be included in Seymour Health's revised Aboriginal Health Cultural Competence Action Plan. Key actions will be identified, scoped, documented and approved for adoption in the revised plan by end of 2019-20.

### ***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:**

- Seymour Health will partner with Mitchell Shire's "Free from Violence" project and continuing the Strengthening Hospital Responses to Family Violence project to equip staff to recognise, respond and refer disclosures to appropriate support pathways. Seymour Health will conduct an initial evaluation of the performance of the projects against key objectives in the last quarter 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:**

- Continue the partnership with Seymour Flexible Learning Centre to assist students with a disability to participate in employment and volunteering opportunities. At least five students will be supported through this program over the course of 2019-20.

### ***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:**

- In 2019-20, Seymour Health will work to further reduce carbon emissions through the installation of solar panels, and the inclusion of hybrid vehicles in the hospital fleet.

## 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 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                       | 169      | 11,704          |
| Small Rural Primary Health & HACC       | 2,702    | 202             |
| Small Rural Residential Care            | 10,848   | 941             |
| Health Workforce                        |          | 147             |
| Small Rural Health Independence Program | 12,806   | 1,445           |
| Other specified funding                 |          | 443             |
| <b>Total Funding</b>                    |          | <b>14,881</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          |                                     |   | <b>14,881</b>          |
| <b>Total</b>           |                                     |   | <b>14,881</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.



**Andrew Crow**  
Director, Rural and Regional  
Health, as Delegate for the  
Secretary for the Department of  
Health and Human Services

Date: 25/ 10/2019



**Ms Annie Fletcher-Nicholls**  
Chairperson  
Seymour Health

Date: 23/ 10/2019

