

# Statement of Priorities

2019–20 Agreement between the Secretary for the Department of Health and Human Services and East Wimmera 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

The mission at East Wimmera Health Service is “Cultivating Healthy Communities” through Consumer Centred Care for a Positive Health Experience.

East Wimmera Health Service embraces a direction defined by WHY we are here, HOW are we going to achieve this and WHAT are we going to provide to our communities.

WHY - Why are we here?	→	To cultivate healthy communities
HOW - How are we going to achieve this?	→	Through consumer centred care
WHAT - What are we going to provide?	→	A positive health experience.

Underpinning this philosophy are our organisational values captured in the acronym ‘THE CORE’ highlighting that our values remain at the core of our planning, decision making and relationships.

THE CORE values of East Wimmera Health Service are:

Together	We will be an effective health team
Honesty	We will be fair and straightforward
Empathy	We will deliver compassionate consumer centred care
Community	We will engage our communities
Open	We will be clear and open in all our communication
Respect	We will be respectful of everyone
Excellence	We will deliver positive health experiences

### Service profile

East Wimmera Health Service is a fully accredited, multi-campus health service situated in the north-west of Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Barengi Gadjin, and Jaara Jaara people. East Wimmera Health Service encompasses the townships of Birchip, Charlton, Donald, Wycheproof and St Arnaud. St Arnaud is our largest town with a population of 3,500 people and the smallest is Birchip with approximately 700 people. East Wimmera Health Service has a total population of approximately 10,000 people.

Evolving in a community predominantly known for broad acre cropping and grazier farming, East Wimmera Health Service is focused on improving the health of our communities with a dedicated team, consisting of over 400 staff, working across our five campuses.

East Wimmera Health Service provides urgent care, acute medical beds and residential aged care beds at all five campuses, with a renal dialysis service located at the Donald Campus. East Wimmera Health Service has transitioned from the traditional bed based service delivery model of care to a community based prevention model of care. This change is seeing a steady expansion of the community based services offered. This now includes dietetics, social work, occupational therapy, physiotherapy, aged care assessment services, post-acute care, hospital admission risk program, community health nursing, planned activity groups, district nursing service, diabetes educators and health promotion.

### Strategic planning

East Wimmera Health Service’s Strategic Plan for 2016–2019 can be read at <http://www.ewhs.org.au/strategicplan.html>

## Strategic priorities - Health 2040

In 2019–20 East Wimmera 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:**

- Develop and implement heart and respiratory health service user pathways for specific population groups and promote to General Practitioners in partnership with Buloke, Loddon and Gannawarra executive network partners.
- Conduct an inaugural heart health community forum led by an expert panel including a local GP, visiting cardiologist and nurse to better inform participants about the successful management of heart health.

### **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:**

- Improve consumer access to geriatrician and endocrinologist services using the Royal Flying Doctor Service’s telehealth system.
- Work with the Buloke and Northern Grampians Shires to optimise the coordination of home-based services providing home based care and support.

### **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:**

- Finalise the Grampians region clinical governance audit and associated action plan and support the implementation of the agreed actions to ensure best practice clinical governance throughout the Grampians region.
- Implement the East Wimmera Health Services clinical database to provide dashboard reporting at all levels of governance in the organisation.
- Develop and implement a framework to support consumers on East Wimmera Health Service governance committees so they are able to make a meaningful and informed contribution to the health service.

## Specific priorities for 2019-20

In 2019-20 East Wimmera 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:**

- Use community engagement to promote social inclusion to improve mental health and wellbeing.

### ***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:**

- Deliver staff training that responds to the East Wimmera Health Service security risk audit action plan and addresses the department's security training principles.

### ***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*.

#### **Deliverable:**

- Integrate the framework and principles of the be better, know better bullying and harassment program into the Respect @ EWHS Bullying and Harassment Program by 30 November 2019.

### ***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:**

- Lead the north central LGBTIQ network / rural rainbows in Buloke and Northern Grampians shires to deliver the "Building a strong North Central LGBTIQ Network" Project to increase connectedness, participation and access to services that meet appropriate diversity standards.

### ***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:**

- Undertake a whole of organisation cultural competence self-assessment and develop and implement a whole of organisation cultural improvement strategy.



### ***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.

#### **Deliverable:**

- East Wimmera Health Service will achieve 100% of staff trained under the strengthening hospital response to family violence program and ensure organisational policies align with the multiagency risk assessment and risk management framework and legislative requirements.

### ***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:**

- Complete and commence implementation of the East Wimmera 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 solar panels at four East Wimmera Health Service sites.

## 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)	-0.40
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	73	13,260
Small Rural Primary Health & HACC	6,727	761
Small Rural Residential Care	34,352	2,592
Health Workforce		146
Other specified funding		563
<b>Total Funding</b>		<b>17,323</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>17,323</b>
<b>Total</b>			<b>17,323</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.



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

Date: 9/10/2019



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**Mr Howard Mill**  
**Chairperson**  
**East Wimmera Health Service**

Date: / /2019

