

Statement of Priorities

2018–19 Agreement between the Secretary for the
Department of Human Services and
Inglewood and Districts Health Service

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Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

© State of Victoria, Department of Health and Human Services, August 2018.

ISSN 2206-6942

Available at <https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/statement-of-priorities>

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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 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 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 2018-19*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities by 1 November each year and place more data about the performance of our health system into the public domain.

Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health services are delivered to the Victorian community. The Department of Health and Human Services (the department) develops policy, funds and regulates health services and activities that promote and protect the health of Victorians. Through the department, the government funds more than 500 organisations to provide various health services to Victorians.

Government commitments

The *Victorian Budget 2018-19* provides an extra \$2.77 billion over 5 years for health, mental health, ambulance and aged care services across Victoria, including:

- \$1.6 billion over four years to meet hospital services demand to respond to growing patient demand across Victoria
- \$583.8 million over four years for mental health and drug services
- \$362.2 million over four years to improve access to elective surgery, to respond to demand, reduce waiting times and to maintain the current performance of Victoria's health service system.
- \$50 million (in 2017-18) for a *Winter Blitz* package to support health services to prepare for the 2018 winter flu season.
- \$55.1 million over four years for an additional 90 paramedics to meet increases in demand for ambulance services.

To support this investment, the Andrews Labor Government is funding a \$1.3 billion acute health capital, infrastructure and equipment program.

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	Excellence in health care now and the future
Mission	Providing quality health services, supporting and enhancing community wellbeing
Values	Care; Respect; Choice; Equality

Commitments

- We encourage and assist our clients to achieve life-long health and wellbeing
- We respect each individual's rights, needs and choices including the right to refuse treatment
- We provide equality of access to services
- We support the broad definition of health which includes meeting social, emotional, physical, cultural and spiritual needs through a multi-disciplinary approach.
- We seek to achieve quality health outcomes
- We provide a safe and supportive environment for staff and others
- We encourage the personal and professional development of staff
- We encourage participation by all members of the community in planning, implementing and evaluating service delivery
- We facilitate partnerships with other service providers
- We support and encourage a culture of continuous improvement across the organisation

Service profile

Established as a small rural health service under the Victorian Health and Wellbeing Act, Inglewood & Districts Health Service (IDHS) is the sole health service in the southern part of the Loddon Shire. Formed on 1 January 1996 following the amalgamation of the Inglewood hospital and the Inglewood and Districts Community Health Centre, the main campus is located at Inglewood with services delivered in Wedderburn at the Community House. Our catchment area covers the entire South Loddon Shire and we partner with other health and service providers across the Loddon and Gannawarra Shires.

Our purpose is to improve the health and well-being of people in our catchment, underpinned by a strong commitment to local service delivery. We believe that community health is best served by delivering local services for local people where they live. We also believe that information is power and for this reason we educate and inform the community about health issues, empowering people to take ownership of and improve their own health. An informed and empowered community is a healthy community.

The main campus in Inglewood is the site for the acute hospital and residential aged care services programs. The hospital includes eight acute beds, an Urgent Care Centre and Transition Care Program. The Hostel has twenty (20) beds and the Nursing Home area has fifteen (15) beds. We offer a range of Community Based services from Inglewood, Wedderburn and other small hamlets in the shire in addition to home based services, including:

- District Nursing Services
- Allied Health
- Exercise programs for both groups and individuals
- Community Nursing
- Health Promotion and Community Development (including youth specific programs)

- Social work and Counselling
- Several visiting services are also based from our locations and offer visiting services to the range of surrounding towns within the catchment.

A significant focus of the community based services is ensuring the services are delivered as close to home as possible to provide the greatest benefit to our community. In 2018-19 we will continue to strongly engage with our communities to ensure we are delivering optimum services in partnership with other providers and our community to maximise their health and wellbeing.

Strategic planning

Inglewood & Districts Health Service Strategic Plan 2015- 2020 is available online at www.idhs.vic.gov.au

Strategic priorities

In 2018-19 Inglewood and District Health Services will contribute to the achievement of the Victorian Government's commitments by:

Goals	Strategies	Health Service Deliverables
<p>Better Health</p> <p>A system geared to prevention as much as treatment</p> <p>Everyone understands their own health and risks</p> <p>Illness is detected and managed early</p> <p>Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p>Better Health</p> <p>Reduce statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Implement the audit and review processes as outlined in the Clinical Dashboard to ensure best care and prevention strategies for our patient and residents.</p> <p>Provide at least two activities and events to inform and educate the community about the existing health risks to improve their health and wellbeing.</p> <p>Implement group and individual programs to reduce the risk of diabetes, including information sessions, testing and screening opportunities.</p> <p>Promote health and wellbeing opportunities for our communities by taking an active role in the 2018 Inglewood Alive event.</p>
<p>Better Access</p> <p>Care is always there when people need it</p> <p>More access to care in the home and community</p> <p>People are connected to the full range of care and support they need</p> <p>There is equal access to care</p>	<p>Better Access</p> <p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>	<p>Continue to be a key partner in the Loddon, Buloke & Gannawarra Health Services Network, expanding to include Buloke shire health services in 2018/19.</p> <p>Extend the collaborative partnership with Boort & District Health to share services and staff, improving efficient delivery of services equitably across the Loddon Shire.</p> <p>Review of the volunteer transport system with the aim of identifying opportunities to expand the service, improving access to a range of health and services for the community.</p> <p>Engage with additional service providers, to support locally, victims of family violence, reducing the barrier of distance/travel.</p>

Goals	Strategies	Health Service Deliverables
<p>Better Care</p> <p>Target zero avoidable harm</p> <p>Healthcare that focusses on outcomes</p> <p>Patients and carers are active partners in care</p> <p>Care fits together around people's needs</p>	<p>Better Care</p> <p>Put quality first</p> <p>Join up care</p> <p>Partner with patients</p> <p>Strengthen the workforce</p> <p>Embed evidence</p> <p>Ensure equal care</p>	<p>Re-evaluate the education system provided to imbed Target zero.</p> <p>The IDHS Clinical Dashboard and the evidence this provides, will continue to be monitored by the Board, executive and staff to improve patient and resident care outcomes and performance of IDHS.</p> <p>Utilise the annual performance appraisal program to identify education needs and opportunities for all staff.</p> <p>Work with Loddon Mallee Clinical Governance Council to implement standard regional reporting and benchmarks.</p> <p>Conduct individualised 1:1 consultations with consumers</p>
<p>Specific 2018-19 priorities (mandatory)</p>	<p>Disability Action Plans</p> <p>Draft disability action plans are completed in 2018-19.</p>	<p>Submit a draft disability action plan to the department by 30 June 2019. The draft plan needs to outline the approach to full implementation within three years of publication.</p>
	<p>Volunteer engagement</p> <p>Ensure that the health service executives have appropriate measures to engage and recognise volunteers.</p>	<p>Expand our volunteer programs by increasing the number of volunteer hours by 5%.</p> <p>Celebrate and recognise volunteers during Volunteers Week.</p> <p>Nominate a volunteer through the Victorian Public Health Volunteer Awards in 2019.</p>

Goals	Strategies	Health Service Deliverables
	<p>Bullying and harassment</p> <p>Actively promote positive workplace behaviours and encourage reporting. Utilise staff surveys, incident reporting data, outcomes of investigations and claims to regularly monitor and identify risks related to bullying and harassment, in particular include as a regular item in Board and Executive meetings. Appropriately investigate all reports of bullying and harassment and ensure there is a feedback mechanism to staff involved and the broader health service staff.</p>	<p>Using the People Matter Survey 2018 as a guide, continue to address incidents of bullying and harassment.</p> <p>Provide the People Matters Survey action plan to the Board, Executive and Staff meetings on a quarterly basis for discussion.</p> <p>Review relevant policies and procedures and update to ensure compliance with legislative processes.</p>
	<p>Occupational violence</p> <p>Ensure all staff who have contact with patients and visitors have undertaken core occupational violence training, annually. Ensure the department's occupational violence and aggression training principles are implemented.</p>	<p>Annual staff training in Occupational violence will be evaluated and maintained, implementing the Department's occupational violence and aggression training principles.</p>
	<p>Environmental Sustainability</p> <p>Actively contribute to the development of the Victorian Government's policy to be net zero carbon by 2050 and improve environmental sustainability by identifying and implementing projects, including workforce education, to reduce material environmental impacts with particular consideration of procurement and waste management, and publicly reporting environmental performance data, including measureable targets related to reduction of clinical, sharps and landfill waste, water and energy use and improved recycling.</p>	<p>Progress the installation of solar panels at the Inglewood site.</p> <p>Complete the LED replacement program</p> <p>Implement identified improvements that can be made following a review of the current waste management program and respective staff education.</p>

Goals	Strategies	Health Service Deliverables
	<p>LGBTI</p> <p>Develop and promulgate service level policies and protocols, in partnership with LGBTI communities, to avoid discrimination against LGBTI patients, ensure appropriate data collection, and actively promote rights to free expression of gender and sexuality in healthcare settings. Where relevant, services should offer leading practice approaches to trans and intersex related interventions.</p>	<p>Provide staff and GPs with two in-service training sessions on the respectful facilitation of disclosure and sensitive sexual history taking, as well as evidence-based LGBTI specific health information.</p> <p>Disseminate LGBTI information fact sheets and resources.</p>

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 2018-19 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 indicator	Target
Accreditation	
Accreditation against the National Safety and Quality Health Service Standards	Accredited
Compliance with the Commonwealth's Aged Care Accreditation Standards	Accredited
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	80%
Percentage of healthcare workers immunised for influenza	80%
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 – patients perception of cleanliness	70%
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days

Strong governance, leadership and culture

Key performance indicator	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%

Key performance indicator	Target
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%
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 indicator	Target
Finance	
Operating result (\$m)	0.00
Average number of days to paying trade creditors	60 days
Average number of days to receiving patient fee debtors	60 days
Public and Private WIES ¹ activity performance to target	100%
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days a health service can maintain its operations with unrestricted available cash (based on end of year forecast)	14 days
Actual number of days a health service can maintain its operations with unrestricted available cash, measured on the last day of each month.	14 days
Measures the accuracy of forecasting the Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

¹ WIES is a Weighted Inlier Equivalent Separation

Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2018-19 of the *Department of Health and Human Services Policy and funding guidelines 2018*.

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	14	2,093
Small Rural Primary Health & HACC	4,494	580
Small Rural Residential Care	12,656	524
Health Workforce	2	41
Other specified funding		112
Total Funding		3,349

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 2018 to 30 June 2019 with funding continued to be linked to actual activity levels.

The Commonwealth funding contribution outlined the 2018–19 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 2018 – 30 June 2019

	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		-	3,349
Total		-	3,349

Note:

- Estimated National Weighted Activity Unit may be amended by the Department following the finalisation of the 2016–17 reconciliation by the Administrator of the National Health Funding Pool.
- 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 2018;
- 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 2018-19 financial year; and
- Relevant standards for particular 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.

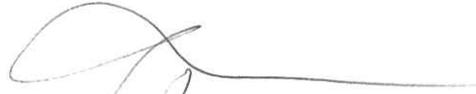
Signature

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: 17 / 8 / 2018



Mrs. Vanessa Hicks
Chairperson
Inglewood and Districts Health
Service

Date: 17 / 8 / 2018