

Statement of Priorities

2019-20 Agreement between the Minister for Health and Eastern 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

Together we care, learn, discover and innovate.

Service profile

Eastern Health provides a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care and community health services to people and communities that are diverse in culture, age, socio-economic status, population and healthcare needs.

We deliver clinical services to more than 775,000 people in our primary catchment area. Our services are located across 2,800 square kilometres in the east -the largest geographical catchment area of any metropolitan health service in Victoria.

Eastern Health provides services across nine Clinical Program areas. These are:

- Acute and Aged Medicine;
- Specialty Medicine and Ambulatory Care;
- Surgery;
- Women and Children and Acute Specialist Clinics;
- Mental Health;
- State wide Services;
- Pathology;
- Medical Imaging;
- Pharmacy.

We focus on achieving performance excellence in all we do, across all aspects of care for the communities we serve. We have an active education and research focus and strong affiliations with some of Australia's top universities and other educational institutions. This ensures that we attract and retain the best staff to work at Eastern Health. As a progressive, responsive and innovative health service, we demonstrate our commitment to excellence through external accreditation with a range of standards including the National Safety and Quality in Health Service Standards.

Strategic planning

Eastern Health has five strategic initiatives which are each defined by strategic priorities. Our strategic initiatives are:

1. Healthcare excellence
2. Leading in learning
3. Leading in research and innovation
4. A values-based, safe workplace
5. A high-performing organisation.

The Eastern Health Strategic Plan 2017-2022 is available online at <https://www.easternhealth.org.au/about-us/publications/category-items/3-publications/6-strategic-plan-2017-2022>

Strategic priorities – Health 2040;

In 2019-20 Eastern Health 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:

- Continue the implementation of priority areas in the Eastern Melbourne Primary Health Care Collaborative Primary Health Strategic Plan in partnership with community partners with a particular focus on chronic disease management and care for older persons in accordance with the agreed schedule.
- Complete the capital works, staff recruitment and training and operational commissioning requirements for the Medical Resonance Imaging (MRI) service at Box Hill Hospital.

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:

- Progress the implementation of projects associated with the SAFER (Safe patient Access and Flow is Everyone's Responsibility) program of work to address Eastern Health's emergency access performance.
- Progress the delivery of the Wantirna Health Residential Care capital development on time and on budget.

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:

- Review and revise existing systems to ensure clinical practice is in accordance with recommended best practice across the nominated Hospital Acquired Complications.
- Implement the agreed actions from the Patients First Program of work for 2019-20 which have a particular focus on shared decision making and working together.

Specific priorities for 2019-20

In 2019-20 Eastern 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.

- Complete the capital works, staff recruitment and training and operational commissioning requirements for the adult mental health beds in 1 East at Box Hill Hospital.
- Complete the development of the Mental Health Services Service Plan, ensuring it is aligned with the intent and outcomes of the Royal Commission into Victoria's Mental Health System.

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.

- Implement identified actions for the 2019-20 year to achieve a reduction in avoidable harm to staff which is related to violence and aggression including:
- Progress the implementation of the behaviour support planning system for known or anticipated behaviours of concern; and
- Finalise the work required to ensure Eastern Health fully complies with the department's Code Grey Standard.

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*.

- Progress the program of work to ensure implementation of the DHHS Strategy: Eliminating bullying and harassment in healthcare inclusive of the major elements of:
 - Prevention – enhance reporting mechanisms to allow for the proactive identification and management of trends and hotspots
 - Early intervention – targeted training regarding early intervention and dispute resolution methods, including tools and templates; and
 - Management – review the investigation framework to ensure it is aligned with best practice principles.

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.

- Implement agreed actions for 2019-20 from the eQuality Action Plan to support the achievement of the plan's goals including:
 - Eastern Health to participate in 7 key events celebrating Lesbian Gay Bisexual Transgender Intersex and Queer (LGBTBIQ) people to improve inclusive practice and develop staff awareness
 - Develop and pilot staff training for implementation of the LGBTIQ practice guideline.

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.

- Complete the development and commence implementation of an Eastern Health Reconciliation Action Plan aligned with the intent of the Improving Care for Aboriginal Patients (ICAP) program.

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.

- Implement the planned actions for the Strengthening Hospital Responses to Family Violence (SHRFV) initiative.

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.

- Implement agreed actions for 2019-20 from the Eastern Health DisAbility Action Plan to:
 - Develop a pilot to identify elective surgery patients with a disability to identify and address any barriers they may experience during admission for surgery
 - Identify opportunities to improve the environment for people with a disability and action where possible e.g. hearing loops, signage etc
 - Review and provide where necessary relevant support services for all employees and volunteers with a disability such as adaptation of the physical environment, provision of specialist equipment or resources, job redesign.

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.

- Complete a review of Eastern Health's Environmental Management Plan 2016-2020 and develop a new multi-year plan that is aligned with the objectives and strategic directions of the Department of Health and Human Services' Environmental Sustainability Strategy 2018–19 to 2022–23.

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 the 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%
Healthcare associated infections (HAI's)	
Rate of patients with surgical site infection	No outliers
Rate of patients with ICU central-line-associated bloodstream infection (CLABSI)	Nil
Rate of patients with SAB ¹ per 10,000 occupied bed days	≤ 1

Key performance measure	Target
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days
Unplanned readmission hip replacement	Annual rate ≤ 2.5%
Mental Health	
Percentage of adult acute mental health inpatients who are readmitted within 28 days of discharge	14%
Rate of seclusion events relating to a child and adolescent acute mental health admission	≤ 15/1,000

¹ SAB is Staphylococcus Aureus Bacteraemia

Key performance measure	Target
Rate of seclusion events relating to an adult acute mental health admission	≤ 15/1,000
Rate of seclusion events relating to an aged acute mental health admission	≤ 15/1,000
Percentage of child and adolescent acute mental health inpatients who have a post-discharge follow-up within seven days	80%
Percentage of adult acute mental health inpatients who have a post-discharge follow-up within seven days	80%
Percentage of aged acute mental health inpatients who have a post-discharge follow-up within seven days	80%
Maternity and Newborn	
Rate of singleton term infants without birth anomalies with APGAR score <7 to 5 minutes	≤ 1.4%
Rate of severe fetal growth restriction (FGR) in singleton pregnancy undelivered by 40 weeks	≤ 28.6%
Proportion of urgent maternity patients referred for obstetric care to a level 4, 5 or 6 maternity service who were booked for a specialist clinic appointment within 30 days of accepted referral	100%
Continuing Care	
Functional independence gain from an episode of rehabilitation admission to discharge relative to length of stay	≥ 0.645

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%
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%

Key performance measure	Target
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%

Timely access to care

Key performance measure	Target
Emergency care	
Percentage of patients transferred from ambulance to emergency department within 40 minutes	90%
Percentage of Triage Category 1 emergency patients seen immediately	100%
Percentage of Triage Category 1 to 5 emergency patients seen within clinically recommended time	80%
Percentage of emergency patients with a length of stay in the emergency department of less than four hours	81%
Number of patients with a length of stay in the emergency department greater than 24 hours	0
Elective surgery	
Percentage of urgency category 1 elective surgery patients admitted within 30 days	100%
Percentage of urgency category 1,2 and 3 elective surgery patients admitted within clinically recommended time	94%
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category	5% or 15% proportional improvement from prior year
Number of patients on the elective surgery waiting list ²	4,000
Number of hospital initiated postponements per 100 scheduled elective surgery admissions	≤ 7 /100
Number of patients admitted from the elective surgery waiting list	17,100
Specialist clinics	
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%
Percentage of routine patients referred by GP or external specialist who attended a first appointment within 365 days	90%

² the target shown is the number of patients on the elective surgery waiting list as at 30 June 2020

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
Public and Private WIES ³ activity performance to target	100%
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

³ 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 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)
Acute Admitted		
Acute WIES	101,563	486,088
WIES DVA	566	2,921
WIES TAC	485	2,832
Other Admitted		45,089
Acute Non-Admitted		
Emergency Services		60,105
Home Enteral Nutrition	473	102
Home Renal Dialysis	64	3,651
Specialist Clinics	151,993	39,698
Specialist Clinics - Private	204	46
Other non-admitted		826
Subacute & Non-Acute Admitted		
Subacute WIES - Rehabilitation Public	1,288	13,833
Subacute WIES - Rehabilitation Private	515	5,146
Subacute WIES - GEM Public	1,642	17,634
Subacute WIES - GEM Private	833	8,316
Subacute WIES - Palliative Care Public	677	7,266
Subacute WIES - Palliative Care Private	264	2,632
Subacute WIES - DVA	128	1,661
Transition Care - Bed days	26,280	4,130
Transition Care - Home days	8,030	463
Subacute Non-Admitted		
Health Independence Program - Public	134,496	29,946
Health Independence Program - DVA		52
Other specified funding		250
Aged Care		
Aged Care Assessment Service		6,427
Residential Aged Care	21,696	1,114
HACC	7,734	532
Mental Health and Drug Services		
Mental Health Ambulatory	166,500	71,785
Mental Health Inpatient - Available bed days	45,564	38,813

Mental Health Residential	21,915	2,567
Mental Health Service System Capacity	2	1,452
Mental Health Subacute	21,922	10,538
Mental Health Other		3,321
Drug Services	9,491	15,247
Primary Health		
Community Health / Primary Care Programs	30,930	3,349
Community Health Other		683
Other		
Health Workforce		16,644
Other specified funding		7,407
Total Funding		912,567

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

Funding	Service category	Estimated National Weighted Activity Units (NWAU18)	Total funding (\$'000)
Activity based funding	Acute admitted services	107,911	752,800
	Admitted mental health services	10,036	
	Admitted subacute services	14,481	
	Emergency services	23,958	
	Non-admitted services	15,556	
Block Funding	Non-admitted mental health services	-	112,954
	Teaching, training and research		
	Other non-admitted services		
Other Funding		-	46,489
Total		171,942	912,243

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 Minister 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.



Hon Jenny Mikakos MP
Minister for Health

Date: 23/10 /2019



Mr Tass Mousaferiadis
Chairperson
Eastern Health

Date: 23/10 /2019

