

Statement of Priorities

2019-20 Agreement between the Minister for Health and
Dental Health Services Victoria.

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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

We lead improvement in oral health for Victorians and ensure we prioritise those most in need.

Service profile

Dental Health Services Victoria is the lead oral health agency in Victoria. We provide oral health services through The Royal Dental Hospital of Melbourne and in partnership with over 50 community dental agencies throughout the state. We also run statewide oral health promotion programs, invest in oral health research, advise the government on oral health policy and support the education of future oral health professionals.

Our Strategic Plan 2016-2021 focus on four strategic themes:

- Improve health outcomes
- Improve the experience
- Be global leaders with our local partners
- Be a great place to work and a great organisation to work with.

Dental Health Services Victoria has used a population and targeted life course approach to identify strategies to improve health outcomes and developed a more efficient and effective model of care with a strong preventive focus.

An essential component in Dental Health Services Victoria's transformation to value-based healthcare is ensuring that our systems are co-designed with our consumers and employees.

Strategic planning

The Dental Health Services Victoria Strategic Plan 2016-2021 is available at

https://www.dhsv.org.au/_data/assets/pdf_file/0010/63289/2016-Strategic-Plan-web.pdf

Strategic priorities – Health 2040;

In 2019-20 Dental Health Services Victoria (DHSV) 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 the value based health care framework in the Royal Dental Hospital of Melbourne (RDHM).
- Partner with the Department of Health and Human Services ('the department') to deliver the agreed response to the recommendations arising from the Victorian Auditor General's Office review *Access to public dental services in Victoria*.
- Partner with the department and other organisations to launch and implement the *Victorian Action Plan to Prevent Oral Disease 2019-23*.

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:

- Employ a range of strategies to increase the reach of public dental services to Victorian 0-4 year olds, including utilisation of the *Child Dental Benefits Schedule*, and develop a pre-school dental program that is aligned with the value based health care framework.
- Implement the school dental program, the *Smile Squad*, in accordance with the deliverables identified in the agreed project plan, using the value based health care framework.
- Continue to work with the department to deliver the requirements of the *National Partnership Agreement on Public Dental Services for Adults* to improve the access of eligible Victorians to oral health care.

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:

- Develop action plans to eliminate sentinel 'never events' at RDHM as part of a clinical culture that is aligned with improving oral health outcomes.
- Establish a program, through partnership with clients and staff, that supports the development of individual co-designed care plans for clients at RDHM.
- Identify and test agreed oral health outcome measures through data collection in order to deliver value to clients in the context of value based health care.
- Establish and implement a professional development program for staff to enhance their skills in the context of delivering a value based health care experience for clients.

Specific priorities for 2019-20

In 2019-20 Dental Health Services Victoria 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.

- Continue to roll out Mental Health First Aid training to front line clinicians to help ensure clients with mental health needs are identified.

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.

- Continue the rollout of the DHSV occupational violence training program for all frontline staff.

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*.

- Continue to roll out DHSV's *Respectful Workplace Framework*, including providing our annual mandatory respectful workplace learning day.

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.

- Work with the Diverse Ability Advisory Group within DHSV's Consumer Advisory Network to provide advice on improving access to oral health services and programs for clients that are at most risk of poor oral health outcomes.

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.

- Implement a Reconciliation Action Plan (RAP) for 2019-2023 that enables DHSV to determine its vision for reconciliation and provide strategies to assist with *Closing the Gap*.

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.

- Continue implementation of the *Strengthening Hospital Responses to Violence* (SHRV) initiative by training staff to ensure they identify and respond sensitively and appropriately to family violence disclosures.

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.

- Finalise the draft DHSV Disability Action Plan by 31 December 2019, commence implementing the key deliverables of the plan and provide a report on progress in the 2019-20 DHSV Annual Report.

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.

- Implement the Global Green and Healthy Hospitals framework within DHSV in accordance with the Global Green and Healthy Hospitals goals to promote greater sustainability and environmental health.

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 |
|---|-------------------------|
| Patient experience | |
| Patient satisfaction at the Royal Dental Hospital of Melbourne, as measured by the Patient Experience Trackers. | 85% positive experience |

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% |
| 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 | Targets | | |
|---|----------------------------|------------------------|-----------------------------|
| | 2019-20 Agencies target | 2019-20 RDHM target | 2019-20 Statewide target |
| Emergency care | | | |
| Percentage of Dental Emergency Triage Category 1 clients treated within 24 hours | 85% | 85% | 85% |
| Percentage of Dental Emergency Triage Category 2 clients treated within 7 days | 80% | 80% | 80% |
| Percentage of Dental Emergency Triage Category 3 treated within 14 days | 75% | 75% | 75% |
| General and denture care | | | |
| Number of hospital initiated postponements per 100 scheduled appointments. | | 3 | |
| Average recall interval for high caries risk eligible clients aged 0 – 17 years (months) | | | 12 |
| Average recall interval for low caries risk eligible clients aged 0 – 17 years (months) | | | 24 |
| Waiting time for prosthodontics, endodontic, and orthodontics specialist services patients (months) | | 15 | |
| Waiting time for other dental specialist services patients (months) | | 9 | |
| Waiting time for general care (months) | | | 23 |
| Waiting time for denture care (months) | | | 22 |
| Waiting time for priority denture care (months) | | | 3 |
| Activity | | | |
| Total number of individuals treated ^{1&2} | | | 365,000 |
| Priority and emergency clients treated ² | | | 273,800 |
| Dental Weighted Activity Units (DWAUs) ^{1&2} | | | 351,488 |

¹ Targets reflect additional activity to be delivered under the one-year extension to the *National Partnership Agreement on Public Dental Services for Adults* until 30 June 2020.

² Targets exclude services provided via the *Child Dental Benefits Schedule*.

Effective financial management

| Key performance measure | Target |
|---|---------|
| Operating result (\$m) | 0 |
| Average number of days to pay trade creditors | 60 days |
| Average number of days to receive patient fee debtors | 60 days |
| Actual number of days available cash each month. | 14 days |

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 | Activity number | Base funding 2019-20 | Measure and Target 2019-20 |
|--|-----------------|----------------------|---|
| Oral Cancer Screening & Prevention Program | 16454 | \$260,610 | Implement negotiated deliverables |
| Service System Resourcing and Development ³ | 27010 | \$12,450,032 | Reported in Annual Report |
| Annual Provisions/Minor Works | 27011 | \$1,008,081 | Reported in Annual Report |
| Oral Health Promotion | 27017 | \$2,158,092 | Implement negotiated deliverables |
| RDHM Dental Care | 27019 | \$28,955,173 | Individuals treated/DWAU |
| Workforce, Resourcing and Development | 27020 | \$2,166,028 | Report on implementation of DHSV Workforce Strategy |
| Community Dental Care | 27023 | \$114,757,043 | Individuals treated/DWAU |
| TOTAL | | \$161,755,059 | |

| National Partnership Agreement (NPA)* | Funding 2019-20 | Measure and Target 2019-20 |
|---------------------------------------|---------------------|---|
| Service delivery Q1 | \$6,200,000 | NPA Service Funding (Commonwealth Department of Health reporting requirements, including DWAUs) |
| Service delivery Q2 | \$6,200,000 | |
| Service delivery Q3 | \$6,200,000 | |
| Service delivery Q4 | \$6,200,000 | |
| TOTAL | \$24,800,000 | |

* Funding allocation for 2019-20 from the *National Partnership Agreement on Public Dental Services for Adults*.

| School Dental Program | Initial funding 2019-20 | Measure and Target 2019-20 |
|------------------------|-------------------------|-----------------------------------|
| Initial seed funding** | \$5,207,945 | Implement negotiated deliverables |
| TOTAL | \$5,207,945 | |

** Initial funding allocation to contribute to the School Dental Program (Smile Squad) design and proof of concept. Additional funding will be provided as the program is progressively implemented in accordance with the agreed project plan.

³ Includes \$30,000 (fixed) to support the Balibo House Trust Dental Clinic. Includes funding under the following activities and activity numbers: Dental Services Purchasing (27024); Clinical Leadership and Governance (27025); Capital Planning and Development (27026); Regional Service System Support (27028); Data Management and IT (27029).

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.

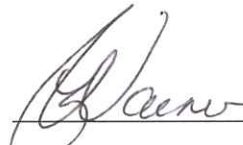
Signature

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: 24/10 /2019



Dr Zoe Wainer
Chairperson
Dental Health Services Victoria

Date: 24/10 /2019

