

Statement of Priorities

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

Strengthening health in our community through excellence and innovation

Values

- Respect:* Yarrawonga Health respects the needs, expectations, beliefs and confidentiality of all people.
Excellence: Yarrawonga Health seeks to deliver the highest standards and best outcomes.
Integrity: Yarrawonga Health works with people in an open and transparent manner.
Compassion: Yarrawonga Health is sensitive and responds to the individual needs of each person.
Teamwork: Yarrawonga Health achieves its goals based on successful teamwork.

Service profile

Yarrawonga Health is a small rural public health service providing low complexity acute inpatient services, residential aged care, primary and community health services.

Yarrawonga Health services are supported by visiting medical officers appointed to Yarrawonga Health from the two General Practices. The acute service comprises medical, surgical and maternity beds, with provision to meet the needs of palliative care and TCP patients within the 21-bed acute unit.

The Urgent Care Centre located in the acute unit provides care to approximately 2,500 patients annually. The maternity service provides low risk birthing service, along with high and low risk antenatal clinics, antenatal classes, post-natal care and domiciliary visits. The perioperative service provides general, endoscopic and minor orthopaedic surgery, pre-anaesthetic clinics coordinated by Yarrawonga Health. Post-operative care is accommodated in the Day Stay Unit with medical day stay services on non-theatre days. A three chair dialysis (spoke) service operates two shifts across six days a week and is supported by Melbourne Health renal dialysis hub.

There are three residential aged care facilities onsite with a total of 86 beds and aged care services includes hostel (Warrina), nursing home (Karana) and dementia specific care provided in the memory support unit (Allawah).

The Yarrawonga Health Hub provides a range of primary care services including cardiac and pulmonary rehabilitation programs, falls and balance clinic, chronic disease self-management, community health nursing including QUIT and adolescent health services, occupational therapy, physiotherapy, social work, dietetics, paediatric speech pathology, podiatry, counselling, paediatric developmental services, pelvic floor physiotherapy, lymphoedema services, foot care nursing and health promotion services. The District Nursing service provides services funded by the Community Home Support Program, HACC-Program for Younger People, Hospital in the Home, Moira Palliative Care and others. A Department of Social Services Homelessness Support Service for the Yarrawonga and Cobram areas is also operated and governed by Yarrawonga Health.

Yarrawonga Health partners with a range of rural and regional health services for the Murray to Mountains Intern Program. In addition to this Yarrawonga Health partners with multiple external agencies for the provision of projects to improve services local area access, this includes with NCN Health for the Moira Respiratory project, Moira Mental Health project, Allied Health Education and Community Rehabilitation funded services. Other partners include Northeast Health Wangaratta for the Strengthening Hospital Response to Family Violence program and Goulburn Valley Primary Care Partnership for health promotion and other services.

Visiting services and specialists at the Health Hub include Primary Care Connect (alcohol and drug, family violence, community mental health), Goulburn Valley Centre Against Sexual Assault, Royal Children's Hospital neonatal hearing testing, Regional Dermatology, Orthopaedics, Urology, Geriatrics, Cardiology, Psychiatry, and other visiting physicians.

Strategic planning

Yarrawonga Health's Strategic Plan 2016-2019 is available online at: <https://www.yh.org.au/>

Strategic priorities – Health 2040

In 2019-20 Yarrowonga Health will contribute to the achievement of the Government’s commitments within *Health 2040: Advancing health, access and care* by:

Better Health

<p>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</p>	<p>Strategies: Reduce Statewide Risks Build Healthy Neighbourhoods Help people to stay healthy Target health gaps</p>
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Deliverables:

- Active participation in the Deakin Respond research project, which seeks to identify community responses for childhood obesity prevention. By June 2020, utilising this research develop a plan that Yarrowonga Health and partners in the community can action to address childhood obesity.
- Continue the maternity services enhancement project in collaboration with Northeast Health Wangaratta. The project is focussed on clear, accessible pathways for antenatal and postnatal care, for Yarrowonga women and supports the provision of sustainable maternity services for the longer term.

Better Access

<p>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</p>	<p>Strategies: Plan and invest Unlock innovation Provide easier access Ensure fair access</p>
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Deliverables:

- Partner with the Melbourne Health (MH Dialysis Hub) to implement a twilight dialysis shift providing extra capacity within the Moira Local Government Area.
- Finalise a business case for Yarrowonga Health’s theatre redevelopment and submit the business case into all applicable funding rounds for 2019-20.

Better Care

<p>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</p>	<p>Strategies: Put quality First Join up care Partner with patients Strengthen the workforce Embed evidence Ensure equal care</p>
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Deliverables:

- Review Yarrowonga Health’s Consumer Engagement Strategy to facilitate improved organisational capability and ensure alignment with standards to ensure that patients and carers are active partners in care. Have a revised consumer engagement strategy in place by June 2020.
- By December 2019, Yarrowonga Health will have commissioned an external review of the Urgent Care Centre (UCC) to identify recommendations for improving the standard of care delivery within the UCC. By June 2020, Yarrowonga Health will have initiated the implementation of all the review recommendations.

Specific priorities for 2019-20

In 2019-20 Yarrowonga Health will contribute to the achievement of the Government's priorities by:

Supporting the Mental Health System

Improve service access to mental health treatment to address the physical and mental health needs of consumers.

Deliverables:

- Implement standardised assessment tools for mental health needs, incorporating stepped care model of referral systems and pathways. The assessment tools will be applied in all relevant clinical settings from end of June 2020.

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.

Deliverables:

- Yarrowonga Health will implement the documented Yarrowonga Health Staff Engagement Strategy by implementing improved systems and staff engagement with Health & Safety, Occupational Violence & Aggression, Injury Management and wellbeing programs. The strategy will also be updated in the first half of 2019-20 to incorporate 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*.

Deliverables:

- Yarrowonga Health will actively promote positive workplace behaviour by requiring 100 per cent of all staff and volunteers to complete bullying and harassment training in 2019-20.
- Yarrowonga Health will fully 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*.

Supporting Vulnerable Patients

Partner with patients to develop strategies that build capability within the organisation to address the health needs of communities and consumers at risk of poor access to health care.

Deliverables:

- By the end of the third quarter of 2019-20, Yarrowonga Health will have developed an action plan to enhance the welcoming environment and acceptance of LGBTIQ individuals accessing Yarrowonga Health services in consultation with, and building on the successful engagement with, the local LGBTIQ community.

Supporting Aboriginal Cultural Safety

Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices across all parts of the organisation to recognise and respect Aboriginal culture and deliver services that meet the needs, expectations and rights of Aboriginal patients, their families, and Aboriginal staff.

Deliverables:

- The Yarrowonga Health Aboriginal Health Cultural Competence Action Plan will be progressed by improved cultural images, continued culture safety training for staff and developing partnerships with Aboriginal Controlled Community Organisations (ACCOs). At least two training programs will be conducted over 2019-20, and at least two partnership arrangements with ACCOs reviewed and refreshed.

Addressing Family Violence

Strengthen responses to family violence in line with the *Multiagency Risk Assessment and Risk Management Framework* (MARAM) and assist the government in understanding workforce capabilities by championing participation in the census of workforces that intersect with family violence.

Deliverables:

- Strengthen Yarrowonga Health responses to family violence by improving recognition and support for family violence through alignment with the community and family violence referral system. The referral system will be refined and improved over the course of 2019-20.

Implementing Disability Action Plans

Continue to build upon last year's action by ensuring implementation and embedding of a disability action plan which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disability.

Deliverables:

- Reduce barriers for people living with disability by undertaking an access audit during 2019-20, with the findings of the audit reported to the Board of Yarrowonga Health and a response plan developed by June 2020.

Supporting Environmental Sustainability

Contribute to improving the environmental sustainability of the health system by identifying and implementing projects and/or processes to reduce carbon emissions.

Deliverables:

- Implement a working party to develop a Yarrowonga Health environmental sustainability action plan. The plan will include actions to reduce printing and to improve clinical waste systems and will be finalised by the end of 2019-20.

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 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%

Key performance measure	Target
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days
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%

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%

Key performance measure	Target
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%

Effective financial management

Key performance measure	Target
Operating result (\$m)	-0.35
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)
Small Rural		
Small Rural Acute	218	9,943
Small Rural Primary Health & HACC	4,115	621
Small Rural Residential Care	30,374	1,320
Health Workforce		133
Other specified funding		316
Total Funding		12,333

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			12,333
Total			12,333

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.

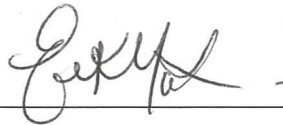
Signature

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.



Megan Jones
Assistant Director, Rural and
Regional Health Performance
South and East as Delegate for the
Secretary for the Department of
Health and Human Services

Date: 10 / 10 / 2019



Ms Erin York
Chairperson
Yarrowonga Health

Date: 10 / 10 / 2019

