

# Statement of Priorities

2019-20 Agreement between the Secretary for the Department of Health and Human Services and Kooweerup Regional Health Service

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## Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 40G, 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

Statements of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. The annual agreements support the delivery of, or substantial progress towards the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

A Statement of Priorities consists of four main parts:

- Part A provides an overview of the service profile, strategic priorities and deliverables the health service will achieve in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2019-20*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities in November each year and present data on the performance of our health system in the public domain.

## Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health care services are delivered to the Victorian community. The Department of Health and Human Services (the department) delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. By working together, we strive to build stronger functional, policy and service delivery connections to support the health, wellbeing and safety of all Victorians, no matter what their personal circumstances or stage of life.

## Government commitments

This year's \$25.6 billion *Victorian Budget* will help us continue our work in supporting the most vulnerable Victorians and provide more services locally.

- \$2.3 billion of additional funding for meeting hospital services demand
- \$321.9 million for the roll-out of free dental care to all Victorian government school students
- \$299.6 million for more paramedics, vehicles and stations
- \$136.2 million to deliver 500,000 specialist appointments in regional Victoria
- \$117.8 million to recruit and train more nurses, midwives and frontline health workers and make further ratios improvements that will see 1,100 nurses & midwives in Victorian public hospitals.
- \$213.6 million for new parenting centres and more maternal and child health nurses
- \$116.5 million for medical research projects such as new cancer therapies
- A \$100 million boost to the Regional Health Infrastructure Fund to support hospitals and health facilities for rural and regional communities
- \$72 million on hospital and community based palliative care to ensure the end of life care choices of Victorians continue to be met
- \$67.6 million to meet critical mental health service demand
- \$1.5 billion to build a new Footscray Hospital
- \$59.5 million for a new rehabilitation centre at Bendigo Health
- \$31.4 million for an expansion of the Royal Children's Hospital
- \$2.4 million to plan for a new hospital in Melton

This investment will support the implementation of *Health 2040: advancing health, access and care* - which presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system.

# Part A: Strategic overview

## Mission statement

### Our Vision

Towards a healthier community.

### Our Values

- Accountability – taking responsibility for our actions and delivering the highest standard of care.
- Integrity – our actions reflect our values.
- Respect and Individual Care – we treat our consumers with compassion and empathy and strive to place the consumer at the centre of care.
- Professionalism – we aim to achieve the highest standards of evidence-based care and to deliver the best outcomes for consumers.
- Partnerships – through the development of partnerships between ourselves, the community and government we will ensure opportunities for our community are maximised.

## Service profile

Kooweerup Regional Health Service is a public hospital that is committed to providing high quality health care services catering for the needs of the local communities. In accordance with our vision and values we adopt philosophies of environmental sustainability and a smoke free environment.

The service provides a broad range of services and clinics including:

RESIDENTIAL CARE	SUB-ACUTE	HEALTH SUPPORT	ACUTE CARE	DISTRICT NURSING
Low Care Hostel High Care Nursing Home Dementia Specific Lifestyle & Leisure	Respite Care Transitional Care National Carers Respite Program NDIS Respite	Social Work Physiotherapy Occupational Therapy Diabetes Clinic Podiatrist Dietitian Nurse Education	Palliative Care Post-Operative Care Medical Care Rehabilitation	Hospital in the Home Wound Management Post-Acute Care Midwifery Home Care Packages CHSP Palliative Care Continence Management Foot Care
MEDICAL SERVICES				
Black Fish Medical Clinic Endocrinology Pathology	Cardiologist Echocardiography Palliative Care Nurse	Parenting Support Breast Feeding Support Sleep/Settling	Visiting Medical Specialists Geriatrician Telehealth Psychiatry	
COMMUNITY SERVICES				
Community Health and Wellbeing Children, Youth and Families	Volunteers and Ladies Auxiliary Men's Shed and Community Garden	Community Bus and Community Centre Hewitt Eco House	Consumer Advisory Committee	

In 2019-20, Kooweerup Regional Health Service will focus on quality consumer centred services that ensure a continuously improving service, concentrating on the health and wellbeing of our community and the safety of our consumers.

Kooweerup Regional Health Service will work towards sustainability and recognise the importance of minimal impact on our natural environment. We will ensure a continuation of a socio-ecological approach to all our activities.

## Strategic planning

Kooweerup Regional Health Service Strategic Plan 2018-2022 is available online at

<https://www.kooweeruphospital.net.au/sites/default/files/Strategic%20plan%202018-22.pdf>

## Strategic priorities – Health 2040

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

### Better Health

<p><b>Goals:</b>  A system geared to prevention as much as treatment  Everyone understands their own health and risks  Illness is detected and managed early  Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p><b>Strategies:</b>  Reduce Statewide Risks  Build Healthy Neighbourhoods  Help people to stay healthy  Target health gaps</p>
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#### Deliverables:

- That Kooweerup Regional Health Service collaborate as an active partner with Cardinia Shire towards the implementation of the Cardinia Shire Liveability Plan through:
  - attracting and supporting Alcohol and Drug Workers and Youth Workers to participate in the Youth Hub Program.
  - developing a recreational guide and illustrative map of physical activities opportunities through the “Get Active Koowee” campaign.
  - having healthy staff and supporting healthy staff food and lifestyle options through the implementation of a Healthy Eating Program and implement two group exercise opportunities across the organisation for all staff.

### Better Access

<p><b>Goals:</b>  Care is always being there when people need it  Better access to care in the home and community  People are connected to the full range of care and support they need  Equal access to care</p>	<p><b>Strategies:</b>  Plan and invest  Unlock innovation  Provide easier access  Ensure fair access</p>
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#### Deliverables:

- To establish an LGBTIQ Inclusion Plan for Kooweerup Regional Health Service by 2019-20 and ensure all actions are reflective of a diverse community.
- Enable Aged Friendly Local Neighbourhoods and services through a partnership approach with Cardinia Shire in establishing Dementia Friendly Community training in Kooweerup with local business owners.
- Improve access to mental health services via telehealth utilising consultant psychiatrist located at Mitcham Private Hospital.
- To actively promote Kooweerup Regional Health Service services including Home Care Program by increasing information dissemination within the community through delivery of two expos, one community conversation and multimedia (newsletters, social media, website).
- Ensure images used in all mediums is reflective of a diverse community including LGBTIQ and that at least 10 per cent of images reflect this diversity.
- To establish partnerships in the sector to improve access for Aboriginal Torres Strait Islander community members and identify barriers and solutions to health service access and work with our partners in prioritising and implementing solutions where possible.
- To improve referrals pathways from community to dementia supports – Forget Me Not Café.

## Better Care

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**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

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**Deliverables:**

- Embed Person Advocate Liaison Service (PALS) into core activities of Kooweerup Regional Health Service and expand the number of officers involved in the program to ensure the patient experience is embedded in all Kooweerup Regional Health Service activities.
- Develop and embed the two identified Partnering in Healthcare Domains utilising the Safer Care Victoria framework. These being:
  - Shared care: To deliver staff training as a component of Person-Centred Care and Goal Directed Care. Increase opportunities for consumers to participate in committees (such as diversity, workplace health and safety committees).
  - Effective communication: To provide training for staff on Health Literacy (for example teach-back Ask Me 3 and Asking Questions Matter) face to face and online.
- To provide additional education resources to support workforce information technology capability with resultant increase in online training program completion focusing on core and mandatory competencies.
- Deliver on family violence, alcohol harm and substance misuse, deliverables for prevention where people live, learn, work and play as per the Community Health – Health Promotion Plan and Cardinia Liveability Plan.



## Specific priorities for 2019-20

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

### ***Supporting the Mental Health System***

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

#### **Deliverables:**

- Increase access opportunities for the Youth Hub Program and ensure streamlined referrals are responsive, targeted and safe so young people and their families are supported to develop the life skills and abilities to manage their own mental health.
- Expand opportunity for Geriatrician and telehealth psychiatry reviews at Kooweerup Regional Health Service.
- Increase awareness of the Access to Allied Psychological Services Program, through the Employee Assistance Program, as a key opportunity in providing mental health support for staff and ensure 100 per cent of staff receive dedicated information regarding program access.
- Deliver two education sessions to clinical staff to provide a better understanding of the causes and management of delirium as measured by a pre and post survey.

### ***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:**

- Implement outcomes of the Security Risk Assessment Tool utilising the principles of the Guide for security arrangements to prevent and manage occupational violence and aggression.
- Implement the 10-point Australian Nursing and Midwifery Federation Plan to end Violence and Aggression to increase safety for staff at Kooweerup Regional Health Service.
- Improve prevention of occupational violence and Code Grey responses through participation in the SMART Code Grey Awareness Project.

### ***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:**

- Having implemented the departments Framework for promoting a positive workplace culture, our implementation strategy is:
  - to ensure our staff are regularly trained through programs delivered by Kooweerup Regional Health Service education team in effective skills focusing on localised workplace wellbeing / behaviours that decrease bullying and harassment.
  - ensure the PEER Support Team have access to appropriate, consistent and effective training to support the Kooweerup Regional Health Service Employee Assistance Program.
  - promote positive workplace behaviours through an internal social marketing campaign.

### ***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:**

- Better delivery of care options for vulnerable clients including access to aged care and disability respite by using a planned coordinated approach to allocation to achieve a 95 per cent occupancy.
- Take a coordinated approach to implementing the local Diversity Plan by providing an inclusive environment for health care through the development of a consultation process, delivery of staff training and social marketing (Silver Rainbow).
- Implement Diversity, Aboriginal and Torres Strait Islander Plan with consumer and significant other participation to improve access to Kooweerup Regional Health Service services.

### ***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:**

- Develop a formal partnership with local Indigenous Community Groups and identify barriers and solutions to health service access utilising the advice received from our Aboriginal and Torres Strait Islander community partners as identified in the Kooweerup Regional Health Service Aboriginal and Torres Strait Islander Plan.
- Conduct regular scheduled consultations with local indigenous consumers to identify the environmental and social cultural safety needs for Indigenous consumers and modify care and services as required and report these items within the developed action list.

### ***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:**

- Continue to embed the MARAM Framework and the Strengthening Hospital Responses to Family Violence Program in partnership with Monash Medical Centre to deliver localised education support and achieve an 80 per cent target of all staff having completed Module 1.

### ***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:**

- Review employment policies and ensure equal opportunity and non-discriminatory opportunities are applied.
- Consult with disability service providers regarding training staff about positive and alternative communication when interacting with people with disability.
- Implement the Social Procurement Framework and target providers utilising social procurement principles in the development of Health Promotion onsite offices.

- Commence implementation of actions from the Regional South Gippsland Coast Plan focusing in 2019-20 on a staff survey to establish baseline information about beliefs and attitudes and establish a web-based survey to gain feedback from people with a lived experience.

### ***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:**

- Increase water savings through implementation of appropriate organisational water reduction strategies including broad use of mulch and timed water saving devices.
- Increase education and participation in waste reduction initiatives including polyvinyl chloride, clinical waste, e-waste reduction and recycling.
- Reduce paper usage across Kooweerup Regional Health Service through increased opportunity through information technology usage.

## Part B: Performance Priorities

The *Victorian Health Services Performance monitoring framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Changes to the key performance measures in 2019-20 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

Further information is available at [www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability](http://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability)

### High quality and safe care

Key performance measure	Target
<b>Accreditation</b>	
Compliance with the Aged Care Standards	Full compliance
<b>Infection prevention and control</b>	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
<b>Patient experience</b>	
Victorian Healthcare Experience Survey – percentage of positive patient experience responses	95%
Victorian Healthcare Experience Survey – percentage of very positive responses to questions on discharge care	75%
Victorian Healthcare Experience Survey – patient's perception of cleanliness	70%

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

### Strong governance, leadership and culture

Key performance measure	Target
<b>Organisational culture</b>	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have"	80%
People matter survey – percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area"	80%
People matter survey – percentage of staff with a positive response to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager"	80%

Key performance measure	Target
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

## Effective financial management

Key performance measure	Target
Operating result (\$m)	0.00
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days available cash (based on end of year forecast)	14 days
Actual number of days available cash, measured on the last day of each month.	14 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

## Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2019-20 of the *Department of Health and Human Services Policy and funding guidelines 2019*.

The *Policy and funding guidelines* are available at <https://www2.health.vic.gov.au/about/policy-and-funding-guidelines>

Further information about the Department of Health and Human Services' approach to funding and price setting for specific clinical activities, and funding policy changes is also available at

<https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/pricing-funding-framework/funding-policy>

Funding type	Activity	Budget (\$'000)
<b>Small Rural</b>		
Small Rural Acute	8	5,349
Small Rural Primary Health & HACC	2,088	201
Small Rural Residential Care	21,696	717
Health Workforce		103
Other specified funding		125
<b>Total Funding</b>		<b>6,496</b>

## Part D: Commonwealth funding contribution

The Victorian health system has faced a number of changes to Commonwealth funding since 2012–13. The changes to the funding arrangements announced in the 2014–15 Commonwealth Budget will continue to be applicable for the period 1 July 2019 to 30 June 2020 with funding continued to be linked to actual activity levels.

The Commonwealth funding contribution outlined the 2019–20 Commonwealth Budget was based on estimates and has since been updated by the Administrator of the National Health Funding Pool, based on latest activity estimates from States and Territories. However, given that final funding amounts are based on actual activity, there may be adjustments to funding throughout the year as a result of reconciliations and other factors outlined below.

Period: 1 July 2019 – 30 June 2020

	Service category	Estimated National Weighted Activity Units (NWAU18)	Total funding (\$'000)
Activity based funding	Acute admitted services		
	Admitted mental health services		
	Admitted subacute services		
	Emergency services		
	Non-admitted services		
Block Funding	Non-admitted mental health services		
	Teaching, training and research		
	Other non-admitted services		
Other Funding			<b>6,496</b>
<b>Total</b>			<b>6,496</b>

Note:

- Activity loadings are included in the Estimated National Weighted Activity Units (i.e. Paediatric, Indigenous, Remoteness, Intensive Care Unit, Private Patient Service Adjustment, and Private Patient Accommodation Adjustment).
- In situations where a change is required to Part D, changes to the agreement will be actioned through an exchange of letters between the Department and the Health Service Chief Executive Officer.
- Ambulance Victoria and Dental Health Services Victoria do not receive a Commonwealth funding contribution under the National Health Reform Agreement. Dental Health Services Victoria receives Commonwealth funding through the National Partnership Agreement.

## Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2019;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2019-20 financial year; and
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard. This includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.



## Signature

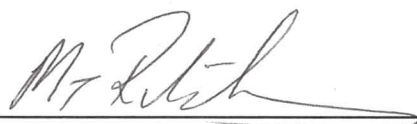
The Secretary and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



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

Date: 16 / 10 / 2019



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**Marie Ritchie**  
Board Chair  
Kooweerup Regional Health Service

Date: 16 / 10 / 2019

