

# Statement of Priorities

2018–19 Agreement between the Secretary for the  
Department of Health and Human Services and  
Kyneton District 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 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

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

A Statement of Priorities consists of four parts:

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

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2018-19*.

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

# Strategic priorities

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

## Government commitments

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

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

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

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

# Part A: Strategic overview

## Mission statement

We care that every person has a positive experience every time.

## Our purpose

Friendly and professional healthcare for people close to home in the Macedon Ranges.

## Service profile

Kyneton District Health Service is a small rural health service providing acute, urgent care and community nursing services. Our team of qualified, dedicated health professionals collaborate with visiting GPs and specialists, and regional health care partners to deliver a broad range of integrated health services.

Inpatient services are provided in our hospital for general medical, respite and palliative care, low acuity surgery (day and overnight), low risk maternity and renal dialysis. Two inpatient beds are also allocated for bed-based Transition Care Program.

Our 24 hour Urgent Care Centre is attended by highly skilled and experienced nursing staff, with a large cohort of Rural and Isolated Practice Endorsed Registered Nurses (RIPERN). Staff collaborate with local GPs, in providing first line care to all urgent attendances, and with Ambulance Victoria and receiving hospitals to stabilise and coordinate transfer to a higher level of care, where necessary.

Community nursing services include Home Nursing, Community Palliative Care, Post- Acute Care, Hospital In The Home and community Transition Care Program.

The Treehouse program provides a regular meeting place at the hospital that is coordinated by friendly nurses who support people who live in the Macedon Ranges to get involved in meaningful activities that promote independence and wellbeing. The program also gives carers a day off. Treehouse is having hugely positive impacts on happiness and quality of life, and the social outlet supports people to remain living in their own home for longer.

Healthy Mind and Movement opened in May, 2018. This program offers support to community members to build exercise endurance, general fitness and improve overall wellbeing before progressing to independent exercise or other exercise programs offered within the Macedon Ranges. The four different programs which vary in length of time (with a maximum of 12 weeks) are coordinated by a Physiotherapist and program assistant.

Major capital improvement in 2018 entailed significant building and security works using funds provided by the Health Service Violence Prevention Fund. These works have boosted hospital and staff security by developing a secure triage area, enhancing visibility and creating a safe room for staff in the event of an incident. New security doors at the hospital entrance prevent access to main hospital after hours and more duress alarms and enhanced CCTV coverage and monitoring have bolstered staff safety.

## Strategic planning

[Kyneton District Health Service Strategic Plan for 2015-2018](http://www.kynetonhealth.org.au) is available online at [www.kynetonhealth.org.au](http://www.kynetonhealth.org.au)

## Strategic priorities

In 2018-19 Kyneton District Health Service will contribute to the achievement of the Victorian Government's commitments by:

Goals	Strategies	Health Service Deliverables
<p><b>Better Health</b></p> <p>A system geared to prevention as much as treatment</p> <p>Everyone understands their own health and risks</p> <p>Illness is detected and managed early</p> <p>Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p><b>Better Health</b></p> <p>Reduce statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Implement designated strategies in the shire-wide Health and Wellbeing Plan including specific strategies targeting:</p> <p>Healthy Eating and Active Living. Develop a Healthy Eating Policy and Catering Guide in line with Healthy Choices: Healthy Eating guidelines for Workplaces</p> <p>Primary Prevention of Violence Against Women. Develop a robust system for data collection and reporting relating to Family Violence attendances, referrals, etc.</p> <p>Mental Wellbeing. Provide at least three staff education sessions to enhance staff capability to respond and identify opportunities to prevent further harm for those experiencing poor mental health.</p>

Goals	Strategies	Health Service Deliverables
<p><b>Better Access</b></p> <p>Care is always there when people need it</p> <p>More access to care in the home and community</p> <p>People are connected to the full range of care and support they need</p> <p>There is equal access to care</p>	<p><b>Better Access</b></p> <p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>	<p>Lead a collaborative regional initiative to enhance and support sustainable low risk obstetrics services for the communities of Maryborough (Central Goldfields), Castlemaine (Mount Alexander) and Kyneton (Macedon Ranges) including development of a project plan with key deliverables and recruitment of at least one extra GP Obstetrician and one extra GP Anaesthetist to a collaborative roster model across the three sites.</p> <p>Work with Bendigo Cancer Centre and Loddon Mallee Integrated Cancer Services (LMICS) to establish an integrated network and regional approach to cancer care and treatment by implementing structures and processes which support the provision medical and radiation oncology services locally, including specialist consulting, day chemotherapy, supportive care and survivorship support.</p>
<p><b>Better Care</b></p> <p>Target zero avoidable harm</p> <p>Healthcare that focusses on outcomes</p> <p>Patients and carers are active partners in care</p> <p>Care fits together around people's needs</p>	<p><b>Better Care</b></p> <p>Put quality first</p> <p>Join up care</p> <p>Partner with patients</p> <p>Strengthen the workforce</p> <p>Embed evidence</p> <p>Ensure equal care</p>	<p>Implement an integrated system for monitoring and reporting key performance indicators, actions and tasks associated with key organisational plans and clinical governance performance measures to the Board, Executive and Managers.</p> <p>Implement a Quality and Safety program supporting identification and reporting of potential and actual patient and staff safety risks by introducing "Good Catch" and 'Safety Catch Up' initiatives.</p>

Goals	Strategies	Health Service Deliverables
<p><b>Specific 2018-19 priorities (mandatory)</b></p>	<p><b>Disability Action Plans</b></p> <p>Draft disability action plans are completed in 2018-19.</p>	<p>Submit a draft disability action plan to the department by 30 June 2019, which outlines the approach to full implementation within three years of publication.</p> <p>Ensure 80% of staff completes the Dementia Friends program to increase their understanding of dementia and learn how they can better support people who are impacted.</p>
	<p><b>Volunteer engagement</b></p> <p>Ensure that the health service executives have appropriate measures to engage and recognise volunteers.</p>	<p>Increase the number of volunteers and the range of different areas in which they can assist, including supporting the gardens / maintenance staff and supporting patient transport.</p>
	<p><b>Bullying and harassment</b></p> <p>Actively promote positive workplace behaviours and encourage reporting. Utilise staff surveys, incident reporting data, outcomes of investigations and claims to regularly monitor and identify risks related to bullying and harassment, in particular include as a regular item in Board and Executive meetings. Appropriately investigate all reports of bullying and harassment and ensure there is a feedback mechanism to staff involved and the broader health service staff.</p>	<p>Develop and implement comprehensive training and support mechanisms aimed at preventing and responding to inappropriate behaviour, including bullying and harassment. Support staff teams to identify “Above and Below the Line Behaviours” and to re-define the what it means to provide best care to patients and colleagues that is personal, connected, and right and safe.</p>
	<p><b>Occupational violence</b></p> <p>Ensure all staff who have contact with patients and visitors have undertaken core occupational violence training, annually. Ensure the department’s occupational violence and aggression training principles are implemented.</p>	<p>Continue to enhance internal security by: increasing CCTV coverage, installing swipe card access to additional key areas, installing additional fixed duress alarms, extending the ‘wandering patient’ alert system to reduce confusion and agitation of cognitively impaired patients, and improving directional signage to minimise the risk of confusion / agitation.</p>

Goals	Strategies	Health Service Deliverables
	<p><b>Environmental Sustainability</b></p> <p>Actively contribute to the development of the Victorian Government's policy to be net zero carbon by 2050 and improve environmental sustainability by identifying and implementing projects, including workforce education, to reduce material environmental impacts with particular consideration of procurement and waste management, and publicly reporting environmental performance data, including measureable targets related to reduction of clinical, sharps and landfill waste, water and energy use and improved recycling.</p>	<p>Implement strategies developed by the Kyneton District Health Environmental Green Group as per our Sustainability Action Plan, including systems to support waste segregation, recycling of a larger range of items (e.g. soft plastics), and reporting sustainability performance publicly on designated screen in waiting areas.</p>
	<p><b>LGBTI</b></p> <p>Develop and promulgate service level policies and protocols, in partnership with LGBTI communities, to avoid discrimination against LGBTI patients, ensure appropriate data collection, and actively promote rights to free expression of gender and sexuality in healthcare settings. Where relevant, services should offer leading practice approaches to trans and intersex related interventions.</p>	<p>In collaboration with Cobaw Community Health, we will provide two sessions of Inclusive Practice Training for staff. This will build on the Diversity and Vulnerability Plan which includes strategies focused on supporting people who identify as LGBTI.</p>

## Part B: Performance Priorities

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

Changes to the key performance measures in 2018-19 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

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

### High quality and safe care

Key performance indicator	Target
<b>Accreditation</b>	
Accreditation against the National Safety and Quality Health Service Standards	Accredited
<b>Infection prevention and control</b>	
Compliance with the Hand Hygiene Australia program	80%
Percentage of healthcare workers immunised for influenza	80%
<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 – patients perception of cleanliness	70%
<b>Adverse events</b>	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days
<b>Maternity and Newborn</b>	
Rate of singleton term infants without birth anomalies with APGAR score <7 to 5 minutes	≤ 1.4%
Rate of severe foetal 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%
<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 indicator	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%
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

## Effective financial management

Key performance indicator	Target
<b>Finance</b>	
Operating result (\$m)	\$0.02M
Average number of days to paying trade creditors	60 days
Average number of days to receiving patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days a health service can maintain its operations with unrestricted available cash (based on end of year forecast)	14 days
Actual number of days a health service can maintain its operations with unrestricted available cash, measured on the last day of each month.	14 days
Measures the accuracy of forecasting the Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

## Part C: Activity and funding

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

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

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

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

Funding type	Activity	Budget (\$'000)
<b>Small Rural</b>		
Small Rural Acute	205	10,364
Small Rural Primary Health & HACC	957	92
Health Workforce		26
Other specified funding		326
<b>Total Funding</b>		<b>10,809</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 2018 to 30 June 2019 with funding continued to be linked to actual activity levels.

The Commonwealth funding contribution outlined the 2018–19 Commonwealth Budget was based on estimates and has since been updated by the Administrator of the National Health Funding Pool, based on latest activity estimates from States and Territories. However, given that final funding amounts are based on actual activity, there may be adjustments to funding throughout the year as a result of reconciliations and other factors outlined below.

**Period: 1 July 2018 – 30 June 2019**

	Service category	Estimated National Weighted Activity Units (NWAU18)	Total funding (\$'000)
Activity based funding	Acute admitted services		
	Admitted mental health services		
	Admitted subacute services		
	Emergency services		
	Non-admitted services		
Block Funding	Non-admitted mental health services		
	Teaching, training and research		
	Other non-admitted services		
Other Funding			<b>10,809</b>
<b>Total</b>			<b>10,809</b>

Note:

- Estimated National Weighted Activity Unit may be amended by the Department following the finalisation of the 2016–17 reconciliation by the Administrator of the National Health Funding Pool.
- Activity loadings are included in the Estimated National Weighted Activity Units (i.e. Paediatric, Indigenous, Remoteness, Intensive Care Unit, Private Patient Service Adjustment, and Private Patient Accommodation Adjustment).
- In situations where a change is required to Part D, changes to the agreement will be actioned through an exchange of letters between the Department and the Health Service Chief Executive Officer.

Ambulance Victoria and Dental Health Services Victoria do not receive a Commonwealth funding contribution under the National Health Reform Agreement. Dental Health Services Victoria receives Commonwealth funding through the National Partnership Agreement.

# Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2018;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2018-19 financial year; and
- Relevant standards for particular programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard.

# Signature

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



**Jenny Tunbridge**  
Assistant Director, Rural and  
Regional Health as Delegate for the  
Secretary for the Department of  
Health and Human Services

Date: 16 / 8 / 2018



**Prof. Peter Matthews**  
Chairperson  
Kyneton District Health Service

Date: 16 / 8 / 2018