

Statement of Priorities

2019-20 Agreement between the Minister for Health for the Department of Health and Human Services and Bendigo 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

Bendigo Health's Vision is:

Excellent Care. Every Person. Every Time.

What excellence looks like at Bendigo Health:

- Doing more than just the minimum
- Staff, volunteers and supporters who feel valued and believe their consumers are getting great care and services
- Everyone working together, committed to excellence

Every person deserves to feel they receive the very best care. We will put the patient at the centre of everything we do. That means listening, learning and partnering; accepting that 'at standard' is not enough. Every person deserves to have a great care story. Every person, every time.

Our Excellent Care Framework captures our commitment to excellence and celebrates when we go beyond compliance. It is articulated under the themes of: Safe, Personal, Integrated, Right, Improving and Together,

This forms the SPIRIT in which we work at Bendigo Health. Staff acknowledge this commitment by wearing a lapel badge with pride that depicts the word SPIRIT and spells it out as a constant reminder to their peers of this commitment.

Bendigo Health's Values are:

- Caring – We care for our community.
- Passionate – We are passionate about doing our best.
- Trustworthy – We are open, honest and respectful.

Service profile

Bendigo Health is the major referral hospital in the Loddon Mallee Region. Bendigo Health provides a comprehensive range of services to the Bendigo community and wider Loddon Mallee Region including emergency care, maternity services, a wide range of surgical and medical services including cancer care, psychiatry, rehabilitation and geriatric care.

Bendigo Health also delivers a comprehensive range of health services, such as residential aged care, community nursing, community allied health, outpatient and community care services.

The Bendigo Hospital is the largest regional hospital development in Victoria. Completed in 2017, it is a world-class regional hospital incorporating the latest design and technology solutions in a tranquil and caring environment. A further development to establish the Bendigo Hospital Day Rehabilitation Centre is currently in the early planning stage.

For more information please visit the [Bendigo Health website](#).

Strategic planning

You can download the Bendigo Health Strategic Plan 2018-2021 at http://www.bendigohealth.org.au/About_Us.asp?PageID=5

Our health service is an active participant in the Loddon Mallee Chief Executive Officer Partnership which has agreed to work towards identification of shared strategic priorities, and has embarked on a comprehensive planning journey which will be completed by July 2020.

Strategic priorities – Health 2040

In 2019-20 Bendigo 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:

- Improve the health of our communities by implementing healthy eating and tobacco cessation strategies consistent with the new Victorian Health and Wellbeing Plan.
- Achieve the 2019-20 targets within the Bendigo Healthy 4U plan with a particular focus on striving to reach GOLD status in the Victorian Network of Smoke Free Health Services.
- Focus on continuously improving our culture and wellness in our workforce by increasing opportunities for staff to engage in activities that improve their physical health.

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:

- Increase access to health care for rural and regional communities by participating in the development of the Loddon Mallee Telehealth Plan.
- Improve timely access to Specialist Clinics by standardising referral and triage systems, ensuring consistency and equity of access for consumers.

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:

- Participate in the development of a regional volunteering strategy to increase volunteer numbers and the quality and safety of support they provide to patients and residents.
- Improve health outcomes and reduce avoidable harm to patients through a range of care, quality and service improvements resulting in reduced falls, pressure injuries, delirium and malnutrition rates.
- Partner with patients and carers to provide better care by working within the SCV Partnering Health Care framework with a priority focus on Shared Decision Making and Effective Communication.
- Enhance patient care by improving the safety and availability of patient information by integrating legacy systems with the electronic patient record at Bendigo Health.

Specific priorities for 2019-20

In 2019-20 Bendigo 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.

- Contribute to the development of a Regional Mental Health plan for the Loddon Mallee in collaboration with the Primary Health Network.

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.

- Improve the health and safety of health service staff and volunteers by implementing and evaluating site specific Occupational Violence action plans aligned with the Four Birds, One Stone framework developed by the Department of Health and Human Services.

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.
- Ensure all staff complete Workplace Behaviours and Expectations Setting on-line training every two years.

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.

- Provide a safe and accessible physical, social and emotional environment for all people who come to Bendigo Health by providing access to in-house interpreters for improved language/communication services for Karen speaking people.

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.

- Participate in the development of a regional plan for improved Aboriginal cultural safety and implement consistent local strategies to improve health outcomes of Aboriginal and Torres Strait Islander people.
- Implement local initiatives under the regional plan through our existing partnerships with the Loddon Mallee Aboriginal Reference Group (LMARG), Bendigo District Aboriginal Cooperative (BDAC) and our local community.

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.

- Improve our health service response to family violence by undertaking a census of our workforce capabilities and aligning health service activities to be consistent with the Multiagency Risk Assessment and Risk Management Framework.

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.

- Improve the quality of care and employment opportunities for people with a disability by finalising and commencing site specific Disability Action Plans.
- Implement the Bendigo Health Access and Inclusion Plan (incorporating the Disability Plan) for organisational awareness, expertise, improvement, compassion and kindness around the physical, social and emotional barriers staff or consumers may have that inhibit access to the service or workplace.

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.

- Improve our environmental sustainability by participating in the development of a hospital waste management strategy across the Loddon Mallee region.

Part B: Performance Priorities

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

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

Further information is available at www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability

High quality and safe care

Key performance measure	Target
Accreditation	
Compliance with the Aged Care Standards	Full compliance
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
Patient experience	
Victorian Healthcare Experience Survey – percentage of positive patient experience responses	95%
Victorian Healthcare Experience Survey – percentage of very positive responses to questions on discharge care	75%
Victorian Healthcare Experience Survey – patient's perception of cleanliness	70%
Healthcare associated infections (HAI's)	
Rate of patients with surgical site infection	No outliers
Rate of patients with ICU central-line-associated bloodstream infection (CLABSI)	Nil
Rate of patients with SAB ¹ per 10,000 occupied bed days	≤ 1

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

¹ SAB is Staphylococcus Aureus Bacteraemia

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

Strong governance, leadership and culture

Key performance measure	Target
Organisational culture	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, “I am encouraged by my colleagues to report any patient safety concerns I may have”	80%
People matter survey – percentage of staff with a positive response to the question, “Patient care errors are handled appropriately in my work area”	80%
People matter survey – percentage of staff with a positive response to the question, “My suggestions about patient safety would be acted upon if I expressed them to my manager”	80%
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

Timely access to care

Key performance measure	Target
Emergency care	
Percentage of patients transferred from ambulance to emergency department within 40 minutes	90%
Percentage of Triage Category 1 emergency patients seen immediately	100%
Percentage of Triage Category 1 to 5 emergency patients seen within clinically recommended time	80%
Percentage of emergency patients with a length of stay in the emergency department of less than four hours	81%
Number of patients with a length of stay in the emergency department greater than 24 hours	0
Elective surgery	
Percentage of urgency category 1 elective surgery patients admitted within 30 days	100%
Percentage of urgency category 1,2 and 3 elective surgery patients admitted within clinically recommended time	94%
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category	5% or 15% proportional improvement from prior year
Number of patients on the elective surgery waiting list ²	1,300
Number of hospital initiated postponements per 100 scheduled elective surgery admissions	≤ 7 /100
Number of patients admitted from the elective surgery waiting list	5,050
Specialist clinics	
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%
Percentage of routine patients referred by GP or external specialist who attended a first appointment within 365 days	90%

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

Effective financial management

Key performance measure	Target
Operating result (\$m)	-1.8
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Public and Private WIES ³ activity performance to target	100%
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days available cash (based on end of year forecast)	14 days
Actual number of days available cash, measured on the last day of each month.	14 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

³ WIES is a Weighted Inlier Equivalent Separation

Part C: Activity and funding

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

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

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

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

Funding type	Activity	Budget (\$'000)
Acute Admitted		
Acute WIES	33,795	163,853
WIES DVA	340	1,756
WIES TAC	231	1,349
Other Admitted	136	13,231
Acute Non-Admitted		
Emergency Services		21,610
Home Enteral Nutrition	360	78
Home Renal Dialysis	29	1,689
Specialist Clinics	67,083	18,017
Other non-admitted		168
Subacute & Non-Acute Admitted		
Subacute WIES - Rehabilitation Public	924	9,922
Subacute WIES - Rehabilitation Private	217	2,162
Subacute WIES - GEM Public	611	6,564
Subacute WIES - GEM Private	131	1,311
Subacute WIES - Palliative Care Public	115	1,234
Subacute WIES - Palliative Care Private	63	632
Subacute WIES - DVA	58	753
Transition Care - Bed days	18,220	2,863
Transition Care - Home days	12,814	738
Subacute Non-Admitted		
Palliative Care Non-admitted		2,659
Health Independence Program - Public	60,592	12,937
Health Independence Program - DVA		112
Victorian Artificial Limb Program		798
Subacute Non-Admitted Other		963
Aged Care		
Aged Care Assessment Service		2,842
Residential Aged Care	82,444	5,408
HACC	21,040	3,253
Aged Care Other		2,091

Mental Health and Drug Services		
Mental Health Ambulatory	73,905	31,815
Mental Health Inpatient - Available bed days	21,914	18,542
Mental Health Inpatient - Secure Unit	7,301	4,238
Mental Health Residential	10,958	1,125
Mental Health Service System Capacity	1	913
Mental Health Subacute	11,692	5,890
Mental Health Other		1,421
Drug Services	2,391	2,104
Primary Health		
Community Health / Primary Care Programs	8,824	929
Community Health Other		208
Other		
Health Workforce		8,783
Total Funding		346,549

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	37,902	283,241
	Admitted mental health services	5,354	
	Admitted subacute services	6,527	
	Emergency services	7,391	
	Non-admitted services	6,183	
Block Funding	Non-admitted mental health services	-	51,054
	Teaching, training and research		
	Other non-admitted services		
Other Funding		-	9,626
Total		63,357	346,421

Note:

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

Accountability and funding requirements

The health service must comply with:

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

Signature

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



Jenny Mikakos MP
Minister for Health

Date: 24/10/2019



Hon Bob Cameron
Chairperson
Bendigo Health

Date: 24/10/2019

