

# Statement of Priorities

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

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Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

© State of Victoria, Department of Health and Human Services, November 2019.

ISSN 2206-7027

Available at <https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/statement-of-priorities>

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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

To promote and enhance the health and wellbeing of the people of the East Gippsland High Country.

## Service profile

Omeo District Health (ODH) is an integrated Small Rural Health Service providing a broad range of services across acute care, urgent care, residential aged care, primary care, community and home-based care.

ODH has four acute beds, one urgent care service cubicle, and 14 residential aged care beds. The health service also has one residential transition care program (TCP) bed and one community-based TCP bed.

ODH operates the Omeo Medical Centre providing primary care for the East Gippsland High Country (Omeo and District) region through a team of rotating general practitioners and a chronic disease management practice nurse.

The health service provides a comprehensive array of centre-based and home-based community care services including district nursing, palliative care, allied health and home care. Public dental, counselling and mental health services are also available.

The strategic focus in 2019–20 is on developing stronger platforms to:

- inform service planning to meet community expectation and identified need
- embed quality and safety practices that meet the new Single Aged Care Quality Framework and National Safety and Quality Health Service Standards accreditation requirements
- achieve sustainable services through implementation of a Public Sector Residential Aged Care Services marketing strategy and plan
- strengthen effective governance through the introduction of new risk management and legislative compliance frameworks
- investing in our people and culture through leadership development
- nurture and enhance a just culture that supports incident reporting
- build volunteer participation, reward and recognition
- continuing to strengthen the collaborative partnerships we have with our neighbouring Bush Nursing Centres and East Gippsland health services.

## Strategic planning

The [ODH Strategic Plan 2018 – 2023](http://www.odh.net.au) is available online at [www.odh.net.au](http://www.odh.net.au)

## Strategic priorities – Health 2040

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

### **Better Health**

<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	<b>Strategies:</b> Reduce State-wide Risks Build Healthy Neighbourhoods Help people to stay healthy Target health gaps
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#### **Deliverables:**

- As a health promoting organisation, ODH will create a healthier environment and promote healthy eating by aligning staff and visitor food menus with the Healthy Choice policy guidelines.
- ODH provides prevention oriented clinical care through support of tobacco free living and will implement the ABCD approach to support patients and staff who smoke.

### **Better Access**

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

- Investigate options and develop a plan for sustainable models of care for the East Gippsland High Country (Omeo and District) region, to achieve improved continuity of care delivered closer to home.
- Establish ODH as a Home Care Package provider and assist local community members to receive care tailored to their needs.

### **Better Care**

<b>Goals:</b> Targeting zero avoidable harm Healthcare that focusses on outcomes Patients and carers are active partners in care Care fits together around people's needs	<b>Strategies:</b> Put quality First Join up care Partner with patients Strengthen the workforce Embed evidence Ensure equal care
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#### **Deliverables:**

- Introduce and embed a new operational Quality and Safety Committee, in addition to the Board Clinical Governance Committee, and align key performance indicator reporting to relevant acute and aged care standards.
- ODH as part of its commitment to the Safer Care Victoria Partnering in Healthcare Framework will develop a strategy to improve health literacy that will include training in health literacy to board directors and staff.

## Specific priorities for 2019-20

In 2019-20 ODH 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:**

- In partnership with the Gippsland Primary Health Network, ODH will introduce a Primary Mental Health Nurse position to ODH to facilitate a mental health outreach model of care for the East Gippsland High Country (Omeo and District).

### ***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:**

- Occupational violence training is incorporated into the ODH mandatory training program to increase awareness of occupational violence security risks in the work place.

### ***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:**

- ODH supports a positive workplace culture and will implement a whole of organisation Bullying and Harassment education, training and practice strategy aligned to the Framework, and the 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:**

- Ensure the Community and Consumer Partnership Advisory Committee is engaged and has input into the planning and design of a new sustainable medical model of care and a home care package program to improve local self-sufficiency, access and continuity of care and reduce the burden of travel through the delivery of care closer to home, especially for those vulnerable clients that can least afford to travel to access the care they need.

### ***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:**

- ODH will undertake a whole of organisation cultural competence self-assessment and develop a whole of organisation cultural improvement strategy.



## ***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:**

- ODH is actively engaged in the Strengthening Hospital Response to Family Violence (SHRFV) program and has a target of at least 80 per cent of staff completing the SHRFV training. ODH will review and revise its Risk Management Framework to ensure it aligns with the Multiagency Risk Assessment and Risk Management Framework (MARAM).

## ***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:**

- ODH will educate the Board, the Community and Consumer Partnership Advisory Committee, staff and volunteers on the Disability Action Plan and seek feedback. This will inform actions and will assist in the implementation and embedding of strategies and actions within the Plan into the fabric of ODH. The four key goals within the plan are:
  - the provision of appropriate and holistic care
  - to provide accessible services and facilities to people with a disability
  - our staff will provide services that promote and enhance the wellbeing of people with a disability, without discrimination and in alignment with our values
  - promote and actively support employment and volunteer opportunities for people with a disability.

## ***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:**

- ODH will undertake an analysis of options to implement a grey water system for the health service.
- ODH will prepare cost options for the replacement of single-glazed windows with double glazed windows to achieve efficiencies in heating and cooling, to maintain a regulated temperature for a safe work environment, and an enhanced level of comfort and safety for aged care residents, especially during the extremes of temperature experienced in Omeo during both winter and summer.

## 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 Aged Care Standards	Full Compliance
<b>Infection prevention and control</b>	
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%
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%

Key performance measure	Target
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)	-0.14
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		2,000
Small Rural Primary Health & HACC	1,069	66
Small Rural Residential Care	5,062	333
Health Workforce		26
Other specified funding		99
<b>Total Funding</b>		<b>2,523</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>2,523</b>
<b>Total</b>			<b>2,523</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

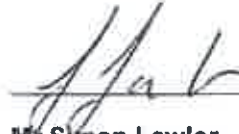
The Secretary and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



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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: 17 / 10 / 2019



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**Mr Simon Lawlor**  
**Chairperson**  
**Omeo District Health**

Date: 17 / 10 / 2019

