

# Statement of Priorities

2018–19 Agreement between Secretary for the  
Department of Health and Human Services and  
South Gippsland Hospital

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# Contents

<b>Contents</b> .....	<b>iii</b>
<b>Background</b> .....	<b>4</b>
<b>Strategic priorities</b> .....	<b>5</b>
Government commitments .....	5
<b>Part A: Strategic overview</b> .....	<b>6</b>
Purpose.....	6
Vision .....	6
Mission .....	6
Service profile.....	6
Strategic planning .....	6
Strategic priorities .....	7
<b>Part B: Performance Priorities</b> .....	<b>11</b>
High quality and safe care.....	11
Strong governance, leadership and culture .....	11
Effective financial management.....	12
<b>Part C: Activity and funding</b> .....	<b>13</b>
<b>Part D: Commonwealth funding contribution</b> .....	<b>14</b>
<b>Accountability and funding requirements</b> .....	<b>15</b>
<b>Signature</b> .....	<b>16</b>

# 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

## **Purpose**

South Gippsland Hospital's purpose is to improve the health of our community.

## **Vision**

South Gippsland Hospital's Vision is to create the healthiest community in the State.

## **Mission**

South Gippsland Hospital's mission is to provide and promote the best health services for all our community, using safe and caring practices, through strong collaborations with all our partners.

## **Service profile**

South Gippsland Hospital provides both clinical care and community health services on one site at Foster and is part of a health precinct. The area serviced by South Gippsland Hospital comprises approximately one-quarter of the South Gippsland Shire's geographic area, covering Foster and all of the towns within Corner Inlet as well as additional areas to the east. The township of Foster, which sits at the gateway to Wilson's Promontory National Park, is the main goods and service and tourism centre in the area.

The busy facility is an integrated health care centre and community health service which provides a broad range of acute and primary care services. Clinical services provided include in-patient services including two residential transition care beds, one operating theatre, urgent care, ambulance and radiology facilities. The hospital also receives Visiting Medical Officer services from the Foster Medical Group located adjacent to the hospital. This enables South Gippsland Hospital to provide a range of services including obstetrics, theatre, urgent care, gynaecology, palliative care, urology, pathology, physiotherapy, occupational therapy, diabetics, dietetics, district nursing, podiatry, psychology, women's health, chronic disease management and youth outreach drug and alcohol counselling. In addition, several group services are conducted, with the most highly attended being the Planned Activity Group sessions for elderly community members.

South Gippsland Hospital employs over 110 staff and approximately 50 volunteers.

As one of the three hospitals in the South Gippsland Coast sub-region, we will continue our strategic partnership to plan for the future needs of the catchment in line with the recommendations of the South Gippsland Coast Clinical Services Plan.

## **Strategic planning**

South Gippsland Hospital's Strategic Plan 2018-2022 is available on request

## Strategic priorities

In 2018-19 South Gippsland Hospital 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 state-wide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p><i>Preventing Violence and Injury</i></p> <p>Utilise tools of the "Strengthening Hospital Responses to Family Violence" to support actions such as implementing the South Gippsland coast sub-regional action plan, delivering training to build staff knowledge and skills in identifying and responding to family violence.</p>
<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>In line with the clinical services plan (CSP) Bass Coast Health, Gippsland Southern Health Service and South Gippsland Hospital will collaboratively develop a CSP implementation plan for medical and sub-acute services. This will see the establishment of a sub-regional Medical &amp; Sub-acute Steering Committee, and facilitate discussion regarding sub-regional models of care, service delineation and a sub-regional capability framework.</p> <p>In line with the CSP Bass Coast Health, Gippsland Southern Health Service and South Gippsland Hospital will progress the endorsed Surgery and Anaesthetics CSP Implementation Plan actions for year one. This will see ongoing meetings of a sub- regional models of care, service delineation and a sub-regional capability framework.</p>

Goals	Strategies	Health Service Deliverables
		<p>In line with the CSP Bass Coast Health, Gippsland Southern Health Service and South Gippsland Hospital will progress the endorsed Maternity CSP Implementation Plan actions for year one. This will see ongoing meetings of a sub- regional maternity steering committee and progression of actions regarding models of care, service delineation and a sub-regional capability framework.</p> <p>In line with the CSP and in collaboration with partner agencies, Bass Coast Health, Gippsland Southern Health Service and South Gippsland Hospital will progress the endorsed Primary and Community CSP Implementation Plan actions for year one. This will see ongoing meetings of the Primary and Community Steering Committee, the establishment of the South Coast Prevention Partnership and progression of actions regarding models of care, service delineation and a sub-regional capability framework.</p>
<p><b>Better Care</b> 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> 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>Develop a quality improvement plan based on the second version of the NSQHS standards November 2017 and commence implementation of actions relating to the Comprehensive Care standard aligned with health literacy principles.</p>
<p><b>Specific 2018-19 priorities (mandatory)</b></p>	<p><b>Disability Action Plans</b> Draft disability action plans are completed in 2018-19</p> <p><b>Volunteer engagement</b> Ensure that the health service executives have appropriate measures to engage and recognise volunteers.</p>	<p>Submit a draft disability action plan to the department by 30 June 2019. The draft plan shall outline the approach to full implementation within three years of publication.</p> <p>Recognise additional opportunities for volunteer engagement and recognition and expand on the current program.</p>

Goals	Strategies	Health Service Deliverables
	<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>Provide organisation wide training to promote positive behaviours amongst staff and reduce incidents of workplace bullying and harassment. Continue current practice of reporting outcomes of investigations and claims of bullying and harassment at Executive and Board levels.</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>Develop or utilise education programs and ensure participation of all staff to be responsive to incidents and provide ongoing training for new and existing staff.</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>Executive review of current environmental sustainability measures and develop improvement plan to implement waste reduction measures.</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 one or more of the hospitals in the catchment and relevant LGBTI communities, commence development of policies and procedures to avoid discrimination against LGBTI patients in accordance with the DHHS against the Rainbow eQuality Guide.</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%

### 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%

Key performance indicator	Target
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
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>

<b>Funding type</b>	<b>Activity</b>	<b>Budget (\$'000)</b>
<b>Small Rural</b>		
Small Rural Acute	38	5,562
Small Rural Primary Health & HACC	1,271	188
Health Workforce	4	97
Other specified funding		286
<b>Total Funding</b>		<b>6,132</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>6,132</b>
<b>Total</b>			<b>6,132</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

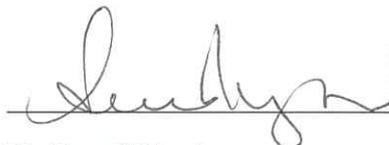
The Secretary and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



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

Date: 24 / 8 /2018



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**Ms Sue Pilkington**  
President  
South Gippsland Hospital

Date: 24 / 08 /2018