

Statement of Priorities

2018–19 Agreement between the Secretary for the
Department of Health and Human Services and
Benalla Health

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Contents

- Contents**..... iii
- Background**..... 4
- Strategic priorities** 5
 - Government commitments 5
- Part A: Strategic overview**..... 6
 - Mission statement 6
 - Service profile 6
 - Strategic planning 6
 - Strategic priorities 7
- Part B: Performance Priorities** 10
 - High quality and safe care 10
 - Strong governance, leadership and culture 11
 - Effective financial management 11
- Part C: Activity and funding** 13
- Part D: Commonwealth funding contribution**..... 14
- Accountability and funding requirements** 15
- Signature**..... 16

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

Our Vision..... Supporting a Healthy Community

The purpose of Benalla Health is to facilitate a healthy and resilient community through the provision of integrated, lifelong healthcare services.

Benalla Health's values have been selected by staff as key elements critical to achieving the outcomes we have set for ourselves and the community. Our Values tell us what behaviours and decisions are acceptable and what we expect of ourselves and each other. The Values that have been developed and endorsed at Benalla Health are;

Respect – reflected in our words, attitudes and behaviours.

Empathy – requires us to continually seek to understand the other person.

Excellence – only our best is good enough for those for whom we care.

Compassion – is about demonstrating care in action.

Accountability – we consistently do what we say we are going to do.

Service profile

Benalla Health provides an integrated range of acute, sub-acute, residential aged care and community health services. The services provided by Benalla Health have evolved to meet the changing and expanding needs of the community. The following is a general profile of the services offered.

Acute Care Services

Acute care is fully integrated and inclusive of medical, surgical, maternity and palliative care patients. Maternity care is provided with mothers being cared for in the three fully self-contained birthing suites. The theatre complex provides for minor to medium complexity procedures and caters for approximately 2,200 cases per year. The Urgent Care Centre treats on average 500 patients per month.

Residential Aged Care Services

The Morrie Evans Wing is a 30 bed high care residential aged care facility. The refurbished Community Rehabilitation Centre provides day activity support for local families each weekday through a range of activities, including group programs and regular outings in the hospital bus.

In 2018-19 our major capital works program will continue to complete the construction of 16 new single rooms with ensuites, storage space, an office and living areas into the Morrie Evans Wing.

Community Health Services

Community Health is a division of Benalla Health and was established in 1989 to provide community based health services to the Benalla community. The Service has grown from a small team of employees offering three programs to a staff of over 40 people encompassing a broad range of community based and allied health services.

Strategic planning

Benalla Health's Strategic Plan 2016 - 2020 is available online at www.benallahealth.org.au.

Strategic priorities

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

Goals	Strategies	Health Service Deliverables
<p>Better Health</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>Better Health</p> <p>Reduce statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Benalla Health will continue to collaborate with Northeast Health Wangaratta to ensure full implementation of The Royal Women's Hospital Family Violence Toolkit V2.</p>
		<p>The Koolin Balit Aboriginal Health Cultural Competence Action Plan 2017-2020 will be fully implemented.</p>
<p>Better Access</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>Better Access</p> <p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>	<p>Benalla Health will continue to establish a sustainable National Disability Insurance Scheme service by recruiting existing eligible clients from Benalla Health's current programs and other clients from the community.</p>
		<p>Benalla Health will continue to partner with Northeast Health Wangaratta to develop and implement a subacute model of care which will facilitate timely referrals into and out of the Thomas Hogan Rehabilitation Centre.</p>
		<p>Benalla Health will strengthen telemedicine links with North East and Border Mental Health Service to ensure that people with mental health issues who present to our Urgent Care Centre and community health programs receive a timely assessment and/or intervention and appropriate referral.</p>

Goals	Strategies	Health Service Deliverables
<p>Better Care</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>Better Care</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>Benalla Health, through the leadership of its Community Advisory Committee, will implement a series of Community Engagement Forums.</p>
		<p>Benalla Health will strengthen its Leadership Capability Framework by developing and implementing a Leadership Development Plan.</p>
<p>Specific 2018-19 priorities (mandatory)</p>	<p>Disability Action Plans</p> <p>Draft disability action plans are completed in 2018-19.</p>	<p>Benalla Health will submit a draft Disability Action Plan to the department by 30 June 2019. The draft plan will outline the approach to full implementation within three years of publication.</p>
	<p>Volunteer engagement</p> <p>Ensure that the health service executives have appropriate measures to engage and recognise volunteers</p>	<p>Benalla Health's executive team will develop appropriate measures to engage and recognise volunteers and report against these measures at their monthly accountability meetings.</p>
	<p>Bullying and harassment</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>Benalla Health will actively promote positive workplace behaviours and encourage reporting of unacceptable behaviours. Information from staff surveys (including People Matter Survey) and Best Practice Clinical Learning Environment, incident reporting data, outcomes of investigations and claims will be used to identify and monitor bullying and harassment risks. Appropriate investigations will be carried out and a feedback mechanism will continue to be maintained for staff involved. Reports will be provided to executive staff and the Board.</p>

Goals	Strategies	Health Service Deliverables
	<p>Occupational violence</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>Benalla Health will ensure that all staff who have contact with patients and visitors have undertaken core occupational violence training, annually. The department's occupational violence and aggression training principles will be implemented.</p>
	<p>Environmental Sustainability</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>Environmental sustainability will be improved by identifying and implementing projects, including workforce education, to reduce material environmental impacts with particular consideration of procurement and waste management. Public reporting of environmental performance data, including measureable targets related to the reduction of clinical, sharps and landfill waste, water and energy use and improved recycling will continue to occur.</p>
	<p>LGBTI</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>Benalla Health will undertake a self-assessment against the Rainbow Tick Standards and develop a quality improvement plan to address any gaps in service inclusion.</p> <p>Benalla Health will develop and promulgate service level policies and protocols, to promote and support inclusion of our LGBTI community and to avoid discrimination against LGBTI patients.</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

High quality and safe care

Key performance indicator	Target
Accreditation	
Accreditation against the National Safety and Quality Health Service Standards	Accredited
Compliance with the Commonwealth's Aged Care Accreditation Standards	Accredited
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	80%
Percentage of healthcare workers immunised for influenza	80%
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 – patients perception of cleanliness	70%
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	All RCA reports submitted within 30 business days
Maternity and Newborn	
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
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%

Effective financial management

Key performance indicator	Target
Finance	
Operating result (\$m)	0.01
Average number of days to paying trade creditors	60 days
Average number of days to receiving patient fee debtors	60 days
Public and Private WIES ¹ activity performance to target	100%
Adjusted current asset ratio	0.7 or 3% improvement from health service base target

¹ WIES is a Weighted Inlier Equivalent Separation

Key performance indicator	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)
Acute Admitted		
WIES Public	2,133	10,840
WIES Private	480	1,796
WIES DVA	91	463
WIES TAC	9	38
Other Admitted		736
Acute Non-Admitted		
Emergency Services		1,383
Home Enteral Nutrition	44	9
Specialist Clinics	2,256	631
Subacute & Non-Acute Admitted		
Maintenance Public	44	463
Subacute WIES - DVA	5	62
Subacute Non-Admitted		
Palliative Care Non-admitted		489
Health Independence Program - Public	7,474	1,254
Health Independence Program - DVA		17
Aged Care		
Residential Aged Care	10,848	953
HACC	4,558	258
Primary Health		
Community Health / Primary Care Programs	8,253	877
Community Health Other		248
Other		
Health Workforce	9	250
Other specified funding		774
Total Funding		21,542

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	2,835	18,056
	Admitted mental health services	56	
	Admitted subacute services	312	
	Emergency services	401	
	Non-admitted services	443	
Block Funding	Non-admitted mental health services	-	272
	Teaching, training and research		
	Other non-admitted services		
Other Funding		-	3,126
Total		4,048	21,454

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.

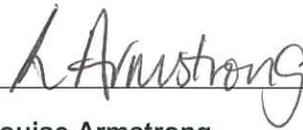
Signature

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.



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: 28 / 8 / 2018



Ms Louise Armstrong
Chairperson
Benalla Health

Date: 28 / 8 / 2018