

# Statement of Priorities

2019–20 Agreement between the Secretary for the Department of Health and Human Services and Hepburn Health Service

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## Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 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

We will provide high quality, person-centred and integrated health and wellness services across the Shire of Hepburn to ensure consumers receive the care they need in the appropriate setting.

### Service profile

Hepburn Health is a major provider of public health and wellbeing services across Hepburn Shire in Central Victoria. In 2018–19 Hepburn Health employed a workforce of approximately 465 staff and 210 volunteers working from our sites in Clunes, Creswick, Daylesford, and Trentham.

Our communities are richly diverse with wide differences in health and wellbeing status. A complex range of ongoing services are required for our rural population of over 15,000 people. Being located within a major tourist region brings added complexity with large population fluctuations. Our region experiences above the Victorian state average in the incidence of chronic disease, socio-economic disadvantage and population ageing.

Hepburn Health is committed to providing dynamic and innovative community outreach and bed-based services, either directly or through effective partnership arrangements. Incorporating health promotion principles, our services encompass all stages of life, including keeping people well, early intervention, treatment of illness, and aged care through to dignified dying.

### Strategic planning

Hepburn Health Service Strategic Plan 2018 – 2021 can be found at <https://hhs.vic.gov.au/publications/>.

## Strategic priorities - Health 2040;

In 2019–20 Hepburn Health Service 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 Statewide Risks Build Healthy Neighbourhoods Help people to stay healthy Target health gaps
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#### **Deliverables:**

- Continue to work collaboratively with Kyneton District Health to develop shared strategic opportunities to improve the health and wellbeing of the shared communities.
- In collaboration with Central Highlands Primary Health and Futures Australia, work within the local community to co design a community driven approach to the prevention of obesity across Hepburn Shire. Year 1 involves working with partners (Prevention Lab Phase 11) to develop a local initiative.

### **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:**

- Increase the number of rural and isolated practice endorsed registered nurses at Hepburn Health Service via the Primary Health Network grant program opportunities. The aim of this will be to enable the rostering of one rural and isolated practice endorsed registered nurse for each out of hours period to ensure patients can access the right care, in the right place, at the right time.
- Participate in the My Emergency Doctor urgent care project funded by the Primary Health Network.

### **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:**

- Prioritise and improve consumer partnerships in line with Safer Care Victoria Partnering in Healthcare and Hepburn Health Service's statement of intent.
- Revise the contemporary model of care for residential aged care services and complete at least 50% of the actions required to implement and sustain this model of care.

## Specific priorities for 2019–20

In 2019–20 Hepburn Health Service 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.

#### **Deliverable:**

- Conduct an internal review of mental health services in Hepburn Health Services to inform a service wide action plan to improve our mental health services provision.

### ***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:**

- Adopt the Worksafe prevention and management of violence and aggression in health services framework to identify Hepburn Health Service current risk exposure, effectiveness of controls, and implement an agreed work plan that will include:
  - Further embedding strengthening health service response to family violence and management of clinical aggression programs
  - Targeting specific strategies identified in the risk assessment, and
  - Utilizing the department, work safe and other resources where applicable.To reduce workplace violence and improve psychological wellbeing as measured in the People Matters Survey.
- Raise awareness of mental health wellbeing in the workplace.

### ***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* by the 30<sup>th</sup> November 2019.

#### **Deliverable:**

- Review the Department's Framework and guide for positive workplace culture: preventing bullying and harassment and discrimination training guide & principles.
  - Facilitate a working group to review the framework, current policies and procedures and adopting Worksafe's workplace bullying prevention and response.
  - Utilise the *Know Better Be Better* campaign resources to educate staff on definition and impact of bullying, harassment and discrimination.
  - Develop some indicators to measure the success after the implementation of the framework and principles.



### ***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.

#### **Deliverable:**

- Conduct a gap analysis of Hepburn Health Service's compliance with the Department's diversity framework and develop an action plan to address any gaps.

### ***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.

#### **Deliverable:**

- Improve cultural safety and create a welcoming environment for the Aboriginal and Torres Strait Islander 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.

#### **Deliverable:**

- Hepburn Health Service will continue to collaborate with regional health services and external stakeholders in the implementation of the strengthening hospital responses to family violence initiative including:
  - Whole of health service staff training
  - Strengthen referral pathways for specialist family violence services.

### ***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:**

- Further develop and implement our disability action plan in consultation with employees and consumers with disabilities. Consider combining the Disability and Diversity plan or elements of the plan. Provide a copy of the disability action plan to the department by 30 December 2019.

### ***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:**

- Engage with outside service providers to streamline collection processes to support waste segregation, recycling of a larger range of items (e.g. soft plastics), and reporting sustainability.
- Continue to upgrade lighting with LED technology as part of the ongoing maintenance program.

## 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 the Aged Care Standards	Full compliance
<b>Infection prevention and control</b>	
Compliance with the Hand Hygiene Australia program	83%
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%

Key performance measure	Target
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 measure	Target
Operating result (\$m)	0.00
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 (Public NBCSP/DVA/Renal/TAC)	97	11,249
Small Rural Primary Health & HACC	6,632	1,520
Small Rural Residential Care	33,628	2,100
Health Workforce		154
Other specified funding	159	461
<b>Total Funding</b>		<b>15,483</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 in 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>15,483</b>
<b>Total</b>			<b>15,483</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.

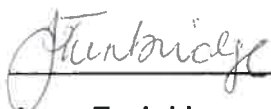
## Accountability and funding requirements

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.



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

Date: 24 / 9 / 2019



**Ms Susan Craven**  
**Board Director**  
**Hepburn Health Service**

Date: 24 / 9 / 2019

