

# Statement of Priorities

2018–19 Agreement between the Minister for Health and  
Dental Health Services Victoria.

To receive this publication in an accessible format phone 9096 1309, using the National Relay Service 13 36 77 if required, or email [jonathan.prescott@dhhs.vic.gov.au](mailto:jonathan.prescott@dhhs.vic.gov.au).

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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 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

We lead improvement in oral health for Victorians and ensure we prioritise those most in need.

## Service profile

Dental Health Services Victoria is the lead oral health agency in Victoria. We provide oral health services through The Royal Dental Hospital of Melbourne and in partnership with over 50 community dental agencies throughout the state. We also run statewide oral health promotion programs, invest in oral health research, advise the government on oral health policy and support the education of future oral health professionals.

Our Strategic Plan 2016-2021 and Business Plan 2018-19 focus on four strategic themes:

- Improve health outcomes
- Improve the experience
- Be global leaders with our local partners
- Be a great place to work and a great organisation to work with.

Dental Health Services Victoria has used a population and targeted life course approach to identify strategies to improve health outcomes and developed a more efficient and effective model of care with a strong preventive focus.

In 2018-19 we will continue this focus as we continue our journey to implement a value-based healthcare model of care. An essential component in Dental Health Services Victoria's transformation to value-based healthcare is ensuring that our systems are co-designed with our consumers and employees. This is a key theme that is embedded in our 2018-19 Health Services deliverables.

## Strategic planning

The Dental Health Services Victoria Strategic Plan 2016-2021 is available at

[https://www.dhsv.org.au/\\_data/assets/pdf\\_file/0010/63289/2016-Strategic-Plan-web.pdf](https://www.dhsv.org.au/_data/assets/pdf_file/0010/63289/2016-Strategic-Plan-web.pdf)

## Strategic priorities

In 2018-19, Dental Health Services Victoria 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 statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Implement and evaluate the new practice prototype within a value-based health care framework at the Royal Dental Hospital Melbourne.</p>
		<p>Continue to implement programs to prevent hospital admissions for children and minimise the use of general anaesthetics.</p>
		<p>Implement the <i>Oral Cancer Screening and Prevention Program</i> in line with the key deliverables.</p>
		<p>Partner with the Department of Health &amp; Human Services (the department) to deliver the agreed response to the recommendations arising from the Victorian Auditor General's Office review—<i>Access to public dental services in Victoria</i> through the eight identified projects:</p> <ul style="list-style-type: none"> <li>• Model of Care</li> <li>• Waiting list management</li> <li>• Regional public dental service collaboration</li> <li>• Oral health promotion</li> <li>• Oral health data</li> <li>• Funding model</li> <li>• DWAU price</li> <li>• Dental reporting.</li> </ul>
		<p>Finalise a <i>Reconciliation Action Plan</i> (RAP) for 2018-2022 as the framework for DHSV to realise our vision for reconciliation and provide strategies to assist with Closing the Gap.</p>
		<p>Partner with the department and other organisations to implement the <i>Victorian action plan to prevent oral disease 2018-22</i>.</p>
<p><b>Better Access</b></p> <p>Care is always there when people need it</p> <p>More access to care in</p>	<p><b>Better Access</b></p> <p>Plan and invest</p> <p>Unlock innovation</p>	<p>Implement the Fluoride varnish program.</p>
		<p>Implement innovative emergency and waitlist management processes to further reduce inequality and target those most in need.</p>

Goals	Strategies	Health Service Deliverables
<p>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>Provide easier access</p> <p>Ensure fair access</p>	<p>Employ a range of strategies to increase the reach of public dental services to Victorian 0-4 year olds, including utilisation of the <i>Child Dental Benefits Schedule</i>.</p> <p>Establish a pathway for Electronic Oral Health Records to support our public oral health model of care.</p> <p>Continue to work with the department to deliver the requirements of the <i>National Partnership Agreement on Public Dental Services for Adults</i> to improve the access of eligible Victorians to oral health care.</p>
<p><b>Better Care</b></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><b>Better Care</b></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>Utilise the co-design framework to engage with our consumers and staff to identify, implement and integrate appropriate digital solutions to improve patient, staff and partner experiences (e.g. website redesign, phones and chairside communication).</p> <p>Continue implementation of the <i>Strengthening Hospital Responses to Family Violence (SHRV)</i> initiative by training staff to ensure they identify and respond sensitively and appropriately to family violence disclosures.</p> <p>Engage with nominated public dental services and consumer groups in Victoria to validate the oral health measures developed through the International Consortium of Health Outcome Measures.</p> <p>Embed 'Speak up for Safety' training for clinical and support staff within Dental Health Services Victoria's annual training calendar and orientation program for all new staff.</p>
<p><b>Specific 2018-19 priorities (mandatory)</b></p>	<p><b>Disability Action Plans</b></p> <p>Draft disability action plans are completed in 2018-19. <i>Note: Guidance on developing disability action plans can be found at <a href="https://providers.dhhs.vic.gov.au/disability-action-plans">https://providers.dhhs.vic.gov.au/disability-action-plans</a>. Queries can be directed to the Office for Disability by phone on 1300 880 043 or by email at <a href="mailto:ofd@dhhs.vic.gov.au">ofd@dhhs.vic.gov.au</a>.</i></p>	<p>Refresh the disability inclusion action plan within Dental Health Services Victoria's <i>2016-2021 Diversity Inclusion Plan</i>, in accordance with the Victorian <i>Disability Act 2006</i>, and submit to the department by 30 June 2019.</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>Continue to roll out Dental Health Services Victoria's <i>Respectful Workplace Framework</i> including providing our mandatory respectful workplace learning day in December.</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>Implement an updated DHSV occupational violence training program for all frontline staff.</p>
	<p><b>Environmental Sustainability</b></p> <p>Actively contribute to the development of the Victorian Government's:</p> <ul style="list-style-type: none"> <li>• policy to be net zero carbon by 2050 and improve environmental</li> <li>• sustainability by identifying and implementing projects, including</li> <li>• workforce education, to reduce material environmental impacts with</li> <li>• particular consideration of procurement and waste management, and</li> <li>• publicly reporting environmental performance data, including</li> <li>• measurable targets related to reduction of clinical, sharps and landfill</li> <li>• waste, water and energy use and improved recycling.</li> </ul>	<p>Implement the <i>Global Green and Healthy Hospitals</i> framework within Dental Health Services Victoria in accordance with the ten (10) <i>Global Green and Healthy Hospitals</i> goals to promote greater sustainability and environmental health.</p>

Goals	Strategies	Health Service Deliverables
	<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><i>Note: deliverables should be in accordance with the DHHS Rainbow eQuality Guide (see at <a href="https://www2.health.vic.gov.au/rainbowequality">https://www2.health.vic.gov.au/rainbowequality</a>) and the Rainbow Tick Accreditation Guide (see at <a href="https://www.glhv.org.au/">https://www.glhv.org.au/</a>).</i></p>	<p>As part of Dental Health Services Victoria's 2016-2021 <i>Diversity Inclusion Plan</i>, we will commence engagement with employees, consumers and community to develop our priority actions for LGBTQI+ inclusive and non-discriminatory practice and service delivery.</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	2018-19 Agencies target	2018-19 RDHM target
<b>Accreditation</b>		
Number of hospital initiated postponements per 100 scheduled appointments.		3
Health service accreditation (for Dental Health Services Victoria) and support agencies to maintain accreditation.	Fully accredited	Fully accredited
<b>Patient experience</b>		
Patient satisfaction at the Royal Dental Hospital of Melbourne, as measured by the Patient Experience Trackers.		85% positive experience

### Strong governance, leadership and culture

Key performance indicator	Target
<b>Organisational culture</b>	
People matter survey - percentage of staff at Dental Health Services Victoria with an overall positive response to safety and culture questions.	80%
People matter survey – percentage of staff at Dental Health Services Victoria 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 at Dental Health Services Victoria with a positive response to the question, “Patient care errors are handled appropriately in my work area”.	80%
People matter survey – percentage of staff at Dental Health Services Victoria 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 at Dental Health Services Victoria 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 at Dental Health Services Victoria with a positive response to the question, “Management is driving us to be a safety-centred organisation”.	80%
People matter survey – percentage of staff at Dental Health Services Victoria with a positive response to the question, “This health service does a good job of training new and existing staff”.	80%

Key performance indicator	Target
People matter survey – percentage of staff at Dental Health Services Victoria with a positive response to the question, “Trainees in my discipline are adequately supervised”.	80%
People matter survey – percentage of staff at Dental Health Services Victoria 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 indicator	Targets		
	2018-19 Agencies target	2018-19 RDHM target	2018-19 Statewide target
<b>Emergency Care</b>			
Percentage of Dental Emergency Triage Category 1 clients treated within 24 hours	85	85	85
Percentage of Dental Emergency Triage Category 2 clients treated within 7 days	80	80	80
Percentage of Dental Emergency Triage Category 3 treated within 14 days	75	75	75
<b>General and denture care</b>			
Average recall interval for high caries risk eligible clients aged 0 – 17 years (months)			12
Average recall interval for low caries risk eligible clients aged 0 – 17 years (months)			24
Waiting time for prosthodontics, endodontic, and orthodontics specialist services patients (months)		15	
Waiting time for other dental specialist services patients (months)		9	
Waiting time for general care (months)			23
Waiting time for denture care (months)			22
Waiting time for priority denture care (months)			3
<b>Activity</b>			
Total number of individuals treated <sup>1&amp;2</sup>			365,000
Priority and emergency clients treated <sup>2</sup>			249,100

<sup>1</sup> Targets reflect additional activity to be delivered under the *National Partnership Agreement on Public Dental Services for Adults* in 2018-19.

<sup>2</sup> Targets exclude services provided via the *Child Dental Benefits Schedule*.

## 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
Number of days of available cash	14 days

## Other reporting requirements

	2018-19 Statewide target
Dental Weighted Activity Units (DWAUs) <sup>3&amp;4</sup>	351,488

<sup>3</sup> Targets reflect additional activity to be delivered under the *National Partnership Agreement on Public Dental Services for Adults* in 2018-19.

<sup>4</sup> Targets exclude services provided via the *Child Dental Benefits Schedule*.

## 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>

Funded activities	Activity number	Base funding 2018-19	Measure and Target 2018-19
Health Promotion Initiatives <sup>5</sup>	16454	\$458,900	Implement negotiated deliverables
Service System Resourcing and Development <sup>6</sup>	27010	\$11,286,485	Reported in Annual Report
Annual Provisions / Minor Works	27011	\$993,183	Reported in Annual Report
Oral Health Promotion	27017	\$1,930,188	Implement negotiated deliverables
RDHM Dental Care	27019	\$28,255,428	Individuals treated/DWAU
Workforce, Resourcing and Development	27020	\$2,083,168	Report on implementation of DHSV Workforce Strategy
Community Dental Care	27023	\$110,845,598	Individuals treated/DWAU
<b>Total</b>		<b>\$155,852,950</b>	
National Partnership Agreement (NPA)*			NPA Service Funding (Commonwealth Department of Health reporting requirements, including DWAs)
<ul style="list-style-type: none"> <li>• Service delivery Q1</li> <li>• Service delivery Q2</li> <li>• Service delivery Q3</li> <li>• Service delivery Q4</li> </ul>		<ul style="list-style-type: none"> <li>\$6,200,000</li> <li>\$6,200,000</li> <li>\$6,200,000</li> <li>\$6,200,000</li> </ul>	
<b>Total NPA</b>		<b>\$24,800,000</b>	

\* Funding allocation for 2018-19 from the *National Partnership Agreement on Public Dental Services for Adults*.

<sup>5</sup> Oral Cancer Screening & Prevention Program

<sup>6</sup> Includes \$20,000 (fixed) to support the Balibo House Trust Dental Clinic. Includes funding under the following activities and activity numbers: Dental Services Purchasing (27024); Clinical Leadership and Governance (27025); Capital Planning and Development (27026); Regional Service System Support (27028); Data Management and IT (27029).

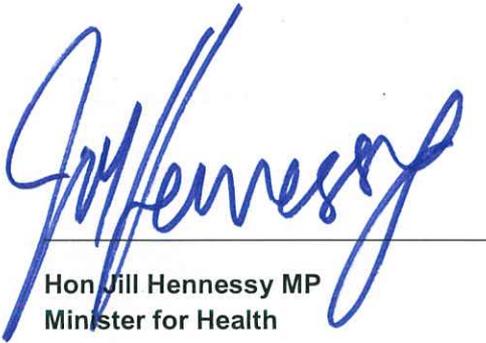
# Accountability and funding requirements

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 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.



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Hon Jill Hennessy MP  
Minister for Health

Date: 28/8 /2018



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Dr Zoe Wainer  
Chairperson  
Dental Health Services Victoria

Date: 28/08/2018