

Statement of Priorities

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

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.

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

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

ISSN 2206-6853

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

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 - Health 2040 7
 - Specific priorities for 2019–20 8
- Part B: Performance Priorities** 10
 - High quality and safe care..... 10
 - Strong governance, leadership and culture 10
 - Effective financial management..... 11
- Part C: Activity and funding** 12
- Part D: Commonwealth funding contribution**..... 13
- Accountability and funding requirements** 14
- Signature**..... 15

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

East Grampians Health Service will improve our community's health and quality of life through strong partnerships and responding to changing needs.

Service profile

East Grampians Health Service provides an extensive range of acute, residential, home and community-based services. Located at both Ararat and Willaura, these services operate throughout Ararat Rural City.

Services provided at East Grampians Health Service are divided into three main groups:

Inpatient / Acute Services

These are services that the public access for short term health care needs, for example, an operation or treatment of an acute illness that requires a short hospital stay.

Ages Care Residential Services

East Grampians Health Service provides quality care for older people who require twenty-four-hour residential care.

Community Services

These are services that the public may access at any time for a short period i.e. physiotherapy. Some of these services are provided in the client's home for example, community nursing.

Strategic planning

East Grampians Health Service strategic plan for 2019–2022 is available online at:

<http://eghs.net.au/publications>

Strategic priorities - Health 2040

In 2019–20 East Grampians Health Service will contribute to the achievement of the Government’s commitments within *Health 2040: Advancing health, access and care* by:

Better Health

<p>Goals:</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>Strategies:</p> <p>Reduce Statewide Risks</p> <p>Build Healthy Neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>
---	--

Deliverables:

- East Grampians Health Service will work collaboratively with regional stakeholders to deliver the agreed outcomes of the Grampians Pyrenees integrated prevention action plan.
- In response to childhood obesity reports and in order to develop positive and healthy dietary habits in children, East Grampians Health Service health promotion staff will deliver health and wellbeing information to kindergartens and primary schools in the Ararat Rural City catchment.

Better Access

<p>Goals:</p> <p>Care is always being there when people need it</p> <p>Better 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>Equal access to care</p>	<p>Strategies:</p> <p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>
---	--

Deliverables:

- East Grampians Health Service will implement a telehealth referral system into its Urgent Care Centre in collaboration with the Western Victorian Primary Health Network.
- East Grampians Health Service, in partnership with Ballarat Health Services and Maryborough District Health Service, will implement a centralised cardiocography support system to ensure timely access to clinicians who can provide expert advice on foetal monitoring.

Better Care

<p>Goals:</p> <p>Targeting 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>Strategies:</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>
--	--

Deliverables:

- East Grampians Health Service will work with the Grampians region and contribute to the establishment and running of regional mortality and morbidity review committees. A perioperative mortality and morbidity committee will commence first and be held four times in the year. An urgent care mortality and morbidity committee will be held in early 2020 and an end of life mortality and morbidity committee will be held before the end of June 2020.
- East Grampians Health Services will deliver a Diploma of Nursing Course, in collaboration with Federation University, to encourage uptake of nurses in residential aged care.

Specific priorities for 2019–20

In 2019–20 East Grampians 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:

- East Grampians Health Service will review and modify existing mental health screening tools for recognising and responding to mental health deterioration in the acute health setting with the aim of making more appropriate and timely referrals. Acute care clinical staff will be trained in mental health triage.

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.

Deliverable:

- In order to improve East Grampians Health Service’s response to Occupational Violence and Aggression, it will implement the Worksafe Victoria Occupational Violence and Aggression Investigation Tool. This will provide a standardised approach for the recording of information to target coordinated action on security risks.

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*.

Deliverable:

- East Grampians Health Service will have implemented the, “Framework for promoting a positive workplace culture: preventing bullying and harassment”. In particular based on a gap analysis in 2018–19, it will implement a staff-training program designed to reinforce the organisations values and what constitutes appropriate and inappropriate behaviours and how to report inappropriate behaviour in the workplace.

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:

- In order to meet best practice in supporting vulnerable patients, East Grampians Health Service will focus on whole of person diversity and in particular the concept of intersectionality. We will co-design, with support from Women’s Health Grampians (CORE), an education program on intersectionality for all staff.

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:

- The East Grampians Health Service Aboriginal liaison officer with support from the executive team will develop a cultural safety action plan to address cultural safety for Aboriginal patients and staff.
- The Aboriginal Liaison Officer will provide cultural safety training to East Grampians Health Service staff to equip staff to respond appropriately to Aboriginal patients and their families.

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:

- East Grampians Health Service will maintain our involvement in the regional strengthening responses to family violence program and train specific staff in how to respond and support victims of family violence. We will participate in the evaluation of existing family violence interventions.

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.

Deliverable:

- East Grampians Health Service will review its disability action plan in consultation with people with a disability, the community and staff and provide the updated action plan to DHHS. East Grampians Health Service will promote the inclusion of people with a disability in the co-design of services.

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.

Deliverable:

- In order to reduce carbon emissions East Grampians Health Service will install solar panels to its facilities creating 300 kilowatts of power.

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

High quality and safe care

Key performance measure	Target
Accreditation	
Compliance with the Aged Care Standards	Full compliance
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
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 – patient's perception of cleanliness	70%

Key performance measure	Target
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 measure	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%

Key performance measure	Target
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 measure	Target
Operating result (\$m)	-1.30
Average number of days to pay trade creditors	60 days
Average number of days to receive 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
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

¹ WIES is a Weighted Inlier Equivalent Separation

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)
Acute Admitted		
Acute WIES	2,847	14,321
WIES DVA	27	140
WIES TAC	1	6
Other Admitted		1,429
Acute Non-Admitted		
Emergency Services		1,018
Home Enteral Nutrition	55	12
Specialist Clinics	2,232	634
Subacute & Non-Acute Admitted		
Maintenance Public	46	491
Subacute WIES - Palliative Care Public	7	74
Subacute WIES - Palliative Care Private	2	22
Subacute Non-Admitted		
Palliative Care Non-admitted		473
Health Independence Program - Public	1,606	594
Subacute Non-Admitted Other		252
Aged Care		
Residential Aged Care	29,289	1,483
HACC	3,956	204
Primary Health		
Community Health / Primary Care Programs	5,546	598
Community Health Other		225
Other		
Health Workforce		1,221
Other specified funding		1,208
Total Funding		24,437

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	3,019	19,626
	Admitted mental health services	0	
	Admitted subacute services	174	
	Emergency services	183	
	Non-admitted services	386	
Block Funding	Non-admitted mental health services	-	1,235
	Teaching, training and research		
	Other non-admitted services		
Other Funding		-	3,352
Total		3,762	24,213

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: 25/10/2019



Ms Nancy Panter
Chairperson
East Grampians Health Service

Date: 25/10/2019

