

# Strategic Plan 2020-24

# Acknowledgment of Traditional Owners

South West Healthcare acknowledges the Traditional Owners and Custodians of the land on which we work and live, and pays respect to their Elders past and present.

We acknowledge their significant cultural heritage, their fundamental spiritual connection to Country, and value their contribution to a diverse community.

We are proud to embrace the spirit of reconciliation, and learn more from the local Aboriginal and Torres Strait Islander community how best to improve their health, social and economic outcomes.

To receive this publication in an accessible format, please download a copy at our website [www.southwesthealthcare.com.au](http://www.southwesthealthcare.com.au)

Authorised and published by South West Healthcare, 25 Ryot St, Warrnambool VIC 3280

© State of Victoria, South West Healthcare, March 2020.

Except where otherwise indicated, the images in this publication show models and illustrative settings only and do not necessarily depict actual settings, facilities or recipients of services. This publication may contain images of deceased Aboriginal and Torres Strait Islander peoples.

# Contents

<b>Foreword</b>	<b>4</b>
<b>Our Proud History</b>	<b>5</b>
Our Service Profile	6
Who Is South West Healthcare Today?	7
<b>Contribution To Our Community</b>	<b>8</b>
Economic And Health Profile	8
<b>South West Healthcare's Contribution</b>	<b>9</b>
Economic Position	9
Employment	9
Training, Education And Development	9
Environmental Commitment	10
<b>Highlights 2017-19</b>	<b>11</b>
<b>Contributing To The Health Of Victorians</b>	<b>12</b>
The Policy, Planning And Accountability Framework	12
Sectoral Trends	13
Statewide Design, Service And Infrastructure Plan	13
<b>Strategic Plan Development</b>	<b>14</b>
Developing Our Services	14
Performance Over Time	14
<b>Improvement Highlights</b>	<b>16</b>
2014-15, 2015-16	16
2016-17, 2017-18, 2018-19	17
<b>How Did We Develop Our Strategic Plan?</b>	<b>18</b>
Consultation Feedback	18
<b>Providing High Quality Care</b>	<b>20</b>
Into The Future	21
<b>Infrastructure That Supports Best Care</b>	<b>23</b>
<b>Our Vision, Mission, People And Values</b>	<b>24</b>
A Culture Of Excellence	25
Workforce Development	25
Staff And Consumer Safety	25
Employee Engagement	25
Consumers	25
<b>Our Strategic Plan</b>	<b>27</b>
<b>Strategic Aims</b>	<b>27</b>
Great Healthcare Experiences	28
Empowering Our People	30
Integrated, High Quality Care	32
Infrastructure That Supports Best Care	34
Partnering For Success	36

# Foreword

## Message from the Chair and Chief Executive

South West Healthcare (SWH) is, very proudly, one of Victoria's most established health services and is the largest sub-regional health service provider in the state.

Our regional footprint spans five local government areas with hospitals in Warrnambool and Camperdown, mental health services in four locations, five community health services and an aged care facility.

Our specialist medical workforce offers the widest range of specialist services of any sub-regional hospital in Victoria. With a recently strengthened medical workforce and stabilised range of specialties - now providing more than 150 medical, nursing, mental health, allied health and community health services - SWH has a deep and committed approach to community-centred care.

We take a considered, strategic approach to development and delivery of health services that embraces not only 'mainstream' clinical needs but innovates by responding to the in-place requirements of our community.

We are able to provide a comprehensive array of services throughout the healthcare continuum, for any age group, at any time of their life, or health need. Where services are not provided locally, we connect service pathways to the nearest and most appropriate place or through outreach. We do this through dozens of regional collaborative arrangements with other health and community service providers that we lead and support.

In the past 10 years, SWH has seen exceptional growth. We are on a planned journey towards greater financial sustainability, enhanced 'business' and operational performance, improved quality and safety, and higher levels of consumer and staff satisfaction.

This new Strategic Plan 2020-24 puts our community front and centre. By understanding and analysing our population health and wellbeing needs, we are able to develop and implement a Plan that will further strengthen our workforce, improve our infrastructure and processes, extend our relationships and listen carefully to our consumers. This will ensure the best possible outcomes for Victorians who live in, travel to and enjoy our special part of the world.

Our Strategic Plan is ambitious but considered. It will be delivered through the hard work and commitment of our workforce, and will result in improved health and wellbeing outcomes for the people and communities we serve.

SWH has a very bright future. This five-year Strategic Plan reflects the progress of our 165-year-old health service. It takes into account the high levels of growth and demand experienced in recent years and focuses on themes of high quality services, demand management, consumer experience, our people, infrastructure and broader regional partnerships.

It is critical we get this strategy right and then 'live' it to achieve our aspirations to be one of the best health services in rural and regional Australia. We look forward to working in partnership with our communities, partners and workforce to improve the health of all South West Victorians.



**Bill Brown**

**Chairman  
Board of Directors**



**Craig Fraser**

**Chief Executive Officer**

# Our Proud History

The hospitals that combined to form SWH have long and proud traditions of service to their communities.

SWH has grown in size from a rented house in Warrnambool in the mid-19th century to a multi-campus facility serving the physical and mental health and wellbeing needs of our growing and diverse community.

In 1999-2001, we formed the organisation now known as SWH by merging four local hospitals, each with their own records of care and compassion.

The Warrnambool Hospital (est 1854), the Corangamite Regional Hospital Services including Camperdown Hospital (est 1907), Lismore (est 1911) and Macarthur District Memorial Hospital (est 1960) were amalgamated due, in no small part, to the appreciation of the role we play in community life.

The development of the Warrnambool District Hospital established in the mid-1800s was made possible through local benevolent activities, the original Camperdown Hospital building (the homestead 'Monamythga') was donated by the sons of district pioneer John Manifold in the early 1900s and, in more recent times, the development of an integrated Regional Cancer Centre was achieved through community-raised funds.

SWH is generously supported by our community to this day. Through their commitment to improve equipment, buildings and infrastructure, we are able and encouraged to deliver a vast range of high quality programs and services for many thousands of people, closer to home.



# Our Service Profile

SWH has evolved and grown to play a vital role, not only in the health and wellbeing of our consumers, but in the societal, economic and cultural lives that are vital to the whole of South West Victoria.

SWH is based in five primary locations: the Warrnambool Hospital, Community Health and Mental Health precinct; the Camperdown Hospital and Merindah Lodge aged care facility; the Manifold Place and Community Mental Health in central Camperdown; Lismore Community Health; and Macarthur Community Health.

Our largest campus is in Warrnambool. It provides an increasing range of general and complex services to the Warrnambool and Great South Coast communities. Services include emergency care, general acute, medical, surgical and anaesthetic services, maternity, specialist obstetric and neonatal services, an intensive care unit, specialist subacute and ambulatory services. An integrated regional cancer centre is located adjacent and provides comprehensive, connected cancer services.

Camperdown Hospital provides urgent care, acute medical and surgical, maternity and aged care services to the Camperdown and district community. Elective surgical activity has grown substantially, resulting in improved local access.

Community Health services are delivered across our Camperdown, Lismore, Macarthur and Warrnambool sites providing various community nursing, allied health, activity groups, chronic illness, palliative care, volunteer and health promotion programs to local residents.

SWH Mental Health has a broad regional profile with sites in Camperdown, Hamilton, Portland and Warrnambool. Community-based multidisciplinary child and adolescent, adult and aged persons' mental health services are provided from these locations. An acute inpatient unit and prevention and recovery centre are based in Warrnambool.

The South West Public Dental Service is provided in Camperdown, Hamilton, Portland and Warrnambool, by a range of outreach services throughout the region.

SWH has implemented dozens of regional collaborative enhancements; many of them run from our 'head office' in Warrnambool. As the hub for many of the partner programs, our centralised supply model services all public health services in the south west to generate price and efficiency benefits. Our support covers linen management, electronic trading, procurement, workforce, accountancy, pharmacy management, sustainability co-ordination, and the interface of multiple customer billing and account payables systems.

## Campuses

### Our hospitals are located at:

- › Warrnambool
- › Camperdown

### Our mental health services offices are located at:

- › Warrnambool
- › Camperdown
- › Hamilton
- › Portland

### Our community health centres are located at:

- › Warrnambool
- › Camperdown x 2 (including an adult day centre)
- › Macarthur
- › Lismore

### Our dental services are located at:

- › Warrnambool
- › Camperdown
- › Hamilton
- › Portland

### Our aged care facility is located at:

- › Camperdown



- |                      |                    |
|----------------------|--------------------|
| 1 Warrnambool campus | 4 Macarthur campus |
| 2 Camperdown campus  | 5 Portland campus  |
| 3 Lismore campus     | 6 Hamilton campus  |



## Who is South West Healthcare today?

While the size of our regional footprint is impressive, it is the quality of our services and care that we pride ourselves on.

We deliver high quality healthcare and actively engage with our community and other providers to better understand current and emerging health and wellbeing issues. We respond to present and projected demand through careful analysis of demographics, studies of localised health needs, close examination of public health issues, active involvement of consumers in their health and treatment journeys, and by benchmarking our services against the best in Australia.

SWH provides a comprehensive suite of services; capable of responding to broad scope and complexity of needs effectively fulfilling our role as a sub-regional service provider. We achieve this through our engaged, motivated and empowered workforce who closely and expertly partner with our consumers ensuring they receive the right care at the important times of their lives where it is most convenient to them.

While ours is a story of exceptional growth (from an operating budget of \$90m in 2009 to now at \$195m), we continue to develop and improve.

SWH is more than a hospital. Promoting healthy lifestyles, helping people understand and control their own health outcomes, preventing avoidable illnesses, screening and addressing conditions early are our responsibility and our commitment.

We are here when and where the community needs us most.



# Contribution to Our Community

The primary catchment of SWH includes the local government areas of Warrnambool City, Moyne and Corangamite Shires with our broader catchment including Glenelg and Southern Grampians Shires, representing the 110,000 residents of South West Victoria.

Expected population changes are distributed unevenly between age groups. By 2031, an overall increase to 128,000 people is projected across the region with people aged 65 years or more living in the Great South Coast Region predicted to increase by 10,500.

Over the same period, the number of people aged less than 20 years is predicted to decrease by 3,922, or 14%.

Residents predominantly live in larger towns and Warrnambool City, however the surrounding region and vibrant smaller towns support a wealth of mixed industry including dairy, tourism, food production, meat processing, manufacturing, energy, education and retail.

Our community includes a proud Aboriginal and Torres Strait Islander community, representing 1.87% of our regional population, compared with the Victorian average of 0.81%.

Only 7.4% of our population are born overseas compared with the state average of 11%, with new arrivals also well below the Victorian average. This is not uncommon for regional areas.

## Economic and health profile

Warrnambool demonstrates areas of both relative advantage and disadvantage, consistent with other regional centres in Victoria. It demonstrates lower levels of social disadvantage than other areas in the Great South Coast Region and higher levels of wellbeing than the Victorian average.

Into the future, it is predicted that Warrnambool will increasingly have a higher concentration of jobs and services, which may impact the smaller regional centres of the Great South Coast.

The rural areas of the Great South Coast are characterised by generally lower social outcome indicators than the Victorian average, with some relative strengths. Relative disadvantage is concentrated within rural towns and centres, rather than in the farmland areas.

The rural areas generally demonstrate higher indicators of wellbeing (such as volunteering), lower crime and lower housing stress than other parts of the Great South Coast region and the Victorian average.<sup>1</sup>

In comparison with Victorian averages, our community experiences significantly higher rates of obesity, cancer, types 2 diabetes, respiratory issues, heart disease and alcohol-related harm. These are contributed to by lifestyle factors such as insufficient physical activity, insufficient dietary intake and high alcohol use.

It is important to note there are high numbers of registered mental health clients per 1,000 population in all shires, and high proportions of the population receive drug and alcohol services in Warrnambool and Glenelg Shires. This may reflect a lack of service provision in the non-government organisation sector, in comparison with metropolitan and other regional areas.

While the south west is a go-ahead, vibrant community at-large, it is our understanding of the deeper connection and relationship between the socio-economic environment and health outcomes for our communities that better informs the design and delivery of our services.

› 1. Australian Bureau of Statistics (ABS), 2016, Census of Population and Housing: Socio-Economic Indexes for Areas



# South West Healthcare's Contribution

## Economic position

Warrnambool is the regional centre of the Great South Coast Region, and health care is the largest industry, in terms of Gross Value Added, in the City of Warrnambool.

SWH is the major health employer in the region. We generate local economic benefit in excess of \$125m per annum.

## Employment

More Warrnambool City residents worked in health care and social assistance than any other industry in 2018: the Health Care and Social Assistance industry sector employed 3,729 persons, or 19.7% of total employed persons, in the City of Warrnambool.

SWH has over 1,550 employees, 350 registered volunteers and 350 partner staff working with us to deliver care and wellbeing outcomes across our services.

## Training, Education and Development

We are committed to developing our current and future workforce and provide professional development learning and career opportunities for all staff, clinical and non-clinical. We also partner with education and training providers in the workforce leadership role we perform across the south west. Recent features include:

- › Renewed focus on our people has changed our structure, creating a new People & Culture Division to support a high performing workforce that is empowered, accountable and values-driven.
- › Our current staff turnover rate is 13.9%, lower than the Australian average of about 18% in 2018 (AHRI).
- › 80% completion rates in People Matter Survey for two years in a row.
- › The Leadership Engagement and Development (LEAD) program, delivered to 50 leadership staff in FY 2018, aligns closely with our strategic and operational plans. Outcomes include self-assessment, mentoring and improved leadership practice.
- › Our Management Development program is offered to all 300 managers and leaders, covering workshops: business management, workforce management, personal effectiveness and governance, with an emphasis on localised content.
- › All staff are provided with programs in family violence, occupational violence and aggression, anti-bullying and mentoring, to feel safe and supported at work. During 2018-19 an average of 70% of staff completed the Switch e-learning module, attended a face-to-face program and enrolled in four workshops. Encouragingly, there was a 4% reduction in staff experiencing bullying.
- › Our Diversity Working Party continues to develop our first Diversity Action Plan, promoting diversity and inclusivity in our workforce.
- › Our Post Graduate Scholarship Program provides financial and study leave support to undertake the Master of Enterprise onsite at The University of Melbourne. From 2016-2018, eight SWH staff commenced. One was awarded a Dean's Honours List citation in 2018. Seven of the eight are now employed in management roles.
- › Our accredited specialist psychiatry training has three trainees in Years 1, 2 and 5. The year 5 trainee is specialising in addiction psychiatry - significant for a rural health service.
- › The development of the onsite Deakin Medical School has resulted in 190 students achieving post-graduate medical degrees at our Warrnambool facility. In partnership with tertiary education providers including Deakin, Melbourne, La Trobe, Monash and Flinders Universities, we deliver 869 student placements with 16,532 days attended on site annually.
- › Working with South West TAFE and other local education partners we strive to create learning and employment opportunities for our community.

# Environmental Commitment

We are dedicated not only to great healthcare but also continual improvement in environmental sustainability across all our operations and services, organisation-wide.

Our aim is to reduce waste and costs, while maximising performance and comfort for our staff, patients and visitors.

Significant environmental benefits of key projects and strategies delivered via our 2017 - 19 Environmental Management Plan are being realised. Our energy and water projects are achieving efficiencies in usage, both lowering emissions but also operational costs. Work towards reducing waste to landfill has included strengthening and expanding the number of recycling streams to 14 key streams, alongside resource procurement initiatives such as KEEP Cups and reusable medical-sharps caddies, and the replacement of high use items with more environmentally friendly products.



# Highlights 2017-19



343 kW solar panels installed across Rotary House, Camperdown Hospital and Warrnambool Hospital



4900 LED lights installed at Warrnambool and Camperdown Hospitals resulting in savings in excess of \$100K annually



Water saving shower heads installed at Warrnambool and Camperdown Hospitals resulting in savings of over 10,000L per day



An additional 4,000kL water captured from Sterilisers and RO plant annually for re-use with rainwater for the toilet flushing system at Warrnambool



14 Recycling Streams, including new collections of alkaline batteries, KIMGUARD, Little Blue Towels and Food Organics and Green Organics (FOGO)



8 Hybrid Camrys in District Nursing Fleet



Promotion of Ride-to-Work Day



KEEPCup campaign, resulting in reduction of 13,000 disposable coffee cups annually from Café Nosh



Establishment and maintenance of the donor-funded Rehab / GEM therapy garden



Environmental Sustainability Committee and email network of 75 SWH Green Ambassadors established, promoting sustainability in their work areas

# Contributing to the Health of Victorians

SWH's services and programs contribute not only to the health of our region, but to the delivery of healthcare across the state. These are informed and guided by legislation, policies, strategies and guidelines set by the Australian Department of Health and the Victorian Department of Health and Human Services (DHHS).

## The Policy, Planning and Accountability Framework

We operate within a national and state-wide legislative, policy, planning and accountability framework.

The National Health Reform Agreement (2011), sets out the shared intention of all parties to work in partnership to improve health outcomes for all Australians and ensure the sustainability of the Australian health system.

Consistent with the National Health Reform Agreement, the Victorian Government through DHHS regulates and monitors the performance of Victoria's public health services. We support and deliver on the Department's priorities, including:

- › The Victorian Carer Strategy
- › The Disability Action Plan 2018-2020
- › Delivering for diversity - Cultural diversity plan 2016-2019
- › Absolutely everyone - State disability plan 2017-2020
- › Strategies and plans designed to improve the health and wellbeing of Aboriginal peoples
- › Roadmap for reform: Strong families, safe children
- › Free from violence. Victoria's strategy to prevent family violence and all forms of violence against women
- › Victoria's 10-year mental health plan.

In developing this Strategic Plan, SWH has taken account of the documents listed above, as well as a range of specific health care policies, frameworks and plans that will impact on current and future services, including:

- › Service capability frameworks and related documents relating to maternity and neonatal services, renal services and palliative care
- › The design, service and infrastructure plan for Victoria's cardiac system
- › Design documents for Victoria's trauma system
- › Closing the Gap.

The Department's strategies and priorities are reflected in the Annual Statement of Priorities agreement between the DHHS Secretary and SWH, a key accountability agreement between Government and SWH.

We also recognise that significant recommendations for reform are likely to emerge, and will need to be responded to during the strategic period, from:

- › The Royal Commission into Aged Care Safety and Quality
- › The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
- › The Royal Commission into Victoria's Mental Health System.

## Sectoral Trends

This Strategic Plan has been developed in the context of a rapidly changing healthcare environment in Australia, characterised by trends such as:

- › Sustained growth in demand for health services in all settings driven by a range of factors including population growth and ageing, increasing consumer expectations and an increasing burden of chronic disease
- › The imperative to use limited and costly expensive hospital-based resources efficiently
- › The increase of chronic disease, with increasing focus on prevention of ill health and early intervention when illness occurs
- › Boundaries between acute, sub-acute and community-based care have become blurred, with the development of new models of care that better meet patients' needs by caring for people in the community while enabling more efficient use of scarce hospital resources
- › Changes in consumer demand and expectations
- › Technologic advances in both information management and clinical care e.g. the national introduction of My Health Record, innovations in medical treatment such as genomics and personalised pharmaceuticals and artificial intelligence
- › New and emerging workforce expectations
- › New National Safety and Quality Health Service Standards and the work of Safer Care Victoria
- › The Australian Government's commitment to a new health and hospitals agreement from 2020-21 to 2024-25.

## Statewide Design, Service and Infrastructure Plan

Victoria's Statewide design, service and infrastructure plan for Victoria's health system 2017-2037 defines a series of priorities, supported by SWH.

DHHS has indicated its intention to support a more regional approach to service planning, delivery and coordination, balanced with local autonomy and flexibility to meet individual communities' needs. It envisages the following characteristics of the future rural and regional healthcare system:

- › The system will be highly networked and technology-enabled
- › More complex treatment will be readily available in larger centres, with only the most complex of procedures or services requiring travel to a tertiary or specialist facility.



# Strategic Plan Development

2018-19 was the final year of the SWH 2014-19 Strategic Direction. All key measures were met.

2018-19 highlights included:

- › Inpatient admissions for Warrnambool Hospital increased by 8.1%
- › 25,391 people were admitted to Warrnambool and Camperdown Hospitals - 7.2% increase on 2017-18
- › 27,658 people were treated at our ED and urgent care centre - 0.9% increase on 2017-18
- › 41% increase in acute inpatients since 2015-16
- › Effective financial management KPIs ahead of target
- › Operating result 2018-19 FY \$502k surplus, and achieved 103% of WIES target
- › VHEM March 2019 results: patients rated the overall care they received and experience as 'very good' or 'good', at Warrnambool Hospital 95.3% and Camperdown 95.6%
- › Highest number of registered volunteers - 353.

## Developing Our Services

SWH continues to expand our services to deliver care closer to home. In partnership with South West health services, regional self-sufficiency is 84% (i.e. only 16% of people needed healthcare beyond our region).

We are committed to improve our self-sufficiency through developing our services. In the last five years we have increased medical specialties with new services in urology, plastics and reconstructive surgery, and we recruited new surgical and medical specialists enhancing our general surgery, orthopaedics, physicians and medical specialists, anaesthetists, ear nose and throat, plastics, obstetrics and gynaecology, paediatricians, oncology and nursing specialist services.

## Performance Over Time

SWH has grown significantly in the last five years with our annual budget increasing from \$134m in 2014-15 to \$195m in 2018-19. Our profile has reflected the ability to deliver more acute services closer to home for more complex conditions. This has seen over a 30% increase in people admitted to our two hospitals during this time.

Highlights from the past five year period include:

- › Acute inpatients: 23,902 acute patients were admitted to SWH in 2019, which reflects an increase of 5,838 or 32.3% or effectively an extra 112 patients admitted per week. The increase has been across a majority of services with the largest increase being in emergency admissions (47.6%). Bed days increased by 7,395 or 16.8% over the same period. The average length of stay has reduced over the period to enable the increase in admitted patients, driven by a changing service profile and increased bed pressure.
- › Service profile: Three specialties (general surgery, plastic surgery and urology) have seen activity increase by 6.7% but within that group, new specialists have commenced in the areas of the plastics and urology. This has resulted in a much more specialised workforce, an improved clinical service and the capacity to treat more patients locally. Oncology patients have increased by 30.2%, again, as a result of a more comprehensive service being offered locally. The newly established integrated South West Cancer Centre (radiotherapy services operated by ICON) has resulted in an expansion of local clinical expertise. The demand for gastroenterology services continues to grow however has been stable over the last three years.
- › Sub-acute inpatients: Whilst the number of sub-acute patients has reduced by 146 or 20.5%, the number of bed days increased by 252 or 2.7%. The profile of patients changed over the period with an increase of Geriatric Evaluation and Management (GEM) patients and a reduction in rehabilitation patients. The change in profile has resulted in the provision of service to more complex patients and a longer length of stay.

- › Mental Health: The pressure on Mental Health Inpatient Services has been significant and admissions have increased by 1,035 or 21.8% over the period. Access to inpatient services is capped and it is accepted that there is significant unmet demand.
- › Demographic: The breakdown of admissions by age group clearly demonstrates the impact of providing services to an ageing community. The age group 60-plus has increased by 3.3% whilst the age group of patients less than 60 years of age has reduced by 3.3%. This ageing patient cohort results in specific challenges that impact on service profile and structure.
- › Emergency Department presentations: The increase in total presentations is 729 or 3%. Whilst this is only a moderate increase, an important indicator of demand is the increase by triage category. Category 1 to 3 (i.e. the more urgent and complex patients) have a combined increase of 1,664 patients or 14.9%. At the same time, category 4 and 5 (i.e. the less urgent and less complex patients) have reduced by 936 patients or 7%. This demonstrates a significant change in the patient profile to a significantly more complex patient group.
- › Theatre activity: Theatre activity has increased by 15.2% over the period with an increase of 941 procedures. The increase in emergency surgery is 32.2% and the increase in elective surgery 9.3%. This demonstrates the non-discretionary nature of a majority of the growth. The increase is also across many specialties. Overall, surgical activity has been an area of significant change and growth over the past five years, with a much more mature and stable specialist workforce now in place.



# Improvement Highlights

## 2014-15

- › Hand hygiene rates amongst best in Australia with zero incidents of Staphylococcus aureus.
- › Established Cognitive Dementia and Memory Service for early diagnosis of dementia, for treatment and future planning.
- › Introduced telepsychiatry at Camperdown Mental Health Services to improve remote access for patients and families.
- › Achieved outstanding academic results at onsite Deakin Medical School (3<sup>rd</sup> consecutive year we produced the dux) enabling us to grow our medical workforce, including 15 interns.
- › Established Residential In Reach program for Corangamite Shire residents in aged care facilities to minimise hospital admissions and reduce length of hospital stays.
- › Forged partnership with Deakin University and 13 other larger western region health service providers. This Western Alliance Academic Health Sciences Centre is the first health science centre to focus on rural health outcomes.
- › Implemented Smiles4Miles dental screening program for preschool children to promote the importance of early childhood dental examinations.
- › Fought to bring first MRI machine to the region. In 2014-15 it saved almost 300 children from having to travel away.
- › Established Infant Feeding Support Service to help families achieve their infant feeding goals.
- › Purchased region's first haemofilter to save minimum 20 intensive care unit patients/year having to be transferred to Melbourne with acute kidney failure.

## 2015-16

- › Established specialist Allied Health Service at Camperdown Hospital to provide discharged patients with solid hospital-to-home support.
- › Implemented subacute design project to develop organisation-wide model of care change process to transform the patient journey by providing single-point access and assessment leading to coordinated treatment pathway within the hospital setting, and in the community.
- › Established therapeutic day program at Warrnambool Mental Health Services for consumers/carers.
- › Adopted use of telehealth to overcome tyranny of distance.
- › Opened \$2.3m emergency department short stay unit to provide additional bed-based capacity to meet national triage targets.
- › Trialled Australia-first app for country women intending to breastfeed to have free and interactive breastfeeding support 24/7.
- › Formed alliance with Portland District Health (PDH) to provide a sustainable specialist medical workforce to the extended region using a joint-appointment process.
- › Commenced ENT service (elective surgery) at Camperdown Hospital to reduce waiting time for people to access ear/nose/throat surgery, to broaden scope of surgical procedures available in Camperdown and spare local residents having to travel.
- › Named 2015 National Finance Team of the Year (with collaborators WDHS, PDH and CAH) by the Australian Health Services Financial Management Association for establishment of South West Supplies & Logistics.

## 2016-17

- 
- › Opened region's first (\$30m) cancer centre to provide tertiary-level clinical service (radiotherapy) to spare local cancer patients having to travel away for treatment.
  - › Established region-first Dairy Community Support program to help support people in the dairy industry reeling from milk price-cuts.
- 
- › Installed point-of-care terminals at bedsides of all patient care areas in readiness for implementation of fully-integrated Electronic Health Record.
  - › Celebrated palliative care unit's 30<sup>th</sup> birthday (the first hospital-based palliative care unit to be established in Australia).
- 
- › Established region-first Healthy Mothers Healthy Babies program to provide outreach support for Warrnambool & District women with complex health, welfare and social needs during their pregnancy and up to eight weeks after birth.

## 2017-18

- 
- › Established a Daily Operating System across the organisation.
  - › Implemented region-first Mental Health and Police Response (MHaP) initiative for dual police officer/ mental health clinician community response to 000 situations determined to involve mental distress.
- 
- › Opened region's first (\$4.8m) Prevention and Recovery Centre (PARC) to provide mental health treatment, support and recovery in a home-like environment.
  - › Expanded the Palliative Care Service that is now recognised statewide and integrates our palliative care teams with the volunteers home based service.
- 
- › Opened Camperdown's first palliative care suite (home to Corangamite Shire's only funded palliative care bed).
  - › Implemented a new executive structure including a People and Culture Division.
- 
- › Opened \$200,000 rehabilitation/geriatric evaluation management therapy garden for patients, visitors, staff and allied health activities.

## 2018-19

- 
- › Commenced (transperineal ultrasound/TPUS) Prostate Biopsy Service to spare the one in five local men affected by prostate cancer having to travel away for diagnostics and treatment, enable targeted tumour biopsy to reduce risk of post-procedural infection and improve patient outcomes.
  - › Achieved highest influenza-vaccinated workforce of all Victorian health services of similar size.
- 
- › Commenced \$1.49m build of new Portland Community Health facility.
  - › Planned and commenced public outpatient clinics.
- 
- › Commenced \$460,000 refurbishment of Merindah Lodge.

# How did we develop our Strategic Plan?

Our 2020-24 Strategic Plan was informed and shaped with considered and practical consultation by Nyamuru Advisory facilitating the process.

Internal stakeholders included all Board directors, all members of the senior executive team, a range of managers and representatives of a broad range of professions and occupations including facility maintenance, information technology, catering and cleaning, administration, education, human resources, mental health, environmental services, engineering, allied health, nursing and medicine.

Non-executive staff were invited to attend one of seven scheduled open forums. Sixteen staff attended a forum in Camperdown, and a total of 65 staff attended forums in Warrnambool.

Seventy-nine staff also participated in a survey. The majority of respondents had worked at SWH for 10 years or more.

Additional stakeholder consultation was conducted with:

- › DHHS
- › SWH's Consumer and Community Advisory Committee
- › Health services in the Barwon South Western Region (including Barwon Health, Portland District Health, Western District Health Service and local health services)
- › Barwon PHN
- › Deakin University.

## Consultation Feedback

There was general satisfaction, demonstrated by staff and external stakeholders through survey responses and face-to-face consultation, with SWH's current role and planned future expansion as a centre for more complex care in the Great South Coast Region.

Issues raised included:

- › There was support for maintaining the current organisation values.
- › Staff generally indicated satisfaction with the way SWH is meeting community needs, although few staff rated performance 'extremely well' in that area. Many staff and external stakeholders noted SWH's high standing in the community.

- › Staff of Camperdown Hospital indicated high levels of satisfaction with the increasing throughput of that facility and the sense of confidence revitalisation of the campus gave them in its future.
- › Warrnambool staff strongly support to see completion of the redevelopment.
- › Consumer and Community Advisory Committee members suggested there are continuing opportunities to genuinely empower consumers as partners and establish a uniform culture of consumer-centred care.
- › Staff suggested that SWH further improvements to achieve in reference to becoming a more innovative organisation.
- › There was broad recognition of the need for SWH to invest in education and training to assist staff in maintaining and developing the skills they need to deliver a higher volume of more complex services, particularly important in the context of a highly stable staff group with low turnover and, therefore, low rates of renewal.
- › The need for productive partnerships with external education and training institutions was recognised, to create a pathway for local training of health care professionals and ensure a capable workforce is available in the future such as the Deakin University Medical School.
- › Challenges continue to recruit and retain GPs in a number of areas outside Warrnambool City, and specialists in some disciplines. Ensuring a reliable supply of well-trained medical practitioners will be critical to SWH's sustainability in the future. Deakin is very committed to working in partnership with SWH to develop rural specialist training pathways.
- › The volume and range of applied research is increasing at SWH, and the need to develop SWH's research governance capability is becoming more apparent.
- › Staff highlighted the need to further invest in information technology services to better support them in their work.



- › Staff also suggested that SWH's information management capability needs to develop in tandem with its research capability, to ensure optimal research outcomes.
- › Many participants indicated a sense of pressure of work associated with rapidly increasing activity across all SWH campuses. Opportunities for systematically streamlining processes of care and organisational decision making were identified.
- › There is opportunity to empower the workforce to be more agile resulting in a more dynamic decision making environment to enhance care.
- › SWH works well with other healthcare providers at an operational level, however there remains an opportunity to strengthen pathways in and out of the service and improve communication at interfaces with other healthcare providers.



# Providing High Quality Care

SWH provides a comprehensive array of specialties and services that aims to provide care close to home for people of all ages and background.

Our delivery profile is unique in Australian rural settings because we offer services usually only seen in larger regional centres or metropolitan settings. The result is improved access and better outcomes for our communities.

We are focussed on providing care for all age ranges, whether it is birthing, children, adults or the aged.

To achieve this we deliver over 150 medical, nursing, mental health, allied health, community and corporate services.

They are designed to deliver care across all stages of health including promotion, prevention, treatment, rehabilitation, home care and aged services. Features include emergency care through to rehabilitation, Women's and Children's services, Mental Health Services, Community Health, Medical and Surgical Care, Diagnostic services, Allied Health, Aged Care, Drug and Alcohol, Clinical and Corporate Services.

## Emergency/Urgent Care Patients Residence by SWH Hospital 2018-19

Patients Residence	Warrnambool Base Hospital		Camperdown Hospital	
	Number	%	Number	%
Warrnambool	15,580	61.99	40	1.57
Moyne	4,779	19.01	52	2.04
Corangamite	1,896	7.54	2,262	88.67
Glenelg	698	2.78	1	0.04
Southern Grampians	299	1.19	1	0.04
Colac Otway	66	0.26	44	1.72
Rest of Victoria	1,245	4.95	116	4.55
SA	141	0.56	5	0.20
NSW	100	0.40	10	0.39
QLD	81	0.32	8	0.31
WA	35	0.14	1	0.04
ACT	7	0.03	0	0.00
NT	10	0.04	1	0.04
TAS	19	0.08	2	0.08
Overseas	99	0.39	2	0.08
No Fixed Address	62	0.25	5	0.20
Unknown	17	0.07	1	0.04
<b>TOTALS</b>	<b>25,134</b>	<b>100</b>	<b>2,551</b>	<b>100</b>

## SWH Inpatients Age by SWH Hospital 2018-19

Inpatients Age	Warrnambool Base Hospital		Camperdown Hospital	
	Number	%	Number	%
0-5	1,531	6.60	47	2.13
6-10	301	1.30	5	0.23
11-15	291	1.26	16	0.72
16-20	565	2.44	65	2.94
21-25	771	3.33	106	4.79
26-30	968	4.18	91	4.12
31-35	951	4.10	101	4.57
36-40	932	4.02	104	4.70
41-45	1,001	4.32	110	4.98
46-50	1,330	5.74	152	6.87
51-55	1,496	6.45	173	7.82
56-60	1,727	7.45	176	7.96
61-65	2,066	8.91	196	8.86
66-70	2,412	10.41	244	11.04
71-75	2,153	9.29	223	10.09
76-80	2,238	9.65	179	8.10
81-85	1,393	6.01	131	5.92
86-90	731	3.15	65	2.94
>90	323	1.39	27	1.22
<b>TOTAL</b>	<b>23,180</b>	<b>100</b>	<b>2,211</b>	<b>100</b>

### Into the future

We aim to meet both the current and future needs of our south west communities. SWH continues to improve our service system and models of care to be responsive and adaptable to the future needs of our health service. To achieve this we will need to:

- › Better respond to increasing demand to allow access for people who are most in need
- › Further develop our community and home-based care models to allow people to be treated at home more often instead of in a hospital bed
- › Continue to collaborate with our partner organisations to leverage their skills and expertise, enabling a skilled and dynamic regional system adept at providing complex care in many locations
- › Further consolidate our specialist services and deliver more public outpatient services
- › Develop our leaders and culture to build on a positive, dynamic and responsive workforce
- › Drive our service profile to deliver more services closer to home
- › Expand the way we deliver care to leverage technology through our clinical systems and telehealth opportunities
- › Support and expand our research, teaching and training capabilities to ensure evidence-based, high quality care is contemporary resulting in improved health and wellbeing.



# The Now



# The Future

# Infrastructure that Supports Best Care

SWH is committed to deliver great care and the best services to our community. A key foundation is providing modern facilities that enable our staff to deliver in a professionally-equipped environment that enhances contemporary, connected and timely care.

In recent years, in partnership with the Victorian State Government and DHHS, we have delivered a variety of building and capital projects that have focussed on improving the safety and quality of care for consumers and staff.

Recent important improvements include:

- › A regional integrated cancer centre commissioned in 2016 after a local fundraising appeal that provides radiotherapy, chemotherapy and cancer services on one site
- › The Mental Health Prevention and Recovery Centre (PARC) providing community-based short term step-up, step-down residential care for mental health consumers, operating from 2018
- › Creation of a Camperdown Palliative Care Suite
- › Redevelopment of Macarthur Community Health and Manifold Place Camperdown.

The upcoming years will see some current projects finalised including:

- › A redesigned Merindah Lodge Aged Care facility to improve the residents' common spaces
- › The relocation and development of Portland Community Mental Health facility adjacent to Portland District Health.

Improving facilities will be pivotal in sustaining and meeting ongoing expectations and service needs for the rural communities who already experience poorer health outcomes than metropolitan citizens.

These facilities would mean that more people can be treated within the South West reducing the need to travel to Geelong or Melbourne which can be expensive, time consuming and inconvenient.

The proposed future redevelopment of Warrnambool Base Hospital and the Camperdown Hospital precinct commenced master planning in 2017 for future design of these sites. These major projects will future proof our key geographical and service sites, and will feature the latest in healthcare environment design.

The Warrnambool Hospital redevelopment would include:

- › New expanded full capacity Theatres
- › New expanded Emergency Department designed to stream care and flow
- › New expanded Dialysis Clinic with natural light
- › New Paediatric Unit with flexible capacity
- › A new Inpatient Unit
- › Redeveloped kitchen, supply and linen departments
- › A new underground carpark.

The Camperdown Hospital precinct redevelopment would co-locate all services to deliver an integrated healthcare model including:

- › Acute hospital with Urgent Care and Theatre capacity
- › Redeveloped Aged Care Facility
- › On-site connected Community Health and Activity Centre
- › Community Mental Health Services
- › A community Café and Hub to promote a healthy non-clinical environment.



# Our Vision, Mission, People and Values

## Our Vision:

Leaders in healthcare, partners in wellbeing

## Our Mission:

To improve the health and wellbeing of South West Victorians by partnering with them, their communities and other providers to deliver high quality healthcare with a future-focus through our engaged, empowered and motivated workforce

## Our Values

Our values are a foundation for our culture of excellence. They are:



### Care

#### Our Culture of Care

We put the person at the centre of everything we do. We are compassionate and responsive to the needs of consumers of our service, their families, our staff and volunteers.



### Respect

#### Our Culture of Respect

We behave in a manner that demonstrates trust, inclusion and mutual understanding. We respect diversity and communicate openly with consideration of others.



### Integrity

#### Our Culture of Integrity

We are transparent and ethical in all that we do. We are accountable for our decisions and actions. We embrace honest feedback and act on it.



### Excellence

#### Our Culture of Excellence

We ensure every interaction is of the highest standard, every time. We do not compromise on quality.



### Leadership

#### Our Culture of Leadership

We lead by example and empower everyone. We are strategic, responsive and resilient.

## A Culture of Excellence

Our culture is grounded in our Vision of being leaders in healthcare and partners in wellbeing. We strive to create an environment where our people can achieve their potential, collaborate and innovate. Our focus of creating high performing teams through a culture of excellence in safety and quality, creating learning and research opportunities and embedding continuous improvement will support the development of an empowered and highly skilled workforce.

Through the development of our people we will continue to provide the best possible care to the communities in the south west. This is underpinned by the following pillars:

## Workforce Development

We strive to create a learning culture, supported by evidence-based best practice. Our partnerships with tertiary and vocational training providers, coupled with internal expertise, provide a solid foundation for continuing education and development opportunities.

## Staff and Consumer Safety

Our focus on person-centred care ensures we place our people at the centre of everything we do. We strive to create a safety culture in all areas of our work to support our mission of improving the health and wellbeing of the communities we serve. We focus on creating a safe and healthy workplace, both physically and mentally.

## Employee Engagement

We are committed to collaborate and involve our employees in all aspects of the organisation to develop a high-performing, engaged and empowered workforce. We have achieved an 80% participation rate in our employee engagement survey (People Matter Survey) for two years in a row.

Now and into the future, we will concentrate on:

- › Developing an holistic wellness program and integrated safety management system
- › Improving internal communication through regular written and verbal feedback and staff forums
- › Developing a research strategy and an education and workforce development strategy
- › Enhancing our leadership development program
- › Creating a leadership competency framework
- › Improving the employee value proposition through improved benefits (e.g. novated leasing)
- › Investigating and providing scholarships for current and future staff to support and further their professional development.

## Consumers

South West Healthcare delivers a comprehensive array of services, programs and assistance throughout the care continuum. We view all people who directly or indirectly receive or are influenced or come in contact with our organisation as consumers. This includes patients, clients, residents, participants, carers and families. Through our values we aim to deliver high quality consumer focused services that result in a positive experience at all times.



# Our Strategic Plan

## Strategic Aims

### Great Healthcare Experiences

We partner with consumers to achieve service excellence

---

### Empowering Our People

We develop talent and leadership across all levels of our workforce, resulting in empowered and motivated individuals and teams, creating a great workplace and a supportive and safe work environment

---

### Integrated, High Quality Care

We continually improve service delivery to achieve high quality outcomes

---

### Infrastructure that Supports Best Care

Future demand is planned and delivered through strategic investment

---

### Partnering for Success

We are a highly valued partner and leader

# Great Healthcare Experiences

We partner with consumers to achieve service excellence

## Strategic Priorities

## Strategies

Continuous quality improvement by partnering with consumers

- › Train and empower our people to work with consumers for their best care
- › Continuously improve our consumer engagement framework
- › Empower and support consumers to engage effectively in relevant committees, leading to organisational improvements

Improved health and consumer empowerment through knowledge

- › Implement a sustainable health literacy program
- › Use regular surveys and targeted reviews to identify opportunities for consumer empowerment
- › Promote use of My Health Record

Consumer focused service systems

- › Redesign our service systems to incorporate a focus on the consumer experience and equity of access according to need
- › Establish more specialist outpatient services with no out-of-pocket expenses for consumers

## Indicators of Success

- › 80% of patients likely to recommend this service to someone else
- › Percentage of very positive responses to questions on discharge care
- › Increase the percentage of SWH consumers using My Health Record
- › Consistently be above state average in:
  - › How often did the doctor, nurse and other health professionals caring for you explain things in a way you could understand?
  - › Did you have confidence and trust in the nurse caring for you?
  - › Were you involved as much as you wanted to be in decisions about your care and treatment?
- › Public Specialist Outpatient services are available in medical services, urology, oncology and orthopaedics
- › Consumer feedback can be provided, whilst an inpatient, with systems to address the issue within four hours
- › Consumer engagement framework is implemented
- › Over 95% of all staff receive the fluvax



## Community Palliative Care Team: A Case Study

On New Year's Eve, our community palliative care team (CPC) visited Elsa, a patient, at her home in Camperdown. She was referred to the program for assistance with her non-Hodgkin's Lymphoma and was troubled by pain. Elsa has a supportive husband and family.

Elsa received a pain review two days later and had analgesia changes. Elsa continued to be troubled by pain, and received multiple specialist reviews in her home either face to face or by phone consult with our Palliative Care (PC) nurses present.

Elsa was offered hospitalisation, but was very keen to stay at home.

Elsa's deterioration continued and she had a series of visits by our PC counsellor and nurse over weekends and after hours, the District Nurse Service (DNS) and her local GP. Clinical and psychological support were provided to her and her family.

Two weeks later, Elsa was taken by ambulance to her son's house close by, where PC equipment had been supplied and set up to allow further care to occur. Family had been educated to administer her medications.

Elsa was now entering the terminal phase of palliative care. In the last days of her life, she was unresponsive, but settled and comfortable.

Elsa died peacefully at home surrounded by her husband, sons and family. Bereavement support commenced for her family and will continue for 12 months.

She was able to achieve her wish of dying at home with the support of her family. Elsa also had a plan that if the family were unable to care for her she would be transferred to hospital. This wasn't needed due to the wonderful efforts of her family and support by our CPC, her GP and the DNS.

Elsa's story highlights the ability of our CPC to work across the community and region in collaboration with other providers, in an extended service that works around the clock.

## Subcutaneous Immunoglobulin (SCIG) at Home

Patients who require ongoing Immunoglobulin therapy usually receive it as an IV infusion once a month in hospital. It take several hours to administer each time.

This new program was set up at SWH at the end of 2018 following the development and availability of a product suitable for infusion under the skin once a week, not into a vein. This is not a program available at all hospitals and requires specially trained staff and specific processes.

Eligible patients may be included in the program so they, or their carer, are able to self-administer. A comprehensive training program shows them how to infuse, use the equipment safely, and correctly store the materials.

Patients are signed up with their consent to a support program from the drug company so they have 24hr phone assistance, if required. They are also reviewed regularly.

For our patient, Raymond, the results have been overwhelmingly positive.

He works full time, so the travel and time off work saved have been very beneficial. As his dose is more regular, it is less concentrated so he is experiencing fewer side effects. He reports he is very pleased not to spend time in hospital and can administer the immunoglobulin antibodies at any time of the day that suits him.

For the hospital, the program frees up a day procedure bed or chair, clinical results have seen fewer infections, and less incidents of follow-up medical care and admission are required.

We currently have 17 patients on regular IV immunoglobulin and are progressively increasing the numbers on the program.

# Empowering Our People

We develop talent and leadership across all levels of our workforce, resulting in empowered and motivated individuals and teams, creating a great workplace and a supportive and safe work environment

## Strategic Priorities

## Strategies

---

A values-driven culture

- › Promote and reinforce our values and expected behaviours
- › Develop an environment where people achieve their full potential

---

A diverse and inclusive workforce

- › Support diversity and encourage inclusivity through workforce training and development
- › Increase recruitment and retention of Aboriginal people

---

A culture of excellence and accountability

- › Create a motivated workplace where our workforce are engaged, healthy and high performing
- › Establish a cohesive research and learning strategy that develops all individuals and teams across SWH
- › Drive positive workplace change through implementation of Our People Strategy

## Indicators of Success

- › By 2024, at least 2% of our workforce identify as Aboriginal or Torres Strait Islander people
- › At least 70% of our people respond to each People Matter Survey
- › 100% of staff have an annual performance review
- › Annual People Matter survey results are in the top 10% compared with peer health services in regards to bullying and harassment, recommend a relative to be treated here, employee engagement index and overall satisfaction
- › All leadership positions have succession plans by 2022
- › People and Culture Strategy is developed in 2020
- › A clinical service plan is renewed and endorsed by 2021
- › A research and learning strategy is developed and implemented by 2020
- › There is a measurable increase in the inclusivity and diversity of our workforce

## Looking After Our People

Research from the international health sector confirms that healthcare practitioners, generally, do a great job looking after their patients, but perhaps are not so good at looking after themselves.

Job-related stress, physical injuries and mental trauma are very common.

With this fact foremost in mind, a feature of the SWH 2020-2024 Strategic Plan will be development of an holistic Wellness Program for all of our staff.

While we already undertake a series of practical initiatives across the organisation, the new program will be expanded and tailored to individual needs and learning styles in a calendar of activities covering

physical and mental health and wellbeing, financial literacy, building resilience, peer recognition and support, and the very important role leaders and managers have in modelling positive behaviours and organisational values.

It will also integrate with our safety management system that has safety compliance considerations as its basis and will be enhanced to include policy development, risk management, communication and training, emergency preparedness and reporting.



# Integrated, High Quality Care

We continually improve service delivery to achieve high quality outcomes

## Strategic Priorities

## Strategies

A 'one team' approach	<ul style="list-style-type: none"> <li>› Develop team-oriented models of care that support seamless transitions across our campuses and community settings</li> <li>› Improve management and clinical systems to optimise throughput, length of stay and occupancy in Warrnambool and Camperdown Hospitals</li> <li>› Develop sustainable models for our multi-site service system configuration</li> </ul>
Care provided close to home	<ul style="list-style-type: none"> <li>› Develop innovative and comprehensive models of in-home and out of hospital care</li> <li>› Enhance our specialist service provision in South West Victoria</li> <li>› Renew our clinical services plan to represent future needs</li> </ul>
High quality, safe care	<ul style="list-style-type: none"> <li>› Continuously review and improve the design of our systems and the way we deliver to enhance care and the consumer experience</li> <li>› Implement best practice and sector reforms</li> </ul>

## Indicators of Success

- › Morbidity and mortality measures meet industry benchmarks
- › Key clinical indicators defined by Safer Care Victoria are met or exceeded
- › Victorian Healthcare Experience Survey benchmark results are met or exceeded across Overall Experience and Transition of Care Indicators
- › Timely access to care indicators in elective surgery, emergency services and specialist clinics are met
- › Readmission rates across all services are better than comparators
- › Accreditation across all services continues to be maintained
- › Performance and financial targets are met
- › All community-based services are above average 95% occupancy
- › We deliver more specialist services in homes and local communities, including through telehealth

## South West Healthcare provides a Hospital in the Home Antibiotic Service

Sally was receiving treatment in the Acute Care Unit after gaining an infection in her leg following a spider bite.

Sally returned to her own home with an intravenous treatment regime that included the use of an infuser device filled with antibiotic to be attached for 24 hours then replaced daily for seven days. A Registered Nurse visited Sally daily during this period of care to administer the antibiotic regime and reviewed her health progress. Any unexpected change to her care throughout the healing process was reported to the treating doctors for guidance.

Following seven days of home-based treatment the patient medical review determined that Sally's health was improving. The intravenous antibiotic treatment was ceased, the infuser device was removed and Sally commenced on a course of oral antibiotics for a further 14 days. Arrangements were made for follow up support with her GP.

Sally saw this as a great outcome because:

- › she could be at home with her family where she was comfortable, rather than occupying a bed in the hospital
- › she received safe care outside of the physical hospital setting
- › she could resume working some hours from home
- › the provision of nursing and medical support was well planned, but if any unexpected changes occurred she could access the right people
- › she had 24 hours emergency telephone support and a face to face medical review when required.

Sally's story highlights the ability of our Hospital in the Home service to allow consumers who would previously have received their antibiotic therapy in the hospital to instead receive it at home whilst receiving excellent care, treatment and service.

## Pre-Hab Changes Model of Care

The medical world has long known the benefits of rehabilitation for patients after they have undergone surgery or had time in hospital, but work being done at SWH is making in-roads in prehabilitation, before surgery or a hospital visit.

SWH support for orthopaedic hip and knee surgery patients has now been extended to shoulder and lower limb patients.

The Shoulder & Lower Limb Prehab (SLLP) Program is a physiotherapy-led education and exercise program, combined with home assessment by an occupational therapist, with the aim of optimising patient condition prior to surgery, ensuring recovery can occur as smoothly as possible.

As a direct result of our work, 15% of shoulder surgery clients were so improved they didn't require surgery at all. We also reduced the average length of stay for lower limb surgery clients down from 2.8 days in 2017 to 1.7 days in 2018-19.

And, most pleasingly, 95% of clients reported overall satisfaction with the program.

We are now investigating ways to extend pre-hab practice, improving the outcomes for patients requiring surgery.



# Infrastructure that Supports Best Care

Future demand is planned and delivered through strategic investment

## Strategic Priorities

## Strategies

---

Warrnambool Base Hospital redevelopment

- › Substantially progress the stage two redevelopment of the Warrnambool Base Hospital in partnership with the Victorian Government
- › Progress to realisation of the full Warrnambool Masterplan

---

Camperdown precinct redevelopment

- › Progress the Camperdown precinct business case to finalisation and progress aged care as stage one
- › Progress to realisation of the full Camperdown Masterplan

---

Contemporary integrated information technology systems

- › Develop and implement an information technology plan to support ongoing leadership, appropriate investment and high quality performance across SWH
- › Work towards and plan for an end-to-end electronic health record
- › Develop data systems to support efficient and effective decisions and inform our clinical practice in real time

## Indicators of Success

- › Masterplan, feasibility and business plan processes are complete and current for both Warrnambool and Camperdown
- › Commitment is achieved for stage two redevelopment of Warrnambool Base Hospital
- › Purchase of land for the Warrnambool offsite logistics hub is complete
- › Design, feasibility and business case for offsite logistics hub is complete
- › TRAK clinical medical record and expanded capacity is operating to full potential
- › Internet and intranet sites are modern, intuitive and dynamic with a new site live by 2020

## Caring for Our Elders

SWH in Camperdown is home to a 36-bed residential aged care facility, Merindah Lodge.

The site was opened in the mid-1970s and has undergone a series of refurbishments since then, designed to help our residents feel secure and comfortable, to provide a welcoming environment for their families and friends, and to keep it as a safe workplace for our staff.

As well as meeting all of the quality and clinical benchmarks required, we pride ourselves on the genuine, very personal connection we make with our residents.

The home features a vegetable garden that our residents work in - they pick the produce and cook it in our kitchen, we have regular visits from local school kids, we enjoy celebrations and cultural events, and residents enjoy art and music therapy.

Plans are underway to expand and redevelop Merindah Lodge's lounge and dining areas. The new spaces will fully embrace our quality of care, increasing residents' amenity and workflow efficiencies for our staff.

Under our consumer-directed care philosophy, we consider our residents' wishes in their day-to-day lives. They have choice about things such as their meal selection, when and where they like to eat, their activities program and when they prefer to shower.

And now, with the refurbishment, they are choosing soft furnishings and floor coverings and will have a major say in paint colours.

Planning for the future by deeply considering the health, wellbeing and happiness of our elderly is a major focus and will always remain a priority for SWH.



# Partnering for Success

We are a highly valued partner and leader

Strategic Priorities	Strategies
Improved access to services across the South West	<ul style="list-style-type: none"> <li>› Support our partners in the South West region through collaborations to deliver reliable, safe and appropriate specialist services</li> <li>› Develop effective pathways for people to receive ongoing care closer to home through seamless transfers in and out of SWH</li> </ul>
Healthier South West communities	<ul style="list-style-type: none"> <li>› Collaborate and contribute to public health initiatives and wellbeing plans</li> <li>› Enhance population health through implementing evidence-based strategies</li> <li>› Improve equity and access through targeted plans and strategies</li> </ul>
Build and strengthen strategic partnerships	<ul style="list-style-type: none"> <li>› Enhance partnerships with education and training providers</li> <li>› Continually improve healthcare experiences through dedicated partnerships with local health and community providers</li> <li>› Work in partnership with the State Government and Department of Health and Human Services to achieve SWH's future potential</li> </ul>

## Indicators of Success

- › We work with our small rural health service partners to leverage our combined strengths
- › The South West regional self-sufficiency is improved through maintaining and strengthening our capability
- › Defined and agreed transitions within the South West result in more people being treated closer to home as defined by transition data
- › Enhance early years model of care and service provision
- › A regional clinical governance framework is in place and improving clinical care by 2021
- › Implement key action plans to improve access including Reconciliation Action Plan, Disability Action Plan and Rainbow Tick by 2023

## Closing the Gap

The Aboriginal communities of South West Victoria have a very proud, longstanding connection with the land on which we live and work. Our catchment covers the 59 clans across our region of the Gunditjmara/Marr Nation - they have a history spanning at least 60,000 years.

SWH has been on a journey of reconciliation with our Aboriginal communities for some time, but we can do more.

Our first Reconciliation Action Plan allows us to formalise our approach and develop a deeper understanding and respect for Aboriginal culture. It will build on the work we have done and establish what we need to do into the future.

To develop the Reconciliation Action Plan, we partnered with Aboriginal Community Controlled Health organisations. Respected community elders guided us, particularly the Gunditjmara Aboriginal Cooperative, Kirrae Health Services, Dhauwurd Wurrung Elderly and Community Health Service and the Winda-Mara Aboriginal Corporation.

SWH's vision for reconciliation is a healthcare service that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a culture that represents equality and equity with historical acceptance of our shared history.

## Combatting Family Violence

To keep our staff feeling safe and supported, we provide all of our people with programs in areas such as family violence, anti-bullying and mentoring, so that they feel safe and supported at work.

As an example, we participate in the Strengthening Hospital Response to Family Violence program initiative (SHRFV).

We are the lead agency for delivery of the SHRFV initiative across the South West, delivered uniquely in that all eight hospitals in the group work as one team to ensure the best results, reduce duplication of effort, enhance consistent messaging and policy, and learn from each other.

All local hospitals now have workplace support policies in place and 100% of managers have received training regarding support for workers.

We look forward to continuing this very important work into the future.





## SWH Hospitals

Camperdown Hospital  
Robinson Street  
Camperdown 3260  
p 03 5593 7300  
e [frontdesk@swh.net.au](mailto:frontdesk@swh.net.au)

Warrnambool Base Hospital  
Ryot Street  
Warrnambool 3280  
p 03 5563 1666  
e [info@swh.net.au](mailto:info@swh.net.au)

## SWH Mental Health Services

Camperdown  
64 Scott Street  
Camperdown 3260  
p 03 5593 6000

Hamilton  
12 Foster Street  
Hamilton 3300  
p 03 5551 8418

Portland  
63 Julia Street  
Portland 3305  
p 03 5522 1000

Warrnambool  
Koroit Street  
Warrnambool 3280  
p 03 5561 9100

## SWH Aged Care Facility

Merindah Lodge  
York Street  
Camperdown 3260  
p 03 5593 7366  
e [merindah@swh.net.au](mailto:merindah@swh.net.au)

## SWH Community Health Centres

Camperdown  
140 Manifold Street  
Camperdown 3260  
p 03 5557 0900  
e [mplace2@swh.net.au](mailto:mplace2@swh.net.au)

David Newman Adult Day Centre  
20a Church Street  
Camperdown 3260  
p 03 5593 7364  
e [dcentre@swh.net.au](mailto:dcentre@swh.net.au)

Lismore  
High Street  
Lismore 3324  
p 03 5558 3000  
e [lismore2@swh.net.au](mailto:lismore2@swh.net.au)

Macarthur  
12 Ardonachie Street  
Macarthur 3286  
p 03 5552 2000  
e [macarthurch@swh.net.au](mailto:macarthurch@swh.net.au)

Warrnambool  
287 Koroit Street  
Warrnambool 3280  
p 03 5563 4000  
e [intake@swh.net.au](mailto:intake@swh.net.au)