



BOORT DISTRICT HEALTH

STRATEGIC PLAN
2024-2028





Acknowledgement of Traditional Owners

We would like to acknowledge and extend our appreciation to the Dja Dja Wurrung Country of the Jaara People, the Traditional Owners of the land that we work and live. We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all the Jaara People. We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

Boort District Health acknowledges that to 'Close the Gap' we need to work together with Aboriginal and Torres Strait Islander people, communities, staff and stakeholders to ensure that we meet community needs.

Commitment Statement Against Family Violence

Our vision is a future where our community is free from family violence and where healthy, respectful relationships prevail.

Child Safe Place

We comply with standards and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.

All Welcome Here Everybody Matters

Boort District Health is committed to embracing diversity. We respect and welcome all people.

Our vision

To be a leading sustainable rural health service that provides high-quality, accessible patient centred care to our community



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Message from the Chair

Our strategic plan 2024-2028 captures Boort District Health's vision for a greater future. This document represents our commitment to providing the best healthcare possible for the people of Boort and surrounds. Boort District Health strives to deliver quality health care in a way that responds to community needs and provides the right service, at the right time, in the right place.

We take seriously our mandate to support people in the Boort and surrounding communities to live the healthiest lives possible. This plan responds to the specific needs of our population. The plan includes a commitment to transforming health care through new care models, innovative technology, and able and responsive staff who are trained to deliver high-quality care.

Through this plan, Boort District Health will deliver consistent, personalised care that treats individuals as part of an extended family. We prioritise our civil duty to serve our community and respond to its changing health needs. This document presents our medium-term vision for healthcare and develops our aspirations for the longer term.

It recognises and addresses the challenges we face and sets Boort District Health on the path of solid growth and best-practice health care. It supports the strategic direction set by the Department of Health in seeking to ensure that Victorians are among the healthiest people in the world.

We are committed to providing every individual in our community with a responsive service that is available when needed. Our community faces significant health challenges, including a rapidly ageing population, high rates of cancer, and chronic disease, high levels of psychological distress and socioeconomic disadvantage. This plan seeks to address those needs and support good health and wellbeing for all our residents.

We value engagement with our consumer and community members. Meaningful engagement connects staff to the people they support, the purpose of their work and enables them to deliver care that leads to better outcomes.

This Strategy will provide the foundations for us to support people to improve their lives by delivering patient-centred, high-quality healthcare through an ongoing commitment to communication, consultation and engagement with our consumers, communities and partners.



Wendy Gladman
Board Chair





Our commitment to
our community is:

To improve the health and well-being of our community through the provision of comprehensive, integrated and accessible health services. We strive to provide timely, safe, effective and patient centred care that is responsive to the needs of our community.

Our values

Respect

We treat everyone with dignity, compassion, kindness and understanding.

Equity

We provide equitable access to health services, recognising the diversity of our community.

Quality

We strive for excellence in all that we do, we are committed to continuous improvement and proactively planning for the future.

Collaboration

We work in partnership with patients, families, the community and our stakeholders to achieve better health outcomes.

We will respect, protect and promote human rights in our decision-making and actions.





Our opportunities

Culture

A positive organisational culture places our staff and volunteers in a better place to provide effective and efficient care, maintain employee wellbeing and solve complex problems.

Workforce

Strengthened capability and capacity level could support our ability to meet future service needs.

Adaptability

A responsive and adaptable organisational culture may improve our ability to respond to external forces, including healthcare reforms and capitalise on opportunities.

Health technology

Demonstrated ability to introduce new technologies may improve efficiency, effectiveness and quality, and counter infrastructure, resource and skill limitations.

Partnerships

Fostering established and emerging local and regional partnerships may increase community access to services and improve financial viability.

Our challenges

Workforce availability

Attracting and retaining highly skilled staff across multiple disciplines in a geographically remote location that are trusted and valued by the community and partners in the healthcare eco-system.

Information and communication technology

Infrastructure and digital literacy gaps might impact our ability to keep up with digital innovations that deliver health services to rural communities.

Data intelligence

Inadequate processes and ability to mine data may result in lost opportunities to use data for improved patient care and organisational performance.

Government decisions

Policy development and health sector wide issues, including key healthcare reforms in aged care and mental health, are magnified at a rural health service level.

Rapidly ageing population

The ageing Boort population presents both opportunities and challenges with increased demand for health care services due to co-morbidities and chronic disease prevalence. There is no easy solution, and there is much to do to continually improve services and experiences for community members who need access to health and aged care services.

Supporting positive ageing and easier access to aged care services when they are needed and in the community setting where possible.

Funding alignment

If service funding doesn't match population health needs we might not be able to respond to service demands and community expectations.



In our continuous pursuit to be a leading rural health service that provides high-quality, accessible patient centred care to our community, we know that there are people in our community who continue to experience enduring, poor health outcomes.

We are committed to investing in strategies that will help people and communities across Boort and surrounds that experience barriers to care, improve their health outcomes and realise value from our healthcare services. We will focus on the healthcare needs of our community in our approach to improving health outcomes and addressing health inequality.

The quadruple aim of healthcare

People experiencing enduring disadvantage

This includes some older people, Aboriginal and Torres Strait Islanders, Culturally and Linguistically Diverse communities, LGBTQIA+ communities, and socially and culturally disadvantaged groups.

People with, or at risk of developing chronic complex health issues

This includes mental ill health, harmful alcohol and drug use, chronic conditions and complex co-morbidities: for example, obesity, cancers and chronic heart failure.

People at risk of developing significant health issues

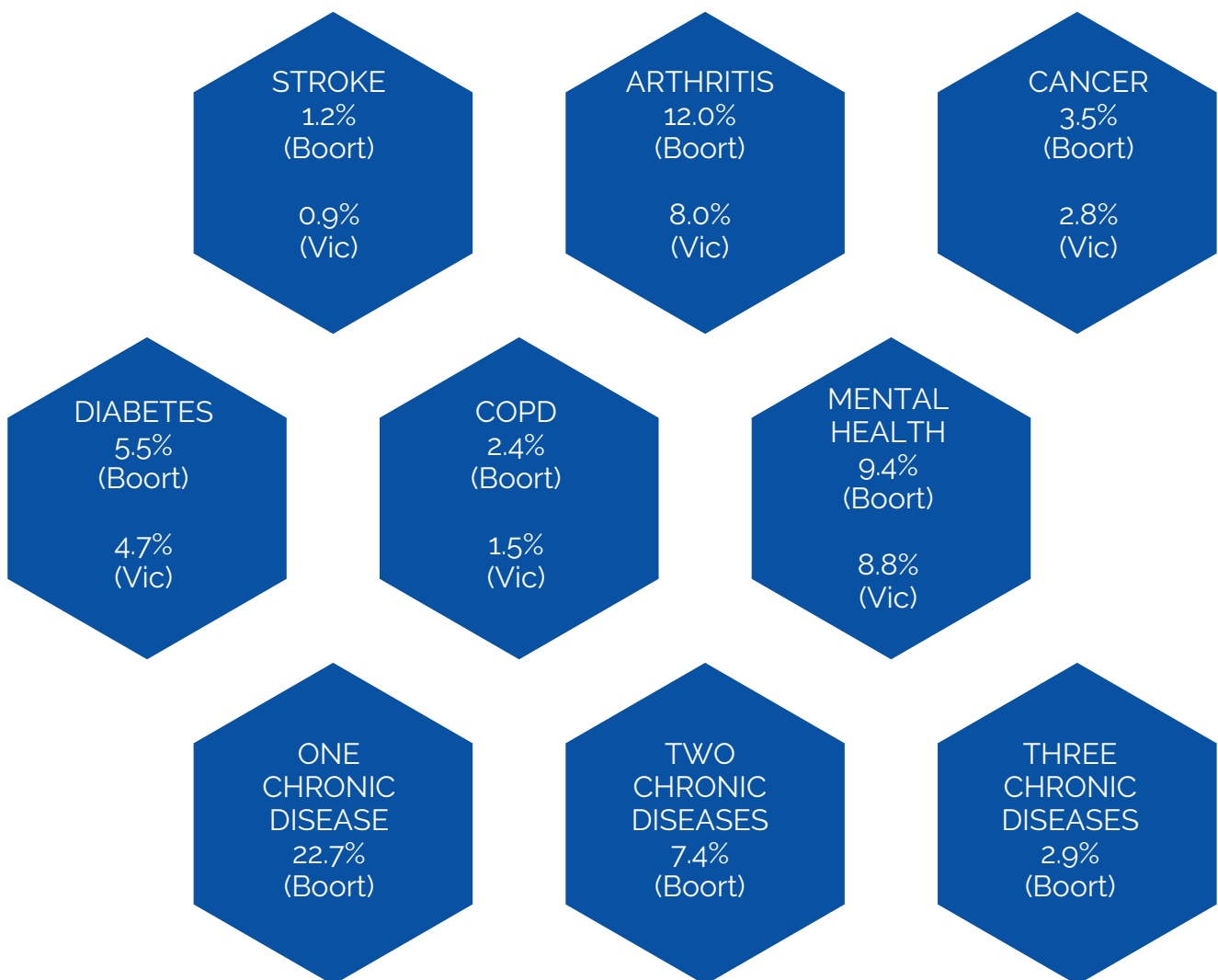
This includes earlier intervention and management for people with co-existing chronic conditions and complex care needs, with emphasis on data driven quality improvement and research to identify innovative solutions to support prevention and maintenance activities.

People facing gaps in the health system

This includes integrating services into the local health environment through effective partnerships. Utilising data informed assessments about health priorities to better address the needs of our community.

The health of our community

Our community experiences greater rates of ill health when compared to the Victorian average across multiple health conditions. Some of the higher rates are highlighted below:



The immediate population of Boort is approximately 940 people with an average age of 57 years old. Approximately 20% of the population is under 18 with approximately 37% of the population over 65 years old and an additional 15% of the population will be over the age of 65 in the next 10 years.

*Data Source: <https://abs.gov.au/census/find-census-data/quickstats/2021>

Our health context

The future of health care in Boort will be shaped by key priorities including, but not limited to, digital transformation and growing demand for health services, particularly given an ageing population and generational lifestyle challenges, as well as the need to attract and retain a skilled workforce.

Digital transformation of health services

Digital innovation, research and technology are transforming health care across Australia. New approaches to prevention and care are essential if we are to meet our community's health challenges and benefit from the opportunities offered by new technologies. In the coming years, we expect to see significant growth in smart healthcare technology, which will enable better targeting of clinical intervention.

Ageing population

Boort is home to a rapidly ageing population with complex health needs. As our population ages, we will face increased pressure on our health services and increased demand for chronic disease management. We will address the needs of our ageing population through social and economic investment to support wellbeing and independence.

Attracting a skilled workforce

A modern health service requires a highly skilled, flexible workforce. Like much of Australia, Boort District Health is experiencing challenges in recruiting and retaining skilled workers. We are concerned that our workforce capacity and capability may be insufficient to meet our future needs. We are responding to this need by developing a range of partnerships with neighbouring health services, educational institutions and other employers in the geographic area to ensure Boort is an attractive place to work and live.

Healthy lifestyle choices

Programs to support wellness and prevent physical inactivity, obesity, low fruit and vegetables intake, and harmful behaviour causing injury and illness are critical. Lifestyle interventions will have better outcomes if we also work collaboratively with key partners in health and non-health sectors to plan, implement and evaluate strategies. Over the coming years we will implement initiatives involving schools, general practitioners, non-government health and other industry partners as well as our own staff.



Our services

Boort District Health provides a comprehensive range of multidisciplinary health care services to Boort and the wider community.



COMMUNITY AND HOME BASED CARE

Outreach community support programs are coordinated by Boort District Health. These include Meals on Wheels, District Nursing, Transitional Care Planning and Social Support including exercise, art, and craft and community wellbeing programs.

ORAL HEALTH SERVICES

Public and private oral health services are offered to the community. Within the public program, outreach services are offered to other towns. The service includes a preventative program to children and schools as well as oral health service to residents in care.



URGENT CARE CENTRE

Boort District Health Urgent Care Centre offers two (2) urgent care treatment beds and one (1) treatment room, 24 hours a day, 7 days a week. This service is supported by an on call system.

RESIDENTIAL AGED CARE - LODDON PLACE

Boort District Health operates twenty five (25) permanent residential aged care places, all single rooms with individual ensuite facilities.



PRIMARY CARE SERVICES

A number of Allied Health services are facilitated within Boort District Health including Physiotherapy, Podiatry, Health Education, Counselling and Health Promotion.

ACUTE SERVICES

Seven (7) single, ensuite acute beds are provided, including one (1) Transitional Care Program bed-based bed and a family room with courtyard. Admission to our acute services is through the Visiting Medical Officers.



SPANNER CAFE

The Spanner Café is the communal hub of the Health Service, a place for residents, patients, clients, visitors and community to catch up over a drink or enjoy a delicious meal prepared by our cafe staff.

Our role

We take our role as a small rural health service very seriously and whilst we acknowledge the health needs of our community are wide and varied we have a primary focus on servicing the needs of the following cohorts:

- People at risk of chronic disease, those with chronic disease, those with a disability and ageing members in the local community
- People requiring low risk, low complexity medical care in the local community
- People requiring residential aged care in the local community
- People requiring Urgent Care in the local community

To fulfil our role as a small rural health service Boort District Health undertakes four distinct functions as a:

Provider, for services we are directly responsible for resourcing, developing and implementing. These are services that Boort District Health are directly funded or resourced to undertake in service to the community.

Partner, where we work with other organisations to deliver health initiatives. This could be through providing knowledge, skills, expertise or resources. Partnering involves relationships involving mutual agreements, to Memorandums of Understanding to Joint Venture Agreements and beyond.

Advocate, where Boort District Health is not directly able to effect change, and instead takes an influencing role. In instances where Boort District Health is unable to advocate then we have a responsibility to identify the correct individual or entity to advocate for the community and provide that entity with information that will support their advocacy role.

Informer, in the instances where Boort District Health is communicating information, educational material and referrals.



Our approach

Consumer experience

A high performing health service will empower the community to own their health journey and more seamless care in a way that directs the right services, to the right people, at the right time. We will maintain a focus on consumer activation and satisfaction and hold ourselves accountable for pursuing great consumer experiences.

Health outcomes

All aspects of our strategic plan are focused on creating an environment for our staff to achieve great health outcomes for people. We will build partnerships to close current service gaps, reduce duplication and design services that best meet the needs of our community. Our plan is also focused on the continuous improvement and innovation of services, keeping people healthy and closer to home.

Staff & volunteer experiences

Our health service is built around a diverse range of skill sets held by a variety of individuals. Our strategic plan will see us continue to invest in nurturing talent, supporting evidence informed practices, leveraging new ways of working, and better connecting our staff and volunteers across divided lines of practice and across geographic and organisational boundaries.

Organisational performance

We are responsible for a defined budget to best meet our community needs. It is therefore critical that we direct funds and resources where they will deliver the most impact, and where there are deficiencies in service provision essential for our community. Our strategic plan will see us invest in being more data driven, making strategic decisions to maximise the value of our finite funding and resources. The focus on strong governance will be critical in balancing corporate responsibilities without compromising on clinical performance.

In our approach to provide high-quality, accessible patient centred care to our community we will be guided by the objectives of the Quadruple Aim.

By better aligning our services towards community needs and moving towards a system that removes barriers to accessing high quality care we will see improved health outcomes. Through our plan, we will direct resources to where they are most needed and where they will have the greatest impact for our community.

Our destination 2028

Boort District Health's strategy will shape the future of healthcare across our community, and support our aim for Boort and surrounds to be amongst the healthiest in Victoria. The strategy sets out a clear vision for the future and the key milestones that we will use to measure our progress.

Our ambition is simple, high quality, accessible patient centred care, wherever and whenever we deliver it. Our patients, clients, residents and consumers will be at the heart of how we design and deliver services. Our clinical outcomes and our care experience will be amongst the best in Victoria. Boort District Health will be the best place in rural Victoria for health staff to work and Boort District Health will be a great place to learn and shape the future of rural health service provision.





Care close to home

Difficulties accessing health services locally has the potential to significantly impact the quality and length of life for many individuals, particularly those living in rural and remote areas like Boort. Boort District Health is committed to delivering care close to home to facilitate timely access to appropriate health services and reduce encumbrances associated with travelling away from home, family and support networks. Technology will be a critical enabler in supporting this aim, however it is about increasing service access and availability not about replacing services with technology.

To deliver care close to home, we will:

- Increase the use of technology to connect patients and consumers with expert medical advice. This includes the development of virtual care environments that deliver care in or closer to home, and increased use of telehealth services, remote monitoring and e-services
- Improving recruitment and retention of highly skilled frontline staff who can provide care within the health service but also via outreach into an individual's home
- Utilise partnerships to support service availability and access across a range of primary and community services
- Explore opportunities to expand outreach services into the community with a focus on place-based care



Our strategy

The primary focus of Boort District Health will be on promoting health, preventing illness, and providing equitable access to quality health services for all individuals within the community. We define health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity." Therefore, the primary focus of Boort District Health is to ensure all individuals, regardless of their social or economic status, have access to quality healthcare services that address their physical, mental, and social needs.

In order to achieve this, we recognise the importance of providing healthcare services that are evidence-based, cost-effective, and efficient, and that meet the needs of the local community. This includes focusing on health promotion and disease prevention, such as promoting healthy behaviours and lifestyles. Additionally, we understand the importance of addressing the social determinants of health, such as disadvantage, discrimination, and inequality, and working towards achieving better health coverage.

The strategic priorities outlined consider the big picture, the local context and the perspectives of staff, stakeholders and the community about what is important. Boort District Health have formulated a pathway to respond to the future. During the next four years Boort District Health will invest in:

- Great care, great experiences
- Great people, great place to work
- Great partnerships
- Great future



Great care, great experience

Objective

Safe, compassionate care, delivered to the highest standards, close to home, with consumers at the heart of all we do.



Actions

- Deliver planned service improvements to meet the health needs of the community with the right staff delivering the right services in the right place at the right time
- Develop a service integration plan that identifies opportunities for collaboration with other healthcare providers and community organisations in the delivery of a positive ageing experience throughout the aged care care journey including in-home aged care, residential aged care and palliative/ hospice care
- Strengthen clinical governance across all program areas ensuring consistency with regulatory and legislative frameworks, fostering continuous quality improvement and risk minimisation



Outcome

- Service improvements meet the health needs of the patient with the right health staff delivering the right service in the right place at the right time
- Services are supported by robust governance systems
- Strategic and operational risks are minimised
- Services meet and exceed performance targets and outcomes measures
- Safe health services are delivered close to home
- Patients and consumers, including communities of special need, have the best patient experience in Victoria
- Reduced patient travel through increased use of hospital avoidance measures including telehealth, better @ home and placed-based care
- Sustainable services delivered in a planned and structured process
- Contemporary, future focussed and fit for purpose models of care



Great people, great place to work

Objective

Great staff working in great teams with a culture of supporting and investing in our people's future.



Actions

- Develop and implement a workforce strategy inclusive of:
 - Attraction, recruitment and retention of people with the right skills and capabilities
 - Aligning workforce capability and capacity with service delivery needs now and for the future of work, actively fostering role and skill development within enhanced models of care
 - Opportunities for development, training and education to enable our staff to work to a full or expanded scope of practice
 - Establish partnership with larger health service to provide opportunity for staff mobility, greater knowledge sharing and professional development
 - Build workforce supply to meet changing community needs
 - Address existing workforce gaps to reduce the load on current staff
- Develop local carer pathways
- Enhance our workplace culture to promote a safe work environment and supports the health and wellbeing of our people
- Develop and implement a volunteer recruitment and retention strategy aligned to the expansion of the Commonwealth Volunteer Program



Outcomes

- Workforce retention rates improve
- Rate of locum and agency staff usage down
- Staff reach their full potential through learning and development
- Staff are engaged and feel valued
- Staff reflect the diversity of the community
- Workforce strategy is delivered in partnership with key providers
- Volunteers actively seek opportunities to work with Boort District Health



Great partnerships

Objective

Working collaboratively with others to deliver great care and improve the health of the Boort and surrounding communities.



Actions

- Develop and implement a community engagement framework and action plan that enables community members to actively participate in projects
- Develop and implement a community communication strategy
- Develop innovative and sustainable models to deliver effective health care services using the Loddon Mallee Health Service Partnership
- Partner with the Murray Primary Health Network, primary and community service providers to expand availability and access to primary care services
- Strengthen partnerships with all levels of Government to ensure alignment with policy directions and capitalise on funding and collaboration opportunities



Outcomes

- Service level agreements are established with partners
- Increased participation by the community in service and system design
- Increased community and partner understanding of Boort District Health's role and services
- Expanded range of services available to the Boort and surrounding community
- Increased access to health services for the Boort and surrounding community



Great future

Objective

Securing the future of great healthcare with efficient, effective and sustainable services.



Actions

- Develop a digital health strategy that leverages technology to improve patient outcomes, enhance the patient experience and streamline staff practices
- Leverage the use of electronic medical records to streamline access to care and ensure informed clinical decision making
- Develop data governance protocols
- Embed financial and environmental sustainability measures across all areas of health care delivery and support



Outcomes

- Increased consumer usage of digital health solutions
- Increase use and adoption of electronic medical records for service access
- Increase use and adoption of electronic medical records for clinical decision making
- Patient information is secure and protected
- Integrated digital models of service provision
- Increased access and availability of specialist medical services using telehealth
- Enhanced inter health service communication and point in time clinical decision making
- Reduced carbon footprint
- Breakeven to budget surplus for reinvestment



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Images: Credit of the Loddon Mallee Healthy Network & Tarmeka King