

A dynamic health service that meets the needs of all our community

Mansfield District Hospital

STRATEGIC PLAN 2009 - 2014

Quality

Integrity

Support

Sustainability

EXECUTIVE SUMMARY

Our Service Plan was completed at the end of 2006 and identified the important future directions for our organization in the areas of community services, aged care services, acute services and the workforce.

The Strategic Plan 2009-2014 has identified the strategies that the organization needs to work on over the next five years to a) achieve the recommendations in the Service Plan and b) to plan and test those recommendations for work into the future beyond 2014.

Our approach is to develop our service infrastructure and capacity in three major stages.

- Developing primary care and community services capacity in Mansfield through improving integration and coordination among Mansfield's primary care providers
- Developing quality efficient and sustainable residential care services that meet community demand
- Replacement of the acute care facility

These major stages will take many years to accomplish, so our initial focus will be on developing a shared view of how our facilities, and those of our community partners could be developed over the long term.

JANENE RIDLEY
Chief Executive Officer

Our operational priorities will focus on maintaining the high level of service and quality our organisation is recognised for, developing our workforce to meet our future service requirements and aiming for a balanced budget position.

The organization will review the Strategic Plan on an annual basis to:

- Ensure the contents of the Plan remains relevant and viable
- To review and evaluate progress to date
- To measure and report back on key performance indicators to the Board of Management and key stakeholders
- To transfer actions into the organization's annual business plan, departmental business plans, and staff key performance indicators
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Progress on the Plan will be reported to external stakeholders via the organization's annual and quality of care reports and through community forums.

Our organisation now has a plan for the next 10-15 years for its community that is based on community needs and expectations and within achievable parameters. We look forward to moving that plan forward through our Strategic Plan 2009-2014.

Marie Sellstrom
Chair, Board of Management

Our Mission	A dynamic health service that meets the needs of all our community
Our Commitment to our Community	To act in the best interests of patients, residents, clients and community. To maintain current and future community involvement
Our Vision	The most valued provide of whole-of life health services in the Mansfield district A nationally accredited provider of high quality acute, community emergency, aged and allied health care A recognised rural health care leader in the area of patient care A supporter of health education and health promotion activities
QISS Principles	
Quality	We believe that excellence of service and the provision of high quality, effective and accessible health services will be achieved by working in partnership with other health care providers to plan, strengthen and deliver innovative, cost-effective and integrated health care services
Integrity	We believe it imperative to be open, honest, transparent and ethical in our decision-making and business transactions to ensure equitable access to a safe, high quality healthcare service is available that upholds and respects the dignity and rights of all stakeholders
Support	We believe in providing a fair and equitable environment for our staff that supports access to education and training opportunities, fosters a culture of safety and teamwork, and values the experience and knowledge of all employees.
Sustainability	We believe that the future of our organisation and of our community will only be enhanced by the development of genuine environmental sustainability initiatives

Overall Priorities & Strategies		
Service Development Priorities	Strategy	
MDH long-term service approach is to develop services in three major stages.	<ul style="list-style-type: none"> ▪ Developing community services capacity in Mansfield ▪ Providing quality efficient and sustainable residential care services that meet community demand ▪ Replacement of the acute care facility 	
1. Community Services		
Priority	Strategy	
As the community's major health care provider, MDH will take a lead role in community services planning and advocacy.	<ol style="list-style-type: none"> a. Take a lead role in integrated health planning including: <ul style="list-style-type: none"> ○ Supporting development of an integrated primary health care service through an agreed business case and memorandums of understanding with Mansfield General practices, Mansfield Shire, Delatite Community Health and other primary care providers ○ Assessing and monitoring community need ○ Taking a lead role in brokering better services to Mansfield from external providers ○ Establishing a 24 hour point of access to community based services b. Expand community nursing capacity and capacity to service outlying communities c. Expand MDH community role by embedding health promotion, illness prevention, healthy ageing and mental health initiatives within its service approaches and through collaborative approaches with community partners 	

2. Aged Care Services	
Priority	Strategy
Providing quality efficient and sustainable residential care services that meet community demand	<ul style="list-style-type: none"> a. Value the rights of residents and treat them with dignity, respect and understanding to their individual needs in an environment where they may develop their full potential. b. Plan for expansion and collocation of all aged care residential beds on the Bindaree Hostel site, initially undertaking a business plan to develop costs, benefits and options for the redevelopment c. Develop a significant role in the advocacy and development of community services for the aged to ensure that demand on acute care and residential aged care services is met in the community as much as possible d. Support community initiatives that encourage healthy ageing e. Plan for increased acuity of residents across the two facilities and work with the community and families to break down barriers of perception between the two sites f. Seek to exert influence wherever possible to increase availability of community aged care packages in Mansfield and to ensure that the Mansfield Shire obtains equitable access to available care packages g. Advocate for additional community aged care services and other supported residential accommodation options in Mansfield h. Plan for an expansion of residential aged care beds as determined by need at the time
3. Acute Care Services	
Priority	Strategy
To maintain the existing acute service profile in	<ul style="list-style-type: none"> a. Maintain the acute bed profile with provision for a modest 2-4 bed increase to meet projected activity growth over the next 10

<p>A&E, surgery, anaesthetics, general medicine, obstetrics to meet the urgent and lower complexity needs of the Mansfield community and its visitors.</p>	<p>years</p> <ul style="list-style-type: none"> b. Maintain accident and emergency services c. Increase capacity for medical day stay infusions for chemotherapy, antibiotics or other drugs d. Maintain a core surgical service and have sufficient qualified and experienced medical and nursing staff to safely perform anaesthetics and procedures on a 24 hours basis to maintain the capacity to provide elective and emergency caesarean sections e. Focus on surgical activity on the high volume demand areas of general surgery, endoscopy, gynaecology and orthopaedics. Consider options for additional surgical throughput where the services will make a positive contribution to the funding base. f. In partnership with NEHW and DHS, consider how the delivery of sub-acute services to Mansfield can be simplified and whether additional sub-acute services can be delivered by MDH through shared care models g. Work with Mansfield's community services to develop local competencies and confidence in dealing with behavioural and mental health problems 	
<p>4. Workforce</p>		
<p>Priority</p>	<p>Strategy</p>	
<p>Develop a well supported, highly skilled and valued workforce</p>	<ul style="list-style-type: none"> a. Develop a long term workforce strategy to consider succession planning, clinical leadership training and professional development b. Provide a supportive workforce environment c. Develop skills maintenance protocols through the hospital's clinical governance structures d. Encourage more flexible working arrangements, positions and role descriptions to make the most of the skilled workforce available to MDH e. Maximise opportunities with existing workforce programs and 	

	<p>where possible work with other Mansfield providers to take advantage of state-wide workforce initiatives</p> <p>f. Consider pooling funds with other Mansfield health providers to create viable and ongoing positions, particularly in allied health specialities</p> <p>g. Support the GP VMO workforce through:</p> <ul style="list-style-type: none"> o Involvement in targeted training programs, particularly in areas of need eg. emergency, anaesthetics, procedural obstetrics o Working closely with GP VMOs to become actively involved in DoH sponsored GP workforce initiatives o Foster links with other institutions to provide alternative options for developing and maintaining GP VMO procedural skills 	
5. Quality		
Priority	Strategy	
Excellence of service and the provision of high quality, effective and accessible health services	<p>a. Develop a quality-focused organisation with a continuing program of quality improvement.</p> <p>b. Provide effective quality management systems that meet accreditation standards</p> <p>c. Promote a safe and healthy environment through education, promotion and continuing review of health and safety issues</p> <p>d. Be responsive to the total health care needs to the local community by providing a base for community health support groups, community education and health promotion programs in cooperation with other community health providers</p> <p>e. Provide a continuing review of the quality, adequacy of our services through quality improvement management strategies to monitor performance and coordinate and review all quality assurance activities under the direction of the Board of Management</p> <p>f. Maintain service accreditations</p>	

6. Effective Service Delivery		
Priority	Strategy	
Ensure that financial, operational and physical environment supports our services	<ul style="list-style-type: none"> a. Ensure services are operated efficiently and costs are comparable or better than peer health services b. Prudently manage financial, capital and staff resources within the annual health services agreement and funding availability c. Undertake a strategic master planning study to determine the best development options for the hospital, aged care and primary health services d. Develop and implement an environmental sustainability plan 	