

IN PARTNERSHIP BUILDING A HEALTHY COMMUNITY

2013-18 Strategic Plan 2013-18 Strategic



PENINSULA HEALTH

Fast facts 2012/13

OUR VISION

Building on our strong foundations of teamwork and continuous improvement, we will be a recognised leader in the provision of person centred care.

OUR MISSION

In partnership, building a healthy community.

During the year a total of:

80,143	people attended our emergency departments
64,024	patients were admitted to our hospitals
14,883	people were admitted to our hospitals for surgery
96,932	community mental health occasions of care were provided
120,007	hours of service were provided through Community Health
24,719	dental courses of care were provided
2,297	occasions of service were provided at our various diabetes clinics
1,915	drug & alcohol episodes of care were provided

Each month at Peninsula Health an average of:

215	babies were born
525	children (0-16 years) were admitted to our hospitals for treatment
1,297	children (0-16 years) attended our emergency departments
6,679	people attended our emergency departments
2,262	people were admitted to hospital from our emergency departments
395	people were admitted to Frankston Hospital for emergency surgery
813	people were admitted to our hospitals for elective surgery
8,082	prescription items were dispensed
9,241	X-rays and medical imaging procedures were performed
134	inpatient rehabilitation treatments were provided
106	patients were admitted to our Hospital in the Home service
859	Hospital in the Home visits were carried out
110	cardiac cases were treated
359	cancer treatments were provided

INTRODUCTION

Chief Executive

Peninsula Health is unique. Unique in the people we serve and the style of care we provide. We are unique in that our 850 square kilometre catchment is isolated and that we are the major healthcare provider for over 280,000 people, a figure which increases by up to 100,000 during the summer months. We are unique in our promotion of patient centred values, centring our care on forming partnerships with our patients to help them achieve their goals.

We are continuing to enhance our services throughout the period of our *Strategic Plan 2013-2018*. In the first few years alone we will be opening 92 new beds and a new Emergency Department at Frankston Hospital, 30 new beds at The Mornington Centre for Aged Care, and expanding our cardiology and cancer services.

As we strive to meet our goals over the next five years we will continue to do so with the best interests of our patients and our community at heart. We will continue to partner with local health service providers to ensure that everybody within our community who requires healthcare is able to receive the best there is.



Dr Sherene Devanesen
Chief Executive



OUR VALUES

Peninsula Health's vision in practice

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Service

We serve our diverse community by providing accessible, responsive and personalised care.

Integrity

We are open, honest, just, reasonable, and ethical in our relationships.

Compassion

We understand the needs of those we serve and respond with care.

Respect

We champion the rights of individuals to be in control of their lives and to be treated as equals.

Excellence

We hold ourselves accountable for achieving the best health outcomes for individuals and our community.



GOAL ONE

Person centred care

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Your care is important to us.

Peninsula Health will:

- Provide a welcoming and caring environment
- Involve you and your family in decisions about your care
- Provide healthcare to meet individual needs.

Person centred care is at the core of what we do and shapes all of our activities including direct patient care and support activities. Our culture is one where staff are competent in delivering person centred care in partnership with patients and families. Our facilities are accessible and welcoming. We are, and will continue to be, recognised for our leadership in person centred care. This will involve:

- Leadership at all levels to improve patient experience
- Engaging patients, families and consumers
- Working on a service delivery to support person centred care
- Creating a more welcoming physical environment
- Measuring, evaluating and reporting on our performance
- Catering for the needs of our diverse community.

GOAL TWO

Service planning - timely and appropriate healthcare

Peninsula Health will:

- Continue to develop our services
- Plan and build for the future.

Our services are informed by contemporary, evidence-based service planning. Future actions will include:

- Strengthening our service planning framework
- Service plans based on a long term outlook
- Developing a services plan for the southern Mornington Peninsula
- Planning for new facilities.



GOAL THREE

Partnering to support the health and wellbeing of our community

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Peninsula Health will:

- Promote a healthy lifestyle
- Work with other healthcare providers
- Plan and provide services to meet the healthcare needs of our community.

We are active in population health planning for our catchment and actively participate in primary healthcare and health promotion. Achieving this goal will involve:

- Fostering partnerships to support holistic care planning and delivery
- Developing systems and processes to enable continuums of care
- Identifying and responding to the diverse health needs of the community
- Working with others to promote health and enhance disease prevention
- Seeking out opportunities with other providers to work together and learn from each other
- Encouraging a common understanding and awareness of local health services.

GOAL FOUR

Our workforce

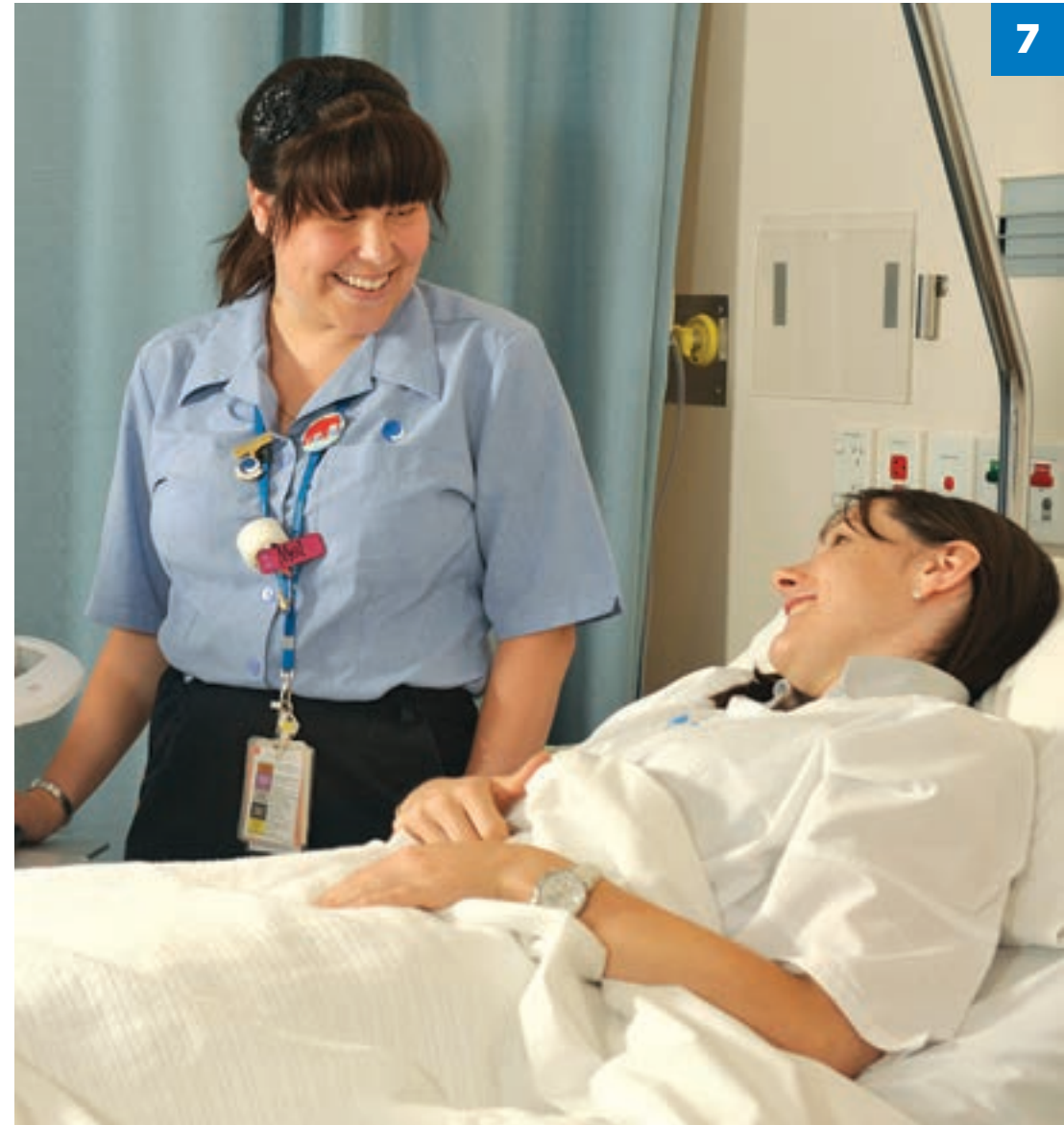
Peninsula Health will:

- Care for and value our staff and volunteers
- Promote learning, teamwork and new ways of doing things
- Work by our values of 'Service, Integrity, Compassion, Respect and Excellence'.

We are able to meet the needs of our community by attracting and retaining and developing the highest quality staff and volunteers who promote person centred care, teamwork and innovation.

We provide excellent education and training to our staff and volunteers which promotes person centred care. This includes:

- Developing a multidisciplinary workforce plan to foster a sustainable workforce
- Engaging our staff in a culture driven by Peninsula Health's values
- Maintaining a safe and collaborative work environment
- Undertaking a multidisciplinary approach to education and training
- Implementing employee development programs that support patient centred care
- Using the skills and capabilities of our leaders to drive our culture and goals.



GOAL FIVE

Safety and quality

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Peninsula Health will:

- Provide high quality care
- Provide a safe and healthy working environment
- Continue to meet National Accreditation Standards.

We prioritise patient safety and quality in everything we do. This involves:

- Implementing strategies to reduce patient risks and meet safety quality targets
- Delivering evidence-based care through peer reviews, clinical auditing and outcomes monitoring
- Improved safety and quality through a targeted reduction in adverse events and near misses
- Providing a safe and healthy working environment to all staff
- Maintaining accreditation and compliance with National Standards.

GOAL SIX

Learning, teaching and research

Peninsula Health will:

- Work with educational and training organisations
- Encourage and support research
- Use research and learnings to improve healthcare outcomes.

A culture of education, research and innovation is fostered through:

- Working closely with tertiary institutions to increase a focus on education and training for clinical staff
- Promotion of recruitment of clinical staff with research credentials
- Exploring the establishment of a research foundation
- Integration of research, clinical services and education to improve the translation of knowledge into improved health outcomes.



GOAL SEVEN

Strengthen our sustainability to support our core activities

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Peninsula Health will:

- Manage and use resources efficiently
- Determine ways to fund our future needs
- Use information and communications technology to support person centred care.

We have a sustainable resource base that provides capacity to invest in systems and technologies that support the delivery of our strategic goals. In doing so we will:

- Live within our means
- Minimise and proactively manage risk
- Develop, promote and use information and communication technology to support person centred care
- Reinvigorate fundraising and marketing strategies to increase fundraising activity
- Increase the revenue base from private practice
- Use benchmarking and best practice to drive operational efficiencies
- Consolidate our asset base to focus on investment that supports core service activities.

OUR COMMUNITY

Location and demographics

Peninsula Health covers communities in the local government areas of Frankston, Mornington Peninsula and part of Kingston. It covers a bayside area bordered by Chelsea/Edithvale to the north, Langwarrin and Hastings to the east and Flinders and Portsea to the south. The catchment area encompasses approximately 850 square kilometres.

Accessibility is a major factor in service provision as most of the catchment area is at least an hour's drive from central Melbourne, and public transport is limited in some sections.

The region's population has grown to over 280,000 people. A seasonal influx of visitors of up to 100,000 puts additional pressure on the provision of emergency services.

The population is growing at a faster rate than most other regions, with a growth rate of 18.9% predicted over the next decade, compared to a growth rate of 13.6% in Melbourne and 11.8% Victoria-wide.

The area is a prime retirement location. There is a high proportion of older people, with age profiles of over 65s higher than the state average. The number of people over 70 is expected to double in the next 10 years. There are also more people under the age of 19 than the State average.



OUR COMMUNITY

Location and demographics

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These demographics, which show peaks in population at ages that require the most healthcare, place great demands on acute health, aged care and rehabilitation services.

Peninsula Health has strategically evolved to become a provider of primary, secondary, subacute and residential care services. As such, it is able to service the entire continuum of care from its 10 major sites with an increasing emphasis on disease prevention, early diagnosis, early intervention and the better management of chronic illnesses.

Training and education programs attract medical, nursing, allied health and management students from around Australia and overseas.

The organisational climate is one of empowerment, accountability and continuous improvement.

Charter of Healthcare Rights

	My rights	What this means
Access	I have a right to healthcare	<ul style="list-style-type: none">■ I can access a range of healthcare services
Safety	I have a right to receive safe and high quality care	<ul style="list-style-type: none">■ I will receive the right treatment for my needs■ I will receive competent and professional care
Respect	I have a right to be shown respect, dignity and consideration	<ul style="list-style-type: none">■ My culture, beliefs, values and personal characteristics will be respected
Communication	I have a right to be informed about services, treatment options and costs in a clear and open way	<ul style="list-style-type: none">■ My healthcare will be explained in a way I can understand■ I will be offered an accredited interpreter if required■ I will have the opportunity to ask questions
Participation	I have a right to be included in decisions and choices about my care	<ul style="list-style-type: none">■ I will be involved in decisions about my care and discharge■ I can choose a family member or support person (advocate) to be involved in my care■ I have the right to refuse treatment
Privacy	I have a right to privacy and confidentiality of my personal health information	<ul style="list-style-type: none">■ I have the right to access my healthcare record■ I have a right to say what happens to my health information
Comment	I have a right to comment on my care and to have my concerns addressed	<ul style="list-style-type: none">■ I can comment or complain about my care■ My concerns will be dealt with properly and promptly

If you have concerns or questions about your care:

- Visit www.health.vic.gov.au/patientcharter
- Contact Peninsula Health Customer Relations Manager Tel: 9784 7298

- The Health Services Commissioner, 30th Floor 570 Bourke Street Melbourne 3000 Tel: 8601 5200 Toll Free: 1800 136 066



PENINSULA HEALTH

Hastings Road (PO Box 52)
Frankston, Victoria 3199
Tel (03) 9784 7777
Callers outside the Melbourne
Metropolitan Area
Tel 1800 858 727
peninsulahealth.org.au

Seaford

MICHAEL COURT
RESIDENTIAL AGED
CARE HOSTEL
10 Michael Court
Seaford Vic 3198
Tel (03) 9785 3744

Frankston

CARINYA
RESIDENTIAL
AGED CARE UNIT
125 Golf Links Road
Frankston Vic 3199
Tel (03) 9783 7277

COMMUNITY
CARE UNIT
4 Spray Street
Frankston Vic 3199
Tel (03) 9781 4288

PENINSULA
COMMUNITY
MENTAL HEALTH
SERVICE
15-17 Davey Street
Frankston Vic 3199
Tel (03) 9784 6999

FRANKSTON
COMMUNITY
REHABILITATION
CENTRE
125 Golf Links Road
Frankston Vic 3199
Tel (03) 9783 7288

FRANKSTON
HOSPITAL
2 Hastings Road
(PO Box 52)
Frankston Vic 3199
Tel (03) 9784 7777

FRANKSTON
INTEGRATED
HEALTH
2 Hastings Road
Frankston Vic 3199
Tel (03) 9784 8100

*Community
Dental Service*
Tel (03) 9784 8184

GOLF LINKS ROAD
REHABILITATION
SERVICE
125 Golf Links Road
Frankston Vic 3199

Unit 1
Tel (03) 9784 8666

Unit 2
Tel (03) 9781 2388

PENINSULA
MENTAL HEALTH
SERVICE
2 Hastings Road
(PO Box 52)
Frankston Vic 3199
Tel 1300 792 977
(24 hours)

PENINSULA
ADULT PARC
(Prevention &
Recovery Care Service)
91 Beach Street
Frankston Vic 3199
Referral only

PENINSULA
YOUTH PARC
21 Yuille Street
Frankston Vic 3199
Referral only

PENINSULA HEALTH
PALLIATIVE CARE UNIT
125 Golf Links Road
Frankston Vic 3199
Tel (03) 9784 8600

SHARPS
20 Young Street
Frankston Vic 3199
Tel (03) 9781 1622

Melbourne

Chelsea

Carrum

Baxter

Dromana

Portsea

Sorrento

Flinders

Cranbourne

Rosebud

ROSEBUD HOSPITAL
1527 Point Nepean Road
Rosebud West Vic 3940
Tel (03) 5986 0666

ROSEBUD
REHABILITATION SERVICE
1527 Point Nepean Road
Rosebud West Vic 3940

Hillview Rehabilitation Ward
Tel (03) 5986 0666

*Rosebud Community
Rehabilitation Service*
Tel (03) 5986 3344

ROSEBUD
COMMUNITY HEALTH
38 Braidwood Avenue
Rosebud West Vic 3940
Tel (03) 5986 9250

*Community
Dental Service*
Tel (03) 5986 9200

Mornington

THE MORNINGTON
CENTRE
24 Separation Street
Mornington Vic 3931
Tel (03) 5976 9000

MORNINGTON
COMMUNITY HEALTH
62 Tanti Avenue
Mornington Vic 3931
Tel (03) 5970 2000

Mt Eliza

MOUNT ELIZA CENTRE
33 Jacksons Road
(PO Box 192)
Mount Eliza Vic 3930
Tel: (03) 9788 1200

Hastings

HASTINGS
COMMUNITY HEALTH
185 High Street
Hastings Vic 3915
Tel (03) 5971 9100

*Community
Dental Service*
Tel (03) 5971 9120