

PENINSULA HEALTH STRATEGIC PLAN

2019 – 2023



Vision, Purpose and Values

OUR VISION

To provide exceptional health and community care

OUR PURPOSE

We work together to build a healthy community

OUR VALUES



BE THE BEST

We strive for excellence in all that we do



BE A ROLE MODEL

Together, our behaviours build our culture



BE OPEN AND HONEST

We are transparent, accountable and innovative



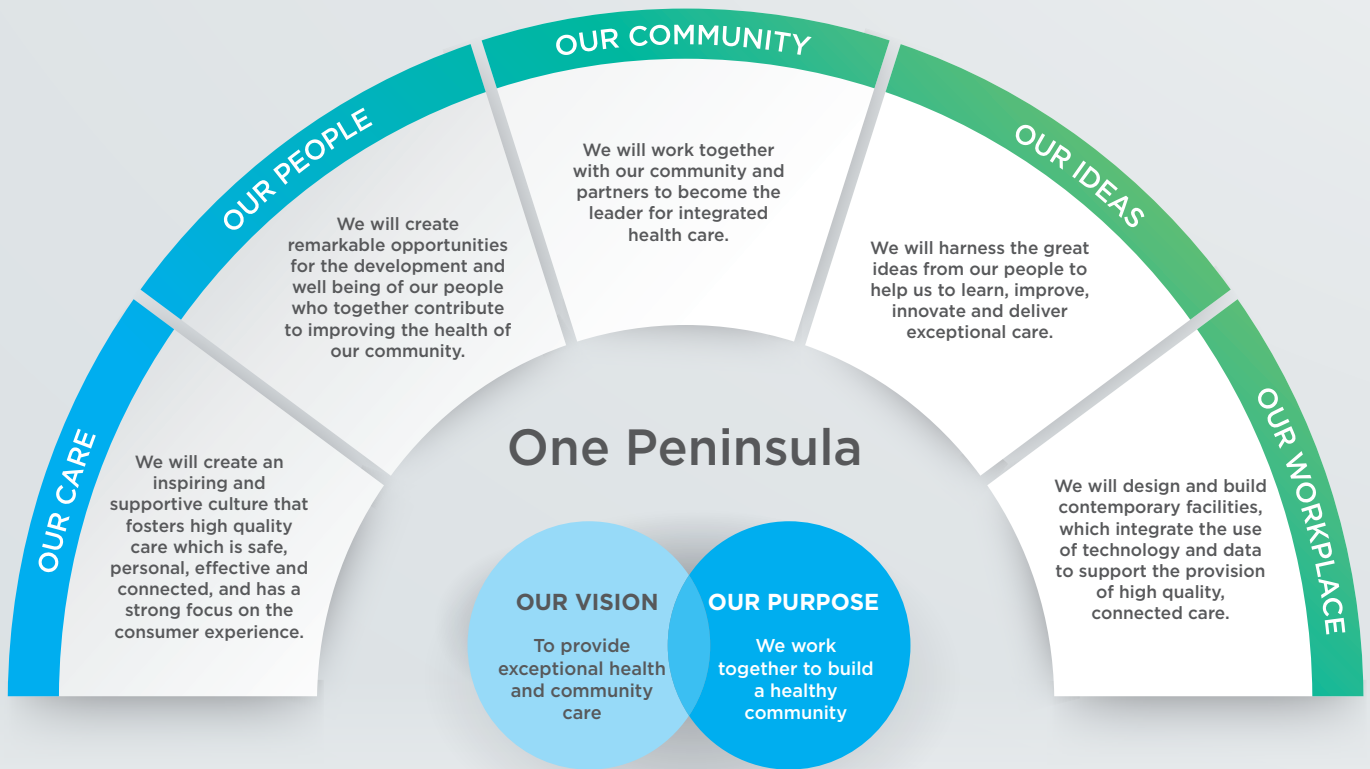
BE COMPASSIONATE AND RESPECTFUL

We embrace diversity, advocate and care for our consumers, support our peers and grow our teams in a safe, kind and meaningful way



BE COLLABORATIVE

Our impact is better and stronger when we are inclusive and engaging of a broad network of people



Our Values



Opening from Board Chair and CEO

We are pleased to introduce you to Peninsula Health's Strategic Plan for the years 2019-2023. It is a plan that outlines where we are going, how we will get there, and what it means to you.

Our Vision is to provide exceptional health and community care and this Strategic Plan lays out our ambitious and exciting direction for the organisation to achieve this aim.

We have mapped out a bold agenda, which includes investment in people, innovation, teaching, learning, research and capital works, but above all, focuses on person-centred care. Clearly outlined in this plan are our five strategic goals, which illustrate our commitment to our community, our volunteers and our staff.

Reflecting our new vision and purpose, and building on past achievements, we aim to deliver safe, personal, effective and connected care to every person, every time. We will innovate and collaborate with our community and staff to improve health connections and find better ways of integrating with our community.

Our purpose states that we work together to build a healthy community and this concept is at the core of our plan. Vulnerable groups, people with complex needs, older Victorians, minority groups and the broader community rely on us every day. We are committed to improving the connections in healthcare delivery, keeping people at home for longer and improving primary and preventative health interventions.

We have completed some major capital improvements over the last five years, and this will continue, as we re-shape Frankston Hospital with the \$562 million development, which will vastly increase access to contemporary world class healthcare for the community. Our translational research program will also continue to grow and evolve over the life of this Strategic Plan and bring new thinking and innovations to the care we provide to our community.

Our committed and talented staff members are highly valued by our community, and are instrumental in the success of this plan. Across our four major hospitals and our mental health and community health sites in Frankston and the Mornington Peninsula, our staff will play a pivotal role in bringing this plan to life. With their ideas, their knowledge and their continued commitment we will achieve our vision of exceptional health and community care. We will also enhance our digital technology and data experience to put the patient at the centre of our business.

On behalf of the Board and the Executive team, we would like to thank the many community members, volunteers, partners and staff who contributed to this plan. We look forward to working with everyone over the next five years to realise our strategic objectives.



DIANA HEGGIE
BOARD CHAIR



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CHIEF EXECUTIVE



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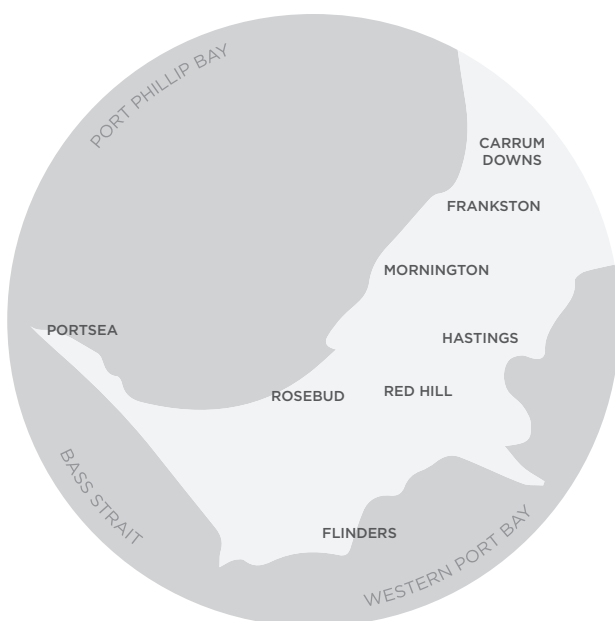
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Understanding Our Community

Peninsula Health is the major metropolitan health service for Frankston and the Mornington Peninsula area. We care for a population of 300,000 people, which swells to over 400,000 during the peak tourism seasons between December and March.

Our health service consists of four major sites: Frankston Hospital, Rosebud Hospital, Golf Links Road Rehabilitation Centre, and The Mornington Centre; three community mental health facilities; and four community health centres in Frankston, Mornington, Rosebud and Hastings.

OUR CATCHMENT AREA



We care for our community across the life continuum from maternity and obstetric services, paediatrics, emergency medicine, critical care, surgical and general medicine, rehabilitation, and oncology, through to aged care and palliative care. We also provide extensive services in acute and community mental health as well as a number community health services, health promotion and education, and ambulatory care.

We are a major teaching and research hospital, training the next generation of doctors, nurses, allied health professionals and support staff. We have strong partnerships with universities, local government and community based service providers to ensure we meet the needs of our community.

Our catchment has some unique demographic features and challenges, including:

- an ageing population;
- mix of wealth and extreme disadvantage;
- higher than average rates of vulnerable children, homelessness and family violence; and
- higher than average rates of chronic diseases and mental health issues.

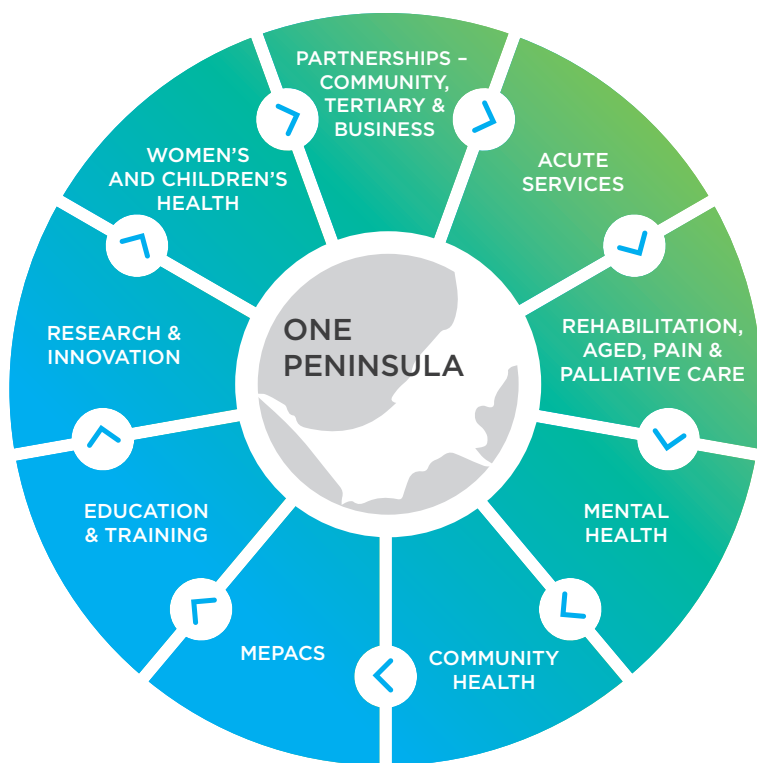
These factors create challenges in providing the best care, where and when it is needed, in order to respond to the needs of vulnerable populations, people with mental health issues, and our aged community.

With over 6,000 staff and 700 volunteers, our dedicated and highly skilled team work together to provide world-class care, close to the home of consumers and families on the Frankston Mornington Peninsula.

We have undergone significant growth and transformation in recent years and we are recognised as a leading metropolitan health service.

Understanding Our Health Service

KALEIDOSCOPE OF SERVICE DELIVERY



Number of babies born	2,955	
People who attended Emergency Departments	103,686	
People admitted to our hospitals	98,794	
People treated by our Dental team in Community Health	18,527	
People treated in Community Health programs	31,756	
Clients monitored by our MePACS personal alarm service	41,244	
Aged Care Assessment Service - assessments completed	4,691	
Mental Health community service hours	55,919	
Mental Health Inpatient occupied bed days	15,224	
Labour Category	EFT	Headcount
Total	3,962.4	6,063

As of 30th June 2019

These services are delivered and supported by a diverse cohort of talented, passionate people who work in many areas across our health service.

Strategic Issues

Listed are the issues and opportunities identified by over 1,200 staff, community members, and partnering organisations who contributed to the development of this plan. Together we have formulated how we will respond through strategic goals, which we will deliver during the life of this five year plan.

CARE

The health needs of the community are becoming more complex, and the science of health care is becoming increasingly specialised. Our challenge is to deliver care for individuals that meets their health needs in a connected way.

Peninsula Health includes the full spectrum of care from primary and community health to rehabilitation, acute care, mental health and aged care services, creating opportunities to trial new approaches to the integration and coordination of care.

HOW WE WILL RESPOND

- We are planning for the future in order to understand and respond to the emerging health care needs of our community.
- We are developing consistent, organisation-wide approaches to health care delivery across the care continuum.
- We are partnering with other service providers to better coordinate and improve access to timely care.
- We are designing new service models for consumers that support the delivery of safe care in the community and at home.

PEOPLE

Over 6,000 people and 700 volunteers contribute to the outcomes of Peninsula Health who bring diverse experiences and expertise that we must draw upon to meet the needs of our consumers.

The health, safety and wellbeing of our people is important so we can work together to build a healthy community. We need to continue to develop and support our people to bring the best ideas and innovations to our health service.

HOW WE WILL RESPOND

- We are strengthening our culture to be positive and supportive for all our people.
- We are building the capabilities of all our staff.
- We encourage each other to deliver excellence in care every time.
- We seek and attract the best talent to work with us.

IDEAS

Continuous improvement is a requirement of providing contemporary health care. We have built a reputation for generating and implementing new and innovative technology and ideas to improve care. We need to work together to find the initiatives that result in the most effective outcomes for our organisation and community.

HOW WE WILL RESPOND

- We are collaborating with our researchers and clinical partners to identify and test promising new ideas.
- We are building the evidence to support clinical practice.
- We are continuously searching for effective ways to utilise our human and physical resources through improved models of care and technology.

WORKPLACE

We have a solid foundation of digital health initiatives upon which we can build in the future.

We need to progress integration of data and information to better streamline service delivery and connections with our consumers and healthcare partners.

Some of our buildings are at the end of their useful life and need updating. We cover a large geographic area, so where we provide our services is important for our consumers.

HOW WE WILL RESPOND

- We are planning new buildings and further advances in technology to support the delivery of modern, safe and effective health care.
- We will design and build our facilities to support the delivery of contemporary, safe and effective care by our people resulting in improved consumer experiences.

COMMUNITY

The health and social needs of our population are increasingly complex. We need to make connections with other service providers to ensure our care is linked to other supports in people's lives in order to prevent unnecessary hospital admissions and improve the health of our community.

HOW WE WILL RESPOND

- We are partnering with community organisations and local government to learn about and plan together for the health of our population.
- We are strengthening our links with services in the community by focusing on conditions that can be improved through primary and preventative health interventions.

Our Care

STRATEGIC GOAL

We will create an inspiring and supportive culture that fosters high quality care which is safe, personal, effective and connected, and has a strong focus on the consumer experience.

What matters most to our people is to be able to provide safe, personal, effective and connected care. We are committed to continuously improving and providing excellence in care. In partnership with our community, we are re-imagining our services to integrate these principles into every aspect of care delivery. We will use the best available evidence, data and technology to improve health outcomes for our consumers and streamline care for all.

WHAT DOES THIS MEAN FOR OUR CONSUMERS?

- The best possible health outcome is achieved every time.
- Individual preferences are built into care planning.
- The experience of our care is seamless.
- Our priority is to eliminate avoidable harm.

Objectives	Measure of success
1. We will provide safe, personal, and connected care	
1.1. Implement the Peninsula Care Clinical Governance Framework to drive person-centred care and continuous improvement of quality in all areas of the organisation.	<ul style="list-style-type: none"> • Above minimum standard for accreditation assessment is achieved. • Reduction in adverse events and avoidable harm. • Measurable improvement in consumer outcomes are achieved. • Measurable improvements in consumer outcomes through the use of digital technology are identified and reported.
1.2. Continuity of care is supported through individual consumer care planning across service streams, with connected data, information and workflows.	<ul style="list-style-type: none"> • Secure electronic health record supports increased information sharing and coordination of care across Peninsula Health services. • Secure data transfer supports increased information sharing to and from external service providers. • Principles of lean design integrated into service improvements are demonstrated.
1.3. The views of those who use our services are listened to, acted on and reported back.	<ul style="list-style-type: none"> • Consistent improvement in measures of consumer experience. • The rate of satisfactory resolution of complaints is improved.
2. We will plan and coordinate our services to be more effective	
2.1 Service redesign is informed by consumer experience, and models of care are focussed on delivering the best care in the right setting.	<ul style="list-style-type: none"> • Reduction in avoidable and unplanned admissions. • Reduction in avoidable emergency presentations. • Evidence of co-design of services with our people, consumers and community partners.
2.2 Identify the priority population health needs and align services to improve consumer outcomes.	<ul style="list-style-type: none"> • Service planning priorities are based on evidence from population and demand profiles. • Gap analysis of service plans has informed future service requirements and the development of inter-agency partnerships.

Our People

STRATEGIC GOAL

We will create remarkable opportunities for the development and well being of our people who together contribute to improving the health of our community.

Our people, including our volunteers, are committed to a strong and consistent culture with consumers at the centre of care. Teamwork brings our diverse skills and experience together, leading to coordinated and quality care. Our people’s strong community connections help build our reputation and knowledge. We look after each other and our behaviour reflects our values, in order to promote the health, safety and wellbeing of ourselves and our community.

WHAT DOES THIS MEAN FOR OUR CONSUMERS?

- Care is provided by compassionate, informed and caring people who share a common purpose.
- We have the expertise, skills and knowledge to provide consumers with excellent care, every time.
- Care is delivered in partnership with consumers and is respectful of their individual preferences.
- All consumers feel welcome and involved in their care.
- The safety and wellbeing of our people is always the priority.

Objectives	Measure of success
1. We will work together as ‘One Peninsula Health’	
1.1. Strengthen the identity of One Peninsula Health through organisational systems and processes, and the way communication occurs with each person.	<ul style="list-style-type: none"> • A consistent approach to policy, practice and service design across the health service that enables staff to move easily between service areas is in place. • Secondment and promotion opportunities that support the growth and development of people are available and taken up at an increased rate.
1.2. Utilise diverse communication platforms to facilitate effective communication to all people, whilst recognising the diversity of job roles and differing access to digital technologies.	<ul style="list-style-type: none"> • A communications strategy is developed and implemented. • Consumer experience surveys and internal staff surveys indicate an improved understanding of Peninsula Health activities.

Objectives	Measure of success
2. We will educate and develop our workforce to be leaders in health care delivery and research	
2.1. Implement an organisation-wide training and development program for staff, which supports excellence in health care, distributed leadership and accountability.	<ul style="list-style-type: none"> • Evidence that training and development achievements of staff are celebrated and promoted. • Rate and distribution of the take-up of leadership training across the organisation increases. • Participation rates in professional development activities have improved.
2.2. Build a flexible workforce that is able to respond rapidly to changing health service needs, and operate at the forefront of health practice and innovation.	<ul style="list-style-type: none"> • Change management processes have been implemented with optimal staff consultation. • Rate of staff vacancies and the reliance on casual staff has reduced. • Rate of take-up of internal secondment and higher duties assignment has increased.
3. We will promote a culture of respect, trust and values based behaviours	
3.1. Implement a cultural change program to embed values-based behaviours and respect across the organisation that includes staff, volunteers, consumers and carers.	<ul style="list-style-type: none"> • Improved satisfaction results in People matters and Consumer Experience Surveys. • Evidence of improved employee wellbeing through: <ul style="list-style-type: none"> • Reduced annual leave liability • Reduced personal leave • Reduced staff occupational incidents.
3.2. Implement a broad diversity strategy to improve inclusion for people throughout the organisation and community.	<ul style="list-style-type: none"> • Equity in employment opportunities is evidenced, with recruitment reflective of our diverse community. • Benchmarks established and achieved with respect to employment of Indigenous people, persons with a disability and people from culturally and linguistically diverse communities.
4. We will deliver a safe and supportive environment for our people	
4.1. Engage our people in the development and implementation of a safe work environment, including health service infrastructure, organisational practices, respectful, inclusive workplace behaviours and anti-bullying initiatives.	<ul style="list-style-type: none"> • Reduction in preventable workplace injuries and WorkCover claims. • Increase in psychological intelligence of individuals, managers and executives to identify and manage mental health illness with a 10% increase in validated measure of mental health awareness and 10% reduction in stigma.
4.2. Build on the strong sense of commitment to our community through a positive and engaged culture, supporting our people to advocate for themselves, each other and our consumers.	<ul style="list-style-type: none"> • A best practice wellbeing strategy has been developed and implemented. • A meaningful reward and recognition program has been implemented. • Improved rates of workforce attraction and retention relative to industry and organisational benchmarks.

Our Community

STRATEGIC GOAL

We will work together with our community and partners to become the leader for integrated health care.

Our strong community links and history of working closely with consumers brings a sense of belonging and a foundation for improving local health capabilities. With a focus on prevention and community-based interventions, we will work with our partners to address chronic and complex conditions, the needs of an ageing population, mental health conditions and addiction, and facilitate an integrated response to family violence. Through improved linkages between service providers and using technology, we will streamline access to our care.

WHAT DOES THIS MEAN FOR OUR CONSUMERS?

- The community is closely connected to its health service.
- Access to services and information is available in the most appropriate place.
- Confidence to access world class healthcare close to home.
- Health and well being is promoted in the community.

Objectives	Measure of success
1. We will partner with other providers to achieve continuity of care and integrated service models	
1.1. Foster relationships with health, community and primary care services to promote continuity of care.	<ul style="list-style-type: none"> • Collaborative projects are in place with key primary care partners. • Strategies are established with enhanced General Practice engagement.
1.2. Strengthen internal and external partnerships to better support integrated models of care that meet the needs of our community.	<ul style="list-style-type: none"> • Connections between aged care and chronic disease programs to ensure consistency of practice and optimise health outcomes are negotiated and documented. • A systemic approach to support victims of family violence is implemented with measurable targets. • Specialist care access in community schools is demonstrated by increased levels of participation and early identification of children at-risk.

Objectives	Measure of success
2. We will provide accessible services to the community	
2.1. Implement enhanced pathways to support consumer access, both within Peninsula Health and with other service providers.	<ul style="list-style-type: none"> • Improvements in participation and experience results for partners demonstrated by: <ul style="list-style-type: none"> • Annual increase in the numbers of external providers using Peninsula Health referral pathways. • Reduction in waiting time for elective surgery. • Improved response to referrals, with reduction in waiting time for outpatient appointments.
2.2. Services are offered in community settings when clinically safe and effective to do so.	<ul style="list-style-type: none"> • Increased community based episodes of care. • Reduced avoidable hospital admissions. • Demonstrated use of digital technology to support care planning and optimal use of community resources.
2.3. Make information available via multiple mediums to support the community to navigate and understand the services we offer.	<ul style="list-style-type: none"> • A community communications strategy has been developed and implemented. • Increased access to digital technology demonstrated by improved consumer feedback.
2.4. Services are respectful and inclusive to support the health needs of all members of our diverse community.	<ul style="list-style-type: none"> • Programs designed in collaboration with consumers and partners are demonstrated to have addressed the health needs of vulnerable populations. • Health information is accessible and culturally sensitive. • Rainbow Tick status maintained. • Disability Action Plan is implemented and targets met.
3. We will engage in partnerships to promote the health of the population and deliver preventive health strategies	
3.1. Strengthen partnerships with community organisations and local government to support population health planning, health promotion, increased health literacy and preventive health strategies.	<ul style="list-style-type: none"> • A mental health service plan is implemented and measurable targets have been met. • Evidence that consumer representatives contribute to the development of policies and procedures. • The feasibility of developing and delivering acute drug, alcohol and addiction support services has been investigated and recommendations generated. • Targets for collaborative activity with partners, including frequency and participation forums, agreed schedule of joint projects and agreed service improvement strategies have been negotiated and met.
3.2. Improve health and well-being outcomes for our Aboriginal and Torres Strait Islander community.	<ul style="list-style-type: none"> • Culturally sensitive services in line with the Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan have been designed in partnership with the Aboriginal and Torres Strait Islander communities and agreed targets have been met.
3.3. Deliver preventive health strategies that address priority health issues identified in our planning for the community.	<ul style="list-style-type: none"> • Strategic prevention plan has been implemented and targets met. • Achieved gold status as a smoke-free healthcare service.

Our Ideas

STRATEGIC GOAL

We will harness the great ideas from our people to help us to learn, improve, innovate and deliver exceptional care.

We will draw on technology, and the skills and ideas of our people and partners to continue to improve the quality of care we deliver. We will be a learning organisation that actively supports a culture of innovation and fosters partnerships through which we will be a source of ideas, a place to trial new technologies and translate research into practice.

WHAT DOES THIS MEAN FOR OUR CONSUMERS?

- Consumers have access to evidence based contemporary health care.
- Clinical teams are at the forefront of research and continuous learning.
- We will attract the brightest people to the region with the skills and expertise to meet the needs of our consumers.

Objectives	Measure of success
1. We will be a forward looking organisation that applies innovation, research and technology to create value and best practice outcomes	
1.1. Engage staff, consumers and the community to drive the development of ideas and the delivery of improved services.	<ul style="list-style-type: none"> • A process is documented to support the collection and collation of ideas for research and innovation arising from staff, consumers or the community.
1.2. Partnerships with other organisations drive accelerated research and innovation.	<ul style="list-style-type: none"> • Outcomes from collaboration with research partners have been identified and measured. • Continued research growth is reflected in: <ul style="list-style-type: none"> • numbers of staff engaged in research • numbers of collaborative research projects supported • success in competitive grants with research collaborators • publication rates arising from joint projects. • The Academic and Research Centre has been built and commenced operations. • Implementation of the National Centre for Healthy Ageing
1.3. Innovative use of technology improves outcomes for consumers and enhances service systems.	<ul style="list-style-type: none"> • Opportunities for the adoption of innovative and emerging technology, including artificial intelligence and platforms for information sharing, have been investigated and considered within the Peninsula Health digital strategy. • Digital health and systems integration activities have been implemented to align with the National Digital Health Strategy. • Improvement in organisation digital health capability demonstrated by an increase in our Electronic Medical Record Adoption Model HIMSS (Healthcare Information & Management Systems Society) level.
2. We will be a reflective, strategic, learning organisation which identifies and implements ideas and projects that promote the health and wellbeing of our consumers	
2.1. Provide teaching and education that enables sustained high quality service delivery, and supports the recruitment and retention of highly skilled and motivated staff.	<ul style="list-style-type: none"> • Teaching and education strategy has demonstrated engagement across the clinical and non-clinical staff spectrum as indicated by participation rates in Peninsula Health sponsored or supported education and training activities. • Staff surveys reflect increasing satisfaction with our organisation's teaching and education commitment and outcomes.
2.2. Integration of research, quality improvement and reflective practice will improve the translation of evidence into practice.	<ul style="list-style-type: none"> • Levels of research activity, including: number of publications; number of clinical trials; and type and funding value of grants has increased. • Improved coordination and implementation of quality initiatives is demonstrated by measurable improvements in consumer outcomes and experience. • Evidenced based practice is implemented with measurable clinical outcomes.

Our Workplace

STRATEGIC GOAL

We will design and build contemporary facilities which integrate the use of technology and data to support the provision of high quality, connected care.

Using our resources efficiently and effectively we will make strategic investments in infrastructure and technology, to enable access to innovative models of care and new treatment options in order to improve consumer health outcomes and experience. We will design our buildings in consultation with our people and community to enable safe and connected care, and to facilitate teamwork and collaboration. Building on our technology foundations, we will strengthen data capability to facilitate seamless care.

WHAT DOES THIS MEAN FOR OUR CONSUMERS?

- Consumers and their health information move seamlessly between services.
- Consumers have access to reliable health information.
- Consumer experience is improved by access to facilities with contemporary design.
- Technology and modern equipment is used to support our care.

Objectives	Measure of success
1. We will implement evidence based, socially responsible and user informed design in all our capital developments	
1.1. Service and capital plans are developed for all sites and includes consideration of service demand, appropriateness of location, fitness for purpose, capacity to support best practice and staff and consumer amenity.	<ul style="list-style-type: none"> • New Frankston Hospital development is underway. • Rosebud Hospital feasibility study and business case is completed. • Service plans, models of care and functional briefs for our community health and community mental health services, Golf Links Road and The Mornington Centre are completed.
1.2. Infrastructure design is informed in partnership with consumers and service providers.	<ul style="list-style-type: none"> • New building designs have been informed by high levels of staff and consumer participation in design user groups.

Objectives	Measure of success
2. We will have confidence in our financial sustainability and future growth	
2.1. Financial management has a long-term focus to ensure continued viability and takes an active approach to acquiring new sources of revenue.	<ul style="list-style-type: none"> A financial sustainability plan and reporting framework has been developed and implemented and meets evolving operational requirements. Opportunities have been explored and targets set for generating revenue.
3. We will deliver an integrated 'Health Informatics' approach to data and technology management to facilitate care, service functions and research	
3.1. Data (health and operational) is collated using integrated systems and made available to users in a modern and intuitive manner.	<ul style="list-style-type: none"> Data specifications have been developed based on evidence and consultation, and are delivered on time and to quality standards. Digital Health Strategy is developed and implemented in readiness for commissioning of the new Frankston Hospital development.
3.2. Digital technology and applications maximise the user experience and service integration.	<ul style="list-style-type: none"> Digital applications are user friendly with improved integration across services.
3.3. Digital platforms connect consumers with accurate health and service information in an accessible format.	<ul style="list-style-type: none"> Communication strategy has been developed with digital analytics which measure effectiveness.
4. We will take a sophisticated approach to asset management and acquisition of new technology to facilitate efficient, effective and progressive service delivery	
4.1. Maintain records of assets that are accessible and facilitate planning for the maintenance of key equipment and planning for future investment.	<ul style="list-style-type: none"> Sustainable asset management framework developed and implemented with consideration of the critical function of technology and equipment balanced by financial constraints. Improved performance has been measured by reduced rate of equipment failure and timely replacement.
4.2. Use data relating to asset age and condition to inform the capital allocation process.	<ul style="list-style-type: none"> Planning for asset management includes forecasting of future requirements and associated budgets.
5. We will apply business development principles in the design and redesign of services	
5.1. Informatics facilitate automated identification of service demand from data collected at the point of care.	<ul style="list-style-type: none"> Automated informatics portal implemented.
5.2. Coordinate projects with a consistent methodology in order to optimise service-wide improvement and imbed best practice.	<ul style="list-style-type: none"> Project Management office has been developed implementing a consistent approach to projects and building lean thinking across the organisation.

Contact Information

We welcome all feedback and insights into how we can do things better.

 **Call** (03) 9784 7777

 **Email** customer.relations@phcn.vic.gov.au

 **Send a letter** PO Box 52,
Frankston,
Victoria, 3199

FOR EMERGENCIES, PLEASE CALL TRIPLE ZERO (000)



Peninsula Health is child safe.



We are proudly inclusive.

