



Confident, Proud and Primed for Growth

EDENHOPE & DISTRICT MEMORIAL HOSPITAL STRATEGIC PLAN 2013-2018

Strategic Plan 2013-2018

Our Vision

A healthy community in the Edenhope district.

Our Mission

To competently care for our community with best practice health services.

To model best practice rural health care in Australia from a robust foundation primed for growth.

To embrace innovation in all aspects of our work.

Our Values



Respect

- for patients
- for staff
- for community



Pride

- in our work
- in our facilities
- in our people



Excellence

- in health services
- in administration
- in governance



Accountability

- for quality
- for sustainability



Edenhope & District Memorial Hospital 2013-18

Confident, Proud and Primed for Growth

- Goal 1:** Deliver the best quality care to our community
- Goal 2:** Operate EDMH at maximum efficiency
- Goal 3:** Build our future
- Goal 4:** Show pride in our work



Goal: Deliver the best quality care to our community

Outcomes

- Range of services increased
- Community-wide needs analysis completed
- Significant increase in telehealth consultations
- Increased community health activities each year
- Increase in delivery of specialist and allied health services

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| 1. Increase the range of services available on site | <ul style="list-style-type: none"> a. Mapping of EDMH services and benchmarking with other small rural health services in 2014 b. Undertake a community-wide needs analysis to identify priority areas for service expansion. Develop other ways to collect information relating to changing needs in the community c. Increase the number of visiting medical specialists at EDMH d. Opportunistic service developments as resources become available, both funding and personnel |
| 2. Embrace new models of care | <ul style="list-style-type: none"> a. Increase use of e-health by building confidence amongst patients and specialists in our capacity b. Identify and respond effectively to emerging trends in service delivery and report annually in the Quality of Care report c. Embed the Active Service Model philosophy (encouraging independence) within Primary Care |
| 3. Invest in community health programs | <ul style="list-style-type: none"> a. Ongoing implementation of the Grampians community health plan with local stakeholders b. Develop a range of strategies to engage the community to better target planning and participation in community health programs |
| 4. Work collaboratively to enhance existing services | <ul style="list-style-type: none"> a. Participate effectively in regional networks. Identify improvements in annual Quality of Care report b. Identify opportunities for collaboration and be ready to pilot new processes, technologies, equipment and work practices c. Review local patient transport service 3-yearly and seek options for improving outcomes |

Goal: Operate EDMH at maximum efficiency

Outcomes

- EDMH is a high performer in governance procedures
- Alternative funding sources contribute to non-core activities
- Low vacancy and high retention rates for staff
- Staff are valued and rewarded for their work

| STRATEGY | ACTIONS |
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| 5. Achieve excellence in governance | a. Develop Board training and development strategy including an annual audit of Board effectiveness b. Develop tools to assist the Board to more effectively monitor, plan and manage it's responsibilities eg Annual Workplan, Property Development Register c. Each year develop clear directions for the CEO relating to budget expectations and CEO workplan d. Develop a calendar of regular reviews of the implementation of the 2013-18 Strategic Plan and report to stakeholders e. Increase transparency in Board operations through regular community engagement activities |
| 6. Review alternative funding strategy | a. Identify and capture private patient revenue where applicable b. Review strategy for commercial hotel services activities c. 3-yearly review of corporate business activities in 2015 d. Implement Environmental Policy re reducing energy usage, recycling and reducing use of natural resources |
| 7. Develop a workforce to meet current and future needs | a. Create a Workforce Development Plan by 2015, focusing on recruitment, induction (including in the community), retention of GPs, Registered Nurses and other staff, and replacement of retiring staff b. Build on existing professional development programs and strengthen links to performance reviews c. Formalize career pathways across the organization including suitable leadership training d. Recognize the valuable contributions and achievements of staff |

Goal: Build our future

Outcomes

- The redevelopment of the EDMH is underway and being managed effectively
- Barkala Flats strategic management plan is in place 2013
- Adequate staff and student accommodation is available and in use

| STRATEGY | ACTIONS |
|---|---|
| 8. Actively seek capital redevelopment funding | a. Keep staff and community informed on progress with implementing the Masterplan, actively seeking feedback at every stage b. Progress project to 'investment ready stage' c. Continue liaising with State and Federal Governments regarding funding options and requirements Community fundraising to augment capital redevelopment and demonstrate community support to the project |
| 9. Manage the impact of the redevelopment during construction | a. Develop comprehensive contingency plan to ensure service delivery during construction b. Conduct community and staff consultations advising of contingency plans during construction c. Ensure ongoing service delivery during construction or alternative service options |
| 10. Build collaborative ownership and operation of the Barkala Flats | a. Development management plan for operation of the Barkala Flats and seek potential partners b. Ensure ongoing communication and comprehensive consultations for any planned changes, in recognition of the community sensitivity of the project c. Develop a strategy for funding, operating and maintaining the properties by 2013 and review annually |
| 11. Develop staff and student accommodation | a. Assess current and future accommodation requirements based on workforce development plan, update annually in Annual Report b. Acquisition of new or refurbished long-term accommodation options, including exploring partnerships with training and education organizations, alternative funding options and asset management implications 2016 |

Goal: Show pride in our work

Outcomes

- Strong, positive reputation with community, partners, funders and staff, leading to stronger relationships
- Increased community activities at EDMH site
- Community members actively involved in planning, feedback and evaluation of services

| STRATEGY | ACTIONS |
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| 12. Develop EDMH as a community Hub | a. Provide ongoing opportunities for community use of facilities b. Promote EDMH as a community gathering place for a range of events, meetings and activities c. Better integrate EDMH with other community events and activities |
| 13. Develop a community engagement and communication plan | a. Develop and progressively implement the plan and processes by 2015 b. Update the branding of the organization to convey a more contemporary image |
| 14. Enhance the Community Consultative Committee | a. Annually review the role of the Committee and establish shared expectations of members' role to progressively enhance it's effectiveness. Report in the annual Quality of Care report b. Establish protocols for two-way flow of information between Committee, Executive and Board c. Equip members with information and tools to act as ambassadors and researchers in the community |