

Mansfield District Hospital

Strategic Plan

2020–24





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Forewords

Message from the CEO, Cameron Butler



Our new five year plan sets out a vision for Mansfield District Hospital that is exciting. Our health service is an important part of Mansfield, and we are privileged to provide services which touch on every member of our community.

We cannot deliver healthcare services on our own. Our plan establishes how we will continue to work with our healthcare partners across the region and with government so that we continue to provide quality healthcare for members of the Mansfield community and our neighbouring communities.

Delivering our strategic plan would be impossible without the continued support and dedication of our staff. Our staff are what people best remember about our service. Our plan establishes new values which support our people, and will help us strengthen our positive culture.

We cannot deliver the services needed by our community without fit-for-purpose facilities, and that is why modernising our hospital is so important. Our plan sets out the next stage of our organisation's redevelopment, so that we can continue to provide the services required by our consumers and communities.

As a rural healthcare provider, it is vitally important we embrace technology to better connect with our more remote communities. That is why using new technology to better provide healthcare across our region is an important feature of this plan.

It is a privilege to lead Mansfield District Hospital, and I look forward to working with our wonderful staff to deliver our strategic plan so that we continue to provide quality healthcare across the Mansfield region.

Message from the Board Chair, Phillip Officer



Mansfield District Hospital's new strategic plan sets an exciting direction for our organisation for the next five years. As a rural healthcare provider, we know there are challenges we need to address, and this plan sets out how we are going to tackle these, as well as the exciting opportunities we will embrace.

The clear focus of our strategic plan is the people of Mansfield and the communities that we serve. We are an important part of the Mansfield district, and as our communities grow, we must continue to provide quality healthcare that meets the needs of the youngest through to our oldest community members.

It is fitting that this strategic plan emphasises our commitment to consumers (people who use our service) and how we will continue to support our people and strengthen our positive culture. This strategic plan also places an emphasis on working together with our partners to deliver a seamless service for our consumers.

Central to the strategic plan is a blueprint for the redevelopment of our hospital to meet the changing needs of our communities, delivering modern and integrated facilities which has been identified as a core pillar of our strategic framework.

In summary, this comprehensive five-year plan sets out a new vision for Mansfield District Hospital, as well as establishing core values that will help us continue delivering quality, evidence-based and patient-centred care.

We look forward to working with the Executive Team and all our staff at MDH to implement the strategies outlined in the 2020-2024 plan.

Our hospital

We are a rural health service providing a range of healthcare services to a fast growing and diverse community.

We provide high-quality, safe and evidence-based healthcare to our consumers, which include the people of Mansfield, surrounding communities and a large visitor population.

Our broad range of services include residential aged care, maternity, acute care, operating theatre, urgent care, primary care and community-based services. We provide a visiting nursing service and our community health nurses visit Jamieson and Woods Point on a weekly basis.

We value our connection to the consumers we serve and we are always looking for ways to improve the health outcomes of our diverse and growing community. In addition to our healthcare services, we deliver a number of local community health initiatives, including the Restart program, a community-based addiction treatment program, and programs to tackle family violence through health system interventions. Our falls prevention program is also the first of its kind and has proven to reduce the number of falls since its implementation.

Our services are delivered by our skilled and dedicated staff. We value the contribution of all our staff and are committed to investing in the development of our people. We also rely on a number of dedicated and professional Visiting Medical Officers (VMOs), without whom we could not provide the range of services that are vital to meeting the needs of the Mansfield and the neighbouring communities we serve.



We serve the catchment of Mansfield Shire with a population of 9,000 residents. In holiday seasons this population can increase threefold.

Demand for our services continues to grow. In the past two years, we have expanded our primary care options and increased our operating theatre services.

Presentations in our Urgent Care Centre have increased by 10% over the past four years as more people choose to live and holiday in Mansfield.

“I am proud to be part of Mansfield District Hospital.”

— Staff member



Great Care

We commit to ensuring every person who has contact with Mansfield District Hospital receives Great Care, consistently and every time.

Great Care is our model of care based on enhancing the consumer experience at the point of care. It touches on every aspect of our health service, from the way we treat and care for our consumers to the way we recognise the contribution of our staff in the delivery of care. Great Care sits alongside our continuous commitment to providing clinical best practice and evidence-based care.

Our commitment to Great Care is underpinned by four guiding principles:

- **Personal** – the individuals' values, beliefs and 'uniqueness' guide all aspects of planning and deliver of care.
- **Effective** – the right care is delivered in the right way and at the right time.
- **Connected** – care and information is received when needed, and in a co-ordinated way.
- **Safe** – avoidable harm is eliminated.

In order to support our staff in the delivery of Great Care and cement MDH as an employer of choice, we are also committed to delivering Great Staff Care.

We recognise and value the unique skills and contribution of everyone at MDH, and we provide the right support and a safe environment for our staff to thrive.

Drivers for change

A growing community with changing health needs

Mansfield Shire is home to a significant and growing community of approximately 9,000 people. Our population grew by more than 1.7% over the past decade, on par with state-wide growth and higher than most rural locations. Our population is growing at both the younger and older end of the scale; more than 23% of the population is 65 years of age or older, whilst the number of young families moving to the community is growing.

As one of the biggest employers in the Shire, we have a unique connection to the local community which is maintained through all life stages. Maintaining strong links to community and continuous engagement and consultation to understand the community's evolving health needs and expectations are crucial to our success moving forward.

Providing critical health services to remote communities

Our remoteness creates significant challenges in access to services for local communities. As such, we play a critical role as a regional centre for remote communities such as Woods Point and nearby holiday destinations. We are also a referral hospital for communities in the nearby Murrindindi Shire. Integrated patient care in rural settings inevitably requires simple and reliable patient pathways, including relationships with referral hospitals and patient-centred models of care.

The state-wide design, service and infrastructure plan for Victoria's Health System (2017-2037) seeks better coordination of health resources and services across Victoria to provide better rural accessibility and equity.

Given Mansfield's relative isolation and rural location, services such as our maternity services are crucial for new mothers and expectant families, as well as our aged care services for our older community members.

Fit-for-purpose facilities that meets the needs of our community

Our current facility at 53 Highbury Street encompasses four main buildings joined together, all of which are single storey, and the oldest of which was constructed in 1870 and refurbished in 1935. Our facilities have not been able to keep pace with our growing community and their changing needs, and this is impacting our ability to provide quality, consumer-centred care. Modern integrated facilities are urgently required.

Our community is looking to us to provide a greater range of services that will help reduce the need to travel to referral hospitals, such as improved primary and allied health services, as well as improved urgent care. Our Clinical Service Plan identified strong consumer preference for the expansion of primary care options such as physiotherapy, chronic disease management and allied health services.

Additionally, as the only provider of aged care facilities in the community, it is vitally important that our infrastructure is fit-for-purpose; now is the time we need to critically review the current facilities and work towards developing a new, integrated and fit-for-purpose aged care facility.

Using technology to deliver better health outcomes

Using technology such as telehealth and electronic patient records is particularly important for us, as this allows us to better connect with, and deliver more accessible healthcare in our rural and isolated communities. Enhancing our technology at the point of care will improve the health and wellbeing outcomes for our consumers.

Supporting our dedicated and passionate workforce

Our staff consistently receive praise for their professionalism and service quality. Building on our Great Care initiative, we need to ensure our staff are empowered to continue to offer great consumer care. As the demands on our healthcare workers evolve, we will continue to offer education and learning opportunities to develop their careers.

Our values

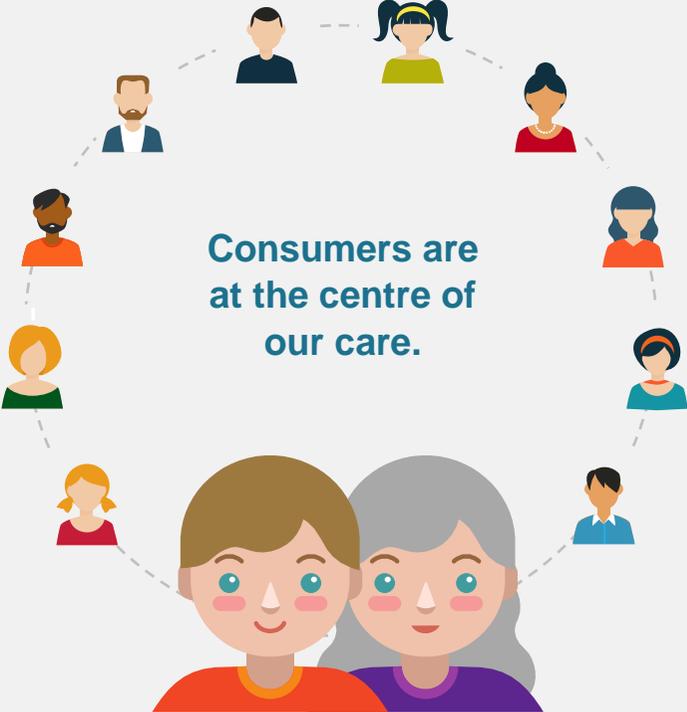
Our values align with the Great Care framework and shape the way we deliver care and the way we work together as a united and cohesive organisation.

We deliver great care

We strive for the best health outcomes for our consumers and communities every time. Consumers are at the centre and we consistently provide high-quality, safe and personalised care. We demonstrate empathy and kindness in every aspect of our care.

We work together

We work as a cohesive team and feel connected to the work we do together. We maintain strong connections to our diverse communities in and outside of Mansfield. We work in collaboration with our partners to deliver exceptional care. We have honest and open conversations with our staff, consumers and the community.



We respect each other

We respect our peers, our consumers, our hospital and our environment. Care is delivered thoughtfully and with compassion. We are considerate of our consumers' dignity and privacy, and our consumers trust and have confidence in our quality of care. We actively listen and act fairly, impartially and without judgement.

We empower each other

We support and trust each other to deliver an exceptional consumer experience. We give our consumers the information and resources they need to make considered and informed decisions about their health care. We continuously support our staff in their development and empower them to make decisions based on their best judgement.



Our vision and mission

Our vision

Healthy communities, trusted healthcare

Our mission

We deliver healthcare locally for our rural communities. We lead and advocate for the healthcare needs of the people of Mansfield and surrounding communities. In addition to providing safe and clinical best practice care, we focus on health promotion and preventative care to deliver the best possible outcomes for our consumers.

Together, our vision and mission will guide the focus of our work over the next five years.

Our strategic framework

Five strategic pillars underpin our strategic framework.

Our five-year plan sets out the pillars, priorities and values that will help us continue delivering quality, patient-centred care.

Our plan emphasises our commitment to our consumers, and establishes how we will continue to support our people and strengthen our positive culture.

It also builds on that blueprint, and puts delivering modern and integrated facilities as a core pillar of our work over the next five years. In addition, it establishes how we will continue to work with our healthcare partners across the region and with government so that we continue to provide quality healthcare for members of the Mansfield community and our neighbouring communities.

Our plan has been developed in genuine and meaningful consultation with our staff, Board and executive team, our external partners, recent users of our services and their families, and our communities.



Pillar 1

Great care and exceptional consumer experience



Pillar 2

Healthy communities



Pillar 3

Modern and integrated hospital facilities



Pillar 4

A trusted, skilled and cohesive team



Pillar 5

Working together to deliver optimal clinical outcomes

Pillar 1

Great care and exceptional consumer experience

Providing great care is fundamental and our consumers are at the centre of what we do. We deliver personalised, safe and high-quality care that is informed by evidence to create an exceptional experience. We are empathetic, respect our consumers' needs and work hard to ensure our consumers have confidence in the care they receive. We strive to deliver the best clinical care and consumer experience every time.

What success looks like

We know we have achieved this pillar when:

- Consumers receive great care and the best possible consumer experience.
- All our community groups, for example, residents, young people and frequent visitors in and around Mansfield are supported and cared for by the health service.
- We have stronger connections to community and increased community engagement.
- We have enhanced the quality and safety of care at MDH and eliminated avoidable harm.

Our priorities

Our priorities to deliver on this strategic pillar over the next five years are:

1.1 Embed the Great Care initiative into our work

Our Great Care initiative is our commitment to ensuring every person who has contact with our hospital receives great care, consistently and every time. We will embed the objectives and actions of this initiative into our work so that consumers have a great experience while they are in our care.

1.2 Deliver best practice clinical care

The care we provide is best practice and evidence-based. We will continue to provide consistent quality health services to Mansfield, our neighbouring communities and our visitors. We will strengthen the way we deliver integrated care across acute, primary and aged care, and continue to improve the consumer experience through the application of research and clinical innovation.

1.3 Meet our communities' health needs

Maintaining relevant services that are close to home wherever possible for our communities is vital for a health service like ours. We will work hard to ensure all within the community have access to safe, high-quality healthcare when they need it most. We will ensure our residents maintain good health, our visitors receive optimal care, and our young families have the support they need.

1.4 Enhance community engagement with our health service facility

We value our community's feedback and we want the services and care we provide to be reflective of their needs and preferences. We will more proactively consult and engage with our consumers and communities, particularly those in our communities who are hard to reach. At the same time, we will maintain our strong connection and visibility in the community.

Pillar 2

Healthy communities

Prevention and health promotion are more important than ever. In addition to our current services, we will take a holistic and proactive approach to health promotion and community health. We will have a stronger focus on wellbeing and self-management strategies to tackle chronic and preventable illnesses in our community. We will continue to nurture our unique connection to our communities, and strengthen our models of care within them.

What success looks like

We know we have achieved this pillar when:

- Consumers are empowered to make decisions about their own health care.
- We develop and deliver local solutions to local community health issues.
- Our older residents are living in their own homes for longer.
- The community sees MDH as a trusted source of healthcare.

Our priorities

Our priorities to deliver on this strategic pillar over the next five years are:

2.1 Strengthen relationships to enhance health promotion

We will strengthen our relationships with local GPs, the Mansfield Shire Council and other health service providers to deliver joint and complementary health promotion initiatives for our shared communities. We will ensure these initiatives and services are developed in consultation with the community.

2.2 Expand our innovative community-led programs

Our innovative community-based programs, such as the Restart Program, are delivering positive results for our community. We will grow our successful community-based addiction treatment program, and invest in developing further local, tailored solutions. We will listen to our diverse communities and respond to their needs and differences.

2.3 Support consumers to better manage their own health choices

We want to empower our consumers to make informed and considered decisions about their own health care. This will require building our education programs and self-management strategies to better support consumers make better health and lifestyle choices.

2.4 Grow our evidence-informed policies and practices

We will better use demographic data and forward projections on demographic change, as well as national and state-level health data in our planning, policies and practices. This will ensure our services accurately reflect the needs and preferences of our changing communities.

2.5 Be our community's leader and advocate in rural healthcare

Our community is one of our strongest advocates and we need to continue to be theirs. We will be our community's leader in rural healthcare, advocate for their health needs and be their voice to government. We will consult with and represent their interests wherever possible.

Pillar 3

Modern and integrated facilities

We are in the process of pursuing development of a modern and integrated health service facility to meet the increasing health needs of our communities and continue to deliver high-quality consumer outcomes and care. As our population grows, we will ensure our facilities are fit-for-purpose and keep pace with community health needs, and new models of care are creating efficiencies in our service delivery. We will embrace new and exciting technologies to help ensure healthcare remains accessible for our diverse communities.

What success looks like

We know we have achieved this pillar when:

- We have increased our service delivery, and the ways we deliver services are more efficient.
- Our communities and users of our services are accessing care closer to home.
- We progress towards securing a new health service facility, fit for our growing community needs.
- We have modernised our aged care facilities.

Our priorities

Our priorities to deliver on this strategic pillar over the next five years are:

3.1 Continue working towards building a new health service facility

A new health service facility would allow us to increase our service delivery capacity, particularly in acute and primary health care, as well as enhance patient and staff flows to provide seamless service for our consumers.

3.2 Modernise our aged care facilities

Mansfield will be home to an increasingly ageing population. We will ensure our current aged care facilities at Buckland House and Bindaree are fit-for-purpose, well maintained and meet changing demands. We will ensure our aged care facilities are welcoming and comforting.

3.3 Make strategic investments in our existing facilities

While we continue to work towards a new health service facility, we also need to make strategic, informed decisions on upgrading our current facilities. While upgrading, we will ensure we minimise interruptions to service delivery and continue to deliver a seamless consumer experience.

3.4 Keep healthcare accessible for our communities

We will maintain our outreach telehealth or other technology to deliver primary care programs for our communities in rural and remote locations. This includes developing outreach clinics in our isolated communities, and improving telehealth facilities.

Pillar 4

A trusted, skilled and cohesive team

We trust and rely on our people to provide high-quality care and support for our consumers. We provide an open and safe environment for our people to thrive and experience rewarding career pathways. We empower everyone at MDH to show leadership and ownership in their every day actions. We are building the capabilities we need to meet growing demand, enhancing our internal communication processes, and strengthening the connections across our teams.

What success looks like

We know we have achieved this pillar when:

- Our service works seamlessly across all departments and teams.
- Our staff are empowered, engaged and feel supported to deliver great consumer outcomes.
- Our workforce is flexible and multi-skilled, and we have the capacity and capabilities we need to meet our community's health needs.
- We have more forums for communication and increased staff engagement.

Our priorities

Our priorities to deliver on this strategic pillar over the next five years are:

4.1 Provide professional development opportunities for staff

We want our staff to have rewarding and enjoyable career pathways. We will provide education and professional development opportunities to develop the skills of our workforce. This includes providing in-house training as well as external education programs.

4.2 Embed our values into our ways of working

Our values statements reflect how we work together as one cohesive team and how we care for our consumers. Our values are an important part of our workplace culture. We will promote and encourage leadership at all levels of the organisation and empower each other through our actions and open, honest communication.

4.3 Strengthen internal communications and processes

We will promote clear and respectful communications across teams. This includes clearer communication throughout the organisation as well as increasing the opportunity for staff to feel heard and empowered. It also includes strengthening our communication processes. We will look for better ways to connect our colleagues and communities through technology.

4.4 Prepare our workforce for the future

We will carry out strategic workforce planning, including resource planning and succession planning. We will invest in strengthening our workforce capabilities and ensure our workforce is multi-skilled and ready for the future.

Pillar 5

Working together to deliver optimal clinical outcomes

As a rural health service in a relatively isolated part of Victoria, we understand the importance of working with our partners to deliver a seamless service for our consumers. We work together and in cooperation with other community healthcare providers, including GPs, allied health professionals and our referral health services, to meet consumer needs and preferences. Together, we all play a role in delivering an exceptional experience for our consumers within Mansfield and neighbouring communities.

What success looks like

We know we have achieved this pillar when:

- We have broadened services based on our population profiles and we meet the increased needs of our diverse communities.
- We have extended specialist services and strengthened connections with other key healthcare providers in our local communities and our broader region.
- We receive increasingly positive consumer feedback.
- We have well defined regional clinical pathways and consumers know where to go to receive treatment and care.

Our priorities

Our priorities to deliver on this strategic pillar over the next five years are:

5.1 Work together with our community healthcare providers

We value our relationships with GPs, allied health professionals and community health clinicians and appreciate their unique contribution to our community. We will continue to collaborate with our community healthcare providers and explore new opportunities, particularly in growth areas such as health promotion, primary health, allied health and new technologies.

5.2 Continue developing relationships with the departments and our referral health services

We will endeavour to enhance our clinical partnerships with our referral health services to deliver best possible outcomes for our consumers. We will also maintain positive relationships with state government departments.

5.3 Champion a holistic approach to healthcare

Consumers experience better outcomes when health services and providers collaborate effectively and in a coordinated way. We will listen to our consumers to better understand their needs, and work together with other healthcare providers to deliver care holistically for our consumers.

5.4 Help create seamless healthcare pathways

We want our consumers to receive care as close to home as possible, but understand there are some services we can't provide. We want our consumers to experience seamless healthcare pathways, and we will play a role in their episode of care where possible. To this end, we will educate consumers so they know what services are available locally, and those for which they need to travel.

Implementing our strategic plan

Our Implementation Roadmap will help guide and sequence our strategic priorities over the next five year.

Each priority is important to achieving our vision for healthy communities and trusted healthcare. Our Implementation Roadmap sets out three implementation horizons to guide our focus of delivery in the short, medium and long term:

- Year 1 (2020)
- Years 2 and 3 (2021–22)
- Years 4 and 5 (2023–24)

While we will work hard to deliver on all our priorities over the next five years, we recognise that some priorities, like embedding our values and Great Care into our organisation, will be a high focus in the short term (Year 1), and others will be the focus of our efforts in the medium (Years 2 and 3) to long term (Years 4 and 5).

There are also a number of priorities, such as delivering best practice clinical care and working towards building a new health service facility, that will be a high focus across all five years.

Our Implementation Roadmap will be supported by internal business and action plans. We will regularly review our progress and support ongoing continuous improvement.

Year 1

2020

Build a more cohesive organisation and capable workforce

In Year 1, we will build the foundations for a stronger, more capable and cohesive MDH. This will include embedding Great Care and our refreshed values into our ways of working, and supporting our staff so that they experience rewarding and fulfilling career pathways. We will also continue building the case for a new health service facility. We will build on the good work already accomplished and the work currently underway in securing a new facility fit for our growing community needs.

Years 2–3

2021–22

Strengthen health promotion and preventative care

In Years 2 and 3, we will focus on strengthening preventative care and health promotion. This will include educating our consumers about their healthcare pathways and where they can go to receive the best possible and most accessible healthcare. We will continue strengthening our maternity services and consult with our communities to make sure we are continuously delivering the services our communities need and except from us. We will also work towards modernising our aged care facilities and make strategic investments in our existing facilities.

Years 4–5

2023–24

Continue advocating for our community's healthcare needs

In Years 4 and 5, we will focus on advocating for our community's rural healthcare needs. We will continue to champion a holistic approach to healthcare that meets the needs of our rural and remote communities. This includes continuing to strengthen our relationships with other healthcare providers, our referral health services and the departments to deliver best possible outcomes for our consumers and communities. We will also ensure our clinical care and community programs are evidence-informed and reflect best practice.

Legend

■ High focus ◻ Moderate focus ◻ Continuous improvement

Great care and exceptional consumer experience

Strategic priorities	2020	2021-22	2023-24
1.1 Embed the Great Care initiative into our work	■	◻	◻
1.2 Deliver best practice clinical care	■	■	■
1.3 Meet our communities' health needs	◻	■	◻
1.4 Enhance community engagement with our health service	◻	■	◻

Healthy communities

Strategic priorities	2020	2021-22	2023-24
2.1 Strengthen relationships to enhance health promotion	■	■	◻
2.2 Expand our innovative community-led programs	◻	■	◻
2.3 Support consumers to better manage their own health choices	◻	■	◻
2.4 Grow our evidence-informed policies and practices	◻	■	◻
2.5 Be our community's leader and advocate in rural healthcare	◻	◻	■

Modern and integrated facilities

Strategic priorities	2020	2021-22	2023-24
3.1 Continue working towards building a new health service facility	■	■	■
3.2 Modernise our aged care facilities	◻	◻	■
3.3 Make strategic investments in our existing facilities	◻	■	◻
3.4 Keep healthcare accessible for our communities	◻	◻	■

A trusted, skilled and cohesive team

Strategic priorities	2020	2021-22	2023-24
4.1 Provide professional development opportunities for staff	■	◻	◻
4.2 Embed our values into our ways of working	■	◻	◻
4.3 Strengthen internal communications and processes	◻	■	◻
4.4 Prepare our workforce for the future	◻	◻	■

Working together to deliver optimal clinical outcomes

Strategic priorities	2020	2021-22	2023-24
5.1 Work together with our community healthcare providers	■	◻	◻
5.2 Continue developing relationships with the departments and our referral health services	◻	◻	◻
5.3 Champion a holistic approach to healthcare	◻	◻	■
5.4 Help create seamless healthcare pathways	◻	■	◻