



## **Strategic Direction 2018-2027**

**“Empowering people for health”**

## **Operational Plan 2025-2027**

## Introduction

The Board of Tallangatta Health Service has set a Strategic Direction with the vision of 'empowering people for health'. This operational plan sets out how the management team will approach the delivery of the vision through its strategic priorities.

## Strategic Priorities

Our strategic direction and vision will be achieved through four purposeful strategic priorities underpinned by the five pillars.

<b>Strategic Priority One</b> <i>Our Care is relevant, high quality responsive services</i>	<b>Strategic Priority Three</b> <i>Our Partnering with communities cultivates connections</i>
<b>Strategic Priority Two</b> <i>Our Infrastructure is planned for future needs</i>	<b>Strategic Priority Four</b> <i>Our Workforce is adaptive, skilled, and compassionate</i>

## Phased Approach

Our strategic direction will be phased over the 10 years. This is a living plan and as such must be adaptive to changing circumstances that may influence the direction of Tallangatta Health Service. Each year the Board will review the strategic priorities, phase timelines and adjustments may be made to the priorities.

### Phase 1 2018-2021

*Builds on the current platforms and creates new platforms to enable the future state*

### Phase 2 2021-2024

*Delivers on the foundation established for greater organisational viability*

### Phase 3 2025-2027

*Embedding achievements from the past and continuing to build and enable, whilst anticipating future directions*

## Phase Three 2025 – 2027

### Strategic Priority One - *Our Care is relevant, safe, high quality and responsive*

Our community deserves the best quality care possible that will promote health and well-being. Our services must be able to meet the demands of our ageing population into the future. The care we provide must be relevant, high quality and responsive.

Strategy		What will be the outcome?	Progress and Activity 2025 - 2027
1.1	Identify future direction of the service	A Service Plan, which Tallangatta Health Service is capable of delivering, to meet community needs	<ul style="list-style-type: none"> <li>- continue to build revenue generation such as private allied health to ensure financial sustainability</li> <li>- position ourselves with regards to the new Health Network and our partners to ensure ongoing viability</li> <li>- navigate changes to Commonwealth funding under Support at Home program for community services</li> <li>- prepare for development of new Strategic Plan beyond 2027</li> </ul>
1.2	Review business and care models of the service	Improved business and care models that support the Service Plan and build safe, high quality, responsive services	<ul style="list-style-type: none"> <li>- work with Department of Health in managing our Budget Action Plan with overall aim to deliver surplus</li> <li>- continue to strengthen our Clinical Governance Framework including streamlined audit schedule, improved document management via Prompt and stronger incident management</li> <li>- Invest in and implement new Dining experience for aged care</li> <li>- Roll out of 4M's project with Indigo consortium</li> </ul>
1.3	Review marketing and communication of current services	A Marketing and Communication Plan that supports service delivery and ensures consumers understand the capability of Tallangatta Health Service	<ul style="list-style-type: none"> <li>- maintain and strengthen Social Media presence</li> <li>- complete website redesign including roll out of new logo and signage</li> <li>- Health Promotion Officer maintains local networks including schools</li> </ul>

### Strategic Priority Two - *Our Infrastructure is planned for future needs*

To be able to provide person centred, high quality services, our infrastructure must support contemporary models of care and innovative business models. Tallangatta Health Service's buildings are over 60 years old and whilst there has been some refurbishment the question of 'fit for purpose' into the future needs to be considered. The site has the availability of land to develop.

Strategy		What will be the outcome?	Progress and Activity 2025 - 2027
2.1	Identify and prioritise infrastructure in line with the Service Plan	A detailed site infrastructure plan that ensures Tallangatta Health Service has the right physical resources to support the Service Plan	<ul style="list-style-type: none"> <li>- RHIF / EIRP submission for new Transformer</li> <li>- MERP submission for Medical equipment (Acute/UCC)</li> <li>- RHIF submission for new Integrated Primary Care Centre</li> <li>- Determine forward planning for aged care model</li> <li>- Several IT projects underway to improve systems and integration across Hume region including patient administration (PAS), telephony and patient flow</li> </ul>
2.2	Identify and seek funding sources to enable infrastructure upgrades	The ability to plan for infrastructure upgrades as funding opportunities are realised	<ul style="list-style-type: none"> <li>- Implement outcomes from Energy Audit including new air conditioning units</li> <li>- Replace gas hot water with electric/solar</li> <li>- Fundraising event annually, with initial target of Lakeview Courtyard</li> </ul>

### **Strategic Priority Three - *Our Partnering with communities cultivates connections***

We must work in a partnership arrangement to enable a holistic service capability utilising skills, knowledge and expertise which we have, and can share, and which others have to share. We must seek and be connected to the communities around us to enable collective impact and the achievement of best health by enabling people with a variety of resources.

Strategy		What will be the outcome?	Progress and Activity 2025 - 2027
3.1	Value community engagement	Consumer Engagement Plan	<ul style="list-style-type: none"> <li>- Maintain and strengthen relationships with community groups</li> <li>- Be responsive to feedback and proactive with messaging</li> </ul>
3.2	Engage meaningfully with the community	Community Engagement Advisory Group established with a Community Charter	<ul style="list-style-type: none"> <li>- Maintain and strengthen community representation on CEAG</li> <li>- Embed annual fundraising event</li> <li>- Roadshows by Community team to assist in navigating the system</li> </ul>
3.3	Cultivate partnerships	Increased partnership arrangements that add value	<ul style="list-style-type: none"> <li>- Participate in transition to Local Health Network</li> <li>- Strengthen partnerships with neighbouring health services</li> </ul>

## Strategic Priority Four - *Our Workforce is adaptive, skilled, and compassionate*

Our workforce includes clinical and non-clinical staff, contractors, volunteers and our Board. We must invest in a workforce to meet our communities need in line with our service plan. We are a learning organisation with an adaptive and flexible workforce and board in an innovative environment, competent and to deliver our vision and compassionate in care.

Strategy		What will be the outcome?	Progress and Activity 2025 - 2027
4.1	Identify the workforce required to support the Service Plan	A Workforce Development Plan that supports the Service Plan and promotes Tallangatta Health Service as an employer of choice	<ul style="list-style-type: none"> <li>- Embed and retain international nursing recruits</li> <li>- Maintain Staff Health &amp; Wellbeing program</li> <li>- Complete roll out of LiveHire recruitment and onboarding software platform</li> </ul>
4.2	Prioritise workforce needs	A Workforce Development Plan that identifies high priority areas of workforce needs	<ul style="list-style-type: none"> <li>- Enhance student placement system to increase pathway to employment</li> <li>- Stable and capable Education team in place</li> <li>- Training room fitted out and utilised</li> <li>- Maintain availability of flexible working arrangements</li> </ul>
4.3	Enable a learning environment	Safe, high quality care delivered by skilled staff members who embrace opportunity	<ul style="list-style-type: none"> <li>- Refine Kineo learning platform to ensure staff have access to best practice offerings</li> <li>- Provision of alternative modes of delivery e.g. online, group, F2F</li> <li>- Embed access to Lippincott clinical database</li> </ul>

### Our Pillars

Person-centred approach – the person will be at the centre of all we do and we will empower them in health decisions

Evidence-based decision-making – our decisions will inquire, looking for best practice to inform our decisions

Sustainability – our decisions ensure that success can be maintained

Culture of excellence, innovation, learning and development – we will be the best we can by embracing new ways

Robust clinical and corporate governance – our governance systems will provide assurance that we are providing the best care possible and our strategic vision is being achieved