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# Introduction

*'Empowering People for Health'* is the long-term vision of Tallangatta Health Service and this document, *Strategic Direction 2018–2027*, identifies the strategic priorities that will enable the service to achieve its vision by remaining relevant and sustainable, and meeting the changing health needs of the community. Tallangatta Health Service cannot achieve its vision alone. The journey requires cooperative action with the community and it will take time. In achieving the vision, people of the Tallangatta region will have the confidence and authority to make decisions about personal and community health.

Tallangatta Health Service has served the community of the Towong Shire and surrounding area for over 100 years. It is committed to providing a sustainable health service that ensures people in the community have the best health possible. To remain relevant and sustainable, the service must be prepared to respond to the influences of its environment and engage with the people it serves.

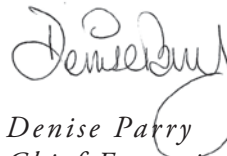


*Robert Lees*  
*Chair*  
*Tallangatta Health Service Board*

As part of the development of its strategic direction, Tallangatta Health Service undertook external and internal analysis and consulted a range of stakeholders, from the community through to other health providers. This analysis and consultation, as well as policy directions of the Victorian and Commonwealth governments, have underpinned the development of the service's future. Tallangatta Health Service must be an innovative organisation, which continues to learn and strive for excellence, providing safe, high-quality services that are supported through community engagement, appropriate infrastructure and a skilled, multidisciplinary workforce.

The Tallangatta Health Service is confident that its Strategic Direction 2018–2027 will build on the successes of the past, and the health care of the community will continue to be well served into the future.

The Board and Executive of Tallangatta Health Service have the privilege of presenting its *Strategic Direction 2018–2027*.



*Denise Parry*  
*Chief Executive Officer*  
*Tallangatta Health Service*



## About Us

Tallangatta Health Service is a publically-funded, small rural health service located on one site in the township of Tallangatta. The service provides on-site care from its Tallangatta base and off-site care to the community throughout the region.

### Who we serve

Tallangatta Health Service has been providing health services to the community of Towong Shire and surrounding area for over 100 years.

### How we serve

#### *Our values*

Our values drive our culture, which drives our care. The values of Tallangatta Health Service are focused on enabling safe, high-quality, person-centred care.

#### *Our care*

Tallangatta Health Service provides hospital care (15 beds), residential aged care (51 beds), and

community and primary care. The 15 funded hospital beds provide a range of levels of hospital care, including general–sub acute care, post-surgical and medical care, and palliative care. Residential aged care consists of high and low care on a permanent or respite basis. Primary and community care includes Home and Community Care (HACC), Commonwealth Home Support Program (CHSP), Veterans Home Care, National Disability Insurance Scheme (NDIS), health education, health promotion, medical clinic and allied health services.

#### *Our people*

Tallangatta Health Service employs approximately 160 people who provide services on-site or within the community. Our health workforce is multidisciplinary with a dedicated team of nursing, allied health and medical professionals. Our corporate services workforce provides a range of services underpinning operational aspects of Tallangatta Health Service.

# Vision of Tallangatta Health Service

## *'Empowering People for Health'*

To enable the best health possible, focusing on the individual's best interests, a person must feel empowered to make decisions. Empowering people is aimed at making each person in our community stronger and more confident, to give them authority in decision-making for health.

## Vision Enablers

### Our values

Achievement of our strategic direction relies on a positive culture. The values of Tallangatta Health Service will drive our culture and it is expected that the values will be 'lived' by staff, volunteers and Board directors. All members of the service will hold true to the following values:



### Our pillars

Five pillars provide a strong foundation to the success of Tallangatta Health Service.

- 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 be 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.*



## Strategic Priorities

The *Strategic Direction 2018–2027* is based on four strategic priorities identified by Tallangatta Health Service as critical to ensuring the service achieves its vision by remaining relevant and sustainable, and meeting the changing health needs of the community.

### Strategic priority one

Our care is relevant, safe, high quality and responsive

### Strategic priority two

Our infrastructure is planned for future needs

### Strategic priority three

Our partnering with communities cultivates connections

### Strategic priority four

Our workforce is adaptive, skilled and compassionate



## Strategic Priority One

*Our care is relevant, safe, high quality and responsive*

Our community deserves the best care possible to promote health and wellbeing, and services offered by Tallangatta Health Service must be able to meet the health demands and health challenges of the population now and in the future.

### Strategic objectives

Identify future direction of the service

Review business and care models of the service

Review marketing and communication of current services

### What will be the outcome?

A Service Plan, which Tallangatta Health Service is capable of delivering, to meet community needs

Improved business and care models that support the Service Plan and build safe, high quality, responsive services

A Marketing and Communication Plan that supports service delivery and ensures consumers understand the capability of Tallangatta Health Service



## Strategic Priority Two

*Our infrastructure is planned for future needs*

Our physical infrastructure must be such that Tallangatta Health Service can deliver contemporary models of care. The service's buildings need to be 'fit for purpose' for service needs and meet people's expectations.

### Strategic objectives

Identify and prioritise infrastructure in line with the Service Plan

Identify and seek funding sources to enable infrastructure upgrades

### What will be the outcome?

A detailed site infrastructure plan that ensures Tallangatta Health Service has the right physical resources to support the Service Plan

The ability to plan for infrastructure upgrades as funding opportunities are realised



# Strategic Priority Three

*Our partnering with communities cultivates connections*

The local community is our key partner and an extremely important connection that Tallangatta Health Service will seek to enhance, across all its population demographics from young children to the aged.

We must seek and be connected to the communities around us to enable collective impact, co-design and achievement of best health outcomes.

We must work in collaborative arrangements with other organisations to enable holistic service capability using the skills, knowledge and expertise that we have and can share, as well as engaging skills, knowledge and expertise that others have to share with us.

## Strategic objectives

## What will be the outcome?

Value community engagement

An enhanced Consumer Engagement Plan

Engage meaningfully with the community

A Community Engagement Advisory Group with a Community Charter

Cultivate partnerships

Partnership arrangements that add value for all partners



# Strategic Priority Four

*Our workforce is adaptive, skilled and compassionate*

Tallangatta Health Service must invest in its workforce to deliver quality care. We must be a learning organisation with a competent, adaptive and flexible workforce, working in an innovative environment and committed to delivering our vision.

## Strategic objectives

Identify the workforce required to support the Service Plan

Prioritise workforce needs

Enable a learning environment

## What will be the outcome?

A Workforce Development Plan that supports the Service Plan and promotes Tallangatta Health Service as an employer of choice

A Workforce Development Plan that identifies high priority areas of workforce needs

Safe, high quality care delivered by skilled staff members who embrace opportunity



# Phased Approach

The Strategic Direction 2018–2027 will be implemented over 10 years. It is a living plan and as such must be flexible and adaptable to changing circumstances that may influence the direction of Tallangatta Health Service. Each year the Board will review the strategic priorities and phase timelines, and adjustments may be made.

It is important to highlight that whilst the phases are linked to specific years, the priorities may apply to only one phase or extend across all phases. The environment in which some of the strategic priorities exist is not static, and some priorities will be interdependent on progress of another. Adapting the plan as time progresses will be essential.

## **Phase one 2018–20**

*Building on the current platforms and creating new platforms*

## **Phase two 2021–24**

*Implementing the priorities into reality, and building and enabling success*

## **Phase three 2025–27**

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



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