



Whitehorse Community  
Health Service

# Strategic Plan 2007-09

Building Organisational Capacity

Ensuring Quality

Growing Partnerships

Strengthening Community and Supporting Environment



## **SECTION 1:**

### **Introduction & Current Planning Priorities**

#### **Introduction**

All organisations need to continually review the environment in which they operate, and this is why the Board of Whitehorse Community Health Service (WCHS) has finalised the 2007-2009 Strategic Plan. The previous 2004-2007 Strategic Plan has been well implemented and resulted in the agency's growth in areas such as the chronic disease management and community dental programs. The value of reviewing the Strategic Plan lies in continuing to build an organisation that remains purposeful, cohesive and relevant to its communities in Whitehorse and the Eastern Metropolitan Region.

This strategic planning process has explored a number of sequentially related sets of information, gathered through a planning process that will guide the organisation's direction over the next two years.

The central purpose of the strategic planning activities, aside from stimulating the organisation to think strategically, is to confirm or modify the organisation's mission – its basic purpose and values – and to formulate a vision that the organisation wants to achieve over the next two years.

#### **Current Planning Priorities**

##### *Building Organisational Capacity*

WCHS, like all health services, is experiencing significant growth in demand due to the ageing of the population and the increased prevalence of chronic health conditions. Ensuring the most effective and efficient use of the organisation's resources is essential if we are to improve the health outcomes for the communities we serve. Our key priorities in building organisational capacity over the next two years include:

- Attracting and keeping excellent staff and volunteers in an environment of workforce shortages
- Sustaining and growing our financial position
- Further developing our services and systems in a context of rapid health policy and systems change

Building Organisational Capacity  
Ensuring Quality  
Growing Partnerships

Strengthening Community and Supporting Environment

### *Ensuring Quality*

The Victorian Government wants community health services to be a major platform for the delivery of a comprehensive range of primary health care and support services. This growth in the service platform must be built on safe high quality programs. Over the next two years WCHS will:

- Further develop systems, processes and procedures to ensure integrated care that meets client's needs
- Continue to identify and minimise risks associated with service provision
- Strengthen mechanisms to ensure effective evidence based practice

### *Growing Partnerships*

WCHS is a part of the ongoing collaborative effort to build a strong and connected local community. The agency operates within an increasingly complex community, health and social services system where effective partnerships are the key to long term success. In growing partnerships across a broad spectrum, WCHS will:

- Further develop partnership models and governance structures with our key partners
- Identify priority population groups and service areas and develop new partnerships and services to support these

### *Strengthening Community and Supporting Environment*

The international and national evidence base is clear on the two major determinants of poor health; poverty and social isolation. WCHS is determined to continue to be a committed partner in building strong, self-reliant and cohesive communities through community strengthening initiatives that enhance the social, economic and environmental assets in the Whitehorse community. WCHS will:

- Develop structures to actively engage with a diverse range of community members and groups
- Focus on building social capital to support improvements in health and the environment
- Undertake planning processes that identify and respond to the communities health needs

Building Organisational Capacity  
Ensuring Quality  
Growing Partnerships  
Strengthening Community and Supporting Environment

## SECTION 2:

### Our vision and strategic priorities

#### Our Vision

Leading and working in partnership to provide innovative and high quality services and health promotion to ensure a strong, connected community.

#### Our Mission

To restore and maintain the health and well-being of the Whitehorse Community in collaboration with the community and the broader service system by:

- Responding to identified health needs; and
- Applying the principles of primary health and health promotion.

#### We Value

- Active client and community participation in service development and delivery
- Innovative, quality services that are client focused, responsive, outcome oriented, accessible and equitable
- Proactive and responsive service delivery to marginalised groups within our communities
- Our staff and an environment where skills are developed and encouraged
- A continuous learning and quality improvement culture
- The provision of a safe and supportive environment for staff, service users and visitors
- Good governance, ethical management and transparency in decision making
- Fostering partnerships which achieve the best outcomes for our communities

Building Organisational Capacity  
Ensuring Quality  
Growing Partnerships  
Strengthening Community and Supporting Environment

## **Strategic priorities**

### **Building Organisational Capacity**

Whitehorse Community Health Service is committed to consolidating and strengthening its resources (people, finance and systems) for long term sustainability to improve the health of the Whitehorse community.

### **Ensuring Quality**

WCHS is committed to providing the highest quality of care to improve health outcomes

### **Growing Partnerships**

Whitehorse Community Health Service is committed to growing partnerships across a broad spectrum of health, community and social services to ensure optimal client and community health outcomes.

### **Strengthening Community and Supporting Environment**

Whitehorse Community Health Service is committed to building strong, self-reliant and cohesive communities. WCHS will undertake community strengthening initiatives that enhance the social, economic and environmental assets in the community. Work with the community will be underpinned by the key guiding principles of equity, empowerment, social justice & best practice.

Building Organisational Capacity

Ensuring Quality

Growing Partnerships

Strengthening Community and Supporting Environment

## SECTION 3:

### Strategic Priorities & Objectives

Statement	Objectives	Strategies	Measurements
<b>Building Organisational Capacity</b>			
Whitehorse Community Health Service is committed to consolidating and strengthening its resources (people, finance and systems) for long term sustainability to improve the health of the Whitehorse community.	<ul style="list-style-type: none"> <li>That WCHS will be an employer that attracts, retains and develops excellent staff and volunteers.</li> </ul>	<ol style="list-style-type: none"> <li>Comprehensive recruitment and retention</li> <li>Performance management</li> <li>Staff development linked to service outcomes and strategic goals</li> <li>Development of positive work place culture</li> </ol>	<ol style="list-style-type: none"> <li>% staff turnover (to be program specific) 80% staff completing exit interview</li> <li>90% of staff participation in performance management</li> <li>Staff development plan completed</li> <li>80% self reported staff &amp; volunteer satisfaction</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will sustain and grow its financial position through improved efficiencies and prudent financial management.</li> </ul>	<ol style="list-style-type: none"> <li>Review financial systems and contracting</li> <li>Identify and pursue alternative sources of revenue</li> </ol>	<ol style="list-style-type: none"> <li>Completed review of financial systems by end June 2008</li> <li>Complete corporate services business plan by June 2008</li> <li>Establishment of in-house submission teams by Sept. 2007</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will further develop services, systems, processes and procedures to ensure the delivery of a high quality health service.</li> </ul>	<ol style="list-style-type: none"> <li>Develop service plan that includes new service initiatives in response to identified demand (e.g. early childhood intervention, community based dementia care)</li> <li>Implement comprehensive integrated care framework.</li> </ol>	<ol style="list-style-type: none"> <li>Completion of service plan by June 2008</li> <li>Successful accreditation by Dec 2007</li> <li>Full implementation by June 2009</li> </ol>

Statement	Objectives	Strategies	Measurements
<b>Ensuring Quality</b>			
<p>WCHS is committed to providing the highest quality of care to improve health outcomes</p>	<ul style="list-style-type: none"> <li>WCHS will further develop systems, processes and procedures to ensure integrated care that meets clients' needs.</li> </ul>	<ol style="list-style-type: none"> <li>Review and improve service coordination</li> <li>Review and improve the client records system</li> <li>Further integration of WCHS service systems with key external agencies</li> <li>Implement the CH clinical governance framework</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of four service coordination priority areas by end June 2009</li> <li>Implementation of Client Record review by June 2008</li> <li>Finalisation of partnership agreements with: EH, WDGP, Box Hill Institute, Monash University</li> <li>Full implementation by June 2009</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will continue to develop systems to identify and minimize risks associated with service provision.</li> </ul>	<ol style="list-style-type: none"> <li>Implement the clinical risk framework</li> <li>Staff development and training to include focus on risk (e.g. suicide prevention, chronic and complex care, outreach)</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing implementation and monitoring of clinical risk framework</li> <li>Staff development plan includes risk training in relevant areas</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will strengthen mechanisms to ensure effective evidence based practice.</li> </ul>	<ol style="list-style-type: none"> <li>Establish strategic relationships with relevant tertiary institutions</li> <li>Build organisational evidence based practice model</li> <li>Further provision of regular staff training on evidence based practice</li> <li>Targeted publication and presentation of service outcomes and evidence base</li> </ol>	<ol style="list-style-type: none"> <li>Partnership agreements established by June 2008</li> <li>Evidence based practice model implemented by June 2009</li> <li>10 training sessions provided</li> <li>10 total publications and presentations across all program areas</li> </ol>

Statement	Objectives	Strategies	Measurements
<b>Growing Partnerships</b>			
<p>Whitehorse Community Health Service is committed to growing partnerships across a broad spectrum of health, community and social services to ensure optimal client and community health outcomes.</p>	<ul style="list-style-type: none"> <li>WCHS will strengthen and grow existing partnerships.</li> </ul>	<ol style="list-style-type: none"> <li>Develop partnership models and governance structures that support the following partnerships.</li> <li>Prioritise strategic and operational partnerships with:               <ol style="list-style-type: none"> <li>Eastern Health</li> <li>Whitehorse Division of General Practice</li> <li>City of Whitehorse</li> <li>Box Hill Institute</li> <li>Inner East PCP</li> <li>Inner east sub-region Community Health Services</li> <li>Disability Services</li> <li>Neighbourhood Houses</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Positive feedback from partnership evaluations</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will identify priority population groups and service areas and develop new partnerships and services that support these.</li> </ul>	<ol style="list-style-type: none"> <li>In partnership with the local community and key agency stakeholders, and based on available data further identify population groups</li> <li>Develop innovative service responses to identified health needs</li> </ol>	<ol style="list-style-type: none"> <li>Further identification of priority population groups by the end of 2007</li> <li>Population health needs identified in updated Pop Health Survey by June 2009</li> <li>Two new service initiatives developed by June 2009</li> </ol>

Statement	Objectives	Strategies	Measurements
<b>Strengthening Community and Supporting Environment</b>			
<p>Whitehorse Community Health Service is committed to building strong, self-reliant and cohesive communities. WCHS will undertake community strengthening initiatives that enhance the social, economic and environmental assets in the community. Work with the community will be underpinned by the key guiding principles of equity, empowerment, social justice &amp; best practice.</p>	<ul style="list-style-type: none"> <li>WCHS will develop structures to actively engage with a diverse range of community members and groups within the Whitehorse community.</li> </ul>	<ol style="list-style-type: none"> <li>Finalise and implement the Community Participation Action Plan</li> <li>Active engagement with relevant agencies and networks (prioritising Chinese, Koori and recently arrived groups).</li> </ol>	<ol style="list-style-type: none"> <li>CP Action implemented by June 2008</li> <li>Partnership and other agreements established and sustained</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will focus on building social capital and community capacity to support improvements in health and the environment.</li> </ul>	<ol style="list-style-type: none"> <li>Implementation of 2006/09 Health Promotion Plan with an emphasis on social determinants of health</li> <li>Further staff development in community development</li> <li>Establish an environmental plan</li> </ol>	<ol style="list-style-type: none"> <li>HP Plan implemented and evaluated by June 2009</li> <li>Staff self reported increase in competency in community development by June 2009</li> <li>Plan developed by June 2008 which links to CofW environmental plan</li> </ol>
	<ul style="list-style-type: none"> <li>WCHS will undertake planning processes that identify and respond to the communities' health needs.</li> </ul>	<ol style="list-style-type: none"> <li>Strengthen service planning by utilising comprehensive data sources</li> <li>Further engagement re planning with our diverse community stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>All service and program initiatives have identified relevant data sources</li> <li>Community engagement in planning documented in service and program initiatives by the end of June 2008</li> </ol>

## **Section 4:**

### **Implementation & Monitoring**

The implementation of the WCHS 2007-2009 Strategic Plan has commenced through the linking of the strategic plan into our integrated program planning framework. The Strategic Plan is the guiding document for all WCHS plans and sets the broad direction through the vision and mission, and the areas of focus through the strategic priorities.

All WCHS plans include performance measures and targets to enable the tracking of progress against the strategies that have been set. Progress of the plans is reported through the appropriate fora, which includes the Board of Management, Board Sub-Committees and the Senior Management Team.

The WCHS Board is responsible for monitoring the implementation and progress of the Strategic Plan. Regular reports will be made by the CEO and responsible Managers to Board, against the measures and targets. In addition, there will be an annual review that will not only allow for an examination of progress, but will also provide an opportunity to ensure that the plan and priorities continue to reflect and address the health needs of the community.

Building Organisational Capacity  
Ensuring Quality  
Growing Partnerships  
Strengthening Community and Supporting Environment