

***Whitehorse
Community
Health Service
Inc***

**Strategic Directions
2004-07**



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1.1 Our Vision

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

1.2 Our Mission

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

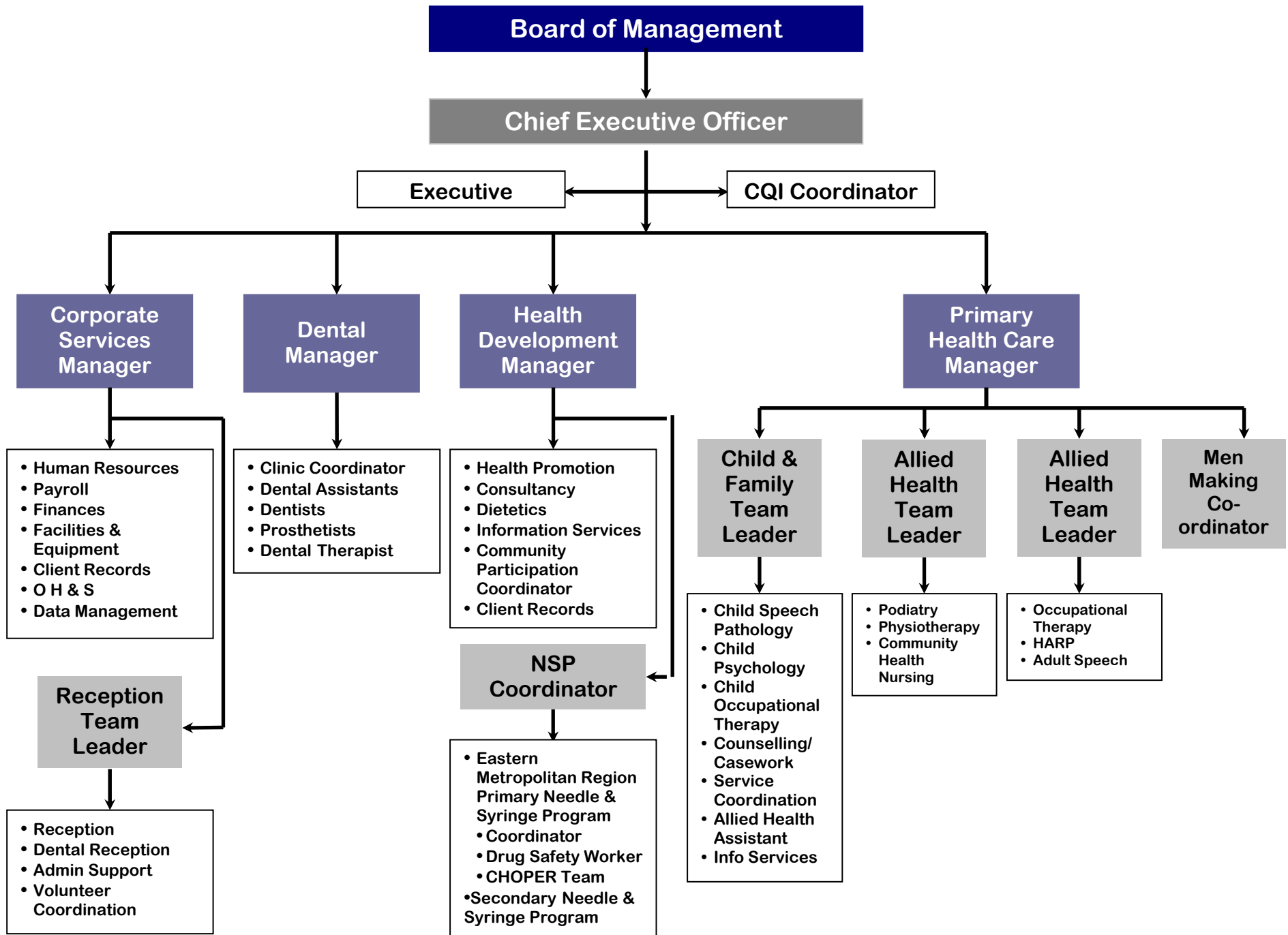
- *Responding to identified health needs; and*
- *Applying the principles of primary health and health promotion.*

1.3 Our Values

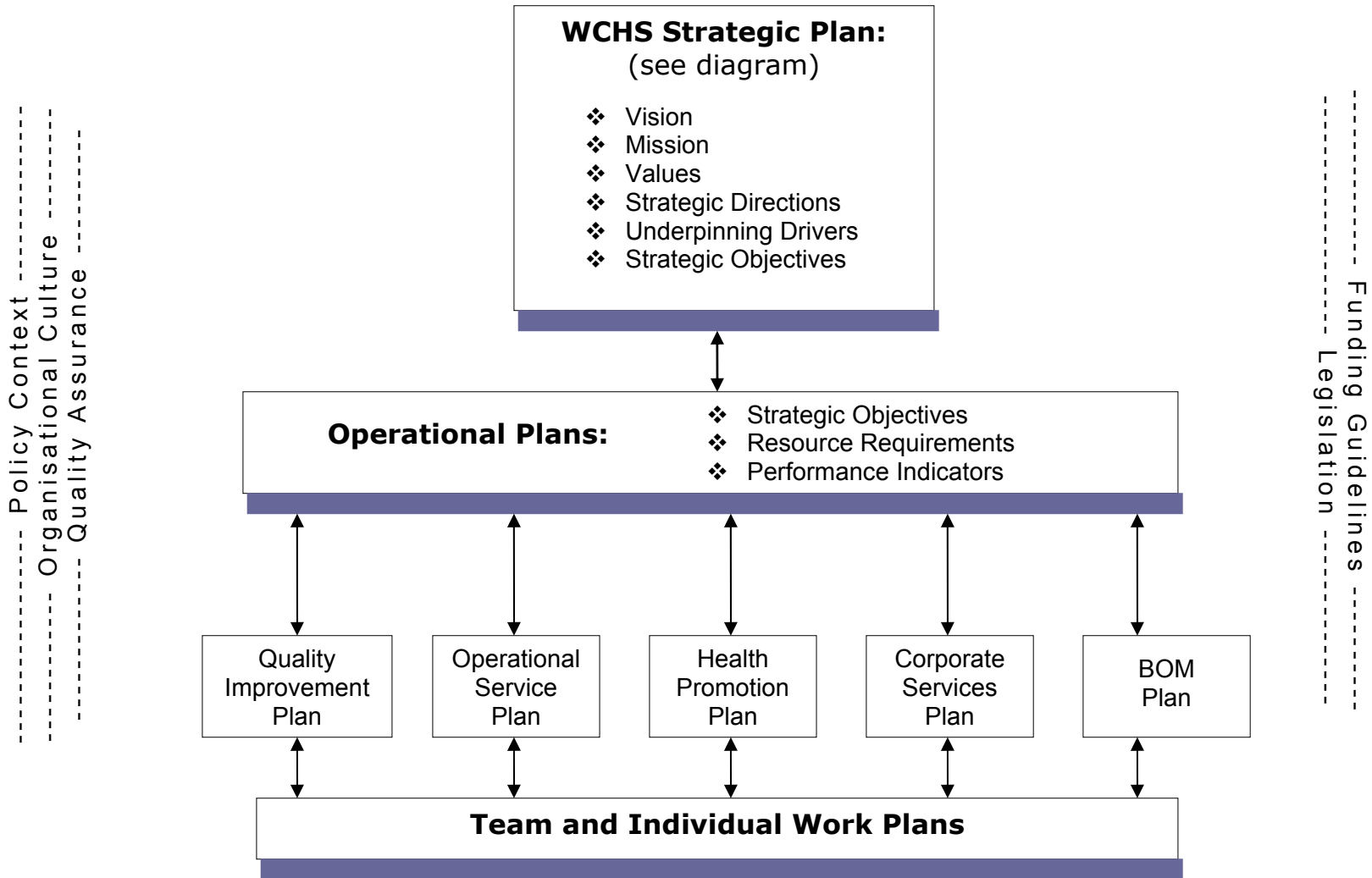
We value:

- Active client and community participation in service development and delivery
- Innovative, quality services that are client focused, responsive and outcome oriented
- Services that address issues of access and equity
- 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

1.4 Organisational Structure



1.5 Planning Framework



2.1 Policy and Service System Context

Relevant Policy and Strategic Position Papers for CH:

- Community Health Services Policy 2004 – Vision for CH, Principles of CH
- Primary Care Partnerships – Strategic Directions 2004 to 2006
- GPs in Community Health Strategy
- Strategy Hospital Admission Risk Program (HARP) Background Paper 2002

	CH Services Policy 2004	PCP Strategic Directions 2004 - 2006	GPs in CH Strategy	HARP Strategy Background Paper
Published By:	Primary & Community Health Branch – DHS	Primary & Community Health Branch – DHS	Primary & Community Health Branch – DHS	Emergency Demand Coordination Group – DHS
Intent	To provide a 10 year vision for CH.	Aimed at progressing the government's 'Growing Victoria Together' vision and guide PCP planning and strategy development.	Aimed at strengthening the determination, capacity and viability of CHSs, their GPs and private GPs to improve and increase the services they provide.	Provide practical information to assist in better understanding emergency demand focused preventative initiatives.
Content	4 Vision Statements Community Health Principles which are: <ul style="list-style-type: none"> • Access • Quality • Equity • Wellbeing • Capacity building • Continuity • Population based • Responsive • Community participation • Multidisciplinary response • Partnerships 	3 Strategic Directions: <ul style="list-style-type: none"> • PCPs will be used to inform & coordinate all initiatives that require partnership across primary health care services. • All DHS programs will implement service coordination and use of the state wide tools. • All DHS funded health promotion initiatives will use the integrated HP framework. 	3 Strategic Aims: <ul style="list-style-type: none"> • Improve access to general practice • Generate genuine service integration and coordination between GPs • Improve workforce capacity for CHS medical teams 	Describes purpose of HARP & includes: <ul style="list-style-type: none"> • To implement models of care that better manage emergency presentation and admissions to public hospitals through alternatives that involve the hospital and community. • To develop an effective interface between primary care the acute care services.

Other Influences for WCHS:

Hospital Admission Risk Program:

- Involvement in CHIRP and CR

Chronic Disease Self Management:

- Involvement in Good Life Club Transition
- Facilitating integrated practice of chronic disease self management approaches

Health Promotion Plan:

- Working at the social determinant level to reduce health inequality

2.2 Consultation Process

Add a paragraph on how staff and stakeholders contributed to the development of the strategic plan.

2.3 Underpinning Drivers

WCHS has adopted the Community Health Victoria, Vision Statements to underpin the strategic directions:

1. In cooperation with communities, consumers and carers, provide leadership in improving health outcomes and reducing health inequalities of local communities.
2. Provide high quality, affordable and timely health care services to people with the poorest health status and greatest economic and social need for services.
3. Deliver a comprehensive range of integrated primary health care services that promote health and prevent illness.
4. Strengthen partnerships (especially with hospitals, GPs, local govt.) that will ensure continuity of care to people with complex and chronic conditions and disabilities so that they can live independently in their own community.

3.1 Strategic Directions

Primary Health Care

WCHS will strive to achieve excellence in providing client focussed and accessible services, programs and health promotion strategies that are responsive to community needs.

Organisational Viability and Compliance

WCHS will strive to implement best practice in managing its physical and human resources and risks to achieve accountability, legislative compliance and a safe, efficient and sustainable service.

Health Equity

WCHS will strive to provide leadership across the local community, in the fair distribution of resources across the local community to improve the opportunities of population groups at risk of health inequality.

3.2 Strategic Aims

Under each strategic direction sit a number of strategic aims which form the basis of our operational plans.

Primary Health Care:

Chronic Disease Self Management

- Implement the Good Life Transition action plan.
- Build the capacity of service staff and systems to empower people with chronic conditions to self manage.
- Integrate self management approaches into multidisciplinary practice.

Service Coordination

- Achieve equitable access to services with a focus on disadvantaged groups.
- Provide a comprehensive approach to early identification.
- Improve IT systems that will provide for comprehensive management and monitoring of SC data.

Integrated Primary Health Care

- Achieve leading practice in delivering primary health care through strong integration of service delivery and health promotion.
- Strengthen relationships with acute services.
- Define our relationships with GPs.
- Achieve an integrated dental service.
- Capitalise on partnerships with co-located tenants.

Multidisciplinary Team Structure

- Achieve multidisciplinary care for clients with a focus on clients with chronic and complex conditions.

Evidence Based Services, Programs and Health Promotion Programs

- Develop and implement systems for best practice planning, monitoring and evaluation.

Organisational Viability and Compliance:

Occupational Health and Safety

- Ensure compliance with OH&S requirements
- Consolidate OH&S practices in partnership with co-located and other tenants

Health Promoting Workplace

- Implement a performance appraisal system
- Develop multi-disciplinary teams
- Review 'Health Needs Assessment Survey'

Risk Management

- Provide a coordinated systematic approach to risk management

Financial and Physical Resource Management

- Consolidation of capital
- Maintain PBI status
- Implement international accounting standards

Effective and Sustainable Management Structure

- Review and implement new management structure

Health Equity:

Population Health

- Achieve leading practice in needs identification and planning processes.
- Provide population based health promotion strategies.

Community Participation

- Achieve leading practice in achieving community participation.
- Provide web access for consumers, stakeholders, and the wider community.

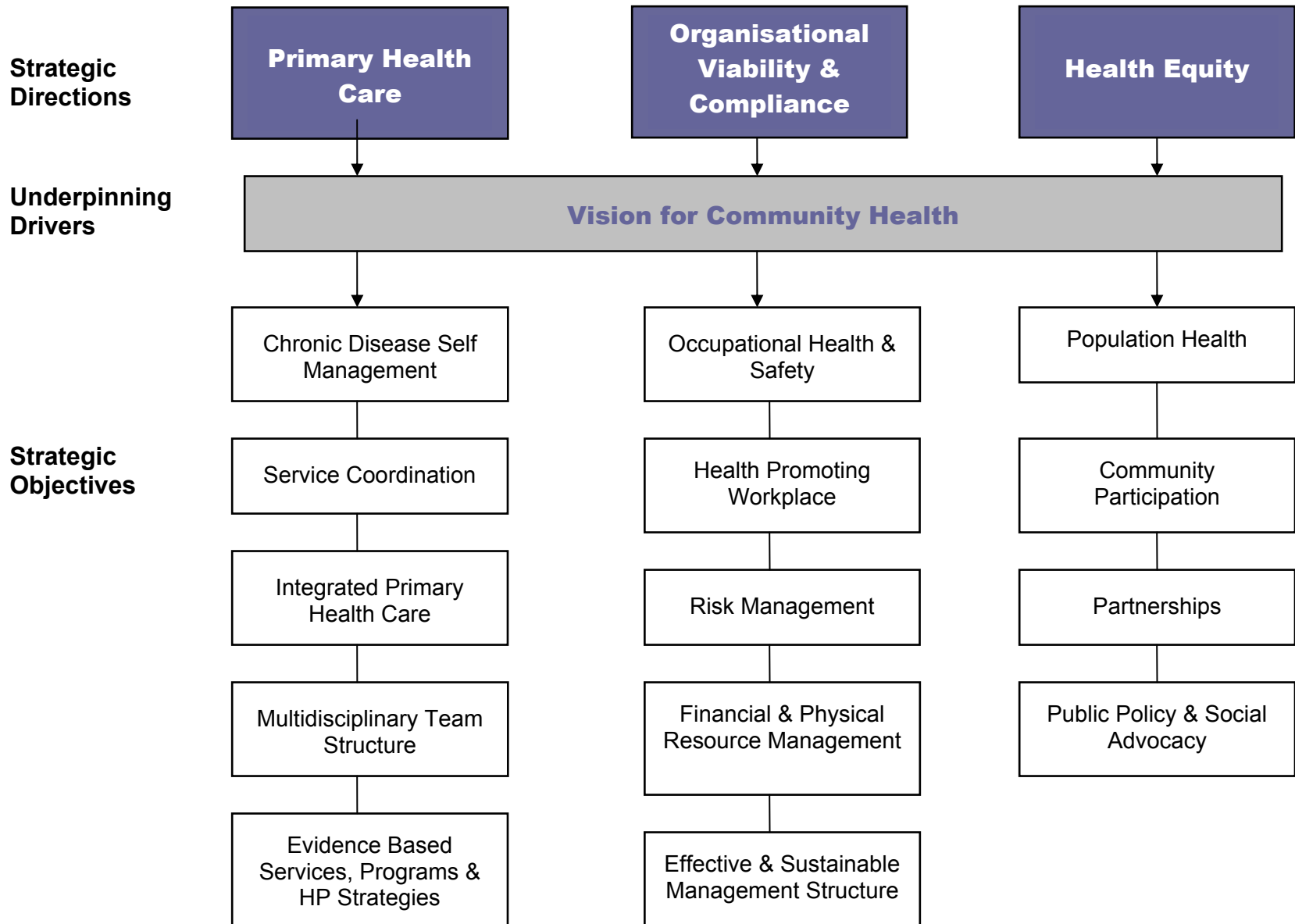
Partnerships

- Identify opportunities for partnerships that position WCHS strategically with the wider service system.
- Forge strategic relationships and collaborations across all sectors to address community needs.

Social Policy and Advocacy

- Strategically position WCHS to influence public policy that will address social determinants of health.
- Take a leading role in advocacy in response to identified need.

3.3 Pictorial Model



4.1 Implementation Plan

STRATEGIC DIRECTION Primary Health Care AIM: WCHS will strive to provide client focussed and accessible services, programs and health promotion strategies that are responsive to community needs.		
Goals	Objectives	Key Responsibility
Chronic Disease Self Management WCHS aims to empower individuals to take control of their health & wellbeing by providing a multi disciplinary response that supports self management approaches.	<ol style="list-style-type: none"> 1. Establish a shared understanding of CDSM (theory, approaches, etc) amongst all staff. 2. Engage in the Good Life Club Transition and submit an action plan. 3. Build CDSM into current service and program delivery by looking at a systems approach. 4. Integrate multidisciplinary approaches to working. 	Primary Health Care Manager – Allied Health
Service Coordination WCHS aims to build a cohesive team of SC, Reception and Info able to ensure access to those in greatest need of care across the continuum.	<ol style="list-style-type: none"> 1. Fully implement service coordination across the organisation. 2. Develop and document streamlined systems for initial contact. 3. Develop IT tracking system. 4. Evaluate service coordination system and benefits for clients. 5. Establish a SC networking role to maintain links with major referring agencies. 6. Determine referral pathways between the Early Childhood Oral Health Program, the Youth Dental Program and the School Dental Service. 	Primary Health Care Manager – Allied Health Dental Manager
Integrated Primary Health Care WCHS aims to participate as equal partners in the development of the interface between CH and GPs and the acute care sector to ensure continuity of care for people across the service system.	<ol style="list-style-type: none"> 1. Target preventative care as a priority for a percentage of service delivery. 2. Make organisational planning decisions based on identified community need. 3. Participate in HARP decision making processes at a range of levels and with both the acute and primary care sectors. 4. Continue to strengthen relationships with community agencies in the eastern region to work collaboratively in: 	Primary Health Care Managers – Allied Health, Counselling & Paediatrics & Health Development Manager

	<ul style="list-style-type: none"> • Shaping the HARP – Community Response Program • Developing Chronic Disease Self Management Programs • Planning and implementing integrated health promotion <ol style="list-style-type: none"> 5. Strengthen partnerships with GPs. 6. Embed structured and consistent care planning procedures at agency and multi-agency levels. 7. Better integrate the School Dental Service within the WCHS dental clinic by the development of a co-location agreement that that allows greater sharing of resources. 	
<p><i>Multidisciplinary Team Structure</i></p> <p>WCHS aims to empower individuals to take control of their health & wellbeing by providing a multi disciplinary response that supports self management approaches.</p>	<ol style="list-style-type: none"> 1. Establish a shared understanding of the multidisciplinary approaches to be used at WCHS. 2. Provide clients with integrated, holistic and multi-dimensional care appropriate to their needs. 3. Develop structures to support MD work. 4. Determine the client group that would benefit from multidisciplinary care. 5. Develop a multidisciplinary approach to be used with outside agencies where appropriate. 6. Provide an integrated model for dental service provision including health promotion delivered by a multi-disciplinary team of dentists, dental therapists, dental prosthetists and undergraduate and postgraduate dental students. 	<p>Primary Health Care Managers – Allied Health, Counselling & Paediatrics &</p> <p>Health Development Manager</p> <p>Dental Manager</p>
<p><i>Evidenced Based Services, Programs & Health Promotion Strategies</i></p> <p>WCHS aims to provide an appropriate mix of evidence based services, programs and health promotion strategies that are responsive to the needs of individuals and</p>	<ol style="list-style-type: none"> 1. Ensure that each discipline and/or team provides a mix of individual services and group programs that are evidence based and linked to identified health problems. 2. Ensure that all new service and HP programs are planned using QIPPs. 3. Ensure all service and HP programs are routinely evaluated and that findings are used to modify and improve activities as part of quality improvement. 	<p>Primary Health Care Managers – Allied Health, Counselling & Paediatrics &</p> <p>Health Development Manager</p> <p>Dental Manager</p>

local communities.	<ol style="list-style-type: none"> 4. Form informal partnerships with other agencies to collaboratively address the health needs of clients. 5. Ensure continued evaluation of service mix for the dental program through review of Dental Care Profiles as provided by Dental Health Service Victoria (DHSV) and individual clinician's Operator Service Profiles 	
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STRATEGIC DIRECTION <i>Organisational Viability and Compliance</i> AIM: WCHS strives to manage its physical and human resources and risks to achieve accountability, legislative compliance and a safe, efficient and sustainable service.		
Goals	Objectives	Key Responsibility
<i>Occupational Health and Safety</i>	<ol style="list-style-type: none"> 1. Ensuring compliance with OH&S requirements 2. Consolidating OH&S practices within new building including co-located and other tenants 	OH&S Committee OH&S Coordinator Management Team
<i>Health Promoting Workplace</i> WCHS aims to build a cohesive team of SC, Reception and Info able to ensure access to those in greatest need of care across the continuum.	<ol style="list-style-type: none"> 1. Implementing a performance appraisal system 2. Development of multi-disciplinary teams 3. Review Health Needs Assessment survey 	Management Team
<i>Risk Management</i>	<ol style="list-style-type: none"> 1. Provide a coordinated systematic approach to risk management; 2. Adopt a preventative risk management approach; 3. Reduce the number or severity of risks the organisation is exposed to; 4. Develop and implement a system to monitor and evaluate the effectiveness of the risk management program. 	Audit Committee Management Team

	5. Develop and implement a Clinical Risk framework for the dental program that may later be applied to other clinical services within WCHS.	
<i>Financial and Physical Resource Management</i>	<ol style="list-style-type: none"> 1. Consolidation of capital 2. PBI status 3. International accounting standards 	CEO & Corporate Services Manager
<i>Effective & Sustainable Management Structure</i>	<ol style="list-style-type: none"> 1. Review and implement new management structure 	Board of Management & CEO

STRATEGIC DIRECTION Health Equity AIM: WCHS strives to provide leadership in the fair distribution of resources across the local community to improve the opportunities of population groups at risk of health inequality.		
Goals	Objectives	Key Responsibility
<p><i>Population Health</i></p> <p>Working in partnership to develop a comprehensive understanding of the Whitehorse community to plan for effective and responsive services & health promotion targeted toward populations with the greatest need to achieve equity and reduce health inequality.</p> <p>This means:</p> <ul style="list-style-type: none"> • Having a well developed understanding of the Whitehorse population's health & well being needs. • Utilising the WPHS to plan for services, programs and health promotion. 	<ol style="list-style-type: none"> 1. Identify 'best practice' ways of planning and using population based information and approaches. 2. 'Time Capsule' – identify our own assumptions about needs and experiences of health in Whitehorse at present, then look at these assumptions in a years time. 3. Develop internal planning structures and processes to develop responsive services and programs:- <ul style="list-style-type: none"> • Team focus/structures • Well developed understanding of the population health focus 4. Link WPHS with community participation:- <ul style="list-style-type: none"> • Provide participants with the survey outcomes; • Inform general community about the outcomes; • Promote WCHS planning process and call for community participation (media) 5. Identify key stakeholders to develop 	<p>Health Development Manager</p>

	collaborative planning and service responses.	
<p><i>Community Participation</i></p> <p>WCHS aims to empower consumers & the community to be actively involved in decision making at WCHS and in the planning and evaluation of services & programs.</p>	<ol style="list-style-type: none"> 1. Foster an organisational environment that encourages sustains and continuously improves community participation. 2. Facilitate active community participation to enable consumers and community representatives to engage in the planning, development and evaluation of services and programs at WCHS. 3. Understanding the needs of the community by the contribution of consumers and community representatives. 4. Set a best practice example of CP in Community Health. 	<p>Primary Health Care Manager – Allied Health</p>
<p><i>Partnerships</i></p>	<ol style="list-style-type: none"> 1. Fully participate in the Boroondara/Central East PCP. 2. Consolidate and develop a range of other partnerships to ensure continuity of care for target client population. 	<p>Management Team</p>
<p><i>Public Policy & Social Advocacy</i></p>	<ol style="list-style-type: none"> 1. WCHS contributes to relevant public policy debates and developments. 2. Develop local media strategy that focuses on key social issues. 	<p>Management Team</p>

4.2 Monitoring and Reporting Framework

The Board of Management will establish an ongoing monitoring and reporting framework that includes regular reports from relevant sub-committees, working groups and the Management Team on progress against goals and objectives.