



Gippsland Lakes Community Health  
Strategic Plan 2012 – 2017



## Overview



Gippsland Lakes Community Health Limited (GLCH) is a major health and community support provider in East Gippsland. We manage four service sites located in Lakes Entrance, Bairnsdale, Metung and Bruthen and provide outreach services throughout East Gippsland.

The Board of Directors of GLCH, together with staff and management, has developed this Strategic Plan for the next five years . 2012 to 2017 . in the context of the health and socio-economic status of the sub-region and a clear understanding of the importance of the health and support services that are provided to the various communities in East Gippsland.

A recent Department of Health publication<sup>1</sup> identified that, compared to Victorian averages, the people of Gippsland and East Gippsland experience lower health and socio-economic status; it is our challenge and commitment to address these gaps and enhance the well being of our communities.

For the past 37 years the board and staff have worked to improve the quality and range of services by; developing programs that target population health issues, providing nursing and medical care and allied health therapies, promoting healthy lifestyles, providing support to families experiencing difficulties, protecting children, acknowledging the difficulties experienced by the aboriginal population and supporting those who are ageing or have a disability.

The GLCH Strategic Plan 2012 - 2017 continues and strengthens these directions.

GLCH values and promotes excellence of service and the achievement of integrated service provision. The organisation has a budget of over 18 million dollars, over 300 staff and 650 volunteers delivering an extensive range of health and welfare services across the region.

Services are divided into business units with a strong multi-disciplinary approach:

- Aged Care Services
- Clinical and Nursing Services

A handwritten signature in black ink, appearing to read 'Joanne Booth'.

Joanne Booth

A handwritten signature in black ink, appearing to read 'Sue Medson'.

Sue Medson

1. Department of Health: Gippsland Region Health Status Summary Profile (2010)



## Our Mission

# Developing and delivering quality health and wellbeing services to the people of East Gippsland

In achieving our mission we will:

- Prioritise the delivery of programs and services to those people in our communities with the greatest needs
- Serve and respond to the diverse needs of our communities, according to our scope of professional practice
- Work with other community service agencies to ensure integrated and coordinated services
- Develop and maintain a reputation as an influential, action orientated, innovative and value based organisation
- Be an employer of choice and a community services agency of choice
- Ensure resources meet existing and emerging needs

## Values

- **Equity:** provide equity of access to all community members
- **Quality:** aim for excellence in everything we do
- **Integrity:** treat all people in an ethical manner
- **Respect:** treat all people with dignity
- **Collaboration:** work in partnership with other service providers and our communities to achieve positive outcomes
- **Compassion:** treat all people with compassion

## Key Result Areas

- Delivering quality services
- Aligning organisational capacity to support mission
- Maintaining a supportive culture that embeds mission and values
- Identifying and responding in a collaborative manner to community needs

Your health, our commitment

# Integrated Planning Model



## Planning Influences

Health Needs of Community • Government Policies • Evidence Based Research • Funding Requirements • Quality Improvement Framework



## Other Planning Documents

- Annual Budget
- Risk Management Plans
- Service Agreements and Contracts
- Quality Work Plan (QWP 3 Years Plan)
- Strategic Finance Plan
- Integrated Health Promotion
- Information Technology Information Management (ITIM) 3 Year Plan

# Victorian Health Priorities Framework

[VHPF 2012-2022]



  
gippsland lakes  
community health

Numbers corresponding to the 7 priorities will be assigned to Key Result Areas and Goals of Strategic Plan

# Our performance against the strategic plan will be assessed against the following key performance indicators...

Delivering quality services	Evidence based planning for service and program development and delivery	<ul style="list-style-type: none"> <li>&gt; All new program planning identifies relevant evidence</li> <li>&gt; Existing programs are reviewed annually from the date of implementation and related to the evidence to justify continuation</li> </ul>
	Consumer engagement embedded in practice	<ul style="list-style-type: none"> <li>&gt; Regular reporting every six months of consumer feedback to Audit and Risk Committee and plans to follow-up and / or remedy articulated and implemented</li> <li>&gt; Consumer and community engagement strategy developed and implemented by June 2013</li> <li>&gt; Consumer feedback/input as available referenced in service development plans from June 2013</li> </ul>
	Accreditation in all service areas	<ul style="list-style-type: none"> <li>&gt; Quality Work Plans and all accreditation processes are reported to the Audit and Risk Committee quarterly</li> <li>&gt; All necessary accreditations achieved in full as and when due.</li> </ul>
	Improved profile of GLCH in Health Promotion and Prevention	<ul style="list-style-type: none"> <li>&gt; Meetings every six months with Department of Health and meetings with East Gippsland Primary Care Partnership report improved engagement and outcomes from GLCH health promotion activity</li> </ul>
	Promotion of GLCH services throughout community	<ul style="list-style-type: none"> <li>&gt; Development and implementation of a marketing / communications plan that raises the profile of GLCH and the services it provides</li> <li>&gt; Plan developed by December 2012 and implemented by June 2013</li> </ul>
Aligning organisational capacity to support mission	Embracing a risk management and clinical governance culture	<ul style="list-style-type: none"> <li>&gt; Full implementation of RiskMan by December 2012</li> <li>&gt; Formation of Senior Staff Clinical Advisory Committee with agreed Terms of reference by June 2012</li> <li>&gt; Risk register is an item on Audit &amp; Risk Committee agenda every quarter</li> <li>&gt; Staff routinely reporting incidents and contributing to classification and reduction of risk. Regular written feedback to staff every six months.</li> <li>&gt; All directors provided with reports in formats and timelines that enable good governance</li> <li>&gt; GLCH Constitution reviewed and enhancements presented to the membership for endorsement</li> </ul>
	Increase in membership of GLCH to draw on strong community base	<ul style="list-style-type: none"> <li>&gt; Six monthly reports to Board of membership numbers and strategies to increase membership</li> <li>&gt; Board positions able to be filled from nominations from membership</li> </ul>
	Financial diversity and new funding streams	<ul style="list-style-type: none"> <li>&gt; New funding streams identified in annual income</li> </ul>
Maintaining a supportive culture that embeds mission and value	Development of leadership across the organisation	<ul style="list-style-type: none"> <li>&gt; Evidence of leadership training in identified staff groups</li> <li>&gt; Identification of leadership program by December 2012. Implementation by June 2013</li> <li>&gt; Evidence of governance training for Board members and independent committee members</li> <li>&gt; Identification of a governance program by December 2012 Implementation by June 2013</li> </ul>
	Development of a skilled and motivated workforce	<ul style="list-style-type: none"> <li>&gt; Human Resources report demonstrates that vacancies for skilled staff are being filled in a timely manner in comparison to previous years</li> <li>&gt; 90% of staff accessing scholarship fund complete the qualification</li> <li>&gt; Performance Review and Professional Development Plans conducted annually with 100% of staff</li> <li>&gt; Staff survey results demonstrate that staff are motivated by the work that they do</li> </ul>
Identifying and responding in a collaborative manner to community needs	Active partnerships in service planning, delivery and workforce	<ul style="list-style-type: none"> <li>&gt; Partnership agreements formalised and plans outlined to Board by June 2013</li> <li>&gt; Programs established and evaluated annually from date of establishment</li> </ul>
	Development of research capacity	<ul style="list-style-type: none"> <li>&gt; Report research relationships to the Board</li> <li>&gt; Develop and implement at least one research proposal that will assist with understanding of community needs within the life of the Strategic Plan</li> </ul>



## KRA 1. Delivering quality services

Goal: To evaluate and continuously improve existing services and develop new services that respond to community needs

1.

### **Develop and define an evaluation framework to be included in service planning**

- > Develop an evaluation framework to assess the viability of services and programs.
- > Ensure service planning includes evaluation framework
- > Develop and include Key Performance Indicators and benchmarks for services in service planning and reporting
- > Create ongoing systems in regular practice that captures necessary accreditation reporting requirement as it is delivered

2.

### **Engage with community to better understand needs and tailor services in response**

- > Continue to invest in staff training in Certificate of Consumer Engagement
- > Develop a Consumer Engagement Strategy that provides a vehicle for whole of agency approach to surveying clients, client advisory groups and focus groups
- > Ensure Unit adaptation of Consumer Engagement Strategy
- > Develop a "*customer service approach*" that reflects consistent quality evident from the front counter to follow-up services

3.

### **Further develop Continuous Quality Improvement through systems that add value to client outcomes**

- > Achieve quality accreditation across all areas of service delivery and governance
- > Apply a Plan Do Study Act (PDSA) approach to relevant activities that add value to the client journey
- > Map and document procedures and manuals for services
- > Determine appropriate reporting/review dates for all quality work plan activities
- > Apply central information and journal repository systems through GLORIA
- > Establish frameworks that facilitate communication between GLCH and stakeholder groups including staff, Board, management, community, external service providers, funding bodies etc
- > Review and further develop risk management processes and provide education to staff to develop a robust, no-blame culture of risk management
- > Implement RiskMan incident reporting and client feedback tool



**4.**

#### **Develop GLCH as a health promoting organisation**

- > Increase leadership in Health Promotion with expertise in social marketing, social enterprise, and community prevention theory
- > Exploit role of GLCH in leading community and population thinking on wellness and illness prevention
- > Ensure active involvement in EGSC Municipal Public Health and Wellbeing Plan
- > Develop understanding of community prevention model throughout the organisation
- > Continue active participation in the East Gippsland Health Promotion Catchment Plan and capture all health promotion and health promoting activities in annual report to catchment plan
- > Expand Health Promotion in catchment to include Gippsland Lakes sub-region in consultation with Department of Health



**5.**

#### **Develop and apply awareness of state and national priorities that apply to service delivery across all staff**

- > State and national priorities incorporated in service planning and delivery on an ongoing basis
- > Increase responsiveness to funding through discussion at executive and senior management level
- > Leverage policy directions to benefit service delivery
- > Raise awareness of priorities through Strategic Plan discussion in staff meetings, organisational and unit planning
- > Communicate at all levels to strategically influence planning, fund seeking and align directions organisation wide



**6.**

#### **Promote models of care, including access to care and discharge planning that improves continuity of care in referred clients**

- > Monitor client feedback on issues of accessing care and act on issues that arise
- > Complete review and development of GLCH Model of Care and ensure roll out to all staff
- > Ensure care is coordinated across all GLCH Units with Executive Managers responsible for internal referrals process
- > Continue the BRHS/GLCH Executive Managers Forum to ensure coordination between GLCH and acute care
- > Continue to work closely with a range of organisations such as Child Protection, police, education, housing, mental health to ensure continuity of support for FYCS clients



**7.**

#### **Market available services and promote GLCH as an award winning organisation throughout the service area**

- > Develop a marketing plan that includes a range of methods, media
- > Review current publications, brochures etc. for content and distribution
- > Pursue further awards for service provision



## KRA 2. Aligning organisational capacity to support mission

Goal: To strengthen the capacity of the organisation to deliver effective community based services and programs through excellence in governance and management

**1.**

### **Invest in buildings and facilities that allow the development of services that respond to community needs**

- > Assessment of facilities needed to support planned programs and provide services
- > Leverage service partnerships to increase capacity to provide services
- > Develop and implement a Capital Master Plan for main GLCH centres

**2.**

### **Invest in workplace development and planning**

- > Plan and deliver professional development across organisation to improve professionalism and qualifications of workforce
- > Develop human resource knowledge and capacity to improve recruitment outcomes
- > Develop staff survey and follow-up in related activity to improve staff retention and identify training possibilities

**3.**

### **Improve capture of client information data that enhances decision making**

- > Plan alternative systems to SWITCH to act as client registration data base
- > Investigate and implement, as appropriate, the integration of program data systems to improve cross recording and consistency of data of information as part of GLCH Model of Care

**4.**

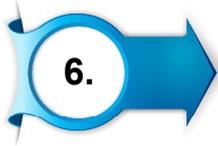
### **Develop appropriate systems to improve efficiency in use and sharing of resources to better respond to community need**

- > Apply a central register and usage system to all equipment, staffing, IT infrastructure capacity, funding opportunities and vehicles
- > Create a register for funding and continually communicate opportunities across a broad sector of funding opportunity
- > Collect and analyse resource usage data to establish baseline need for service provision and improve quality.
- > Review organisational structure to ensure that it is able to support strategic mission



### **Increase funding streams and financial diversity**

- > Develop a Strategic Financial Plan considering ensuring recurrent funding, accumulation and use of reserves, increase of recurrent funding, fundraising, bequests and structure of funding streams.
- > Develop a business arm that can include the assistance of small agencies with corporate support as a Social Enterprise
- > Engage training for Executive Managers and support staff in Social Enterprise.



### **Develop a process and structure that supports proactive fund-seeking to action identified service and resource needs**

- > Develop a process and structure to achieve organisation wide responses to submissions, program/project development, health promotion, central storage options for data, information, policy i.e. Gloria



### **Review governance frameworks and board reporting formats to ensure effective and efficient governance practice.**

- > Refine the Annual reporting schedule and define the reports required for reporting, briefing, analysis and decision making
- > Review existing Company Constitution and identify opportunities for enhancement for consideration by members





## Maintaining a supportive organisational culture that embeds mission and values

Goal: To promote mission and values within GLCH and invest in leadership throughout the organisation

1.

### Promote and develop leadership to achieve mission

- > Invest in staff development and promote leadership within the organisation
- > Continue to develop the skills and capacity of the Board and recruitment of future directors
- > Invest in leadership at all levels throughout the organisation - Board, management, and staff and empower all levels to contribute to placing GLCH as a leader in health and support services

2.

### Continue to promote and develop structures that assist all staff to improve training and further qualifications to provide services

- > Enact Annual Performance Reviews and Professional Development process for all staff
- > Continue to offer scholarships for staff development, including targeting areas of strategic learning opportunities that will assist GLCH to achieve its mission

3.

### Embedding mission and values in policy, procedures, recruitment and application of practice

- > Roll out cultural awareness training for all staff and Board, which encompasses knowledge building on aboriginal culture and diversity in other client groups
- > Enact collaborative, consultative, inclusive decision making with staff, management and clients and invest in supporting tools and practice to ensure consistent quality outcome
- > Apply GLCH organisational values in decision making around recruitment, retention and development of staff.

## KRA 4.

# Identifying and responding in a collaborative manner to community needs

Goal: To develop collaborative strategies to support the provision of quality services and make best use of partnerships and alliances



**1.**

### **Promote profile of GLCH externally with the community, with funding bodies and with other health and welfare services**

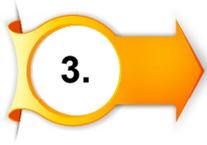
Undertake branding and apply marketing for external use through:

- > Develop community profile based communication plans
- > Produce media plans and systems that utilise all media formats
- > Application and engagement of marketing related technology e.g. Google/search engines
- > Use marketing GLCH and other local activities/forums/events to actively increase participation in GLCH
- > Develop effective research relationships and collaborations that strategically value add to GLCH strategic profile
- > Maintain a strong profile in local, regional and statewide forums

**2.**

### **Ensure profile, service provision and capacity to develop services at GLCH is understood by all staff to increase responsiveness to community need**

- > Further promote organisation wide use of GLORIA and related system capability and use
- > Develop GLORIA search capacity (i.e. key words) to improve organisation wide understanding of services provided throughout GLCH
- > Make best use of forums, team events and meetings when staff are together to promote current services and links
- > Review organisational structures, communications, agendas (Senior Staff, All staff, site and role specific workgroups etc.) to ensure roll out of information
- > Increase number of formal induction sessions per year to quarterly.
- > Continue to develop formal group induction program, including refresher inductions for all staff and new induction content and practice where an identified need arises



**3.**

### **Review strategic alliances and partnerships with the aim of ensuring strategic value to GLCH and the community**

- > Review existing collaborative service provision using a sound set of rationale that maps to GLCH purpose, strategic plan and profile.
- > Consider new partnerships that allow service provision to whole of East Gippsland and grow GLCH strategic goals
- > Document guidelines for auspicing other organisations or programs for consortia based on clear rationale
- > Include health reform developments such as Medicare Locals, Aged Gateways, Community Prevention model in consideration for alliances.



**4.**

### **Actively pursue relationships with education, research and peak body organisations**

- > Develop relationships with tertiary, research and peak body organisations to assist with workforce planning
- > Actively seek out and participate in strategically aligned activity with peak body, research and education institutions
- > Maintain active contact with the regional Clinical Placement Network to continue to offer student placement as a means of contributing to the sector and encourage rural recruitment
- > Maintain active contact with Advance TAFE to promote and provide student placement in East Gippsland locations.



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