



Lorne Community
Hospital

ASPIRE

ACHIEVE

INNOVATE

STRATEGIC PLAN 2016-2020

Profile

Lorne Community Hospital provides a high quality integrated health service for the diverse communities of Lorne, Deans Marsh, Aireys Inlet and Wye River.

It was established over 50 years ago through community fundraising and support and continues to be a highly valued service to the community.

A fully redeveloped building was commissioned in 2006 providing for 20 residential aged care beds, 4 overnight acute beds and a 4 bay urgent care centre. The urgent care centre is fully equipped with resuscitation area and X-ray facilities.

The community care team coordinates a busy program of comprehensive home support to the wider community, enabling clients to stay well in their homes for as long as they are able.

The Medical practice was acquired by the Health service in July 2015 and provides a comprehensive range of primary care support.

A transformation of the model of care in 2012 saw a focus on integration, ensuring clients were at the centre of well-coordinated care with the goal to optimise their health.

The organisation has experienced significant change in recent years which has created a fertile climate to foster innovation and create a nimble, responsive environment. With a committed and focussed Board and Executive it is well positioned to look positively and proactively to the future.





Planning

The Strategic plan 2016-20 outlines the Vision, strategic intentions and objectives and draws on wider system wide priorities that are driven by key challenges such as;

Addressing inequities and disparities in health outcomes

Responding to the changing needs and expectations of consumers

Intervening early to maintain wellness and prevent ill health

Addressing the needs of older people and those with chronic diseases

Working to constrain cost and optimise sustainability, efficiency and innovation

Embracing technology as an enabler for health care

Delivering environmentally sustainable healthcare; and

Cultivating excellence in workforce development to provide person-centred healthcare

Taking a futures thinking strategic approach to planning, the Board of Management and senior staff assessed the external environment focusing on demographic and population health trend data for the catchment, community consultation findings, Department of Health and Human services priorities and data relating to workforce, technology impacts and future care models. The approach provided for long term visioning of 10+ years to then back-cast in order to firm up the 10 year strategic intentions.

Link to business planning

Linking the strategic plan to a business planning process provides a mechanism for taking action to address strategic issues over time.

System wide goals and health service strategic plans come together formally in the Statement of priorities and annual business plan.

The Statement of priorities and annual business plan cascades through the organisation via the Department operational plans and individual performance plans.

Vision

Everyday throughout the entire Hospital and beyond we are living out our vision, mission and values.

Vision, Mission and Values

VISION

To enhance the health and wellbeing of our community by increasing the diversity and flexibility of services, and building alliances within our region.

MISSION

To provide high quality care through the provision of a range of viable and integrated health, aged and community care services.

VALUES

Integrity

- We strongly adhere to moral and ethical principals
- We act with sound moral character and honesty
- We earn trust through professional behaviour
- We are loyal to colleagues and the organisation

Respect

- We value the qualities, beliefs and abilities of individuals
- We have empathy and compassion
- We encourage, support and nourish self esteem
- We positively assist learning and development


Accountability

- We are responsible for quality of care, services and teamwork.
- We transparently report and explain
- We are answerable for the consequences resulting from our actions.

Direction

Vision: Great care for our community

This means that, in ten years, we have a community where:

1. Everyone takes responsibility for their health
 2. Unnecessary use of health services is eliminated
 3. Travelling for health care is the exception
- 

Strategic Priority 1

Providing great healthcare

Strategic direction:

To provide locally accessible, whole of life health care

Goals

- Grow & develop innovative services across communities
- Deliver person-centred models of care that improve health outcomes
- Develop flexible and innovative workforce models to attract and retain staff
- Provide a progressive and educational environment
- Enhance community development and wellness focus
- Meet or exceed all required standards of service and care

High level actions

Initial

- Aged care: map demand projections by location over 20 years
- Aged care: develop transitional accommodation model for when support needs increase
- Expand LCH community service to offer full suite of in-home care
- Develop flexible, multi-service employment models (inc volunteers)
- Further develop advance care planning
- Form alliances for delivery of urgent care
- Expand mental health service offer via partnerships
- Develop Lorne-specific implementation of person centred medical home
- Develop wellbeing products attractive to both residents and visitors
- Develop recruitment and attraction strategies (eg: youth traineeships, retention plans, housing)
- Grow community development workforce resources
- Develop 'joined up' community-engaged child and youth model (0-25)
- Expand the organisation footprint across the catchment

Subsequent

Strategic Priority 2

Innovation & technology

Strategic direction:

To be a technologically enabled community and health service

Goals

Ensure optimal use of technology in business operations

Innovation drives or thinking and approach.

Support the workforce to increase technology capability

Partner with community in enhancing use of technology such as telehealth. Use technology to impact health outcomes.

High level actions

Initial

Continue involvement with SWARH & utilise membership fully

Telehealth: Regional partnering through BSW telehealth committee and beyond

Linking and collaborating with practitioners from outside catchment willing to provide tele-medicine service

Investigate virtual employment models within specific service areas: Telstra health

Map, recruit and up skill to required technology capabilities

Explore monitoring of clients through the use of remote devices

Increase community uptake of health-tech enabled solutions through

marketing & communications.

Subsequent

Strategic Priority 3

Achieving business sustainability

Strategic direction:

To take a strategic approach to financial and asset management that provides performance and sustainability targets

Goals

- Enhance the business model to ensure sustainability
- Support innovative opportunities to increase funding base & maximise efficiency
- Utilise a strategic capital plan to address priorities i.e. staff housing
- Enhance environmental sustainability

High level actions

Initial

- Aged care: ensure financial sustainability is optimised through pricing review & financial analysis
- Aged care: develop future business cases for aged care growth
- Aged care: refurbish existing facility
- Aged care: source capital funding for development
- Technology: investigate investment models for ICT projects
- Land banking in strategic locations
- Develop a staff housing strategy

Strategic Priority 4

Partnering with our community

Strategic direction:

The organisation is highly visible, well connected and is well supported and integral to our community

Goals

Partner with other organisations to provide a comprehensive integrated range of services

Support the increase of regional collaboration

Ensure there is a high visibility, strong connection and excellent communication with our community.

High level actions

Initial

Expand fundraising

Increase regional collaboration

Bold advocacy to DHHS

Participate in regional pilots

Review organisations branding and name.

Partner with Shire and others in community leadership on health and wellbeing

Develop unique value proposition and brand and broaden market awareness

Develop profile as preferred supplier with consumer-directed funders e.g. aged care

Subsequent



Lorne Community
Hospital

Albert Street,
Lorne Victoria 3232

Phone: 03 5289 4300

Fax: 03 5289 2313

www.lornecommunityhospital.com.au

0

Fax: