

BAIRNSDALE REGIONAL HEALTH SERVICE  
GROWING STRONGER TOGETHER

**STRATEGIC PLAN**  
**2022-2026**

*Your Health,*  
**Our Priority**



## Acknowledgement

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Bairnsdale Regional Health Service acknowledges the Gunaikurnai people as the traditional owners of the land on which the health service is located. We recognise and respect their cultural heritage, beliefs and relationship with the lands. We pay our respects to their elders both past and present and thank them for their contribution to the health service.



## Contents

1	Message from the Board Chair	3
2	Our role	5
3	Our challenges	6
4	Our community	7
5	The Quadruple Aim of effective healthcare	8
6	Our mission	9
7	Our purpose	9
8	Our principles of care	9
9	Our focus 2022-2026	10
10	Our priorities and actions	10
11	Our goals	12
12	Our plan for successful implementation	13



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**Our Priority***

## Message from the Board Chair

*I am pleased to present the Bairnsdale Regional Health Service, Growing Stronger Together, Strategic Plan 2022-2026.*

This strategic plan captures the feedback and input of over 1,500 individuals including our staff, partners and our communities, and incorporates the things that you've told us matter to you. I am grateful for the enthusiastic and thoughtful contributions of all participants.

Health and well-being is important to us all. Our interactions with health services influence our ability to live better lives. We trust that the health services and programs we need will be available when we need them and delivered by competent and caring people.

As we have prepared this Strategic Plan, the world has experienced a once in a century public health challenge. The impact of COVID-19 on our community, our health and our Health Services may take years to fully understand; but despite the ongoing threat of future waves of infection, our government, healthcare partners, our staff and our community have worked together in a spirit of collaboration and purpose that we can all be proud of.

Our new strategic plan, Growing Stronger Together, builds upon this collaborative spirit and affirms our ongoing commitment to working with our community, staff and partners across the healthcare sector. We know that a more connected and collaborative healthcare system will deliver better outcomes for our community and help us shape a healthcare network that is fit for our community now and into the future.



### **Strengthening partnerships**

Partnerships are vital to our ability to plan and deliver the best health outcomes for our community.

Our response to COVID-19 highlighted the benefits of working together and we will use these new learnings to build on the work that came before and create a more connected, collaborative healthcare system for our community.

We will continue to strive for a system that is sustainable and responsive to our community's current and future health needs.

### **Aligning our work to health priorities and evidence**

The healthcare system across Australia is undergoing an exciting transformation. New technologies, treatments and data are helping us achieve better health outcomes.

We will champion continuous improvement of quality and outcomes.

### **Prioritising our efforts and investments**

We recognise that some people and communities do not have equitable access to quality healthcare and can experience poorer health outcomes.

We will continue to listen to the community and actively engage to understand their needs.

The development of the Growing Stronger Together, Strategic Plan 2022-2026 allows us to set a direction for service delivery and focus on the health priorities of the community over the coming four years, with a long-term lens to ensure we are well prepared for the future.

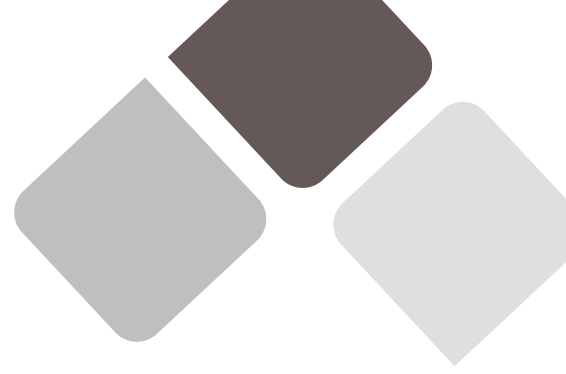
It provides the framework for more detailed operational planning to support our goal of seeking excellence in service delivery, patient care and meeting the community's needs.

Once again, I thank all of our staff, partners and community members who have contributed to the development of this important document, and to all those we will partner with in the coming years to improve the health and well-being for our community.

**Chris Barry**  
Board Chair  
Bairnsdale Regional Health Service



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## Our role

### Meeting local, state and national expectations

At Bairnsdale Regional Health Service, we understand the health needs of our community and the importance of collaborating with others to deliver the best outcomes and address health inequity.

#### Meeting local needs

Our role is to provide healthcare services to optimise community health and well-being. We strive to increase access to healthcare services by simplifying processes and supporting individuals and their families to navigate, connect and engage with services at the right time and place.

We work to identify areas where healthcare services are less available for our community with intent to address these gaps.

#### Priority partnerships

Strong partnerships deliver better connected, patient-centred, high quality, innovative and sustainable care.

Collaborating with the Department of Health, the Gippsland Primary Health Network, the East Gippsland Shire Council, other public entities and the East Gippsland & Gippsland Health Partnerships, the patient and their family ensures a 360-degree view when shaping a health care system for the future.

#### Enabling national health reforms

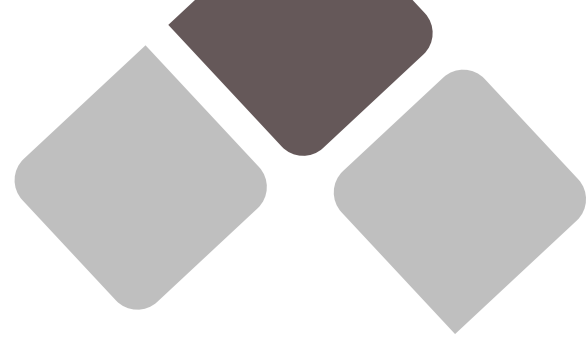
As a public health service, we work on behalf of the State and Commonwealth to progress the strategic and operational objectives of the National Health Reform.

We do this by aligning local, state and national health priorities and by working with our staff and partners to continuously improve the health outcomes for our community and address health inequity.

We apply for funding to pursue innovative opportunities and contribute to national objectives seeking to advance health and well-being outcomes. We will continue to work with our staff and partners on national reforms to ensure our value and impact is optimised.

My team *is*  
**BRHS**





## Our challenges

We are unable to fully predict the future but there are some clear challenges ahead which may impact our health service.

- Changing patterns of population growth and distribution, and an ageing population
- Pandemic response and recovery
- Natural disasters such as fire, flood and drought
- Changing community expectations and attitudes
- Pace of technological change
- Financial constraints
- Ongoing sector reform and change
- Workforce sustainability and proficiency
- Increasing compliance requirements
- Variation based approach to service delivery

We aim to embrace these challenges and respond to other challenges as they arise, while increasing access to highest quality healthcare services and ensuring we are delivering our purpose and mission.



*"We aim to embrace these challenges and respond to other challenges..."*





## Our community

### Future health needs

Changes in population growth and our ageing community are indicators of future health needs. As people age, their health often deteriorates and their use of health services increases. Over the coming years growth is expected across the East Gippsland population and planning future services to meet those needs is a key feature of our strategic plan.

Many of our ageing community members live with one or more chronic diseases, while others are at risk of developing these conditions. Age, low socio-economic status and lifestyle choices can increase the risk factors for chronic disease. Preventable illness is a major issue for our community, with almost one third of these conditions considered to be avoidable, either by identifying potential problems before they occur or diagnosing and treating them early.

The demand for local health care services is growing. We strive to provide high quality services but acknowledge the challenges of rising healthcare costs. Integrated care relies on a connected health system that puts the health consumer first and is organised around their needs.

It is about ensuring the consumer can access the right parts of the health care system at the right time. To achieve this, we must strengthen relationships with our partners to help address the underlying causes of poor health and create supportive care environments. This in turn will help mitigate the rising demand for health services.

### Priority populations

We strive to provide quality services to our community, but we know that there are some who continue to experience enduring, poor health outcomes. We are committed to investing in strategies that will help remove barriers to care and address health inequality.

### People experiencing enduring disadvantage

Includes some older people, Aboriginal and Torres Strait Islanders, Culturally and Linguistically Diverse communities, LGBTQI communities, and socially and culturally disadvantaged groups.

### People with, or at risk of developing chronic complex health issues

Includes individuals with mental illness, harmful alcohol and drug use, chronic conditions and complex co-morbidities – for example, obesity, cancers and chronic heart failure.



# The Quadruple Aim of effective healthcare

In our approach to *optimise the health and well-being outcomes for our consumers* we are guided by the objectives of the 'Quadruple Aim' to reduce costs, improve population health, enhance patient experience and improve team well-being.

## Excellent consumer experience

A high performing health service will empower consumers to manage their health journey and offer seamless care which directs the right services, to the right people, at the right time. We will continue to focus on consumer activation and satisfaction and hold ourselves accountable for pursuing the best possible consumer experiences.

## Excellent people

Our health service relies on a wide skill set delivered by a diverse and energetic workforce. We will continue to invest in nurturing talent, supporting evidence informed practices, promoting new ways of working and better connecting all of our staff and volunteers. We are committed to providing a positive work environment for staff, volunteers and supporters to feel valued, safe and supported to reach their full potential and deliver excellent care and services.

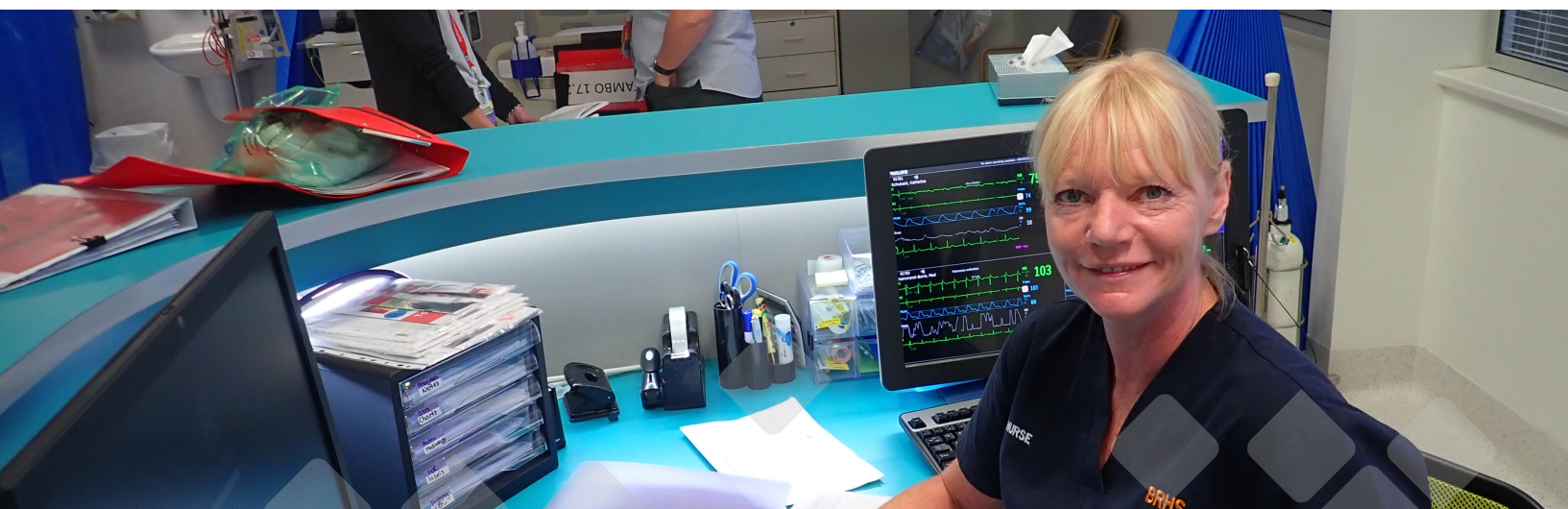
## Excellent health outcomes

Our strategic plan is focused on creating an environment for our staff to achieve the best possible health outcomes for consumers. We will build partnerships to close current service gaps, reduce duplication and help design services that best meet community needs. We are focused on the continuous improvement and innovation of services, keeping people healthy and closer to home.

## Excellent performance

Our health service operates within the parameters of defined resources. Therefore, to best meet our community needs it is critical that we direct funds and resources where they will deliver the most impact, and where there are deficiencies in essential service provision. We will make strategic decisions to maximise the value of our funding and resources. Strong governance is critical in balancing corporate responsibilities without compromising clinical performance.

*We will direct resources to where they are most needed and where they will have the greatest benefit for our community.*



## Our mission

To provide quality health and well-being services that deliver the best possible health outcomes to our community.

## Our purpose

To improve the lives of our patients, their families and our community.

## Our principles of care

We are committed to providing the highest level of safe, effective quality care to the people of East Gippsland, delivered with compassion and kindness for every individual, every time.

### Quality

A quality service achieves positive outcomes. We are committed to finding the best possible solutions for our community's health challenges.

### Integrity

We consistently adhere to principles of professionalism and follow through on our promises with care and accuracy. We can be relied upon and trusted.

### Communication

We listen. Effective communication will help to ensure the best level of care is provided to patients, and clinical outcomes are optimised.

### Kindness

Our people are our community; patients, carers, staff and volunteers. They are the heartbeat of our service. We treat each other with respect, empathy and compassion.

# Our focus 2022-2026

We have identified four strategic priorities that will be at the heart of what we do over the coming four-year period. These strategies bring with them a set of commitments, actions and goals that will guide our planning and activity.

## Our priorities

### 1.0 Excellence in the care we provide

We will take an evidence-based approach, drawing on smart technology, real-time data, critical insights and new models of care to drive continual improvement, innovation and excellence in the way we care for the community.

## Our actions

**1.1** Develop and implement future service delivery options for Emergency Services.

**1.2** Develop and implement future service delivery options for Aged Care Services (including from community to residential to hospice and palliation).

**1.3** Develop and implement future service delivery options for Cancer Services.

**1.4** Develop and implement a digital service delivery strategy.

*Note: Service delivery options will consider community needs, client journey and experience, service configuration, models of care, funding streams, resources, workforce, capital/infrastructure requirements and partnerships.*

### 2.0 Investing in our people

We will continue to support our staff and invest in our people, our practices and our systems to develop better ways of working, that enable and agile, efficient and high performing health service.

**2.1** Develop and implement alternative workforce models dovetailing with models of care.

**2.2** Utilising the best available data we will forecast human resource needs for the next five years to identify areas of staff need and up skilling.

**2.3** Develop and implement a workforce health and well-being strategy.

**2.4** Develop and implement career pathways and pipelines for medical and nursing workforce.



My team is  
BRHS

# Our focus 2022-2026...

## Our priorities

### 3.0 Future proofing our resources

We are committed to building a facility that supports the delivery of the very best care and will future-proof healthcare for the growing East Gippsland region.

### 4.0 Collaboration for value generation

Partnerships are pivotal to delivering the best health outcomes for the community. We will continue to focus on building strong relationships and sharing knowledge across the wider health and social care and education systems. This will enable us to build a better healthcare system, together.

## Our actions

**3.1** Progress our Master Plan and business case to support flagship capital projects that deliver transformational change.

**3.2** Develop and implement a financial action plan to maximise existing funding, explore new and emerging funding and increase fundraising revenue.

**4.1** Extend and formalise partnerships at the sub-regional level that actively contribute towards meeting the health and well-being needs of the community.

**4.2** Develop and implement an Inclusive Strategy which incorporates a reconciliation action plan, disability action plan and initiatives to support improved health outcomes for vulnerable cohorts.

*Our strategic plan has been developed to better meet our community needs, improve health inequality and outcomes and to align our health service towards the Quadruple Aim.*



# Our goals

To ensure higher community trust & excellent experience of BRHS.

To ensure BRHS has the resilience, capacity and capability to respond to the community's constantly changing needs.

To ensure BRHS has a skilled workforce and sufficient resources to provide excellent care, every time, with no exceptions.

To ensure BRHS has effective and efficient healthcare service delivery models, systems and processes aligned to community needs.

To ensure we promote innovative & evidence-based models of care to improve the management of acute, chronic conditions & injuries and the management of recovery, rehabilitation and end of life care.

To ensure we support the workforce to create a partnership approach to healthcare.

To ensure we continually improve the patient, resident and client experience by positioning BRHS as an early adopter of emerging technologies and contemporary practices.

To ensure BRHS displays leadership in collaboration across the sector, particularly with other health & community service providers.

# Our plan for successful implementation

We are investing in the implementation of this strategic plan.

This strategic plan has four priorities that are in line with Commonwealth and State health priorities.

We will continue to review our strategic priorities and activities to ensure ongoing consistency with national and state healthcare reform.

**Consistent  
strategic  
priorities**

A detailed roadmap that complements this strategic plan plots our year-on-year focus over 2022-2026.

We have engaged staff and key partners to consider how the strategic plan should be put into practice, distilling our priorities, actions and goals into a set of manageable and logical plans.

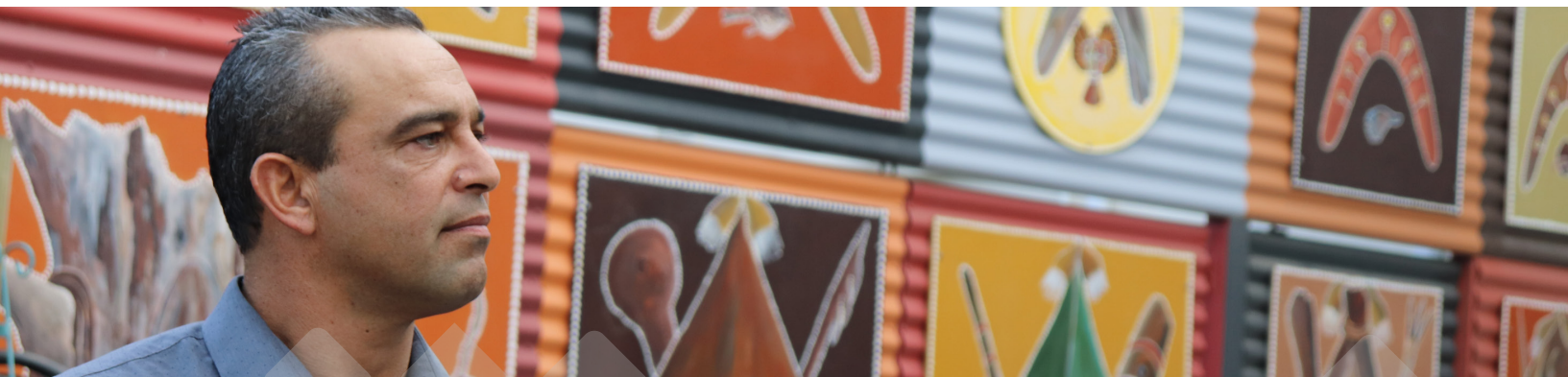
This roadmap will guide and prioritise how, where and when we invest time, energy and effort for improved performance and where we will continue to sustain and maintain performance.

**Develop a  
roadmap  
and invest**

The development of this strategic plan has involved engagement with staff, key partners and the community.

We will continue to genuinely connect with our community to ensure we are delivering against our strategic priorities and fulfilling our purpose.

**Continue staff,  
key partner  
and community  
engagement**





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