

# Eastern Health Strategic Plan 2010–2015



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# Foreword

It is with great pleasure that we present Eastern Health's Strategic Plan 2010-15. Eastern Health has a proud history in the provision of health services to people in Melbourne's east and this Strategic Plan is a tangible expression of our commitment to build on that history into the future.

This Strategic Plan has been formulated following extensive consultation and input from many Eastern Health communities including our staff and volunteers, key external stakeholder groups, our local community, our primary health care partners and the Victorian Department of Health. We extend our sincere thanks to all individuals and groups who generously gave of their time and provided us with rich and meaningful feedback.

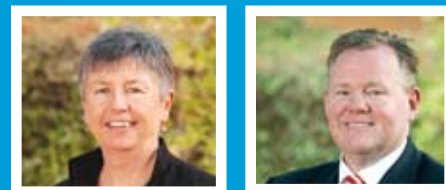
The Strategic Plan is a 'compass' that will guide the work and efforts of our staff and volunteers as we work towards achieving our mission and realising our aspirations.

Health is an exciting and dynamic industry on a rapidly changing landscape. There is no doubt that the challenges we face in the health sector through our ageing population, workforce capacity, increasing technology and financial pressures will continue into the future. However, we believe that we have developed a robust and flexible Strategic Plan which will allow us to move and adjust to the challenges which lie ahead and provide our people with the framework through which we can provide great health experiences for people and communities in the east.

We commend this Strategic Plan to you.

**DR JOANNA FLYNN**  
CHAIR, BOARD OF DIRECTORS

**MR ALAN LILLY**  
CHIEF EXECUTIVE



# 01

## Executive Summary

Eastern Health provides a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care and community health services to people and communities that are diverse in culture, age, socio-economic status, population and healthcare needs. We deliver clinical services to more than 700,000 people through seven Clinical Programs from more than twenty-five different locations. Our services are located across 2,800 square kilometres in the east – the largest geographical catchment area of any metropolitan health service in Victoria. We employ over 8 000 people, deliver more than 800,000 episodes of patient care each year and manage a budget approaching \$700m per year. We aspire to be GREAT in everything that we do. We focus extensively on continuously building a high quality health care system for the people we serve and through which we can also attract and retain the best staff. We have an active education and research focus and strong affiliations with some of Australia's top universities and educational institutions. As a progressive, responsive and innovative health service, we demonstrate our commitment to excellence through external accreditation with the Australian Council on Healthcare Standards.

Eastern Health has undertaken an extensive consultative process throughout 2009 and 2010 to inform and develop its Strategic Plan for 2010-15. The consultative process involved our Board of Directors, the Department of Health, our staff, community-based healthcare providers, other health services, community-based organisations and our patients. In all, over 620 of our staff and over 100 external stakeholders actively participated in one or more of fifteen consultative forums and opportunities for input to our Strategic Plan.

We have drawn together the most current information and projections about population

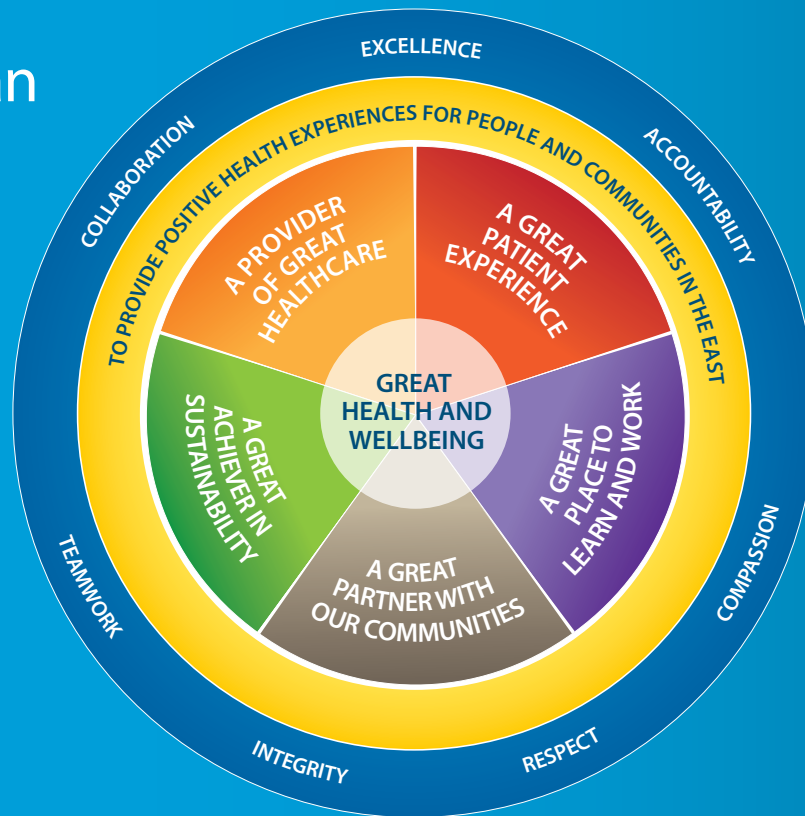
health, workforce, government policy and our own performance to inform our thinking about our strengths, weaknesses, opportunities and threats.

We tested some early strategic ideas with our staff and our stakeholders through a series of consultative forums and used their input to change our thinking and refine our ideas. The result is a Strategic Plan that defines who we are, what our purpose is and what we really need to focus on over the five years from 2010 to 2015.

The Eastern Health Strategic Plan 2010-15 has been graphically depicted in the form of the

Eastern Health Strategic Wheel, as illustrated overleaf. Through our consultations, we identified that our strategy needed to be easy to recognise and remember and so the Strategic Wheel was developed in response to this. What we value and how we work – our values – encapsulate all we do. Our mission encompasses our five strategic directions and our vision is at the centre of all we do. Colours have been used to tie our strategic directions to a series of strategic goals. The colours aid our ability to associate and recollect the strategic directions. The colours also add vibrancy to our message.

# Strategic Plan 2010–15



STRATEGIC DIRECTIONS	1 A PROVIDER OF GREAT HEALTHCARE	2 A GREAT PATIENT EXPERIENCE	3 A GREAT PLACE TO LEARN AND WORK	4 A GREAT PARTNER WITH OUR COMMUNITIES	5 A GREAT ACHIEVER IN SUSTAINABILITY
STRATEGIC GOALS	<p><b>1.1</b> Meeting or exceeding all required standards of service and care.</p> <p><b>1.2</b> Delivering models of care and treatment that are based on evidence.</p> <p><b>1.3</b> Monitoring, reporting and continuously improving the quality and safety of clinical care.</p> <p><b>1.4</b> Tailoring services around the needs of a diverse population.</p>	<p><b>2.1</b> Taking a person-centred approach which actively involves patients in decision-making.</p> <p><b>2.2</b> Aligning our services and resources to meet the changing needs of our communities.</p> <p><b>2.3</b> Ensuring services are easy to access and navigate.</p> <p><b>2.4</b> Ensuring access to health services for the most disadvantaged within our community.</p>	<p><b>3.1</b> Ensuring flexible, highly skilled and capable workforce and volunteer networks.</p> <p><b>3.2</b> Communicating and consulting with our staff and providing feedback, reward and recognition.</p> <p><b>3.3</b> Identifying leaders and providing learning opportunities for our staff.</p> <p><b>3.4</b> Partnering with education and training organisations to drive research and education.</p>	<p><b>4.1</b> Delivering models of care with our community partners that provide a seamless patient journey and deliver the right service in the right place.</p> <p><b>4.2</b> Partnering with other hospitals and community partners to provide a comprehensive and integrated range of services.</p> <p><b>4.3</b> Embracing technologies that enhance our partnerships.</p> <p><b>4.4</b> Being socially responsible and active in our community.</p>	<p><b>5.1</b> Ensuring optimal utilisation of resources across the organisation.</p> <p><b>5.2</b> Building flexible, sustainable environments and technologies.</p> <p><b>5.3</b> Measuring the things that matter.</p> <p><b>5.4</b> Living within our means and minimising waste.</p>

# 01 Executive Summary

## Our Values

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**Excellence**

**Accountability**

**Compassion**

**Teamwork**

**Integrity**

**Respect**

**Collaboration**

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Our values are the essential and enduring tenets of our organisation – a set of timeless guiding principles which have intrinsic value and importance to staff. They describe what we value and how we work.

Our staff told us that they believe our existing Values are relevant and very important for the future success of our organisation. We have trusted this and made a conscious decision not to change the Eastern Health Values.

## Our Vision

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**Great health and wellbeing**

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Our vision statement is our dream. It is enduring, future orientated and aspirational. It is memorable, will inspire our people and give us something to rally around.

Our consultations strongly supported the idea that our vision should aim high and be inspirational. Through the reference to wellbeing, our vision recognises the importance of the social dimensions of health which our stakeholders told us are valued and important.

Our vision statement forms part of the Eastern Health logo. This links our vision with people and communities in the east and allows us to communicate our dream often and consistently.

## Our Mission

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**To provide positive health experiences for people and communities in the east**

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Our mission statement defines who we are, what we do and for whom. It frames our strategic directions and puts our vision into the context of our organisation.

Our work is not just about great healthcare on a technical level. Our work is about the experiences we provide people and communities. These experiences build perceptions and public confidence. We recognise that not all outcomes will be happy ones for our patients, their carers and families – but we are committed to making sure that, even through feelings of happiness, relief, sadness and grief, we provide experiences that people look back on positively.

‘Communities’ reflects the sub-populations that live within our large geographical area - cultural, socio-economically and in terms of health needs. It also reflects our commitment to provide positive health ‘industry’ experiences for our staff, students and partner communities such as other healthcare providers and the education sector.

## Our Strategic Directions

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### A provider of great healthcare

### A great patient experience

### A great place to learn and work

### A great partner with our communities

### A great achiever in sustainability

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Our five strategic directions explain what we mean when we say that we will provide great health experiences for people and communities in the east. They are the building blocks of our success and provide a balance between all of the elements that we focus on toward our vision.

The strategic directions are explained in more detail in section 11. Each strategic direction incorporates four strategic goals against which we will develop measured and monitored improvement priorities year-by-year to ensure we are delivering what we say we are going to deliver.

A whole-of-Eastern-Health-approach is taken to working to our strategic directions and goals in everything we do. Our resources, time and attention - from our Board of Directors to individual staff members – are focussed on these critical success factors that all work together to provide positive health experiences for people and communities in the east.

The Strategic Plan has been developed within the context of some challenges that we face now and in the future. These include:

- Operating within our means in an industry where change and technological advancement is rapid, essential and expected.
- Finding new, innovative ways of learning and working to ensure we can attract and retain highly skilled, capable staff.
- Meeting the needs of an ageing population in the east, where the number of those who are over 70 years of age is growing more quickly than the rest of Melbourne.
- Providing a comprehensive range of quality health services across a very large geographical catchment area of over 2800 square kilometres.
- Aligning our services and resources to improve self-sufficiency in a number of clinical specialties and manage a projected increased demand for public health services - particularly in the areas of Yarra Ranges and Knox.
- A wide variation in levels of socio-economic disadvantage across Eastern Health's catchment area, requiring Eastern Health to ensure access to health services for the most disadvantaged within our community.

- Improving the overall health of our community by providing quality health services that address the highest causes of death and disability in the eastern metropolitan region.
- A wide variation in levels of perceived health status across the catchment area.
- A shift from hospital-based to more ambulatory and community-based health care.

Eastern Health is a progressive, responsive and dynamic health service operating within a progressive, responsive and dynamic health system. At the time of writing the Strategic Plan, the implications surrounding the 2009 National Health and Hospitals Reform Commission Report are still being determined. The funding and performance of public hospitals, however, is a key consideration of this report and there is likely to be some reform in this area which will impact Eastern Health in future.

We are excited about our future direction as articulated in this Strategic Plan 2010-15 and are looking forward to working with our staff, our partners and our communities towards *Great health and wellbeing*.

# 02

## Policy Context

Eastern Health plays a pivotal role in the delivery of Government policy and priorities within Victoria. Policy and priorities are constantly being reviewed and enhanced in order that the Victorian health system is positioned to respond to the changing needs of our growing communities.

At the time of writing Eastern Health's Strategic Plan 2010-15, there are three government policies that are particularly relevant in shaping our strategic directions and goals.

### 2.1 Growing Victoria Together, 2001

*Growing Victoria Together* commits to the development of high quality health and human services and a priority to build, improve and integrate hospitals and community health services.

### 2.2 Victoria. A Better State of Health

*Victoria. A better state of health provides a vision for health-care service delivery in Victoria*, articulates five overarching principles:-

- The best place to treat;
- Together we do better;

- Technology to benefit patients;
- A better patient experience; and
- A better place to work.

It encourages innovation, cooperation between health services, government and citizens and a focus on smarter, holistic health care provision.

### 2.3 Care in Your Community – A Planning Framework or Integrated Ambulatory Healthcare

*Care in your Community* aims to maximise access, quality and continuity of care, service flexibility, opportunity for service substitution and diversion, as well as optimal use of scarce resources.

*Care in your Community* planning principles identify that services provided in hospital settings will complement community-based services and that planning will identify which services, in the specific local context, can be provided safely, effectively and efficiently in community-based settings, and which services should be provided in hospitals.

### 2.4 A Healthier Future for All Australians, final report of the National Health and Hospitals Reform Commission

The *Final Report of the National Health and Hospitals Reform Commission, A Healthier Future for all Australians* was released in July 2009 by the Commonwealth Government. The report emphasises four strategic reform themes:

- Taking responsibility – Individual and collective action to build good health and wellbeing – by people, families, communities, health professionals, employers, health funders and governments;
- Connecting care – Comprehensive care for people over their lifetime;
- Facing Inequities – Recognise and tackle the causes and impacts of health inequities; and
- Driving quality performance – Leadership and systems to achieve best use of people, resources and evolving knowledge.

# 03

## Organisational Profile

Eastern Health provides a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care and community health services to people and communities that are diverse in culture, age, socio-economic status, population and healthcare needs. We deliver clinical services to more than 700,000 people through seven Clinical Programs from more than twenty-five different locations. Our services are located across 2800 square kilometres in the east - the largest geographical catchment area of

any metropolitan health service in Victoria. We employ over 8 000 people, deliver more than 800,000 episodes of patient care each year and manage a budget approaching \$700m per year. We aspire to be GREAT in everything that we do. We focus extensively on continuously building a high quality health care system for the people we serve and through which we can also attract and retain the best staff. We have an active education and research focus and strong affiliations with some of Australia's top universities and educational institutions. As a progressive,

responsive and innovative health service, we demonstrate our commitment to excellence through external accreditation with the Australian Council on Healthcare Standards.

Eastern Health is organised into eight directorates which are defined by clinical programs and corporate functions that run across the health service as illustrated in Figure 3.1 below. This structure, implemented in February 2010, supports the integration of clinical programs and corporate functions across all Eastern Health facilities.

**Figure 3.1**  
**Eastern Health Organisational Profile**

	Program	Larger Sites	Corporate Functions
Acute Health	Emergency and General Medicine	Angliss Hospital	Corporate Projects & Sustainability Finance, Procurement and Information Services Quality, Planning and Innovation Human Resources, Fundraising and Community Relations Nursing, Access and Patient Support Services Medical Services and Research
	Women & Children's	Box Hill Hospital	
	Specialty Medicine	Maroondah Hospital	
	Surgery	Yarra Ranges Health Healesville & District Hospital	
Continuing Care, Community and Mental Health	Continuing Care	Wantirna Health	
	Mental Health, Turning Point, Alcohol & Drugs	Peter James Centre Yarra Valley Community Health	
	Community Health		

# 04

## Primary & Secondary Catchment Profile

A primary catchment area is defined as the group of Statistical Local Areas (SLAs) for which Eastern Health treats the greatest number of public admitted patients of any other public health service. A secondary catchment area is defined as the group of SLAs for which Eastern Health treats the second greatest number of public admitted patients of any other public health service. There are slight differences in the catchments of Eastern Health's Continuing Care, Community Care and Mental Health Programs. These relate to the outer margins of our primary catchment, as defined above. For the purposes of this paper, the primary and secondary catchments as defined above will be applied.

Eastern Health's primary and secondary catchments include Melbourne SLAs as detailed in Figure 4.1a below.

Eighty two per cent of Eastern Health's admissions to hospital relate to patients who live within our primary catchment area and a further ten per cent relate to patients who live within our secondary catchment area. This supports the idea that Eastern Health is a health service which predominantly serves our communities in Melbourne's east.

A large proportion of our staff (67 per cent) also live within our primary catchment area, as illustrated in figure 4.1b. The median and average age of our workforce in 2010 is 42 years of age.

Figure 4.1c illustrates that Eastern Health's primary catchment area is geographically the largest of any public health service in Melbourne. It stretches from Glen Iris in the inner east to the outer eastern township of Matlock.

Eastern Health's main facilities, its primary catchment area and secondary catchment areas are illustrated in figure 4.1d. In addition to its seven larger sites, Eastern Health occupies over sixty locations across the Eastern metropolitan area, consisting of community-based mental health services, community health services and residential care. These services are detailed in Appendix 1.

**Figure 4.1a**  
Eastern Health's primary and secondary catchments

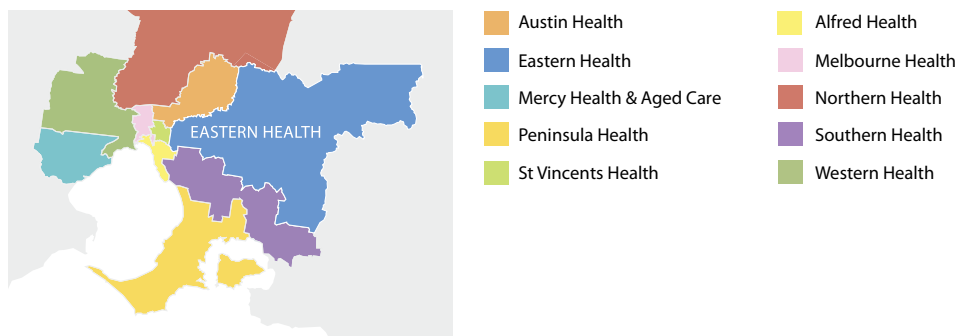
Primary Catchment Area	Km <sup>2</sup>	Secondary Catchment Area	Km <sup>2</sup>
Boroondara (C) - Camberwell N.	17.4	Boroondara (C) – Hawthorn	9.9
Boroondara (C) - Camberwell S.	18.2	Boroondara (C) – Kew	14.5
Knox (C) – North-East	40.4	Cardinia (S) – North	713.9
Knox (C) – North-West	31.2	Knox (C)South	42.2
Manningham (C) East	58.0	Monash (C) - Waverley East	27.9
Manningham (C) – West	55.5	Monash (C) - Waverley West	32.1
Maroondah (C) - Croydon	37.9	Murrindindi (S) – East	2,222.1
Maroondah (C) - Ringwood	23.5	Murrindindi (S) – West	1,650.6
Whitehorse (C) - Box Hill	21.6	Nillumbik (S) - South	65.8
Whitehorse (C) - Nunawading E.	21.4		
Whitehorse (C) - Nunawading W.	21.2		
Yarra Ranges (S) – Central	421.8		
Yarra Ranges (S) - North	386.9		
Yarra Ranges – Dandenongs (part of Yarra Ranges South-West)	147.2		
Yarra Ranges – Lilydale (part of Yarra Ranges South-West)	102.8		
Yarra Ranges – Seville (part of Yarra Ranges South-West)	273.6		
Yarra Ranges (S) - Pt B	1,137.5		
<b>Total(s)</b>	<b>2,816.1</b>		<b>4,779.0</b>

Source: Department of Health Victoria 2008.

**Figure 4.1b**  
Eastern Health staff by home address as at April 2010

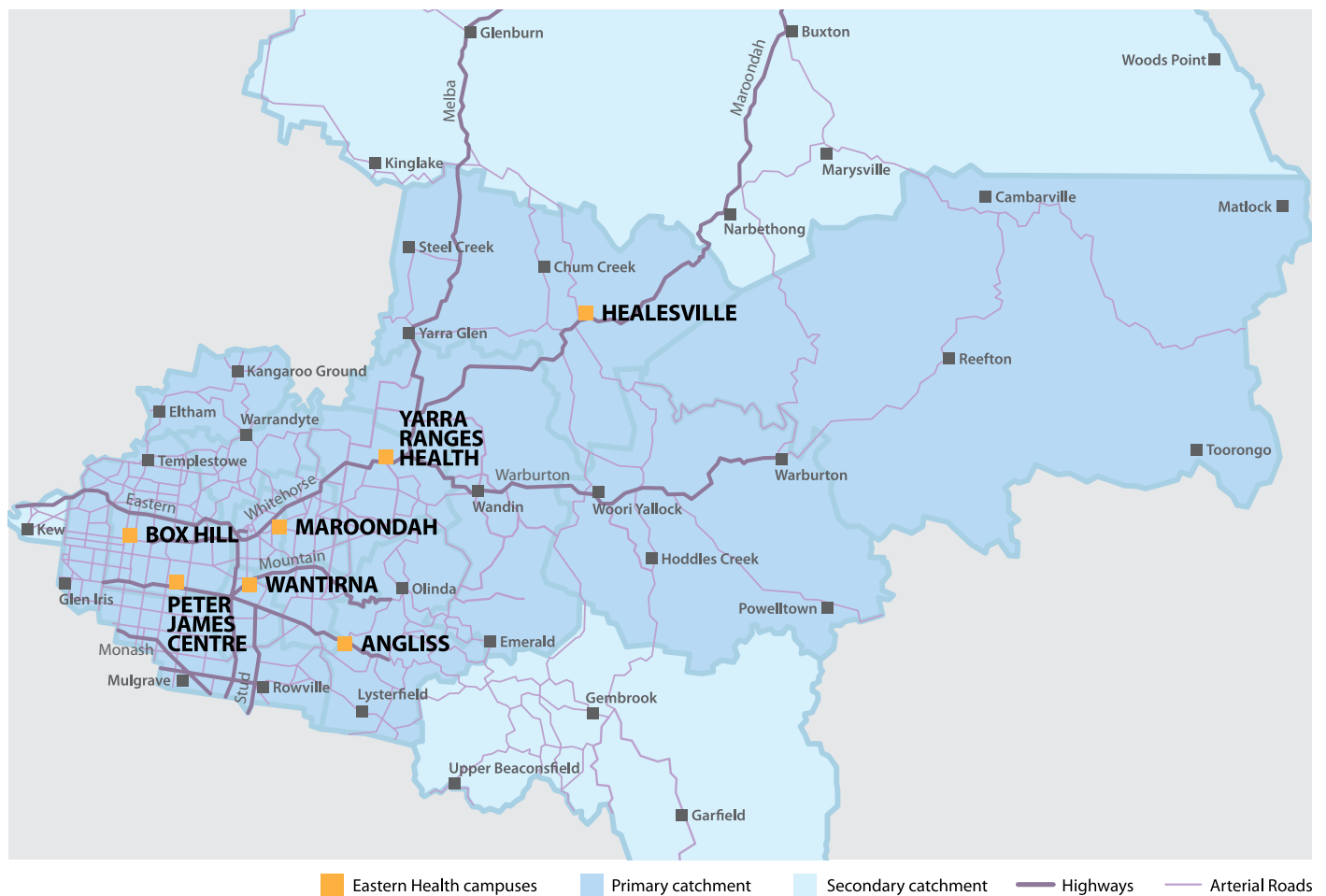
Area	No of people	%
Boroondara	518	6%
Knox	963	13%
Manningham	1,007	12%
Maroondah	929	11%
Whitehorse	835	10%
Yarra Ranges	1,236	15%
<b>Total staff living within Eastern Health's primary catchment area</b>	<b>5,488</b>	<b>67%</b>
<b>Total number of staff</b>	<b>8,222</b>	

Figure 4.1c



Source: Department of Health Victoria 2008.

Figure 4.1d



Source: Department of Health Victoria 2010.

# 05

## Services Environment

### 5.1 Our Clinical Services

Eastern Health provides a comprehensive range of high quality acute, sub-acute, palliative care, mental health, Turning Point, drug and alcohol, residential and community health services to people and communities

that are diverse in culture, age, socioeconomic status, population and healthcare needs.

Our clinical services are organised into clinical programs which run across the organisation as detailed in figure 5.1.

**Figure 5.1**  
**Eastern Health Clinical Service Profile**

Directorate	Clinical Program	Clinical Service		
Acute Health	Emergency and General Medicine	General medicine	Intensive care	
		Emergency services		
	Women & Children's	Gynaecology	Paediatric services (including neonatology)	
		Maternity services		
	Specialty Medicine	Cardiology (including interventional cardiology)	Infectious diseases	
		Dermatology	Neurology	
		Endocrinology	Oncology, chemotherapy and radiotherapy	
		Endoscopy services	Renal medicine and dialysis	
		Gastroenterology	Respiratory medicine	
		Haematology	Rheumatology	
	Surgery	Breast surgery	Plastic surgery	
		Colorectal surgery	Thoracic surgery	
		Ear, nose & throat surgery	Upper gastro-intestinal surgery	
		General surgery	Urology	
Ophthalmology		Vascular surgery		
Orthopaedic surgery				
Continuing Care, Community and Mental Health	Mental Health, Turning Point, Alcohol & Drugs	Adult mental health	Child & adolescent mental health	
		Aged persons' mental health	Spectrum (state wide service for people who have personality disorders)	
		Turning Point, alcohol and other drugs		
	Continuing Care	Acute aged-care services	Palliative care	
		Acute care of the elderly	Post-acute care	
		Aged care assessment	Rehabilitation	
		Community rehabilitation	Residential aged care	
		Complex care	Specialist clinics including continence, cognitive dementia and memory, falls and balance, movement disorders, rapid outreach and response	
		Geriatric evaluation, management and rehabilitation	Sub-acute ambulatory care	
		Hospital admission-risk program	Transition care	
	Community Health	Home-based rehabilitation		
		Allied health	Aboriginal health	
		Community support	Primary care	
		Health promotion		

## 5.2 Our sites and infrastructure

Eastern Health consists of over 60 sites, organised around geographical hubs across the eastern metropolitan area as detailed in Appendix 1. Eastern Health's larger sites are detailed below.

### Our larger sites

#### Angliss Hospital

The Angliss Hospital, established in 1939, is a 230 bed facility located in Upper Ferntree Gully. The



Hospital supports low complexity inpatient and outpatient healthcare needs across a broad range of clinical services which include emergency medicine, general medicine, surgery, maternity, paediatrics and rehabilitation as well as programs to care for patients in their own homes.

Inpatient accommodation is a priority and the site will undergo revised master planning to ensure that its buildings and infrastructure are able to meet the demands of the future.

#### Box Hill Hospital

The Box Hill Hospital, established in 1956, is a 365 bed facility located in a busy medical and education precinct of Box Hill. The Hospital supports high complexity inpatient and outpatient healthcare needs across a broad range of clinical services which include paediatrics, maternity, general and specialist medicine and surgery, emergency medicine, intensive care, post acute care, and mental health services for children, adolescents and adults.



We are redeveloping Box Hill Hospital towards great health and wellbeing for people and communities in the east.

The \$407.5m redevelopment of emergency, surgery and critical care services will enhance inpatient and ambulatory services and provide additional capacity to care for people living in the east. The redevelopment will be supported by training, research and state-of-the-art diagnostic services.

#### Healesville and District Hospital

The Healesville and District Hospital, established in 1957, is a 19 bed facility located in Healesville. The Hospital supports low complexity inpatient and outpatient healthcare needs for clinical services which includes general medicine, day procedures, maternity and rehabilitation.



#### Maroondah Hospital

The Maroondah Hospital, established in 1976, is a 326 bed facility located

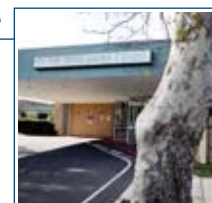


Ringwood East. The Hospital supports medium to high complexity inpatient and outpatient needs across a broad range of clinical services which include emergency medicine, general and specialist surgery and medicine and adult mental health.

While the current constraints of the site are challenging, Eastern Health is working with the Department of Health and local council to plan for the future expansion of the site.

#### Peter James Centre

The Peter James Centre, established in 1985, is a 158 bed facility located in



Burwood East. The Hospital provides inpatient and outpatient healthcare needs across clinical services which include rehabilitation, geriatric medicine, post acute care, residential care, transitional care and aged persons mental health.

Managing accessibility of health services for our communities is inextricably linked with our ability to move patients to the most appropriate facility with the appropriate staff for their needs. The Peter James Centre provides Eastern Health with capacity to do this well.

## 05 Services Environment

### Wantirna Health

Wantirna Health, established in 2007, is a 60 bed facility located in Wantirna.



The Hospital supports inpatient and outpatient healthcare needs across clinical services which include palliative care, complex rehabilitation and home-based rehabilitation.

### Yarra Ranges Health

Yarra Ranges Health, established in 2008, is a same-day facility located in Lilydale. The



Hospital supports ambulatory healthcare needs across clinical services which include specialist day, rehabilitation and outreach services, day surgical services, chemotherapy, antenatal, postnatal, audiology services and a youth mental health service.

### Our other sites

Eastern Health provides a comprehensive range of residential, bed-based, ambulatory and community based services through smaller sites which are located throughout the eastern metropolitan area. Each of these sites and the staff who work in them plays an integral role to ensure that quality health services are accessible in locations where patients need them – close to home.

**Figure 5.3**  
Eastern Health Acute public inpatient self-sufficiency (2006/07)

Financial Year	Eastern Health	Public Separations	Total Separations	% of Public Catchment	% of Total Catchment
2002/2003	79,157	127,135	248,972	62.3%	31.8%
2003/2004	83,007	131,569	259,038	63.1%	32.0%
2004/2005	86,250	135,571	269,315	63.6%	32.0%
2005/2006	90,924	145,842	286,115	62.3%	31.8%
2006/2007	93,936	149,036	300,966	63.0%	31.2%

Source: Department of Health Victoria 2008

**Figure 5.4**  
Eastern Health activity 2004/05 to 2008/09

Type of activity	2004/05	2005/06	2006/07	2007/08	2008/09	5-year growth
Inpatient separations	106,330	109,753	112,426	117,291	124,583	17%
Emergency Department presentations	117,573	126,375	131,562	133,023	133,013	13%
Outpatient attendances	289,439	330,085	312,851	301,332	351,852	22%
Other occasions of services (community and other ambulatory services)	172,611	262,446	276,906	275,360	322,092	86%
Total occasions of service to the community	685,953	828,659	833,745	827,006	931,540	36%

Source: Eastern Health Annual reports 2004/05 to 2008/09



### 5.3 Self sufficiency

Eastern Health has considered past and projected future growth for each of its clinical services and how well each of the clinical services is coping with public demand for inpatient services amongst people living in Eastern Health's primary catchment area. This is referred to as "self-sufficiency" - that is, the proportion of local acute public inpatient demand for clinical services that Eastern Health is meeting.

Health Service planners generally use 70 percent as the benchmark level at which a Health Services can say it is "self sufficient". This recognises that up to 30 percent of public demand for services is expected to occur outside a Health Service's local residential area – due to personal choice, higher level service requirements or admission to a hospital close to where people work, visit or holiday.

As highlighted in Figure 5.3, Eastern Health achieved a self-sufficiency ratio of 63 per cent in 2006/07.

Eastern Health has identified a number of clinical services where inpatient growth is forecast to be high (over 20% in the period 2006/07 to 2016/17) and self-sufficiency can be improved based upon 2006/07 data (e.g. self-sufficiency below 70 percent). These clinical services include:

- Endocrine
- Medical Oncology
- General Medicine
- Neurology
- Haematology
- Plastics
- Infectious Diseases
- Rheumatology
- Interventional Cardiology
- Urology

Eastern Health aims to improve self-sufficiency for its community by aligning our services

and resources to meet the changing needs of our communities. The redevelopment of the Box Hill Hospital, due for completion in 2015 and future expansion of other facilities, will provide additional capacity for Eastern Health to improve overall self-sufficiency for our community. The development of a Strategic Clinical Services Plan will also review what we do within our facilities.

### 5.4 Activity

Table 5.4 illustrates the extent to which activity has increased across Eastern Health in the past five years - particularly community, ambulatory and outpatient activity. This shift to more ambulatory, non-hospital-based care is occurring across the health system more broadly and is consistent with Government policy.

# 06

## Demographic Population Analysis

### 6.1 Population forecasts for Eastern Health's primary catchment area

Figure 6.1 illustrates that the population in Eastern Health's primary catchment area is expected to grow at a lower rate (7%) than that of Victoria (23%) to 2021.

### 6.2 Population forecasts for Eastern Health's secondary catchment area

Figure 6.2 illustrates that the population in Eastern Health's secondary catchment area is also expected to grow at a lower rate (9%) than that of Victoria (23%) to 2021.

### 6.3 Our ageing population

Australia's ageing population affects us all. The median age of the population has been rising for 40 years owing to a long-term decrease in fertility. The leading edge of the "baby boomers", born in 1946, reached the age of 62 in 2008 and are either already retired

Figure 6.1

Statistical Local Area	Population 2006	Forecast Population 2021	Forecast Population change 2006 to 2021 (no.)	Forecast Population change 2006 to 2021 (%)
Boroondara (C) - Camberwell N.	45,168	47,563	2,395	5%
Boroondara (C) - Camberwell S.	51,174	54,508	3,334	7%
Knox (C) - North-East	64,256	68,003	3,747	6%
Knox (C) - North-West	46,463	51,953	5,490	12%
Manningham (C) - East	15,695	16,304	609	4%
Manningham (C) - West	100,007	109,208	9,201	9%
Maroondah (C) - Croydon	59,640	66,906	7,266	12%
Maroondah (C) - Ringwood	42,838	48,520	5,682	13%
Whitehorse (C) - Box Hill	53,496	60,366	6,870	13%
Whitehorse (C) - Nunawading E.	46,006	49,518	3,512	8%
Whitehorse (C) - Nunawading W.	51,731	53,906	2,175	4%
Yarra Ranges (S) - Central	15,248	15,610	362	2%
Yarra Ranges (S) - Dandenongs	30,452	30,102	-350	-1%
Yarra Ranges (S) - Lilydale	70,029	74,828	4,799	7%
Yarra Ranges (S) - North	12,868	13,370	502	4%
Yarra Ranges (S) - Seville	15,787	16,716	929	6%
Yarra Ranges (S) - Pt B	609	800	191	31%
<b>TOTAL</b>	<b>721,467</b>	<b>774,210</b>	<b>52,743</b>	<b>7%</b>
	<b>(14% of all Victoria)</b>	<b>(12% of all Victoria)</b>	<b>(4% of all Victoria)</b>	
<b>Victoria</b>	<b>5,128,310</b>	<b>6,332,777</b>	<b>1,204,467</b>	<b>23%</b>

Source: Department of Planning & Community Development, Victoria in Future 2008

Figure 6.2

Statistical Local Area	Population 2006	Forecast Population 2021	Forecast Population change 2006 to 2021 (no.)	Forecast Population change 2006 to 2021 (%)
Boroondara (C) - Hawthorn	35,466	43,185	7,718	22%
Boroondara (C) - Kew	30,477	33,504	3,027	10%
Cardinia (S) - North	24,724	26,830	2,106	9%
Knox (C) - South	41,669	43,193	1,524	4%
Monash (C) – Waverley East	58,824	62,621	3,797	6%
Monash (C) – Waverley West	65,570	72,242	6,672	10%
Murrindindi (S) – East	6,398	6,670	272	4%
Murrindindi (S) – West	7,781	8,573	792	10%
Nillumbik (S) - South	28,463	29,704	1,241	4%
<b>TOTAL</b>	<b>299,372</b>	<b>326,522</b>	<b>27,150</b>	<b>9%</b>
<b>Victoria</b>	<b>5,128,310</b>	<b>6,332,777</b>	<b>1,204,467</b>	<b>23%</b>

Source: Department of Planning & Community Development, Victoria in Future 2008

Figure 6.3a

Age Group	Eastern Health Primary Catchment						Victoria					
	Population 2006	% of population within age group 2006	Forecast Population 2021	Forecast Population change 2006 to 2021 (no.)	Forecast Population change 2006 to 2021 (%)	Proportion of population change within age group by 2021	Population 2006	Forecast Population 2021	Forecast Population change 2006 to 2021 (no.)	Forecast Population change 2006 to 2021 (%)	Proportion of population change within age group by 2021	
0-9	87,229	12%	86,171	-1,058	-1%	-2%	637,676	762,052	124,376	20%	10%	
10-19	99,228	14%	96,846	-5,382	-5%	-9%	684,766	732,944	48,178	7%	4%	
20-29	93,002	13%	97,473	4,471	5%	8%	725,244	842,380	117,136	16%	10%	
30-39	99,931	14%	99,826	-105	0%	0%	766,851	919,218	152,367	20%	13%	
40-49	107,917	15%	97,169	-10,748	-10%	-19%	747,116	824,389	77,273	10%	6%	
50-59	96,879	13%	101,869	4,990	5%	9%	642,218	785,374	143,156	22%	12%	
60-69	65,657	9%	87,855	22,198	34%	39%	434,065	678,982	244,917	56%	20%	
70-79	42,994	6%	69,471	26,477	62%	47%	302,356	491,293	188,937	62%	16%	
80 and over	28,630	4%	44,502	15,872	55%	28%	188,018	296,144	108,126	58%	9%	

Source: Department of Planning & Community Development, Victoria in Future 2008

## 06 Demographic Population Analysis

or will retire soon. At the same time, our population aged 65-84 will increase and so will the number of people aged 85 and over who have an increased reliance on care and support services. (1).

Most areas within Eastern Health's primary catchment experience a higher median age than the national average. The outer eastern catchment, which includes Maroondah, Yarra Ranges and Knox, is expected to experience a higher growth in older persons than metropolitan Melbourne and Victoria. (2).

As illustrated in Figure 6.3a, the changes associated with the ageing population are more pronounced in Eastern Health's primary catchment area than the rest of Victoria. While the rest of the state will experience a fairly normal distribution in growth across all age groups, all of Eastern Health's growth will be aged over 50. While Eastern Health's primary catchment will always have young people, the forecast demographic changes to 2021 will see a net decrease in the number of people aged less than 50 and a substantial rise in the number of people over 50.

Older people generally need more health services than younger people. Figure 6.3b illustrates that, in 2007, members of Eastern Health's community aged 70 and older required almost four times the number of hospital admissions as those aged 69 and younger. The demand for hospital admission increases as the population ages. Also, the overall demand for Eastern Health hospital admission, within every age group, has increased in the four years to 2007.

### 6.4 Growth in demand for hospital admission across primary catchment area

The projected increase in population, together with the marked ageing of the population in Eastern Health's primary catchment area, means that Eastern Health is expected to experience a 48 per cent increase in hospital admissions between 2006-07 and 2021-22. As Figure 6.4a illustrates, this growth will primarily relate to patients older than 70 years.

As Figure 6.4b illustrates, demand for health services for the statistical local areas (SLAs) within Eastern Health's primary catchment are not expected to grow at the same rate. Population change and the distribution of age groups do not occur in a geographically even way. As the economy and society change, some areas are favoured more than others and people take advantage of new opportunities by moving into these areas. (1).

Within Eastern Health's primary catchment area, demand for hospital admission and forecast growth are highest overall in Yarra Ranges (south west), Knox (north), Maroondah (Croydon and Ringwood) and Manningham (west).

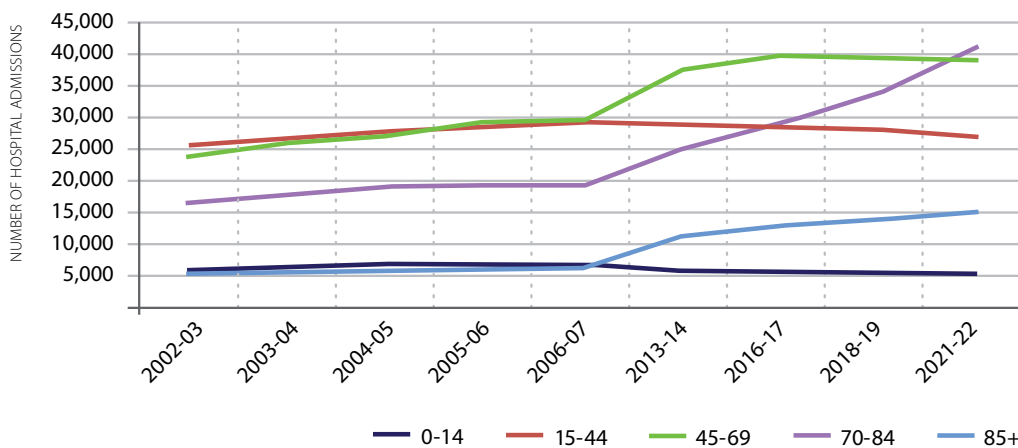
It is clear that Eastern Health needs to plan for continued increased demand for services, particularly in the Yarra Ranges and Knox north areas and work collaboratively and innovatively with other healthcare providers to meet the healthcare needs of the community and ensure services are easy to access and navigate.

Figure 6.3b

	0-44	45-69	70-84	85 +
<b>2003</b>				
Eastern Health admitted patients ('000)	38.2	30.4	21.9	6.6
Primary catchment population ('000)	437.3	206.3	566.4	12.0
<b>Ratio (admissions per 1,000 residents)</b>	<b>87.4</b>	<b>147.4</b>	<b>386.1</b>	<b>553.4</b>
<b>2007</b>				
Eastern Health admitted Patients ('000)	42.1	36.0	26.4	7.9
Primary catchment population ('000)	433.4	216.3	58.3	13.3
<b>Ratio (admissions per 1,000 residents)</b>	<b>97.0</b>	<b>166.0</b>	<b>453.0</b>	<b>589.0</b>

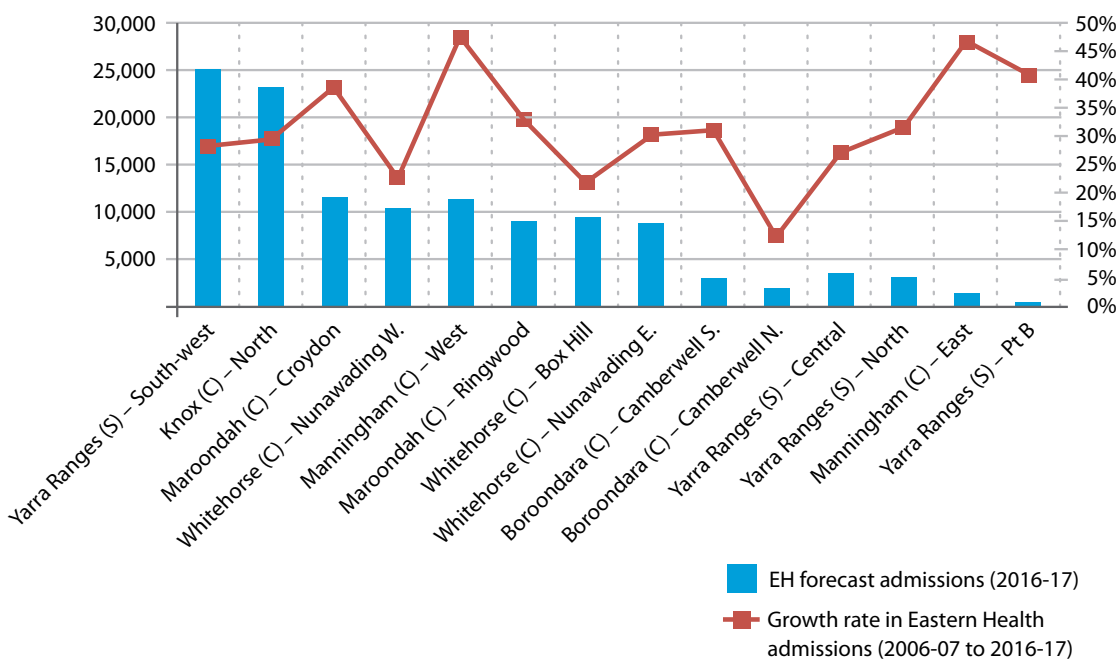
Source: Department of Health Public Hospital Admitted Patient Activity Projections 2006-07 to 2021-22 & Australian Bureau of Statistics Census (2001 & 2006)

**Figure 6.4a**  
**Eastern Health projected hospital admissions by age group 2002-03 to 2021-22**



Adapted from: Department of Human Services Public Hospital Admitted Patient Activity Projections 2006-07 to 2021-22

**Figure 1.6**  
**Eastern Health primary catchment area – number of patient admissions and forecast admission growth rate by SLA**



Adapted from: Department of Human Services Public Hospital Admitted Patient Activity Projections 2006-07 to 2021-22

# 07

## Our Community Profile

Much of the following information regarding the health of our community has been extracted and adapted from the Population and Place Profile which was developed for the Inner East and Outer East Primary Care Partnerships (PCPs) in 2009. This information was essentially based upon the Australian Bureau of Statistics Census of Population and Housing (2006). Eastern Health wishes to acknowledge the PCPs for this piece of research which has been used to inform the Eastern Health Strategic Plan 2010-15.

### 7.1 Religion, culture, ethnicity and our indigenous population

There is a large community of Indigenous people living in Yarra Ranges (North).

Eastern Health must consider the particular needs of people of aboriginal and Torres Strait Islander descent and tailor services to meet their needs.

In comparison with Victoria, the eastern metropolitan region had lower proportions of people following Islam and Judaism and higher proportions of people reporting that they followed no religion. (2).

In comparison with Victoria, the eastern metropolitan region has lower proportions of people born in Australia and higher proportions of people born in non-English speaking countries. Across the entire eastern metropolitan region, there is a greater proportion of people born in Australia (71.6%) than the rest of Melbourne (69%). Of all people living in Manningham, 29.5% are born in non-English speaking countries compared with 23.5% for Melbourne.

Second to Australia, China and India are the most common birth places, with Malaysia and South Africa also being common birth places for residents in Manningham and Whitehorse.

Social cohesion and community connectedness are issues in Yarra Ranges and Maroondah.(2).

### 7.2 Socio-economic status

There are defined pockets of socio-economic disadvantage within Eastern Health's primary catchment areas, as defined by SEIFA<sup>1</sup> index of disadvantage in the 2001 National Health Survey. These areas are:

- Knox (north-east): Bayswater, The Basin, Boronia, Ferntree Gully
- Yarra Ranges (central): Woori Yallock, Launching Place, Warburton, Yarra Junction, Millgrove.
- Yarra Ranges (north): Yarra Glen, Dixons Creek, Healesville, Maroondah.

Almost half of the postcodes in Yarra Ranges and all of the postcodes in Maroondah have a SEIFA score lower than the median. The most variation in levels of disadvantage occurs within Yarra Ranges. It includes three of the top five most disadvantaged pockets in the catchment and two of the ten least disadvantaged pockets in the catchment. Boroondara has the least concentrations of disadvantage, including five of the top ten least disadvantaged areas in the catchment. (2). There is a strong correlation between perceived health status, levels of disadvantage and the incidence of illness and hospital admissions in Yarra Ranges. (2). A reduction

in family violence is a priority in the eastern metropolitan region, particularly in areas of disadvantage.(2).

Median incomes are higher in the eastern metropolitan region than for the rest of Victoria. The outer east catchment has a higher unemployment rate than the inner east catchment and the overall average unemployment is higher in the outer east than the rate for metropolitan Melbourne.

The wide variation in levels of socio-economic disadvantage across Eastern Health's wide geographical catchment area presents challenges and requires Eastern Health to ensure access to health services for the most disadvantaged within our community.

### 7.3 Burden of disease

Overall, people living in the eastern metropolitan region enjoy a life expectancy slightly higher than that of Victoria.

The top ranking causes of death and disability in the eastern metropolitan region are ischaemic heart disease, diabetes, stroke, mental illness (depression, generalised anxiety disorder, suicide and dementia), cancer (lung, prostate, colon, rectum and breast) and chronic obstructive pulmonary disease (emphysema and chronic bronchitis). Other main causes of death and disability include asthma, road and traffic accidents, dental caries, arthritis and other mental illnesses such as schizophrenia and borderline personality disorders.

Yarra Ranges has the lowest perceived health status within Eastern Health's primary

<sup>1</sup>Socio-Economic Indexes for Areas (SEIFA)

catchment area. It has the highest incidence of all causes of ill health and disability, communicable diseases and injuries in the eastern metropolitan region and also has the highest rate of emergency admissions in the 15-24 and 25-54 year old age groups.(2).

Maroondah has a relatively low health and wellbeing status and a high rate of accidents, injuries, suicide, poisonings, substance abuse and problem gambling.

Tobacco is the leading risk factor amongst males and obesity is the leading risk factor amongst females within the eastern metropolitan region. Violence against women is a key risk factor, contributing to a significant proportion of the burden of disease.(2). The rates of short-term risky alcohol consumption amongst males and females in the eastern metropolitan region are higher than those of Victoria.(2).

## 7.4 Disability

The inner areas of the eastern metropolitan region have more people with a disability and a higher percentage of total population with a disability than the outer areas of the

eastern metropolitan region. Manningham and Whitehorse have the highest percentages of total population with a disability than other areas within Eastern Health's primary catchment. Profound disability is highest in Whitehorse and Boroondara (2). The health and welfare needs of those providing unpaid care to people with a disability is an issue in Yarra Ranges.(2).

## 7.5 Travel

Travel between larger sites across Eastern Health has improved with the completion of Eastlink in 2009, however, this is a tolled carriageway. The Maroondah Highway, Burwood Highway and Mountain Highway provide good access to Eastern Health's larger sites by car without tolls.

The most common form of transport to work in the eastern metropolitan region is car (as the driver) and the rate of driving is higher in the eastern metropolitan region than in Victoria, with the majority of households owning two motor vehicles. The community feel they have less access to public transport than those living in metropolitan Melbourne or Victoria. (2).

In terms of public transport:

- There is good access to Box Hill Hospital by bus, tram and train.
- There is good access to Peter James Centre by tram and bus.
- There is limited access to the Angliss Hospital and Maroondah Hospital by bus.
- There is poor access to Healesville & District Hospital and Yarra Valley Community Health by any form of public transport.

Due to the socio-economic factors influencing the health of communities in the outer east areas, easy transport access to Eastern Health facilities will continue to be an important factor. Ease of transport access substantially influences the experience that patients, staff and other members of the community have with Eastern Health.

It is important that Eastern Health work with the Department of Transport and local government to improve public transport to the Angliss Hospital, Maroondah Hospital and Healesville & District Hospital, including Yarra Valley Community Health. It is also important that, in developing new facilities into the future, car parking be a key consideration.

# 08

## Description of linkages with other health providers in the Community

Eastern Health is involved in partnerships, at varying levels, with other health providers in the community, including the Divisions of General Practice, the Outer East and Inner East Primary Care Partnerships, Community Health, Local Government and other public and private healthcare providers such as the Royal District Nursing Service. The Regional Office of the Department of Health has been integral to support the development of many of these partnerships.

We also have an active, vibrant Primary Care

and Population Health Advisory Committee (PC&PHAC) to advise the Board of Directors in relation to our partnerships with community-based providers. The PC&PHAC works to a comprehensive work plan each year, which is established in collaboration with our key partners.

Eastern Health does not aim to provide all the services required to meet patients' needs over their entire care continuum. However, we aim to play a significant leadership role in the development and efficacy of those

partnerships to deliver a seamless patient journey for people in our communities.

For some time, models of care for patients have been shifting towards care in the community and care in the home. We consider our partnerships with health providers in the community to be pivotal to our mission to provide positive health experiences for people and communities in the east – as one person's experience spans both community and hospital-based services.

# 09

## Associations with Research and Education Bodies

As a leading teaching, training and research organisation for medical, nursing and allied health professionals, Eastern Health has affiliations with Deakin, La Trobe and Monash Universities.

The Eastern Health Clinical School was established in 2008 in partnership with Monash University and Deakin University and, in 2009, the Eastern Health Academic Council was established. Membership includes the Chief Executive of Eastern Health and the

Deans of each of the Faculties of Health at Deakin, La Trobe and Monash Universities.

Eastern Health also has linkages with other important members of the Vocational Education and Training (VET) sector such as Box Hill Institute TAFE, Holmesglen TAFE and Chisholm TAFE.

Through these important partnerships, the community benefits from well-trained healthcare workers with both practical and

theoretical skills and experience that can be applied in clinical settings.

Eastern Health considers teaching, training and research core to our mission as they are the essence of being able to provide great healthcare and being a great place to learn and work. Teaching, training and research are fundamental to Eastern Health's ability to attract good people to work within our health service and inspire them to keep working with us.

# 10

## The Challenges

Health care is constantly evolving and changing. New technologies, ground-breaking clinical research and increasing demands on the health system as a whole make change an integral part of health service delivery.

In consideration of the local and broader environments in which we operate, we have identified the following key challenges as opportunities to explore new and innovative ways of doing what we do, in partnership with our patients and healthcare partners.

### 10.1 Population-based considerations and shifting demand for public health services

As explained in sections 4 to 7 of this Plan, the size of our primary catchment area and the diversity of 'sub-populations' living within it presents us with some challenges.

In particular, our ageing population and growing projected demand for public health services in the outer east areas of our catchment will be particularly challenging.

'One size does not fit all' in terms of health care delivery and this is why we must tailor services to meet the needs of a diverse population, ensure access to health services for the most disadvantaged within our community and align our services and resources according to changing needs.

### 10.2 Workforce capacity, capability and leadership

Eastern Health's success is comprised of the individual and team successes of our staff. We will experience challenges as we move to implement goals associated with being a great place to learn and work. We must be able to attract and retain great staff in an environment where it is increasingly difficult to recruit competent, trained healthcare professionals under traditional models of work and industry.

A large proportion of our staff live within our primary catchment area. The ageing of our population also means our workforce is ageing. To be a great achiever in sustainability, fundamentally, we must meet our workforce challenges.

Implementing innovative workforce solutions, looking at scope of practice, flexible working conditions, succession planning and development of leaders will be key to success but are all complex areas that will also have inherent challenges.

### 10.3 Patient expectations

As the 'baby boomers' continue to age, they bring a new level of expectation around healthcare delivery. Eastern Health has developed a Strategic Plan that places as much importance on great patient experiences as it does to providing great healthcare. Our public needs to have confidence in our ability to provide positive health experiences. Our ability to deliver our strategic directions and goals will provide peace of mind that the community needs.

### 10.4 Great healthcare during substantial times of change

Eastern Health will experience substantial change over the next five years. The redevelopment of the Box Hill Hospital, the alignment of our services and resources to meet the changing needs of our communities and our increased focus on different models of care in partnership with our community healthcare providers are some examples of major change that will come with the implementation of our Strategic Plan 2010-15. This all needs to be managed in such a way that services are not disrupted, staff remain motivated, access is optimised and standards of service and care are maintained.

Whilst there are inherent risks associated with any worthwhile change, Eastern Health is committed to applying excellent change management and governance principles to meet these challenges responsibly and competently.

### 10.5 Broader health system changes

The final outcomes of the National Health and Hospitals Reform Commission and potential changes to the private health insurance rebate system will impact Eastern Health just as it will impact the entire health system.

To meet these challenges, we have developed a Strategic Plan that remains flexible enough to allow us to respond to unforeseen challenges and opportunities as they arise.

# 11

## Strategic Directions in Detail

Eastern Health has used the word “patient” throughout its Strategic Plan 2010-15. For the purposes of this Plan, the term “patient” incorporates clients, consumers, patients and residents who use our services.

### Strategic Direction 1: A provider of great healthcare

<p>Providing excellence in the complex and technical aspects of healthcare is a key priority for Eastern Health – it is our core business. This strategic direction is about the things we do to ensure our services are safe and of high quality. We learn from our successes and mistakes. Adverse outcomes can be minimised by continual learning and doing things better.</p>	<p>Below are some examples of how we will work to achieve our goals. Specific measures will be established and programmed annually as part of our Operational &amp; Improvement Planning process and development of Statement of Priorities.</p>
<p>1.1 Meeting or exceeding all required standards of service and care.</p>	<ul style="list-style-type: none"> <li>• Achieve full EQUIP 4-year Accreditation through a system of continuous improvement.</li> </ul>
<p>1.2 Delivering models of care and treatment that are based on evidence.</p>	<ul style="list-style-type: none"> <li>• Translate research into clinical practice at Eastern Health.</li> </ul>
<p>1.3 Monitoring, reporting and continuously improving the quality and safety of clinical care.</p>	<ul style="list-style-type: none"> <li>• Apply findings from clinical indicators data to improve clinical practice.</li> </ul>
<p>1.4 Tailoring services around the needs of a diverse population.</p>	<ul style="list-style-type: none"> <li>• Increase home-based services.</li> </ul>

### What we’ve achieved in this area already

- Achieved full, four-year Accreditation of our acute and mental health services with the Australian Council on Healthcare Standards and Aged Care Standards Accreditation at our residential facilities in 2009.
- Established a clinical governance framework to continually improve the quality of our services and safe-guard high standards of care by creating an environment in which clinical care will flourish.
- In the five years to June 2009, Eastern Health delivered 4,106,903 occasions of service to the community.
- In doing so, Eastern Health successfully managed a 17% increase in patient admissions, 13% increase in emergency presentations and 46% increase in non-inpatient attendances over this period.



# 11 Strategic Directions in Detail

## Strategic Direction 2: A great patient experience

<p>An individual, person-centred approach to care, which is sensitive to what patients need and want, is an integral component of any quality health system. This strategic direction is about patient satisfaction and incorporates elements of what we do that are very obvious to our patients, such as waiting times and making their way around the organisation. It places importance on the social elements of providing healthcare, where a patient's wellbeing means more than excellent technical care. No two patients are the same and their unique situations matter to us.</p>	<p>Below are some examples of how we will work to achieve our goals. Specific measures will be established and programmed annually as part of our Operational &amp; Improvement Planning process and development of Statement of Priorities.</p>
<p>2.1 Taking a person-centred approach which actively involves patients in decision-making.</p>	<ul style="list-style-type: none"> <li>• Establish coordinated systems for measuring patient satisfaction.</li> </ul>
<p>2.2 Aligning our services and resources to meet the changing needs of our communities.</p>	<ul style="list-style-type: none"> <li>• Develop and implement an Eastern Health-wide Strategic Clinical Service Plan.</li> </ul>
<p>2.3 Ensuring services are easy to access and navigate..</p>	<ul style="list-style-type: none"> <li>• Work cohesively as Eastern Health to standardise our systems of access and service delivery.</li> </ul>
<p>2.4 Ensuring access to health services for the most disadvantaged within our community.</p>	<ul style="list-style-type: none"> <li>• Health promotion and disease prevention programs focussing on communities in the outer east.</li> </ul>

### What we've achieved in this area already

- Developed and implemented the Consumer Participation Strategy which enhanced the involvement of consumers in decision-making across the health service.
- Introduced new models of medical assessment which led to improvements in the timeliness of treatment and admission of people who presented to our Emergency Departments.
- Improved access to services for communities in the outer east by commencing new Youth Mental Health services, antenatal and postnatal services at Yarra Ranges Health.
- Introduced an Eastern Health-wide model of access management and in January 2010 and achieved our target that no patient wait more than 24 hours in any of our Emergency Departments.



### Strategic Direction 3: A great place to learn and work

<p>Health care is ever-changing and organisations that are great places to learn are great places to work. This strategic direction is about working on the things that really matter to our staff and volunteers. We need to learn from each other and teach others. The workforce challenges facing the healthcare system make it essential for Eastern Health to attract and retain great staff who are prepared to try new ways of working together.</p>	<p>Below are some examples of how we will work to achieve our goals. Specific measures will be established and programmed annually as part of our Operational &amp; Improvement Planning process and development of Statement of Priorities.</p>
<p>3.1 Ensuring flexible, highly skilled and capable workforce and volunteer networks.</p>	<ul style="list-style-type: none"> <li>• Implement a Workforce Plan that creates flexible work environments and conditions that support staff as individuals.</li> </ul>
<p>3.2 Communicating and consulting with our staff and offering feedback, reward and recognition.</p>	<ul style="list-style-type: none"> <li>• Implement a performance management system which has a clear line-of site to the Eastern Health Strategic Plan 2010-15.</li> </ul>
<p>3.3 Identifying leaders and providing learning opportunities for our staff.</p>	<ul style="list-style-type: none"> <li>• Implement and evaluate the leadership and management development framework.</li> </ul>
<p>3.4 Partnering with education and training organisations to drive research and education.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a Research and Education Strategy based around the Eastern Health Academic Council Charter.</li> </ul>

### What we've achieved in this area already

- Enhanced our credentialing procedures to ensure that only well-trained and qualified medical staff practice at Eastern Health.
- Implemented an Organisational Development Strategy.
- Went completely 'Tobacco Free' at all sites in 2009.
- Developed and implemented an internal communications strategy to enhance the way we communicate with our staff.
- Reviewed and redeveloped the Eastern Health internet site to communicate better with our communities and prospective new staff.
- Developed an Eastern Health Education and Research Strategy, produced annual Research Reports and appointed the inaugural Chair of Nursing in 2008.



# 11 Strategic Directions in Detail

## Strategic Direction 4: A great partner with our communities

<p>Eastern Health is only part of a much larger health system in Victoria and a 'citizen' of the east. This strategic direction is about understanding our role and the role of others in a large health system and community. It is about working with other hospitals and community partners to develop a more integrated system – together.</p>	<p>Below are some examples of how we will work to achieve our goals. Specific measures will be established and programmed annually as part of our Operational &amp; Improvement Planning process and development of Statement of Priorities.</p>
<p>4.1 Delivering models of care with our community partners that provide a seamless patient journey and deliver the right service in the right place.</p>	<ul style="list-style-type: none"> <li>• Deliver a range of chronic disease models of care with community partners which avoid unnecessary hospital admissions and promote home and community-based models of care.</li> </ul>
<p>4.2 Partnering with other hospitals and community partners to provide a comprehensive and integrated range of services.</p>	<ul style="list-style-type: none"> <li>• Produce a comprehensive health services 'map' for the eastern region and apply it to clinical settings to ensure patients have the most appropriate service at the most appropriate place.</li> </ul>
<p>4.3 Embracing technologies that enhance our partnerships.</p>	<ul style="list-style-type: none"> <li>• Through the Box Hill Hospital Redevelopment, explore and implement ICT, e-health and mobile technologies which enhance communication between general practitioners and Eastern Health and also supports home-based models of care.</li> </ul>
<p>4.4 Being socially responsible and active in our community.</p>	<ul style="list-style-type: none"> <li>• Implement and evaluate the Eastern Health fundraising strategy.</li> </ul>

### What we've achieved in this area already

- Enhanced Eastern Health's linkages with Community Health and Primary Care providers through the Primary Care Partnerships and the Eastern Health Primary Care & Population Health Advisory Committee.
- Supported staff and affected communities through the February 2009 Black Saturday Bushfire Emergency.
- Introduced rain water harvesting and grey water recycling at Box Hill, Maroondah and Angliss Hospitals, achieving substantial reductions in water usage.



## Strategic Direction 5: A great achiever in sustainability

<p>The challenging financial environment in which we live and work will continue into the future. This strategic direction is about working efficiently and making the most of what we have to deliver a health service that is sustainable now and in the future. It is also about building great environments and applying smart technologies that will position Eastern Health to achieve its mission.</p>	<p>Below are some examples of how we will work to achieve our goals. Specific measures will be established and programmed annually as part of our Operational &amp; Improvement Planning process and development of Statement of Priorities.</p>
<p>5.1 Ensuring optimal utilisation of resources across the organisation.</p>	<ul style="list-style-type: none"> <li>Review existing and planned infrastructure within the context of the Strategic Clinical Service Plan to develop a comprehensive Eastern Health Capital Plan.</li> </ul>
<p>5.2 Building flexible, sustainable environments and technologies.</p>	<ul style="list-style-type: none"> <li>Complete the Box Hill Hospital Redevelopment and other capital developments across the organisation.</li> </ul>
<p>5.3 Measuring the things that matter.</p>	<ul style="list-style-type: none"> <li>Measure achievements and variances against the Strategic Plan 2010-15 and develop a Scorecard which is aligned with this.</li> </ul>
<p>5.4 Living within our means and minimising waste.</p>	<ul style="list-style-type: none"> <li>Operate within our budget and achieve targets associated with the Financial Improvement Strategy (FIS).</li> </ul>

### What we've achieved in this area already

- Improved our capacity to deliver services to the community through construction and opening of 10 brand new facilities between 2006-2009.
- Improved access to renal services for people living in the east by developing an integrated renal service across Eastern Health, including the establishment of new renal dialysis units at Maroondah Hospital (12 chairs) and Box Hill Hospital (16 chairs) and an 8-bed inpatient 'hub' at Box Hill Hospital in 2006/07.
- Developed a Scorecard Report to actively monitor and manage key elements of our performance, including patient waiting times, performance against budget and staffing-related performance indicators.
- Successfully implemented HealthSMART Clinicals, as the lead health service in Victoria and implemented patient record scanning technology at Wantirna Health and Yarra Ranges Health. These represent early stages in the development of a fully electronic patient record across Eastern Health.



# 12

## Enabling Strategies

Eastern Health has identified the following key enabling strategies which complement and support the Strategic Plan 2010-15.

### 12.1 Strategic Clinical Service Plan (SCSP)

Eastern Health is developing a population-based strategic clinical service plan that focuses on providing clinical services to the community at the appropriate level at the appropriate place. The SCSP will take a whole-of-Eastern-Health perspective to service planning, which in the past has been undertaken on a site basis.

The Strategic Clinical Service Plan takes a longer-term perspective on service planning ten years hence. The SCSP will also inform the next Eastern Health Strategic Plan 2016-20 and, in some respects, over-arches Eastern Health strategy.

### 12.2 Organisational Development and Workforce Plan

A framework for an Organisational Development and Workforce Plan 2009-12 was developed in 2009. The objective of this plan is to enable an integrated, aligned and sustainable approach to all aspects of the employee lifecycle and organisational growth at Eastern Health.

### 12.3 Information and Communication Technology (ICT) Long Term Plan

A methodology for the development of an ICT Long Term Plan has been developed and will commence in 2010.

Strategic goals that are focussed on embracing quality information and implementing technologies across the health service underpin Eastern Health's ability to provide seamless patient journeys, enhance partnerships and provide high quality, safe healthcare.

### 12.4 Research & Education Strategy

Eastern Health's current Research and Education Strategy was developed as a three year strategy to June 2010. Under the guidance of the inaugural Eastern Health Education and Research Council, a charter for driving research and education across the organisation was developed. This forms a basis for Eastern Health's Research and Education Strategy, which will be an integral component of the organisation's ability to achieve many of its strategic goals.

### 12.5 Community Participation Plan

A Community Participation Plan is under development. It articulates why and how Eastern Health engages with its community to ensure that it continues to work on the right areas and provides positive health experiences for people and communities in the east.

The Community Participation Plan informs much of the work to achieve Eastern Health's strategic goals and is pivotal to the organisation's ability to provide great patient experiences.

### 12.6 Capital Plan

Following completion of the Eastern Health Strategic Clinical Service Plan, an Eastern Health-wide Capital Plan will be developed which will consider the Master Plans currently in place for each of the larger sites at Eastern Health and will also consider non-hospital based facilities which support Eastern Health's comprehensive service delivery network. The objective of this plan is to review existing and planned infrastructure requirements and establish a new, integrated Capital Plan which will support the delivery of the Strategic Clinical Service Plan and Strategic Plan.

# 13

## Deployment and Implementation

Eastern Health has developed a comprehensive annual planning framework to support the deployment and implementation of the Strategic Plan 2010-15.

The Eastern Health Strategic Plan 2010-15 is being deployed, monitored and implemented through the organisation's new annual Operational and Improvement Planning (OIP) framework. This framework integrates risk assessment and management and performance management within a single Plan that is established annually.

The Strategic Plan 2010-15:

- Will be the compass which guides the development of annual Statement of Priorities, Eastern Health-wide, program and department-specific Operational and Improvement Plans (OIPs).
- Will underpin the organisation's Scorecard Report.
- Will form a basis for establishing goals and measuring individual staff performance.

It is imperative that all programs, departments and individual staff at Eastern Health have a clear line-of-sight to Eastern Health's vision, mission, strategic directions and goals to inform decision-making and to prioritise competing demands.

Through the deployment, implementation and monitoring of the Strategic Plan by the Eastern Health Executive and Board of Directors, every member of staff will know how they are contributing to Eastern Health's mission to provide positive health experiences for people and communities in the east.

# 14

## Consultation

The consultation surrounding Eastern Health's Strategic Plan 2010-15 was substantial and included both internal and external stakeholder involvement.

### Consultation within Eastern Health

Staff and volunteers were provided numerous opportunities to contribute to the planning process and over 620 Eastern Health staff contributed to the Plan.

- The Chief Executive invited all staff to "Have your say". Through a written survey, staff were encouraged to tell the Chief Executive the three things they would do if they were the Chief Executive. A total of 335 staff responded, raising 970 issues.
- An in-depth survey of the Senior Leadership Team (SLT) was undertaken by external consultants, OPPEUS. The on-line survey was modelled on the nine dimensions of the Winning Wheel<sup>1</sup> framework. Out of the 100 members of the SLT, 88 responded to the survey.
- A strategic planning survey was made available to all staff in October 2009. A total of 93 staff responded to the survey which could be completed on-line or in hard copy.

- 27 senior members of staff, include the Executive Committee, clinical program leaders and chief medical advisors, attended a Strategic Planning Forum on 13 October 2009.
- 39 people, including the Board of Directors, Executive Committee and senior members of the management and clinical teams attended A Strategic Planning Workshop on 19 November 2009.
- 39 staff from all levels across the organisation, participated in a series of 7 Strategic Planning focus groups throughout December 2009.

### Consultation outside of Eastern Health

Consultation with external stakeholders has been extensive in the development of the Eastern Health Strategic Plan 2010-15.

- Members of the Eastern Health Community Advisory Committee provided guidance and advice concerning which community groups needed to be consulted and the best mechanisms for doing this.
- Members of the Eastern Health Primary Care and Population Health Advisory Committee provided guidance, advice

and input into the Plan through various consultations and a Strategic Planning Workshop held in February 2010. Chief Executive Officers of Community Health Centres and Divisions of General Practice in the eastern metropolitan region also participated in the workshop.

- 82 external stakeholder organisations and individuals were invited to one of three facilitated focus groups held in February 2010 or to complete an on-line questionnaire regarding Eastern Health's strategic plan. A number of organisations responded to the invitation and contributed either through their attendance at a focus group, or completion of an on-line questionnaire.
- Senior representatives of the Victorian Department of Health provided guidance and advice through a strategic planning focus group which was held in April 2010.
- An open community forum was held on 18 March 2010 to engage the wider community in the development of the Eastern Health Strategic Plan. The forum, which was advertised on the Eastern Health web site and in all locally distributed newspapers in the eastern metropolitan region, was well attended.

<sup>1</sup> Hubbard G, Samuel D, Cocks G, Heap S. The First XI, Winning Organisations in Australia, 2nd Edition (2007).

# 15

## References

- 1 Victorian State Government *Victoria in Future 2008 Population and Household Projections 2006-2036*. Second Release, September 2009.
- 2 Inner East and Outer East Primary Care Partnerships *Population and Place Profile*. April 2009.

# 16

## Appendices

**Appendix 1** – Eastern Health Sites & Services Directory April 2010 (see insert)

For the Eastern Health Strategic Plan brochure or poster, please go to [www.easternhealth.org.au/about/](http://www.easternhealth.org.au/about/)





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