

Euroa Health

Our community.



Strategic Plan 2021—25







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Forewords

Message from the Board Chair, Michael Bell

Staff and community have had significant input to the development of this Strategic Plan, and the Board would like to offer its thanks to everybody who has contributed.

Our purpose as an organisation is to provide the local community with an excellent health service. Euroa Health is a focal point of our community. Our community is growing and local access to health care is an important consideration for young families, local industry, newcomers and visitors.

To make sure that we continue to provide an excellent service in the future, we need to respond to challenges and changes in our community and the wider health system. Some of the things shaping the future for Euroa Health include:

- Our changing demographics
- Our remote location and limited access to transport for many in our community
- Supporting equitable access to services, expertise and specialist equipment in rural areas
- Rapidly advancing technologies
- Major government policy changes following the COVID-19 pandemic and the Aged Care Royal Commission (among others)
- The increasing cost of care and decreasing numbers of private health members.

GraniteHill is home for residents and the facility must continually adapt to their needs. Refurbishment, training of staff and employment of contemporary technology are serious considerations. Ageing well in a healthy and supportive environment is a key objective of Euroa Health. This means we want to deliver more services in the home environment too.

Euroa Health is a significant employer and we will focus on making it a workplace of choice, with a great culture, training and development opportunities for all.

Euroa Health is community owned and relies upon the wonderful support of volunteers to help provide a range of services. Engagement with our wider community is critical to achieve our future vision. We are committed to listening, acting, and reporting back to our wider community.

We will measure the implementation of this strategic plan through clear targets for each action. Transparency will be demonstrated by regular updates for our community and through our Annual Report.



Forewords

Message from CEO, Cherree Hunter

It is with great pleasure that I present Euroa Health's Strategic Plan for 2021–2025.

We are ready for change and have set a bold Strategic Plan for ourselves and our community. Every aspect of our plan has been crafted to create a vibrant future for our organisation that will support the health and wellbeing of Euroa and across Strathbogie Shire.

This plan builds upon Euroa Health's past successes and rich history supporting the community for almost 100 years. Our health service is embedded in and committed to our community and this is a key strength that we will build on over the course of this strategic plan.

As an organisation, we will continue to be challenged by the need to grow and develop new and innovative health care services. Our past focus has been on the delivery of a modern and vibrant residential service, which we have achieved in GraniteHill. We now need to focus on the delivery of broader services, including our Acute Inpatient Unit, its Urgent Care Centre, and a suite of community-based services. Our services need to support people before they come to Euroa Health, during their stay and after they leave.

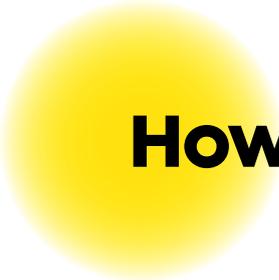
We also want to make sure that people know about the opportunity to be cared for in our community. Our strategic aims focus on improving the quality of care provided to our consumers, but we also want to listen more and engage with our consumers and their families, and the wider community.

We know that many others want the best for the community's health and wellbeing, and we want to work closely with our partners to deliver care and services for our community.

This plan also presents our new Euroa Health values. These values were developed in genuine consultation with our staff, volunteers, consumers and community so we could appreciate what is most important to them.

We have listened to our staff and understand what needs to change to provide them with a rewarding and inspiring work environment. Better supporting our staff means that they can then put our consumers first in all that they do.

I look forward to leading these changes with the support of the community and making a genuine difference to the health of those in our care in the years to come.



How we started

Euroa Health, formerly the Euroa Bush Nursing Hospital, has been supporting the community of Euroa for 94 years.

The Euroa Bush Nursing Hospital was established in 1927 and operating from our current site since 1929.

The Euroa Bush Nursing Hospital supported our community through the years during and after the second world war and significant events like the Southern Aurora train crash.

Today we are known as Euroa Health, yet the Hospital remains a Bush Nursing Hospital and has been extended to provide for additional beds.

Euroa Health is one of only five remaining bush nursing hospitals. A significant decline from a decade ago when there were 60 across Victoria.

Over time, additional services and redevelopments have been added to the site. We have also seen the construction of buildings known as Amaroo, Euroaville, Gilburn house and most recently GraniteHill Aged Care which has expanded the services Euroa Health now provides to the community.

Euroa Health is proud of its rich history and being there to provide care to the community when it needs it most.

Continued provision of local care is an asset to the whole community.





Who we are

Euroa Health Inc. is a local health service providing high quality, individualised care for our community.

We are a key part of improving health and wellbeing across Strathbogie Shire.

We deliver individualised, high-quality care and help consumers access the care and support that they need.

We work for our community and ensure funds go towards service delivery.

We are a local health service providing personalised care for our community. We act quickly to meet changing community needs.

We offer a variety of bed-based and community-based services that meet the diverse needs of our community across all ages and stages of life.

We provide great care, great lifestyle options and support our consumers to access hospital support whenever needed.

“Euroa Health is inclusive and welcoming to all members of the community... The wonderful dedicated staff go out of their way to ensure people are cared for.”

Community member

We serve a community of more than:

6,000

people.

In 2020:

Our acute nurses worked:

2,190

shifts.

1,944

Medical rounds were undertaken in the Hospital.

98%

Occupancy in GraniteHill.

49%

Occupancy in the Acute Hospital.

Our catering team prepares:

65,700

meals each year for our residents and community.

Our services

We offer a broad range of services to support the diverse needs of our community.

At Euroa Health we offer:

- Residential aged care services at GraniteHill;
- In-house catering and food preparation, tailored to individual preferences;
- Inpatient acute (hospital) care;
- Urgent care;
- Allied Health services such as occupational therapy, physiotherapy and exercise physiology;
- Community services including home-based services such as meal delivery;
- A community gym and meeting facilities.

We are a progressive medical facility.

We are always looking for ways to improve and expand the services in response to both changing community needs and feedback from consumers. Recently we changed our meal preparation in response to suggestions from our GraniteHill residents. All meals are now prepared fresh on-site each day with local produce.

We are expanding to be able to deliver more high-quality, fresh and locally sourced food to members of our community who need it.

We also have a great café at GraniteHill and receive amazing support from the volunteer-run Bowerbird Boutique Op Shop.



Our values for health and wellbeing

Our values and behaviours underpin and shape our culture as a health service.



Safety

We value the physical and emotional wellbeing of ourselves and others. We continuously strive to improve on safety.



Kindness

We are compassionate. We are conscious of others' distress and actively try to alleviate it. We are considerate and welcoming.



Teamwork

We are united and all pitch in to achieve our goals. We deliver great outcomes for the users of our services and the community through the combined efforts of everyone.



Respect

We value the rights, feelings and wishes of others. We are polite, professional and caring. We appreciate diversity and are inclusive and respectful always.



Trust

We act with integrity. We strive to consistently act in a manner that builds trust with our colleagues, our consumers and our community.



Drivers for change

Our environment is rapidly changing. To continue delivering the best possible outcomes for our community, we will respond to the following external and internal environmental changes.

1 Community demographics are shifting

The health challenges our community faces are shifting as our community becomes more diverse. Our population is ageing, more young families are moving into the area, we are welcoming members of different cultures and backgrounds and we have a significant mobile or 'weekend' population. COVID-19 has prompted 'tree changers' to leave larger cities and move to regional and rural locations. It is likely that our young and professional populations will keep growing. Over the next 5–10 years, Euroa Health will need to strike the balance between continuing to provide great services for our ageing community while developing new offerings for the growing younger cohorts in our community.

2 There are big changes to health policy

Big policy shifts in the health and community services sectors are significantly impacting the way smaller rural health services work. The Royal Commissions into Aged Care, Mental Health and Family Violence will likely reshape these sectors, and changes to funding models and increased regionalisation of healthcare will likely change how communities access health services in the future.

3 Health technology is advancing rapidly

New and improved health technologies are making it possible to deliver better care closer to home. Technology is making it easier to monitor chronic health conditions such as diabetes. There is an opportunity to explore how new and emerging health technologies can deliver greater access and care to our community.

4 The viability of our acute medical services is under threat

There is a nation-wide decrease in the number of people who are private health members. As a community-owned, private health service, this directly affects our bottom line at Euroa Health. In the next five years, we will need to make significant changes to our business model to sustain our acute medical services into the future.

5 Community expectations and needs are changing

As a local health service, we need to continuously monitor, understand and adapt to our community's needs utilising all our available resources and working in partnership to enable access to care for our community.

6 Strong leadership + culture is important

Leadership and culture is a big part of attracting and retaining great local staff. Our staff need to feel supported and be empowered through strong leadership, a cohesive and connected organisational culture and contemporary training and career pathways. There is an opportunity to further build our leadership capabilities and embed our values and behaviours in everything we do.

7 We need tools to enable an efficient and effective workplace

Fit-for-purpose tools and processes are required for an efficient and attractive workplace. We need to make it easy for our people to connect and do their jobs. There is an opportunity to make strategic investments in our processes so that we can operate more effectively and efficiently.

Our vision:

Our community, living well.

Our mission:

To be the preferred provider for our community that delivers high-quality, individualised care and services.

Together, our vision and mission will guide the focus of our work over the next five years.



Our strategic framework

Four outcomes underpin our strategic framework. Our five-year strategic plan is guided by four outcomes that will help us progress our vision of providing trusted care that enables our community to live well.

In line with our vision, we want to be a valued and trusted leader for health in our community. We will achieve this by empowering and supporting our workforce to deliver high-quality and accessible care and services.

Over the next five years, we also need to respond and adapt to our community's changing needs and to new technology and trends in healthcare.

These outcomes provide a framework for the goals we set and actions we will take over the next five years.

Our vision, mission, outcomes, goals and actions have been developed in consultation with our staff, Board and executive team, external partners, GraniteHill residents and their families, and our wonderful community.



Outcome 1

A valued and trusted leader for health in our community.



Outcome 2

Accessible, high-quality care and services for everyone.



Outcome 3

An empowered and supported workforce.



Outcome 4

An adaptable organisation that changes with our community.



Outcome 1

A valued and trusted leader for health in our community.

Euroa Health is a community asset. We play a vital role in connecting individuals and organisations across our community to support their health, wellbeing and resilience. We will do more to spread the word about all the services we offer for different cohorts and groups within our community. We will improve communications to make sure that everyone understands what we have available and how to access our services.

We want to be a trusted source for health information and ideas for our community. In addition to providing high-quality services and care, we want to share information and resources that will enable our community members to make informed choices about their health. We want to hear their views and ideas. It will help Euroa Health get better which in turn helps improve the health of the Strathbogie Shire community.

What success looks like

We know we have achieved this outcome when:

- Our community tells us we are doing the right things
- Our community is aware of who we are and our services
- Our community feel better informed about their health and wellbeing
- The family and friends of those receiving our care feel supported
- Our membership and volunteer programs have grown and evolved

Our goals

Our goals to achieve this strategic outcome over the next five years are:

1.1.

Better understand our community's needs and expectations

We want to support our consumers, their families and the wider community to make more informed choices about their own health care. We will create more opportunities for our community to share their views and expectations with us, so that we can better know their needs and respond accordingly.

1.2.

Build community awareness and trust in our services

We will share more information, more frequently and in lots of different ways so that our community, including new and younger members, are informed about the services we provide.

1.3.

Strengthen engagement with our community

We want to be more visible in the community and to provide opportunities for individuals and organisations to visit and work with us. We will make it easier for individuals in our community to contribute to our collective health and wellbeing.

1.4.

Promote healthier living

We will share our expertise through public communication and education programs to help create a healthier community. We will participate in and lead activities that grow the community's understanding of health and wellbeing.

Our actions

To achieve our goals, we will take the following actions:

- Create opportunities for the community, particularly younger members, to interact with Euroa Health and our consumers
- Enhance the pastoral care and support we provide to our consumers and their families
- Raise the profile of Euroa Health through a targeted public communications and marketing campaign
- Deliver and support health prevention and promotion activities
- Revamp our volunteer and membership programs, so that participants and volunteers feel more valued
- Develop reports, tools and processes to understand community involvement and expectations of us, and be transparent in what we are planning and implementing
- Work closely with the Shire and other medical services that service the wider Euroa community to ensure that we are working better together



Outcome 2

Accessible, high-quality care and services for everyone.

Providing high-quality care and services is the essence of what we do. We are respectful and compassionate, and tailor our care and services to meet individual needs.

We use evidence-based, best practice approaches coupled with feedback from staff, consumers and their families to continuously improve our care and services. To us, this focus on evidence, transparency and continuous improvement is a central part of delivering high-quality care.

As a small, community-focused health service, we play a vital role in providing care and helping consumers access care wherever it might be provided. We can provide guidance and advice so that everyone can receive the right care when they need it most.

What success looks like

We know we have achieved this outcome when:

- We are a valued provider of clinical care using benchmarking and consumer feedback to measure our success
- We provide more services locally
- We are constantly listening and using what we hear to get better at what we do
- Our community and consumers have positive experiences receiving our services and care
- Our residents genuinely feel empowered and at home at GraniteHill
- Our health service is busy with high occupancy and usage of our services

Our goals

Our goals to achieve this strategic outcome over the next five years are:

2.1.

Enhance the quality of our care and services

We want to be the provider of choice for our community and will continue to use community and consumer feedback to enhance the quality of our existing services.

2.2.

Build a long-term, sustainable services model

With our community, we will develop and embed a sustainable hospital services model to ensure ongoing community access to hospital services as close to home as possible.

2.3.

Deliver more care locally

We want our community to have more choices for great local care and services – both on site at Euroa Health and at home. We will strategically expand our service mix over time to better meet the needs of our community.

2.4.

Help our community find the care they need

We are committed to making it easier for our community to access the care they need when they need it, regardless of the provider. We will better connect our community to appropriate healthcare providers in the Shire and across the region.

Our actions

To achieve our goals, we will take the following actions:

- Enhance the way we provide care to GraniteHill residents by improving our processes to welcome and settle new residents, providing clarity on their care journey, improved communication and expanded lifestyle options available
- Develop care coordination capabilities to support our community to move between our services and to access care easily from any provider
- Develop enhanced services and infrastructure to support specialist programs for individuals living with dementia and their families
- Explore demand for potential new and returning services across different parts of the community including young people and families as well as more home-based care options
- Explore and test strategic options for the most appropriate and sustainable future hospital services model, including the urgent care centre (i.e. a business case)



Outcome 3

An empowered and supported workforce.

Our workforce (including our volunteers) is our most important asset, and a strong, positive culture is the most important enabler of our future strategy. We are committed to the health, safety and wellbeing of our staff and volunteers and want them to confidently, safely, and effectively deliver high-quality care and services to our community.

We also recognise that delivering high-quality and individualised care depends on having the right people in the right roles. This is an ongoing focus for our health service. We will support our staff to develop professionally and thrive in their careers.

We will also continue investing in ICT to improve the efficiency of our work and the attractiveness of our organisation as a place to work.

What success looks like

We know we have achieved this outcome when:

- Our staff feel supported
- We have the technology and tools to do our jobs and collaborate and connect with our staff, consumers and community
- Our staff can access bespoke and exciting professional development and career pathways
- Our staff are confident, empowered and actively champion new ideas and activities that improve our organisation
- We are a workplace of choice and attract and retain skilled staff

Our goals

Our goals to achieve this strategic outcome over the next five years are:

3.1.

Build a positive and connected culture

We will promote a culture of positivity, resilience and care that helps to sustain our engaged, skilled workforce where we 'walk the talk' and live our values every day. We want our staff to feel heard and appreciated. We value their ideas and feedback and we want to ensure that they are supported to bring new ways of working to fruition.

3.2.

Improve our ICT to deliver better services

We will update our ICT to enable new ways of working, the delivery of care and to attract the best people. Improved ICT will enable better connection and collaboration across our staff, consumers and community.

3.3.

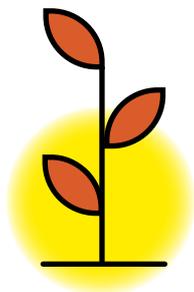
Support our staff with their professional development

To deliver great services for our community, we will bring together great staff and support them to continually develop their skills. We will encourage our staff to access professional development opportunities and to shape their future within Euroa Health.

Our actions

To achieve our goals, we will take the following actions:

- Work with our staff to promote our vision, mission and values and develop a culture that motivates, retains and attracts talented people
- Offer a suite of training and development opportunities to ensure that staff can take ownership of maintaining and enhancing their skills and expertise
- Partner with organisations in our region to build career pathways in health for young people
- Strengthen our people management and development capabilities to attract and retain skilled staff and support effective succession planning
- Upgrade our ICT systems to enable progressive and efficient ways of working (including electronic medical records and medication management)
- Improve staff induction, management and communications
- Support students to undertake training at Euroa Health



Outcome 4

An adaptable organisation that changes with our community.

The demographics of our community are changing, along with their health needs and expectations. To be a sustainable and adaptable organisation, we need to stretch, change and grow as our community does. We will embrace new technology and contemporary models of care so we can continue providing high-quality, modern care and services for our community.

Euroa Health cannot provide all the health care services our community may need. Strengthening partnerships with other health care providers will be important so our community receives equitable access to care and services they need. We will nurture strategic partnerships that enable our staff and our organisation to grow to better support our community now and into the future.

We value our partnerships with local GPs, the council, surrounding health services and local businesses and community groups. As we grow into the future, we want to continue to work collaboratively and broaden our partnerships to maintain the health of our community. Our partnerships will be critical to designing and adopting innovative solutions to the future health challenges our community will face.

What success looks like

We know we have achieved this outcome when:

- We are transparent, open and accountable to our staff, consumers and community
- New health technologies improve how we care for our community
- We are actively planning for the future
- We have a range of strong partnerships that benefit our staff, consumers and community
- We are financially sustainable and have robust governance and oversight arrangements

Our goals

Our goals to achieve this strategic outcome over the next five years are:

4.1.

Strengthen how we work

We will strengthen our clinical, quality, governance and finance processes to support clear decision-making that is transparent and clearly communicated to our community.

4.2.

Embrace new technology

We will explore and adopt new health technologies to support cost-effective care and service-delivery, closer to home.

4.3.

Evolve our way of providing care

We will design and deliver new models of care that align with emerging evidence and expert guidelines to better meet our community's current and future needs.

4.4.

Partner for purpose

We will forge partnerships that support the development of our staff and enable our community to access a wider range of services. Our contribution to these partnerships will support the delivery of high-quality care and the community's access to new local services.

4.5.

Reinforce our financial viability

We will introduce services that support our viability using our assets to enhance services.

Our actions

To achieve our goals, we will take the following actions:

- Review, update and embed our clinical governance processes and procedures
- Review, update and embed our operational governance processes and procedures
- Dedicate resources to design new services and models of care and research relevant health technologies
- Dedicate resources to nurture our key strategic partnerships to allow for growth in areas of mutual interest and importance
- Provide the physical space our partners need to deliver services in our premises, so that we are a destination for health and wellbeing
- Undertake master-planning to determine how to best use available infrastructure for future service delivery



Implementing our strategic plan

Our Implementation Roadmap outlines our approach to achieving our strategic outcomes over the next five years.

Many of our goals will take time to achieve. Others can be completed much sooner. Some actions are reliant upon other actions being completed first.

There are also many things we need to keep doing while implementing the initiatives in this strategic plan. These include delivering safe, high-quality care. They remain our core work and we will continue to deliver in these areas with the same dedication.

Our Implementation Roadmap highlights how we will sequence our goals and in which areas we will dedicate our focus in the:

- Short term (year 1)
- Medium term (years 2 and 3) and
- Long term (years 4 and 5).

Our Roadmap is supported by an implementation plan and annual business plans. We will regularly monitor and review our progress against these plans to remain on course and achieve our strategic outcomes.

Year 1 2021

Consolidating our foundations

Our focus in year 1 will be going back to basics and ensuring we have strong foundations on which we can grow as an organisation. This includes improving our ICT and our internal processes.

We will make sure that we know our community and their health needs well, and ensure our community knows what we have to offer and trusts us.

It also means promoting a culture of positivity, embedding our vision and values into the way we work and supporting the continuous development of our people.

Years 2–3 2022–23

Strengthening our connections

To grow and to offer new services, we will need to work in close partnership.

Our focus in years 2 and 3 will be on creating deeper connections with our community and partners to design new models of care and service offerings.

We will seek and create opportunities for more interactions between ourselves, our community and our consumers.

We will forge strong partnerships with local clubs and other local and regional healthcare providers who can help us transform our Services.

Years 4–5 2024–25

Transforming our services

Our focus in years 4 and 5 will be on transforming our services and the way we work.

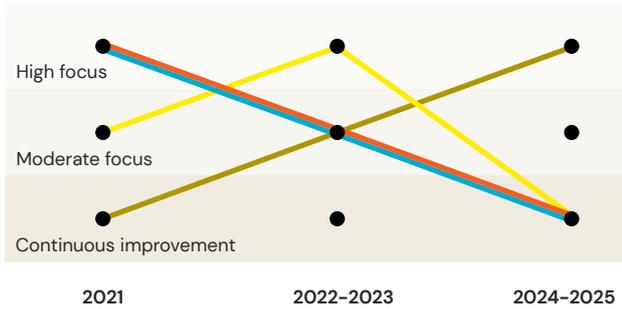
We will build on our efforts in the previous three years to understand our community's needs and nurturing our partnerships to expand our service mix and embed a sustainable hospital services model.

We will also explore new technologies that support our expanded service mix and ensure we can keep delivering high-quality, individualised care and services for our community.



As a result of COVID-19 restrictions, this image has been digitally enhanced.

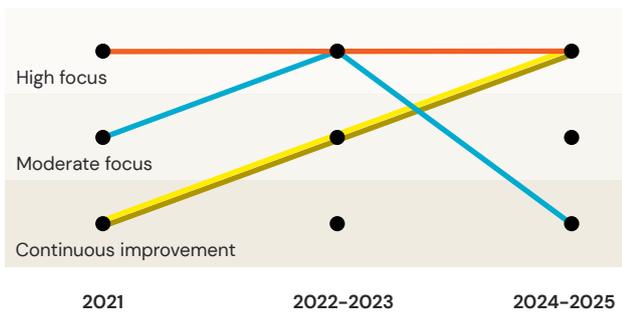
Strategic goal priorities



Outcome 1

A valued and trusted leader for health in our community.

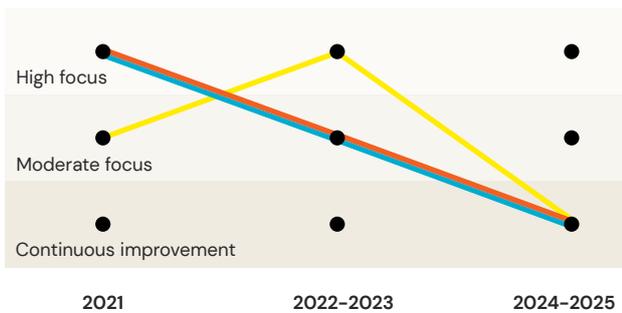
- 1.1. Better understand our community's needs and expectations.
- 1.2. Build community awareness and trust in our services.
- 1.3. Strengthen engagement with our community.
- 1.4. Promote healthier living.



Outcome 2

Accessible, high-quality care and services for everyone.

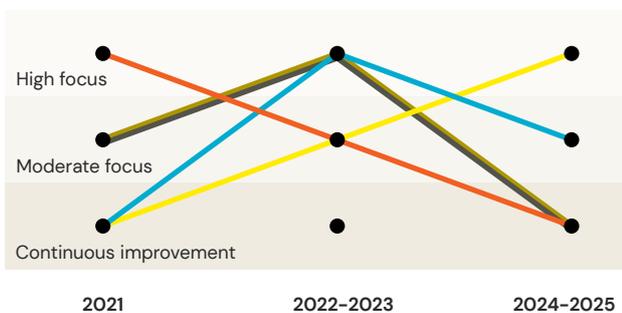
- 2.1. Enhance the quality of our care and services.
- 2.2. Build a long-term, sustainable services model.
- 2.3. Deliver more care locally.
- 2.4. Help our community find the care they need.



Outcome 3

An empowered and supported workforce.

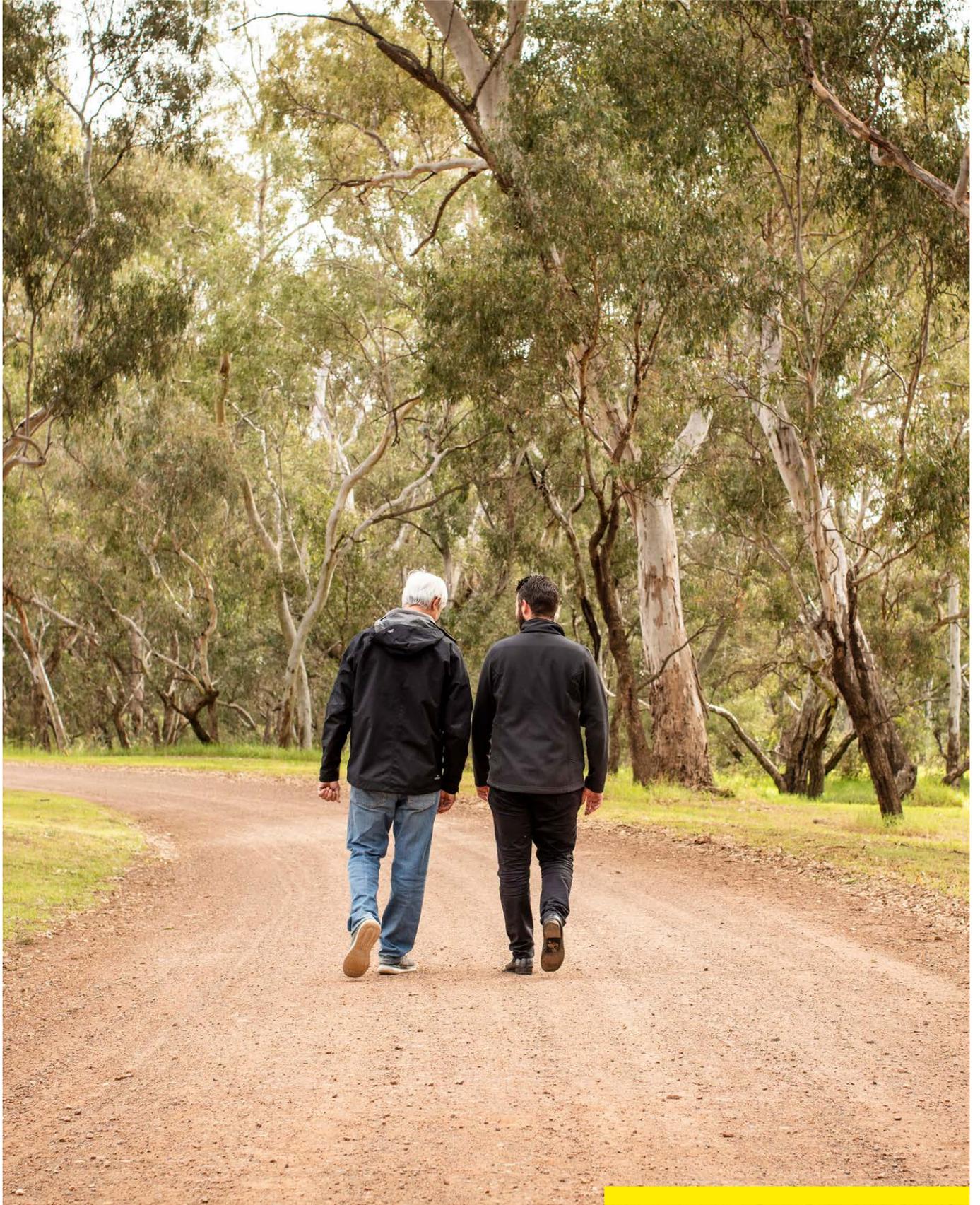
- 3.1. Build a positive and connected culture.
- 3.2. Improve our ICT to deliver better services.
- 3.3. Support our staff with their professional development.



Outcome 4

An adaptable organisation that changes with our community.

- 4.1. Strengthen how we work.
- 4.2. Embrace new technology.
- 4.3. Evolve our way of providing care.
- 4.4. Partner for purpose.
- 4.5. Reinforce our financial viability.





Euroa Health

Our community

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