

# Strategic Directions

2008-2011

*Summary*  
*May 2009*



# Shared Vision

*Latrobe Regional Hospital will be a leading regional health care provider delivering timely, accessible, integrated and appropriate services to our community and region.*

## Core Values

- working together
- excellence
- integrity
- people focus

## Objectives

Actions will deliver the following objectives:

- a healthier population
- quality services
- excellence in knowledge management

## Strategic Direction

- delivery of quality, accessible, coordinated health care
- enhance services available to the community
- improve financial viability and infrastructure
- attract, retain and develop quality staff
- engage the community in the work of the Hospital

## Strategic Priorities 2008-2010

1. understand and address the health needs of the Gippsland population
2. deliver accessible, quality healthcare that is relevant to the health needs of the Gippsland population
3. ensure a sustainable health service
4. continue to enhance the capacity of Latrobe Regional Hospital to meet the foreseeable future health needs of Gippsland

## Introduction

This summary covers the key components of the Strategic Plan of Latrobe Regional Hospital for the period 2008-2011, developed in consultation with health care providers from across Gippsland with the focus on improving the patient journey and our capacity as a Health Promoting Hospital.

The LRH Board of Management and management recognises that the service needs of the Latrobe Valley community and the wider Gippsland region will change as the demographic profile alters and new models of care are introduced.

In partnership with the Victorian Department of Human Services, we have engaged in strategic service planning and commenced master planning.

The strategic plan is constructed within the context of the over arching policy documents provided by the Victorian Department of Human Services, including the Rural Directions Statement 2007, and the Australian Department of Health and Ageing. Major works informing the strategic priorities and strategies include:

- Gippsland Population Health Based Strategic Planning Project, Part A Population Health Needs, 2007.
- Gippsland Population Health Based Strategic Planning Project, Part B Service Framework, 2007.
- Care in your community Trial in the Gippsland Region, 2007.
- The Latrobe Regional Hospital 2007-2011, Strategic Services Plan Review, 2007.
- The Mental Health Services Gippsland Strategic Plan, 2003-2008.
- The Gippsland Sub-Acute Services Plan, 2007.
- Latrobe Regional Hospital After hours General Practice Clinic and Ambulatory Care, 2008.

*Latrobe Regional Hospital's 2008-2011 Strategic Plan reflects the significant growth that the health service has experienced since its inception.*

## Our role

Latrobe Regional Hospital is the designated regional hospital (Level 5i) for the Gippsland region, providing local and regional health services for the people of Gippsland and is also a Health Promoting Hospital servicing our district.

Latrobe Regional Hospital is a teaching hospital affiliated with the Monash University School of Rural Health and is a major teaching hospital for the Gippsland Medical School.

In addition to the service and teaching role, we deliver other regional requirements such as the provision of the Human Research Ethics and Population Health Committee functions.

## *Our people focused service and Model of Care*

The redesign of the Model of Care will adopt an outcome based approach for patients and their families.

The principles provide the fundamentals for organising complex service processes to support patient flows and reduce disruptions and delays to service provision. The process will continuously improve the Model of Care within the Gippsland context.

Actions have been prioritised to address the core elements of the patient experience across the major streams of care and patient flows for each clinical specialty and program.

## *Planning framework*

<b>Service Plans</b>	<b>Corporate Plans – Triennial</b>	<b>Operational Plans - Annual</b>
<ul style="list-style-type: none"><li>• Care in your community</li><li>• Gippsland Selected Hospital Services</li><li>• Gippsland Regional Integrated Cancer Services Plan</li><li>• Gippsland Sub-Acute Services Plan</li><li>• Latrobe Regional Health Strategic Services Plan</li></ul>	<ul style="list-style-type: none"><li>• Strategic Plan</li><li>• Strategic Workforce Plan</li><li>• Functional Brief</li><li>• Model of Care</li><li>• Master Plan</li><li>• Financial Plan</li></ul>	<ul style="list-style-type: none"><li>• Statement of Priorities</li><li>• Budget</li><li>• Business Plan</li><li>• Annual Report</li><li>• Quality Plan</li></ul>

## *Strategic plan*

The Strategic Plan Overview is the overarching document that draws the components that comprise the Latrobe Regional Hospital Strategic Plan together.

The components of the Strategic Plan include:

1. The Gippsland Population Health Survey, which underpinned the Gippsland Population Health Based Strategic Planning project, Part A Population Health Needs 2007.
2. Gippsland Population Health Based Strategic Planning project, Part B Service Framework 2007 I, the Regional Model of Care document.
3. The Latrobe Regional Hospital 2007-2011, Strategic Services Plan Review, 2007.
4. Latrobe Regional Hospital, After hours General Practice Clinic and Ambulatory Care, 2008.
5. Latrobe Regional Hospital, Model of Care document (work in progress, 2008).

# *Our strategic priorities*

## *1. understand and address the health needs of the Gippsland population*

- use the Gippsland Population Health review to guide service planning and delivery
- apply population health approaches to the planning and delivery of quality, efficient and equitable health services

## *2. delivery of accessible and quality healthcare that is relevant to the health needs of the Gippsland population*

- design a Model of Care that provides a regional service using the Regional Model of Care document, the Study of Gippsland Hospitals, to guide inter-hospital relationships and service delivery
- include other health services in care episodes, particularly at point of referral and discharge planning
- draw on skills and expertise of other health services to support the patient's journey
- access the best and most appropriate systems to support the Model of Care
- complete the Latrobe Regional Hospital Model of Care documentation

## *3. ensure a sustainable health service*

- ensure that Latrobe Regional Hospital achieves a healthy financial position whilst maintaining a high level of quality service
- continue the workforce development program such that the workforce availability matches the health needs of the community and is structured to deliver ongoing sustainable benefits
- develop the workforce resource to allow optimal utilisation of the improved model of care and infrastructure at Latrobe Regional Hospital

## *4. continue to enhance the capacity of Latrobe Regional Hospital to meet the foreseeable future health needs of the Gippsland*

- continue with the master planning process
- continue to develop Latrobe Regional Hospital as an education hub in the Gippsland Region with strong linkages to the Gippsland Medical School, the School of Rural Health of Monash University and other training institutions
- work towards the development of an after hours General Practice clinic
- improve the Latrobe Regional Hospital infrastructure to provide a better and safer environment for the patient experience

# *Future developments*

## *Hospital master planning*

The redevelopment of Latrobe Regional Hospital will be a major focus for the next triennium. The master planning process has commenced and is based on the following objectives and principles.

Master planning and proposed capital developments must contribute to the following outcomes:

1. Patient focused services
2. Capacity to provide quality services applicable to the scope of a Regional Health Service
3. Implementation of models of care
4. Innovation in practice
5. Sustainable workforce development and retention

To achieve this the following capital planning principles will be applied:

1. Latrobe Regional Hospital is to remain the major service location for acute, inpatient sub-acute, inpatient mental health and cancer care services.
2. Latrobe Regional Hospital aims to locate community based services in locations that are most accessible to the Latrobe Valley population.
3. Latrobe Regional Hospital will provide services from more than one site. Some adjustments to functions will be shared with other Gippsland providers.
4. A functional layout will accommodate car parking for visitors and staff.
5. Staff office accommodation will generally be separated from the patient contact locations and will be developed on an open plan or shared basis, where appropriate. Executive management will remain on the acute site.
6. Consulting and therapy rooms will be generic and allocated dynamically according to demand. There will be little 'ownership' of spaces.

The process will continue to include research and consultation to ensure relationships between enablers are delivered and that the functional brief informs the proposed staged capital and recurrent plans.