



Strategic Plan 2023-2025

HESSE
RURAL
HEALTH





Hesse Rural Health acknowledges the Kulin Nation and Eastern Maar Nation as the Traditional Custodians of the lands and waters on which we deliver our health care services. We value the rich culture and continual connection to country, waters, kin and community, and are committed to ensuring a culturally safe environment and improving health outcomes and pathways for First Nations people.

Date: 16th October 2023
Version: V4
Endorsed By: Hesse Rural Health Board
November 2023

8 Gosney St, Winchelsea VIC 3241
03 5267 1200
www.hesseruralhealth.com.au

Table of Contents

04	Executive Summary
06	About Hesse
08	Our Community
10	Development of this Plan
11	Consultation
12	Consultation Outcomes
13	Our Strategy
18	Next Steps

Executive Summary

Hesse Rural Health is committed to leading the health and wellbeing for our community, with patients and consumers at the heart of everything we do. This Strategic Plan sets our priorities for the next two years (2023 - 2025) and is a demonstration to our valued community and partners, that we are committed to improving the health experience and outcomes of the broad community we service, now and into the future.

This Plan for Hesse has been developed in recognition of the opportunities and challenges of our community's future health and wellbeing needs. Recognising the importance of the need for the service to reconsider what, where and how health services are delivered, in order to genuinely respond to the health needs of the community.

This Strategic Plan will guide Hesse's approach in all of its services and ensures we meet the changing need of our community. The Plan sets the direction and service priorities over the next two years, to enable Hesse to support and provide its community with access to high quality health care in the face of changing health care demand.

With a very bright future, Hesse can continue to grow from the past progress of our health service. We invite our community, stakeholders and partners to join us in achieving this Strategic Plan.

We would like to thank all of our community members, staff and partners that contributed to the development of this plan. Our Strategic Plan, while ambitious is considered, and will be delivered through hard work and commitment from our workforce, resulting in improved health and wellbeing outcomes for the people and communities we serve.



A handwritten signature in black ink, reading "Ian Whiting".

Ian Whiting
Board Chair



A handwritten signature in black ink, reading "Carissa Brock".

Carissa Brock
Chief Executive Officer



Vision

Leading health and wellbeing for our community

IICARE Values

Innovation

Embracing new ideas that lead to success

Integrity

Be open and honest and do the right thing for the right reasons

Caring

Displaying kindness and empathy

Accountable

Taking responsibility for our own actions

Respect

Value the rights and wishes of others

Excellence

Committed to being the best

Mission

To provide best practice health, aged care and community services to enable the wellbeing of our community

About Hesse

Hesse Rural Health is a public integrated health care service located in South West Victoria on the lands of the Wadawurrung people of the Kulin Nation, and the Gulidjan and Gadubanud peoples of the Eastern Maar Nation. Hesse provides a range of multidisciplinary services to meet the community healthcare needs in Winchelsea, Rokewood, Beeac, Bannockburn, and their surrounding districts.

Formed through the amalgamation of Beeac and District Hospital, Leigh Community Care Centre and the Winchelsea and District Hospital in 1994, Hesse has developed into a key integrated rural health care service.

Our strong governance framework places focus on engagement with community, staff and stakeholders to guide decision-making, and build healthier lives.

We have five sites, with Winchelsea across two locations and three community health centres located in Rokewood, Beeac and Bannockburn.



Our main Winchelsea site provides acute and urgent care, residential aged care and respite services, and our multi-disciplinary community health services. Our community health services include Community Nursing, Allied Health, Home Care, Social Support and Health Promotion.

Hesse remains generously supported by our community, with many achievements made possible by local benevolent activities and community-raised funds.





Our Community

Hesse is located in the Barwon-South West region of Victoria, with a catchment of approximately 21,000 people and spanning approximately 6,652 km².

The Hesse catchment spans across parts of three local government areas (LGAs): Surf Coast Shire (SCS), Colac Otway Shire (COS) and Golden Plains Shire (GPS).

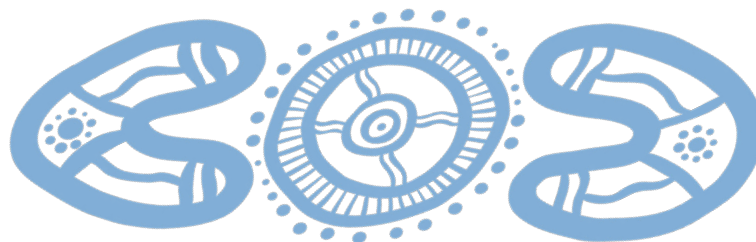
Unique to our service area is the presence of an ageing population combined with an increasing number of younger families. Over the past five years, Beeac has seen a 5.5% increase in the number of residents aged 65+. The towns of Winchelsea and Rokewood have remained consistent in the percentage of the population aged 65+, approximately 21%.

In addition, the towns of Bannockburn and particularly Winchelsea have seen recent increases in the numbers of families, as these towns are more affordable to rent or buy whilst still being in close proximity to Geelong. In Winchelsea, the most populous cohort is the 25-29 age group followed by 55-59. Similarly, in Bannockburn 9.3% of the population is aged 5-9 years, followed by 7.9% aged 35-39 years, thus demonstrating the prevalence of families in the area.

This changing dynamic provides a unique challenge for Hesse, in that the current and future demand for healthcare and associated services is changing as the population changes. Both the elderly and young families are cohorts who heavily utilise healthcare and subsequently the demand for Hesse's services will likely increase.

There is variation in socioeconomic status experienced by consumers in our catchment. In comparison to Victoria, the GPS and COS have a weekly median income lower than the state average, and when the town of Winchelsea (rather than all of SCS) is compared to the Victorian average, it too is lower.

When comparing Socio-Economic Indexes for Australia (SEIFA), the three LGAs again experience differing levels of disadvantage. COS is in the 3rd decile in the state. In comparison, SCS are in the 10th decile, and GPS sits between these two, ranked in the 8th decile. Across GPS, COS and SCS, the rates of overweight and obesity are higher than that of the Victorian average. Moreover, high contributors to the total disease burden, such as cancer and heart disease are equivalent to, if not higher than the Victorian average. This increasing burden of disease experienced by our community will result in increased demand for healthcare services in the coming years.



DEMOGRAPHICS



Total Population - 27,000



BANNOCKBURN

6,470

Population

1.44%

First Nations

14.5%

65 years +

BEEAC

394

Population

2.03%

First Nations

27.4%

65 years +

ROKEWOOD

208

Population

0.0%

First Nations

19.2%

65 years +

WINCHELSEA

2,456

Population

1.43%

First Nations

21.6%

65 years +

FACTORS WHICH INFLUENCE HEALTH (by LGA)

MEDIAN INCOME

\$704

\$783

\$941

\$803

FOOD INSECURITY²

(RAN OUT OF MONEY TO BUY FOOD IN THE LAST 12 MONTHS)

9.2%

9.9%

N.A

5.9%

EMPLOYMENT RATE

58.6%

65.4%

63.8%

62.4%

LEGEND

Colac Otway Shire

Golden Plains Shire

Surf Coast Shire

Victoria

HEALTH RISK FACTORS (by LGA)



CURRENT SMOKERS

21.3%

13.6%

11.8%

16.4%



COMPLYING WITH FRUIT CONSUMPTION GUIDELINES

41.2%

35.1%

38.2%

43.2%



INSUFFICIENTLY ACTIVE

44%

34%

45%

44%



OVERWEIGHT OR OBESE

55.6%

56.5%

49.1%

51.0%

HEALTH CONDITIONS (by LGA)



ARTHRITIS

10.8%

8.9%

7.8%

8.0%



TYPE 2 DIABETES

5.0%

4.2%

2.9%

4.7%



CANCER

3.4%

2.9%

3.4%

2.8%



MENTAL HEALTH CONDITION

9.1%

9.8%

7.5%

8.8%

Development of this Plan

The Strategic Plan 2023 - 2025 sets a strategic direction for the delivery of health services unique to the changing needs and health status of the Hesse community.

The strategic planning process commenced in 2020. The process was unfortunately interrupted by the COVID-19 pandemic. The additional time assisted in reconsidering what, where and how health services are delivered by Hesse to genuinely respond to the health needs of the community. COVID-19 affected the way we delivered care and brought about new opportunities and benefits, strengthening our ability to adapt and respond.

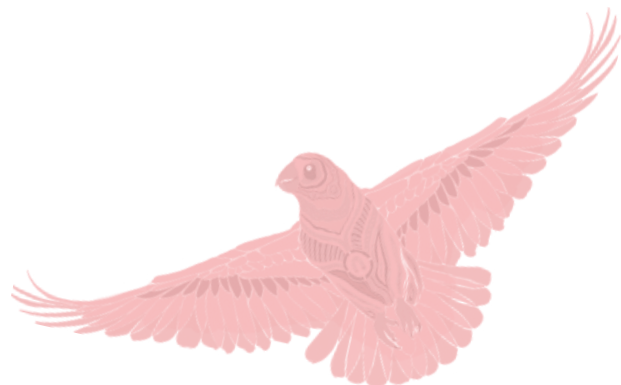
Living with unpredictable impacts from the COVID-19 pandemic are now considered part of our business as usual within this Strategic Plan. The Plan has been developed in that context, reviewing the many factors and changes, including the COVID-19 pandemic, that influence our community's health and wellbeing needs. Emphasis is placed on working together with our workforce, community and partners to improve health outcomes for our community.

As a health service, Hesse has become a key asset to the local community it serves and formed many strong partnerships. With future growing and changing needs, it still has room for improvement to continue the shift of focus from treatment to prevention, enhance quality of care, reduce variability in health outcomes given social determinants, provide care at home wherever possible, and enable better universal access. Hesse aims to strengthen and build upon our partnerships, continue to collaborate and better serve our community.

Hesse faces similar pressures to other small rural health services across Victoria, including increased incidence of chronic disease and subsequent rising costs in the delivery of care, an ageing population, and gaps in workforce and infrastructure. Our community continues to need and expect more personalised, seamless and integrated care experiences.

Like health care that is in the midst of significant transformation, so is Hesse. Increase and changing demand for services and the ongoing technological innovations, significantly impact our existing health care workforce. The ability for Hesse to adapt over this plan's three year period is critical to ensuring safe, effective high quality services now and into the future.

The priority areas of the Plan identify opportunities to target core health needs and improve the accessibility and coordination of health care services for our community. These are in addition to the continuance of existing services unless specifically noted.



Consultation

This plan presents a series of priorities and actions that, if successful, will have a significant impact on the health outcomes of our community. During its development, themes were gathered through consultation with our community, consumers, staff, partners and stakeholders.

Multiple avenues of engagement were offered to encourage active community engagement with the strategic plan development. Including but not limited to, general community feedback and engagement, encouraged through the distribution of an online survey in 2021, and three in-person community “Tea-Talk” consultations held in 2022 (one each in Winchelsea, Rokewood and Beeac). The Hesse Consumer Advisory Committee has also been actively engaged throughout the process.

Hesse volunteers and employees were also involved in the process with a “Tea-Talk” consultation held in-person, as well as an electronic feedback process targeting key internal stakeholders of Hesse. The in-person session was highly interactive and involved productive discussion around the core community needs, priority groups and opportunities to improve health services.

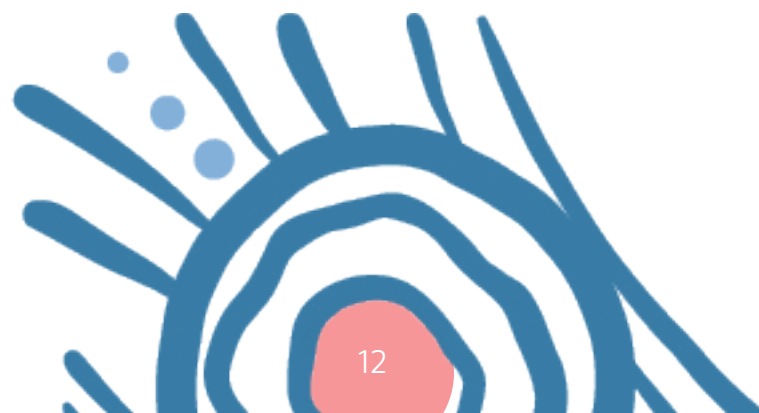
The consultations gained valuable input from relevant stakeholders, secured buy-in, ensures that this plan is reflective of stakeholder views and insights, and best positions the plan to meet the future health needs of our community.



Consultation Outcomes

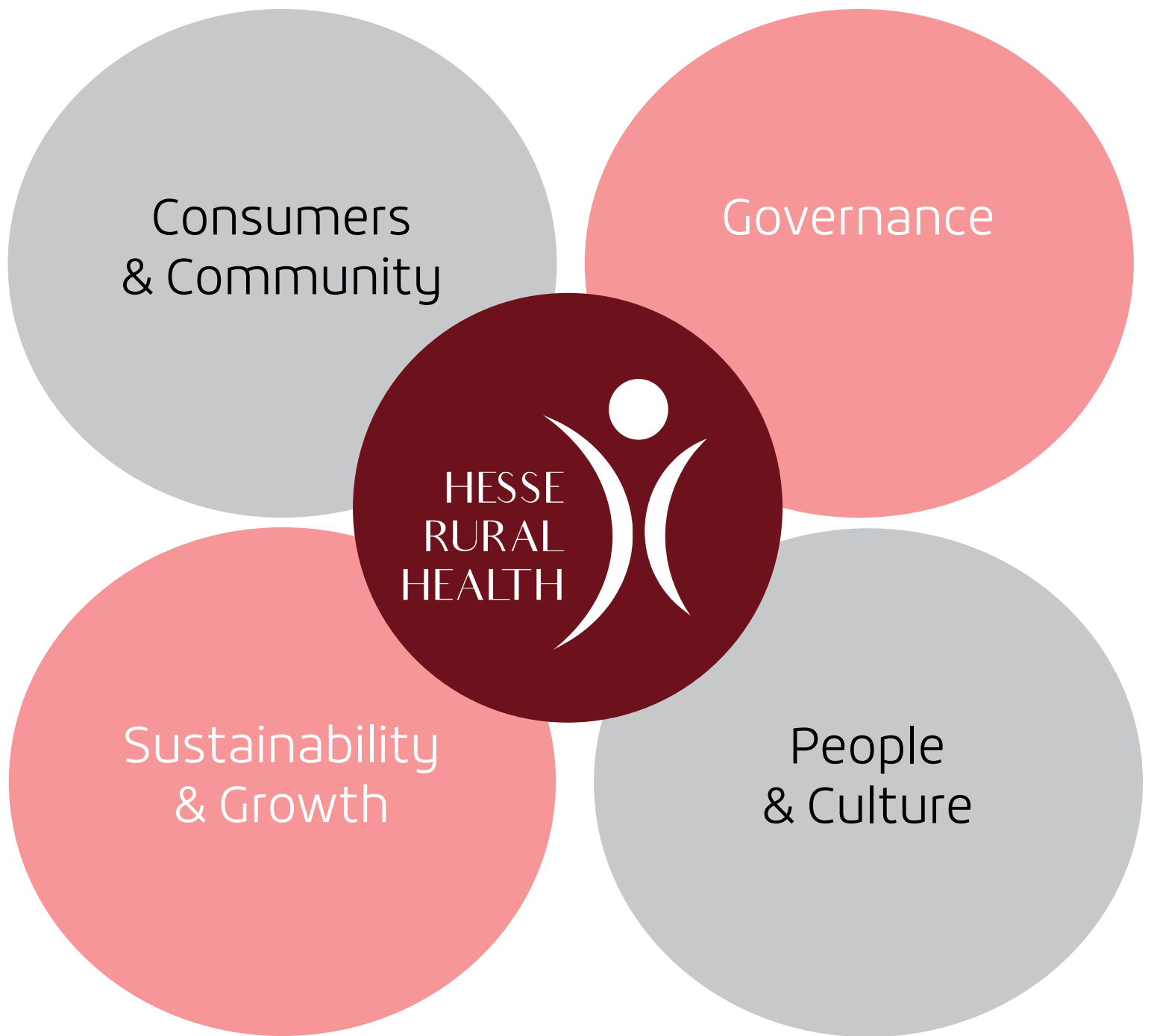
Based on the engagement, consultation insights, and the demographic and service data, the following major priority areas were identified:

- The Hesse population is changing for groups that have high healthcare needs and utilisation, including young families and older persons.
- There are poor health outcomes for some groups within our community including for Aboriginal and Torres Strait Islander people. Hesse has an important role to play in ensuring access to culturally appropriate health care and addressing the gap in health outcomes by delivering culturally safe and responsive health care.
- There is an increase in workforce demand in the health and aged care sectors, due to an ageing health care workforce and current retention challenges. This is likely to further increase as health care experiences major workforce shortages over the coming years, especially in regional and rural areas.
- The final report from the Royal Commission into Aged Care was delivered in February 2021. The report made 148 recommendations to address systemic issues with Residential and Community based aged care services. Hesse is well placed in the planning for the implementation of these recommendations within our service.
- As a small rural health service, Hesse has a key role in ensuring community members have appropriate access to the health services that are not able to be directly provided by us. It is an important that Hesse sets up and enables client pathways and journeys for community members to have a good experience when accessing external services. This includes actively partnering with larger services who are able to deliver services to the local community utilising virtual health models to enable care.
- Importance of further developing our community and home-based care models to allow people to be treated at home more often instead of attending a hospital.
- Family violence and intimate partner violence is a risk factor of ill-health. Hesse will continue to partner with the family violence sector to improve our staff capability, identifying and responding to violence against women and all forms of family violence, including elder abuse.
- Innovations in technology and reshaping how healthcare is accessed and provided, is creating a new landscape for Hesse to navigate. The COVID-19 pandemic further propelled virtual health provision as health care providers sought to leverage technology to combat demand and provide services closer to home. This evolution will profoundly and permanently reshape how health care is accessed and provided, seeing a rapid escalation in the deployment, adoption and investment in technology. Hesse plans to capitalise on the advancements made in telehealth provision.
- Dedication to not only great healthcare but also continual improvement in environmental sustainability. Reducing carbon emissions, waste to landfill and operational costs, the replacement of high use items with more environmentally friendly products and adapting to the impacts from a change in climate.



Our Strategy

To respond to the identified needs and issues, four major priority areas have been formed. These priorities are imperative as we deliver on our mission over the years of this plan, to provide the best practice health, aged care and community services to enable the wellbeing of our community.



Consumers & Community	
Partner with our consumers and community to empower and support their health journey and wellbeing.	
Priorities	Actions
Provide a diverse range of high quality health services that meet consumer expectations	• Develop and implement service delivery initiatives across the lifespan (including chronic disease, community health, urgent care, mental health, community based aged care and residential aged care and palliative care services). • Enable care at or closer to home. • Strengthen partnerships with individuals and the community in line with the recommendations of the Royal Commission into Aged Care Quality and Safety, and the Aged Care and Mental Health Royal Commission into Victoria's Health System. • Continue to implement key deliverables in responding to family violence.
Maintain strong community connections	• Strengthen partnerships and work with key organisations in our community, co-ordinating a local approach to health promotion and prevention, combining available funding sources and all stakeholders to deliver coordinated services and greater continuity of care.
Deliverables	
• The consumer experience is embedded in everything we do. • Virtual care is embedded in all models of care to further enhance our service provision. • Explore opportunities to develop and implement counselling and chronic disease prevention programs. • Support sustainable growth of the Home Care Packages program. • Provide a welcoming physical environment to our diverse population. • Deliver culturally safe and effective care to Aboriginal and Torres Strait Islander people/s and other population groups experiencing inequalities in access and health outcomes.	

Governance	
Systems and frameworks ensure service requirements are met, risks mitigated and enable the provision of safe, effective person-centred care.	
Priorities	Actions
Ensure a culture of safety to minimise risk and harm, embedding safe and appropriate care	• A clinical governance framework that enables safe, effective and person-centred care and promotes a just culture.
Building enduring partnerships	• An engagement framework for community, staff and key stakeholders. • Strengthened partnerships with local community groups and organisations. • Effective and cohesive partnerships with other parts of the service system.
Maintain regulatory compliance	• A financial sustainability framework that maintains an adequate cash reserve for business operations. • Accreditation across all services continues to be maintained.
Embedding security of data	• A secure end-to-end electronic health record and data systems to support efficient and effective decisions.
Deliverables	
• Successful accreditations held for all services. • Hesse collaborates within its immediate geographic area and with other parts of the health service system and in particular larger health services, Aboriginal Community Controlled Health Organisations and Ambulance Victoria. • Advocating for the services and responses to meet the healthcare needs through the Health Service Partnerships community. • Development and implementation of an electronic health record plan.	

People & Culture

Promote a values based culture and ensure our workforce is responsive, committed, skilled and supported.

Priorities

Actions

Supporting personal growth and development of our people including building leadership excellence and capabilities

- Develop and implement a workforce strategy incorporating:
 - Human resource forecasting
 - Recruitment, retention and return practices
 - Career pathways
 - Staff and volunteer health and wellbeing practices
 - Professional development and training opportunities
- Increase recruitment and retention of staff and volunteers.
- Recruit and retain quality leaders who build a strong culture (capability, capacity and adaptability).
- Promote and reinforce a values-driven culture with expected behaviours.

Valuing diversity to enhance our workforce

- Ensure our culture is inclusive and our workforce is representative of our communities.

Promote and support self-care to improve the lifestyle and health of our people

- Implement health and wellbeing programs to create a motivated workplace where our workforce are engaged, healthy and high performing.

Deliverables

- Active Staff Health and Wellbeing Committee with organisational representation.
- The workforce is provided support to access and use tools, systems, models and training to deliver evidence-informed, safe and high quality effective care.
- Our vision, values, and purpose is promoted to create a positive workplace culture.
- Celebrate and support diversity through implementation and review of Gender Equity and Cultural Safety Plans.

Sustainability & Growth

Future demand is planned and delivered through strategic investment that is enduring with value for money outcomes.

Priorities	Actions
Expand health and aged care services in our region	Identify and implement opportunities for additional health and aged care services delivered at or close to home.
Ensure an agile healthcare service responding to changing needs with fit for purpose infrastructure	Business plan and investment of resources aligned and prioritise to current and future clinical service needs for the community.
Our decisions align with Victoria's climate change strategy.	Development and implementation of an Environmental Sustainability Action Plan that implements best practice and sector reforms, including a transition towards the use of alternate energy sources.
Identify and partner with emerging and established service providers	Identify partnerships and new funding opportunities to develop health promotion and prevention resources.
Embed continuous improvement in our thinking and execution	- Continuously review and improve the design of our systems and the way we deliver to enhance care and the consumer experience. - Review digital maturity across Hesse to further enhance connectivity both internally and externally, and select areas for further investment and innovation that align with our strategic direction.

Deliverables

- Data is used to drive healthcare safety and continuous quality improvement.
- Our infrastructure is reviewed to ensure it is fit for purpose and care is optimised to meet community needs.
- Projects are developed so opportunities for funding can be accessed to enhance our services.
- Continue to grow Home Care Packages program and home care services.
- Key actions and initiatives embedded to reduce carbon emissions and adapt to the impacts of change to the climate.

Next Steps

Hesse will continue to engage with the community to ensure that this plan remains relevant to community needs and expectations. This plan is to remain agile and aligned with changing policy and health directions.



Ballarat



Rokewood



Bannockburn



Geelong



Beeac



Winchelsea



Colac



HESSE
RURAL
HEALTH

