

Executive summary

The Terang and Mortlake Health Service understands the imperative to adapt to both a new physical and also health sector environment to support the residents of the district and strengthen the community. To do this requires a commitment to strong leadership to drive innovation, growth in services and engagement with the community.

This strategic plan provides the framework to guide this change. Annual plans will articulate in more detail the specific activities to be implemented within this framework. Importantly, all activities will be validated in accordance with their contribution to enhancing our Vision.

Our vision

The vision of Terang & Mortlake Health Service is:

To be a leader in the development of a vibrant, healthier community.

The vision recognises that:

- Terang & Mortlake Health Service (TMHS) is one of a number of organisations that plays a leadership role in the community;
- As a leader in the community it is incumbent upon TMHS to foster innovation and challenge the status quo;
- That vibrant communities are characterised as empowered, having greater control over their destiny, a “can do” attitude of self-belief and strong leadership;
- The healthier community envisaged adopts the Social Model of Health and uses the World Health organisation definition of health which is more than the absence of disease but “a state of complete physical, mental and social wellbeing”. (WHO 1946).
- Wellbeing is defined as “the condition of being well, contented and satisfied with life. Wellbeing has several components, including physical, mental, social and spiritual”. (Environments for Health, Victorian Government, 2001).

Our values

TMHS adopts the following set of values in all of its dealings:

Compassion & Responsiveness – We care for the needs of our community and each other

Equity and fairness – We make decisions objectively, without favouritism or bias

Ethical behaviour – We act in a transparent yet confidential way

Accountability – We use resources efficiently & fulfil our roles responsibly

Excellence – We strive for excellence in the delivery of healthcare

Respect – We respect the rights of all individuals

Strategic Actions 2017 – 2020

Table 1 – Strategic plan 2017 – 2020

THEME	OBJECTIVE (What we want)	ACTION (How we will do it)
1. Growth Provide services that meet demand and support our community	Create and implement innovative service models responsive to changing community needs	Expand the provision of care in the community to best meet people's needs Improve the health outcomes of the community through enhanced access to services. Support opportunities to enhance growth, collaborative work and coordination in healthcare.
2. Governance Provide strong leadership to ensure best practice	Foster a leadership environment that drives achievement of the vision	Maintain excellence in governance & risk management through engagement in educational opportunities Work strategically and cooperatively with all levels of government Advocate for improved community facilities & services
3. Culture Promote a culture that supports the organisational vision and values	Nurture a positive and productive culture Foster a culture of continuous best practice for standards of care and service delivery	Provide leadership development opportunities throughout TMHS Ensure education and training opportunities support the implementation of innovative service models.
4. Financial Build models of sustainability	Manage our finances and resources prudently so as to ensure the viability and growth of services into the future.	Ensure funding streams and service levels are aligned to protect revenue from recall, services and programs are viable, and accountability for the use of public funds is justifiable Collaborate with South West service providers to ensure efficient service solutions are implemented. Develop three year rolling operating and capital expenditure budgets outlining asset retention strategy Develop a TMHS master plan focusing on capital and infrastructure planning
5. Innovations in services delivery Being responsive to changing landscapes	Develop an environment in which innovation is encouraged and supported	Analyse community need, and in response, investigate, develop and implement alternative models of service and care in the community Promote and acknowledge an environment in which technical innovations are researched and adopted
6. Marketing Strengthen community awareness and engagement	Enhance community engagement to ensure that TMHS supports and is supported by the community Further enhance relationships with local government and other agencies to improve service access and responsiveness	Embed our communication strategy into a regular reporting framework Support and strengthen sub-regional and district healthcare partnerships and forums