



TERANG & MORTLAKE  
**HEALTH SERVICE**

**WORKING FOR OUR FUTURE**

# *Strategic Plan* 2022-2026

# OUR VISION

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



# ACKNOWLEDGEMENT OF COUNTRY

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In developing and pursuing our strategic priorities, Terang & Mortlake Health Service acknowledges the Traditional Custodians of the lands in which we live and work, the Kirrae Whurrong Peoples. We pay respects to Elders past and present whose ancestral land it is upon which we provide care to our community.



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# INTRODUCTION

The 2022-2026 Terang & Mortlake Health Service (TMHS) Strategic Plan sets a clear path forward for the health service to deliver against our vision of developing a vibrant, healthy community.

TMHS is part of a broader system of healthcare across the Barwon Southwest Region. Therefore, this plan was developed in consultation with a wide range of partners, including the community, other services providers, and community service organisations.

There has also been extensive engagement within our organisation, involving every unit. Over 385 individuals have contributed to the development of this strategic plan and we are grateful for their contributions.

## BACKGROUND

TMHS provides a wide range of health care services to a geographic area of approximately 3,108 km<sup>2</sup> covering the townships/districts of Terang, The Sisters, Ecklin South, Noorat and Glenormiston South (Terang & district) and Mortlake, Caramut, Derrinallum and Woorndoo (Mortlake & district), which are in the Shires of Corangamite and Moyne respectively.

TMHS works in partnership with the Department of Health, which has a system steward role for the Victorian health system as a whole. This includes driving collaboration across the system with responsibility for outcomes, including the health of the Victorian population. On the interaction of policy advice and operation of the publicly owned clinical service system, both the Department of Health and TMHS work together to provide sound advice in response to the needs of the community and how best to achieve safe, effective and efficient health care.

## Services provided

TMHS provides a range of acute, sub-acute, and primary and community based services to the people of the Terang, Mortlake and surrounding communities.

These services are provided through:

**Acute care:** acute hospital services are provided at the Terang campus in our 14-bed Acute wing, Theatre and Outpatients

**Aged care:** Located at the Terang campus, Mt View Residential Aged Care Facility is a purpose built, 15 bed, nursing home providing high level residential care

**Community services:** TMHS offers coordinated care to assist community member to achieve maximum independence

**Primary care:** The primary care department provides a comprehensive range of allied health and medical support services

### Our Vision, Role and Values

TMHS defined an aspirational vision for the future:

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

### Our role:

To be a health service that is trusted by our community to deliver safe and effective care each and every time.

### Our values:

**Compassion & responsiveness;** we care for the needs of our community and each other

**Equity & fairness;** we make decisions objectively, without favouritism or bias

**Ethical behaviour;** we act in a transparent yet confidential way

**Accountability;** we use resources efficiently and fulfil our roles responsibly

**Excellence;** we strive for excellence in the delivery of healthcare

**Respect;** we respect the rights of all individuals

**This plan sets a clear path forward to support our vision, role, and values.**

# STAFF FEEDBACK

“We are proud of our role as a local health service provider. We provide important services to our community and this plan will help us build on past successes to become better known as a great place to be cared for by dedicated and caring staff.”

“Our strategic plan has been informed through review of current performance and consideration of emerging trends in healthcare. It enables us to identify important opportunities on which to focus our improvement efforts.”

“Our vision and values encompass what is required for great teamwork. We have the privilege of looking after the health of the community through all of the services, we do. Our strategic plan provides us with a clear pathway to deliver on our vision of a vibrant, healthier community.”

“Our community values safe, high quality, healthcare that is responsive to their needs. This includes access to timely care, being treated with dignity, respect, and encouraged and supportive to be active in their care. We are committed to working with our community to deliver safe, high quality care to the communities of Terang, Mortlake and surrounds.





# THE PEOPLE WE SERVE

## Moyne Shire

From the rolling green pastures that support the dairy industry to the stunning coastline beaten by waves for thousands of years, Moyne Shire is a diverse and exciting region. Moyne is an area where you can feel at home in a spectacular natural landscape, with a strong community spirit and vibrant lifestyle to match.

The name 'Moyne' takes its name from an Aboriginal word meaning 'covered with leaves'.

Moyne Shire is located in southwest Victoria and stretches from along the Shipwreck Coast in the south to the pastoral areas in the north. Spanning an area of 5,478 km<sup>2</sup>.

## Corangamite Shire

The Corangamite Shire is approximately 4,600 km<sup>2</sup>. It extends from the spectacular limestone cliffs at Port Campbell and Princetown to the historic town of Skipton, in the north, near Ballarat. The Shire's eastern boundary is the shore of Lake Corangamite, a huge inland lake just north of the Stony Rises, and it extends to the west of Terang.

The name 'Corangamite' is said to be derived from the local Aboriginal word for 'bitter' or 'salt water', as it refers to the high salt level of the water, usually about three times that of seawater.



# THE PEOPLE WE SERVE

## Indicator

Male life expectancy

**Moyne Shire**

78.6 years old

**Corangamite Shire**

80.3 years old

**Victoria**

80.3 years old

Female life expectancy

84.2 years old

82.7 years old

84.4 years old

Registered mental health clients per 1,000 population

18.2

21.6

11.1

Prevalence of heart disease per 1,000 population

7.4

9.5

6.9

Prevalence of cancers per 1,000 population

6.0

6.3

5.2

Adults who has increased lifetime risk of alcohol-related harm

74%

68%

59%

Adults who did not meet physical activity guidelines

43%

48%

44%

Adults who did not meet vegetable consumption guidelines

94%

92%

95%

Adults who are overweight

58%

63%

51%

Adults who are obese

25%

32%

19%





# CONTEXT FOR CHANGE

## Challenges

Similar to other health services Nationwide, we face challenges in how we provide services and ultimately achieve our vision of developing a vibrant, healthier community. These can be summarised as follows:

### Workforce

We are experiencing challenges affecting our ability to attract and retain high quality talent. Additionally, we have identified a need to continue to invest in our workplace culture, and staff health and well-being.

### Infrastructure/ assets

We continuously experience challenges providing the requisite services to our catchment with ageing infrastructure and assets.

### Data

We use many systems which are fragmented and at times make it hard for our people to do their jobs, and do them well.

### Inequity

People in our community experience health inequity due to barriers in access to health services for under-served and lower health status cohorts.



# CONTEXT FOR CHANGE

## **Demand, capacity and financial sustainability**

We are experiencing higher demand for services as a result of ageing and increasing incidence of chronic conditions. Capacity pressure, COVID-19 responses and heightened consumer expectations have led to challenges discharging or transferring our clients to the next appropriate care setting.

## **Opportunities**

There are also important opportunities that THMS is well placed to embrace. These can be summarised as follows:

### **Our team**

Optimise and build on our people's commitment and expertise.

### **Infrastructure assets**

Investing in infrastructure and health assets allows for modernisation across our sites and the ability to use current spaces in innovative ways.

### **Data**

Improved data and information provides an opportunity to optimise clinical services, operational performance and personal healthcare approaches.

### **Integration of care**

Better integration of a person's care throughout their healthcare experience

### **Partnerships**

A diverse set of partners will ensure improved access and the needs of our community are met across multiple service settings.

### **Technology**

The use of modern technology to connect and visualise healthcare data improves clinician to clinician and client to clinician communication and information sharing. It also enables more efficient workflows that can improve the experience of our workforce and our clients.





# STRATEGY OVERVIEW

## OUR VISION

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

## Our strategic priorities

### A provider of exceptional care

We will improve the experience of our community by listening, engaging and designing models of care that deliver the highest standards of safety and quality in a timely way.

### A great place to work

We will create an environment to attract, recruit, develop and retain the highest calibre talent. A culture of open and honest communication, in a supportive environment, will support our people to be their best and grow professionally.

## Our community

### A leading rural provider

We will assume our role as a small rural provider of health services that are appropriate for our catchment population across the Terang, Mortlake and surrounding areas. We will be leaders in service access and integration.

### A partner to improve people's health

We will work in partnership to address barriers to healthcare. Providing inclusive, culturally appropriate, psychologically safe and respectful services.

## Our enablers

Analytics

Technology

Governance  
& decision  
making

Partnerships

Sustainability

## Our priorities and enablers

We will realise our vision by implementing our Strategic Priorities and engaging the Enablers that support them.



# OUR STRATEGIC PLAN

## Exceptional care

We worked with our community, staff and partners to define what our vision of developing a vibrant, healthier community together means.



### Safe

People feel safe and protected from avoidable harm



### Effective

Our care, treatment and support is based on evidence and achieves the best possible outcomes



### Accessible

Our services are inclusive and available to all people when they are needed



### Personal

Our services treat people with compassion, kindness, dignity and respect. They are responsive to meet the needs of patients, families and carers



### Integrated

We work collaboratively with partners to better connect and integrate care, to improve the health of our communities



### Well-led

Our leadership, management and governance assure the delivery of high-quality care, supports learning and innovation, and promotes an open and fair culture



# COMMUNITY FEEDBACK

"The staff are just wonderful. They took great care of my wife and nothing was ever too much to ask. They made sure everyone knew what was happening and they always let us know what was going on. They were just brilliant, couldn't fault them at all."

"We are very fortunate to have the services we have in our little community. The staff are lovely, they are polite and very caring. The administration staff always make you feel welcome and are very helpful in explaining where to go and what to do."

"COVID-19 has made things very difficult for a lot of people. The local hospital has been very good at letting us know what is happening and what we need to do. They have checked that people who live alone in the community are all right and made sure people are staying connected."

"I know they are there if I ever need them, and lucky for me I haven't needed them too often. But when I've gone there they have been very quick and got me sorted."









# OUR STRATEGIC PRIORITIES



## 1. A provider of exceptional care

We will improve the experience of our community by listening, engaging and designing models of care that deliver the highest standards of safety and quality in a timely way.

### Our initiatives:

#### Person-centred care

Provide care that is safe, improves health outcomes and minimises dependence on the health system

#### Timely care and client flow

Improve flow in, through and out of TMHS

#### Innovation and improvement

Deliver continuous innovation and improvement through establishing a centre of exceptional care

#### Co-design and engagement in care decisions

Ensure and grow structure for ongoing, meaningful engagement with community, clients, residents, carers and their families

Our initiatives during the course of this strategic plan will specifically focus on the following service delivery areas:

**1. Review of Aged Care Services (community through to residential and palliation),**

**1.2 Review of Primary and Community Health Services, and**

**1.3 Review of the role of TMHS in supporting coordination and access to mental health services for the community**

TMHS will better serve our clients by improving the timeliness of our care—across acute, aged care, primary and community settings—by working better together as a team, with clear accountabilities at all levels of the organisation. We will strengthen how

we work with partners to improve pathways for our community into, across, and out of the system. Our care experience will be delivered to the highest standards of safety and quality.

We are committed to ensuring people are partners in their own care. We commit to co-designing any new care models with consumers, carers and community partners, and promoting autonomy and self-care in our approach to service redesign.

**By 2026, we will deliver timely care through our acute, aged care, primary and community environments, underpinned by the highest standards of care.**





## 2. A great place to work

We will create the environment to attract, recruit, develop and retain the highest calibre talent. A culture of open and honest communication, in a supportive environment, will enable our people to be their best and grow professionally.

### Our initiatives:

#### **Culture & leadership**

Develop a positive workplace culture through building leadership capability and engaging the workforce to ensure all team members are able to do enjoyable and meaningful work

#### **Attraction, recruitment & retention**

Plan strategically for future workforce needs and enhance employee and volunteer attraction and retention

#### **Safety and well-being**

Enhance our existing culture and supporting strategies to improve workplace health and safety with a focus on staff health and well-being

#### **Workforce capability development**

Invest in training and development programs to enable all team members to advance their capabilities for the future, while creating a reputation as a great learning organisation

#### **Collaboration**

Enable greater teamwork, communication and knowledge sharing through unit, team and interdisciplinary learning and collaboration

Our initiatives during the course of this strategic plan will specifically focus on the following activities:

#### **2.1 Develop and implement alternative workforce models dovetailing with models of care**

#### **2.2 Forecast human resource needs for the next five years to identify areas of staff need and up skilling**

#### **2.3 Develop and implement a workforce health and well-being strategy.**

Our people are the key to achieving our Vision. An engaged workforce drives better client outcomes, increased enjoyment and meaning in our work, and helps to attract the best people—and keep them. We will strengthen our existing environment and planning structure to attract, recruit and retain the highest calibre talent. We will create a culture that fosters open,

honest communication throughout the organisation. We will invest in the support and development of our team members at all levels from students to senior practitioners, to enable them to develop capability, grow professionally and deliver best practice.

**By 2026, we will have a positive workplace environment by enhancing our culture, improving our attraction and retention, capability, safety and cross unit collaboration. We will have processes that ensure the system works for our people—not the other way around.**





### 3. A partner to improve people's health

We will work in partnership to address barriers to healthcare. Providing inclusive, culturally appropriate, psychologically safe and respectful services.

#### Our initiatives:

##### **Integrated care**

Proactively connecting and coordinating care, with a particular focus on mental health and chronic disease

##### **Inclusive health**

Tailor services to meet the specific needs of vulnerable cohorts, ensuring that the community, their families and carers can access the care they need and feel supported and respected

##### **Committed to Aboriginal and Torres Strait Islander peoples**

Proactive commitment to self-determination as the guiding principle in the delivery of services and working in partnership with Aboriginal and Torres Strait Islander peoples to address matters that are important to them

Our initiatives during the course of this strategic plan will specifically focus on the following activities:

**3.1 Extend and formalise partnerships at across our catchment area and at a sub-regional and regional level that actively contribute towards meeting the health and well being needs of the community**

**3.2 Develop and implement an Equity and Inclusion Strategy, which incorporates a reconciliation action plan, disability action plan and initiatives to support improved health outcomes for vulnerable cohorts**

TMHS has an important role to play in improving the health of people living in our catchment area. This includes addressing challenges such as preventing and managing chronic and complex conditions, reducing health inequity and ensuring those with the greatest need can access our services. However, this is not something TMHS can tackle alone. Much of the health inequity experienced in our catchment and beyond is driven by social determinants such as housing security and nutrition.

We are committed to working in partnership with consumers and other organisations to play our part in resolving these issues to help lift the health status of our communities. We will reduce barriers to accessing health care by ensuring the services we provide are inclusive, culturally and psychologically safe, meet or exceed required standards, and we provide them with compassion and respect.

**By 2026, we will improve care for those with chronic illnesses and do our part to reduce health inequity for our community.**







## 4. A leading rural provider

We will assume our role as a small rural provider of health services that are appropriate for our catchment population across the Terang, Mortlake and surrounding areas. We will be leaders in the key areas of service access and integration.

### Our initiatives:

#### Establish the service profile

Clearly define TMHS' service profile and role delineation in our clinical services plan, so that it aligns to population size and THMS capabilities

#### Exemplar in key focus areas

Take a leading role in chosen areas, where we can be a rural exemplar

Our initiatives during the course of this strategic plan will specifically focus on the following activities:

#### 4.1 Develop and implement a digital service delivery strategy

#### 4.2 Deliver on our regional ICT Alliance commitments that actively contribute towards staff working smarter

#### 4.3 Continue to play an active role in delivering on our commitments as part of the Barwon Southwest Surgical Partnership

#### 4.4 Develop and implement a financial action plan to maximise existing funding, explore new and emerging funding and increase fundraising revenue.

We will strengthen our role as a rural provider of health services that are appropriate for our catchment population across Terang, Mortlake and surrounds. We will excel in key areas of service access and integration.

We will ensure people from our catchment have access to the right care, in the right place, at the right time. We will also develop closer working relationships with surrounding regional hospitals and health services as well as with the specialist providers we refer on to. We will increase our focus on using technology to enable improved access and integration of services.

**By 2026, we will excel in key areas of service access and integration.**





# OUR ENABLERS



## **Analytics**

We will establish the foundations required to become an insight-driven organisation—one in which all team members have a clear understanding of performance drivers as well as opportunities to improve. This will include improving the quality, connectivity and utility of our data assets. We will build on our capabilities in business intelligence and clinical informatics to harness information and share learnings.



## **Technology**

We will support exceptional health care with a safe, reliable, accessible, intuitive and integrated digital health environment. We will integrate technology and systems to improve workflow and care coordination both within and beyond TMHS, to better capture data and improve the safety of our care. We will introduce new technologies at a safe and sustainable pace, and work with team members to support effective implementation and use.



## **Governance & decision making**

We will redesign our governance processes to ensure accountability at all levels within TMHS for delivering this plan. This involves designing a process to evaluate the success of the plan and to embed it across the organisation. We will also continue to work closely with the Department of Health and other partners to ensure our respective responsibilities are clearly defined and we are working in close collaboration.



## **Partnerships**

We are committed to working closely with our partners to deliver the best outcomes for our community, for our people and our teams. Successful delivery of our plan requires effective partnerships with other providers and stakeholders, the community, primary care, universities and other education institutions, government and the private sector. We will communicate transparently and openly with all partners on our Strategic Priorities, where we need help, and where we can help.



## **Sustainability**

We are committed to creating a strategically, environmentally, structurally and financially sound health service. We will invest in our infrastructure and use our spaces in innovative ways to meet contemporary and future requirements. Our actions will be underpinned by financial discipline—which may, at times, mean making hard decisions. We will focus on minimising waste, maximising efficiency, and achieving value for investment.



# HOLDING OURSELVES ACCOUNTABLE



**This Strategic Plan sets a clear path forward for TMHS to deliver on our vision. To ensure the plan generates meaningful change within our organisation, we will use our Clinical Governance Framework, Annual Plans and Unit Business Plans to translate our vision into every-day actions.**

The Clinical Governance Framework articulates our governance structures and processes and defines staff roles and responsibilities to ensure integrated corporate and clinical governance at TMHS. This ensures safety, quality and effectiveness in everything we do.

The Annual Plan is the mechanism to step us towards our vision each year and direct the organisation's activities within our four strategic priority areas. It identifies key actions for focusing our efforts and investment. The Plan breaks the Strategy down into annual deliverables—so we are clear on what needs to be achieved each year.

Unit Business Plans take the actions from the Annual Plan and identify which TMHS teams are going to do what. The plans provide a clear line of sight for each team's activities through to our vision.

Cascading through these documents are performance measures. These measures determine whether we are delivering the identified initiatives, and more importantly if they are having an impact and driving us towards achieving our vision.

