



2024 – 2027 OMEO DISTRICT HEALTH **STRATEGIC PLAN**



Omeo District Health
Delivers better outcomes for our rural community



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Acknowledgement



Acknowledgement of Traditional Owners

Omeo District Health (ODH) acknowledges First Nations People and recognises their cultural heritage, beliefs and relationships with the land. We pay our respect to Elders both past and present and thank them for their contribution to our health service.

ODH acknowledges that to Close the Gap we need to work together with Aboriginal and Torres Strait Islander peoples, communities, staff and other stakeholders to ensure that we meet community needs.

Commitment Statement Against Family Violence

Our vision is a future where our community is free from family violence and where healthy, respectful relationships prevail.

Child Safe Place

We comply with standards, and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.





MESSAGE FROM THE CHAIR

I am extremely proud to introduce the Omeo District Health (ODH) 2024 - 2027 Strategic Plan. It represents months of consultations, reflection and debate with our stakeholders, staff and community from Omeo and surrounds.

It sets the direction for our organisation over the next three years and considers the changing environment of our industry. It outlines the action we need to take to keep pace and ensure we can continue to deliver better health outcomes for our rural community.

For close to 140 years, ODH has cared for people from right across our region and for the many who visit every year. While we are small, we play a big role in our community and the community plays a big role in our service.

We are the largest employer in the area and the central public health service, providing access to urgent care, general practice as well as residential aged care. We also provide excellent care to members of our community in their homes.

We recognise that the health landscape is changing, rapidly - and that we need to adapt with it. We are at a pivotal time in our organisation's history. Service pressures are increasing and more people in our community are getting older, and, increasingly, have a range of chronic and complex care needs.

We need to think innovatively about how to best deliver healthcare that matters and has impact, particularly when faced with challenges of a tight fiscal and workforce environment. Exploring new models of care and partnerships will be part of the solution. Fortunately, we are in one of the most innovative periods in healthcare for generations. New technologies bring new opportunities that can help connect our community to more services, complementing what we deliver locally.

We are proud of our achievements and the care and compassion our staff display every day and remain committed to continue to deliver services to our rural community. The ODH Strategic Plan 2024 - 27 helps us prioritise our services to best support our community now and into the future.

Simon Lawlor
Board Chair





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Our new Strategic Plan guides the future direction of our health service recognising the important work done to date and highlighting where we can do better.

Input from our staff, the community and key stakeholders has seen us adopt a brand-new vision, refresh our values and refine our strategic priorities.

Our new vision to **deliver better outcomes for our rural community**, sharpens our focus to three core areas:

- Building healthy communities;
- Delivering value and sustainability; and
- Enabling our staff.

This means we will focus on actively supporting those members of our community who are older and ageing to maximise their health and independence. We will also focus more on supporting those who have chronic and complex conditions to stay well and reduce their risk of hospitalisation.

We need to think innovatively about how to best deliver healthcare that matters and has impact, particularly when faced with challenges of a tight fiscal and workforce environment. Exploring new models of care and partnerships will be part of the solution. Fortunately, we are in one of the most innovative periods in healthcare for generations. New technologies bring new opportunities that can help connect our community to more services, complementing what we deliver locally.

Importantly, we will equip our staff with the knowledge and tools for growth and development and put in place strategies to create meaningful local career pathways so that they see a future at Omeo District Health and in our region.

Our refined values of compassion, accountability, respect and excellence (CARE) talk to the behaviours that we expect and accept in our organisation and guide how we interact with people in our care, their families and carers, our community, stakeholders and with each other. These values are key to enabling us to deliver on this strategy.

Thank you to all that contributed to the development of this important document. I look forward to working together with you through its implementation.

Mary Manescu
Chief Executive Officer



ABOUT OMEO DISTRICT HEALTH

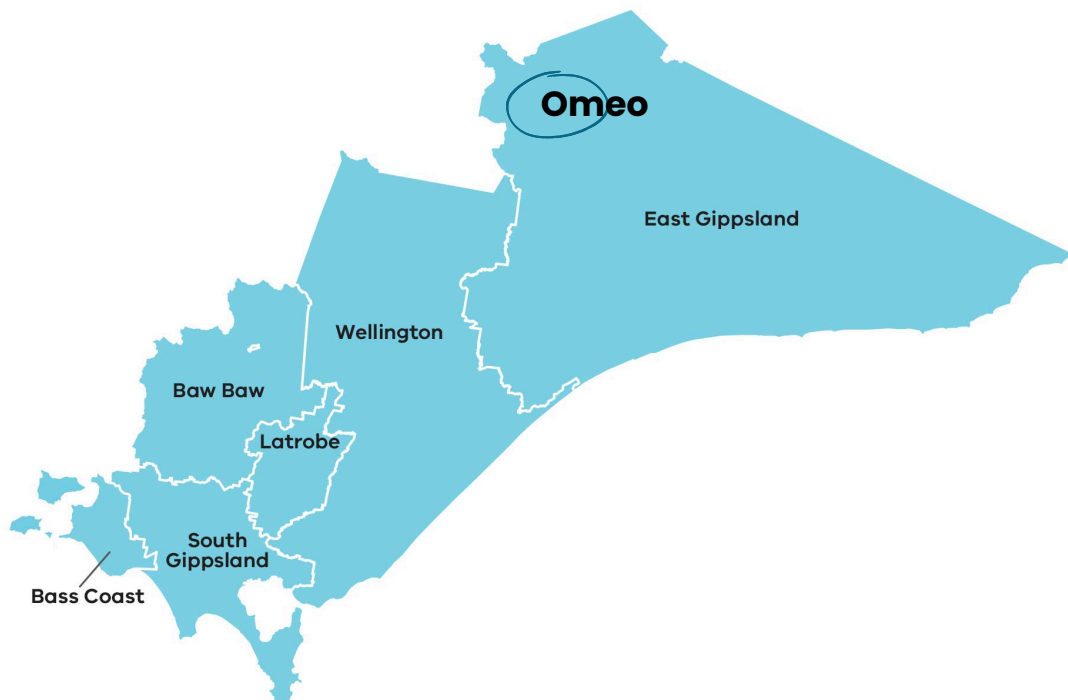
Omeo and surrounding communities are in the heart of the High Country, in the East Gippsland Shire. The Shire is home to upward of 100 small communities and is Victoria's second largest municipality. Omeo is within 40 minutes of the snow fields and is known as a pioneering mountain town.

Omeo District Health is a small rural health service that provides broad based health and support services to the towns of Omeo, Benambra, Swifts Creek, Ensay, Dinner Plain and surrounding areas. As a small rural health service ODH is expected to provide a range of services that best meets its community's needs.

The services we currently provide includes:

- Acute and urgent care
- Residential aged care
- Home based care
- GP services (primary care)
- Allied health services
- Dental services

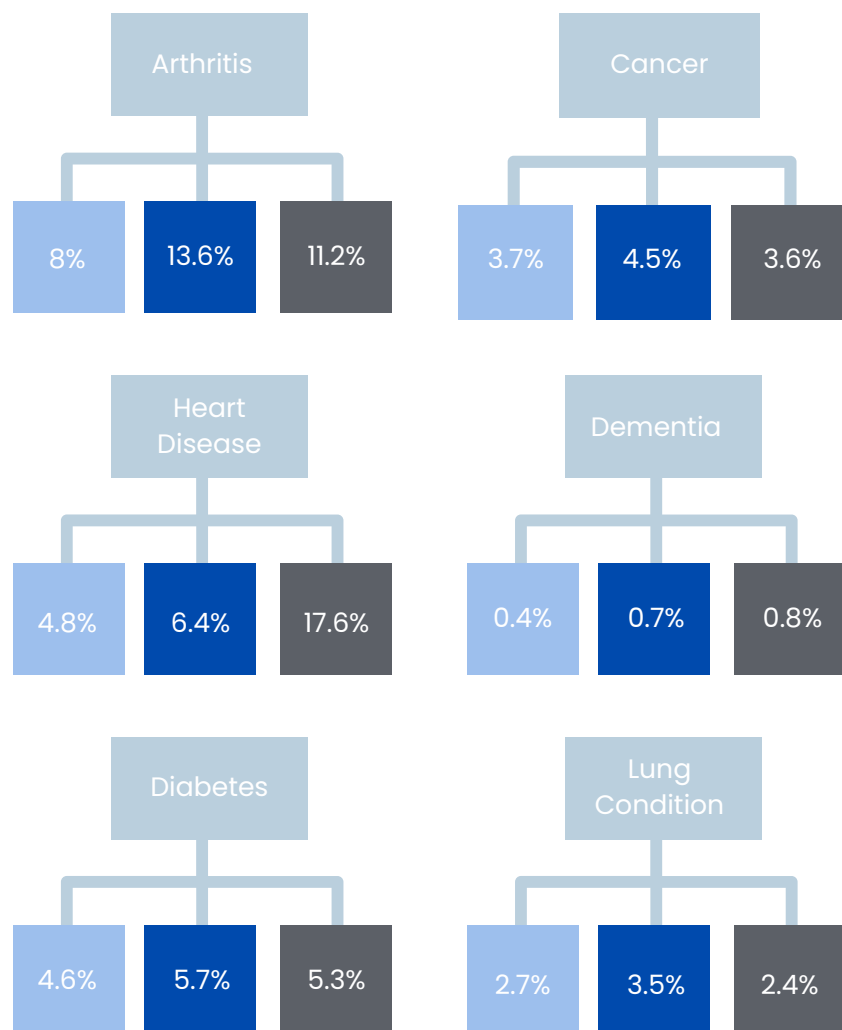
Whilst the role of ODH is not expected to change, there is likely to be some evolution of its mix of services over time and the way in which services are provided.



OUR COMMUNITY

According to the Australian Bureau of Statistics (2022) data, the population of Omeo is 1,343 people. From 2016 - 2021 the area continued to see a decline in individuals aged 24 and under from 24.9% (in 2016) to 18.7% (in 2021) a 6.2% decrease. During the same period, there was an increase in the population of people aged 50+ from 50.2% (in 2016) to 59.5% (in 2021) an increase of 9.3%.

While the statistics across all health indicators for Omeo and surrounds are better when compared to other communities in the East Gippsland Shire and comparable, if not better, than the regional Victorian average, there is still work to be done.



Legend:



**Data sourced from 2021 ABS Census Data*

A focus on supporting individuals with multiple chronic diseases and comorbidities will continue to be a focus for ODH. Improvements in early intervention, diagnosis and timely care will best support the needs of our community now and into the future.

OUR STRATEGIC PLANNING PROCESS

Stakeholder consultation

The consultation approach captured views and opinions of staff, partners, and community members on where ODH should be heading. The approach provided all groups with an opportunity to participate in the strategic planning process through a range of methods including surveys, interviews, and face-to-face consultations.

Synthesis of directions and action planning

The ODH Board and Executive reviewed and prioritised inputs and formulated strategic directions, with clear outcomes and actions. Our Strategic Directions are:

Caring for our community: ODH will align services locally to provide safe, consumer centred care, ensuring the needs of individuals are at the core of everything ODH does.

Addressing disadvantage and inequality: ODH will deliver focused and accessible services for those who need it most.

Collaborating with our partners: ODH will partner to deliver more integrated services that improve individual's outcomes and experience, providing more access and choice.

Enabling innovation and technology: ODH will continue to embrace innovation and technology to create a more connected and accessible health system.

Development of the ODH strategic plan occurred through three main processes:

- Development of a list of priority strategies based on a comprehensive environmental scan and robust discussions
- Stakeholder consultation
- Synthesis of information to set directions and specify objectives and actions that could be monitored.



OUR CHALLENGES

ODH faces similar pressures to many other rural health services across Victoria, including rising costs in the delivery of care driven by many factors including the increased incidence of chronic disease and an ageing population. The remoteness of ODH further adds to the issues of access to key services and workforce pressures.

In addition, there are increasing needs and expectations for more local, personalised, seamless and integrated care experiences. ODH has developed a number of partnerships and is working to reinvigorate existing and former connections to help address some of our current challenges. ODH will actively pursue engagement with a range of providers to better serve the health needs of the entire Omeo region.

Like many industries, healthcare is in the midst of significant transformation including rapid technological innovation and increasing demand for services. ODH's ability to adapt over the coming period will be critical in ensuring it can deliver safe, effective high-quality services now and into the future.

Critical workforce shortages, a sustainable, highly skilled workforce is vital to remaining a well-functioning health service.

Capacity for early intervention and supports closer to home given older demography and increase in demand from consumers with chronic and complex conditions.

Size and remoteness, whilst one of the smallest and most remote health services in Victoria, ODH provides a range of important services to a very large geographic area, whilst maintaining a variety of accreditation requirements.

Whilst advances in **technology offers opportunities**, it can also present challenges for the community in adopting and engaging with the range of possible solutions.

Tighter fiscal constraints, mean we must look for the best and most effective use of resources, reduce duplication, whilst continuing to deliver high quality, safe and effective care.



Values:



Compassion



Accountability



Respect



Excellence

Vision: ODH delivers better outcomes for our rural community

Purpose: To promote and enhance the health & wellbeing of the people of the East Gippsland High Country



1. BUILDING HEALTH COMMUNITIES

Supporting our High Country community to be as healthy as they can be.

- Increased access to care closer to home.
- Early diagnosis and improved outcomes for consumers with multiple or complex conditions.
- Potentially preventable hospitalisations are minimised.
- Increase access to virtual care services, where appropriate.

1.1. Maximise independence: We will target our healthcare delivery at the areas of greatest need and actively assist individuals as they age to maximise their independence and engagement in their local community.

1.2. Care closer to home: We will leverage opportunities presented by technology to introduce new models of care that can provide more care closer to home whilst continuing to uphold the highest standards of safety and quality.

1.3. Early intervention: We will scale our preventative models of care to better support consumers with chronic and complex conditions and reduce the risk of unnecessary hospitalisation.

1.4. System navigation: We will integrate services and support our consumers navigate the health system, so that they can get the support and treatment when they need it.



2. DELIVERING VALUE & SUSTAINABILITY

Ensuring that the services provided are sustainable and aligned to our capability.

- Consistent achievement of ODH and system performance targets.
- Evidence of technology and data intelligence to improve services and patient outcomes.

2.1. Value based care: We will review and streamline our services to ensure that our finite resources are used efficiently and effectively.

We will ensure long term sustainability through digital innovation, robust business models and continuity arrangements.

2.2. Boost collaboration and engagement: We will seek out further opportunities for collaboration and engagement with our partners to maximise the value derived from those partnerships for better health experience and consumer outcomes.



3. ENABLING OUR STAFF

Supporting our staff to deliver great care by enabling better learning, growth and innovation opportunities.

- ODH recognised as a great place to work.
- Increased teaching and training capacity and development.
- Positive experience and staff safety metrics.

3.1. Learning organisation: We will create work environments for safe practices and continuous learning. This includes equipping our staff with the tools and knowledge to further advance their skills and experience.

3.2. Talent modernisation: We will streamline our recruitment and retention approaches to optimise engagement and enhance business continuity, recognising what matters most to staff and their families.

3.3. Grow our own: We will scale our investment to create meaningful career opportunities that attract and retain further healthcare professionals in the area.

OUR VISION

ODH delivers better outcomes for our rural community.

We deliver appropriate services that not only meet standards but improve health outcomes for our community ensuring that people **age well, keep well** and are **connected to care**.

OUR PURPOSE

To promote and enhance the health and wellbeing of the people of the East Gippsland High Country.

We are here to improve our community's health and wellbeing, to care for the sick and to ensure that our community can access appropriate healthcare.



OUR VALUES

Our values define who we are, shape our culture and the behaviours, practices and mindsets of people. Our four values underpin everything we do.



Compassion

- We are inclusive, respectful and considerate.
- We care deeply about people in our care and our workforce.



Accountability

- We act with integrity.
- We take responsibility for our decisions and actions.



Respect

- We act in a professional manner.
- We are inclusive and show understanding for the perspectives and experience of others.



Excellence

- We expect, recognise and reward appropriate standards of care.



OMEIO DISTRICT HEALTH STRATEGIC PLAN 2024 – 2027



We have identified three strategic priorities that will be imperative as we deliver on our purpose and progress our vision over the coming four-year period.

These strategies bring with them a set of commitments, actions and indicators that will guide our focus.

This strategic plan lays the foundation for change where:

- Older people or people living with chronic disease can maintain independent lives in their communities.
- Individualised, wrap around support plans are in place to prevent illness and maintain optimal health.
- Early diagnosis and recovery can be provided closer to home where appropriate through digital health.



PRIORITY ONE

Building Healthy Communities

Supporting our high country community to be as healthy as they can be.



What will we do?

Ageing well

1.1 Maximise independence: We will target our healthcare delivery at the areas of greatest need and actively assist individuals as they age to maximise their independence and engagement in their local community.

Staying well

1.2 Care closer to home: We will leverage opportunities presented by technology to introduce new models of care that can provide more care closer to home whilst continuing to uphold the highest standards of safety and quality.

1.3 Early intervention: We will scale our preventative models of care to better support consumers with chronic and complex conditions and reduce the risk of unnecessary hospitalisation.

Connecting care

1.4 System navigation: We will integrate services and support our consumers navigate the health system, so that they can get the support and treatment when they need it.

The difference we will make:

- Increased access to care closer to home
- Early intervention and improved outcomes for consumers with chronic or complex conditions
- Minimised potentially preventable hospitalisations
- Increased access to virtual care services

PRIORITY TWO

Delivering value & sustainability

Ensuring that the services provided are sustainable and aligned to our capability.



What will we do?

2.1. Value based care: We will review and streamline our services to ensure that our finite resources are used efficiently and effectively.

We will ensure long term sustainability through digital innovation, robust business models and continuity arrangements.

2.2. Boost collaboration and engagement: We will seek out further opportunities for collaboration and engagement with our partners to maximise the value derived from those partnerships for better health experience and consumer outcomes.

The difference we will make:

- Consistent achievement of ODH and system performance targets as per Statement of Priorities
- Evidence of technology and data usage to improve services and consumer outcomes
- Demonstrated partnerships benefiting the community and staff development

PRIORITY THREE

Enabling our staff

Supporting our staff to deliver great care by enabling better learning, growth and innovation opportunities.



What will we do?

3.1. Learning organisation: We will create work environments for safe practices and continuous learning. This includes equipping our staff with the tools and knowledge to further advance their skills and experience.

3.2. Talent modernisation: We will streamline our recruitment and retention approaches to optimise engagement and enhance business continuity, recognising what matters most to staff and their families.

3.3. Grow our own: We will scale our investment to create meaningful career opportunities that attract and retain further healthcare professionals in the area.

The difference we will make:

- Increased training and development capacity and employee experience
- Increased opportunities for growth and innovation



ACCOUNTABILITY

The Strategic Plan sets a clear path forward for ODH to deliver on its vision. To ensure the plan generates meaningful change within ODH, the Annual Planning process will translate the vision into every-day actions.

The Annual Planning

Process is the mechanism to step ODH towards its vision each year and direct ODH activities within the three strategic priority areas.

It identifies key actions for focusing efforts and investment.

The Annual Planning process also incorporates performance measures. These measures will determine whether ODH is delivering on the initiatives and, importantly, having a positive impact and driving us towards our vision.



12 Easton Street | PO Box 42 | Omeo VIC 3898 | (03) 5159 0100
reception@omeohs.com.au | www.odh.net.au | Follow us on Facebook

