



Leadership Innovation Community

**STRATEGIC PLAN
2019/2024**



About RDHS

OUR VISION

Through leadership and innovation RDHS will improve the health, wellbeing and strength of our communities.

OUR MISSION

To be accessible, build strong relationships, understand and meet people's needs and use resources wisely.

OUR VALUES

RESPECT

We interact with others as we would expect them to interact with us

PROFESSIONALISM

We deliver services with integrity, honesty and competence

CARE

We provide a standard of service and support which we would expect for ourselves

COMMITMENT

We are dedicated to the promotion and ongoing success of the organisation

COLLABORATION

We work together in a positive, supportive manner.

OUR COMMUNITY AT A GLANCE

POPULATION**		
Robinvale (ABS data)	3313	
Euston	839	
Manangatang	309	
MEDIAN AGE	35	
A MULTICULTURAL COMMUNITY		
Australian Born	58%	
Aboriginal Population	7% of catchment	
Non Australian Born	42%	
<small>Asian community (including Vietnam, Hong Kong, Taiwan, Thailand, Korea, Philippines, and Cambodia)</small> <small>South Pacific (including Fiji, Tonga, Samoa and Tuvalu)</small>		
INDUSTRIES	agriculture horticulture	
GROWTH SECTORS	horticulture, mining, solar	

***Estimates are that actual numbers of residents in Robinvale are in the order of 6,000 increasing to 8,000 to 10,000 people at harvest peak time, from February to April of each year.*

ABS data, which projects a negative 3.7% growth rate for the region from 2017 to 2028, did not account for population growth likely to be generated by significant new horticulture, mining and solar investments in the region identified by the Victorian Skills Commission in early 2018.

Strategic Direction 2019/2024

DIRECTION 01
Become a provider of in-home aged care services

DIRECTION 02
Become a provider of disability support programs and services under the NDIS

DIRECTION 03
Increase focus on community mental health needs, concentrating on mental health promotion and timely referral

DIRECTION 04
Increase capacity to deliver telehealth services

DIRECTION 05
Expand the delivery of health and wellness promotion programs to address chronic disease prevalence

DIRECTION 07
Stabilise funding for early childhood care and education services

DIRECTION 06
Enhance health care and residential aged care infrastructure at RDHS campuses

DIRECTION 08
Increase workforce capacity and develop a leadership program to promote a sustainable middle management workforce

DIRECTION 09
Enhance partnerships with other regional health service organisations providing support to the catchment population including: Mildura Base Hospital (MBH), Murray Valley Aboriginal Co-operative (MVAC), Mallee Track Health & Community Service (MTHCS), Swan Hill District Health (SHDH), Sunraysia Community Health, The Primary Health Networks and Mallee Family Care

DIRECTION 11
Promote innovation, scanning the environment for new approaches to health service delivery

DIRECTION 10
Increase community engagement exploring new ways to deliver key health messages, initiatives and events

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The piece of artwork shown represents the health, wellbeing and strength of our RDHS Communities. It is a collaborative design completed with our partners Murray Valley Aboriginal Co-operative and Robinvale College.

RDHS would like to acknowledge the Traditional Custodians of the land we work upon and pay our respects to Elders past, present & emerging.

Plan formulation and development approach

Development of the RDHS strategic plan by the Board occurred through three main processes:

Development of a list of priority strategies

Stakeholder consultation, and

Synthesis of information to set directions and specify an action plan that could be monitored.



STAKEHOLDER CONSULTATION

The consultation strategy sought to capture the views and opinions of a broad range of consumers. A strategy was developed with a focus on members of vulnerable groups within the community such as major Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander groups, including local organisations these groups regularly interact with, as well as RDHS staff members. A total of 16 consultation meetings were held to inform the strategy development.

The purpose of the consultation was to test the initial ideas of the Board against stakeholder and community perceptions of where RDHS should be heading. Information sought from consultations included:

Perceived service gaps

Level of engagement from RDHS

Use and provision of RDHS services

Partnerships with other organisations in the region

Organisational goals, and

Future directions of RDHS.

SYNTHESIS OF DIRECTIONS AND ACTION PLANNING

Based on these processes, the Board collectively ranked all the options and formulated a list of preferred strategic directions. This list was rationalised into a cohesive list of directions and actions that are presented in Section B of this document: Strategic Directions, together with an action plan for implementation.

The strategic directions have also been aggregated for communication to our stakeholders into four focus areas:






OUR COMMUNITY – our community can access the services it needs





OUR ORGANISATION – we have the right programs, systems and infrastructure to deliver effective services

OUR PEOPLE – we have the right people with the right skills and values to deliver quality safe care

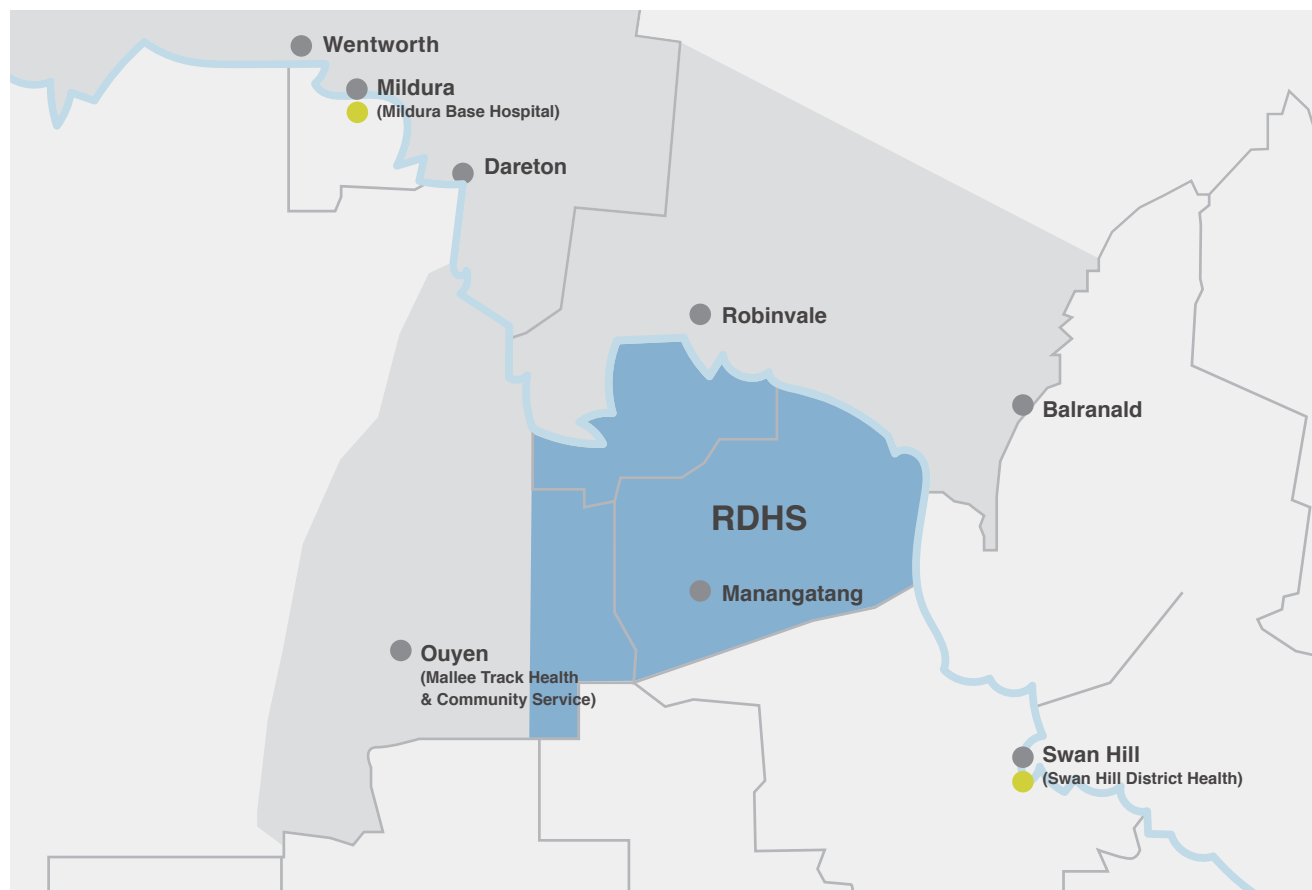
OUR PARTNERSHIPS – we work with our partners to enhance coordinated services



STRATEGIC DIRECTION		RDHS SERVICE DEVELOPMENT INITIATIVES	
01		Become a provider of in-home aged care services	Grow community aged care services in line with the changing needs of the RDHS catchment
02		Become a provider of disability support programs and services under the NDIS	Grow disability services in line with the changing needs of the RDHS catchment
03		Increase focus on community mental health needs, concentrating on mental health promotion and timely referral	Deliver ongoing, annual cycle of mental health wellness promotion programs for the community, in conjunction with local community providers e.g. schools, CALD groups
04		Increase capacity to deliver telehealth services	Continue to expand the availability of telemedicine services for the RDHS catchment and expand its use for medical and health education
05		Expand the delivery of health and wellness promotion programs to address chronic disease prevalence	Improved participation rates for cancer screening programs; ongoing monitoring of chronic disease rates within the RDHS catchment
06		Enhance health care and residential aged care infrastructure at RDHS campuses	Seek support to implement identified master plan priorities
07		Stabilise funding for early childhood care and education services	Improve participation rates in early years community programs

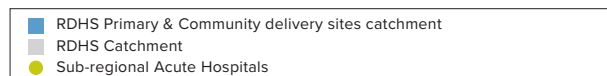
STRATEGIC DIRECTION		RDHS SERVICE DEVELOPMENT INITIATIVES	
08		Increase workforce capacity and develop a leadership program to promote a sustainable middle management workforce	Implement and embed Studer principles across the organisation
09		Enhance partnerships with other regional health service organisations providing support to the catchment population including: <ul style="list-style-type: none"> - Mildura Base Hospital (MBH), - Murray Valley Aboriginal Co-operative (MVAC), - Mallee Track Health & Community Service (MTHCS) - Swan Hill District Health (SHDH) - Sunraysia Community Health, - The Primary Health Networks, and - Mallee Family Care 	Explore new funding relationships with other providers with the goal of optimising support to the population in the greater Mallee region
10		Increase community engagement by exploring new ways to deliver key health messages, initiatives and events	Develop and maintain a communication strategy to engage with our stakeholders and partners.
11		Promote innovation, scanning the environment for new approaches to health service delivery	RDHS will evaluate new service models that are implemented

Our region



RDHS operates from three main campuses – Robinvale Main Campus (acute care, primary care and residential aged care), Riverside Campus (residential aged care), and Manangatang Campus (acute and residential aged care).”

Location and its impacts: Robinvale is situated in northwest Victoria on the Murray River, falling within the Local Government Area (LGA) of Swan Hill Rural City Council (SHRCC), 134 km north west of Swan Hill and 88km south east of Mildura.



Catchment definition: the main RDHS catchment for low acuity hospital, primary care and residential care services are the towns of Robinvale and Manangatang, its immediate environs, and across the border to Euston. The overall service delivery catchment includes the NSW communities of Wentworth, Dareton and Balranald.

Health service delivery challenges

GEOGRAPHY & BORDERS

Robinvale’s position on the Victorian and New South Wales border, and our relative geographic isolation, means that health service delivery encounters a range of regional and jurisdictional boundary demand-side issues that add to the complexity of service delivery.

WORKFORCE RESOURCING

Geographic challenges contribute to supply-side challenges, particularly in relation to workforce recruitment and retention. There are only two full-time general practitioners in the catchment; their services are supplemented by several part-time GPs.

A DIVERSE AND DYNAMIC POPULATION

Census data reports the population in Robinvale was 3,313 in 2016, with a median age of 35. It is widely understood that due to the multi-cultural and transient nature of some cohorts that population data is not fully captured. The agricultural industry attracts a large transient and primarily migrant workforce to the region. Local Government is currently undertaking an updated profile using social indicators to determine a better understanding of population and demographics.

These population sub cohorts are marginalised from several perspectives:

Their engagement with formal health, education and justice services is limited;

Many have restricted written and spoken English skills;

They do not have permanent residency, so are not registered for Medicare and choose to avoid being counted for Census purposes.

Service profile

RDHS is a multi-campus facility with our main campus located in Robinvale and further locations with Riverside Campus and Manangatang Campus.

In 1998, RDHS was established as a Multi-Purpose Service (MPS) and in 2009 expanded to incorporate the then former Manangatang & District Hospital.

RDHS MPS is one of seven MPS's operating in Victoria and one of 146 Nationally and funded under the MPS Program, a joint initiative of the Australian Government and state and territory governments. This program provides integrated health and aged care services for some small regional and remote communities. It allows services to exist in regions that could not viably support stand-alone hospitals or aged care homes. RDHS receives Australian Government funding to deliver aged care services with the Victorian Government providing block funding for health services.

This allows RDHS to provide a range of services, 20 acute beds, 24 residential aged care places and provide urgent care services to both Robinvale and Manangatang communities. A comprehensive range of additional services includes renal dialysis, medical imaging, midwifery, visiting nursing, allied health and early years services (playgroups, support for complex need families).

In 1999 the Robinvale Committee for the Ageing; Riverside Hostel - Residential Aged Care Facility,

came under ownership of RDHS for management outside of the MPS model. Riverside Campus, as it is now known, consists of 30 beds and funded by both the Australian Government and contributions from residents. The basic care subsidy for each permanent resident is calculated using the Aged Care Funding Instrument (ACFI). The ACFI is a tool that the provider uses to assess the care needs of a resident. Riverside Campus is required to meet the Australian Aged Care Quality Standards.

Policy context and emerging health needs

The RDHS strategic directions were framed in the context of a rapidly changing policy environment and local population health needs.

Four key emerging trends have been identified as issues requiring consideration in the strategic plan. These are:

Increasing levels of chronic disease; RDHS will need to consider adapting care to changing disease prevalence patterns as well as the implications of these adaptations for its workforce and budget

Demographics of ageing population; RDHS will need to consider its opportunities for Aged Care service delivery into the future.

Efficiency of the current campus configuration;

Changes to local and regional economies and possible impacts on the organisation's capacity to attract and retain an appropriately skilled medical, nursing and allied health workforce.

The Statewide Design, Service and Infrastructure Plan is the overarching framework for health service planning in Victoria. The plan identifies five Priority Areas:

- (1) Building a proactive system that promotes health and anticipates demand
- (2) Creating a safety and quality led system
- (3) Integrating care across the health and social service system
- (4) Strengthening regional and rural health services
- (5) Investing in the future – the next generation of healthcare





ROBINVALE DISTRICT HEALTH SERVICES INCORPORATING:

ROBINVALE

128 Latje Road,
Robinvale, VIC 3549
(03) 5051 8111

RIVERSIDE

39 Latje Rd,
Robinvale, VIC 3549
(03) 5026 1071

MANANGATANG

37-39 Pioneer St,
Manangatang, VIC 3546
(03) 5035 1500

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