



Strategic Direction 2018-2027

“Empowering people for health”

Operational Plan 2021-2024

Introduction

The Board of Tallangatta Health Service has set a Strategic Direction with the vision of 'empowering people for health'. This operational plan sets out how the management team will approach the delivery of the vision through its strategic priorities.

Strategic Priorities

Our strategic direction and vision will be achieved through four purposeful strategic priorities underpinned by the five pillars.

Strategic Priority One <i>Our Care is relevant, high quality responsive services</i>	Strategic Priority Three <i>Our Partnering with communities cultivates connections</i>
Strategic Priority Two <i>Our Infrastructure is planned for future needs</i>	Strategic Priority Four <i>Our Workforce is adaptive, skilled, and compassionate</i>

Phased Approach

Our strategic direction will be phased over the 10 years. This is a living plan and as such must be adaptive to changing circumstances that may influence the direction of Tallangatta Health Service. Each year the Board will review the strategic priorities, phase timelines and adjustments may be made to the priorities.

Phase 1 2018-2021

Builds on the current platforms and creates new platforms to enable the future state

Phase 2 2021-2024

Delivers on the foundation established for greater organisational viability

Phase Two 2021 – 2024

Strategic Priority One - *Our Care is relevant, safe, high quality and responsive*

Our community deserves the best quality care possible that will promote health and well-being. Our services must be able to meet the demands of our ageing population into the future. The care we provide must be relevant, high quality and responsive.

Strategy		What will be the outcome?	Progress and Activity 2021 - 2024
1.1	Identify future direction of the service	A Service Plan, which Tallangatta Health Service is capable of delivering, to meet community needs	<ul style="list-style-type: none"> - Increased Allied Health services for community including Podiatry - Successful partnership with Ambulance Victoria introducing the Community Paramedic program
1.2	Review business and care models of the service	Improved business and care models that support the Service Plan and build safe, high quality, responsive services	<ul style="list-style-type: none"> - More General Practitioners - Increase Acute Ward usage and access to urgent care - Transition from ACFI to AN-ACC funding model - Communities of Practice (Clinical Governance)
1.3	Review marketing and communication of current services	A Marketing and Communication Plan that supports service delivery and ensures consumers understand the capability of Tallangatta Health Service	<ul style="list-style-type: none"> - Increase in Health Promotion activities - COVID-19 response to inform and protect community - Stronger social media presence

Strategic Priority Two - *Our Infrastructure is planned for future needs*

To be able to provide person centred, high quality services, our infrastructure must support contemporary models of care and innovative business models. Tallangatta Health Service's buildings are over 60 years old and whilst there has been some refurbishment the question of 'fit for purpose' into the future needs to be considered. The site has the availability of land to develop.

Strategy		What will be the outcome?	Progress and Activity 2021 - 2024
2.1	Identify and prioritise infrastructure in line with the Service Plan	A detailed site infrastructure plan that ensures Tallangatta Health Service has the right physical resources to support the Service Plan	<ul style="list-style-type: none"> - RHIF Submission for new Integrated Primary Care Centre - RHIF Submission for new Bolga Court module - Lakeview bathrooms and courtyard upgrade
2.2	Identify and seek funding sources to enable infrastructure upgrades	The ability to plan for infrastructure upgrades as funding opportunities are realised	<ul style="list-style-type: none"> - Replacement of Electrical Switchboards - Upgrade of Bolga Court Walkways and central module - Solar Hot Water and panels installed for energy savings - Improved connectivity; mobile repeaters in Bolga Court

Strategic Priority Three - *Our Partnering with communities cultivates connections*

We must work in a partnership arrangement to enable a holistic service capability utilising skills, knowledge and expertise which we have, and can share, and which others have to share. We must seek and be connected to the communities around us to enable collective impact and the achievement of best health by enabling people with a variety of resources.

Strategy		What will be the outcome?	Progress and Activity 2021 - 2024
3.1	Value community engagement	Consumer Engagement Plan	<ul style="list-style-type: none"> - More community events with local groups such as Kindergarten - Enhancement of social support to improve consumer experience - Develop Community Garden - Attract and support volunteers
3.2	Engage meaningfully with the community	Community Engagement Advisory Group established with a Community Charter	<ul style="list-style-type: none"> - More consumer representatives on Committees - Development of Reconciliation Action Plan - Work closely with Neighbourhood House and Council
3.3	Cultivate partnerships	Increased partnership arrangements that add value	<ul style="list-style-type: none"> - Hume Health Service Partnership - Upper Murray Health Service Partnership - Towong Alliance - Patient Flow Project to ease bed blockages and provide care closer to home

Strategic Priority Four - *Our Workforce is adaptive, skilled, and compassionate*

Our workforce includes clinical and non-clinical staff, contractors, volunteers and our Board. We must invest in a workforce to meet our communities need in line with our service plan. We are a learning organisation with an adaptive and flexible workforce and board in an innovative environment, competent and to deliver our vision and compassionate in care.

Strategy		What will be the outcome?	Progress and Activity 2021 - 2024
4.1	Identify the workforce required to support the Service Plan	A Workforce Development Plan that supports the Service Plan and promotes Tallangatta Health Service as an employer of choice	<ul style="list-style-type: none"> - Recruitment to key positions - Innovative staff health and wellbeing initiatives
4.2	Prioritise workforce needs	A Workforce Development Plan that identifies high priority areas of workforce needs	<ul style="list-style-type: none"> - Creative recruitment solutions including trainees, international nurses and student placements
4.3	Enable a learning environment	Safe, high quality care delivered by skilled staff members who embrace opportunity	<ul style="list-style-type: none"> - Increased training opportunities - F2F Mandatory Training Days each month - Investigate access to Lippincott clinical database