

Strategic Plan

2023–2026



TOGETHER AS

Dhelkaya Health



Acknowledgment of Country

Dhelkaya Health is located on the traditional lands of the Dja Dja Wurrung people. We pay our respects to their Elders past, present and emerging, and acknowledge all Aboriginal and Torres Strait Islander peoples as the first people of this nation. Dhelkaya Health is committed to achieving equality in health status between Aboriginal and Torres Strait Islander people and non-Indigenous Australians.



Dhelkaya Health acknowledges the support of the Victorian Government



Our services are delivered on the traditional lands of the Dja Dja Wurrung people. Artist: Kerri Douglas

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All photos in this Strategic Plan are of Dhelkaya Health's people, places and our community.

FOREWORD

Welcome to Dhelkaya Health's 2023-26 Strategic Plan, the very first such plan for our newly integrated organisation. The development process for this plan has been incredibly exciting because it has been our first opportunity to work across our amalgamated organisation with a single focus on articulating exactly how our shared future should look for the next three years.

The development workshops for the plan have also been exciting. They've given staff from our Castlemaine campus, Maldon Hospital campus and community services the opportunity to come together and share valuable time understanding where synergies and operations align strategically, and contributing those learnings into this plan.

Dhelkaya means 'being healthy' in the language of the Dja Dja Wurrung people, so we are delighted to have the ultimate goal of 'Healthier Together' at the heart of this strategy. It is both an ambition and a collaboration with our community, our clients and residents, for nothing we aim for is achieved in isolation from the communities we serve.

The 2023-26 Strategic Plan is our roadmap for the next three years. We embark on this journey in partnership with our local communities because developing and improving services that our clients, patients and residents want is at the heart of what we do. It means putting people first, as we cannot be healthier together unless we do.

For our staff and volunteers, this strategy outlines our ambition to become 'One Dhelkaya'. This means integrating our culture, our systems, and ensuring that we're here for the long term, working collaboratively with a shared focus regardless of where any individual role sits within our health service. We acknowledge that there is much work required to achieve this but 'One Dhelkaya' is not optional, it's an imperative.

Close and strong working relationships with our local and regional partners remain crucial, in particular Bendigo Health with whom we work to provide a range of high quality, integrated healthcare services and

Castlemaine Community House, who has provided valuable support with our in-town community health presence.

We recognise that we have set ambitious goals but we will track the progress we make, learn from our projects and initiatives and communicate our progress regularly to the community.

Our community's contribution to this Strategic Plan cannot be understated. We are deeply grateful to everyone who took time to consider the content and provide their thoughts, feedback and ideas. Our community can be assured that our board directors considered all submissions made through the strategic plan consultation held in late 2022.

Thank you to everyone who has been involved thus far. Our staff, volunteers, General Practitioners, Visiting Medical Officers, committee members and board directors, fundraising supporters, communities and First Nations peoples. We look forward to sharing our progress and future achievements with you.



ABOUT DHELKAYA HEALTH

Dhelkaya Health was created on 1 March 2022, the result of an amalgamation between Castlemaine Health and Maldon Hospital, and previous amalgamation with CHIRP Community Health.

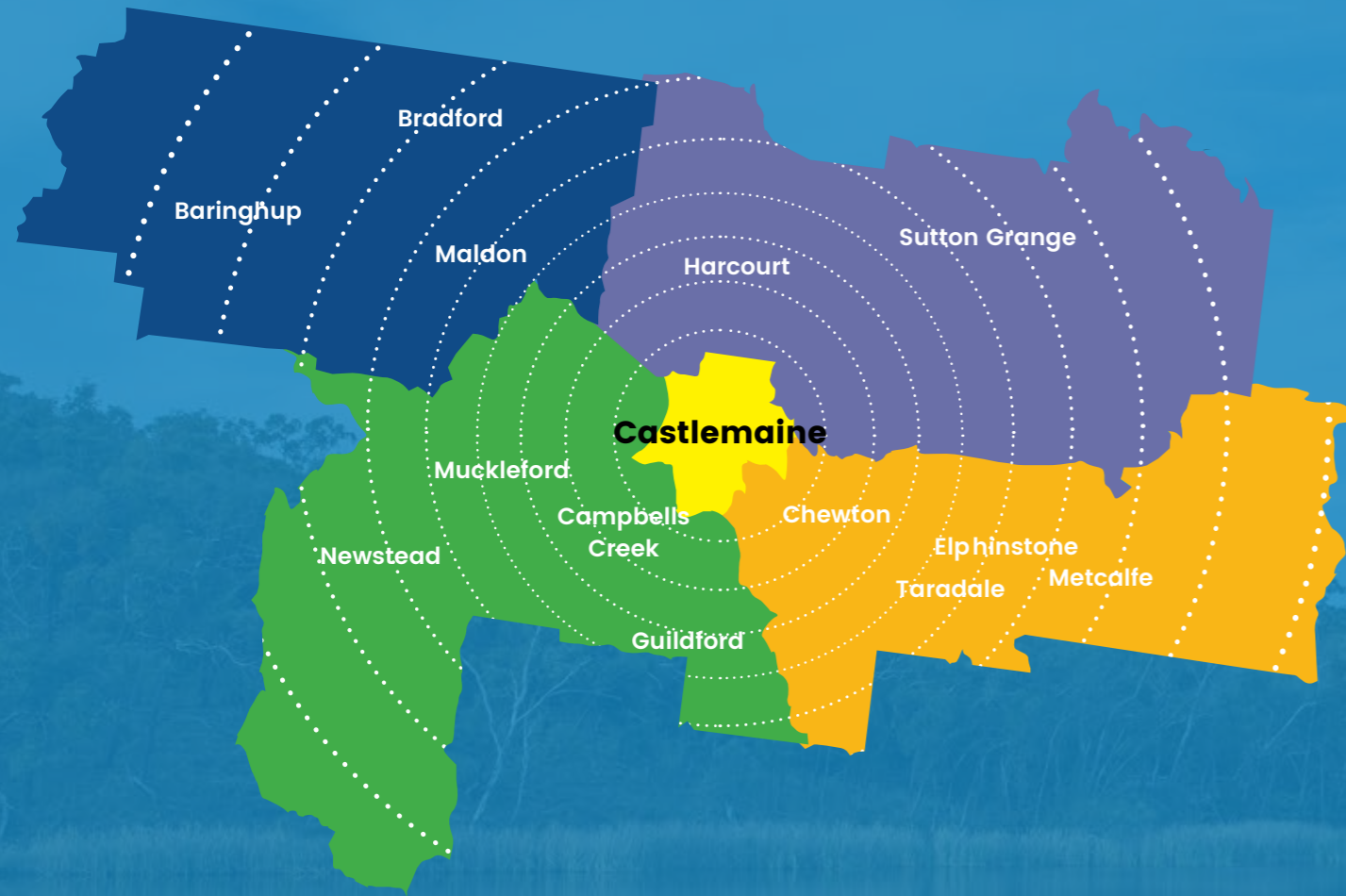
We are a community-oriented health service with an integrated hospital, primary care service, residential aged care and a wide range of community health services. Dhelkaya Health is predominantly a nurse- and allied health-led service supported by locally credentialled General Practitioners and Visiting Medical Officers.

Dhelkaya Health provides a comprehensive range of low to moderate complexity services to a population of more than 20,000 people. We also work with Bendigo Health to provide a range of high quality, integrated healthcare services.

We are a member agency of the Loddon Mallee Health Network, Loddon Mallee Shared Services (LMSS), and the Loddon Health Service Partnership.



WHERE WE WORK



Dhelkaya Health is located in central Victoria on Dja Dja Wurrung country in the Mount Alexander Local Government Area (LGA).

Our two main campuses are located in Cornish Street, Castlemaine and Chapel Street North, Maldon. Dhelkaya Health also operates a Community Health Information Hub co-located with Castlemaine Community House in Templeton Street, Castlemaine.

Dhelkaya Health provides a comprehensive range of services for residents of Mount Alexander Shire, as well as sub-regional community services for residents

of Mount Alexander, Mount Macedon and Goldfields Shires. This makes Dhelkaya Health a significant partner in delivering care to the Loddon Mallee regional population.

With more than half of Dhelkaya Health's patient population coming from the Mount Alexander Shire, our health service plays an essential role as a community hospital. Our geographical situation also gives our local population excellent access to Bendigo, Ballarat and Melbourne based tertiary health care facilities.

WHAT WE DO

We deliver locally:

- Urgent Care
- Minor Injuries and Illnesses Clinic
- Residential aged care (Penhall Hostel, Thompson House and Ellery House in Castlemaine; Mountview Home and Jessie Bowe House in Maldon)
- Surgical Services
- Medical / Surgical Acute Inpatient Services
- Subacute Inpatient Services including Transition Care
- Allied Health Services
- Community Rehabilitation
- NDIS and Children's Services
- Maternity and Women's Health Services (Level 2 Midwifery Group Practice model partnered with Bendigo Health)
- Specialist Outpatient Services
- Outreach Programs (District Nursing, Palliative Care, Post-Acute Care and Hospital in the Home)
- Home and Community Care
- Community Health, Family and Housing Services
- Alcohol and Other Drug (AOD) and Counselling Services
- In-reach primary care services to Tarrengower Women's Prison
- Aboriginal Health and Liaison
- LGBTIQ+ Liaison and Engagement
- Clinical Support Services in partnership with Austin Pathology and Bendigo Radiology

Partnerships with:

- Mount Alexander Shire Council as a service provider and partner in building healthier local communities
- Loddon Mallee Health Network and the Loddon Health Service Partnership as a member agency
- First Nations communities and Traditional Owners, as well as Bendigo District Aboriginal Cooperative, Weenthunga Health Network and Nalderun Education Aboriginal Corporation to ensure cultural safety in our health practices
- LaTrobe University, Bendigo Kangan Institute, Federation University and Monash University through our education work



STRATEGY ON A PAGE

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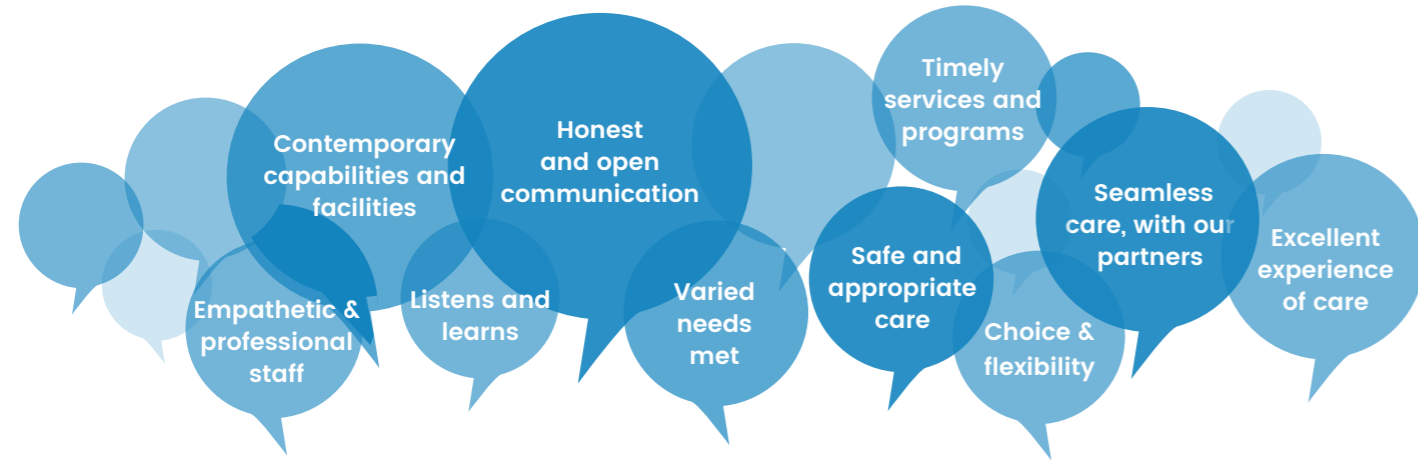
Our strategy promises to support our ultimate goal of being ‘healthier together’. This means that we work with, and for, our local communities, from within. It means developing and improving services that our community wants the most, as part of our shared future. It means putting people first, as we cannot be healthier together unless we do. And, finally, in the first few years of our amalgamation, we are investing in becoming One Dhelkaya Health; integrating our culture, and our systems, and ensuring that we’re here for the long term.

”



OUR COMMUNITY

Our community wants a trusted (local) health partner which offers:



		Mount Alexander Shire	Victoria
Population	Estimated resident population growth (2019-36)	0.6%	1.0%
	Identify as LGBTIQ+	7.9%	5.7%
	Median age	51 years	38 years
	Identify as Aboriginal and/or Torres Strait Islander	1.3%	1.0%
Economic status	Index of Relative Socio-economic Disadvantage (IRSD) score	1007	1010
	Households in mortgage stress	14.2%	14.4%
	Households in rental stress	47.1%	35.0%
	Food insecurity rate	7.7%	6.2%
Living with disability	Require assistance with core activities	5.3%	5.9%
Healthy lifestyles	Meet physical activity guidelines	61.5%	48.1%
	Overweight and/or obese	56.1%	49.7%
	Meet daily vegetable consumption guideline	16.4%	4.9%
Alcohol consumption	Adults regularly drinking alcohol at risky levels	53.5%	41.8%
Smoking	Smoking rate	9.0%	16.7%
Mental health	High/very high level of psychological distress	16.4%	23.5%
	Deaths from suicide and self-inflicted injuries (per 100,000)	17.8	10.1
	Low life satisfaction	6.9%	5.7%

OUR APPROACH TO HEALTH AND WELLBEING

Health is created where people live and work – not within health services or hospitals. The best health exists when:



People are connected to their community



Each person's independence and choice are encouraged and enabled



Pathways to care are welcoming, inclusive, clear and accessible



Expert care adapts to evolving need



Many providers work together



People focus on promoting good health, as well as managing poor health

OUR PURPOSE, VALUES AND PROMISE

OUR PURPOSE AND ROLE

Healthier together

We engage and empower individuals and communities

OUR VALUES

Our 'Breakthrough Values' are beliefs that are shared, and visible as behaviours, and that propel us to our desired future. These are:



Empathetic:
We are caring, compassionate and kind



Inclusive:
We are welcoming, trustworthy and warm



Professional:
We are dependable, expert and ethical



Transformative:
We are curious, progressive and creative

+ 'Core values' reflected by the Victorian Public Sector



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

OUR PROMISE

We're here for you

We listen

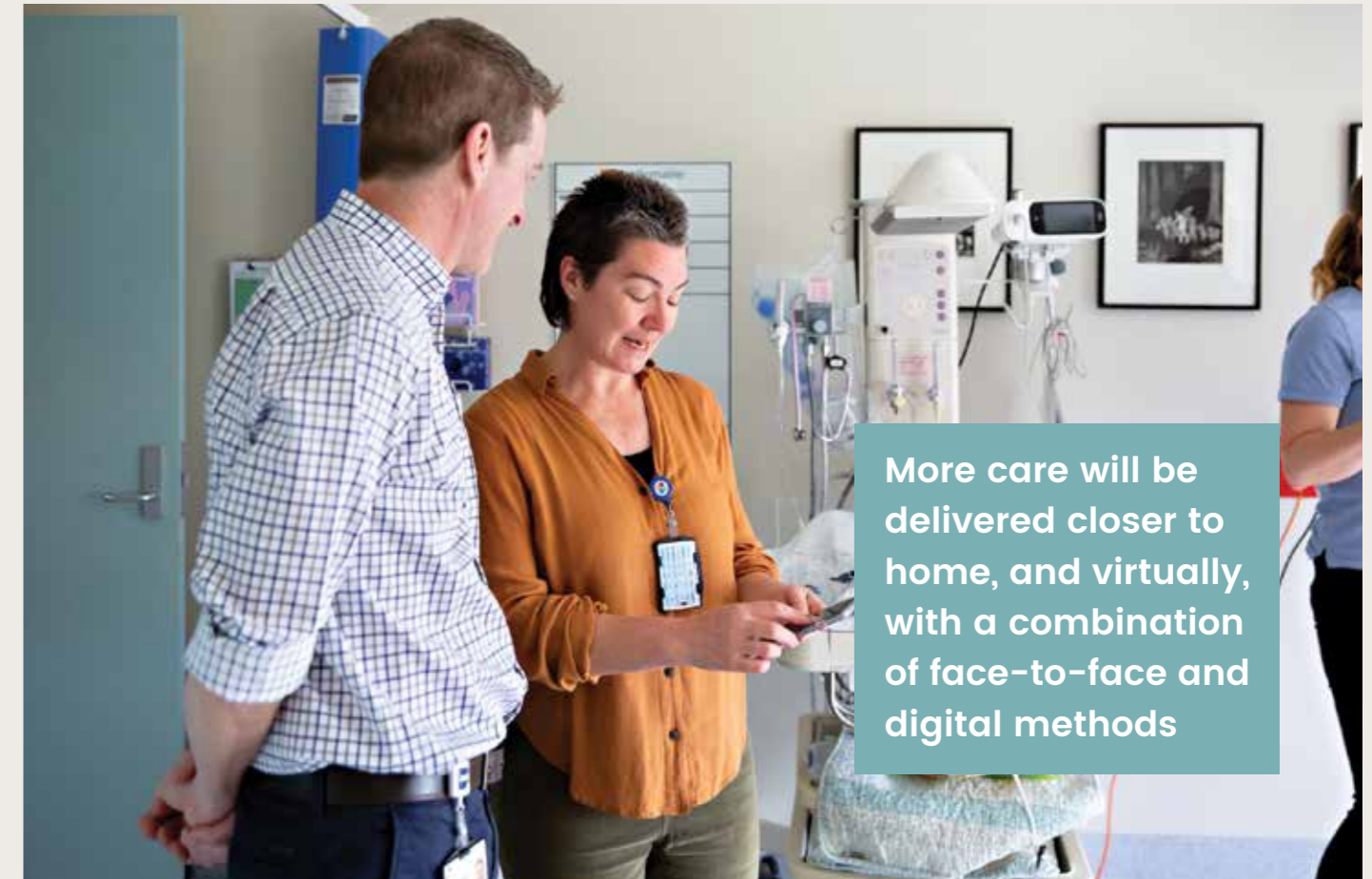
We respond to change

We aim for best results every time

WHAT'S CHANGING IN OUR STRATEGIC ENVIRONMENT

Health and healthcare are changing rapidly in line with community expectation, technology and service innovations, and changing government policy.

This plan therefore assumes the following:



- Clinical and support decisions increasingly prioritise data and evidence
- Greater societal emphasis on social justice, equity and inclusion
- Higher quality customer service and choice expected by community
- Changing expectations of health and wellness translate to a greater focus on prevention and protection
- Community members are more health literate, and digitally literate
- A greater percentage of an ageing population have multiple, co-existing and chronic health conditions
- We wish to meet a greater diversity of need and expectation
- Working in partnership will be increasingly the norm in service delivery
- People will choose to visit multiple alternative providers, many with expanding scope
- Changing climate will influence emerging health conditions and demand more resilient communities to prepare for, and recover from, natural disasters and events
- Greater expectation of governance that is socially and environmentally responsible
- People are finding the paces of family, societal and technological change stressful

STRATEGIC PRIORITIES

PRIORITY #1: Local care for local people



Our intent: We will be here for our community so that consumers have a strong voice in how we do what we do, the community leads their own health prevention and protection, and all of the community sees that we are here for them.

OBJECTIVES	INITIATIVES			Key Plan or Framework
	NOW (2023)	NEXT (2024)	LATER (2025 Onwards)	
Involve consumers in partnering in their own healthcare	Establish Consumer Participation Framework	Implement Consumer Participation Framework	Increase consumer representation on committees	Consumer Participation Framework
Develop comprehensive methods for engaging community stakeholders	Actively involve community groups in fundraising initiatives Develop the Community Engagement Framework in consultation with our community	Extend and strengthen volunteer contributions	Grow philanthropic relationships to support investment in equipment and capital improvements	Community Engagement Framework
Implement health protection, prevention and primary care initiatives	Implement Public Intoxication Trial	Implement nutrition and quality food standards	Provide supports to community wellbeing in line with Mount Alexander Shire Municipal Health & Wellbeing Plan	Community Health and Wellbeing Plan
Develop formal methods towards reconciliation with First Nations communities	Finalise Reconciliation Action Plan and commence implementation	Strengthen partnership with Bendigo & District Aboriginal Cooperation to enable better services to First Nations peoples	Develop a Social Impact Framework to address Closing the Gap	Reconciliation Action Plan (RAP) Social Impact Framework
Develop formal methods to ensure safety and inclusion for LGBTIQ+ community members	Extend Rainbow Tick preparation organisation wide	Achieve Rainbow Tick for Dhelkaya Health	Develop a Social Impact Framework to address LGBTIQ+ community members health needs	Social Impact Framework

ASSURANCE	MEASURES
Our consumers have a strong voice	Increase in % of committees with consumer representation
	Increase in voluntary participation in community engagement activities
Consumers lead their own health protection	Specified initiatives and associated action plans achieved
Community sees us as relevant	Reconciliation continuously developed to achieve a Stretch RAP by 2026
	Dhelkaya Health accredited for Rainbow Tick by 2025

PRIORITY #2: A shared future



Our intent: We will provide increasingly personalised healthcare, including improved aged care and home-based care offerings. We will prioritise partnerships, consumer-centrism and integration so that our community is truly getting what they need most.

OBJECTIVES	INITIATIVES			Key Plan or Framework
	NOW (2023)	NEXT (2024)	LATER (2025 Onwards)	
Evaluate and plan for future clinical services	Complete review of surgical services as a function of the LMHN planned surgery recovery and reform program	Finalise implementation of recommendations from the Maternity Services Evaluation Report	Review inpatient bed model to improve efficiency and effectiveness to maximise patient admissions and surgical capabilities	Clinical Services Plan
Develop and implement sustainable models of care that provide services in the community and/or home	Continue to implement Dhelkaya@Home program through the LMHN Better@Home initiative	Expand NDIS offerings to meet community need	Finalise implementation of residential aged care service improvements in line with Aged Care Royal Commission recommendations	Clinical Services Plan Community Health and Wellbeing Plan
Extend community-based offerings for people who are ageing living at home and effectively support ageing in place	Integrate and expand community services across Dhelkaya Health	Establish provision of home care packages and implement HomeShare pilot initiative	Extend and enhance range and quality of virtual care options	Virtual Care Plan
Integrate care by improving access, navigation and continuity across multiple service types	Implement identified benefits resulting from the voluntary amalgamations	Consolidate implementation of identified benefits resulting from the voluntary amalgamations	Evaluate implementation of identified benefits resulting from the voluntary amalgamations	Voluntary Amalgamation Evaluation Report
Partner to increase support for vulnerable at risk populations within our community	Embed Strengthening Hospitals Response to Family Violence program	Increase housing options for vulnerable and low-income community members	Extend offerings for young people with an emphasis on mental health services Embed prescribed social activity and connection into treatment plans	Social Impact Framework

ASSURANCE	MEASURES
Service offerings extended	Achieve activity based funding targets
	Increase @Home episodes as a % of all admissions
	Increase in number and uptake of community-based service offerings
Access improved for 'hard to reach' community members	Increased access to local services for the Maldon community
	Increase in number of vulnerable clients accessing services

STRATEGIC PRIORITIES

PRIORITY #3: One Dhelkaya



Our intent: Our newly amalgamated health service will build a single, unified identity, within which systematic and streamlined information guides sound operational decisions. Our facilities will be modernised, with reduced environmental footprint.

OBJECTIVES	INITIATIVES			Key Plan or Framework
	NOW (2023)	NEXT (2024)	LATER (2025 Onwards)	
Maintain and improve our facilities and equipment to ensure they are fit for purpose	Complete stocktake and re-creation of an amalgamated asset register	Establish and document site infrastructure and services footprint	Complete accommodation block and stack review	Asset Management Plan
Take action towards environmental sustainability	Implement sustainability reporting to quantify major sources of waste and energy use	Extend membership of the Global Green & Healthy Hospitals Network to all Dhelkaya Health	Implement initiatives to improve our waste management	Environmental Sustainability Plan
Manage site planning to consider service demand, fitness for purpose, capacity to support best practice, and staff and consumer amenity	Complete site master plans for the Castlemaine Health and Maldon Hospital campuses	Complete all Regional Health Infrastructure Fund (RHIF) projects in line with project timeline	Establish a pipeline of capital investment proposals to support future RHIF rounds	Site Master Plans
Develop collateral and communications to reflect a single Dhelkaya presence for our community	Finalise Dhelkaya Health Branding	Implement Dhelkaya Health Style Guide	Redevelopment of an integrated Dhelkaya Health intranet, web and social media presence completed	Dhelkaya Health Branding and Style Guide
Develop and implement integrated digital solutions across Dhelkaya Health within a robust ICT governance model	Implement the Regional Community Platform and Endoscopy Reporting Platform	Implement recommendations from LMSS ICT transition review Implement electronic Residential Aged Care Medication Management System	Explore the development of an eMR in partnership with LMSS	ICT and Digital Health Plan
Strengthen business systems to improve productivity, efficiency, effectiveness and performance	Enhance budget management system and complete transition to panel bank provider in line with legislative requirements	Review performance metrics and develop a balanced scorecard to be implemented through the PowerBI platform	Implement recommendations arising from the internal audit program and due diligence process	Financial Management Improvement Plan Internal Audit Charter and Plan

ASSURANCE	MEASURES
We are visible to our community	Increase website and social media visits
We have a sustainable footprint	85% of reactive maintenance requests are closed within 30 days
	10% reduction in energy and water consumption and waste produced by 2026
	Regional Health Infrastructure Fund milestone targets achieved
Systematic and streamlined decisions	Recommendations from LMSS ICT transition review fully implemented
	Balanced scorecard established and accessible via PowerBI platform

PRIORITY #4: People first



Our intent: We are on a mission to ignite passion and purpose in our people, by fostering a culture and values that promote high engagement, excellence and safety. We are determined to attract the best talent in our community, and once with us, invest in their development so we are future-ready.

OBJECTIVES	INITIATIVES			Key Plan or Framework
	NOW (2023)	NEXT (2024)	LATER (2025 Onwards)	
Embed a culture of values based behaviours	Develop and implement People Matter Survey action plan	Reset and internalise whole of Dhelkaya values amongst all staff Implement Worker Wellbeing Initiative pilot	Implement systematic rewards and recognition Extend implementation of Worker Wellbeing Initiative organisation-wide	Employee Engagement Plan Code of Conduct
Strengthen a safety culture across all Dhelkaya Health service offerings	Implement Speaking Up For Safety and OVA Training Programs	Review emergency management responses and learn from incident review	Embed system for incident review and the translation of improvements into practice	Quality and Safety Plan Business Continuity Plan
Provide physically and psychologically safe and healthy work places and care environments	Prevent and manage Occupational Violence and Aggression	Review and refresh the MOVE manual handling program and evaluate the impact on workplace injuries	Strategies to eliminate bullying and harrasment in the workplace are implemented	Work Health and Safety Plan
Facilitate flexible learning and development pathways	Implement organisation-wide training needs analysis and education program	Review mandatory competency requirements to ensure relevance and effectiveness for all staff	Provide high quality, timely and cost effective learning opportunities relevant to all staff	Individual Personal Development Plans Organisation Learning and Development Plan
Identify, attract and retain a skilled workforce	Implement Care to Lead Program Plan and establish a Nursing Workforce Unit	Implement review of medical workforce model Develop traineeship opportunities in order to "grow our own" workforces	Build employment and career progression pathways by embedding partnerships with local education institutions and partner health providers	Workforce Plan
Create a health promoting workplace that supports work-life balance	Evaluate, consolidate and embed Be Well. Be Safe workforce wellbeing program	Review systems and processes to support effective leave planning and management	Ensure our obligations under the Gender Equality Act 2020 are met	Employee Engagement Plan Workforce Plan

ASSURANCE	MEASURES
We have an engaged and satisfied workforce	Improved staff engagement and satisfaction results by 5% each People Matter Survey
	Improved safety climate results by 5% each People Matter Survey
	10% Reduction in number of work place injuries
We facilitate meaningful career development pathways	90% of staff with documented performance development reviews
	Staff agree that the organisation places a high priority on the learning and development of staff as measured by the PMS
	20% reduction in excess leave liability

PLANNING, TRACKING AND REPORTING

The proof of any strategy is in its execution and Dhelkaya Health has a robust planning, monitoring and reporting cycle in place.

The Chief Executive (supported by the Executive team) has accountability for delivering the strategic plan's initiatives. The Board of Directors will track how these contribute to expected results on a quarterly basis. Key results for us will be the quarterly Victorian Healthcare Experience Survey and the annual People Matter Survey. Health indicators and trend data will show us if our promise for a healthier community is on track. This regular monitoring allows us to course-correct because we can identify the internal and external factors impacting our strategic priorities.

The Victorian Department of Health keeps track of us too, through the Statement of Priorities in our Annual Report, which includes a broad range of indicators. Our health, disability and aged care services are also assessed by the Australian Commission on Safety and Quality in Health Care, the NDIS Quality and Safeguards Commission and the Aged Care Quality and Safety Commission.

Finally we'll let you, our community, know how we're tracking. These include the Dhelkaya Health Annual Report of Operations, our websites, social and local media and through our valuable Community Advisory Committee.

Each year at the Board's planning day, the Strategic Plan 2023- 2026 will be reviewed to determine whether the initiatives will meet the assurances identified for each strategic priority. Each year the Board will publish on the Dhelkaya Health website the status of the Strategic Plan and the yearly outcomes achieved and sought in the subsequent year.



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Dhelkaya Health went beyond my expectations. I felt so fortunate to access such an incredible service and felt supported at every step.
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TOGETHER AS

Dhelkaya Health

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