



# BHS 2022

**BALLARAT HEALTH SERVICES  
STRATEGIC PLAN 2017 - 2022**



**Together**  
Ballarat Health Services



**BallaratHealthServices**  
Putting your health first

Every year we raise vital funds to improve the facilities and services we provide to the community.



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# Overview

The BHS 2017 – 22 Strategic Plan:

- ▶ Identifies important service directions, priorities and actions for the next five years.
- ▶ Identifies a new set of organisational Values, and a new Vision.
- ▶ Provides a foundation for the development of a more detailed Service Plan.
- ▶ Has been developed through extensive consultation with patients, staff, and stakeholders.

We employ over 4000 staff . . .  
and are supported by more than  
300 volunteers



# CEO and Chair Foreword



Ballarat Health Services 2017-2022 Strategic Plan identifies the vision, role and priorities for Ballarat Health Services over the next five years, providing a strong framework for the future development of services, a highly engaged workforce and a healthier connected community.

Ballarat Health Services has gone through a significant period of growth and change over the past few years. This new five year plan – BHS 2022, developed in consultation with staff, stakeholders and consumers is timely and welcome. It aims to provide a clear vision and direction for our journey to transform our service into a world class health provider.

BHS 2022 clearly articulates the role and strategic directions for Ballarat Health Services over the next 5 years and aims to ensure that our services reflect the current and future needs of our community. The plan demonstrates our commitment to leadership and the ongoing use of best practice.

Based on extensive consultation with our clinical and non-clinical staff, Ballarat Health Services will increase the clinical range and complexity of services to align with the growing needs of our community. We will be a patient centred healthcare provider with increased options for preventative healthcare. For those patients with chronic health conditions we will be an acknowledged leader within our community and we will partner with our stakeholders to improve health services for all. We will engage, empower, develop and lead our workforce, our biggest asset, to ensure that all are supported to deliver healthcare services to the highest possible standards.

We understand our community and their expectation of us. We have clear goals and objectives with measurable outcomes that tell us how we are going to achieve our vision and stay on track. BHS 2022 challenges us to work more closely with our patients, consumers and regional partners.

Ballarat Health Services has a long and very proud history of delivering world class health care and appropriately takes its place amongst Australia's leading health services. This plan builds on the success of our past and sets us on a new course to meet our future needs.

On behalf of the Board and the Executive, we are indebted to contributions made by our staff and clinical community to help inform and direct this plan, and look forward to working with you to achieve its goals.

Rowena Coutts  
Chair - Board of Directors

Dale Fraser  
Chief Executive Officer

Every year we treat and care  
for more than 39,000 admitted  
patients and deliver over 56,342  
outpatient services



# About Ballarat Health Services

Ballarat Health Services (BHS) is the main public referral health service to a catchment population of around 250,000 people across the Grampians region and has been providing quality care for more than 160 years.

BHS delivers care across all settings: in hospital and increasingly, in the community and people's homes. BHS is the largest public provider of residential aged care in Australia. Additionally, BHS is the main teaching, training and research provider in the region and does this through affiliations with several universities and teaching institutions.

BHS is the largest employer in Ballarat, which has a population of over 100,000 people. Our workforce is a key strength of our organisation and the broader community.

## **What we know about the Grampians region:**

- ▶ The population is growing quickly. It is ageing and people are moving out of rural towns into regional centres;
- ▶ The catchment to the east is characterised by a younger, faster growing population;
- ▶ The Grampians region is made up of people from all walks of life, with different social, cultural and economic backgrounds;
- ▶ The prevalence of chronic illness such as respiratory disease, cancers, cardiovascular disease, diabetes and mental illness is increasing;
- ▶ The Grampians region has higher than average rates of alcohol consumption, mental illness, drug use, family violence and obesity;
- ▶ There is a relatively high incidence of road accidents, farm injuries and work related accidents;
- ▶ The broader catchment has a lower rate of GP attendances when compared with the rest of Victoria;
- ▶ The region is home to a small but well-established Aboriginal population.



## Our Mission

To deliver quality care to the communities we service by providing safe, accessible and integrated health services resulting in positive experiences and outcomes.

### WHAT THIS MEANS:

**Our Patients:** It is our commitment to make sure that we provide positive patient experiences; that users of our health service feel their needs are met and that they are effectively supported.

**Our staff, students and service partners:** A positive workplace culture strengthens the communities we service and supports quality, safe, accessible and integrated health service delivery.

**Our Community:** The broader community is an integral component of our desire to deliver positive experiences and outcomes for all.

## Our Vision

Excellence in Care

Our Patients / Our Staff / Our Community

### WHAT THIS MEANS:

**Our Vision Statement** sets out the future that we want to create and places our patients, our staff and our community as equal high priority areas for the focus of our care.

Our Vision is to transform Ballarat Health Services into a world-class health care provider that offers the best possible patient care, an engaged workforce, effective leadership, and a strong connection to the community and region.

Our Vision is to establish a positive workplace culture and to build a workforce that is engaged, empowered and skilled to meet our future challenges.





# Our Values

Teamwork / Respect / Accountability / Compassion

**Our four organisational Values** have been created following extensive consultation with staff, consumers and stakeholders. Over 500 staff, volunteers and consumers participated in an online survey about our Values, Vision and Strategic Direction. A staff led Values Committee was established with members appointed from across the organisation, to refine feedback and to lead discussion groups.

Our staff told us that they believe our Values are relevant and very important for the future success of our organisation. They reflect where we are and the priority areas we need to focus on.

The Values underpin everything we do because they provide an anchor and a reference point for the organisation. They provide guidance and motivation for people's actions. They are designed to develop a positive and supportive organisational culture.

The Values will be incorporated into a new staff recognition and rewards program and they will be used to create positive work environments that reward teamwork and excellence in care.

The Values are “what we stand for” and describe the expected behaviours of all staff.

## Teamwork

We commit to common goals based on open and honest communication while showing concern and support for all.

We are dedicated to working together for common interests and responsibilities.

## Respect

We acknowledge everyone's unique strengths and value diversity.

We operate in a spirit of co-operation and honour human dignity.

## Accountability

We personally commit to delivering our best, taking responsibility for all of our decisions and actions.

## Compassion

We treat people with kindness and empathy.

We care about our patients, our people and our community.



# Our Service Priorities

## **EMERGENCY DEPARTMENT**

Provide a 24/7 regional emergency care service; support clinical consultations and offer advice to smaller health services that provide emergency departments and urgent care centres; continue to develop service models that divert primary care-type patients away from the ED; and enhance emergency medicine specialist training at Ballarat.

## **ACUTE INPATIENT – INTERNAL MEDICINE**

Improve acute care for the elderly through holistic assessment and care management; deliver a consistent quality of clinical care of medical patients across seven days; enhance access to cancer services through more outreach oncology clinics and chemotherapy sites across the region; broaden the range of models of care, particularly community and home-based care such as, Hospital-in-the-Home, complex care, residential-in-reach, and home-based rehabilitation; develop and consolidate medical sub-specialties currently available at BHS on a sustainable basis; and enhance specialist training at Ballarat, and throughout the region.

## **ACUTE INPATIENT – SURGICAL SERVICES**

Support appropriate service delineation between BHS and other health services across the region; support the increased clinical complexity of surgical services that provide sufficient critical mass to ensure robust clinical outcomes; enhance operational efficiency of surgical services to meet increasing demand; and facilitate surgery specialist training at Ballarat and throughout the region.

## **MENTAL HEALTH SERVICES**

Continue to support the consolidation of a recovery-oriented service model for all mental health patients; work collaboratively and with respect, with all other service providers of health and social support for people requiring mental health care: provide a more responsive emergency and crisis capability; and continue to examine innovative models of care for mental health, alcohol and other drug services that meet the requirements of the catchment. This includes supporting residential rehabilitation for alcohol and drug and dual diagnosis clients.

Each year we treat more than 53,300 emergency patients and support more than 50 patient transfers by air ambulance





### **CLINICAL SUPPORT SERVICES**

Develop the provision of anaesthetics, critical care, medical imaging, pharmacy, and allied health consistent with the enhanced acuity and range of services on a 7-day a week basis.

### **MATERNITY & CHILDREN'S SERVICES**

Support a maternity/obstetric service that continues to evolve to meet the increasingly diverse needs of maternity patients, including moderate complexity births at Ballarat; maintain maternity services consistent with Level 5 and neonatal services consistent with Level 4; and continue to provide a diverse specialist paediatric service in a hospital and community setting.

### **SUB-ACUTE SERVICES**

Continue to provide specialist rehabilitation and geriatric evaluation and assessment services, including an effective regional network that improves clinical pathways to specialist sub-acute services in a timely and integrated manner; and enhanced integration of the full range of service options for palliative care patients, including ensuring effective advanced care planning processes across the spectrum of service streams.

### **SPECIALIST AMBULATORY SERVICES**

Improve access to specialist acute medical, allied health, nursing and multi-disciplinary outpatient clinics by enhancing the range and complexity of specialist services.

### **AGED CARE SERVICES**

Continue to provide aged care as a core service ensuring that it meets the needs of the community including emerging gaps in service delivery. Develop specialised residential aged care services so that BHS is recognised across Australia as a centre of excellence in the provision of training for aged care, dementia, and care of clients with special needs; strengthen BHS role in the provision of community-based aged care services including community based end of life care.

### **PRIMARY CARE AND COMMUNITY HEALTH**

As one of many providers of primary health, health promotion and community based health services in greater Ballarat, BHS will respectfully collaborate with other health providers to integrate services for patients with acute and chronic conditions in a community setting.

We are the largest public residential aged care provider in Australia and have the most comprehensive aged care programs to support our residents.





# Strategic Directions

To deliver on the strategic directions of this plan, Ballarat Health Services will focus on the following four strategies:

**1. YOUR HEALTH** – we will improve the current general health status of the Ballarat Health Services Community by supporting individuals to better manage their health and by working with other health service providers to deliver effective care. Your Health gives practical reality to Ballarat Health Services vision of “excellence in care”.

**2. WORLD CLASS HEALTHCARE** - is at the core of our role. Ballarat Health Services will continue to deliver and improve the range of primary, secondary and tertiary level health services expected of a regional referral health service.

**3. OUR STAFF** - recognises that an important part of the future is to invest in Ballarat Health Services people and foster a vibrant and positive work culture. It underpins our future capability to deliver on Ballarat Health Services role.

**4. OUR COMMUNITY** - recognises that no healthcare organisation is able to deliver on its role in isolation. Ballarat Health Services will contribute to and be recognised for community and healthcare leadership.

Every year we provide more than 3000 Flu Vaccinations for our staff



# Strategy 1: Your Health

## BHS will:

- Develop a community wellness strategy in partnership with other health and community service providers.
- Develop care pathways and protocols across all clinical areas where patients and carers are part of the decision-making process.
- Focus on a range of care services from prevention, assessment, early intervention and treatment of established and chronic conditions.
- Continue to develop specific initiatives that contribute to the improvement of Aboriginal health outcomes.
- Invest in supporting clinicians to learn enhanced patient-centred communication skills. Educate all staff, so that everyone who has contact with patients understands their responsibility for fostering engagement.
- Develop a patient portal that provides patients with the option to update their own details and access information about outpatient appointments, theatre bookings, etc., enabling a more patient-centric information model.
- Partner with Universities to develop and support an agenda in health literacy and health communication education for the BHS workforce.
- Work toward accreditation with the Health Promoting Hospitals (HPH) network.
- Grow our relationship with GPs and primary care services, working across the region to reduce adverse events and maintain best quality of life for our consumers.

Knowledge is empowering – increasing the patient and carer **understanding** about their clinical and personal situation, and the **options** available for care. It increases effective **participation** in decisions about their health, improves **health literacy** and promotes a sense of **control** at a time when many people feel powerless.

WHAT WILL SUCCESS LOOK LIKE . . . ?	
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>• People have a greater understanding about their health.</li> <li>• People more involved in making informed decisions about their care needs.</li> <li>• More coordinated, timely and smooth transitions of care for people moving between health settings.</li> <li>• Improved access to health information and services.</li> </ul>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Our staff delivering care that meets the needs of each individual person.</li> <li>• Our staff accessing additional training and improved support structures.</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Health organisations and community services working together to improve the community's health through education, collaboration and joint health promotion activities.</li> <li>• Improving Aboriginal health outcomes through a strong organisation focus; improved health pathways, employment and training opportunities, enhanced community engagement and outreach services.</li> <li>• Greater awareness and more support services for high-risk communities and those affected by family violence.</li> </ul>



# Strategy 2: World Class Healthcare

## BHS will:

- Develop high priority clinical services as determined by the BHS Service Plan 2017-2027, thus leading to increased hospital self-sufficiency.
- Develop integrated service teams that potentially span different hospitals and health partners.
- Adopt best practice clinical governance to improve patient outcomes.
- Develop information and data collection and analysis systems to monitor performance to inform governance as well as patient care and outcomes.
- Introduce contemporary technology that will enable our workforce to efficiently and effectively achieve their roles.
- Progressively move to being a health service that provides consistent care and service 24 hours a day, 7 days a week, 365 days of the year.
- Develop specialised residential aged care services so that BHS is recognised across Australia as a centre of excellence.
- Develop innovative models of care for mental health that meet the requirements of the catchment. This includes supporting residential rehabilitation for alcohol, drugs and dual diagnosis clients.

**World-Class Healthcare** is at the core of Ballarat Health Services role. We will continue to **deliver** and **improve** the range of primary, secondary and tertiary level health services **expected** of a regional referral health service.

WHAT WILL SUCCESS LOOK LIKE . . . ?	
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>• People accessing more specialist services across the region.</li> <li>• Better access to high quality, consistent health care 365 days of the year.</li> <li>• Timely care through improved management of waiting lists for specialist outpatient clinics and surgical services.</li> <li>• More people being able to access mental health services for assessment, treatment and support.</li> </ul>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Enhanced career opportunities, training and education.</li> <li>• Access to upgraded technology and better quality medical equipment.</li> <li>• Staff developing and sharing skills and knowledge across the region.</li> <li>• Staff demonstrating the Values of the organisation and building a positive workplace culture.</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• BHS actively engaged with other health services across the region building a stronger health sector, improved governance processes and healthier communities.</li> <li>• Specialised residential aged care services will be available.</li> <li>• More people receiving high quality care and treatment in community settings.</li> <li>• Disability aids and support services more accessible.</li> </ul>

# Strategy 3: Our Staff

## BHS will:

- Create positive work environments that reward and recognise teamwork.
- Establish systematic processes that involve staff in decision-making and innovative change, particularly when this enhances patient-oriented care.
- Equip leaders and managers with the specific skills and tools they require to enhance their roles and to meet the needs of the organisation.
- Develop a workforce plan to support the achievement of the Strategic Services Plan 2017 – 2027.
- Review our credentialing program to encompass all registered health professionals, inclusive of regional leadership in the area of e-credentialing for registered health professionals.
- Align and grow our education programs
- Develop a comprehensive Rewards and Recognition Program for the whole organisation.
- Partner with Universities to develop programs to meet the workforce requirements of BHS.

Working together with the aim to improve, Ballarat Health Services will become a **preferred** place of employment, offering a **positive workplace culture**, an **engaged workforce** and a strong collaborative **teamwork environment**.

WHAT WILL SUCCESS LOOK LIKE . . . ?	
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>• Excellent patient care delivered by an engaged, skilled workforce.</li> <li>• Provision of care/services that are of a high quality, respectful and professional.</li> <li>• The work environment meets health and safety standards.</li> </ul>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Improved workplace culture.</li> <li>• An engaged workforce demonstrating the organisation's Values in every day practices.</li> <li>• More professional development and research opportunities.</li> <li>• Staff more actively involved in decision making processes.</li> <li>• All staff actively participating in annual performance reviews and with education plans in place.</li> <li>• Recognition and Awards framework in place.</li> <li>• Annual staff surveys providing evidence of improvement activities and outcomes.</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• A workforce plan in place, detailing future workforce needs.</li> <li>• Robust recruitment and governance processes in place.</li> <li>• BHS recognised as a preferred place of employment.</li> <li>• Suitably skilled applicants applying for job vacancies.</li> <li>• In partnership with universities, programs identified and developed to meet the workforce requirements of BHS.</li> </ul>

# Strategy 4: Our Community

## BHS will:

- Provide clear and consistent leadership across the organisation and our region to best achieve integrated and seamless care.
- Build collaborative partnerships with other providers to improve health outcomes for patients.
- Involve consumers and volunteers in governance frameworks.
- Increase recognition and participation in research efforts.
- Actively seek feedback from consumers through effective use of surveys or questionnaires to support quality improvement activities.
- Inform the community about our models of care, new services and infrastructure development.
- Develop and implement an environmental action plan to reduce our environmental footprint.
- Complete and implement a comprehensive fundraising strategy.

We recognise that no healthcare organisation is able to deliver on its role in isolation. Ballarat Health Services will **contribute to** and be **recognised for** our community and healthcare **leadership**.

WHAT WILL SUCCESS LOOK LIKE . . . ?	
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>• People making healthy lifestyle choices.</li> <li>• Regional people benefiting from new research and innovative practices.</li> <li>• Patients receiving the right care, at the right time and in the right setting regardless of where they live.</li> <li>• Better access to services and community programs.</li> <li>• Consumers being more involved in healthcare governance and feedback processes.</li> </ul>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Staff actively involved in reducing our environmental footprint and evidence of success.</li> <li>• Improved communication networks across the region.</li> <li>• More opportunities to represent BHS and be involved in community events.</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Greater sharing of skills and knowledge between health services across the region.</li> <li>• More research and health improvement opportunities through strong partnership with universities.</li> <li>• Well integrated services and systems.</li> <li>• Strong community support for BHS fundraising and community engagement events.</li> </ul>

# Our Services

## Aboriginal Health Services

### Allied Health Services

- Dietetics
- Exercise therapy
- Occupational therapy
- Physiotherapy
- Podiatry
- Prosthetics and orthotics
- Psychology
- Social Work
- Speech therapy

### Acquired Brain Injury

### Ballarat Regional Integrated Cancer Centre

- Chemotherapy Day Unit
- Oncology Clinics
- Radiation Oncology (BAROC)
- Wellness Centre

### Cardiology

### Central Sterile Supply Department (CSSD)

### Centre Against Sexual Assault (CASA)

### Cognitive Impairment and Dementia Management

### Community programs

- Ambulatory Care Services
- Carer Respite and Support Services
- Community Rehabilitation (home & centre based)
- Continence Resource Centre
- Domiciliary Services
- Gem in the Home
- Grampians Aged Care Assessment Service
- Grampians Regional Continence Service
- Grampians Regional Palliative Care Team
- Hospital Admission Risk Program
- Linkages (home care packages)
- Planned Activity Groups
- Post-Acute Care
- Restorative Care
- Safety Link

- Transition Care Program
- Victorian Paediatric Rehabilitation Service

### Critical Care Unit

- Intensive Care
- Coronary Care
- Medical Emergency Response Team

### Corporate Services

- Catering
- Finance and Business Units
- Fundraising and Communication
- Governance and Planning
- Hotel and Patient Services
- Information Technology
- Infrastructure
- Linen and Supply Services
- People and Culture
- Security
- Volunteers

### Dental Services

### Diabetes Management and Education

### Diagnostic and Radiology (X-ray) Services

- BreastScreen
- CT Scan
- ECG
- EEG
- MRI
- Nuclear Medicine
- Ultrasound

### Emergency Medicine

### Endocrinology

### Falls and Balance

### Family Violence

### Gastroenterology

### General Medicine

### Geriatric Evaluation and Management

### Gynaecology

### Infection Control

### Lymphoedema Management

### Maternity Services

### Medical Oncology

### Mental Health Community Care Teams

- Infant and Child
- Youth
- Adult
- Aged

### Mental Health Inpatient Care Units

- Adult Acute Unit
- Secure and Extended Care Unit
- Aged Acute
- Aged Residential

### Neonatology

### Nephrology and Renal Dialysis

### Neurology

### Operating Suite

### Ophthalmology

### Organ and Tissue Donation Service

### Otolaryngology

### Outpatient Services

### Paediatric Medicine

### Pain Management

### Palliative Care

### Pastoral Care

### Perioperative Day procedure Unit

### Pharmacy

### Rehabilitation (in-patient and out-patient)

### Residential Aged Care

### Stroke Management

### Stomal Therapy

### Statewide Aids and Equipment Program (SWEP)

### Surgical Services

### Thoracic Medicine

### Urology

### Wound Management

Our corporate and support services are an integral part of the BHS team and this enables us to deliver excellent clinical care





# Our Commitment

BHS 2022 is our commitment to the community of Ballarat and the Grampians Region to bring to fruition our vision for transforming Ballarat Health Services into a world-class health care provider, which offers the best possible integrated patient centred care experience, an engaged workforce, effective leadership, and a strong connection to the community and region.

Strong leadership, accountability and a team-based approach will drive the plan to ensure that the best possible care is provided for our community and that Ballarat Health Services is seen as an employer of choice.

We will establish a positive workplace culture, build a workforce that is engaged, empowered and skilled to meet the future challenges of a complex health service.

We would like to sincerely thank all those who have contributed to the development of this five year Strategic Plan.

*Ballarat Health Services acknowledges the traditional owners of this land, the Wathaurong people and the people of the Kulin nations. We pay our respects to their Elders, past and present.*

Each year we welcome over  
1400 new born babies





We would value your feedback on our BHS 2022 Strategic Plan.



**BallaratHealthServices**  
Putting your health first

**BY POST:**  
CEO Office  
Ballarat Health Services  
PO Box 577  
Ballarat, Vic 3353

**BY SOCIAL MEDIA:**  
 BallaratHealthServices  
 BallaratHealth

**BY EMAIL:** [strategicplan@bhs.org.au](mailto:strategicplan@bhs.org.au)

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