



CLINICAL SERVICES PLAN

2018-2023



INTRODUCTION

The Alexandra District Health Clinical Services Plan for 2018-2023 has been developed in close consultation with the community, stakeholders and staff to identify the current and future health service needs of the Murrindindi community.

The Plan outlines the direction for health services in the Alexandra District Health catchment over the next five years. It identifies the scope of service delivery and informs future planning and development opportunities.

Alexandra District Health is a local public health service providing a wide range of services including inpatient, medical, surgical, urgent care, allied health and primary care services. Primary care services are offered in Alexandra, Eildon and Marysville. The hospital has provided care to the community since 1871.

The hospital is equipped with modern, contemporary infrastructure with capacity to meet future demand for services, and development opportunities.

Alexandra District Health aims to strengthen its existing acute, urgent care, primary care and operating theatre services, and enhance health promotion and prevention activities.

The Clinical Services Plan identifies priorities for new services and activities built around four themes: Collaboration; Sustainability; Aged Care; and Child, Youth and Family Services.

The hospital is equipped with modern, contemporary infrastructure with capacity to meet future demand for services, and development opportunities.

COMMUNITY ENGAGEMENT

Extensive consultation was undertaken with staff, stakeholders and community members to support the development of the Clinical Services Plan. A total of 147 residents attended community sessions in Eildon (27), Marysville (19), Alexandra (67) and Yea (34). A total of 16 staff attended the Alexandra staff session, three staff attended the Yea staff session and 21 stakeholders attended a session for both Alexandra and Yea. The Alexandra online survey received 35 responses and the Yea online survey received 14 responses.

Staff and community members identified the following opportunities, priorities and challenges in workshops:

- The need to support clinical workforce capacity, development and continuity
- Delivery of new and emerging models of care including chronic disease management, telehealth, transitional care and NDIS
- Collaborative planning and delivery of services across Murrindindi Shire
- Ease of access to medical expertise, with a doctor or Visiting Medical Officer onsite at Alexandra District Health
- Improvement of aged care services including the links between services, consumer knowledge, and accessibility of services, including specialists
- Improvement of the accessibility to services given the limited public transport, including home-based support services and outreach services to locations across the Shire
- Pre- and post-natal support services and support for families with young children
- Focus on community focused care and preventative health programs including health promotion
- Improvement of mental health care access across the Shire and co-ordination of support to clients
- Improvement of communication with the community to enhance understanding of services offered

SOCIO-DEMOGRAPHICS

- The 2016 population of Murrindindi East was 6,383 and is projected to increase to 7,235 by 2031.
- Compared to the rest of Victoria, Murrindindi is ageing faster, with lower growth rates in the working age population.
- The population of people 65+ will increase (1,848 in 2016 to 2,355 in 2031). These changes are significant when compared to the projected population of Victoria.
- In 2016, there were 2,935 households in Murrindindi East, 599 of which were families with children representing around 20 % of all households in Murrindindi East.
- Compared to the rest of Victoria where 35 % of people are born overseas, only 21 % of the population in Murrindindi was born overseas.
- In the 2016 census, 1.3 % of the Shire population identified as Aboriginal or Torres Strait Islander.
- In Murrindindi East, 29 % of people were aged 65 or older in 2016, and 56 % of the population was of working age (15-64 years). The population of working age people (15-64) is set to increase (3,548 in 2016 to 3,735 in 2031), however the proportion of working age people decreases overall from 56 % to 52 % of the population in Murrindindi East.
- Individual and household incomes in Murrindindi are lower than the Victorian average, and mortgage stress is higher than average in Victoria. In 2016, 59 % of people in Murrindindi earned less than \$1,000 per week.
- Few Murrindindi residents are close to public transport, compared to the wider Hume and Goulburn Valley regions. In 2012, Murrindindi was ranked 75 out of 79 LGAs in Victoria for public transport access - amongst the worst serviced Shire in Victoria.
- Murrindindi has the second highest ownership of passenger vehicles per population in Victoria, and a low proportion of households with no motor vehicle.

HEALTH PROFILE

- Based on the most recent profile from the Department of Health and Human Services, across Murrindindi, there are high rates of behaviours linked to chronic disease such as smoking and poor nutrition, particularly among males over 18.
- Compared to the Victorian average, the proportion of persons with asthma is higher in Murrindindi (Murrindindi is ranked number 1 in Victoria for asthma), as is the proportion of overweight or obese persons.
- The rate of Home and Community Care (HACC) clients is higher than average, as is the rate of mental health clients, while the rate of drug and alcohol clients is lower than average.
- There is a relatively high proportion of people in Murrindindi Shire who experience a high degree of psychological distress (9.68 %) and Murrindindi Shire is the 11th highest ranked Local Government Area in Victoria in this measure.

GOVERNMENT POLICY FRAMEWORK

The Clinical Services Plan addresses the following Victorian Health Policies:

- The Travis Review (2015) and Targeting Zero (2016), the review of hospital safety and quality assurance in Victoria.
- Better Safer Care, delivering a world-leading healthcare system (October 2016)
- The State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037)
- Health 2040: advancing health, access and care - the Victorian Government's vision for the health and wellbeing of Victorians, built around three key pillars: Better health, Better access and Better care.

Alexandra District Health works with a range of health services across the region. Through strengthening and leading formal health partnerships, services can be enhanced and expanded, improving local access for the community.

Collaboration is the key to addressing a range of challenges that Alexandra District Health faces as a small rural health service, including: a rapidly ageing population, workforce, new models of care, safety and quality frameworks, compliance requirements and demand.



ACTIONS

Alexandra District Health aims to engage with GV Health, Northeast Health Wangaratta and Eastern Health on strategies to support:

- Workforce development
- Professional education, training and clinical oversight
- Telehealth support, particularly for mental health services
- A range of corporate and clinical support services
- Development of models for the regional delivery of dental and geriatric services

Opportunities for collaboration between Alexandra District Health and Yea and District Memorial Hospital will be explored in relation to:

- Strengthening safety and quality, clinical governance, credentialing, data collection, performance monitoring and benchmarking
- Workforce initiatives

- New models of funding
- Development of new services
- Introduction of new technologies

Opportunities for collaboration with other providers will be explored in relation to the development and provision of specific clinical services:

- Alexandra District Health, Yea and District Memorial Hospital and Darlingford Upper Goulburn Nursing Home in the provision of aged care programs and services
- Alexandra District Health, Yea and District Memorial Hospital and Murrindindi Shire for integration of health and social care for vulnerable families and the aged
- Alexandra District Health, Seymour Health and Mansfield District Hospital to explore the possibility of a public dental service, local access to community rehabilitation programs, expansion of post acute care and palliative care services

Collaboration will enable the introduction of additional specialist services in the local area such as a geriatrician service.



Alexandra District Health provides a wide range of inpatient (medical and surgical), urgent care and primary health services to its local community and to the broader Murrindindi Shire.

Alexandra District Health aims to strengthen existing services, to continue to provide people with access to the services they need in their local community. Partnerships and expansion into new services are also proposed.

Clinical workforce is a key challenge for sustainable service delivery. Demographic trends including low growth in the working population and high growth in the older/elderly population impacts upon demand for services and the available workforce. A strengthened focus on workforce development, recruitment and retention is planned.

ACTIONS

- Alexandra District Health will work to become registered as a provider in the catchment for disability support and aged care clinical services.
- Alexandra District Health will take a proactive and planned approach to workforce development; recruitment, retention, skill development, career pathways and succession planning for all clinical workforces – allied health, medical and nursing.
- Alexandra District Health will identify and drive efficiencies across the organisation; optimise use of resources; develop effective service partnerships; and implement new, consumer focused service models.
- Safe and high quality primary health programs will underpin services.

Alexandra District Health serves an ageing population and services are needed to meet growing demand.

The priority for all aged care providers is planning for and implementing strategies for safe, quality and sustainable services for the rapidly increasing population of older persons throughout the Murrindindi Shire.

Across Murrindindi Shire from 2016 to 2031, the population over 65 is expected to increase by 51 %, with the number of people aged over 75 years increasing by 116 %. The Alexandra District Health catchment is anticipated to experience a growth of 27 % for people aged over 65 years and 79 % for people aged over 75 years. By 2031 it is anticipated that Murrindindi Shire will have 2556 people aged over 75 years, with 1341 of them living within the Alexandra District Health catchment.

Activity data shows that the older population is the most frequent user of Alexandra District Health services.

ACTIONS

- Alexandra District Health provides an extensive range of acute and community based services for older persons living independently. Outreach services are also provided to local residential aged care facilities - Kellock Lodge, a 50 bed facility in Alexandra and Darlingford Upper Goulburn Nursing Home, a 51 bed facility in Eildon.
- Plans for the future direction of Alexandra District Health in aged care services focuses on building upon demonstrated clinical and management strengths and capabilities in acute and primary care.
- Alexandra District Health will explore the provision of a range of corporate support services to other health and aged care providers, including financial services and contracted meals, maintenance and cleaning services.
- Future directions in aged care will be considered in the context of opportunities for closer collaboration between residential aged care providers across the Lower Hume catchment. Together they can utilise their combined expertise in the provision of residential aged care to improve efficiencies in a range of safety and quality, accreditation, compliance and service provision activities.
- The changes to Commonwealth aged care and disability funding, together with the Victorian Government's emphasis on collaborative and integrated care models provides Alexandra District Health with a strong opportunity to reorient services towards integrated aged care.
- Alexandra District Health has the capacity to provide a comprehensive range of aged care services and will look to develop these as a major strategic focus. Ideal services include aged care in ambulatory and community based settings, and early intervention, health maintenance and treatment - with an emphasis on self-management and optimising health and wellbeing.
- Alexandra District Health aims to strengthen partnerships with Yea and District Memorial Hospital, Murrindindi Shire, local residential aged care facilities and not-for-profit, private providers, including Murray PHN and local GPs, to plan for and develop a cohesive, well integrated, person-centred aged care stream, making best use of all available health and social care resources.





ACTIONS

- Alexandra District Health will consider the development of a child, youth and family services stream to provide clinical and managerial leadership for these programs and services, support internal co-ordination and provide a clearly identified point of contact for communication with internal and external partners and stakeholders.
- Alexandra District Health aims to work with Yea and District Memorial Hospital to examine possibilities to optimise use of resources available across the Shire to support child, youth and family-oriented services.
- Alexandra District Health aims to work in partnership with Murrindindi Shire, Yea and District Memorial Hospital and other providers from the region to develop a child, youth and family services stream to plan and implement a range of integrated health and social care programs that support illness prevention, early identification and a range of community based interventions, consistent with Alexandra District Health's role as a small rural health service.
- The service can be progressively developed as a multi-disciplinary service within the Victorian child health services guidelines. A key development focus is service integration through the strong partnerships with providers; health promotion in the early years; service coordination and building capacity of parents.
- Responses to these priorities will involve: active participation in regional networks; partnerships and collaborations; use of technology and investment in contemporary infrastructure to support safe and efficient models of care.

Alexandra District Health currently provides services to children, youth and families, including pre- and post-natal care, urgent care, visiting paediatric consulting, allied health (through primary care and disability programs), counselling and visiting mental health and drug and alcohol services.

Murrindindi Shire is anticipated to experience modest growth in the population of children and young people in the period 2016 – 2031. Growth in the 0 – 4 year old age group is predicted to be approximately 12 %, an increase of 85 children with a total of 822 children anticipated by 2031. Growth in the 5 – 14 year age group is anticipated to be less, with numbers anticipated to increase from 1487 to 1514 by 2031, equivalent to a 2 % increase.

Community Engagement and Feedback

Alexandra District Health is committed to enhancing communication and engagement with our consumers, community and health service partners.

We have a number of ways for people to communicate with us, provide feedback or contribute to ideas:

Visit us:

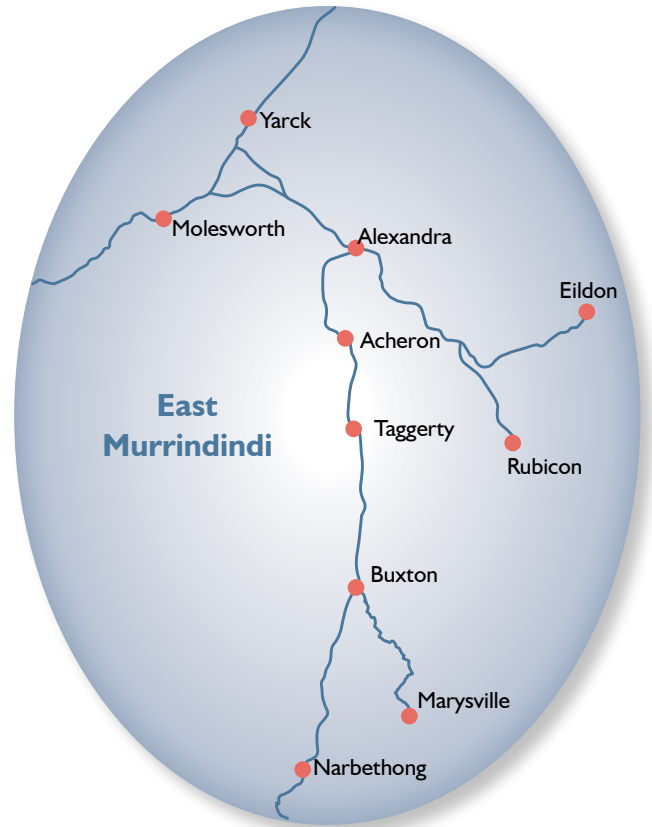
Alexandra District Health
12 Cooper Street, Alexandra

Write to Us:

Alexandra District Health
P.O. Box 21 Alexandra Vic 3714

Get Involved:

- Become a Volunteer
- Talk to our Consumer Advisory Committee members



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