



**Kooweerup**  
REGIONAL HEALTH SERVICE

# Strategic Plan 2022-25



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Kooweerup Regional  
Health Service  
**Strategic Plan**  
2022–25

# A Healthier Community

**For almost 100 years, Kooweerup Regional Health Service has supported the health and wellbeing of people living in the Koo Wee Rup region and surrounding areas.**

**This strategy outlines the future path for Kooweerup Regional Health Service and has been developed in consultation with our board, staff and executive team, industry experts and our local community members.**



## Acknowledgement of Country

We acknowledge and pay our respect to the Bunurong people of the Kulin Nation, the traditional custodians of the land in Koo Wee Rup. “Koo Wee Rup” is believed to mean “plenty of blackfish” or “blackfish swimming”. We are eternally grateful to our traditional owners for their custodianship of the lands on which we serve our local community today.

## Diversity and inclusion

We are committed to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills, qualities and experiences of all our people. This is a commitment we make to our people, our team and our community and we live and breathe this in all our actions.



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# Foreword



After almost two years of working through a “once in 100 year pandemic” resulting in Victoria having the longest lockdown period worldwide, our Strategic Plan has been structured to include all the lessons this devastating COVID-19 event has presented. Coupled with the nearly 100 year Kooweerup Regional Health Service history the Board, Staff, Volunteers, Residents, Consumers and all stakeholders have created a bold vision for the next ten years.

Identifying KRHS’ highest priorities from the ten-year vision enabled the development of a plan for the next three years encompassing a strategy that is fully cognisant of the challenges and opportunities that may face KRHS and the State and Federal governments in the ever-changing health sector landscape.

The population growth in Koo Wee Rup and surrounding areas is double that of greater Melbourne, which guides our aspirations towards improved infrastructure, expanded and/or improved healthcare services and provision of a holistic hub with a focus on wellbeing for the diverse community we serve.

Awareness of the need for a sustainable environmental footprint now and into the future is foremost in our planning. KRHS believes that technology will be a key factor in making this aspiration a reality including utilising the partnerships with healthcare and other service providers in our region, helping to reduce the need for more bricks and mortar while producing greater efficiencies.

KRHS is special and we want to keep it that way as we enhance and deliver a culture of respect and genuine care. Our staff are valued and appreciated and this is transferred to our residents, their families and consumers. This was never more evident than during our COVID-19 response which saw everyone at KRHS rise to all the challenges as a strong, caring and positive team that went beyond all expectations.

The ability of KRHS to embrace innovation while ensuring the cultural status quo is retained means collaboration in the pursuit of excellence will bring many benefits to the community we serve and care for.

The excitement is palpable.

**Patrick Nolan**  
Board Chair

**Noni Bourke**  
Chief Executive Officer



# Strategy on a Page

## Our Vision

**A healthier community**

## Our Purpose

To serve our community by providing health, wellbeing and community services; fostering an environment that ensures access to care; and enabling individuals to understand and make better health decisions.

## Our Areas of Focus

We are a hub for delivering a range of aged care and community health services and low urgency medical care in Cardinia, Casey, Bass Coast and beyond. Within this we have a focus on:

Prevention and early intervention that enable better health outcomes.

Local access to general and specialist health services.

Community-based wellbeing support that fosters community connection.

Home-based and residential aged care that is person centred.

Partnerships and linkages that keep people connected and enable meaningful participation.

Advocating for the health, wellbeing and climate resilience needs of our community.

## Our 10-Year Aspirations

The 10-year outcomes we seek for our consumers, community and organisation and enable us to deliver on our vision:

**Health literate, inclusive and engaged community, accessing care**

Our community better understands their health and wellbeing and engage with us through quality and consumer partnerships. We foster a safe, healthy and inclusive community, embrace diversity, have a strong profile and are a hub for community to access care.

**Integrated and connected system that supports consumers across the life course**

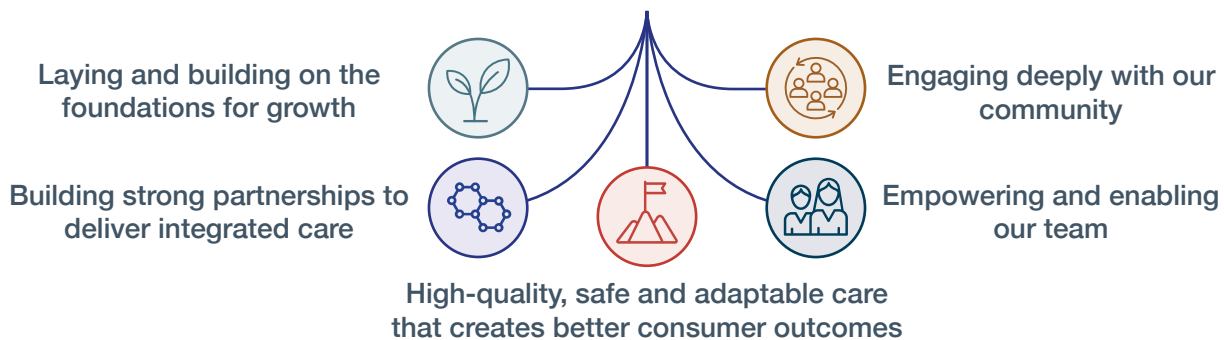
We support our community to navigate the health system and access holistic care across their life. We have strong partnerships and are responsive to evolving community need.

**Organisational growth through infrastructure and service diversification**

We are an environmentally resilient organisation invested in infrastructure growth that meets the long-term needs of our community. We have a range of capabilities and champion a culture of innovation across different settings.

## Our 3-Year Strategic Priorities

The areas we will focus on over the next 3 years to move us towards our 10-year aspirations:



## Our Strategic Enablers

The key requirements to drive and enable us to deliver on our strategy:

Profile and recognition that builds trust, awareness and engagement with our community and partners.

A diverse and empowered team that champions a culture of innovation and drives service excellence.

Data, technology and evidence that enables us to innovate what, how and where care can be delivered.

Financial, operational and environmental sustainability that enables growth and provides agility in our service.

## Our Values

Accountability

Integrity

Respect and individual care

Professionalism

Partnerships

# About us



Kooweerup Regional Health Services (KRHS) was established in 1923 when the Fallen Soldiers Memorial Hospital was opened in Station Street. Since then, we have gone from strength to strength and today, we exist as an important hub for health and wellbeing for people in Cardinia, Casey, Bass Coast and beyond. Today, we employ over 230 staff and provide a range of services including: residential aged care; acute care; community-based services such as District Nursing, Home Care Program, Allied Health; Health Promotion and Early Parenting. Our services are focused on:

- Prevention and early intervention that enable better health outcomes.
- Local access to general and specialist health services.
- Community-based wellbeing support that fosters community connection.
- Home-based and residential aged care that is person centred.
- Partnerships and linkages that keep people connected and enable meaningful participation.
- Advocating for the health, wellbeing and climate resilience needs of our community.

Services are provided across the life span from childhood, parenting, adulthood and older age. We collaborate across sectors to address the determinants of health and enable a more resilient, better adapted community. We seek to strengthen this role by building on our existing services and promoting leadership and transformation across the community.

## Our values

Our organisational values shape our behaviours. They are what we stand for, stand by, and demonstrate in our day-to-day work:

### Accountability

We take responsibility for our actions and delivering the highest standard of care.

### Integrity

Our actions reflect our values; integrity is fundamental and builds trust.

### Respect and individual care

We treat our consumers with compassion and empathy and strive to place the consumer at the centre of care.

### Professionalism

We aim to achieve the highest standards of evidence-based care and to deliver the best outcomes for consumers.

### Partnerships

Through the development of partnerships we will ensure opportunities for our community are maximised.



# Our community and strategic context



**Our community and the context we operate in is continually changing. This brings opportunities, it brings challenges. Importantly, it highlights the need to continually reflect and take the time to understand it. The following context has been important in shaping our strategic thinking for the next three years and beyond.**

## Our community

In recent years, we have witnessed a significant influx of new families to our region. The community we serve is a diverse, growing and aging population of over 500,000 people across Cardinia, Casey, Bass Coast and beyond.

Key factors that characterise our community include:

### Demographics

Our community is growing at double (3.58% p.a.) the rate of Greater Melbourne (1.58%). It has the highest percentage of young people (0 – 24) within the South-East Metro Primary Health Network. This suggests that demand for health services will significantly increase and that services will have to consider a younger demographic as well as an older demographic.

### Health habits

Within the South-East Metro Primary Healthcare Network catchment, our community has the highest proportion of childhood obesity (9.0%) and adult obesity (36.7%). Consumption of sugary drinks and smoking rates (17.0%) are also higher. The complications from these habits is evident in disease prevalence and suggests poor health literacy.

## Wellbeing

Social isolation is a critical challenge facing our region, with over 20% of the population experiencing social isolation. Consistent with the rest of Victoria, there are significant challenges around mental health and access to mental health services.

## Education and employment

Our community has the highest rate of people who have left school at or before year 10 (33.8%). Levels of unemployment and disadvantage are comparable to the Victorian average.

## Key challenges

From a disease perspective, coronary heart disease, dementia, cerebrovascular disease are the leading causes of death. A lack of awareness of prevention strategies, affordable transport, shortage of allied health and gaps in health literacy are key barriers to better health. Awareness and health literacy will continue to be critical priorities for KRHS.

## Our strategic context

### A community in recovery

The global COVID-19 pandemic which started in early 2020 has re-shaped and disrupted so much of our everyday lives, from how we move about our community to the significant impact and pressure it has placed on our health and social care systems. At the time of developing this strategy, COVID-19 and the pathway to 'living with the virus' continues to hold many unknowns. However, it provides critical context for us to reflect on how we adapt, both as individuals and as a collective community. This will impact where and how we deliver services, from the health and safety requirements for our staff and consumers, through to the conditions and requirements for service

access based on testing and vaccination status. Our strategy is a living document and will continue to learn, adapt and change based on how our community recovers over the coming years.

## **A system in reform**

The health sector is in a period of significant reform. Reform is influencing every part of our service. Whether it be policy, practice and quality driven by Royal Commission and the Victorian Audit Commission or through governance and funding driven by the Victorian Department of Health and Commonwealth reform; there is increasing push for change. For our service, this provides opportunity, through our services offered, our partnerships and how we reach and support our community. It also creates challenges; the need to continue investment in our compliance and quality management, in operating in an increasingly consolidated health and community sector and to ensure we can meaningfully respond to and support the expectations of our diverse community.

## **Complexity and co-morbidity**

Health, social and aged care are becoming increasingly complex fields based on the increasing understanding and need to address multiple co-morbidities and challenges in the lives of those we care for. This has never been more prevalent with increasing demand for a range of health and social supports based on mental health, social connection and isolation and the economic and social pressures around housing and demand for safe, high-quality care. This complexity is part of the challenge in developing and maturing services, as well as a clear strategic driver for thinking and acting differently and to supporting a connected and stronger service for our communities.

## **Rural and regional health partnerships**

Partnership is not a new term or strategic direction, but its importance has never been higher. This reflects the challenges and demand across health, social and aged care driven by a changing sector and external environment. Over the last two years new forms of partnership and health service models have been established across rural and regional health and community services to support the response to COVID-19 and other localised disruptions, such as bushfires; to improve reach and response for in-home and in-community care; to enhance and address the demand in emergency care and elective surgeries; and to tackle key areas of reform, such as mental health, disability, and aged care. Looking ahead, the collective efforts across a range of sectors will be a key strategic consideration for the service provided through the KRHS Hub.

## **Workforce for the future**

Health, social and community care organisations in regional and rural communities are facing increasing challenges and barriers to attracting and retaining qualified and experienced health and corporate service professionals. This is being driven by a range of factors from the shrinking pool of qualified professionals through to the relative perception of remuneration, exposure and opportunities in rural and regional locations compared to larger metropolitan services. Our services are impacted by geography, in particular the need to travel longer distances to reach different communities; as well as the challenge of aging workforce profiles in some disciplines. The need to attract and retain a diverse and experienced workforce is being driven by the increased demand, changing needs and demographics of our communities, as well as greater consumer expectations and prevalence of short-term funding models. The need to focus on workforce is a critical strategic driver, with a number of considerations and innovations looking to shape our future approach from shared resourcing to the exploration of different employment and remuneration models.

## **Embracing new models of care**

Whether it be due to advanced technology or changing consumer expectations, models of care across health, social and aged care services are rapidly evolving. This is seen through increasing demand for flexible, place-based (in-home, outreach and community clinics), and personalised care. While advances in practice and technology have disrupted and support these new models, they still require investment in capability and capacity to utilise. It will be key for organisations like ours to ensure that models of care are focussed on outcomes and advances in technology do not drive practice but enhance and enable it through creating choice and greater access for consumers.

## **Climate impact on health**

Our natural and built environment and its climate have a significant impact on the health and wellbeing of all people. Since 2007, KRHS has adopted a proactive approach; looking to the future this will continue to become more and more important. For us, this is about continuing to protect our natural environment, conserve resources, advocate for emissions reduction and environmental sustainability. This includes increased health service capacity to respond to environmental and climate change adaptation through integration of systems across the health service; improved local preparedness of health service through implementation of infrastructure projects; policies and education programs; and education to increase knowledge and skills in the workforce to support their consumers to adapt.

# Our strategic plan



**This strategic plan sets out our direction for the next three years. It has been developed in close collaboration with our Board, Staff, Community and Partners. This plan sets out the future we aspire for and the areas we need to focus on over the next three years to work towards these.**

This plan is a living document and will continue to evolve alongside the organisation and our achievements.

## Our vision

### **A healthier community.**

A community where people are empowered and supported to live healthier, happier lives.

## Our purpose

To serve our community by providing health, wellbeing and community services; fostering an environment that ensures access to care; and enabling individuals to understand and make better health decisions.

## Our 10-year aspirations

Our aspirations look over a longer-term horizon, beyond this strategy. They capture the outcomes we seek for our consumers, community and organisation. They provide an understanding of where we want to get to, so we know what we have to keep, start and stop doing today.

### **Health literate, inclusive and engaged community, accessing care**

Our community better understands their health and wellbeing and engage with us through quality and consumer partnerships. We foster a safe, healthy and inclusive community, embrace diversity, have a strong profile and are a hub for community to access care.

### **Integrated and connected system that supports consumers across the life course**

We support our community to navigate the health system and access holistic care across their life. We have strong partnerships and are responsive to evolving community need.

### **Organisational growth through infrastructure and service diversification**

We are an environmentally resilient organisation invested in infrastructure growth that meets the long-term needs of our community. We have a range of capabilities and champion a culture of innovation across different settings.



# Our priorities



**Our priorities capture our areas of focus over the next three years. They help inform and guide our actions, decisions, and investment.**



## **Priority 1: Laying and building on the foundations for growth**

We are positioned to grow our physical footprint and infrastructure, our technology, and our service capabilities and capacity. Growth for us is about increasing our capacity in line with growing community need (i.e. allied health, aged care); equipping our team with the infrastructure and supporting technology to build our capabilities; and ensuring our future viability in an ever-evolving context. Within this, we recognise all growth must be environmentally sustainable and designed with accessibility in mind. For us, the next three years will be about planning, engagement and investment that enables us to grow.

To achieve this priority, we will:

- Plan for organisational growth by detailing and prioritising improvements on our existing sites, infrastructure requirements for future need and associated technology and capability requirements.
- Engage with and advocate to government for investment into service and infrastructure growth.
- Invest in new technology that increases our efficiency, supports better consumer outcomes and enables us to deliver better care in more settings.
- Grow our services, especially in aged care, allied health and early intervention by better understanding the needs of our community.

### **Measuring our success**

We will know we are successful in achieving this priority by:

- Having a clear and defined masterplan for our infrastructure.
- Buy-in from government and community supported by investment for growth.
- Our teams having access to the tools, resources and technology they need to continue to care for our community.
- Increasing the capacity of our services, especially in aged care, allied health and early intervention.



## Priority 2: Engaging deeply with our community

We are positioned as a hub for accessing health and wellbeing services and have strong relationships with the community we serve. Critically, this priority is about ensuring that we are proactive in ensuring: our community feels safe to access our services; we actively and meaningfully partner with consumers in the design, delivery and evaluation of services; we understand the needs of community; and those experiencing disadvantage or marginalisation receive additional support. Within this, it will also be critical for us to build awareness of services, develop new mechanisms to engage with community and explore opportunities to scale our health promotion, climate resilience and early intervention work. To support all this, we will be an advocate for the health and wellbeing needs of our community.

To achieve this priority, we will:

- Explore and develop innovative ways to build awareness of our services and value in the community.
- Develop new mechanisms to engage with community and partner with them in the design, development and evaluation of services.
- Ensure that our services are informed by the needs of our community.
- Develop channels to connect with and better support those experiencing marginalisation or disadvantage.
- Explore opportunities to scale our health promotion, climate resilience and early intervention work.
- Advocate for the health and wellbeing needs of our community.

### Measuring our success

We will know we are successful in achieving this priority by:

- Having strong grassroots community service partnerships that scale our impact and create new mechanisms to engage and support our community.
- Having multiple mechanisms to engage and listen to our community.
- Ensuring that disadvantaged people feel safe to access our services and barriers to engagement have been reduced.
- Delivering more health promotion and early intervention services.
- Building greater community and service awareness.





## Priority 3: Building strong partnerships to deliver integrated care

We have strong partnerships with other public and private health and wellbeing providers that enables us to provide a holistic service to community. This is about integrating services to address place-based issues and target prevention and early intervention programs. Ultimately, this is about being a leader in ensuring a coordinated and effective approach to supporting the health and wellbeing of our community.

To achieve this priority, we will:

- Build partnerships with private and public health and wellbeing providers that operate in the region.
- Lead and participate in discussion focused on integrating care in the region.
- Use our voice as an advocate for community need at a local and state-wide level, especially in relation to local government health and wellbeing policy.

- Play a critical and leading role in the regional and sub-regional partnerships.
- Explore partnership opportunities in the region that will enable us to grow and scale our impact.

### Measuring our success

We will know we are successful in achieving this priority by:

- Achieving the outcomes and from our formalised partnerships (i.e. sub-regional and regional partnerships).
- Addressing service availability challenges in the region, especially where consumers have to leave the region to access care.
- Having strong referrals in and out of KRHS and our partners.
- Listening to and responding to feedback from community partners.
- Partnering with a range of mental health and wellbeing service providers.



## Priority 4: High-quality, safe and adaptable care that creates better consumer outcomes

We are responsive to the emerging and evolving needs of our community by being able to deliver relevant care in a variety of settings and contexts. This is about embedding the needs and preferences of our consumers in to how we design, deliver and evaluate services; it is about using proven and evidence-informed models of care that support the services we are best placed to provide; and it is about adopting and building the capacity of our staff to use technology to enhance and improve services. Within this, we will also explore and invest in innovative care and technology that enables us to better serve those who may not be able to physically access our services.

To achieve this priority, we will:

- Explore opportunities to deliver care in a variety of community and home settings.
- Invest in new and innovative technology that helps us improve the quality of our care and scaling up our use of telehealth services.

- Explore partnerships and opportunities to support mental health services.
- Ensure care is provided in line with contemporary evidence based practice and reflects relevant standards.
- Ensure that our care is adaptable, equitable and relevant to the evolving needs of our community by listening and responding to community need.
- Build the capability and capacity of our team, resources and infrastructure to meet future demand.

### Measuring our success

We will know we are successful in achieving this priority by:

- Analysis of patient reported outcome measures.
- Analysis of patient outcomes and clinical governance measures.
- Increased uptake and use of telehealth and in-home care solutions.





## Priority 5: Empowering and enabling our team

Our team has the skills and resources that enable us to best support our consumers. This is about becoming an employer of choice that provides individuals with opportunities for self-improvement, further education, upskilling and career advancement. Within this, it will be critical to foster a culture of dedication, innovation and passion to ensure we are united around a shared vision. It will also be critical that we support employee wellbeing, provide recognition for our team, embrace staff feedback and create a safe and inclusive environment for all in our team.

To achieve this priority, we will:

- Enhance opportunities for staff to learn and develop leadership, technical and individual skills and capabilities at KRHS.
- Embed a culture of innovation and continuous improvement.
- Develop initiatives and programs that support the health and wellbeing of our staff and create a safe and supportive environment and positive culture.
- Look to strengthen how we reward and recognise staff.
- Evaluate and strengthen diversity and inclusion initiatives within the organisation.

### Measuring our success

We will know we are successful in achieving this priority by:

- Ensuring that our team is representative of the diversity of our community;
- Reducing regrettable staff turnover;
- Having mechanisms in place to enable staff to undertake further study or secondment opportunities; and
- Having a clear succession plan in place.
- Providing meaningful and transparent staff feedback mechanisms.

## Our enablers

Our enablers highlight the focus for our organisation. They highlight what we need to be and strive for as an organisation to work towards our aspirations and deliver on the work within our priorities.

They themselves are actions and areas of focus highlighted throughout our plan. They are the organisational outcomes that will drive our growth and impact.

Over the next 3 years, we will focus on:

- Building an organisational profile and position that builds trust, awareness and engagement throughout the communities we service and partners we work alongside now and in the future.
- Embedding a diverse and empowered team that champions a culture of innovation, drives service excellence and reflects the communities we work for.
- Investing in data, technology and evidence that enables us to innovate how and where care can be delivered.
- Securing financial, operational and environmental sustainability that supports continued growth in our service; provides greater options as to what, how, where we deliver services; and demonstrates environmentally responsible practices.

