



# THREE STATES *One Community*

**MILDURA**  
BASE PUBLIC HOSPITAL

**MILDURA BASE  
PUBLIC HOSPITAL  
STRATEGIC PLAN  
2021-2024**





The Mildura Base Public Hospital would like to acknowledge the traditional custodians of this land, the people of the Millewa-Mallee Nations, and pay respect to their elders and ancestors past, present and emerging and honour their culture and traditions.

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# MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

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*The first 12 months of operation at Mildura Base Public Hospital were an unprecedented time in which we have dealt with two very significant challenges – the transition from private to public management and responding to the COVID-19 pandemic.*

During this time, we have also been working on our new strategic plan for Mildura Base Public Hospital (MBPH). In the development of our strategic plan and defining our four strategic goals, we asked people across the organisation, including the board and external stakeholders, to tell us what they thought our future health service should strive to be.

Our board, executive, senior leadership and a diverse group of employees across the organisation played an important role in shaping the plan and defining our four strategic priorities.

In the plan, we consider the changing landscape of healthcare and explore the opportunities and challenges we face in the future. It is these drivers that will influence how we provide care and the programs we must put in place to achieve our goals.

As a tri-state health care provider with a focus on the Northern Mallee, MBPH services parts of New South Wales, South Australia and Victoria, we have a unique role to play in health care and the social fabric in our region.

While our geographical coverage is large, so is the demographic we service. We have the largest Aboriginal and Torres Strait Islander (ATSI) population outside of Melbourne and one of the fastest growing indigenous communities in the country. The cultural and linguistic diversity in our population means we need to provide a wide range of different services across a broad cross section of the community and form strong partnerships to ensure the successful delivery of healthcare to the people in this region.

A big focus for MBPH over the next three years is developing a clear plan for our ATSI communities and implementing new strategies to ensure better healthcare outcomes for our Aboriginal and Torres Strait Islander population.

We believe healthcare should be about choice and have built our key strategies and sub-strategies around this philosophy.

We have engaged widely over the past 12 months and have made our choices, considering government policy and the challenges we have faced in the past and into the future.

We want to be future-ready as well as focusing on the opportunities and challenges over the next three years. We need to ensure that we have the capability to continue to deliver services to meet the needs of our community under all circumstances.

We recognise the resilience and commitment of our staff in achieving our strategic goals and thank our community for continuing to support us.

It is clear that we will continue to face many new challenges and our strategy needs to accommodate and adapt to the changes that this will bring.

In developing our very first strategic plan for Mildura Base Public Hospital, we decided to focus on four strategic priorities: caring for our community, aspirational through our culture, trusted in our relationship and sustainable in our service.

We have set a bold vision for the future and this strategic plan represents the first step in the charting our new course.



*Mary Rydberg*

**Mary Rydberg**  
Chair



*Terry Welch*

**Terry Welch**  
Chief Executive Officer

November 2021

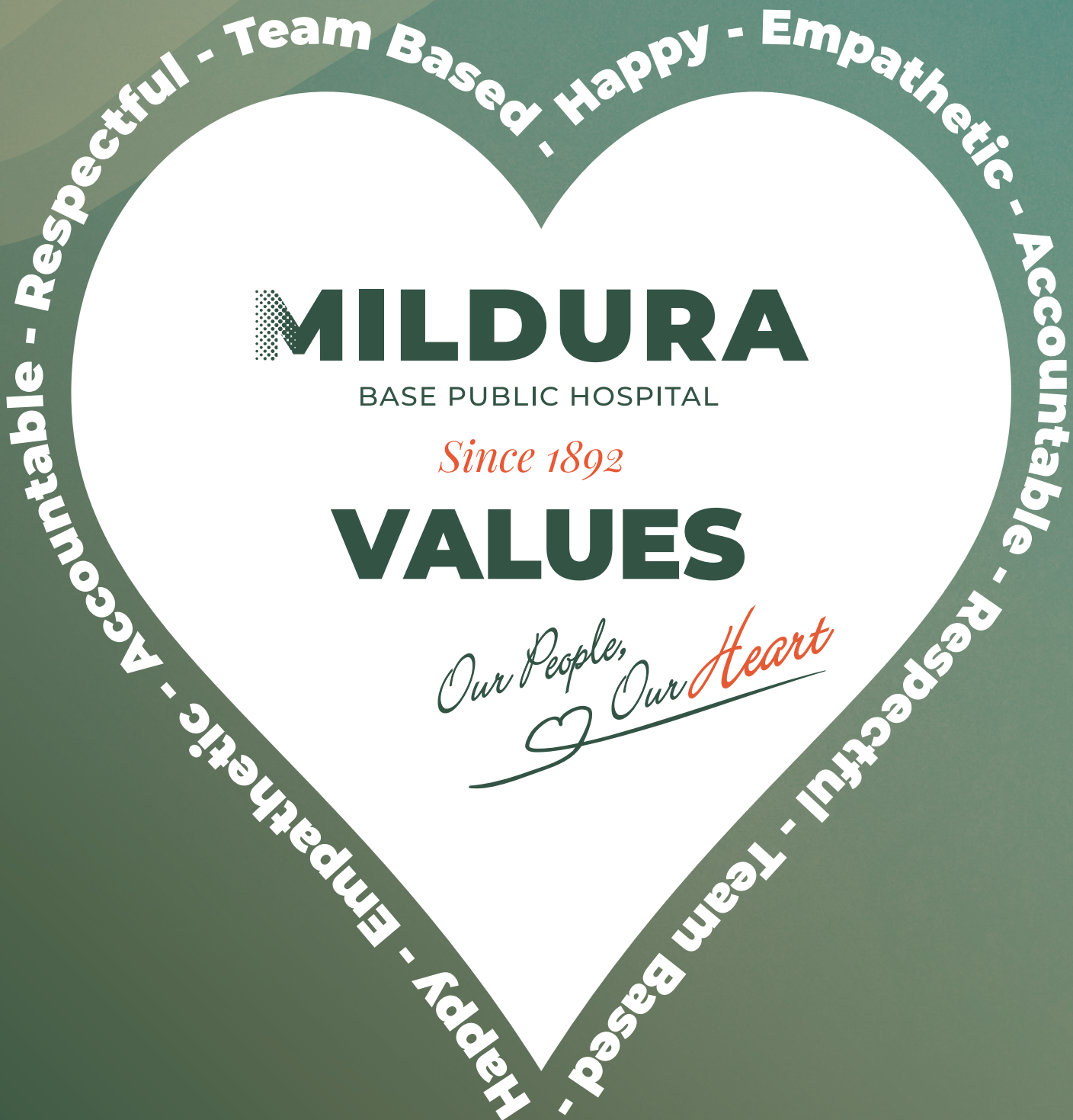


# VISION AND PURPOSE

*Mildura Base Public Hospital –  
providing exceptional care.*

To improve health outcomes for our tri-state communities by creating partnerships, leading culture and building our team to deliver sustainable services.





**Happy**

WE ARE  
POSITIVE



**Empathetic**

WE ARE  
CARING



**Accountable**

WE ARE  
COMMITTED



**Respectful**

WE ARE OPEN  
TO OTHERS



**Team-based**

WE ARE ONE  
TEAM

# OUR VALUES

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## Happy – we are positive

### As an organisation

We aspire to be happy in all our dealings with people. Everyday we strive to be the best version of ourselves, and we seek to continuously improve our organisation, ourselves and each other through personal and professional growth. We believe that happy people do their best work. We know that joy in our journey is invaluable to a sustainable and lasting success.

## Empathetic – we are caring

### As an organisation

We put our patients first, and we listen and deal with their needs. We are compassionate people who make MBPH a place for healing, growth and success for patients, their families and our staff.

## Accountable – we are committed

### As an organisation

We take ownership of the actions and decisions made. We do the right thing in all our interactions. We reward based on great outcomes, and we are transparent in both our successes and failures. We use good judgement and everyday we make our patients' journey better.

## Respectful – we are open to others

### As an organisation

We build effective relationships and emphasise the importance of diversity and inclusion in our workplace. We recognise and value the views and the experiences our staff and patients bring to our organisation.

## Team-based – we are one team

### As an organisation

We do our best work when we collaborate within and across teams. Everyday we strive to be our best selves. We know that individual differences can strengthen teams and we trust and respect each others' contribution. We make sure we have the right people in the right jobs with the right tools, resources and equipment. And we know, no single person is bigger than the team.





Mildura

**ABOUT**  
**MILDURA BASE**  
**PUBLIC HOSPITAL**



*Mildura's first public hospital was opened in 1892,  
one day after Mildura was proclaimed a City.*

The hospital has been evolving ever since to ensure the community has the best possible care close to home. The hospital already offers a wide range of high-quality services but we will keep striving for more because our community deserves the best.

Following a public campaign to return the hospital to public hands we have a new Chief Executive Officer (CEO) and a Board who are driven to put the patient first.

We promise to always ask- what does this mean for your patients and their loved ones? What would they want us to do?

Great patient care needs a great team and we are doing all we can to be a place people love to work. Key to this has been the development of our values and together they form the word HEART.

We care about being the right service for our community and that is why we decided on our Vision of Mildura Base Public Hospital – providing exceptional health care. It is our promise to you.



*Mildura Base Public Hospital (MBPH) provides services for  
the community of Mildura and the Sunraysia district.*

In its Northern Mallee location MBPH acts as a major tri-state referral centre in the region and cares for over 80,000 patients a year in both inpatient and outpatient settings.

MBPH functions as a true base hospital and services a wide rural area. It is the major public referral health service for the northern Mallee sub-region of the Loddon Mallee region. It has a headcount of over 950 staff, and is the teaching hospital with a suite of Visiting Medical Officers, Junior Resident Medical Officers and Medical Students.

MBPH is a sub-regional health service and each year MBPH provides over 20,000 episodes of care to inpatients and over 85,000 to outpatients (including approximately 30,000 presentations within the emergency department). Activity has grown significantly over the last five years in line with the rest of Victoria.

MPBH provides a range of Acute Services including Emergency, Maternity, Intensive Care, General Medicine and Surgery, Oncology, Medical Imaging, Pathology, Dialysis, Mental Health (inpatient and community services) and a range of Sub Acute and Ambulatory Services

MBPH also partners with others for the provision of clinical services including Radiology, Pathology, PARC (Prevention and Recovery Centre) and Post-acute care outreach.

MBPH is affiliated with Monash and La Trobe Universities for the provision of undergraduate and postgraduate Medical, Nursing and Allied Health education. Affiliations also exist with other universities for clinical placement and training.



# OUR OPPORTUNITIES AND CHALLENGES



*The Mildura and Northern Mallee area is home to over 80,000 people, spread over 36,197km along the river from Mildura to Robinvale and across the land south to Ouyen*

The region has low net population growth with the people who call this region home tending to be older, from a wide variety of culturally and linguistically diverse backgrounds and experiencing poorer health outcomes than the Victorian average.

The region is faced with unique health care planning and delivery challenges, with the population currently experiencing relatively poor health outcomes compared with the overall Victorian population. This is increased due to the additional distance of the region from capital and large regional cities, the size of the area that the population is spread over and the higher than average days of extreme heat. The region has one of the highest levels of self-sufficiency for acute care in regional Victoria.

Analysis undertaken for the Mildura and Northern Mallee regional health service plan shows the region has a strong proportion of Aboriginal and Torres Strait Islander communities (more than triple the Victorian population proportion) that is growing at a faster rate than the population as a whole (23% compared to 4%).

The region has higher rates of many chronic diseases, in particular mental illness, arthritis, asthma, diabetes and renal disease. Community feedback identified the most important health issues as emergency care, children's and maternal health services and mental health. There is a strong need for coordinated forward planning through key partnerships across the region.



**MBPH will align with the Mildura and Northern Mallee regional health service plan**

# THE PLANNING FRAMEWORK

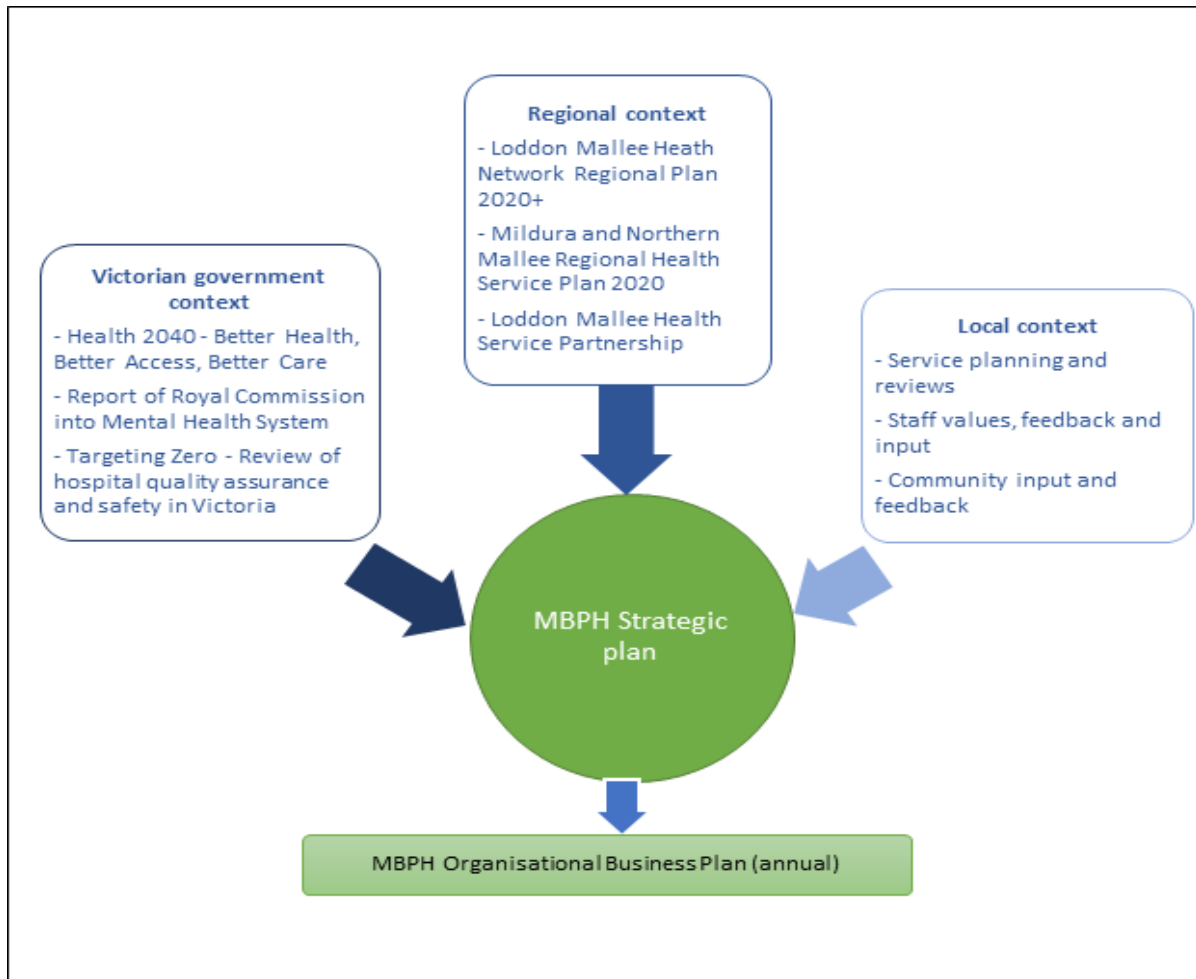
The MBPH strategic planning process considered the overarching and intersecting health planning and policy environment within Victoria and specifically the Loddon Mallee region.

These policies, frameworks and plans include Health 2040, Better Health, Better Access, Better Care and the Mildura and Northern Mallee regional health service plan.

The service plan has 11 directions for MBPH that align to the 9 locality directions for the region and include building cultural competency and safety, improving care pathways for elderly patients, access to cardiology and renal services, local cancer care pathways, aligning mental health to directions of Royal Commission, improving emergency department flow and partnership opportunities.

We will also consider our responses and role in addressing recommendations to Royal Commissions in Aged Care Quality & Safety and Mental Health in Victoria. In addition, MBPH will leverage strategic opportunities in alignment with the Loddon Mallee Health Network (LMHN) priorities and will be contributing to the LMHN vision to shape the future of health services delivery to give communities a great experience throughout the Loddon Mallee region.

The Health Services Partnerships (HSP) model has established a Loddon Mallee Health Network (LMHN) regional plan which will be key for MBPH to work with our regional partners for greater collaboration for improved health outcomes for our communities.





# STAKEHOLDER CONSULTATION

*The Mildura and Northern Mallee Regional Health Service Planning process involved working with the local community to develop a Regional Service Plan.*

As part of the development of a service plan for Mildura and the Northern Mallee, a process was established to ensure voices from the local community were heard and views were captured.

This included the formation of a community consultative committee. A summary report was produced of survey findings and this was used by the MBPH Board as an important part of also understanding the community view to assist the purpose of strategic planning. The consultation revealed key drivers for change across the Mildura and Northern Mallee region.

The main findings from the consultation included the need to address; gaps in service provision across the continuum of care; barriers to health service access; the recognised requirement for health services to work in collaboration to effectively and sustainability meet the needs of the community; enabling resources and infrastructure such as workforce sustainability; and the need for care to be digitally enabled.

MBPH created an online survey for staff and the community to capture views on the proposed strategic priorities, clarity of the goals and to determine if the strategic objectives were meaningful. The responses to the survey supported the most important strategic priority being 'sustainable in our services'. 67% of participants said that the goals are clear and 80% said that the objectives are meaningful. There was also valuable feedback and suggestions for improvement that were received by the Board.

MBPH's Community Collaborative committee also reviewed the draft strategic plan and provided feedback to the MBPH Board to validate the strategic directions.

Community consultation for the MBPH Strategic Plan also included an invitation to management of regional organisations for feedback including;

- MBPH Community Collaborative
- MBPH Aboriginal and Torres Strait Islander Advisory Committee
- MBPH Staff
- MBPH Communities
- Mildura Health Private Hospital
- Robinvale District Health Services
- Mallee Track Health and Community Service
- Murray Primary Health Network
- Mallee Family Care
- Sunraysia Community Health Services
- Mildura Rural City Council
- Mallee District Aboriginal Services
- La Trobe University
- Monash University





## **MILDURA BASE PUBLIC HOSPITAL STRATEGIC PLAN 2021-24**

### **OUR FOUR STRATEGIC PILLARS ARE:**

**CARING FOR OUR  
COMMUNITY**

**ASPIRATIONAL  
THROUGH OUR  
CULTURE**

**TRUSTED IN OUR  
RELATIONSHIPS**

**SUSTAINABLE IN  
OUR SERVICES**



# CARING FOR OUR COMMUNITY

## Ensuring our focus is on person centred care.

### What we will do

Treat every patient as an individual, being respectful of, and responsive to, their preferences, needs and values.

Review and evaluate existing care and service models to better suit local needs.

Our patients make informed choices for their personal and health needs that improves their experience and outcomes.

### What does this mean?

We put the consumer at the centre of our care and services we deliver

We seek out and understand what is important to our patients to establish trust and mutual respect.

We work together with our patients to share decisions and plan care.

### How will we know if we are successful?

Every opportunity to receive patient, family and community feedback is welcomed through responsive processes, and evidenced by improving response rates.

Care and service models are aligned and responsive to local needs via patient feedback mechanisms.

Increased consumer engagement opportunities through consumer advisory committees.

Consumer Participation Framework implemented.

## Using best evidence-based practice to deliver exceptional care.

### What we will do

Deliver care that takes into account learnings and evidence in a rapidly changing health care environment (ie. Pandemic response).

Ensure quality and safety underpins how we respond to our communities new and differing needs.

Seek and participate in opportunities for research and translation of research to support innovative models of care and service delivery.

### What does this mean?

We recognise that health care is a fast moving environment and new research and evidence needs to be incorporated into how we deliver our care.

Keeping our consumers safe is our priority in all of our endeavours.

We will form partnerships and participate in opportunities that help us deliver best practice care.

### How will we know if we are successful?

We are partners of choice for research and clinical trials.

Our models of care and services are effective and outcomes are measured and benchmarked.

## Empowering our communities to manage and improve their health and wellbeing while we demonstrate an everyday leadership role with better health.

### What we will do

Promoting health and wellbeing when consumers receive our care and participating in the prevention and early detection of illness and screening and wellbeing initiatives.

Our staff and volunteers are role models/champions of better health.

Use population health data and approaches when we design and develop services and programs.

Ensure that our programs and services target improving consumer health literacy.

Explore partnerships with other regional health services in prevention opportunities.

### What does this mean?

We communicate clearly to our patients, clients and families and use a variety of methods to reach our community.

We use plain language to explain what we are doing and are planning to do.

We encourage and support our community to participate in health and wellbeing initiatives and provide opportunities for our community to participate in programs that detect illness.

We use local health and population data to understand what we can do to help our community achieve better health.

We work closely with other local and regional health service providers to improve consumer and community health and wellbeing.

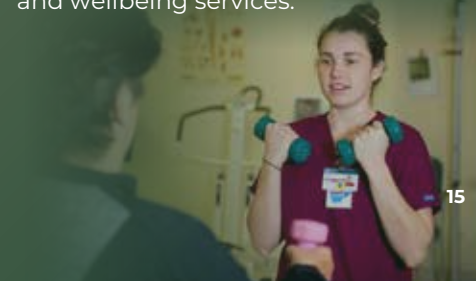
### How will we know if we are successful?

Patient information meets the needs of diverse communities and has been developed with consumer feedback.

An established and growing volunteer program.

Our patients make informed choices for their personal and health needs that improves their experience and outcomes.

Established and respected partnerships with local service providers including health, social and wellbeing services.







# ASPIRATIONAL THROUGH OUR CULTURE

## Leading a values based, accountable, quality & safety culture.

### What we will do

Openly communicate to each other and our community.  
Be a diverse and inclusive workplace.  
Build a culture of 'no-blame', safety and continuous improvement.  
Use measures to identify areas for improvement.

### What does this mean?

We discuss when things don't go well or have not gone to plan with our staff and community.  
We use feedback from our consumers, analyse data and hold reviews to help us deliver better care and services.  
We are a supportive organisation that welcomes all cultures and backgrounds, gender, sexuality and experiences.  
We use data to improve how our organisation functions and to support our staff and managers in making good decisions.

### How will we know if we are successful?

People Matter survey results demonstrate an engaged and values-based culture.  
Established Cultural Safety Program, diversity policy and frameworks.  
MBPH Culture Framework developed and monitored via staff surveys.

## Staff leading the continuous improvement of service delivery and provision of care.

### What we will do

Work collaboratively in a multidisciplinary environment to improve performance through teamwork.  
Create environments that support leadership and peer to peer engagement.  
Invest in technology, tools and improvement resources.  
Develop project management and performance improvement teams.  
Utilise and act on staff input and feedback.  
Invest in staff and manager training.  
Create incentive, recognition and reward programs.

### What does this mean?

We support and encourage our staff find ways to improve how we work to deliver and support care.  
We listen to our staff when they have ideas about doing things better.  
We want to hear from our staff when our staff identify things that are not working.  
We will offer regular training and education to keep our staff up to date and delivering the best care and services.

### How will we know if we are successful?

Established staff feedback processes that drive continuous improvement.  
Leadership framework that supports current and emerging leaders and managers.  
People Matter survey results demonstrate open and honest communication and transparency fostering ideas and creativity.

## Operating safely and efficiently with a skilled and effective workforce.

### What we will do

Improve the health and safety of our staff and volunteers.  
Policies, procedures, systems, equipment and work environment enables our workforce to deliver better care.  
Meet all accreditation and compliance requirements.

### What does this mean?

We are a better organisation when we don't have too many staff vacancies and the right people are doing the right roles.  
The health service and all its programs are regularly assessed against quality and safety standards that keep our staff, consumers and community safe.  
We know it is important for our staff and volunteers to be as healthy as they can be.  
We will make sure that our work places and buildings are safe for everyone, and equip our staff and volunteers to do their jobs well.

### How will we know if we are successful?

Succession plans are in place for each business unit and organisation wide workforce plan is developed, including success indicators.  
Improved results for staff safety indicators from People Matter survey.  
Occupational Health and Safety management system that meets best practice and legislation standards.  
Health and safety principles that support workforce wellbeing and reduce workplace injury and illness.  
Established health and safety system of measurement is widely utilised to demonstrate improved safety culture.

## Being an employer of choice, enabling our staff to be their best.

### What we will do

Establish training pathways linked to tertiary organisations.  
Encourage our staff to share their knowledge and experience through mentoring and supporting their peers and team.  
Identify ways to encourage those who seek to enhance their skills, by providing training and development opportunities.

### What does this mean?

We want our organisation to be known as a great place to work.  
We value our staff staying longer term in roles that they enjoy and to share their knowledge and wisdom through mentoring others.  
We will partner with universities and training providers to train our staff.

### How will we know if we are successful?

We attract, engage, develop and retain our workforce.  
Established training pathways linked to tertiary organisations.  
Career advancement through established and visible career pathways.  
A reward and recognition system that drives performance and continuous improvement.



# TRUSTED IN OUR RELATIONSHIPS

Community have an understanding of the role of the hospital and have confidence in the services.

## What we will do

Listen and learn from the experiences of our consumers and communities.

Raise awareness of our programs, services and models of care.

Increase community engagement and communication opportunities.

## What does this mean?

We will take the time to listen to our consumers to make improvements.

We will make information about services easy to obtain and understand.

We will make it easy as possible to access our services when you need them.

## How will we know if we are successful?

Improvements implemented in response to community feedback.

Patient information meets the needs of diverse communities.

Adaptive models of delivering and receiving information supports engagement.

Partnering across sectors to strengthen our services.

## What we will do

Be a collaborative and transparent partner in order to provide care and more responsive services.

Establish an MOU with regional healthcare providers.

## What does this mean?

We know that when we work together with other health service providers we can all deliver better services for our community.

We will make decisions in partnership that are based on equity and fairness in order to achieve better health care and services.

We will work with like-minded organisations with the common goals of better care and better health for our community.

## How will we know if we are successful?

Established and respected partnerships with local service providers including health, social and wellbeing services.

Our partnerships deliver improvements in health outcomes and patient experience demonstrated through patient/ community feedback.

Addressing our communities shared challenges in partnership by applying innovative solutions.

## What we will do

Identify a shared local health and wellbeing problem to develop a shared partnership project and seek joint grant funding.

Seek out innovative partnerships in rural health education and developing models of care and services.

## What does this mean?

We will work with partners to improve specific health and wellbeing challenges that exist in our community and our region.

We will identify partners to deliver new education opportunities and to inform how we plan and deliver new care and service models.

## How will we know if we are successful?

Successful partnerships including potential shared funding opportunities addressing identified need.





# SUSTAINABLE IN OUR SERVICES

Reinvesting in the community and its wellbeing through sustainable models of operations.

## What we will do

Achieve a balanced budget.

Reduce duplication in process/effort

Identify opportunities to spend time with patients rather than on administration.

## What does this mean?

When our organisation is efficient with our resources we have more to give back to the community with new programs and services.

## How will we know if we are successful?

Effective utilisation of resources to deliver care outcomes.

Best practice processes that deliver efficiencies and improved care.

Delivering and supporting alternative service models to improve access to the best and right care.

## What we will do

Be recognised as a sub-regional leader in health by creating and delivering services that benefit communities across the sub region.

Implement communication frameworks with community and staff.

Establish a governance structure of equity through agreements where every partner has equal input and fairness in order to achieve good healthcare outcomes.

## What does this mean?

We know that we can get better results and provide more effective services when we work together. We are better together so we will always do what we can to support all health services in our sub region.

We will work with other services to find ways that we can share resources, skills and find opportunities to improve how we deliver care to our community.

## How will we know if we are successful?

Sustainable clinical and non-clinical shared services across the sub-region.

Strategy for digital medical record system across the sub- region.

Strengthening our planning approach with the patient at the centre to ensure a positive impact on the health and wellbeing of our community.

## What we will do

Plan for our future needs with an evidence base that demonstrates what services our community needs into the future.

Develop and attract support to fund a masterplan.

## What does this mean?

We will continue to work with funding organisations to identify what our health service needs are to provide great care and services into the future.

## How will we know if we are successful?

Complete masterplan for the infrastructure requirements for the future delivery of health care in the region.



## **References and Related Documents**

Health 2040 Advancing Health, Access  
and Care (2016)

Targeting Zero: the review of hospital  
quality assurance and safety in Victoria

Victoria's 10-year mental health plan (2015)

Regional Plan 2020+, Loddon Mallee  
Health Network (2020)

Mildura Base Public Hospital Service  
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Mildura and Northern Mallee Regional  
Health Service Plan (2021)



