



GIPPSLAND SOUTHERN
Health Service

Strategic Plan

2021-2026





Gippsland Southern Health Service proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

“ Building a
healthier
community
in South
Gippsland,
together. ”



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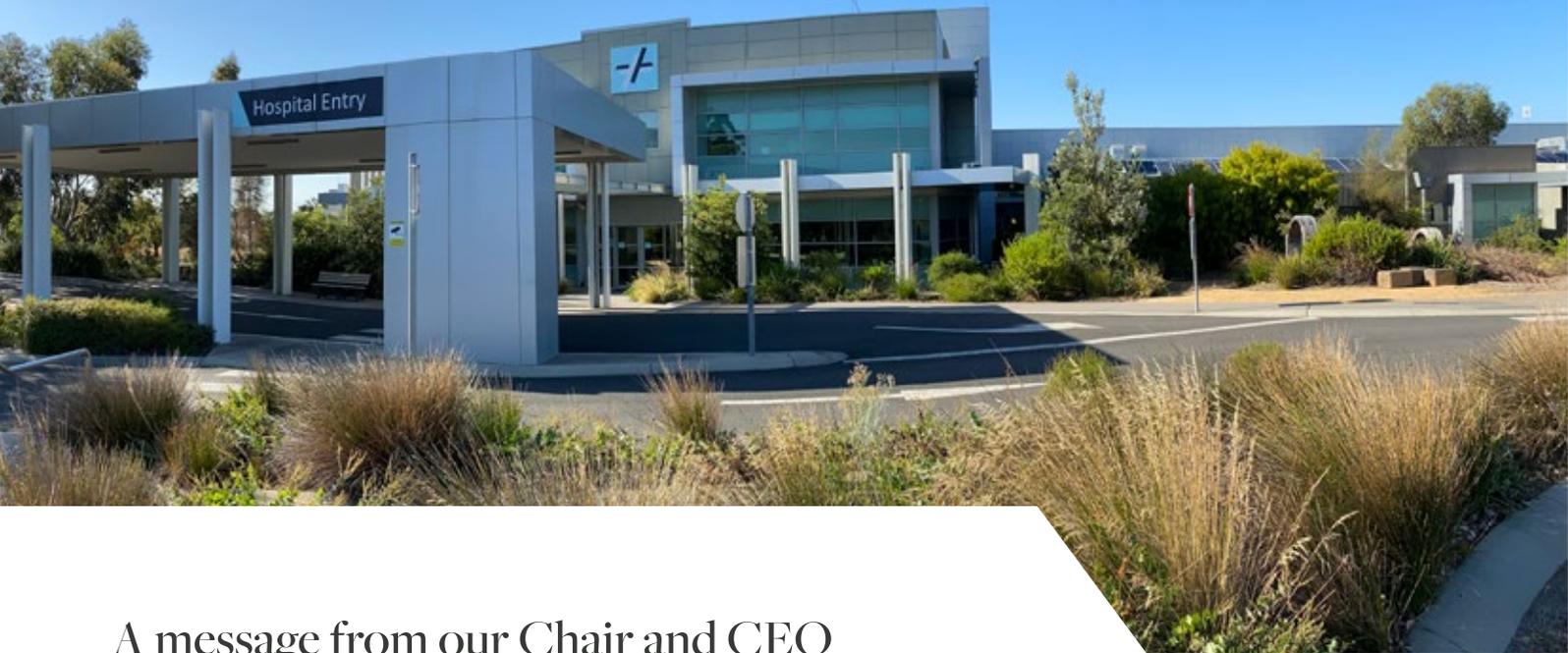
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A message from our Chair and CEO

We are pleased to present the strategic plan (2021 – 2026) for Gippsland Southern Health Service.

This plan continues our proud history of providing high quality care to the people of South Gippsland.

The development of our strategy took place during the peak of the global Covid-19 pandemic.

Our ability to adapt and respond to the changing environment brought about by the pandemic and social restrictions highlighted the importance of being able to respond and adapt quickly to meet our community's health needs as close to home as possible.

At times, all those who co-designed this strategic plan utilised conventional and non-conventional methods to collaborate and consult on the future aims, aspirations and goals of our organisation.

The pandemic has been a catalyst for reflection on the critical role of our partners in response to the Covid-19 pandemic through the development of regional, sub-regional and local pandemic action plans.

We are therefore committed to strengthening these existing relationships and identifying and formalising new partnerships to unify our regional health approach and improve access to services for the people of South Gippsland.

Our coordinated response to the pandemic demonstrated the importance of teamwork and the critical role it plays in the delivery of excellent care.

This future strategy highlights the importance of continued engagement of our staff to drive a great internal, values-based culture. We will do this through improved tracking of success metrics and performance activities and identifying career development opportunities that support our long-term organisational development.

We commend this strategy to you and invite you to join us in supporting our vision that *"the South Gippsland Community has access to quality care and support that responds to their needs"*.



Board Chair
Athina Georgiou



Chief Executive Officer
Mark Johnson

We are Gippsland Southern Health Service

Our rich and vibrant history

Gippsland Southern Health Service (GSHS) provides a comprehensive range of Specialist General, Acute, Aged and Residential, Allied Health and Community Services to the residents of the Shire of South Gippsland.

We are one of the largest employers in the area with approximately 450 staff across two campuses in Leongatha and Korumburra.

The beginnings of GSHS dates back to 24th June 1958 with the opening of the Woorayl District Memorial Hospital in Leongatha.

A committee formed twelve years previous to the hospital opening had the idea of "building a hospital to serve the Woorayl Shire".

In 1991 Korumburra Hospital and Woorayl District Hospital amalgamated to become Gippsland Southern Health Service.

Gippsland Southern Health Service has evolved over 70 years and is located over two precincts at Korumburra and Leongatha with a mission to "build a healthier community in South Gippsland, together".

GSHS is spread across two sites at Korumburra and Leongatha and includes residential care facilities Koorooman House at Leongatha, Hillside Lodge and Alchera House, both at Korumburra.

Our role in the Victorian health sector

Gippsland Southern Health Service contributes to delivery of health care across the South Gippsland Shire.

Our work is guided by policies, strategies and guidelines developed by the Victorian Department of Health:

- Health 2040: advancing health, access and care
- Victoria's 10-year mental health plan (2015)
- Targeting Zero 'Supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care'. Report of the Review of Hospital Safety and Quality Assurance in Victoria (2016)
- The State-wide design, service and infrastructure plan for Victoria's Health System (2017-2037)
- Korin Korin Balat-Djak: Aboriginal Health, wellbeing and safety strategic plan (2017-2027)
- Victoria's Regional Statement: Your Voice, Your Region, Your State.

GSHS is a local hospital providing a broad range of acute, aged, primary and community, home care and NDIS services to the South Gippsland region. We are an active member of the Gippsland Health Service Partnership and the Gippsland South Coast Partnership in the planning and delivery of services.



Caring for our community

Gippsland Southern Health Service provides high-quality services for people of all ages with diverse health and wellbeing needs.

Our strengths are the health of Women and Children, Aged Care, Mental Health, Cancer and Wellness Services, Primary and Community Services, Drug and Alcohol Services, Medical and Surgical Care, Allied Health, Diagnostic and Clinical Support Services.

Since 2018, we have seen significant growth in the type and level of services we deliver in community-based settings.

In 2019 we began delivery of Home Care Packages designed to enable our elderly to remain in their homes longer and promote ageing in place, delaying entry into residential aged care.

We deliver services to a growing number of Home Care Package clients.

During 2021-22 funding will provide an additional 40,000 Home Care Packages, with a further 40,000 allocated for 2022-23, GSHS anticipates further growth in this area.

Implementation of the National Disability Insurance Scheme (NDIS) and transition of clients under the age of 65 from Home and Community Care services to Commonwealth Home Support and NDIS services means we are now a provider to a growing list of NDIS clients.

In 2021, the Health Service Partnerships (HSP) model endorsed by the Minister for Health identified four system wide priorities:

- The pandemic response
- Better at Home
- Elective surgery and emergency care access, and
- Mental Health reform.

Gippsland Southern Health Services is committed to working collaboratively with the Gippsland Health Services Partnership to deliver Better at Home services and improve access to elective surgery.

This may include the introduction of Geriatric Evaluation and Management In The Home (GEMITH) and participation in the development and implementation of a regional plan to improve elective surgery access and outcomes for our community.

Excellence in Care

Our primary goal is to support and encourage people to be healthier, and to contribute to our thriving communities.

At Gippsland Southern Health Service, we are committed to providing excellence in care to every person, every time. Our person-centred care model focuses on improving consumer experience by placing them at the centre of their care.

We continue to support staff with an 'Excellence' program promoting behaviours, attitudes, tools, and techniques that place patients, clients, and consumers at the centre of their own care.

Our internal focus on the elements of high-quality person-centred care enables staff to engage consumers in their own care, to jointly participate in decisions involving their health and wellbeing, which ultimately results in better health outcomes for each individual.

Our care is improving, evidenced through the measurement and analysis of incidents, receipt of patient and community feedback on our services, and consumer experience scores.

“Excellence: Every person, every time”



ELEMENTS OF HIGH-QUALITY CARE

Principles

- Enhancing customer-focussed design.
- Right information, right-place, right time.
- Fostering a learning environment.
- Work together, learn together.
- Ensuring a safe and accessible environment for people receiving care and our people.
- Harnessing flexibility for the future
- Capacity for growth, adaptable building design, innovation and technology.
- Embracing environmentally sustainable design and practice.
- Creating wellness through therapeutic settings.
- Respecting diversity, inclusion and accessibility for people receiving care and our people with access for all, responsible corporate citizenship, ethical choices.

- ✓ **Person-centred**
- ✓ **Leadership**
- ✓ **Multi-disciplinary**
- ✓ **Sustainable**
- ✓ **Equitable**
- ✓ **Innovative**
- ✓ **Collaborative**
- ✓ **Relevant**
- ✓ **Integrated**
- ✓ **Safe**
- ✓ **Cost-effective**



Building our future

Building a healthier community in South Gippsland, together begins with listening to the people we serve.

Our community includes the users of our service, other service providers, our staff and our care partners.

As part of our organisation-wide strategic review we undertook deep and wide consultations to ensure our community, staff and partners were provided with the opportunity to inform us how we can continue to improve the health of our region and develop our organisation.

Our community, staff and care partners believe we've improved significantly over the past five years.

Our strategic plan for the future articulates our ambitious goals for the next five years and builds on the hard work we've completed to date.

Our strategic goals reflect a combination of our community's voice and changes to the external environment that affect our ability to deliver our services.



Our strategic planning consultation process

To deliver this strategic plan we:

Conducted

**100⁺
HOURS**

of interviews, meetings
and focus groups

Engaged

**350⁺
PEOPLE**

in the strategic
planning process

Conducted

**5 DESIGN
THINKING
WORKSHOPS**

to engage our staff,
executive and Board

Consulted

**213
COMMUNITY
MEMBERS**

on health priorities and
how we can do better

Interviewed

**20
PARTNERS**

Asked

**100
STAFF
MEMBERS**

to have their say on the
future of our organisation



Our performance

As part of our strategic planning process, we reviewed our performance over previous years to identify what we do well, and areas we can improve upon.

During 2020-21, activity within the hospitals at Leongatha and Korumburra increased significantly over the previous year:

- Inpatient admissions increased by 373 or 9.6% over the previous year to a total of 4,233 admissions
- The number of theatre cases increased by 432 or 28% greater than the previous year to a total of 1,945 cases
- The number of births increased by 46 or 28% to 210
- The number of presentations to our Urgent Care centres grew by 205 or 5.5% to a total of 3,919. This figure does not include the number of Covid-19 swabs that were undertaken. These numbered 3,219 for the year.

Our community-based programs and aged care services continue to play significant roles supporting our community with further growth in delivery of services to NDIS clients and Home Care Package recipients.

To measure our previous performance, we utilised a balanced scorecard approach to gauge GSHS' organisational effectiveness and provide key insights on how our organisation is positioned to implement future strategic objectives.

This comprehensive evaluation was based on qualitative and quantitative evidence that enabled us to develop baseline internal indicators for our performance and provide an overview of how effective GSHS is at delivering on its strategic intent.

Six organisational elements were evaluated as part of our balanced scorecard approach:

- 1. Organisational purpose** – We're on track to achieve our organisational mission to build a healthier community. This is demonstrated through the range of services we provide, the demand for our services and our exceptional patient and aged care resident experience scores that are above average when compared to other service providers across Victoria. We have decreased the number of clinical incidents over the previous five-year period.
- 2. Provision of excellent care and services** – We've enhanced our processes and practices in the delivery of excellent care. We received a 96% average experience score from inpatients, 3% higher than the state average. Facilitation of the Victorian Government's Statement of Priorities has resulted in the provision of additional services such as vascular surgery, the re-introduction of plastic surgery, Home Care, NDIS services and the addition of one withdrawal bed.
- 3. Highly skilled and motivated people** – We've undertaken initiatives to improve leadership skills, motivate our workforce and induce positive changes to the internal culture across our organisation. In 2019 our Victorian People Matters Survey results posted a 71% staff satisfaction level, 3% higher than our comparators.
- 4. Strong leadership and governance** – We've improved management accountabilities, delegations, policies and processes. This has resulted in a decrease in clinical incidents.
- 5. GSHS infrastructure to enable excellence in delivery of care and services** – Construction of the Leongatha Integrated Primary Care Centre was completed providing a state-of-the-art medical practice for our community and a training facility for our staff.
- 6. Fully engaged partners and community** – GSHS follows procedural and operational guidelines outlined by State and Federal Departments of Health and is an active member of the South Gippsland Coast Partnership – and the Gippsland Health Service Partnership. We re-established our consumer engagement committee to provide a forum for community influence in organisational decision-making.



We asked our community how we can do better

And this is what we heard:

Our community said ...

We're committing to ...

“... we're important to them and are meeting their needs, but our range of services is not well publicised

- ✓ Engaging with our community to develop a detailed understanding of health needs in South Gippsland
- ✓ Increasing the awareness of GSHS' services

“... we should prioritise access to general practitioners, specialists and mental health services

- ✓ Identifying opportunities and gaps in health services and the way they are delivered
- ✓ Review and invest in infrastructure capacity to drive and deliver improved service quality and financial sustainability

“... quality of care, range of services and prompt attention are a high priority

- ✓ Enhance our customer experience focus and inform our scope of services and service delivery models

“... they'd like us to coordinate our services with the local shire council and health services in surrounding regions to cover service gaps

- ✓ Working with our partners to develop a service matrix that targets community service gaps and needs

Our Vision

Our vision is that the South Gippsland community has access to the care and support that responds to its needs.

Our Mission

We are building a healthier community in South Gippsland, together.



Our Values

Excellence



We foster a culture of quality from the ground up, constantly seeking ways to improve and achieve operational excellence of the highest possible standards.

Inclusive



We value differences and continue to support the inclusion of the views of others to encourage the breaking-down of silos and promotion of ideas, aspirations and personal growth.

Respect



We respect each other, regardless of there being differences of opinion, background, ethnicity and culture, and always show regard to others in our own, personal behaviour.

Collaboration



We value and seek out the unique experiences and knowledge of others, actively contributing toward team efforts to advance the health of the community.

Empathy

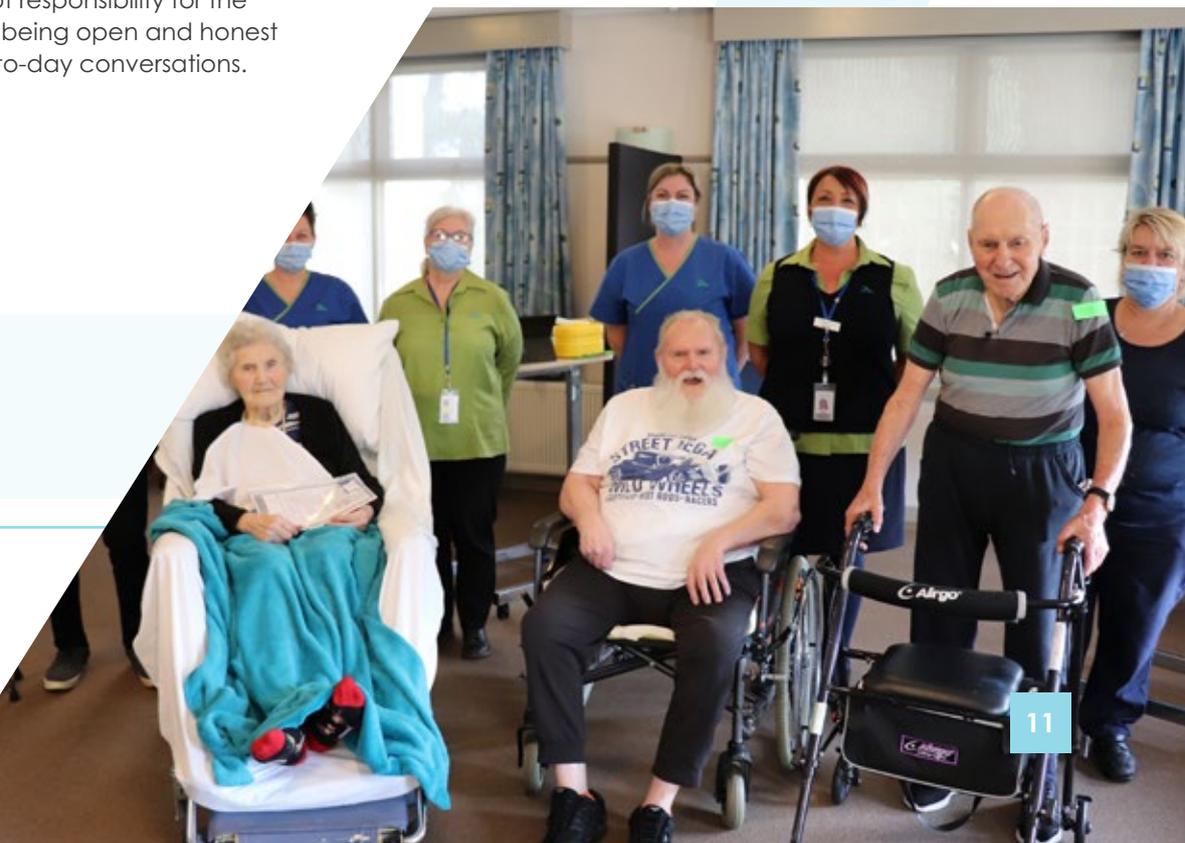


We empathise with others by understanding their perspective because we know it is the foundation of connection and leads to stronger collaboration and morale.

Accountability



We do what we say we will do and accept responsibility for the outcomes, being open and honest in our day-to-day conversations.



Our Strategic Directions

Our Community

GOALS

- **Continuous community engagement enables us to understand and meet the needs of the people we serve**
- **We deliver safe, timely and accessible services within our capability and scope as close to home as possible**
- **Our customers have a great experience**

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Develop a customer experience lead within the organisation to plan and execute engagement with the community	<ul style="list-style-type: none"> • Undertake an organisational review and identify capability and resource constraints of our organisation to effectively engage with the community and customers • Implement an organisation structure that will enable continuous engagement with the community 			
Develop a detailed understanding of the community's needs to inform GSHS scope of services and service delivery models	<ul style="list-style-type: none"> • Design and implement a community consultation program to inform the scope of service review 			
Increase our reputation and brand amongst our community	<ul style="list-style-type: none"> • Develop and implement a community engagement and marketing plan and resource accordingly 			

HOW WE WILL MEASURE SUCCESS:

- Victorian Healthcare Experience Survey benchmark results are met or exceeded across Overall Experience and Transition of Care indicators
- Increased customer satisfaction with timely access to care
- Increased brand awareness and community engagement indicators
- Visibility of our services increases, and our marketing is impactful
- Increased volunteer base and satisfaction.

Our Partners

GOALS

- We collaborate and develop partnerships to deliver integrated services to our community
- Increase local care accessibility through new models of collaboration

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Formalise partnerships with governance structures for key GSHS stakeholders (referral network, operational network, funders network, etc.)	<ul style="list-style-type: none"> • Review and prioritise GSHS stakeholder relationships • With specific focus on GSHS' referral network and clinical specialist • Add governance to priority relationships to maximise opportunity and increase effectiveness 			
Continue to be an active and positive contributor to the regional and sub-regional partnership	<ul style="list-style-type: none"> • Co-develop and implement the sub-regional partnership's strategic plan 			
Partner with metropolitan hospitals to provide integrated care	<ul style="list-style-type: none"> • Build and maintain relationships with referral hospitals • Develop pathways of care to facilitate seamless transition of patients 			
Identify and offer staff education opportunities for co-delivery through partnerships	<ul style="list-style-type: none"> • Review the education program and identify opportunities to deliver in partnership 			
Offer regional training facilities to train health professionals and provide a gateway to services	<ul style="list-style-type: none"> • Undertake a review of the student placement program to identify opportunities for growth and impact 			
Develop relationships with research organisations for continuous improvement	<ul style="list-style-type: none"> • Identify potential research partners and identify opportunities for collaboration 			

HOW WE WILL MEASURE SUCCESS:

- GSHS' active participation in, and collaboration with, the Gippsland Health Services Partnership, the South Gippsland Coast Partnership, and other regional partnerships
- Improved level of governance maturity for formal partnerships
- Evaluation of partnership member satisfaction results
- Self-sufficiency is measured periodically at the sub-regional level to ensure more people are accessing healthcare closer to home
- Victorian Healthcare Experience Survey benchmark results are met or exceeded across Overall Experience and Transition of Care indicators
- Customer feedback monitored through our compliments and concerns process.

Our People

GOALS

- **Be the employer of choice in the region for healthcare**
- **Attract, develop and retain good people**
- **Continue to develop and embed a great internal culture**

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Offer opportunities to develop our people and recognise and celebrate their achievements	<ul style="list-style-type: none"> • Recognise and celebrate achievements to drive cultural enhancement and employee engagement 			
Develop a volunteer program and align with corporate culture to drive engagement	<ul style="list-style-type: none"> • Review volunteer program and current resources to increase engagement, participation and effectiveness 			
Continue to build a culture of strong governance and effective leadership within our organisation	<ul style="list-style-type: none"> • Providing managers with the tools and resources to effectively lead their teams 			
Continue to promote an inclusive workplace	<ul style="list-style-type: none"> • Review and implement the culture and diversity plan 			
Establish career development plans and pathways and optimise succession planning opportunities	<ul style="list-style-type: none"> • Develop a workforce plan that is aligned to the service plan and identifies current and future needs • Create career development plans for all departments within the organisation • Map career development pathways to employee career plans 			
Collaborate with partner organisations to support career development	<ul style="list-style-type: none"> • Identify GSHS' career development gaps • Identify and engage with organisations to bridge career development gaps 			

		PHASE 1	PHASE 2	PHASE 3
OBJECTIVES	ACTIONS	2021-22	2022-24	2024-26
Strengthen the organisational culture to reflect the values	<ul style="list-style-type: none"> Develop a staff engagement and collaboration model that identifies opportunities and addresses issues 	✓		
Develop a strong organisational brand to attract and retain people	<ul style="list-style-type: none"> Review GSHS' recruitment plan Develop an industry engagement plan for the purpose of increasing the reputation and awareness of GSHS 		✓	

HOW WE WILL MEASURE SUCCESS:

- Annual People Matter Survey results and quarterly internal Pulse Surveys show improved staff satisfaction, safety culture, and staff engagement scores
- Develop a Workforce Plan for improved organisational capability based on a capability and skills framework
- Improved geographical draw of new staff, increased number of applicants per role advertised, and decreased recruitment spend
- Number of active volunteers
- Improved staff retention
- Improved feedback from exit interviews.

Our Organisation

GOALS

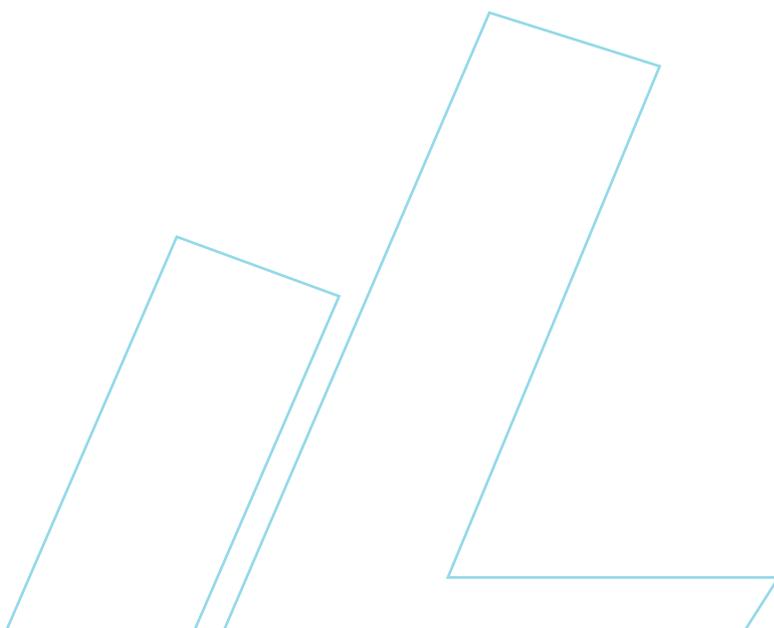
- **Be the employer of choice in the region for healthcare**
- **Attract, develop and retain good people**
- **Continue to develop and embed a great internal culture**

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Ensure GSHS organisational structure is set up to fulfill its operational needs	<ul style="list-style-type: none"> • Undertake an organisational review to identify capability and resource constraints • Implement a structure that will enable development and continuing engagement with the community 			
Ensure workforce and organisational capability is aligned to meet GSHS current needs	<ul style="list-style-type: none"> • Develop a workforce plan that is aligned to the service plan and identifies current and future needs 			
Standardise and improve processes to increase organisational effectiveness and efficiency	<ul style="list-style-type: none"> • Identify opportunities for process improvement • Review and prioritise audit outcomes for implementation 			
Review accountabilities and controls to ensure GSHS can fulfill its purpose	<ul style="list-style-type: none"> • Develop measures of success for each staff member within the organisation and incorporate into their performance review 			
Review and invest in infrastructure capacity to drive and deliver improved service quality and financial sustainability	<ul style="list-style-type: none"> • Undertake an asset management review to ascertain current state of assets and identify capability gaps • Review aged care configuration to optimise revenue generation, align to efficient staffing levels, and respond to recommendations from the Royal Commission into Aged Care Quality and Safety 			

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Identify additional services that could be delivered with current facilities	<ul style="list-style-type: none"> Identify new services that can be delivered based on the results of the asset management review 		✓	
Ensure our services exceed accreditation and compliance standards	<ul style="list-style-type: none"> Provide support and evaluate the quality teams process and outcomes 		✓	
Ensure effective risk management, quality management, clinical governance and organisational governance systems are in place	<ul style="list-style-type: none"> Review governance systems and processes, identify and implement opportunities for improvement 	✓		

HOW WE WILL MEASURE SUCCESS:

- Financial Performance
- Financial asset evaluation (specifically non-cash assets)
- Return on investment of assets and utilization
- Digital Roadmap development and progress
- Improved results from accreditation audits
- Victorian Healthcare Experience Survey benchmark results are met or exceeded across Overall Experience and Transition of Care indicators
- Annual People Matter Survey results and quarterly internal Pulse Surveys show improved staff satisfaction, safety culture, staff engagement scores.



Our Services

GOALS

- **Create a complementary scope of services**
- **Continually undertake service planning**

OBJECTIVES	ACTIONS	PHASE 1	PHASE 2	PHASE 3
		2021-22	2022-24	2024-26
Collaborate with GSHS partners to identify opportunities and gaps in service delivery to the community	<ul style="list-style-type: none"> • Ensure the sub-regional service delivery plan bridges capability gaps and enhances the community's access to services 			
Continual consultation with the community to ensure that GSHS' scope of services meets community needs	<ul style="list-style-type: none"> • Design and implement a community engagement plan to continuously inform the scope of our services 			
GSHS' scope of services increases the organisation's long-term viability and meets the needs of the community	<ul style="list-style-type: none"> • Ensure our scope of services meets the needs of our community and aligns with our organisational priorities 			
Increase the awareness of GSHS' services	<ul style="list-style-type: none"> • Develop and implement a community engagement and marketing plan and resource accordingly to improve our organisational capability 			

HOW WE WILL MEASURE SUCCESS:

- Improved community engagement and visibility of services through feedback from community advisory and/or reference groups, qualitative surveys, and anecdotal evidence
- Improved service quality and frequency of delivery measured through the Victorian Healthcare Experience Survey
- Readmission indicators across primary, acute, mental health and alcohol and other drug services are achieved
- Infection prevention and control, and healthcare associated infection measures are met or exceeded
- Accreditation across all service areas continues to be maintained
- Service activity measures demonstrate growth in priority areas to meet identified needs.



Bringing our Strategic Plan to life

Gippsland Southern Health Service's strategic priorities are supported by an Implementation Roadmap.

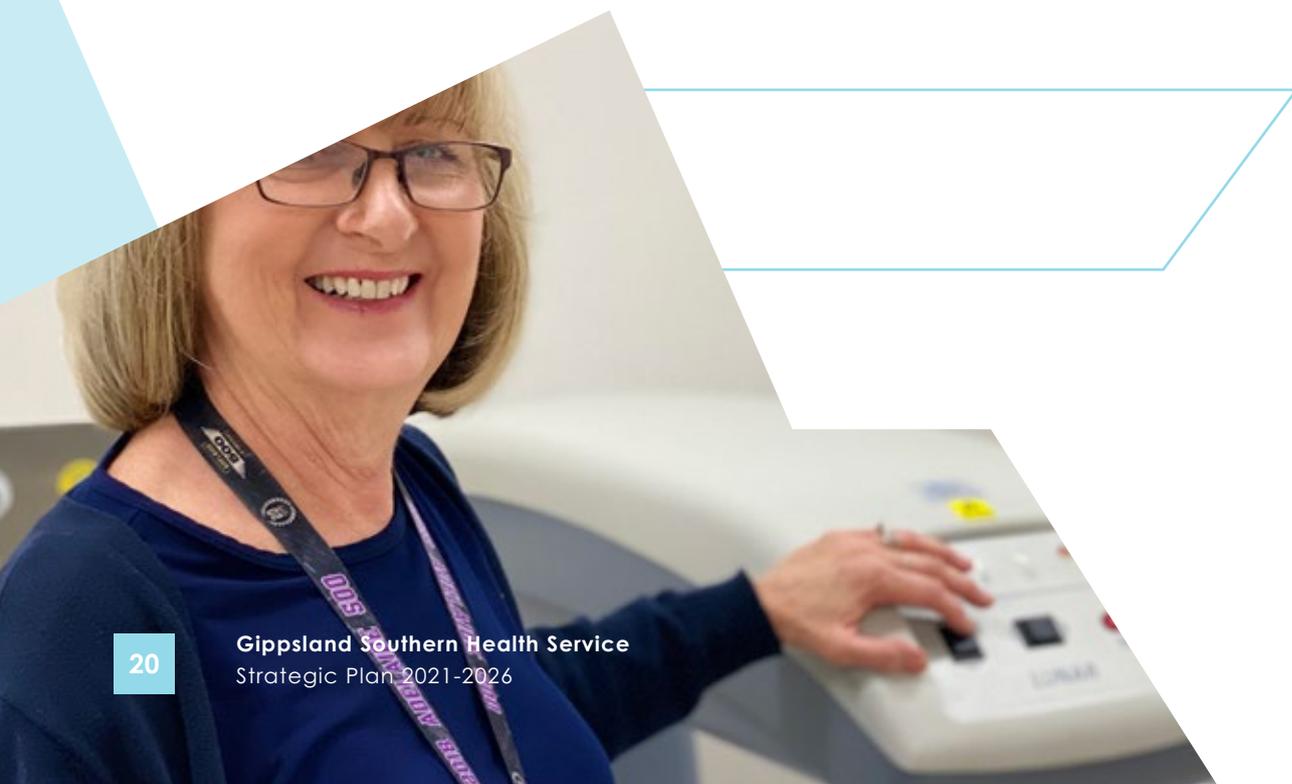
Our Roadmap guides what, how, when and where we implement our strategic priorities over the 5-year life of our Strategic Plan. The Roadmap ensures we continue to improve our services amidst a changing future health landscape.

We identified specific timelines, activities, accountabilities, measures and performance indicators in our operational documents.

We track our progress and enhance delivery of the strategy as we go, to achieve the health outcomes we desire for our communities.

Our Roadmap below provides us with a target timeline for our achievements.

	PHASE 1	PHASE 2	PHASE 3
PILLARS AND OBJECTIVES	2021-22	2022-24	2024-26
	CONSOLIDATE	BUILD	INNOVATE
COMMUNITY			
Develop a customer experience lead within the organisation to plan and execute engagement with the community	✓		
Develop a detailed understanding of the community's needs to inform GSHS scope of services and service delivery models	✓		
Increase our reputation and brand amongst our community		✓	



	PHASE 1	PHASE 2	PHASE 3
PILLARS AND OBJECTIVES	2021-22	2022-24	2024-26
	CONSOLIDATE	BUILD	INNOVATE
PARTNERS			
Formalise partnerships with governance structures for key GSHS stakeholders (referral network, operational network, funders network, etc.)			
Continue to be an active and positive contributor to the regional and sub-regional partnerships			
Partner with metropolitan hospitals to provide integrated care			
Identify and offer staff education opportunities for co-delivery through partnerships			
Offer regional training facilities to train health professionals and provide a gateway to services			
Develop relationships with research organisations for continuous improvement			
PEOPLE			
Offer opportunities to develop our people and recognise and celebrate their achievements			
Develop a volunteer program and align with corporate culture to drive engagement			
Continue to build a culture of strong governance and effective leadership within our organisation			
Continue to promote an inclusive workplace			
Establish career development plans and pathways and optimise succession planning opportunities			
Collaborate with partner organisations to support career development			
Strengthen the organisational culture to reflect the values			
Develop a strong organisational brand to attract and retain people			

	PHASE 1	PHASE 2	PHASE 3
PILLARS AND OBJECTIVES	2021-22	2022-24	2024-26
	CONSOLIDATE	BUILD	INNOVATE
ORGANISATION			
Ensure GSHS organisational structure is set up to fulfill its operational needs			
Ensure workforce and organisational capability is aligned to meet GSHS current needs			
Standardise and improve processes to increase organisational effectiveness and efficiency			
Review accountabilities and controls to ensure GSHS can fulfill its purpose			
Review and invest in infrastructure capacity to drive and deliver improved service quality and financial sustainability			
Identify additional services that could be delivered with current facilities			
Ensure our services exceed accreditation and compliance standards			
Ensure effective risk management, quality management, clinical governance and organisational governance systems are in place			
Review accountabilities and controls to ensure GSHS can fulfill its purpose			
SERVICES			
Collaborate with GSHS partners to identify opportunities and gaps in the services and delivery to the community			
Continual consultation with the community to ensure the GSHS' scope of services meet community needs			
GSHS' scope of services increases the organisation's long-term viability and meets the needs of the community			
Increase the awareness of GSHS' services			

Our commitment

This five-year strategic plan guides delivery of our services as we work together to realise our vision.

This is our commitment to our South Gippsland community. It is our vision that you have access to care and support that responds to your needs.

The GSHS Board approved critical strategic activities that will bring this strategic plan to life.

These activities are the work we will do that will enable us to serve our community and support our staff and care partners.

Each year we review our performance against the strategic goals outlined in this document and adjust our plan when we need to, ensuring we cater to changes in our external environment and continue to meet the healthcare needs of our community.

We've developed metrics of success to provide quantitative and qualitative evidence to measure our performance against each strategic pillar.

And finally, we will respond to the needs of our community, staff and care partners by improving our connectedness, remaining informed, and continuing to improve our organisation to build a healthier community in South Gippsland, together.



