



Echuca Regional Health

Supporting everyone to be healthy and live well

# Strategic Plan 2024–2027



OUR PEOPLE



OUR SERVICE



OUR COMMUNITY

OUR FUTURE



## Echuca Regional Health's Community



Echuca Regional Health acknowledges the Yorta Yorta people, the traditional owners on whose land we live and work, their rich culture and spiritual connection to country. We pay our respects to Elders past, present and emerging. We celebrate their living culture and unique role in the life of our catchment.



# Echuca Regional Health

Supporting everyone to be healthy and live well.

Echuca Regional Health (ERH) provides services on Yorta Yorta Country for people who live, work and play in Northern Victoria and Southern New South Wales. ERH is located within the regional town of Echuca where the Murray (Dhungala), Campaspe (Yakoa) and Goulburn (Gaiyila) Rivers meet. Our community, which is vibrant and growing, includes approximately 52,000 people living on both sides of the state border. Since 1882 ERH has been a provider of health and social services, as well as health education and training. Services are provided across the lifespan and include community services, population health, acute, sub-acute and residential aged care.

To plan for the future, ERH recently completed a [Clinical Services Plan](#). Our Clinical Services Plan identified community demographics and attributes including: population growth, ageing population, reduction in services at smaller surrounding health services, seasonal population fluctuations and the levels of socio-economic disadvantage experienced by our community. It also included a detailed description of the health service's capacity and capability. This detailed information was utilised during the preparation of the strategic plan.

Key challenges for ERH therefore include: safely responding to service demand, increasing our level of self-sufficiency to ensure care is provided close to home, and providing equity and access to health care for all.

The strategic plan has also been developed in alignment with other plans including, but not limited to, Health 2040, Targeting Zero, Victoria's 10-year Mental Health Plan, Statewide Design, Service and Infrastructure Plan for Victoria's Health System 2017-2037, the 'Planned Surgery Reform Blueprint' and Better at Home.

Our Echuca campus is an active hub for over 1000 staff who lead in health service provision as well as education and training. Parts of the campus are state of the art including a new Cancer and Wellness Centre and relatively new acute hospital however our infrastructure is under pressure as a result of significant increases in service demand and ageing buildings and technologies. Now, more than ever we need strong plans for the future.

This strategic plan has been designed following deep and broad consultation with the community. We heard from our community that they value services delivered in a kind and friendly way, that not only cross border care but all care pathways should be seamless and that we should continue to yarn with our community as we plan for the future. The community have highlighted that we should support our workforce as we grow into a bigger health service and that our "workforce are also our community". Our community are keen to embrace virtual technologies, but don't want anyone to be left behind as our models of care evolve. They want ERH to be strong and caring leaders.

To ensure that our health service safely meets the needs of the community this plan commits to the strategic pillars of **Our People, Our Service, Our Community** and **Our Future**. We will deliver our strategy in alignment with our values of **Collaboration, Accountability, Respect and Excellence**. We will report back to the community every year on our progress and whilst we deliver on this strategy we will remain agile and responsive to changes in the strategic environment to benefit our community.

We will; Support everyone to be healthy and live well.



# What we did

The Strategic Plan consultation process undertaken by ERH, involved discussions with community members, consumers, staff and partnering organisations. We committed to listening.



## Community sessions held in Echuca-Moama

Community members were invited to attend sessions held at the Echuca Library, and onsite at ERH, organisations invited to participate included councils, local GPs, community groups and schools.

## Survey's conducted

Online survey created and QR code distributed. Survey completed by community members and ERH staff. Technology survey also conducted to ascertain how consumers want to connect with ERH.

## Session held with Cummeragunja Aboriginal Community

Community members attended a yarning session and provided direct input into the planning.



## Stall at Echuca-Moama Farmer's Market

Stall manned by ERH Board and Executive, engaging with market goers about the strategic plan.



## ERH Strategic Plan Consultation Process



## Health Services and Partnerships

Specific interviews were held with our collaborative partners, including Bendigo Health, Goulburn Valley Health, Kyabram District Health and Cohuna District Health Services, as well as the Murray Primary Health Network and Deniliquin mental health stakeholders.

## Spreading the word

The opportunity to participate in the strategic plan consultation process was advertised in local newspapers, online and through a community radio session held by the CEO. A dedicated email address was also established to allow direct feedback from internal and external participants.



## Sessions with staff

Managers held consultation sessions with staff and gathered feedback.

## Sessions held in communities within our catchment

Community sessions were held in the townships of Lockington and Rochester.



## Youth consultation

A session was held with the local headspace Reference Group.

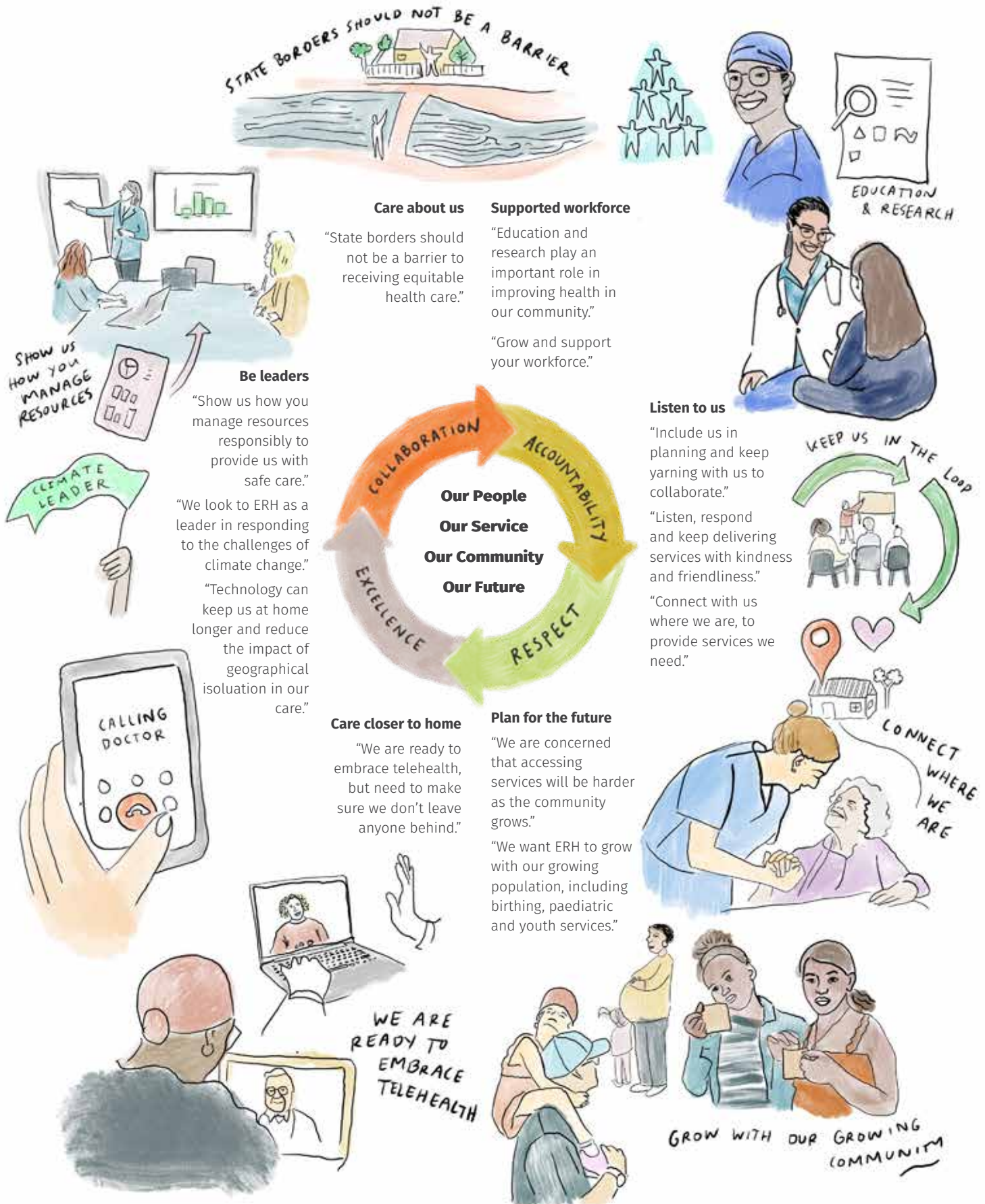
## Consultation session held with Consumer and Glanville Village Residents Advisory Committees

Board Directors and Community Committee members, Glanville Village Residents and the family representatives participated in a facilitated consultation sessions.



# What we heard from our community

Externally, 15 consultations were facilitated, with at least 13 different organisations represented and 62 attendees overall.





## Strategic Plan 2024-27

Supporting the health and wellness  
of our growing community

### Our Vision:

Everyone in our community is  
healthy and lives well.

### Our Purpose:

Supporting everyone to be  
healthy and live well.

Our Aspiration	Our People	Our Service	Our Community
	<p>We are a dynamic, diverse and highly skilled workforce. We are continuously learning so we improve. We are inclusive.</p>	<p>We provide a safe, calm and connected experience for our community, delivering contemporary models of care, as close to home as possible.</p>	<p>We empower our community to make healthy choices and live a connected, diverse and culturally rich life with equity of access to care. We listen, we advocate, we respond.</p>
Our Priorities. We will...			
	<ul style="list-style-type: none"> <li>1.1 Protect, preserve and enhance our values-based culture;</li> <li>1.2 Attract and retain great people and invest in our local talent to provide excellent care;</li> <li>1.3 Cultivate a sense of belonging supporting the health and wellbeing of our people;</li> <li>1.4 Provide a flexible and engaging learning and development model that meets the needs of our people;</li> <li>1.5 Develop safe work systems and a strong safety culture;</li> <li>1.6 Connect students to the community and provide a best practice learning environment to support them to thrive;</li> <li>1.7 Invest in our volunteer workforce and expand the value they add.</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Provide safe, high-quality care for our community. We will do this through the delivery of the <a href="#">Clinical Services Plan</a>. Our commitment is to: <ul style="list-style-type: none"> <li>• Be recognised as a leader in providing care closer to home</li> <li>• Prioritise innovative models of care that include: <ul style="list-style-type: none"> <li>– Outreach and Inreach</li> <li>– Virtual Care</li> <li>– Care in the home</li> </ul> </li> <li>• Increase the equity of healthcare for all</li> <li>• Enhance the access to healthcare for all</li> <li>• Support seamless cross-border care</li> </ul> </li> <li>2.2 Expand services to meet the diverse needs of people across all stages and ages of life;</li> <li>2.3 Provide highly valued residential aged care services, ensuring a safe and caring home environment for older people;</li> <li>2.4 Build research capability to ensure our region continues to advance care provision, including clinical trials;</li> <li>2.5 Deliver values-based healthcare that promotes healthy behaviours, early intervention, shared-decision making and self-management.</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Value the lived-experience through listening and responding to the voice of community through engagement, co-design and feedback. This will ensure a continued understanding of the evolving needs of the community;</li> <li>3.2 Enable community to share in the decision making about their care to deliver an equitable, values-based approach that respects diversity and is inclusive of all people;</li> <li>3.3 Honour and support First Nations people as the oldest living culture through building a culturally safe, respectful health service that is free from discrimination and racism;</li> <li>3.4 Lead with our partners, a connected health service system that enables seamless navigation through pathways of care, both within the catchment and beyond;</li> <li>3.5 Communicate with community through multiple mediums that meets literacy, language and accessible needs;</li> <li>3.6 Advocate for community through making socially responsible decisions that influence health and wellbeing;</li> <li>3.7 Work towards sourcing innovative and philanthropic funds to enhance the development of fit-for-purpose facilities and services.</li> </ul>
Our Future			
<p>We will be leaders in service provision, workforce development and wellbeing, digital health, sustainability, education and research.</p>	<ul style="list-style-type: none"> <li>4.1 Develop a vibrant health and education campus;</li> <li>4.2 Ensure our infrastructure is fit for purpose to meet the needs of our people and service profile, in alignment with the completed Property Asset Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>4.3 Be recognised and respected for being: <ul style="list-style-type: none"> <li>• Leaders in digital health transformation through the implementation of safe and reliable digital technologies that improve outcomes for our community.</li> <li>• A sustainable health service, targeting net zero and implementing adaptation initiatives to support health and wellbeing.</li> <li>• Financially responsible to maximise value for the community.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>4.4 Be agile and responsive to changes in the strategic environment to benefit our community and our people in line with our values.</li> </ul>

## What successful implementation of the plan looks like...

“Supporting everyone to be healthy and live well” could be demonstrated by improvement in the health and wellness of our community however we acknowledge that changes to these indicators take time to be realised, so we need other ways to measure that we are headed in the right direction.

We will track and report our progress against each of the plan Priorities. We will measure our performance in alignment with the Department of Health performance monitoring framework. Our underpinning operational plans and deliverables will have specific performance metrics. We will strive to meet and exceed performance expectations across the breadth of the plan and regularly report to the ERH board on performance in the following domains: People and Culture, Quality and Safety, Finance, Activity and Sustainability and Community and Consumer experience.

We are committed to being a high performance and accountable organisation who deliver results in alignment with our CARE values.

## Some of our measures of success...

### Our People

- Annual improvement in staff engagement indicators
- Improved recruitment metrics
- >90% completion rate for mandatory training
- Annual improvement in Learner Satisfaction feedback
- >10% of students who complete clinical placements at ERH convert to ERH workforce
- Annual increase in student clinical placement days
- Evidence of strong, formal relationships with University and training partners.

### Our Service

- 100% accreditation achieved
- 100% clinical audit schedule completed
- Zero preventable adverse incidents
- Self-sufficiency of care > 85% of care provided by ERH or local partners.
- Annual increase in number of clinical trials undertaken
- Meet all Department of Health performance indicators.

### Our Community

- Consumer and client feedback exceed peer averages
- Our community recognise our staff as socially responsible leaders
- Community health and wellness indicators show improvement in 2027 over 2023
- Annual improvement in Aboriginal Cultural Safety capability of individual staff as measured by Aboriginal Cultural Safety Continuum self-assessment
- Annual improvement in Aboriginal cultural safety measures as defined by Department of Health performance indicators.

### Our Future

- Annual improvement in Environmental indicators as reported in the annual report.
- Successful delivery of:
  - Electronic Medical Record
  - Property Asset Strategy
  - Environmental Sustainability Action Plan



## CARE values



### Collaboration:

Together we achieve. We co-operate with others to co-design our service and support the achievement of shared goals.



### Accountability:

We monitor our impact. We are open, honest, responsive and transparent. We act with integrity and care about being a safe, calm and connected place to work and receive care.



### Respect:

We listen, are kind and treat everyone with respect and dignity. We value difference and empower everyone. We are friendly.



### Excellence:

We continually learn and improve both individually and collectively. We are innovative leaders who deliver outstanding results.

## Stay connected

Follow ERH's social media platforms to keep up to date on our strategic plan implementation:



[echucaregionalhealth](https://www.facebook.com/echucaregionalhealth)



[echucaregionalhealth](https://www.linkedin.com/company/echucaregionalhealth)



[echucaregionalhealth](https://www.instagram.com/echucaregionalhealth)



**Echuca Regional Health**

226 Service Street Echuca VIC 3564  
Phone 03 5485 5000  
Fax 03 5482 5478  
[www.erh.org.au](http://www.erh.org.au)  
ABN 30 490 690 830

To receive this publication in an accessible format,  
please download a copy at:  
[www.erh.org.au/publications](http://www.erh.org.au/publications)

Authorised and published by Echuca Regional Health,  
226 Service Street Echuca VIC 3564  
© State of Victoria, Echuca Regional Health,  
May 2024