STRATEGIC PLAN (2025 - 2030)

&

10-year STRATEGIC VISION (2025 - 2035)

A sustainable and connected rural health service caring for and advancing the health and well-being of all in our community.

Serving Our Community since 1928.

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Acknowledgement of the Traditional Owners

Yea and District Memorial Hospital acknowledges the Taungurung people, the Traditional Owners of the land of the Yea and District Memorial Hospital and its communities. We pay our respects to their Elders, past and present. We acknowledge their significant cultural heritage, their spiritual connection to Country and value their unique contribution to our community.

Acknowledgement of and planning with people from diverse backgrounds

Yea and District Memorial Hospital celebrates diversity and welcomes people into its service and service planning from many backgrounds including but not limited to people from lesbian, gay, bisexual, trans and gender diverse and intersex communities, people from culturally and linguistically diverse and faith communities, refugees and asylum seekers, people with a disability and different life stages.

Specifically, we welcome in all aspects of our service planning and health services delivery the participation of and engagement with Aboriginal and Torres Strait Islander people.

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Message from Board Chair and Chief Executive Officer

A 5 year plan and a10-year vision for a positive and lasting impact on the health and wellbeing of our community

We are delighted to present the Yea and District Memorial Hospital strategic plan which articulates our vision for the next decade, and specific actions for the next five years to ensure we continue to have a positive and lasting impact on the health and wellbeing of our community.

The Hospital, its services and staff have long been committed to providing high-quality healthcare to the communities we serve. We understand the unique challenges and opportunities presented by our peri-urban and rural setting. This strategic plan reflects our unwavering dedication to meeting the evolving needs of our patients, residents, community, staff and partners.

Our plan is well aligned with key policy directions of the Victorian government, including Health 2040, Targeting Zero, Victoria's 10-year Mental Health Plan and the Victorian Statewide Design, Service and Infrastructure Plan for Victoria's Health System 2017-2037

Our plan is focused on working collaboratively with our East Metro and Murrindindi health service network partners (Eastern Health, St. Vincent's Melbourne and Alexandra District Health) so that we can better support residents in our community supporting people to have access to safe high-quality care closer to home.

To achieve our vision of a sustainable rural health service we will work closely with you, both fully to understand your needs and our care and service responds appropriately to those needs. We know that through working with our network partners we will be better able to deliver access to services and improve health outcomes for our community, delivered closer to home. We are focused on ensuring the sustainability of the service, now and in the future. Working together we have an incredible opportunity to advance the health and wellbeing of all in our community.

Success will not be possible without the dedication and commitment of our exceptional staff and the ongoing support of our partners. We extend our thanks to all our staff, volunteers and auxiliary, and community partners who have contributed to the development of this strategic plan.

Implementation of our strategy is being led by our Chief Executive and senior leadership team. The Board will continuously monitor progress. We look forward to sharing updates with you.

During the period of this Strategic Plan we will mark two major milestones. In 2028, we will celebrate both 100 years of hospital services in Yea and 80 years since the formal establishment of Yea and District Memorial Hospital. Our 2025- 2029 Strategic Plan draws on that proud record of service and community support. Our Plan seeks to ensure we continue to live up to community expectations by providing excellent care for our community closer to home in the years ahead.

We thank you for your continuing support. We commend to you our 2025- 29 Strategic Plan.

Mr. Ian Marshman
Chair, Yea and District Memorial Hospital Board

Ms. Elizabeth Sinclair
Chief Executive Officer

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The Community and Yea and District Memorial Hospital

Since 1928 when the Fernley Private Hospital opened in Yea, the local community have been served by dedicated health care teams focused on improving care experiences and outcomes. Yea and District Memorial Hospital (YDMH) which was established in 1948 continues this tradition today and plays a pivotal role in providing access to low complexity care in the local region through:

- A four bay Urgent Care Centre with a nurse-led model of care;
- A 10-bed acute care ward offering low complexity care to the community close to their home; and
- Rosebank Nursing Home providing residential care in a home-like environment for 25 people.

The Hospital also:

- Operates the Yea and District Nursing Service providing in-home nursing to the western region of the Murrindindi Shire.
- Delivers a range of community-based services across Murrindindi in alcohol and drug, early childhood allied health and primary mental health services. The regular Yea Saleyards primary health care pop-up clinics supplement these services.
- Hosts the local GP clinic and allied health professionals who work together to deliver care to the community; and
- Connects the community with health care provided in larger regional centers and metropolitan Melbourne.

Yea and District Memorial Hospital is situated on the lands of the Taungurung people within the western part of the Murrindindi Shire, a peri-urban area northeast of Melbourne. For generations the Taungurung people have cared for the land and their communities. YDMH is committed to partnering with the Taungurung people and embedding lived experience and self-determination into the design and delivery of care and service.

At the 2021 Census, the population of the Murrindindi Shire was 15,197 residents with the Yea and District population at 3,544 people. The rate of growth (1%) of the population for all Murrindindi over the previous 5 years was slower than the Victorian average whilst the western part of the area, serviced by Yea and District Memorial Hospital has grown more quickly (around 1.8%) and this is projected to continue.

The population in Murrindindi and Yea is on average older than the Victorian population. (Victoria in the Future, 2016)

The population is continuing to age with fewer young people and more people aged over 50 compared with the rest of Victoria. (Victoria in the Future, 2016)

In 2021, 213 (6%) reported that they needed care assistance. (Victorian Population Health Survey 2020)

In 2021, more than 50% reported that they had one or more long term health condition and 5% three or more conditions. (Victorian Population Health Survey 2020)

Compared with the rest of Victoria, people in Murrindindi are more likely to be overweight or obese. (Victorian Population Health Survey 2020)

Compared with the rest of Victoria, people in Murrindindi are more likely to smoke and use drugs and/or alcohol. (Victorian Population Health Survey 2020)

Compared with the rest of Victoria, people in Murrindindi are more likely to report a better health status despite needing to use mental health services. (Victorian Population Health Survey 2020)

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Harnessing Opportunities and Addressing Challenges

Harnessing Opportunities.

Partnerships

As part of the connected Victorian health care system, we work with services within our network and in particular our network neighbor, Alexandra District Health, to develop and deliver care close to home. As a small health service, it is critical that we work in these partnerships for the benefit of our community. We also support our community to access more specialized health care through strengthened pathways to and from our metropolitan healthcare network partners, St Vincent's Hospital and Eastern Health. Working in collaboration we are able to achieve a scale that better supports, attracts and retains a high-quality workforce and to design services and care that are better planned, scalable and more integrated. As a result, the provision of care is both high quality and sustainable.

Innovation

As health care continues to evolve and community expectations change, we need to innovate so that we can respond effectively. We will collaborate fully with government initiatives to develop new and better ways of designing, funding, delivering and evaluating care that meets the needs of our Yea and district community. We expect to see greater use of technology to support care closer to home or at home and we will work in partnership with other providers in the network to develop and deliver these new models of care. Our recent track record in community-based service expansion demonstrates that as a small rural health service engaged with its community we can be sufficiently nimble and flexible to grasp funding and relationship opportunities as they present to improve the particular health and well-being needs of the communities we serve.

Infrastructure

The colocation of YDMH service infrastructure on one site presents a unique opportunity. Although there is a need to redress the state of ageing buildings to provide more fit for purpose and modern health and care infrastructure, the current configuration provides the basis for integrated models of care. Colocation of hospital services and other health care providers can be leveraged to develop and deliver better outcomes and experiences for patients, residents and the community and better environments for the workforce. We will give priority to planning to make sure our physical facilities remain best suited to the delivery of high-quality health services.

Addressing Challenges

Maintaining a sustainable service that responds to the needs of the local population

Compared with other Victorian health services, YDMH is a small service. This has several advantages including its connection to the community and the personal nature of the care we can offer. However, our small resource base makes it difficult to respond to diverse community needs and to deliver more complex services at a scale that underpins quality and safety. As the population continues to age, the demand for care will increase. Together with increasing costs, this will place further pressure on sustainability.

The limited range of services we are able to provide, combined with our rural location, means residents have to travel long distances to access the full range of healthcare. The area is not well serviced by public transport links, neither within the community nor between it and neighboring communities. This makes service accessibility to health care for those without a car difficult and challenging to address, particularly when the alternative is metropolitan-based services. To address this challenge, we will continue to advocate for the resources necessary to support accessible, high quality and connected care for our community. This will be enabled by us working collaboratively with other providers in the East Metro and Murrindindi Health Services Network to enhance our scale, capability and capacity.

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Access to specialist workforce

Healthcare, across the globe, faces workforce pressures. In Australia there is a national and long-term shortage of general practitioners, particularly of those willing and able to work in rural communities. This is a critical issue for YDMH as general practitioners who share time between their local practices and the hospital provide most of the medical care. This issue, coupled with our small service profile makes attracting and retaining a high quality medical, allied health and other specialist clinical workforce a current and future challenge for YDMH. On the other hand, Yea's proximity to metropolitan Melbourne is a competitive advantage compared to many other small rural health services. Innovation in models of care that capitalize on the opportunities afforded to us by being part of the East Metro and Murrindindi Network will be the key to addressing this challenge. YDMH has one significant opportunity arising from its location. Being a rural health service located relatively close to metropolitan Melbourne, it is ideally placed to serve as a specialist clinic hub for Murrindindi, Mitchell and lower North East shires.

Infrastructure

Technology and infrastructure are key drivers of sustainability of healthcare. However, they have become increasingly expensive. As a small service, the technology and infrastructure will be pivotal in enabling YDMH to meet the needs of its community. We will continue to work in partnership with the Department towards securing funding to uplift our technology and infrastructure and ensure alignment with priorities of the East Metro and Murrindindi Health Service Network and the Department's 10-year Data and Digital Strategy. Increasing service demand and expectations of our community require health infrastructure to be sustainable and environmentally sound. In addition, as service delivery, energy and resource use increases, YDMH will be focused on developing sustainable infrastructure, reducing use of non-renewable resources and reducing waste.

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Our Vision for the coming decade

We have developed a vision for the coming decade to ensure a lasting impact on the health and wellbeing of our community.

Our vision for 2035 is that YDMH is a sustainable and connected rural health service caring for and advancing the health and well-being of all in our community.

Our Values

Our values guide all that we do and underpin the way we work with the community, our patients, our residents and staff. As a Victorian public health service, we adopt the Victorian Public Sector values.

Integrity	We are honest and fair in our dealings with our clients, our staff and our community. We are truthful in our communications and do so in a way that is clear and easy to understand. We strive to ensure that we all act in accordance with our beliefs.
Respect	We respect the rights, dignity and independence of our clients. We demonstrate empathy, kindness and understanding. We are mindful that we are caring for people who may be vulnerable and fearful and we work closely with them and their families to build trust.
Accountability	We recognise that we are accountable to our community and operate within the framework specified by the Victorian government. We hold ourselves responsible for our actions and never lose sight of the responsibility that we hold in our role as a provider of health care to our community. We value feedback and use this to learn and improve.
Responsiveness	We are flexible and responsive to the needs of individuals. We know and understand our community as a whole and the individuals within it. We use this knowledge to tailor our care to meet their needs in a timely way. We collaborate in a way that allows us to work together to meet the health needs of the community.
Impartiality	We provide evidence-based health services designed to best meet the needs of clients in all circumstances. We are an inclusive organisation that values uniqueness of an individual. We welcome and value diversity as a means to help us develop and broaden our understanding.
Leadership	We lead our service and community by behaving in a way that is consistent with our values. We understand that the community expects the highest standards of conduct and behaviour and we make our best efforts to meet these expectations each day.
Human Rights	We use the Charter of Human Rights and Responsibilities to guide our interactions with clients and with each other. We make decisions, and develop and deliver our services and care in ways that respect the needs of individuals.

Measuring Progress

Against each objective in our strategic plan, we have described our measures of success across the decade. Our success, and the ongoing shaping of our plan over time is underpinned by constant engagement with our community and informed by new evidence and opportunities as we seek to deliver the best outcomes for our community.

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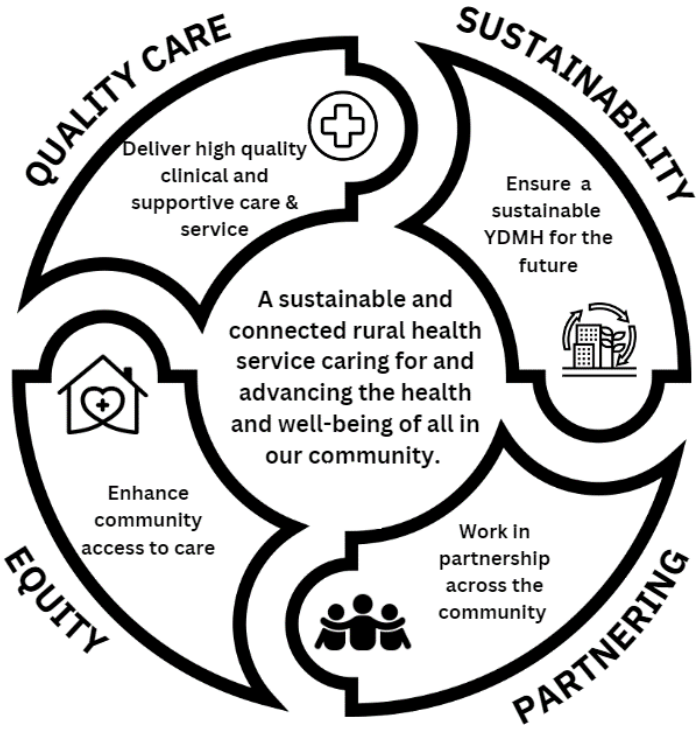
Our Strategic Plan for the next five years, 2025 - 2030

Deliver high quality clinical and supportive care and service.

1. Establish a health service precinct and introduce new models to support reliable access to high quality, connected care closer to home.
2. Work collaboratively with our East Metro and Murrindindi Network partners to create care pathways that support timely and equitable access to high quality care and service.
3. Improve equity by ensuring our systems of care are resilient and responsive to changing population need, and the impact of natural disasters, climate related emergencies and associated risk.
4. Work with partners and community to develop a clinical services plan that guides future service planning



Ensure a sustainable YDMH for the future.

1. Invest in the development of our staff, and work with universities, training providers and network partners to ensure a sustainable workforce to meet the needs of the community. Continue to invest in making YDMH a great place to work, with a reputation for providing a satisfying workplace that provides opportunities for building long term careers.
2. Continue to improve our assets and commence asset planning to ensure fit for purpose infrastructure to meet future community needs.
3. Invest in our internal systems and processes, and work with our network partners to ensure a resilient and sustainable organisation.
4. Continue our commitment to work with a lens of Strive for best practice environmental sustainability solutions wherever practicable by reducing our carbon footprint through energy-efficient systems, responsible waste management, and sustainable sourcing practices.

Enhance community access to care.

1. In partnership with other health care providers in the East Metro and Murrindindi Network, operate a high quality, reliable urgent care centre.
2. Build our capability and capacity to increase the provision of low complexity medical, post-surgical and step-down care in the local community and in home where appropriate.
3. Deepen our expertise, scale and reach in aged care and low complexity acute care.
4. Continue to be innovative in designing, delivering and funding community-based health care services.

Work in partnership across the community.

1. Deepen our connection to the community, supporting them to remain healthy and access care appropriately. Ensure that we listen and respond to what our community is saying and that our services are designed to meet their needs.
2. Work with the traditional owners, the Taungurung people, to create culturally safe and welcoming environments and services.
3. Work with our East Metro and Murrindindi Network partners to ensure a sustainable health service to the Murrindindi community.

In 5 years

Objective	In 2.5 years	In 5 years
QUALITY CARE Deliver high quality clinical and supportive care and service	• Connected care pathways support patients to access care they need in a planned and coordinated manner. • More people remain healthy and supported at home through opportunities associated with the introduction of the Support at Home program • Employees are invested in their work and the organisations goals • Employees, visitors, volunteers, service users and contractors always feel culturally safe, respected, valued and included at YDMH	• Improved patient experience of care and discharge. • Out of hours and weekend admissions to YDMH are supported by reliable access to after-hours medical cover. • At least three specialist clinics are in regular operation at YDMH, thereby increasing access to high quality care and providing services closer to home.
EQUITY Enhance community access to care	• Community can access care across 24 hours a day, 7 days per week through the Urgent Care Centre. • Care is delivered closer to home though capacity and capability development program with Network partners.	• All YDMH bed capacity is appropriately utilised and our aged care profile has increased. • Pathways of care between YDMH and other network providers are established for two high volume procedures/patient groups. • Our community is benefitting from our expertise, scale and range of service provision in aged care.

PARTNERING Work in partnership across the community	• Community is participating in a trial of co-designed supportive care. • Partnerships in the East Metro and Murrindindi Network to reduce complexity, improve patient pathways and strengthen sustainability for YDMH have commenced.	• Aboriginal Cultural Safety Plan is supporting more culturally appropriate care. • Engagement with the local community is informing service design, development and evaluation.
SUSTAINABILITY Ensure a sustainable YDMH for the future	• Sustainable service provision is underpinned by the work of the East Metro and Murrindindi Network • Improvements in back of house systems (e.g. HR) are underway.	• Environmental sustainability considerations are always included in asset redevelopment and service planning. • New funding model to support the care profile of YDMH is secured.

In 10 years

Objective	In 10 years
QUALITY CARE Deliver high quality clinical and supportive care and service	• A range of high quality, low complexity clinical and supportive care is being accessed by the community. • Fewer people are leaving the local area for low complexity care, supportive care and chronic illness care. • YDMH is a key participant in a whole of Murrindindi aged care service delivery model that encompasses at home, community- based and residential service delivery.
EQUITY Enhance community access to care	• Community can access more care in YDMH and its partner services through strengthened pathways of care.
PARTNERING Work in partnership across the community	• More care is being delivered closer to home though innovative and culturally safe models of care across Murrindindi. • Sustainable workforce models are in place and care is reliably available locally.
SUSTAINABILITY Ensure a sustainable YDMH for the future	• Fit for purpose infrastructure is available to support safe, high quality clinical and supportive care. • YDMH continues to be financially sustainable.

Reporting to the Community

As part of our continuous engagement with the community, we are committed to keeping you informed as we implement this Strategic Plan. We use the Strategic Plan to guide our annual business planning and reporting processes and the Board regulatory monitors progress of the strategy and formally reports this to the community through the Annual Report. We will also host regular community forums to provide updates on our progress.

Copies of this Strategic Plan are available via our website: https://yeahospital.org.au/

Consultation

In preparing this strategic plan, Yea and District Memorial Hospital (YDMH) undertook a comprehensive consultation process, engaging with both internal and external stakeholders, including staff, consumers, the Department of Health, and key strategic partners in both health and non-health related industry.

This structured and collaborative process ensured that the plan reflects both the strategic priorities of YDMH and the broader objectives of the Victorian health system.