

Grampians Rural Health Alliance

# 2016-19 Strategic Plan



Enabling the provision of person-centred health and well-being for the Grampians Region and Victorian health sector through leadership and connectivity in digital health technology



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# Contents

<b>CONTENTS</b>	
<b>BACKGROUND</b>	
<b>ABOUT GRAMPIANS RURAL HEALTH ALLIANCE</b>	
<b>CHALLENGES</b>	
CHALLENGES FOR THE HEALTH SYSTEM	
CHALLENGES FOR GRHA	
<b>INFORMANTS</b>	
STATEWIDE CHANGES AFFECTING HEALTH	
DIRECTION FOR STATEWIDE HEALTH ICT	
<b>GRAMPIANS RURAL HEALTH ALLIANCE 2016-2019 STRATEGIC PLAN</b>	
WHY: MOTIVATING & INSPIRING	1
HOW: GETTING THINGS DONE	1
WHAT: SETTING DIRECTION	1
<b>CONSOLIDATE</b>	<b>1</b>
<b>BUILD BUSINESS CAPACITY</b>	<b>1</b>
<b>TARGETED EXPANSION</b>	<b>1</b>
<b>GRAMPIANS RURAL HEALTH ALLIANCE STRATEGY ON A PAGE</b>	<b>1</b>
<b>GOVERNANCE STRUCTURE</b>	<b>1</b>
GOVERNANCE GROUP	1
OTHER GOVERNANCE COMMITTEES	1

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# Background

This three-year strategic plan is the culmination of consultation, research and planning undertaken by the GRHA board, GRHA executive, GRHA project executive Grampians Rural Health Alliance steering committee and GRHA project design group. This introduction strategy leverages from GRHA's sound foundations and moves the Alliance into a position where it can now provide greater system level leadership so it can continue to play its critical role in enabling the health system and those working in it to improve the health and well being outcomes of communities across the Grampians region.

**In developing this strategy GRHA looked to understand the perspectives, priorities and influencers of:**

- Member organisations and customers
- GRHA staff
- GRHA
- The Grampians region
- Partner organisations
- The health sector

This information was used to establish a clear purpose and direction for GRHA and to guide decision making at the organisation over the coming years. It is important to note that this strategy has been developed at a time of rapid and substantial change in the health sector. A series of Government reports illustrate that the challenges in the health service system will only intensify. The demand for high standards of care will place pressure on the health system to adopt new processes and practices to ensure scarce resources are deployed for maximum effect.



*The Grampians region is entering an exciting era of opportunity to improve health services provision to the communities of the Grampians region. A flexible and responsive ICT system and capabilities are a key enabler in overcoming some of the challenges of regional health service delivery.*

*This strategy aims to ensure that Grampians Rural Health Alliance is well positioned to fulfil its role within the regional health system*

# About Grampians Rural Health Alliance

The Grampians Rural Health Alliance supports improved regional health outcomes by providing technology, applications, and communications solutions to connect the region's health services.

## What GRHA Provides:

- wide area networking
- networking management & monitoring
- common & consolidated applications delivery & development
- internet & web services
- IP based telephony & video
- help desk services
- implementation of government initiatives
- 27 > joint & volume based procurement
- strategic planning
- research & development
- customer's GRHA projects.

GRHA has a major communications network including internet access, data connectivity, shared application services, IP telephony, mobile-based and desktop video solutions. GRHA also undertakes various projects that support streamlined workflow and continuity of care across the region's multiple health service providers and sites.

## Members

Ballarat Community Healthcare	Ballarat Health Services
Beaufort & Skipton Health Service	Djerriwarrh Health Service
Dunmunkle Health Service	East Grampians Health Service
East Wimmera Health Service	Edenhope & District Memorial Hospital
Elmhurst Bush Nursing Centre	Grampians Community Health
Harrow Bush Nursing Centre	Hepburn Health Service
Lake Bola Bush Nursing Centre	Rural Northwest Health
West Wimmera Health Service	Wimmera Health Care Group
Woomelang Bush Nursing Centre	

## Customers

Ballarat Hospice Care	Wimmera Uniting Care
Pyrenees Shire Council	Lake Imaging & Western Medical Imaging
Dulkeith Pty Ltd	

# Challenges



## Challenges for the Health System

- Demand for high quality consumer-focused health services. For example, improved integration of services across the health continuum as consumers age, move from rural and remote areas to regional areas, or between public and private sectors
- Requirement to engage the community/ healthcare stakeholders. For example, improve service linkages in the community and ease transition between services and settings for consumers and their carers
- The need to provide cost effective, safe and evidence based service delivery across the region. For example, focusing on prevention, health promotion, early detection, screening and early intervention
- Necessity to bridge the gap between communities. For example, differences in health status and life expectancy compared to metropolitan counterparts
- Accountability in funding to maximise service delivery. For example, the need to establish clear links between funded activity and health outcomes
- Ensuring alignment between various healthcare system stakeholders. For example, potentially different strategic approaches between the Department of Health and Human Services and health services

## Challenges for GRHA

- Consistent performance. For example, GRHAs current configuration and resource allocation model exposes the organisation to knowledge and service risks when staff turnover
- The need to provide cost effective services across the region. For example, ensuring that due financial diligence and regular review of GRHA supported projects and services occurs the reduce duplication and waste of regional resources
- The commitment to act collaboratively as a region. For example, the tension that exists when individual agency takes priority over regional collaboration
- Transparent decision making. For example, the lack of a shared regional understanding regarding the performance of the regional ICT system and the ability to make decisions regarding the most important activity
- Accountability in funding to maximise service delivery. For example, the need to establish clear links between funded activity and health outcomes
- Ensuring alignment between various healthcare system stakeholders. For example, potentially different strategic approaches between the Department of Health and Human Services and health services

# Informants

## State-wide Changes Affecting Health

In developing the GRHA strategy a number of factors were considered. One set of factors was to ensure the direction of GRHA was aligned to and consistent with the Victorian and Commonwealth governments directions on health and health ICT.

The development of the GRHA strategy has been informed by and aligned to the following key government documentation:

- Public Health and Well Being Plan
- The Mental Health Strategy
- The Travis report
- Victoria's Health and medical research Strategy 2016-20
- The Department of Health and Human Services organisational structure

From this documentation there are six emerging priorities to deliver Health in 2040:

1. A person-centered view of healthcare
2. Preventing and treating chronic disease
3. Improving people's health outcomes and experience
4. Improving the way that the system works together
5. Better health for people in rural and regional areas
6. Valuing and supporting the workforce

Whilst regional boundaries and organisational structures continue to evolve. GRHA needs to ensure that its results are aligned to the six key themes. If GRHA understands these drivers it will be agile enough to adapt to the contextual shifts.

## Direction for State-wide Health ICT

The Victorian governments direction for ICT in health has six key themes and is aligned to deliver Health 2040: enabling person- centered health and well-being.

- Preventative health
- Episodic health care
- Sector integration
- Person centered health
- Applied health research
- Continuity of care

These themes are further supported by priority project areas. The project areas cover:

1. Clinical ICT hardware
2. Outpatients telehealth
3. Electronic medical records
4. Clinical information exchange
5. E-referral and E-discharge
6. Real-time schedule 8 prescription monitoring

The Victorian government have also identified eight key enablers for this priority activity to be successful: leadership and governance, change and adoption, standard and interoperability, digital workforce capability, information governance, cyber security and funding.

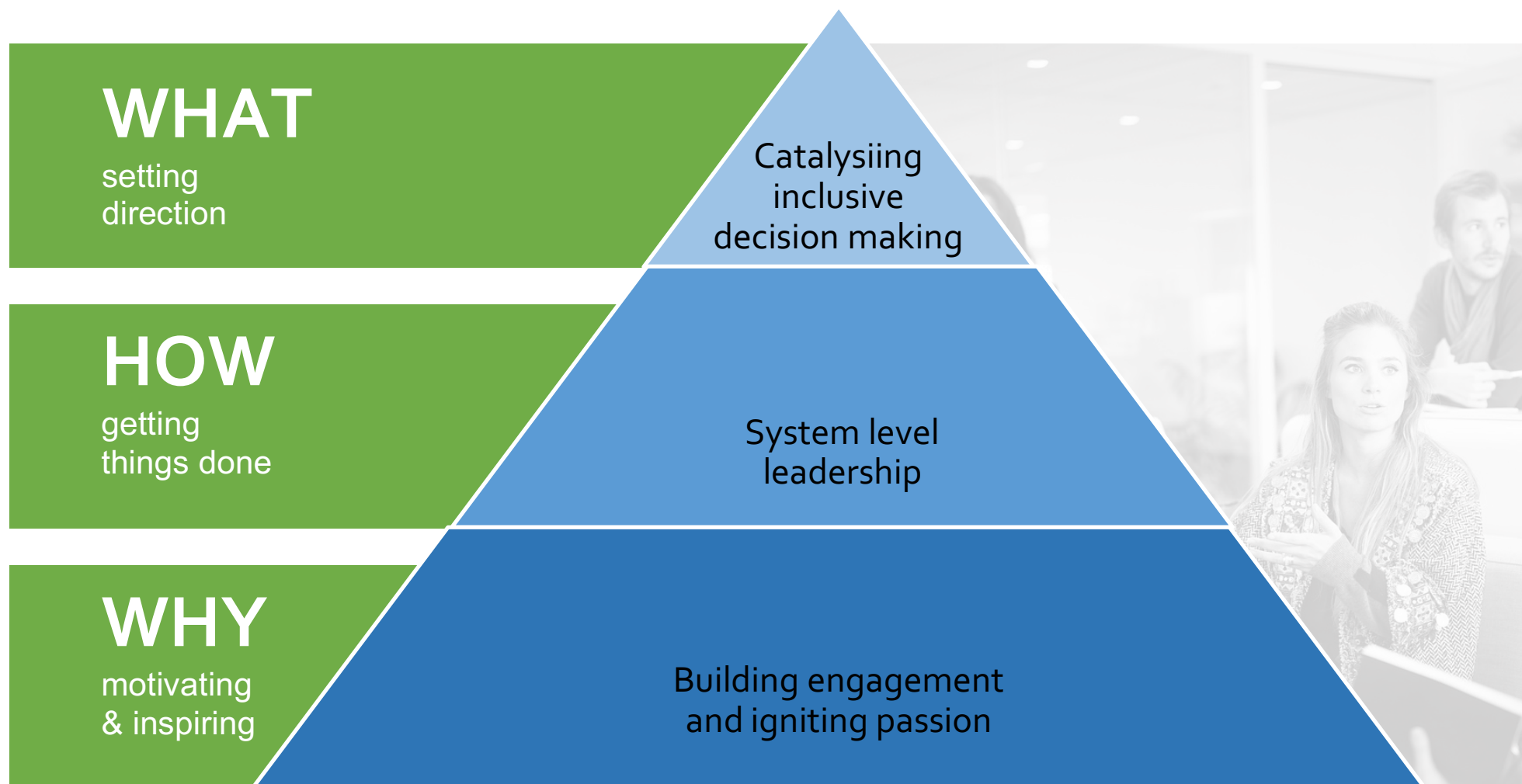
It is expected that through the alliance structures organisations will be well positioned to implement and capitalise on the Victorian government ICT priority projects achieving the vision of "Enabling person-centered health and wellbeing" to be achieved. \*\*

The Department of Health and Human Services is currently consulting with the sector in relation to this vision for Health 2040 and 3 the role of ICT





# Grampians Rural Health Alliance 2016-2019 Strategic Plan



## WHY: Motivating & Inspiring

Purpose is the reason an organisation exists. A compelling sense of higher purpose creates an extraordinary degree of engagement among stakeholders and catalyses creativity, innovation and organisational commitment. A higher purpose and shared core values unify the organisation and elevate it to degrees of motivation, performance and commitment at the same time

Purpose is often misunderstood. It is not what a group does but why it does what it does. It is not a goal but a reason - the reason it exists, the need it fulfils and the assistance it bestows.



# The Grampians Rural Health Alliance exists to:

## Improve health and wellbeing outcomes of Grampians region communities through:

Targetted Integration of ICT into  
Health Service Provision

Catalysing Health Service Innovation

## HOW: Getting Things Done

### SYSTEM LEVEL LEADERSHIP

Three key elements need to be in place to transform systems:

- opening the mind (to challenge our assumptions)
- opening the heart (to truly hear one another)
- opening the will (to let go of pre-set goals & agendas to see what is really needed & possible)

These three openings match the blind spots of most change efforts, which are often based on rigid assumptions and agendas and fail to see that transforming systems is ultimately about transforming relationships among people who shape those systems

The Grampians Rural Health Alliance's role as a system level leader. As GRHA emerges as a system level leader, situations previously suffering from inertia will become more open, and what were previously seen as intractable problems become perceived as opportunities for innovation. Short-term reactive problem solving becomes more balanced with long-term value creation.



**There are three core capabilities GRHA will develop in order to foster collective impact and enact its role as a system level leader.**

1

The first is the ability to see the larger system and increase integration within and across the system. In complex settings, organisations typically focus their attention on the parts of the system most visible from their own vantage point. This usually results in disagreement about perspective and possible solutions to the problem. Helping organisations to see the larger system is essential to build a shared understanding of complex problems. This understanding enables collaboration on joint solutions not evident to any organisation individually and to work together for the health of the whole system rather than pursue symptomatic fixes to individual parts.

2

The second is the ability to influence and advocate within and across the system for improvements. Change often starts with conditions that are undesirable, but artful leadership will help organisations move beyond just reacting to problems to build positive visions for the future. This happens gradually as deeper aspirations are understood, confidence is built and tangible accomplishments are achieved. This is an essential doorway for building trust and fostering collective creativity.

3

The third capability centers on attracting new resource and investment into the system for collective benefits. By building a shared understanding of the system and its requirements to be able improve health outcomes and organisations undertaking action in the best interests of the system and what it is trying to achieve. The momentum will attract resources and investment to the region to sustain the collective change efforts and impacts.

# The Grampians Rural Health Alliance's strategic intentions:

Consolidate

Build Business Capability

Targetted Expansion

Build Regional Intelligence

Enhance service & project viability & sustainability

Provide strong governance & leadership

Ensure a "Yes we can" attitude

Use smart systems to support smart work

Enhance organisational viability & sustainability

Foster productive partnerships and alliances

Innovate and Transform the Health System



# Consolidate

GRHA activity will be informed by a sound understanding of the current ICT eco-system including planning and needs identification. This will require GRHA to undertake a comprehensive mapping process to understand the capability and capacity of the regions ICT systems. This should include the ICT infrastructure and systems managed by GRHA and the ICT infrastructure and systems managed independently of GRHA.

GRHA will also need to understand the health system related pressures preventing health services from delivering improved health and well-being outcomes. These pressures may be clinical, organisational or system level.

It is envisaged that this level of intelligence regarding the ICT ecosystem will enable GRHA and its member organisations to identify risks and opportunities regarding regional priority activity into the future.

Once this foundational information is established, GRHA will be able to determine which services and or projects:

- are being duplicated across multiple sites or providers without a coordinated approach
- are not viable in their current form and lend themselves to be subcontracted or concluded
- need to be prioritised for development and how they would improve the health system

For each of the continuing services and or projects, GRHA will need to review the business and service model to ensure efficiency gains and/or its connection to enabling improvements to health and well being outcomes. This exercise forms an extremely important component of the strategy as this information flows into other activity of importance including the workforce plan and business system development.

## Build Regional Intelligence

To understand the current state of the regional ICT eco-system and how it enables or inhibits the health system

To understand the current state of organisational service provision and priority activity

To understand member organisation and customer needs

- Map the ICT capability and capacity across the Grampians region
- Map the ICT needs and aspirations of member organisations and customers
- Map the health system related pressures for member organisations and customers
- Establish metrics regarding ICT eco-system performance
- Determine priority action areas against levels of risk or opportunity
- Establish processes for ongoing mapping and selection of priority action areas

## Enhance service & project liability & sustainability

To determine the services that need to be continued to enable GRHA to deliver on organisational purpose.

To determine the services that need to be continued to enable GRHA to deliver on organisational purpose

- Assess the quality, ongoing viability and desirability of each service and/ or projects
- Plan for the transition/ discontinuation of unviable/unnecessary services and/or projects
- Optimise the business and service model for each continuing service and/ or project

# Build Business Capacity

GRHA will have to ensure it is managing the fundamentals of the organisation well to execute activity contained within the strategic plan. An emphasis has been placed on building the internal business capabilities of GRHA. Following on from the words of Peter Drucker, culture eats strategy for breakfast, operational excellence for lunch and every thing else for dinner. GRHA will need to pay particular attention to the internal operating environment.

Additional activity has been undertaken as part of the strategic planning process to ensure GRHA staff not only understand the change in strategic direction and what will be required but also understand their own motivations, attitudes and skills to execute on the new strategic direction. GRHA will need to ensure a sound internal operating environment if it is to step into the role of a system level leadership organisation.

## Provide Strong Governance and Leadership

**To maintain a stable governance structure that is configured for results**

- Refine Governance Arrangements
- Establish Organisational Values
- Build Governance Group Capability

## Ensure a Yes We can Attitude

**To support staff to be their best and bring their best to the workplace**

- Develop GRHA Workforce Plan
- Optimise Use of Networks

## Use Smart Systems To Support Smart Work

**To develop systems that support staff to deliver high quality services on time each and every time**

- Introduce Corporate efficiencies
- Systemise data capture and analysis
- Establish communication plan and platform

## Enhance organisational viability & sustainability

**To ensure an appropriate operating position congruent with the delivery of a valuable service**

- Establish viable business delivery models
- Maintain financial reporting system
- Develop infrastructure replacement plan

## Foster productive partnerships and alliances

**To build a network of committed partners interested in improving health outcomes**

- Build networks and partnerships
- Leverage existing networks (skills and capabilities)

## Targeted Expansion

The GRHA strategy sees some consolidation of core services and projects in the first instance, with the opportunity and need to extend value add seen/ice offerings in the medium to long term. GRHA will commence activity that is consistent with a system level leadership model. The introduction of GRHA as a system level leader requires GRHA to build three core capabilities:

- see the larger system an increase integration within and across the system
- influence and advocate within, across and outside the system for improvements
- attract new resource and investment from within, across and outside the system for collective benefit

System level leadership is designed to articulate best practice structures, systems and behaviours across multiple organisations that are trying to achieve common goals. GRHAs internal capability and understanding of the health service system and the intersection of ICT is critical to the success of the strategy.

Activity within the strategy focuses on innovation, expanding the organisation partnership base, accessing untapped resource and investment and greater accountability, transparency and responsibility as to the value that GRHA needs to generate for its member organisations and customers.

Further to GRHA fulfilling a system level leadership role, GRHA would also look to catalyse innovation.

Whilst a cautious approach will be adopted through much of 2016, it will be important that GRHA maintains its inventive streak so that the organisation is able to more fully realise its ambitions over coming years. This will also help strengthen the capacity of GRHA to respond to change, innovate and capitalise on emerging opportunities.

For the purposes of this document, innovation will be defined as 'any change that adds value'. The change could be to a product, service, system or process and the scale of change might vary from incremental to disruptive. From a timing perspective, it is recommended that innovations under targeted expansion be explored in the last quarter of next calendar year. GRHA would benefit from limiting the amount of service innovations that are undertaken in 2016.

## Innovate and Transform the Health System

To extend the impact of GRHA

To increase GRHAs role in system level leadership

To increase integration across the region

To attract resource and investment into the network

To advocate and influence on behalf of the network

- GRHA targets projects focussed on increased inter-regional integration
- GRHA advocates and influences external stakeholders on behalf of the alliance
- GRHA introduces activities to catalyse priority alliance activity

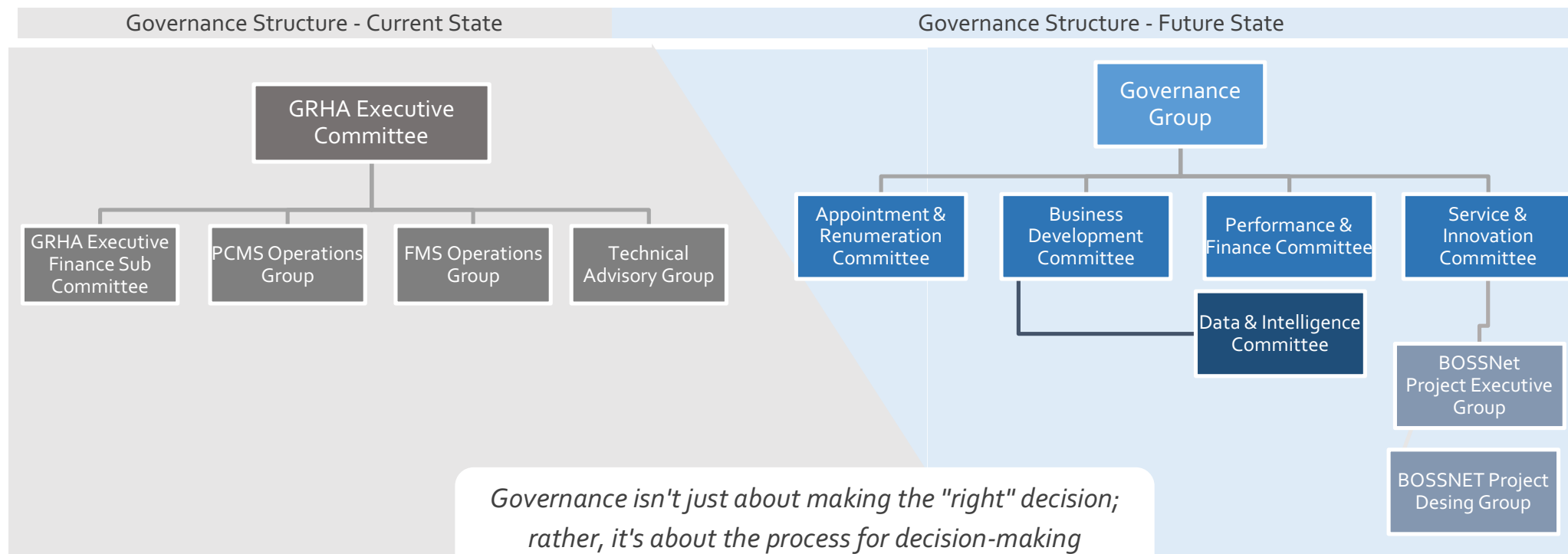
- GRHA attracts new resource and investment into priority alliance activity
- GRHA is the catalyst for the establishment of the regional health open innovation network

# Grampians Rural Health Alliance Strategy on a Page

Tactic	Strategic Intention	Purpose	Activities
Consolidate	Build Regional Intelligence	<p>To understand the current state of the regional ICT eco-system and how it enables or inhibits the health system</p> <p>To understand the current state of organisational service provision and priority activity</p> <p>To understand member organisation and customer needs</p>	<p>Map the ICT capability and capacity across the Grampians Region</p> <p>Map the ICT needs and aspirations of member organisations and customers</p> <p>Map the health system related pressures for member organisations and customers</p> <p>Establish metrics regarding ICT eco-system performance</p> <p>Determine priority action areas against level of risk or opportunity</p> <p>Establishing processes for ongoing mapping and selection of priority action</p>
	Enhance service & project viability & sustainability	<p>To determine the services that need to be continued to enable GRHA to deliver on organisational purpose.</p> <p>To determine appropriate business models for the delivery of viable services</p>	<p>Assess the quality, ongoing viability and desirability of each service and/ or project</p> <p>Plan for the transition/ discontinuation of unviable/unnecessary services and/ or projects</p> <p>Optimise the business and service model for each continuing service and/ or project</p>
Building Business Capacity	Provide strong governance & leadership	To maintain a stable governance structure that is configured for results	<p>Refine governance arrangements</p> <p>Establish organisational values</p> <p>Build governance group capability</p>
	Ensure a “Yes we can” attitude	To support staff to be their best and bring their best to the workplace	<p>Develop GRHA workforce plan</p> <p>Optimise use of networks</p>
	Smart systems support smart work	To develop systems that support staff to deliver high quality services on time each and every time	<p>Introduce corporate efficiencies</p> <p>Systemise data capture and analysis</p> <p>Establish communication strategy and platform</p>
	Enhance organisational viability & sustainability	To ensure an appropriate operating position congruent with the delivery of a valuable service	<p>Establish viable service delivery business models</p> <p>Maintain financial reporting system</p> <p>Develop infrastructure replacement plan</p>
	Foster productive partnerships and alliances	To build a network of committed partners interested in improving health outcomes	<p>Build networks and partnerships</p> <p>Leverage existing networks (skills and capabilities)</p>
Targeted Expansion	Innovate and transform the health system	<p>To extend the impact of GRHA</p> <p>To increase GRHAs role in system level leadership</p> <p>To increase integration across the region</p> <p>To attract resource and investment into the network</p> <p>To advocate and influence on behalf of the network</p>	<p>GRHA targets projects focussed on increased inter-regional integration</p> <p>GRHA advocates and influences external stakeholders on behalf of the alliance</p> <p>GRHA introduces activities to catalyse priority alliance activity</p> <p>GRHA attracts new resource and investment into the priority alliance activity</p> <p>GRHA is the catalyst for the establishment of the regional health open innovation network</p>



# Governance Structure



## Governance Group

The GRHA Governance Group is responsible for strategic decision making in relation to planning, implementation and ongoing monitoring of strategies to achieve the GRHA purpose and the Victorian State-wide Health ICT strategic framework. It aims to establish and maintain a sustainable model for collaboration of health services providers in the Grampians region by working effectively with health service providers, stakeholders, fellow rural ICT alliances and the Department of Health and Human Services (DHHS).

## Other Governance Committees

Business development committee		Performance & finance committee	Appointment & remuneration committee
The business development committee is responsible for the provision of internal business development and advice to ensure GRHA is well positioned to deliver on its strategy and reports to the GRHA Governance Group.		The performance and finance committee is responsible for the oversight of GRHA's budget and performance against its key performance indicators.	The appointment and remuneration committee is responsible for the appointment and performance of the GRHA Chief Executive Officer and reports to the GRHA Governance Group.
The Business development committee will work with the GRHA Governance Group on:		The performance and finance committee will work with the GRHA Governance Group on:	The appointment and remuneration committee will work with the GRHA Governance Group on:
<ul style="list-style-type: none"> <li>• Building regional ICT intelligence</li> <li>• Enhancing service &amp; project viability &amp; sustainability</li> <li>• Providing strong governance &amp; leadership</li> <li>• Ensuring a "Yes we can" attitude</li> <li>• Using smart systems to support smart work</li> <li>• Enhancing organisational viability &amp; sustainability</li> </ul>		<ul style="list-style-type: none"> <li>• Enhancing service &amp; project viability &amp; sustainability</li> <li>• Using smart systems to support smart work</li> <li>• Enhancing organisational viability &amp; sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Providing strong governance &amp; leadership</li> <li>• Ensuring a "Yes we can" attitude among the GRHA workforce</li> </ul>
Service (innovation committee)		Data & intelligence	
The service and innovation committee is responsible for the identification and preliminary project pitches regarding GRHA priority activity. It is also responsible for ensuring GRHA is well positioned to deliver on its strategy and reports to the GRHA Governance Group.		The data and intelligence committee is responsible for the analysis and identification of priority projects for exploration by the service and innovation committee. It also provides advice to the business development committee in relation to areas for improvement. It is further responsible for ensuring GRHA is well positioned to deliver on its strategy and reports to the GRHA service and innovation committee.	
The service and innovation committee will work with the GRHA Governance Group on:		The data & intelligence committee will work with the GRHA Governance Group on:	
<ul style="list-style-type: none"> <li>• Fostering productive partnerships and unholy alliances</li> <li>• Innovation and transformation of the health system</li> </ul>		<ul style="list-style-type: none"> <li>• Building regional ICT intelligence</li> <li>• Using smart systems to support smart work</li> <li>• Innovation and transformation of the health system</li> </ul>	

Please note: Frequency, representation and key objectives of each committee are different for further details on each of the committees please refer to the attached terms of reference. Also these committees represent the primary governance committees. GRHA may choose to support "communities of practice" or establish time limited project specific executive, advisory or design groups as shown by example (grey boxes) in the future state governance group structure (attachment two)