

Upper Hume Community Health Service **Strategic Plan**

*2008 – 2011
And beyond.....*

A Message from the Board & the CEO

Providing services that enable Upper Hume Community Health Service (UHCHS) to achieve high quality outcomes for individuals and to raise the level of well being within our community is the continuing focus of UHCHS. At the same time the Board is mindful of its role in supporting the ongoing growth and development of the staff, who through their commitment and dedication to the community facilitate those quality outcomes.

The strategic planning process provides the opportunity to review and reflect on the recent history of the organisation and also to think ahead, looking at the future from a position of experience and with expectation.

Our strategic direction has been set with a broad-ranging examination of our service in all its facets. We are proud of the position of Upper Hume Community Health Service and believe there has never been a time when the organisation has been as strong and robust.

The four Strategic Planning priorities are:-

1. Planning
2. Promotion
3. Leadership/Education
4. Integration

As an organisation we will maintain our focus on promotion, prevention and early intervention. We will continue to influence and improve the health and wellbeing of our populations through our service provision. But most of all we will continue to strive to grow, develop and build stronger communities.

We wish to extend our thanks to everyone who contributed to the development of this plan and look forward to leading its implementation.

Klaus Baumgartel
Chairperson
Board of Management

Leonard Peady
Chief Executive Officer
UHCHS

Our Vision

We are recognised as a leader in services that enhance community health and wellbeing through innovation and partnerships.

Our Values

Respect

we uphold the integrity and worth of each person and value everyone's thoughts and beliefs

Innovation

we creatively explore solutions

Collaboration

we achieve more by working together

Responsiveness

we listen, act, evaluate and are flexible in our approach

Empowerment

we build strengths, skills and resilience

Trust

we work with openness, honesty and good intent

Transparency

we are open and accountable in all that we do

Holistic Approach

we recognise the importance of understanding the whole person and the context in which they live

Learning

we provide a supportive, creative, diverse and growth based environment for learning

Areas of Focus

The four areas of focus for the strategic direction of UHCHS (Planning, Promotion, Leadership/Education and Integration) have been determined through the examination and analysis of information gathered throughout the research and planning process. The information has been considered in the context of the policy direction of governments and the capacity of UHCHS and other service sector organisations to meet the expectations of the plan.

Our Approach

Focus	Strategic Environment	Actions & Objectives	Timing
Planning	Board & CEO <i>Build the capacity, effectiveness and reach of the organisation</i>	Identify Strategic alliances for planning and meet with each organisation as part of their planning preparation cycle.	January 2008 – December 2011
		Joint training and planning opportunities for boards identified with key partner agencies.	January 2008 – December 2011
		Systematically contact key health and wellbeing agencies in the catchment to explore joint planning opportunities.	February 2008 – July 2009
	Internal <i>Strengthen the capacity and sustainability of the organisation</i>	Succession planning, community participation and professional development incorporated into business planning.	January – July 2008
		Identify areas of skills shortages and strengths in relation to the strategic direction of UHCHS.	Ongoing
		Explore local research initiatives to support health/wellbeing services.	Ongoing
		Introduction of the Vision & Values to the whole organisation supported by in house training on their use as a frame of reference for all actions	February 2008

		and interactions of UHCHS.	
	Community Participation in Planning <i>Develop a systematic approach to community involvement</i>	Continuous Quality Improvement Team to drive the implementation of consumer feedback initiatives. New programs and projects to incorporate consumer input and feedback mechanisms.	Agenda Item for each CQI meeting until established Commencing January 2008
Promotion	Recognition <i>Create a clear identity for the organisation</i>	Review the name "Upper Hume Community Health Service" with a view to creating a banner that more accurately reflects the organisation.	Review to commence March/April 2008
		Establish individual program identifiers for use in marketing and promotion.	September – December 2008
	Marketing <i>Implement a unified approach to marketing</i>	Whole of organisation marketing and promotion training.	August 2008
		Incorporate marketing and promotion plans into each program area.	September – November 2008
		Consider a whole of organisation launch of new name/look marketing campaign.	January 2009
	Accessibility of Information <i>Develop effective pathways for information exchange with other organisations</i>	Develop an information dissemination framework to assist rural health services and local governments understand the scope of services and projects of UHCHS.	May– August 2008
Incorporate relationship building objectives into program performance plans.		January – June 2008	
Leadership Education	Quality of service / administration <i>Develop an organisation wide approach to service quality</i>	Introduce standards to improve the quality of service and administration throughout the organisation.	June – December 2008
		Audit of staff competence using phone and computer messaging technology.	January - April 2008
		Targeted training provided for staff to meet the standards set for phone and computer competence.	May – June 2008

		Incorporate training of standards into staff induction process.	January 2009 onwards
	Community Partnerships <i>Systematically develop community partnerships linked to health outcomes</i>	All programs plan and document the new health promoting initiatives in line with the strategic direction of UHCHS.	February – June 2008
		Commence the groundwork in the community to explore needs and opportunities for community partnerships in health promotion.	February – August 2008
		Identify a community partnership for the delivery of a targeted health promotion initiative.	September 2008 ongoing
	Mentoring <i>Formalise and expand professional support to partner organisations</i>	Each program area to identify opportunities for mentoring to enhance skills of rural practitioners in areas where specialist skills are required.	July 2008 – June 2009
		Report on new and existing mentor relationships with a view to identifying best practice methods.	July 2008 onwards
		Include mentoring in the development of new partnership agreements where appropriate.	Ongoing
Integration	Community Leadership / Ownership <i>Establish a new community engagement framework to assist in the development of community partnership initiatives</i>	Utilise known community leaders to commence working on new community partnership initiatives (see “Community Partnerships” above).	February 2008 ongoing
		Establish relationships with formal and informal community leaders and their communities.	Ongoing
	Information Exchange <i>Integrated approach to data management to provide a stronger evidence base for planning and evaluation</i>	Form a working party to examine opportunities for using data collected within the organisation and to implement the dissemination of information to other service providers in the community.	July - December 2008
		Seek agreements with other service providers to share relevant data and information from their services. This information should be sought only in ways that support the planning and research needs of UHCHS.	January 2008 – December 2009
		Incorporate information and statistical data into program plans/reporting.	January 2009

			onwards
		Investigate opportunities with City of Wodonga to share information and research that will support local initiatives.	Ongoing
		The information exchange working party to draft formal agreements and protocols for the exchange of sensitive or confidential information between organisations.	September 2008
	Resource Sharing <i>Increase the capacity of UHCHS and its partners through resource sharing practices</i>	Engage with key partners on health and wellbeing priorities. Seek joint funding for targeted initiatives.	Ongoing
		Identify resource sharing opportunities for the mutual benefit of peer organisations.	January 2008 onwards
		Explore opportunities to utilize resource sharing opportunities with business and community.	January 2009 onwards

Acknowledgements

The development of this plan would not have been possible without the dedicated support of the UHCHS Strategic Planning Reference Group. Many staff from UHCHS and others who represent the funding bodies, agencies and organisations who shared their time, knowledge and insights to assist in creating this plan are gratefully acknowledged for their contribution.