



Mildura Health Private Hospital Strategy 2018-21

Context

Background

The Mildura Health Private Hospital is a key part of the value-added services provided to the members of the Mildura Health Fund. In October 2017, the Hospital's Committee of Management and leadership team reviewed the performance of the services and identified a number of critical areas where reform was required to enhance the quality and safety of the services provided to customers and improve financial performance. A new Chief Executive Officer was appointed in December 2018 to drive the change.

Within 7 months, significant progress has been made against each of the following identified priorities.

- Improve the efficiency of the Hospital, focusing on theatre utilisation and changing the staff mix,
- Grow medical services through attracting specialities and strengthen medical coverage,
- Evaluate the feasibility of redeveloping the Hospital to meet accreditation requirements and future growth,
- Strengthen the profile of the Hospital in the community, Mildura Health Fund (MHF) and with medical practitioners,
- Develop a patient transfer process with Mildura Base Hospital (MBH).

Of particular note is the Hospital's success in attracting a range of new visiting specialists. This has the potential to significantly improve the Hospital's revenue in the next financial year, increase theatre utilisation and enable MHF members to access more timely services locally.

Key external influences

Like all industries, the health sector is experiencing major disruption as technology, connectivity, globalisation, metadata and new business models accelerate change. Some notable changes identified by the leadership team likely to impact hospital service growth and service delivery include:

- More informed patients who are actively engaged at every stage of their health journey, **more aware of their rights** and expecting high levels of service quality,
- Consumers wanting and expecting more value from their hospital experience,
- Increasing ageing population with a larger number of higher-needs patients,
- Decreasing affordability of private health insurance and greater expectations of what it will offer,
- Electronic records and wearable technologies bringing patient information to one spot and facilitating new models of care,
- Changing models of care with upskilling and increasing scope of practice for health professionals,
- Increased remote access, choice and oversight of all types of medical specialities,
- More focus and accountability around hospital-acquired complications,
- Hospital care in the home,
- Increasing access to metadata, which is informing government policy and sovereign risk.

Aspirations

Our Vision

Your health, your choice

Our Mission

Providing life-long, exceptional health care when you need it

Definition of success - next 5-10 years

We are part of the vibrant Mildura Healthcare City

- We are the hospital of choice for Sunraysia and beyond for patients, community and health professionals
- We have strong engagement and support from the Mildura community
- We have innovative health delivery
- We have comprehensive medical coverage with established links to multidisciplinary teams
- We are culturally and socially sensitive

We treat all patients, from those with minor to the most complex of problems, with outstanding outcomes

- Our contemporary theatres are well used by a diverse range of specialists
- Our research is informing government policy and bringing investment into the region
- We have a holistic Cancer Centre that cares for people from within and outside the region
- We encourage and support patients/and consumers to be fully involved in decisions about their care
- We advocate for patients' rights

Our service is profitable and sustainable

- Strong revenue supports expansion of, and re-investment in, the Hospital
- We are an active member of the private hospital community resulting in improved buying power, recruitment, and capacity-building opportunities
- More services and care are provided in patients' homes

Values

To achieve our purpose and vision, our values will guide and motivate our attitudes and actions and be reflected in the Mildura Health Code of Conduct:

Honesty – we act with uncompromising honesty and integrity in everything we do.

Fairness – we operate in accordance with the rules and an ethical framework.

Respect for the rights of others – we show respect for the dignity of the individual and mutually respect and value each other.

Independence – we are independent in thought and action and understand the importance of Mildura Health's core responsibility as a good corporate citizen in our community and industry.

Strategic Priorities 2018-2021

Areas of focus

To achieve our vision, mission and success, the organisation will focus and invest in the following strategic priorities:

1. Grow medical services including after-care and after-hours coverage
2. Grow the existing and emerging health workforce
3. Promote the Hospital within and outside our current markets
4. Strengthen relationships with the MBH to increase patient flow and sharing of resources
5. Renew the assets and infrastructure to meet quality and growth aspirations
6. Strengthen patient and consumer engagement in decisions about their health journey
7. Expand the cancer care services and facilities

High-level Implementation Plan

STRATEGIC PRIORITY 1:

Grow medical services including after-care and after-hours coverage

Key Strategies

- 1.1 Develop Medical and Surgical Registrar models of care
- 1.2 Secure grant income for a Registrar service
- 1.3 Develop a General Practitioner (GP) and Registrar coverage model of care
- 1.4 Strategically secure additional medical services and practitioners

STRATEGIC PRIORITY 2

Grow the existing and emerging health workforce

Key strategies

- 2.1 Develop an integrated nurse recruitment strategy with the potential for 'visa' skilled nurses, agencies' nurses and a graduate recruitment program
- 2.2 Create more innovative employment attraction and retention initiatives
- 2.3 Upskill current nursing staff through relationships with other health organisations such as the Monash University Skills Lab, La Trobe University and SuniTAFE

STRATEGIC PRIORITY 3

Promote the Hospital within and outside our current markets

Key strategies

- 3.1 Develop a marketing plan which:
 - Targets health fund members and the broader community
 - Promotes new and existing services
 - Promotes plans and progress of new facilities and infrastructure

- 3.2 Creates processes and approaches that make it easy for doctors to refer to, and use, the Hospital
- 3.3 Determine the return on investment of targeting self-insured patients

STRATEGIC PRIORITY 4

Strengthen relationships with the MBH to increase patient flow and sharing of resources

Key strategies

- 4.1 Sign a Memorandum of Understanding (MOU) with the Mildura Base Hospital
- 4.2 Establish opportunities for shared resource models to increase buying power
- 4.3 Identify opportunities to attract and share specialists where it is in the best interests of both parties
- 4.4 Establish a regular *Clinical Review Committee* to ensure good clinical outcomes and governance for patients moving between the services

STRATEGIC PRIORITY 5

Renew the assets and infrastructure to meet quality and growth aspirations

Key strategies

- 5.1 Complete the Hospital's masterplan and a purpose-built cancer facility
- 5.2 Present the concept design and costing to the Board for assessment and determine the preferred masterplan option
- 5.3 Deliver the agreed strategic infrastructure plan
- 5.4 Achieve AS 4187:2014 CSSD sterilisation and infection control standards

STRATEGIC PRIORITY 6

Strengthen patient and consumer engagement in decisions about their health journey

Key strategies

- 6.1 Establish a *Consumer Focus Group*
- 6.2 Improve patient/consumer health literacy through collaboration with current providers
- 6.3 Progress the electronic health record
- 6.4 Strengthen the clinical handover process
- 6.5 Complete advanced care planning and identified clinical approaches before patients are admitted for surgery

STRATEGIC PRIORITY 7

Expand the cancer care service and facilities

Key strategies

- 7.1 Build patient accommodation for patients and carers
- 7.2 In collaboration with the Icon Group, establish a sustainable service model
- 7.3 Design and continuously improve the journey for the cancer patient and their carer

Scoreboard

Strategic performance measures

Throughout the life of the Strategic Plan, progress will be monitored using the following indicators:

- Total hospital patient admissions
- Total occupied bed days per annum
- Hospital bed occupancy average
- Insurance notifications
- Theatre work/labour hours per operating minute
- Labour cost per bed day
- Ward inpatient labour hours per patient day
- Complaints reported and actioned
- Complications against benchmark data

Initial performance targets for 2018-19 have been included in Appendix II.

Appendix I: Scorecard

Key Performance Indicator	June 2019
Total patient admissions	7,218
Total occupied bed days per annum	11,038
Total Hospital average occupancy	70%
Insurance notifications	1.1%
Theatre labour hours per operating minute	0.15
Ward inpatient labour hours per patient day	5.7
Labour cost per bed day	\$669
Complications against benchmark data	100%