



Strategic Plan

2014 – 2017



Executive summary

The Terang and Mortlake Health Service understands the imperative to adapt to both a new physical and also health sector environment to support the residents of the district and strengthen the community. To do this requires a commitment to strong leadership to drive innovation, growth in services and engagement with the community.

This strategic plan provides the framework to guide this change. Annual plans will articulate in more detail the specific activities to be implemented within this framework. Importantly, all activities will be validated in accordance with their contribution to enhancing our Vision.

Our vision

The vision of Terang & Mortlake Health Service is:

To be a leader in the development of a vibrant, healthier community.

The vision recognises that:

- Terang & Mortlake Health Service (TMHS) is one of a number of organisations that plays a leadership role in the community;
- As a leader in the community it is incumbent upon TMHS to foster innovation and challenge the status quo;
- That vibrant communities are characterised as empowered, having greater control over their destiny, a “can do” attitude of self-belief and strong leadership;
- The healthier community envisaged adopts the Social Model of Health and uses the World Health organisation definition of health which is more than the absence of disease but “a state of complete physical, mental and social wellbeing”. (WHO 1946).
- Wellbeing is defined as “the condition of being well, contented and satisfied with life. Wellbeing has several components, including physical, mental, social and spiritual”. (Environments for Health, Victorian Government, 2001).

Our values

TMHS adopts the following set of values in all of its dealings:

Compassion & Responsiveness – We care for the needs of our consumers and each other

Equity and fairness – We make decisions objectively, without favouritism or bias

Ethical behaviour – We act in a transparent & confidential way

Accountability – We use resources efficiently and act responsibly

Excellence – We strive for excellence in the delivery of healthcare

Respect – We respect the rights of the individual



Strategic Actions 2014 – 2017

Table 1 – Strategic plan 2014 – 2017

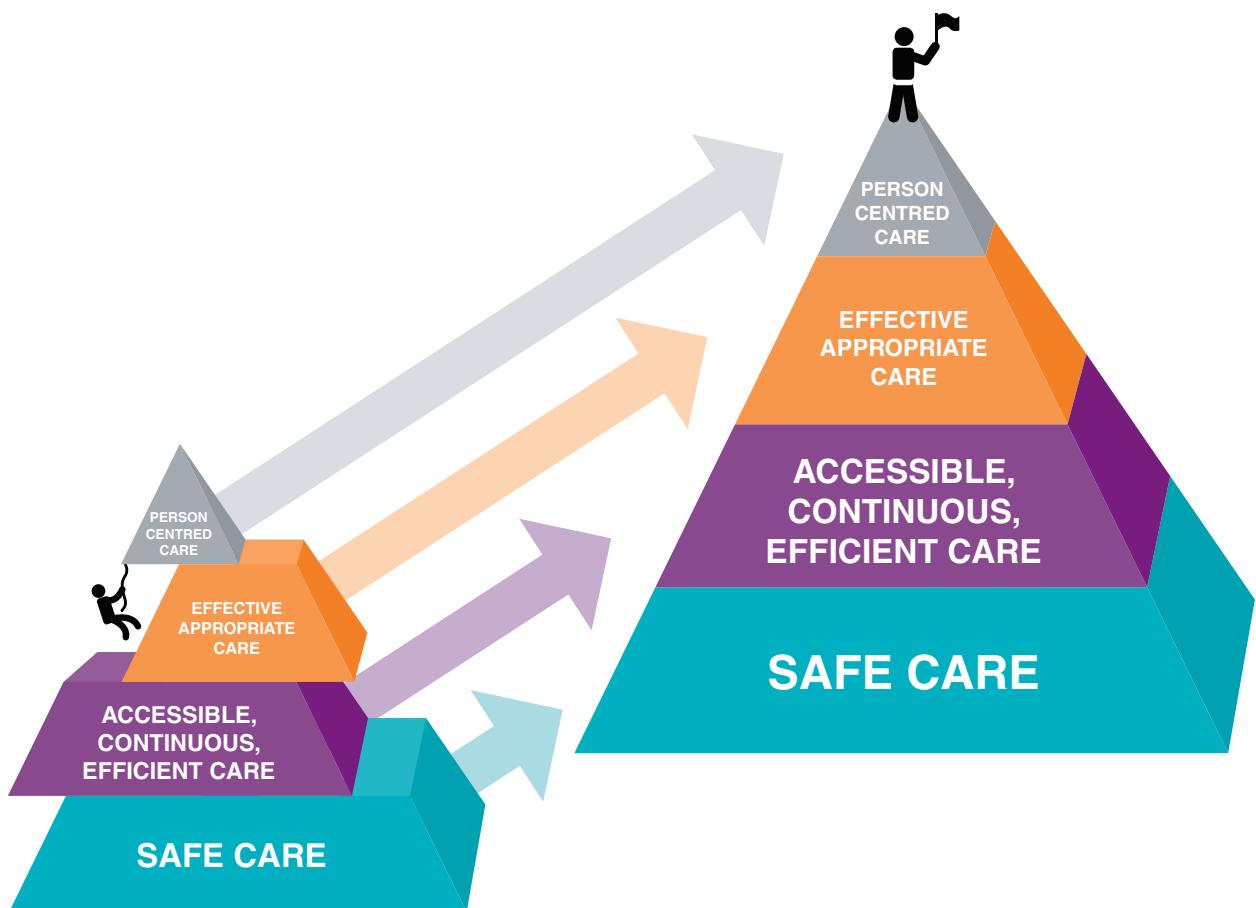
THEME	OBJECTIVE (What we want)	ACTION (How we will do it)
1. Growth Services that meet demand and support our community	Create innovative service models responsive to changing community needs	Expand the provision of care in the community to best meet people's needs Improve the health of the population through health promotion, illness prevention and service coordination Support development and implementation of the Corangamite Area Based Service Plan
2. Governance Provide strong leadership to enact the change	Develop a leadership environment that drives achievement of the vision	Maintain excellence in governance & risk management through Board member engagement in the ACHG development program Work strategically and cooperatively with all levels of government Advocate for improved community facilities & services
3. Culture & leadership Build culture to deal with sector changes	Further strengthen a culture of accountability that attracts and retains high calibre staff Foster a continuous learning environment and adoption of best practice standards of care & service delivery	Embed Studer Group Evidenced Based Leadership principles throughout the organisation Ensure training & development processes support the implementation of innovative service models implemented by the Futures Planning teams (see below).
4. Financial Build models of sustainability	Manage our finances and resources prudently so as to strengthen control of our own destiny	Ensure funding streams and service levels are aligned to protect revenue from recall, services and programs are viable, and accountability for the use of public funds is justifiable Continue to develop shared service solutions with South West providers Develop three year rolling operating and capital expenditure budgets outlining asset retention strategy
5. Innovation in services delivery New ways to respond to a new environment	Develop an environment in which innovation is encouraged and supported	Implement a Community Futures Planning team to analyse community need, and investigate, develop and implement alternative models of service and care in the community Implement a Person Centred Care Planning team to develop and implement Person Centred Care models for bed based services
6. Marketing Build awareness and engagement in the community	Enhance community engagement to ensure that TMHS supports and is supported by the community Further enhance relationships with local government and other agencies to improve service access and responsiveness	Implement a communication strategy that encompasses all activities and services Support and strengthen sub-regional and district healthcare partnerships and forums





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Our challenge is to align
the building blocks that
will lead to **SUCCESS**

