

STRATEGIC CLINICAL SERVICES PLAN 2021-30

SUMMARY





OUR VISION

BY 2050, EVERYONE IN OUR
COMMUNITY ENJOYS THE BEST HEALTH
AND WELLBEING IN VICTORIA.

OUR PURPOSE

PROVIDE BEST CARE, TO EVERY
PERSON, EVERY DAY, SO THAT
EVERYONE FEELS BETTER.

STRATEGIC CLINICAL SERVICES PLAN

The Barwon Health Strategic Clinical Services Plan 2020-2030 (SCSP) forms part of a suite of plans to implement the overarching Barwon Health Strategic Plan 2020-25.

It provides a clear vision for the future of clinical services and a plan for how these will change over the next 10 years so Barwon Health can continue to meet community needs and expectations. The SCSP reflects planning and policy context, current and forecast activity, identified key challenges and consultation feedback.

KEY SERVICE ISSUES IDENTIFIED

- High growth rates for services, that may be difficult to sustain
- Localised communities with high service needs and access challenges
- Service gaps that can lead to delays in care and require access out of the region
- Partner with other health services to improve health outcomes in BSW region.

KEY POLICY AND CONTEXT ISSUES

- Impacts of COVID-19 pandemic - more to be understood
- Increasing care beyond the hospital walls - at or closer to home
- Major sector reform initiatives - Mental Health and Aged Care
- Advances in digital health - care anywhere that is proactive and preventative.

POPULATION CONSIDERATIONS

- Population has increased by **>63,000** since 2011
- Forecast population growth **>116,000** by 2036 (1.8% pa)
- Growth rate forecast is higher than state average (1.5% pa)

In addition to forecast numbers, understanding the demographic, social and economic profile of Barwon Health's community is a key consideration in determining future service need.

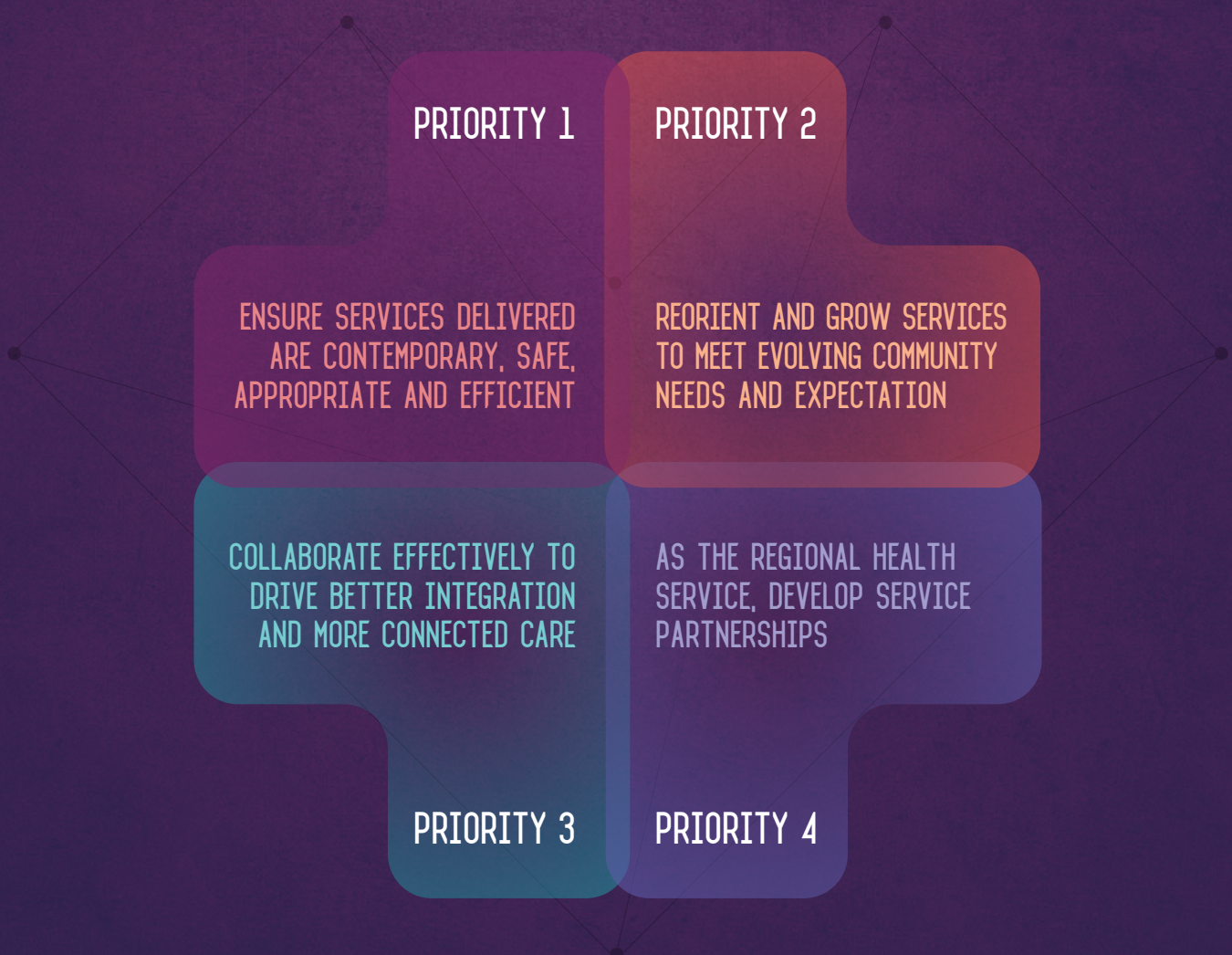
MEETING FUTURE DEMAND

Hospital demand forecast models consider a variety of future influences such as population growth, changing age profiles and trends in other variables such as length of stay and private sector markets. Demand forecast models for Barwon Health identify shortfalls in existing capacity.

While there will be some increases to physical infrastructure and bed capacity, meeting the forecast demand will require the implementation of alternate care models.

STRATEGIC PRIORITIES AND IMPLEMENTATION ACTIONS

The strategic priorities will underpin key reform and implementation actions required to ensure orientation of our clinical services towards Barwon Health's vision for the health and wellbeing of our community.

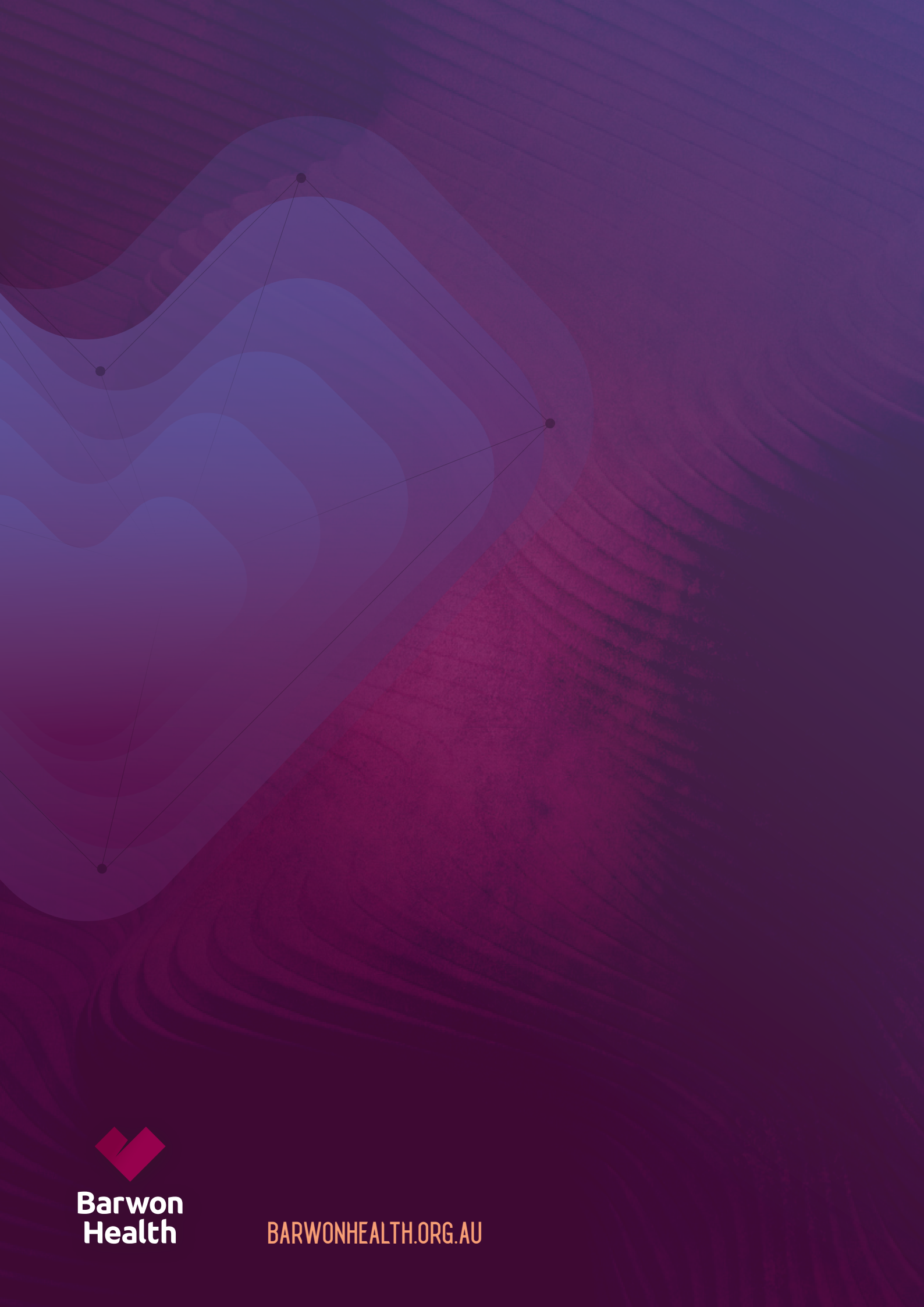


ITEM	INITIAL IMPLEMENTATION PRIORITIES
1	Develop Mental Health service plan to address local needs and service reconfiguration resulting from the Royal Commission into Victoria's Mental Health Services.
2	As the lead Regional Health Service, partner to enable our broader regional community to access care closer to home, to address key service gaps and to meet consumer preference.
3	Expand home-based care delivery to relocate a greater proportion of appropriate care to the community setting and respond to consumer preference.
4	Implement strategies to address health needs of populations experiencing disadvantage and health outcome disparity.
5	Enhance Chronic & Complex care models and ensure scalability to increase service volume.
6	Identify and reduce delivery of low value hospital services by applying evidence, engaging consumers as partners in their care and embedding practices to better understand health outcomes.
7	Review the provision of Residential Aged Care to ensure alignment with the final report of the Royal Commission into Aged Care Quality and Safety.

Aligning with these implementation actions, Barwon Health is committed to ongoing and widespread service improvement across all clinical areas. A culture of questioning the status quo and embracing innovation will drive better care and improved clinical outcomes. Barwon Health will also develop a rolling program of key clinical services reviews with the intention of reviewing all clinical services at least once every 10 years.

Current key capital and strategic planning projects include:

COMPLETE OR UNDERWAY	PLANNED
<ul style="list-style-type: none"> • New Public Health Unit • Elective Surgery Centre (Building B) • Barwon Health North • Bendigo Bank House - home to McKellar Kids' Rehab • Emergency Department: <ul style="list-style-type: none"> - Paediatric Zone - Mental Health Crisis Hub • Swanston Centre refurbishment and development of a youth zone • Central Geelong Mental Health Drugs and Alcohol hub 	<ul style="list-style-type: none"> • Barwon Health Surf Coast • Barwon Women's & Children's • McKellar Acute Mental Health Unit • Further Mental Health Drug and Alcohol Service Community Hubs • Early Parenting Centre, McKellar



**Barwon
Health**

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