



# Werribee Mercy Hospital Long Term Plan 2009-2019



Werribee Mercy Hospital is a large community hospital managed by Mercy Health, a Catholic provider founded by the Sisters of Mercy. Our mission is to follow Jesus Christ in His mission of mercy through the delivery of health, aged care and community services. Our vision is to build an enduring capacity and passion to serve those with special needs. Our values of compassion, hospitality, respect, innovation, stewardship and teamwork are the key to who we are. They reflect our culture and traditions.

Werribee Mercy Hospital is committed to expanding and improving its services to respond to the rapid population growth and changes in local demographics. Werribee Mercy Hospital will redefine its models of care so they reflect these changing needs and remain contemporary.

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## Executive Summary

Built in 1994, Werribee Mercy Hospital is a large community hospital delivering a broad range of services to the south-western metropolitan community of Melbourne. These include surgical, medical, maternity, renal dialysis, emergency, mental health, aged and palliative care.

The hospital also provides clinical teaching, undergraduate and postgraduate training and education in medicine, nursing, midwifery, allied health and mental health areas.

Over the past 15 years significant investment has been made in the hospital's infrastructure so that it can continue to meet the needs of its catchment area, which extends from Hobsons Bay to Wyndham and the fringes of Melton.

The leaders in healthcare provision at Werribee Mercy Hospital have developed this long term plan which articulates strategies to maintain the hospital's reputation for high quality care and continue to build clinical excellence across all of its services.

These strategies include continual review and redesign of the hospital's model of care so that it remains responsive to the increasing and changing demand for healthcare services.

The hospital will increase the acuity and range of services provided to meet the community's needs. This will include

developing partnerships with tertiary/major metropolitan hospitals to provide referral pathways for those services which are not provided locally.

An affiliation with the University of Notre Dame will enable the hospital to develop a health sciences education precinct and a graduate medical student training program. This will complement the existing range of training and education programs offered by Werribee Mercy Hospital.

A concerted effort to develop its people, learning and culture will establish Werribee Mercy Hospital as the employer of first choice for healthcare professionals in the south-western region of Melbourne. This effort will support the hospital's commitment to recruiting and retaining high calibre people.

There will be significant focus on the development of strategic partnerships with other services, healthcare professionals and communities to ensure the long term sustainability of the hospital.

This plan outlines the major principles and operational objectives of Werribee Mercy Hospital's long term vision to be a high quality community hospital that responds to the changing needs of the local population.





## Background

As a Catholic provider of health services, Werribee Mercy Hospital provides quality care that caters for the needs of the whole person: physical, social, emotional and spiritual.

Since it was built in 1994 the hospital has been refurbished and extended, resulting in a physical environment that is relatively contemporary and fit for purpose. However, the current infrastructure is not configured or appropriately sized to deal with the projected growth in service demand over the next 10 years.

The population in Werribee Mercy Hospital's main catchment area is forecast to experience above average growth in all age groups during the next decade, with an estimated growth rate in excess of 27 per cent (metropolitan Melbourne averaging 7.1 per cent).

To ensure contemporary practice Werribee Mercy Hospital continues to review and refine its model of service provision in clinical and non-clinical areas.

In 2007 Werribee Mercy Hospital developed a master plan in association with the Department

of Human Services which outlines how growth in demand will be met. It provides a blueprint for further development and expansion in line with community needs.

In the 2008-09 Victorian State Budget, Werribee Mercy Hospital was granted \$14M for Stage 1 of its master plan development which will provide additional childbirth and special care nursery facilities by 2011.

With the current transformation of healthcare around the world, Werribee Mercy Hospital seeks to identify and develop new and appropriate strategic priorities in service provision and development. These include how to respond to demographic changes and other factors which impact on service provision; how to deliver services in light of technological advances, changes in models of care and clinical practices; and how to survive the impacts of policy and costs on healthcare delivery.

This document outlines the future direction of the hospital as it attempts to meet these many and varied challenges.



## Mercy Health's Strategic Objectives

Werribee Mercy Hospital is governed by the Board of Mercy Health.

While this long term plan outlines the key issues for the hospital over the next 10 years, these are within the context of the following five high level strategic objectives that guide the development of all Mercy Health services.

### Strategic Objective 1

*Build a culture that is passionate about serving people through the Mercy mission.*

Embedding the Mercy mission and tradition in all of our people is a key objective for Mercy Health.

We believe in creating a shared understanding of the purpose, the values and associated behaviours in what we do and why we do it.

In supporting this culture we will be able to deliver high quality efficient and effective services to our community in a manner that is consistent with our values and the required state policies.

### Strategic Objective 2

*Ensure that as an organisation we keep up to date with and respond to changing needs.*

Mercy Health is committed to ensuring that its reputation as an excellent provider of health and aged care services is maintained and enhanced. We strive for a capacity to identify changing needs and for a well developed ability to rapidly respond in decision making and resources.

In developing and maintaining a learning and innovative environment, we will strengthen our ability and reputation as an organisation that makes a difference.

### Strategic Objective 3

*Work towards ensuring appropriate health, aged care and community services are available to all who need them, especially those with special needs.*

We want to be recognised as a leader in the provision of service to those in need and as an advocate for those in need. This includes being a respected provider of services in areas of special need and being a new contributor to the community.

### Strategic Objective 4

*Build on our reputation as an ethical and effective organisation delivering quality services.*

Having clear business processes, which have ethical considerations embedded within, is essential to the delivery of our services. We strive to link our ethical values and quality frameworks into everyday decision making.

**This ensures transparency and our sense of social accountability is robust. A shared understanding of what is ethical and why it is important, as people and as an organisation, provides us with a sound framework to review and deliver our current service and identify opportunities for expanding to meet future demand.**

### Strategic Objective 5

*Build the financial resources to deliver our mission.*

Ensuring we are able to deliver our services within a defined budget is essential in delivering our mission. This requires us to develop and maintain sound business and management processes and reporting structures. We use our critical mass to centralise finance systems and build robust and standardised processes and shared services where possible. These management processes and systems include ensuring we are providing our services in the most efficient manner and that we obtain the best use and flexibility from our facilities.

Achievement of these and all other strategic and long term objectives will be managed and monitored in annual business plans.

## **Our Current Services – Strengths and Weaknesses**

Werribee Mercy Hospital provides clinical teaching, undergraduate and postgraduate training and education in medicine, nursing, midwifery, allied health and mental health areas.

As a Catholic provider of health services, Werribee Mercy Hospital provides quality care that caters for the needs of the whole person: physical, social, emotional and spiritual.

The Mercy Mental Health Program offers a range of acute and community psychiatric services to the south-western region of Melbourne. The specialist psychiatric Mother Baby Unit at the hospital services all of western Victoria.

The hospital enjoys a positive relationship with its community. It is one of the region's most known and utilised services and is one of its largest employers.

Werribee Mercy Hospital is a well regarded teaching and training institution for a range of professionals. We will seek to expand this to medical undergraduate training with the University of Notre Dame in 2010.

The research and academic program is currently limited and has significant growth potential.

Our clinical services provide high quality care. There is an ongoing program of service redesign to ensure that the changing needs of the community are met.

The hospital has a history of strong relations between clinicians and management but, as

employee numbers change and the hospital expands, relationships will need to be further strengthened.

Clinical indicators such as morbidity and mortality, hospital acquired infection rates and medico legal claims all return favourable results. However, as services progress additional indicators will need to be defined and measured to assure ongoing performance.

Coupled with these strengths are some weaknesses that will need to be addressed to further develop services.

There are limitations in the range and acuity of services provided at the hospital which are directly influenced by the absence of a high dependency or low level intensive care unit.

Similarly, the hospital needs to invest time and funds into developing its research agenda. This will be more achievable as our links with the University of Notre Dame are progressed, including the onsite Clinical School.

Further attention must be given to the establishment of a sustainable medical workforce model and the development of a new and contemporary model of care.

Finally, the hospital will need to review clinical governance and assurance processes. This will include the development and standardisation of clinical audit processes and practices which will build on the hospital's credentialling and competency assurance framework for clinical services.

## **The Future – Our Vision, Aspirations and Commitments**

Our aim is to continue to build on our reputation as a quality community hospital and to provide timely access to an appropriate range of services within the hospital environment and in the community setting.

With the development of new facilities, services and models of care, the hospital will increase the range and acuity of services it offers.

The development of an onsite education precinct will establish the hospital as a credible provider of medical student training. Following this, work will commence on providing junior medical officer placements (including internship) and postgraduate medical training with more dedicated specialist training places.

Werribee Mercy Hospital will continue developing its existing training and development programs to meet the future needs of its workforce.

It will maintain its high profile in the local community and will have processes in place to ensure consumers have input into service design and delivery.

Alternative models of care will be developed to acknowledge skill shortages in specific areas without compromise to the quality of care provided. These will be developed in collaboration with our service partners in primary, secondary and tertiary care.

In order to provide consistently high quality healthcare the hospital will need to develop and maintain its workforce in a climate that is likely to see a reduction in the availability of qualified healthcare professionals.

The role of future healthcare workers will be vastly different to that which we have today. The hospital will respond to the changing needs of its workforce to establish itself as employer of first choice.

As with health services universally, Werribee Mercy Hospital will face challenges to sustainability involving cost, quality and consumer trust.

The hospital will develop improved competency assurance processes to meet the expectations of the empowered consumer. Such processes will be consistent and transparent and, as a minimum, meet the emerging standards for audit and assurance programs and the principles of open disclosure.

Developments in IT will enhance performance in this area. It will also enable the hospital to develop a communication framework that provides clear, consistent and timely transfer of information to all of its consumers.

All of these enhancements come at a cost and a significant issue for Werribee Mercy Hospital in the future will be the funding of these initiatives. The hospital will demonstrate prudence in its management of costs and will continue to seek government investment in the delivery of its master plan and service plan.



## Key Priorities

The next 10 years will bring many challenges for Werribee Mercy Hospital. To meet these, we have established a number of key priorities.

Most importantly the hospital will continue to provide high quality, outcome focused care for its community.

A key focus in the coming years will be to increase the range and acuity of services to meet the changing needs of the community. The hospital will also review its models of care in order to reduce the reliance on inpatient care and provide care in a community setting wherever possible.

The hospital has a master plan that outlines the development required to meet future demand. Coupled with the service plan detailing how future services will be delivered, it provides a sound planning platform for future development.

Werribee Mercy Hospital's priorities for the future are:

1. Develop the model of care to respond to the increasing demand for healthcare services at the hospital and in the surrounding catchment area.
2. Establish the hospital as the employer of first choice for healthcare professionals and ensure that it is able to recruit and retain high calibre people.
3. Implement the master plan to develop and expand hospital facilities to meet the anticipated demand for services outlined in the hospital's service plan.
4. Develop the clinician model of service which provides the optimum balance of senior and junior medical staff.
5. Increase the acuity and range of services provided at the hospital.
6. Optimise research, teaching and training through affiliation with universities and the development of an education precinct.
7. Implement best practice in managing people, teams, resources and systems ensuring compassion and respect for all people at all times.
8. Develop and maintain community partnerships to engage consumers in service design and delivery.
9. Develop an education precinct and graduate medical student training program in association with the University of Notre Dame.
10. Develop partnerships with tertiary/major metropolitan hospitals to provide referral pathways and clinical and professional links.



## Developing Strategic Partnerships

A key element to future delivery of health services will be the need to develop strategic partnerships with a range of providers, private and public.

One of the major issues affecting the long term viability of our service will be the issue of funding. With growth in health expenditure increasing, more effort will need to be made to ensure common and complementary approaches to healthcare provision.

The development of common policy and funding platforms that promote public and private services working together as equal partners in healthcare provision is required. The hospital will work closely with the government and secure partners to improve service co-ordination and advocate for policy change.

Werribee Mercy Hospital will also prepare itself to respond to changes in public policy and be in a position to effectively advocate for an appropriate funding and policy framework for its services.

Future focus will be on the development of collaborative models of care based on healthcare outcomes. Such initiatives will not only provide innovative and more sustainable models of care, they will be essential in attracting and retaining a future workforce. The hospital will also need to build on its current local alliances and to develop frameworks aimed at improving the wellbeing of those we serve.

As systems are reviewed we need to advocate that those most at risk are not unjustly disadvantaged. Such alliances have already commenced with integrated cancer services and palliative care consortia. Models of care involving general practitioners have been developed and will require further enhancement. Partnerships between the hospital's Hospital Acute Readmission Program, Royal District Nursing Service and Community Health have been developed to ensure timely care in the most appropriate setting ("right time, right place").

Finally, to be sustainable in the healthcare industry we cannot rely simply on government funding. Increased focus will need to be placed on the development of revenue opportunities or the development of private partnerships. Where there are limited opportunities for such ventures alternative funding mechanisms with the government will need to be advocated and negotiated.



## Developing Strategic Partnerships – Operational Priorities

- Develop collaborative models of care that ensure patients have access to the most appropriate service for their particular need
- Maintain relations with like institutions and benchmark services accordingly
- Ensure representation on local, national and international peak bodies
- Plan and develop services in our region in response to community needs
- Maintain close relations with state and commonwealth funding and policy bodies to influence health service direction and outcomes
- Support new models of service delivery and develop new services such as super clinics, maternity and child psychiatric services, and well women's services
- Develop relationships with non-government professional advocacy groups within areas of service provision
- Develop strong partnerships with local councils and community organisations to improve services to women and disadvantaged groups in the region
- Further develop relationships with those with culturally and linguistically diverse requirements to ensure we continue to respond to their healthcare needs in an appropriate and sensitive way



## Research, Education and Development

Werribee Mercy Hospital aims to achieve excellence in all types of development and research undertaken.

The hospital will articulate a research and development agenda that outlines key areas of research in all specialties. This research will be supported and opportunities will be supplied for employees to achieve outcomes.

Research will be supported and acknowledged as a significant component of clinical work and considered in workforce planning initiatives. This will include assisting in fundamental, curiosity driven work that improves the knowledge of health issues through to applied research which can result in treatment and clinical advancement.

There is a need for ongoing research and development in new and alternative treatment options and how health services can put research and development into practice.

The continued development of strategic alliances between professionals and academic agencies will complement work in research, education and development.

Research and research findings will be used to advance care and services to our clients. The hospital will also ensure that learning experiences are actively promoted and supported.

The development of an education precinct in association with the University of Notre Dame in 2010 and the inauguration of a graduate medical student training program will establish the hospital as a highly regarded training organisation.

Structured learning programs will be in place in all areas of specialty, built on the emphasis that they promote independent learning, team interaction and assist with recruitment and retention objectives.

Education programs will be available both internally and externally and the hospital will actively embrace opportunities presented by Mercy Health Training Institute, Mercy Health's registered training organisation.

To achieve this, advances in technology will need to be fostered, including the provision of access to electronic information through the hospital's library.

Finally, as we advance technology to support Werribee Mercy Hospital in the provision of high quality health services, we will also need to upskill employees in IT platforms and the changes in jobs and processes that will arise.



### Research, Education and Development – Operational Priorities

- Develop a research program that builds on the hospital's strengths and addresses deficits in service provision
- Foster links with universities and develop an education precinct in association with the University of Notre Dame
- Commission a graduate medical school training program in conjunction with the University of Notre Dame. This will raise the profile of Werribee Mercy Hospital as a teaching hospital and aid in future medical workforce recruitment.
- Develop relationships and opportunities with other service providers for collaborative research projects
- Provide opportunities for employees to develop their research capabilities and promote service development
- Ensure all employees have access to training and development opportunities
- Maximise the benefit of access to Mercy Health Training Institute
- Seek opportunities to improve collaboration and strategic partnerships in teaching and learning with other health services locally, nationally and internationally
- Provide employee development opportunities to support all employees in being proficient in principles and practices of teaching and education
- Provide training to employees which enables them to embrace and support an expanding cultural diversity
- Increase the use of smart technologies to make learning, education and development more effective for employees, students and trainees
- Develop ongoing and regular multidisciplinary medical case presentations to encourage a culture of learning and innovation within Werribee Mercy Hospital and across its catchment area
- Continuous improvement in treatment, efficiency and outcomes





## Management and Resources

The population in Werribee Mercy Hospital's main catchment area is forecast to experience above average growth in all age groups during the next decade, with an estimated growth rate in excess of 27 per cent (metropolitan Melbourne averaging 7.1 per cent).

Continuing pressure on services will require the hospital to deploy resources in the most appropriate manner, at the most appropriate time and in the most appropriate place.

To achieve this, the hospital will need to have effective management structures in place and policies and systems that ensure the effective, efficient and economic delivery of care.

Processes will need to ensure the devolution of resources to the most appropriate level so that clinical areas of the hospital can take responsibility for implementing the strategic directions of this plan.

There will need to be transparent processes in place and information will be available to demonstrate quality service delivery for employees and consumers.

Our people will be engaged in improving our services and ensure that our policies and practices are consistent with our mission and values.

Systems and processes for managing services and monitoring compliance need to be standardised and user friendly for greater understanding of expenses and service outcomes.

Robust processes will need to be in place to regularly and consistently evaluate models of care and determine their appropriateness and efficiency and implement changes where appropriate.

Processes to predict changes in demand or service provision will need to be refined so that service provision is maintained and developed in a planned and considered manner.

Finally, where possible, shared management infrastructure should be fostered to reduce costs and provide for economies of scale.

## Management and Resources – Operational Priorities

- Provide strong leadership and a culture of employee empowerment
- Develop a transparent management framework that promotes clinical involvement in decision making
- Implement modern systems that support clinical practice and effective health service management
- Ensure all areas of the hospital participate in long term and annual business planning and evaluation, and that employee performance objectives are aligned with these plans
- Where possible participate in organisational, divisional and departmental benchmarking exercises
- Maintain strong links with the state government and other funding bodies
- Maintain a focus on effective financial and clinical management
- Improve contract management
- Maintain quality accreditation with the national body
- Implement modern and user friendly financial and operational management systems
- Maintain effective and accurate clinical costing information and work with the state and other like services in managing costs
- Identify and, where appropriate, develop supplementary funding streams
- Ensure effective communication within the hospital
- Ensure effective working relations exist across the service and that there are clear lines of accountability and responsibility
- Develop strategies to limit the risk of increasing demand for various services
- Develop forecasting processes and use these to predict and manage demand
- Ensure activity is matched to requirements including services, training, development and research
- Ensure efficiency and market competitiveness in terms of value for money and quality of service
- Ensure effective clinical governance processes are in place
- Ensure robust risk management and risk avoidance processes are in place with particular emphasis on preventing and effectively managing clinical risks
- Further develop robust methods of competency assurance to ensure the organisation is able to determine and manage its ability to provide the quality, range and type of services required

## Community Partnerships – Keeping Close to Our Community

Mercy Health is committed to social accountability.

As Werribee Mercy Hospital is a community hospital, services must reflect the community's needs. The hospital will therefore develop closer and more numerous links with the wider community.

Stakeholder relationships will remain a central focus of service delivery and strategies to improve these will continue to be refined and developed in line with organisational values and strategic objectives.

The hospital will continue to welcome community representation on its Community Advisory Committee and will actively consult with the community on matters of importance.

Strategic partnerships with local communities will be enhanced. Where required they will be established to reflect our overall priorities and the directions of our services.

Other methods to obtain feedback from community groups will be implemented. This will increase liaison with local communities and feedback will be sought on perceived needs and important health issues affecting services. This will enable us to consider community perspectives when planning and delivering innovations of care delivery.

The hospital will foster and collaborate with the health industry (and other relevant industries) in activities that promote community benefit.

As an organisation committed to social accountability we will ensure that as healthcare policies and systems are reviewed, we will advocate that those most at risk are not unjustly disadvantaged.



### Community Partnerships – Operational Priorities

- Develop a community action plan outlining how the hospital contributes to and stays close to its community
- Continue to encourage balanced representation on the hospital's Community Advisory Committee
- Develop a community relationship program that embraces the support of the local community and enables the hospital to play a more active role in the provision of education
- In partnership with communities, government, local providers and other services identify needs that the hospital is well placed to address
- Refine processes that advocate for those most in need, including multicultural groups, people with mental health issues and the socially disadvantaged
- Participate in local collaborative processes established to meet the needs of specific client groups
- Ensure regular communication and co-operation with other community healthcare providers, including RDNS, ISIS Community Health centre, general practitioner divisions and aged care facilities
- Develop links with specific communities and special interest groups
- Further develop processes to ensure minority groups are not disadvantaged
- Develop processes for the engagement of those who may be marginalised due to race, culture and spiritual beliefs
- Maintain and enhance links with local service organisations and key community organisations
- Introduce consumer representatives on specific committees which oversee quality access and provision of health services
- Refine processes for obtaining client and community feedback including patient satisfaction surveys, suggestions and other feedback processes
- Increase awareness in the local, regional and national community of the hospital's excellence in service provision, research and education
- Develop and refine the types and range of education and development programs offered to communities by the hospital





## Service Delivery and Our People

The need for flexible care settings and employment is essential for sustainability and the provision of care in the future.

With changing technology we are seeing some traditional positions becoming redundant while new ones are developing. This is particularly the case where technology and advances in medicine are seeing higher specialisation of healthcare workers.

It is forecast that over the next 10 years there will be a shortage of qualified healthcare professionals. These shortages will be worsened by population shifts, competition to secure resources and globalisation of the workforce.

While some use of technology and specialised community based services will hopefully see a reduction in the number of clinicians required in the future, a skill shortage is still inevitable.

Future policy will focus on ensuring the reduction of bottlenecks in hospitals through community services such as Hospital in the Home, Midwifery in the Home, Hospital Admission Risk Program and community rehabilitation to ensure the system is not overburdened by demand.

Current workforce models also need to be reviewed.

The role of the generic healthcare worker will need to be reconsidered and the reintroduction of alternative carers such as enrolled nurses, allied health assistants and personal care attendants in hospitals will need to be revisited.

Further developments on the role of the nurse practitioner will need to occur, not based on the past premise of cheaper healthcare options but on providing genuine alternatives to medical practitioners. Of course, the higher specialisation of nursing will also see shortages in specific areas in this group.

To achieve this, the health system will need to review conventional training and licensing practices and review the current competency assurance frameworks.

Werribee Mercy Hospital will continue to place great emphasis on training and developing its employees. The advent of an education precinct in association with the University of Notre Dame and the commencement of a graduate medical school training program will reinforce its proposition.

While there are current developments in this area, strong clinical leadership will be essential as will incentives to attract and retain people.

### **Service Delivery and Our People – Operational Priorities**

- Continually refine and implement a contemporary human resources strategy
- Develop processes to be an employer of first choice
- Foster links with universities and develop an education precinct in association with the University of Notre Dame
- Commission a graduate medical school training program in association with the University of Notre Dame
- Ensure the provision of a contemporary IT system for employees
- Ensure education, training and development opportunities are in place for medical, nursing, midwifery, allied health and other professional employees, including internships for medical trainees
- Develop online education, training and development opportunities to improve access to employee development initiatives
- Develop online services for employees that provide them with fast, accurate and accessible information
- Develop initiatives to improve culture for all of our people
- Refine succession planning processes and ensure long term plans target recruiting priorities
- Ensure models of care reflect contemporary practice and employees are supported to achieve outcomes
- Ensure the Mercy Health values are reflected in all we do
- Confirm and maintain the role of the volunteer and provide training and development opportunities
- Investigate and address issues and barriers to service provision and the attraction and retention of employees
- Respond to the changing demographic demands by developing and upskilling our people for cultural competency
- Strengthen and develop allied health and clinical support services
- Develop strong links with general practitioners and develop innovative models of care



## High Quality Health Services

There is a defined need for mandatory clinical standards and the establishment of mechanisms for accountability and enhanced transparency to build consumer trust.

Well defined quality standards will be developed to ensure effective healthcare delivery.

There are currently national and state policy and funding incentives to promote quality and safety in healthcare. Programs such as open disclosure and the introduction of clinical governance frameworks provide significant developments in this area.

Assurance frameworks will be refined with further development of audit processes.

However, for this to be successful, error reporting must be voluntary and anonymous and without fear of disciplinary procedures. The adoption of “learning organisations” principles and the associated policy frameworks to ensure these can exist is essential.

Continued focus will be given to risk management and risk avoidance, with clinical risk management attracting significant attention.

Accreditation will continue to be a major focus for service delivery. While peer review systems of accreditation may continue, such as EQuIP, there will be increased focus on ensuring the systems themselves are consistent in outcomes.

Technological advances in healthcare are critical. By adopting these advances we can accelerate integration, standardisation and knowledge transfer of clinical and administrative information.

The development of electronic solutions will greatly enhance the way we deliver our health services. Technological developments will advance clinical practice, improve treatment options and escalate care costs. This is a challenge for public healthcare providers where the investment in such developments must continually be analysed against immediate opportunity costs.

## High Quality Health Services – Operational Priorities

- Ensure the safety of our employees at all times through the provision of safe systems of work and through the provision of a safe working environment at the hospital and in the community
- Refine clinical governance practices and processes
- Review and refine clinical audit processes ensuring a common platform is in place to identify trends and address concerns
- Develop and implement open disclosure principles and processes
- Improve care co-ordination services and implement processes that assist clients to navigate the complex health system
- Increase the provision of care in the community through programs such as Hospital in the Home, Midwifery in the Home, Hospital Admission Risk Program and Community Rehabilitation Centre
- Use technology to provide community workers with access to information in the community setting
- Improve service provision to regional services through use of technology such as telemedicine and online care
- Ensure processes are in place to evaluate new technologies and their impact on the provision of healthcare
- Improve and increase our mental health programs within the community and inpatient unit
- Improve and increase palliative care services within the community and the inpatient unit
- Advance work in allied health and clinical support services such as diabetes, obesity, lymphoedema, women's health, physiotherapy and oncology
- Ensure the provision of a contemporary IT system
- Ensure the capacity to respond to the rapid development of technology and implement solutions that enable clinical employees to provide efficient, high quality care
- Develop capabilities for data, voice and video technologies to improve effectiveness and reduce employee workloads
- Implement electronic health record and picture archiving services



**Mercy Health**

*Care first*

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