

SWIFT'S CREEK BUSH NURSING CENTRE

STRATEGIC PLAN 2025 - 2028





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INTRODUCTION

Established in 1918, the Swift's Creek Bush Nursing Centre has been a cornerstone of the Victorian Alpine community for over a century. Founded in response to the isolated nature of Swift's Creek, the Centre began as a modest facility providing essential health services to residents. Over the years, it has expanded its capabilities, earning a reputation for excellence in healthcare delivery, and forging robust partnerships with other health and community organisations.

Today, the Swift's Creek Bush Nursing Centre is a respected and integral part of the local healthcare landscape. Our strategic location and responsive operating model enable us to serve not only the Swift's Creek community but also surrounding districts, addressing the unique needs of a geographically isolated population. Despite facing challenges from changing funding models and demographics, we maintain a competitive edge through community support, strong governance, and a commitment to quality care.

Guided by our core values and strengthened through united vision, we are proud to endorse the Swift's Creek Bush Nursing Centre Strategic Plan 2024 – 2028 via our mandate to maintain quality care through proactive consumer engagement and workforce development, capitalising on market trends like the increasing need for service innovations, place-based supports and health promotion.

Our ambitious, proactive agenda over the next 4 years will ensure the Centre remains relevant and responsive to the evolving healthcare needs of our community and continues to grow our capacity as a leader in healthcare provision in rural Victoria.



Edward Mauger

Committee of Management, President



Susan Carroll

Bush Nurse, Manager

1. EXECUTIVE SUMMARY

The Swift's Creek Bush Nursing Centre's Strategic Plan for 2024-2028 is designed to enhance healthcare delivery, expand community reach, and ensure financial viability. The key focus areas include advocating for sustainable funding, developing the Oram Estate Project for aging in place, establishing a Community Health Service hub, promoting health education, and workforce development. These strategies aim to address current challenges such as funding uncertainties and demographic shifts, while leveraging strengths like community support and robust partnerships to achieve meaningful growth and innovation.

Our **Mission** is to be a responsive community hub advocating for the holistic health, wellbeing needs and providing acute emergency response to our local community and a transient population. We provide multi-skilled professional nursing and forge partnerships with other services to address emerging needs. We provide a high quality, culturally appropriate, flexible and innovative service that aims to ensure the safety and long-term sustained wellbeing of the community. We advocate for members by collaborating in a range of community consultation opportunities, and by partnering with other local organisations and projects.

Our **Vision** is to continue to provide our essential, quality, accessible, twenty-four hour on-call health service encompassing a wide range of bespoke health and wellbeing supports; relevant to our geographically isolated community of Swifts Creek and surrounding districts. We will encourage optimum health and maximize independence of all community members. Implicit in this vision is that our Bush Nurse Manager will lead and mentor our team members to provide a skilled, proficient and personalised link with the broader health system given our remote location. The nature of the service will be integrated, non-discriminatory, culturally appropriate and we will aspire to expand our service in response to the changing needs of the community through partnerships and innovations.

2. VALUES

Our values foster a culture of excellence, and drive our strategic initiatives, ensuring we deliver personalised, high-quality care, affirming our role as a vital health service provider in the region.



Connection

Provide a safe and inclusive environment through teamwork, community leadership and strategic partnerships.



Service to the Community

Respect the individual, strive for excellence and act with integrity.



Accessibility

Fair access to health care and social support services for all. Providing a Community Hub for the public in times of need.



Sustainability

Sustainable healthcare across a lifetime. Securing funding to continue the operation of the Centre.



Innovation

Continuous improvement underpinned by evidence-based governance.

3. STRATEGIC ANALYSIS

Leveraging our strengths through dedicated participation and robust partnerships to maintain high-quality services. Expanding through enterprise and funding applications to address service gaps and growth opportunities. Navigating financial and demographic challenges by investing in workforce development and innovative health solutions.

Our growth strategy begins with a comprehensive SWOT Analysis:

Strengths: We benefit from a dedicated team, community support, robust partnerships, excellent facilities, and strong governance. Our freehold ownership of the building and financial responsibility ensure we maintain high-quality services.

Weaknesses: Funding models often do not align with our needs, leading to service gaps. Future funding uncertainty and metro-centric models overlook rural needs. Our small staffing pool limits flexibility.

Opportunities: Further partnerships to address service gaps are crucial. Expanding services through successful funding applications offers growth potential. Attracting new residents, changes in regulations, and ongoing succession planning can drive future success.

Threats: Demographic shifts from industry closures and cost of living increases impact the community. Changing funding models and government cuts pose financial risks. Declining population and employment opportunities present additional challenges.

4. MARKET ANALYSIS

Our comprehensive PESTLE and Market analysis defines the macro-environmental factors that impact our operations.

Political: Healthcare policies and funding cuts affect our operations, while rural health initiatives can provide support.

Economic: Economic downturns and rising living costs strain community resources and impact funding availability.

Social: Aging populations and increasing health awareness demand tailored healthcare services.

Technological: Advancements in telehealth and health informatics improve service delivery but require investment.

Legal: Compliance with healthcare regulations and potential changes in government policies impact operations.

Environmental: Climate change affects the community's health and accessibility to services, emphasising the need for robust emergency response systems.

Market Analysis

We operate within a niche market with limited direct, local competition. Competitors include regional hospitals and other health service providers. Our strengths in place-based, personalised, integrated care and strong community ties differentiate us. Investing in workforce development and innovative health solutions will enhance our competitive edge.

Current trends indicate a growing demand for accessible, quality healthcare, especially in remote areas. Consumers prioritise holistic, culturally appropriate services and seamless health system integration. By addressing these needs, we can expand market segments and drive growth.

5. STRATEGIC OBJECTIVES & PRIORITIES

These strategic objectives and priorities create a clear roadmap for achieving meaningful progress and fulfilling our mission and vision.

Objectives

- *Advocate* for the financial viability of our health service to meet the changing community needs and to promote equity of access.
- *Create* an environment and infrastructure that supports people to age in place with dignity, acknowledging and valuing the role they have played in the community.
- *Develop* a Community Health Service Hub through strategic partnerships with a range of health and community organisations.
- *Increase* consumer engagement and analysis of health data to identify gaps in services and advocate for further funding or forge partnerships for provision of services, screening and management.
- *Grow* our workforce and upskill the community to meet emerging service needs.

Priorities

Our strategic priorities will guide our efforts and resource allocation:

1. **Financial Advocacy:** Secure funding to ensure the financial viability of our health service.
2. **Oram Estate Project:** Develop infrastructure to support aging in place.
3. **Community Health Service Hub:** Forge partnerships with health and community organisations.
4. **Health Promotion and Education:** Engage consumers and analyse health data to address service gaps.
5. **Workforce Development:** Grow our workforce and upskill the community to meet emerging needs.

6. PRIORITY 1: FINANCIAL ADVOCACY

Priorities	Strategies	Indicators of Success
Quality health care data collection, analysis and utilisation	<ul style="list-style-type: none"> ➤ Uniti data collection ➤ BNM CoM reports ➤ Quarterly data reports to CoM ➤ Bi-annual reports to DHHS ➤ Annual report 	<ul style="list-style-type: none"> ➤ Qualitative and quantitative data collection, analysis and reporting as per timelines and milestones identified ➤ Trends, gaps and opportunities integrated into funding applications
Funding acquisition	<ul style="list-style-type: none"> ➤ Identify prospective funding streams aligned with current and emerging needs ➤ Engagement of expert mentors ➤ Integrate community health data via SCBNC, PHN, etc. ➤ Seek-out philanthropic, community donations 	<ul style="list-style-type: none"> ➤ Successful funding and grant applications ➤ Implementation of projects undertaken ➤ Budgetary expenditure and acquittal within designated timelines
Registration with Primary Health Network	<ul style="list-style-type: none"> ➤ Apply for registration with PHN online grants portal 	<ul style="list-style-type: none"> ➤ Successful PHN funding, project applications

7. PRIORITY 2: ORAM ESTATE PROJECT AND HOME-BASED SUPPORTS

Priorities	Strategies	Indicators of Success
Pursue Community Development Fund and Forestry Transition Fund opportunities	<ul style="list-style-type: none"> ➤ Engagement of expert mentor and project management resources ➤ Preparation & utilisation of planning documents 	<ul style="list-style-type: none"> ➤ Successful grant applications ➤ Implementation of projects undertaken and acquittal within designated timelines
Engage project Management	<ul style="list-style-type: none"> ➤ Engagement of expert mentor and project management resources ➤ Preparation of planning documents including business plan, operational plan, GAANT chart, concept plan and schematic designs 	<ul style="list-style-type: none"> ➤ Utilisation and implementation of planning documents ➤ Successfully meeting timelines and actions identified in planning documents ➤ Budgetary expenditure and acquittal within designated timelines
Building and Construction	<ul style="list-style-type: none"> ➤ Engagement of expert mentors, building contract management and contracting resources 	<ul style="list-style-type: none"> ➤ Acquisition of local sub/contractors and building materials ➤ In-kind contributions acquired from trades people and community members ➤ Construction undertaken and completed as per timelines and milestones identified
Home Based Supports	<ul style="list-style-type: none"> ➤ Exploration of service viability ➤ Development of business case and operational model ➤ HACC funding application 	<ul style="list-style-type: none"> ➤ Successful registration and funding approval for Home Based Supports ➤ Recruitment to relevant roles, including Care Coordination ➤ Successful implementation of Home-Based Support services

8. PRIORITY 3: COMMUNITY HEALTH SERVICE HUB

Priorities	Strategies	Indicators of Success
Increase consumer engagement	<ul style="list-style-type: none"> ➤ Community consultation and surveys ➤ Health data collation and analysis ➤ Media promotion ➤ Local advertising ➤ Review of promotional documents 	<ul style="list-style-type: none"> ➤ Positive data outcome and response rate to consumer surveys ➤ Community engagement and membership increase
Build robust service alliances	<ul style="list-style-type: none"> ➤ Pro-actively engage in negotiations with allied health providers to identify partnership opportunities 	<ul style="list-style-type: none"> ➤ MOUs and agreements as appropriate ➤ Increased integrated care provision ➤ Reduction in service gaps
Telehealth Provision	<ul style="list-style-type: none"> ➤ Identify applicable funding/grant sources ➤ Identify necessary equipment and resources ➤ Partnerships between health services. ➤ Engage Telehealth Navigator resource ➤ Consumer advertisement and education 	<ul style="list-style-type: none"> ➤ Funding for IT equipment, consumer education and ongoing access acquired ➤ Telehealth Navigator role in situ ➤ Increased consumer confidence to access digital services successfully.

9. PRIORITY 4: HEALTH PROMOTION & EDUCATION

Priorities	Strategies	Indicators of Success
Women's Health	<ul style="list-style-type: none"> ➤ Pursue funding/grants for cervical screening ➤ Deliver an annual, targeted women's health community event 	<ul style="list-style-type: none"> ➤ Annual event facilitated ➤ Positive consumer feedback
Men's Health	<ul style="list-style-type: none"> ➤ Pursue funding/grants through RFDS or alternate funding sources ➤ Deliver an annual, targeted men's health community event 	<ul style="list-style-type: none"> ➤ Annual event facilitated ➤ Positive consumer feedback
Lunches for the Elderly and Isolated	<ul style="list-style-type: none"> ➤ Pursue funding/grants to purchase food and preparation items 	<ul style="list-style-type: none"> ➤ Weekly lunches consistently facilitated year-round (Friday) ➤ Community members identified as vulnerable and socially isolated attending regularly ➤ Positive consumer feedback
Farmer Health checks	<ul style="list-style-type: none"> ➤ Pursue funding/grants i.e. AgVic and EGSC ➤ Engage additional nursing resource to deliver Farmer Health checks 	<ul style="list-style-type: none"> ➤ Re-establishment of home visits to conduct checks ➤ Increased consumer engagement and positive feedback

10. PRIORITY 5: WORKFORCE DEVELOPMENT

Priorities	Strategies	Indicators of Success
Workforce Expansion	<ul style="list-style-type: none"> ➤ Identify and pursue funding/grant sources ➤ Develop role descriptions, such as: <ul style="list-style-type: none"> - Telehealth Navigator - Project Manager - Nurse - Farmer Health Checks - Administration - Home-Based Supports Care Coordinator 	<ul style="list-style-type: none"> ➤ Successful funding applications ➤ Recruitment to identified key roles ➤ Increased operational and service capacity
Building Partnerships	<ul style="list-style-type: none"> ➤ Development of Partnership Plan by Committee of Management 	<ul style="list-style-type: none"> ➤ Successful workforce partnerships with local business organisations, government and private enterprise ➤ Increased local workforce engagement
Professional Development	<ul style="list-style-type: none"> ➤ Upskill workforce to maintain and extend professional skills and capabilities. ➤ Source funding for staff development i.e. workforce development fund, RWAV, ANMF grants, etc. 	<ul style="list-style-type: none"> ➤ Robust, individualized professional Development Plans (PDP) connected to performance reviews ➤ PDP reflected in position description. ➤ Inclusion in accreditation review