

Strategic Clinical Service Plan

2015-2025



Peninsula
Health

Building a **Healthy
Community**, in Partnership



In partnership, building a healthy community

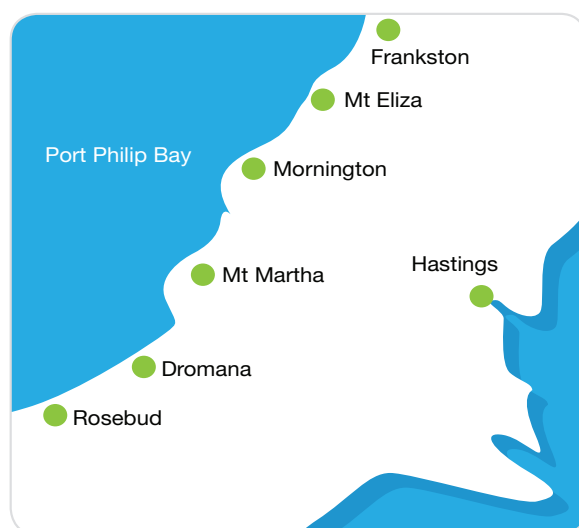
Person centred care is at the core of everything we do. It is with this in mind that Peninsula Health has developed an ambitious 10-year Strategic Clinical Service Plan to ensure that we meet the needs of our community in years to come. Whilst we will continue to provide high-quality care in meeting the needs of our local population, we are driven by innovation and strategic planning. Our aim is to become the premiere academic and health research facility on the Mornington Peninsula.

Increasing demand due to the health burdens of age and chronic disease will affect all Australian communities, and particularly those on the Peninsula.

Constrained resources and technological and medical advances will require us to continually improve and refine our models of care to provide the services to meet this demand.

While the external environment is ever-changing, it is essential for us to be guided by a broad set of principles, and by local data, in determining how and where to invest our finite resources. As a previous Metropolitan Health Service of the Year award winner we have much to be proud of. However, our role must continue to be redefined to be contemporary and innovative.

As the only public healthcare provider on the Peninsula, we will need to continue to increase our service capability and capacity, and we will need to invest in its supporting infrastructure, including education, training and research, to help us achieve these aims.

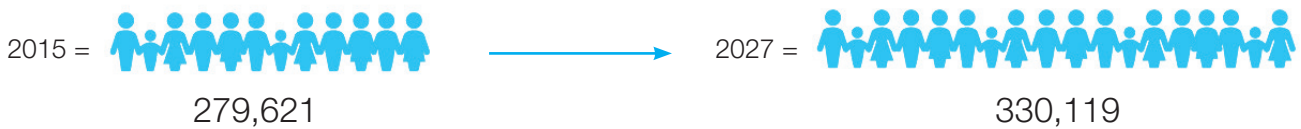


Our current position

Peninsula Health consists of 12 main sites and nearly 900 beds, two emergency departments, 24 dental chairs and more than 90 consulting spaces located across the Frankston and Mornington Peninsula local government areas (LGAs).

1. The Mornington Peninsula and Frankston LGAs have a combined population of 279,621 and this is forecast to grow to 330,119 by 2026-7.

Mornington Peninsula and Frankston LGAs population growth forecast



2. 81% of Peninsula Health's acute and subacute inpatients are public patients funded by the State and Commonwealth governments.



81% public patients

3. Peninsula Health's catchment has some unique demographic features including low levels of forecast population growth and higher rates of population ageing; a mix of wealth and extreme disadvantage; and specific local indicators of disadvantage.



Unique demographic features

4. High volume services provided at Peninsula Health include dental services, community health and rehabilitation services, maternity, orthopaedic, renal dialysis, chemotherapy and emergency department services.



dental



rehabilitation



maternity



orthopaedic



renal dialysis



chemotherapy



emergency

5. Maternity services and orthopaedic services collectively account for 47% of all acute specialist clinics provided at Peninsula Health.



47% Maternity services and orthopaedic services

Future demands



Capacity requirements for Peninsula Health are expected to increase significantly over the next decade.

Approximately 250 additional bed equivalents, six theatres, and 94 clinic space equivalents are expected to be required across the health service by 2025 to meet forecast demand, as well as other infrastructure such as diagnostic imaging.

The highest demand area over the term of the plan is expected to be in integrated ambulatory services.

Future site profiles

Peninsula Health sites would benefit from exploring functional site requirements and undergoing master planning to ascertain our ability to accommodate services over the longer term.

- Frankston Hospital will require significant growth in inpatient beds (>100 bed equivalents), theatres, diagnostic imaging and ambulatory services.
- Options to address access and capacity issues at Rosebud Hospital need to be explored, and the service profile refined to

better meet the needs of the local population including direct-admission beds, day surgery/procedures, and increased ambulatory services.






- The Mornington Centre is a major subacute site and is expected to require increased bed capacity. Co-location of the Mornington Community Health Service to the Mornington Centre would be beneficial.
- Golf Links Road is an established rehabilitation and palliative care site. Future plans should consider the best service delivery model for all subacute services including consolidation of services and colocation with acute services.
- Hastings provides community health and ambulatory services. Opportunities to expand Peninsula Health's renal dialysis service to include Hastings should be explored together with increasing the capacity at Hastings to include diagnostic, specialist consulting, community health and rehabilitation and community mental health services should be explored.
- Mt Eliza Centre services are scheduled to relocate to other sites within the next two years.



How we will achieve our goals

Our services are informed by contemporary, evidence-based service planning.

As we continue to expand our services, we will:

-  Increase our capability and capacity through formal service, workforce, training and academic partnerships with tertiary health services, private providers, and academic institutions.
-  Increase our alliances with community and primary providers to provide pathways for person-centred management of chronic and complex conditions.
-  Continue to implement innovative health workforce models.
-  Utilise state-of-art clinical technology to support information collection and sharing and innovative models of care.
-  Foster a culture of redesign, research and innovation that leads to continuous improvement.
-  Base our future expenditure on strong financial costing models and sustainable sources of revenue.
-  Continue to nurture our partnerships with consumers and the broader community to ensure their input into our future planning and service delivery.



Priorities



Immediate term 2016-17

-  Address the immediate 8-9 bed equivalent inpatient capacity shortfall in mental health. Short-term options include psychiatric assessment beds within the ED and development of a Mental Health Service Plan which facilitates refurbishment/creation of additional contemporary inpatient beds at Frankston Hospital.
-  Develop an additional theatre with hybrid radiological capacity to support increased interventional procedures.
-  Achieve full funding for additional inpatient capacity available with the newly commissioned FS3.
-  Increase ambulatory capacity through the development of an integrated ambulatory care plan.
-  Facilitate integration of services through the redesign of models of care around the patient journey.
-  Consolidate an academic and research centre at FH (including simulation centre) with increased academic leadership positions (funded through the sale of MEC).
-  Relocate remaining areas from MEC to Frankston.
-  Implement a renal services plan and develop renal services at Hastings.
-  Define the future role of Carinya at GLR.



Priorities

Short term 2016-17

- Increase ambulatory service capacity at Frankston Hospital, and agreed local pathways of care across Peninsula Health including ambulatory/diversion and substation models.
- Enhance surgical capacity through the implementation of a defined plan for day surgical services and endoscopy.
- Continue to develop service capability through formal partnerships with tertiary institutions (for example neurosurgery, thoracic surgery, dermatology), and through increasing local capability (eg. haematology, breast surgery).
- Implement IT clinical service initiatives in line with the Peninsula Health IT Strategy.

Medium term 2021-22

Over the medium term (5-7 years), and following master planning of all Peninsula Health sites, major clinical service priorities will include:

- Inpatient mental health service redevelopment at Frankston Hospital and additional community service mental health service capacity.
- Rosebud Hospital redevelopment and service reconfiguration.
- Additional bed equivalents at Frankston Hospital and subacute bed equivalents at determined sites to accommodate medical and surgical inpatient requirements.
- Additional support services requirements (theatres/day procedures/endoscopy/radiology etc) across sites as required.
- Relocation of the Mornington Community Health.
- Relocation of the Frankston Community Centre services and potentially Community Mental Health services into an integrated health services hub.



Longer term 2026-27

By 2027, Peninsula Health will need to have:

- met its forecast demand and capacity requirements through infrastructure development, new models of care, enhanced use of technology;
- addressed its capability gaps in the medical and surgical subspecialty areas through local development and/or partnerships,
- positioned itself as the premier academic and health research facility on the Peninsula, with a leadership profile in chronic disease management and care of the elderly.

To achieve these ambitious models of care, access, and service delivery we will need to continually review Peninsula Health in conjunction with local primary care providers and tertiary and academic partners. Internal consolidation and organisation of services to better integrate care, and ongoing innovation of healthcare roles will also be required to develop more patient-centred and effective services.

By continuing to invest in technology to support service delivery we will enhance service quality and patient safety. Opportunities to innovate - through partnerships, regional activity, and service redesign - will support service sustainability and will ensure that our contribution to building a healthier community is paramount.

For more information:

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We acknowledge and pay respect to the traditional people of this region, known as the Myone Buluk of the Boon Wurrung language group of the greater Kulin Nation. We pay our respects to the land this organisation stands on today. We bestow the same courtesy to all other First Peoples, past and present, who now reside in this region.

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