



Statewide design, service and infrastructure plan for Victoria's health system

2017–2037

Summary



Aboriginal acknowledgement

The Victorian Government proudly acknowledges Victoria's Aboriginal community and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

Overview

Our current health system delivers some of the highest standards of care and outcomes

when compared with similar systems internationally. But our health system is under growing pressure— from unprecedented population growth and ageing, from the rise in chronic disease, from more people surviving what were previously fatal conditions, from the rising costs of care and technology, and from community expectations for better, more convenient and personalised services.

The Victorian Government is responding to these pressures by delivering lasting changes to the health system, focusing on five priority areas that will chart our path forward over the coming 20 years:

- 1. building a proactive system that promotes health and anticipates demand**
- 2. creating a safety and quality-led system**
- 3. integrating care across the health and social service system**
- 4. strengthening regional and rural health services**
- 5. investing in the future—the next generation of healthcare.**

These priorities recognise where we can use new opportunities to anticipate demand and build the capacity we need to future-proof our system. This statewide plan will guide workforce development, capacity building and infrastructure investment to ensure everyone in Victoria has access to the care they need, when and where they need it, regardless of where they live.

The plan will support joined-up planning across health services, local government, community health services, Primary Health Networks, Aboriginal community-controlled health services and other service sectors. It will guide strategic planning by public health services, and support work with the private sector on innovative ways to provide care and respond to demand.

The plan links to broader government planning, including the work of Regional and Metropolitan Partnerships, to ensure a unified approach to the health and wellbeing, environmental, housing, employment, education and transport needs of local communities.

It provides the pathway towards our health system of the future.

System design principles

The following health system design principles are intended to guide decisions about planning and development of services and infrastructure, in a way that supports our longer term vision for the future health system.

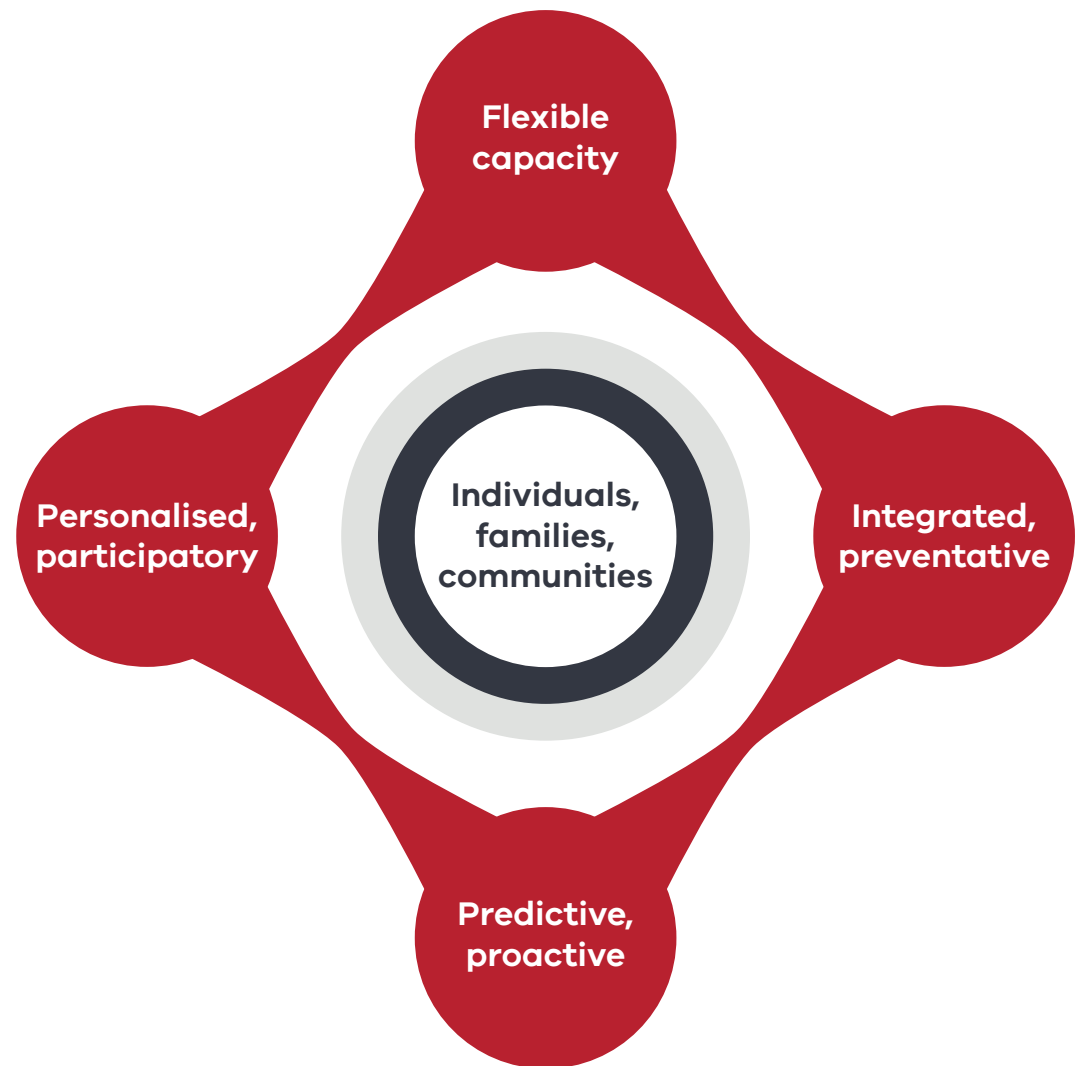
- Health system design is driven by population need, underpinned by strong prevention and early intervention systems to improve health outcomes.
- Victoria's health services have clear role delineation, are geographically coordinated, and are well-connected to the broader health and social care system.
- Where safe and appropriate, services will be delivered outside of the hospital setting and as close to home as possible.
- Enhanced system configuration and more flexible use of resources will release existing capacity in our health services and better distribute new capacity.
- Designated tertiary referral/specialist health services have a key role in ensuring access to patients from across Victoria who require higher complexity care.
- The causal relationship between the volume of services being provided and the quality of these services will be reflected in system design and service planning.
- The prioritisation and distribution of high cost medical equipment across the system will promote alignment of roles, capability and capacity.



Key design features of the future system

The system design principles will underpin a future health system focused on prevention and early response. Placing individuals, families and communities at the centre of the health service system, the key features of the future system will be:

- flexibility about how capacity is delivered and funded, encouraging accountability, innovation and the best use of existing resources
- integration of health and social care planning and delivery mechanisms, with a greater focus on prevention across all levels of the system, and supported by place-based strategies
- predictive and proactive system design and planning, using 'big data' from multiple sources, bringing together patient experience and outcomes, safety and quality data, new technology and research
- people experience their care as personalised and participatory, having the ability to make genuine choices about their care, and when needed, access a multi-disciplinary team working with them to provide their care.





**Our priorities
for action**

Priority

1



Building a proactive system that promotes health and anticipates demand

We will increase prevention and early intervention.

We will do this by:

- tasking groups of providers to keep people healthy or prevent avoidable hospital visits, and giving them flexible funding to do it
- developing health and wellbeing hubs that make it easier for people to access what they need to stay well or recover sooner in the community
- improving data, information and online tools to help people better manage their own care and participate in the care they receive
- supporting family violence reforms and links to Support and Safety Hubs.

We will accelerate alternatives to hospital-based care.

We will do this by:

- rolling out more Supercare Pharmacies to provide 24/7 access to pharmacy services and promoting integration, service collocation and shared arrangements for after-hours general practice, pharmacy, diagnostic and other services in health and wellbeing hubs
- developing clear thresholds and pathways for referrals to specialist services
- changing the way we provide specialist clinic services such as through greater use of telehealth, more flexible ways of working and getting people assessed more quickly by specialists, with better arrangements for them to return to primary care in the community.

We will target new investment to address priority needs and future demand.

We will do this by:

- investing in services and infrastructure to meet the needs of a growing population, particularly in our inner and outer metropolitan growth areas, and to manage the flow-on impacts for our major referral hospitals that provide specialist services for all Victorians
- developing locality plans that focus on the needs of particular areas aligned with Regional and Metropolitan Partnerships
- focusing on prevention, early intervention and closing the gaps in clinical mental health services and alcohol and other drug treatment services
- improving access to first responders by creating better service links, new capacity and reducing unnecessary ambulance dispatch.

We will actively collaborate with the private sector.

We will do this by:

- working to maximise benefits for all Victorians through joint planning with the private sector, development of referral pathways, collaborative development of capacity and flexible use of technology and infrastructure.

We will target new investment to drive innovative new service models.

We will do this by:

- helping health service workers to innovate and improve through leadership and organisational development and by sharing best-practice and problem-solving approaches
- undertaking innovation projects across metropolitan Melbourne and regional areas.

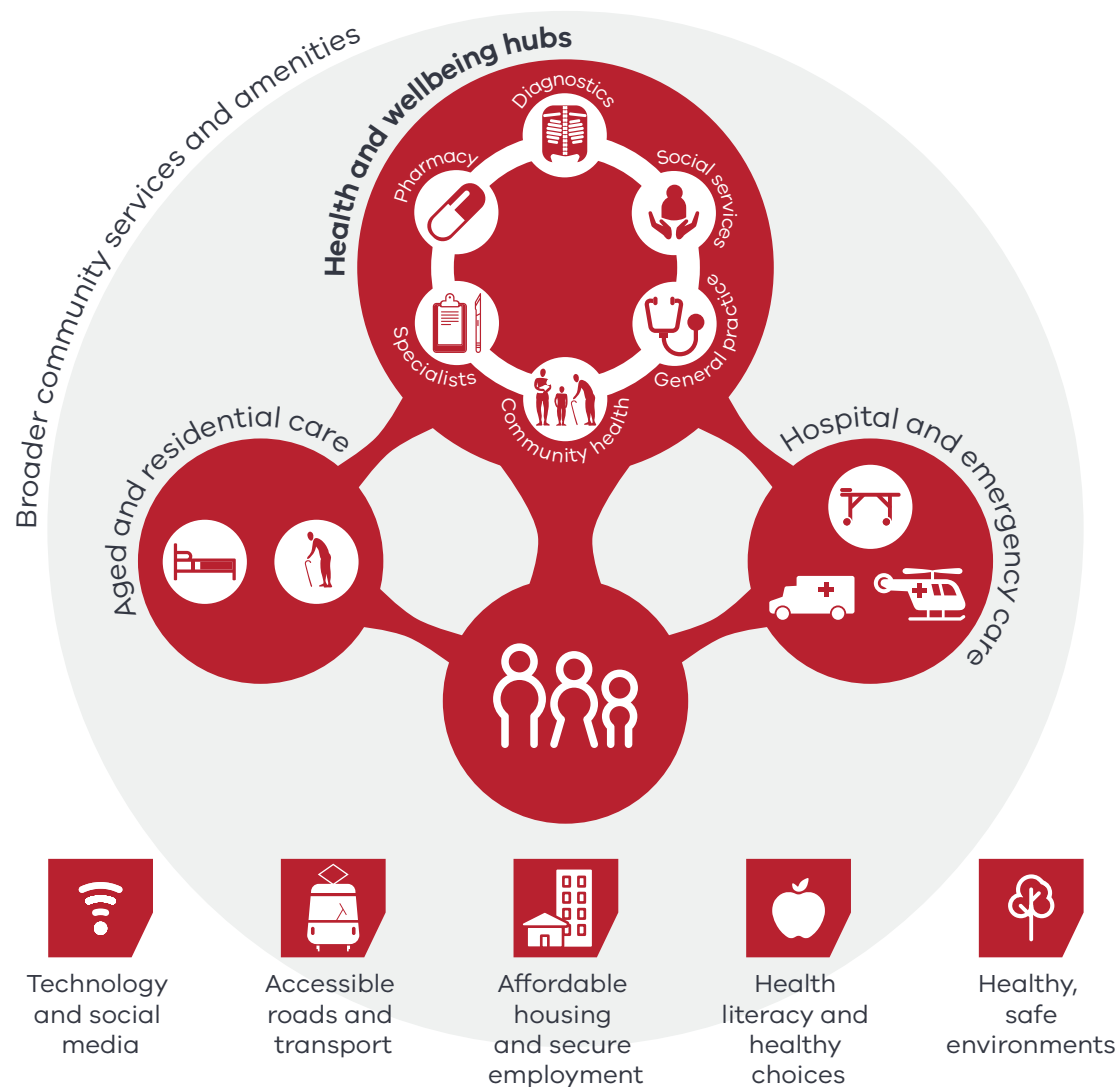
Integrated health and wellbeing hubs

People with complex needs require both health and social services and support, typically from multiple providers and carers. However, integration of the 'care' and 'cure' sectors has largely been elusive to date.

Some existing services offer a degree of integration, such as community health services providing a wide range of health and social care programs, and super clinics offering a range of clinical services from a single location. However, current funding and organisational arrangements limits the capacity of such services to maximise integration.

Integrated health and wellbeing hubs will provide a full range of services from a single location in the community. They will be linked to wider service networks and hubs, including the Support and Safety Hubs, to promote stronger systems of prevention and care.

Where possible, the hubs will operate from existing service sites that will be transformed as necessary to extend the range of services and to ensure the services are fully integrated. Some hubs will also be established in new facilities, serving the needs of growing communities.



Priority 2

Creating a safety and quality led system

We will promote safe, high-quality services to Victorians – every time.

We will do this by:

- progressively developing a role delineation framework that sets out the requirements for providing particular kinds of care
- defining referral networks to promote seamless access to the right care, in the right place
- ensuring high-complexity, low-volume procedures are undertaken only in centres where they can be performed safely.



Priority 3



Integrating care across the health and social service system

We will better support people who are vulnerable or have complex needs.

We will do this by:

- developing preventative, integrated care systems in the community for vulnerable children and families, and people at risk of avoidable hospital visits
- supporting reform initiatives under *Victoria's 10-year mental health plan* to boost prevention, and access to the range of treatment and support needed for recovery
- expanding access to specialist drug treatment and harm reduction services, and strengthening links with other services in contact with people who have problematic alcohol and drug use
- providing safe and respectful services for diverse communities, including: lesbian, gay, bisexual, transgender, and intersex people; people from culturally and linguistically diverse backgrounds; and Aboriginal and Torres Strait Islander people.

We will facilitate seamless service transitions for Victorians with a disability.

We will do this by:

- supporting the National Disability Insurance Scheme (NDIS) rollout
- developing pathways between health services and NDIS-funded services
- ensuring people with a mental illness are able to continue to access psychosocial rehabilitation services.

We will address the health and care needs of older people.

We will do this by:

- working with the Commonwealth to increase the number of people enrolled in Health Care Homes and accessing community support packages
- providing flexible funding to health and wellbeing hubs to improve outcomes for older people including setting targets such as reducing avoidable emergency department presentations
- modernising public sector residential aged care services (PSRACS) through staged investment in facilities, renewal of rural PSRACS and more community-based support in rural areas.

We will improve health outcomes for Aboriginal people.

We will do this by:

- implementing initiatives under the *Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017-2027* (Department of Health and Human Services 2017b) including funding reforms that support self-determination and the sustainability of Aboriginal community-controlled health services
- helping Aboriginal organisations and health services to share knowledge and resources
- supporting research led by Aboriginal researchers to improve outcomes for Aboriginal Victorians
- listening to Aboriginal people about their needs and ideas about how health services can be improved.

Priority 4



Photo credit: John Gollings

Strengthening regional and rural health services

We will continue to develop the rural health workforce.

We will do this by:

- supporting our workforce to provide new models of care
- investing in training and programs to support the registration of rural clinicians
- extending education and research links between rural and metropolitan services
- using digital technologies (including telehealth) to reduce isolation and support remote practice.

We will establish a formal partnership approach to overcome the challenges faced by rural and regional health services.

We will do this by:

- developing and implementing rural and regional health partnerships that can determine the best way to configure and provide services across communities in their geographic area
- defining clear referral networks based on system role delineation to ensure people in rural areas get quick access to the care they need
- providing a stronger role for outer regional services that will allow care to be safely provided closer to where people live.

We will adjust the service mix for an older local population.

We will do this by:

- progressively renewing facilities to ensure they meet contemporary standards and expectations of care
- expanding the range of care to support older people in the community or in their homes as long as possible.

We will strengthen access to core services in rural Victoria.

We will do this by:

- strengthening rural urgent care centres to better support the workforce and ensure timely urgent care is available to all rural Victorians
- developing regional approaches to wait list management for elective surgery to give more rural Victorians access to surgery sooner
- ensuring the quality, safety and sustainability of rural maternity and newborn services through investment targeted at specific areas of need
- completing the review of the Victorian Patient Transport Assistance Scheme to promote access to healthcare for rural Victorians.

Priority 5

Investing in the future—the next generation of healthcare

We will invest in medical technology and industry development.

We will do this by:

- continuing to invest in medical technologies and the pharmaceuticals sector to develop a world-class industry and provide the community with early access to the latest health technology breakthroughs
- ensuring investment in technology goes where it is needed and can be most effectively used to provide better care and equity of access
- developing new ways of bringing together medical technology and medical research to drive innovation.

We will capture new and evolving fields of world-class medical research.

We will do this by:

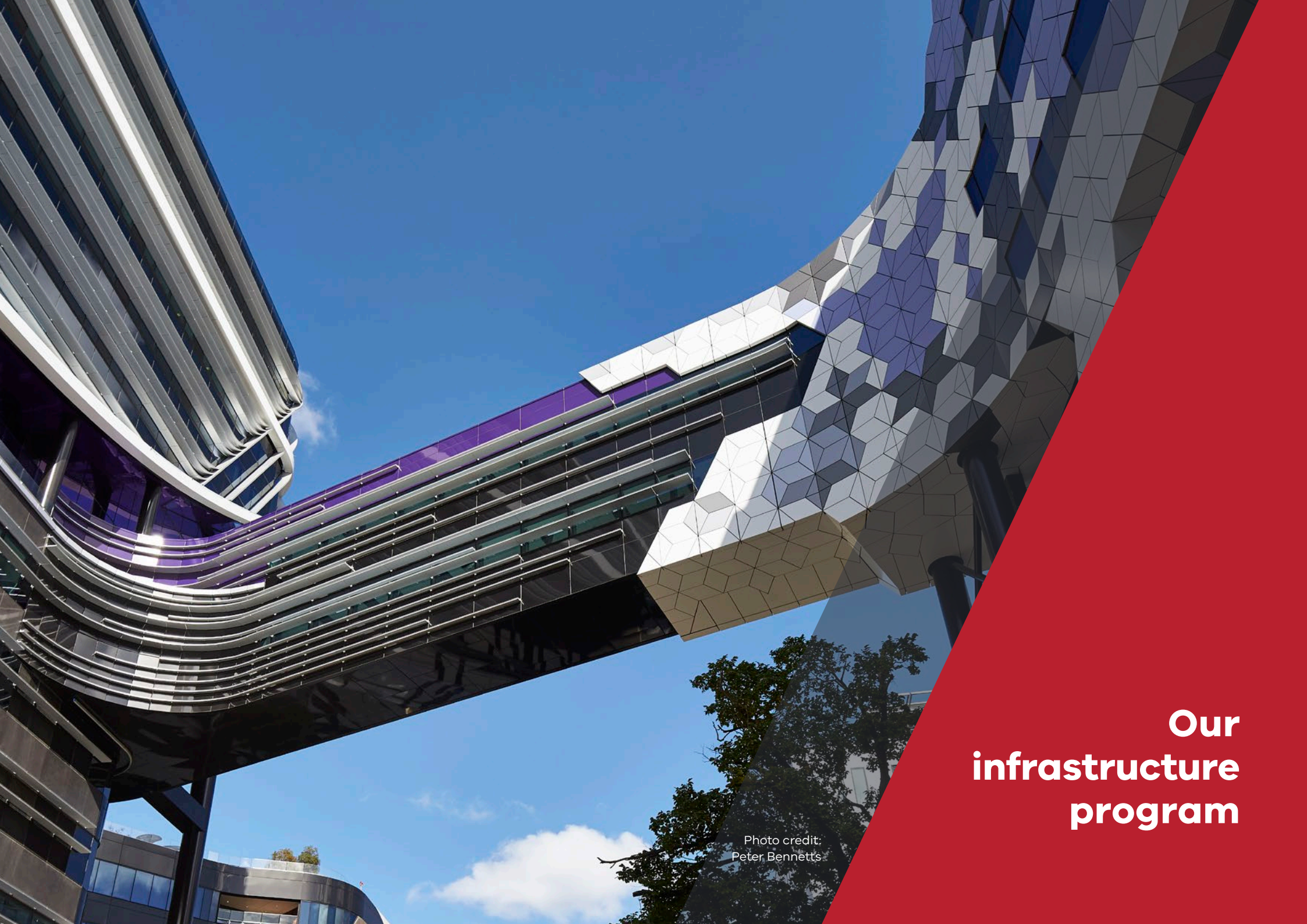
- further building Victoria's network of world-leading research agencies and collaborations through specialty services (such as the Victorian Heart Hospital and the Victorian Comprehensive Cancer Centre)
- ensuring that industry, research centres and health services are working together to grow jobs, strengthen the economy and secure the foundations of our future health system.

We will harness the power of genetics and genomics.

We will do this by:

- strengthening genetics and genomics services to drive more personalised care and improve clinical outcomes
- expanding treatment choices to improve quality of life and people's experience of care.





Our infrastructure program

Photo crédit:
Peter Bennetts

Metropolitan Melbourne growth areas

Western growth corridor

- Footscray Hospital redevelopment.
- Werribee Mercy Hospital reconfiguration and expansion.
- New Joan Kirner Hospital in St Albans.
- New Melton health and wellbeing hub.
- Critical infrastructure works at Western Health (Footscray and Sunshine).

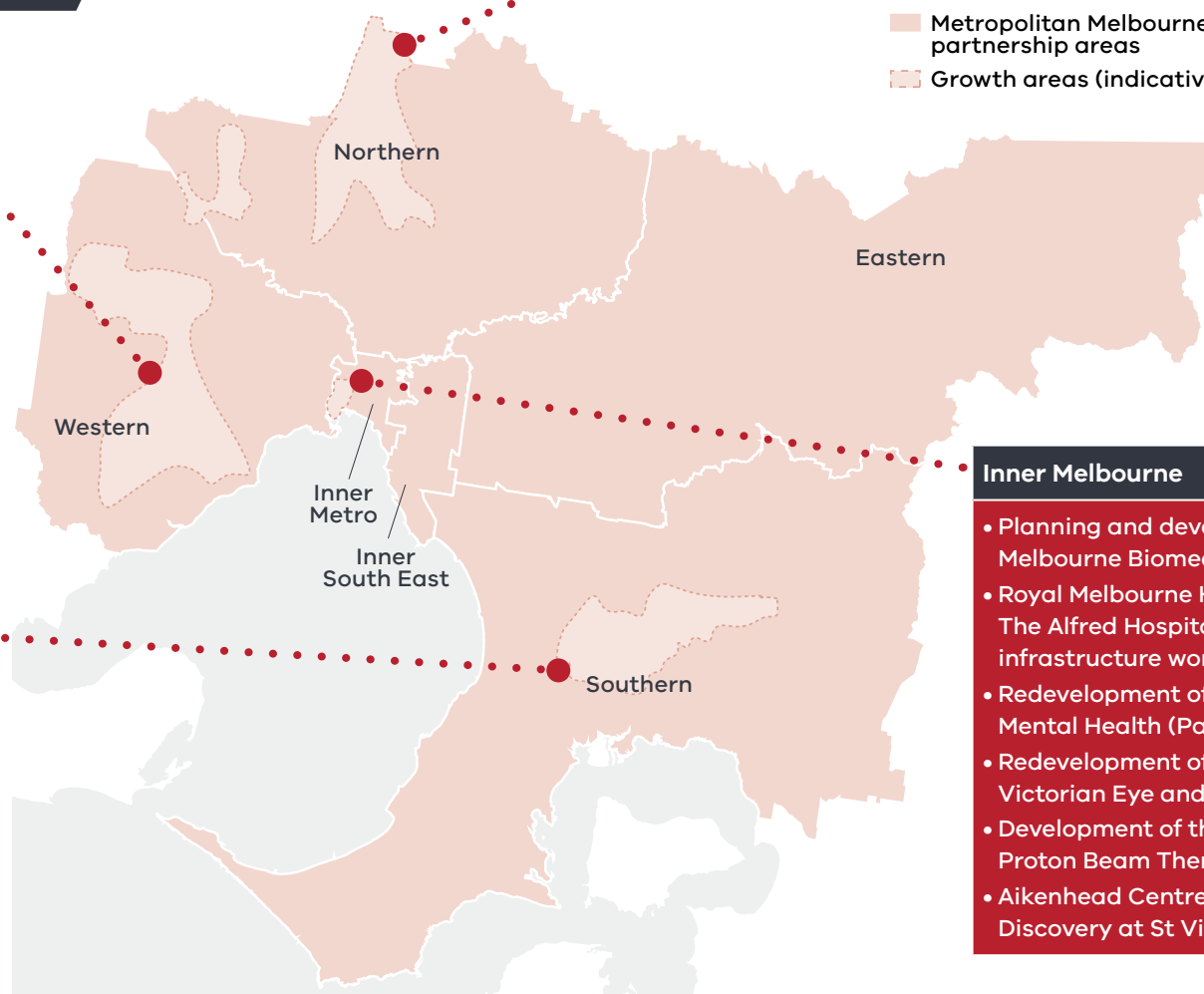
South-eastern growth area

- Casey Hospital expansion.
- Expansion and upgrade of the Monash Medical Centre's emergency department, to support the opening of Monash Children's Hospital.
- A Victorian Heart Hospital.
- Expanded imaging and specialist clinics at Moorabbin Hospital.

Northern growth area

- Northern Hospital expansion.
- Expansion of Broadmeadows Surgery Centre.

Metropolitan Melbourne partnership areas
Growth areas (indicative)



Inner Melbourne

- Planning and development of the Melbourne Biomedical Precinct.
- Royal Melbourne Hospital and The Alfred Hospital critical infrastructure works.
- Redevelopment of Orygen Youth Mental Health (Parkville).
- Redevelopment of the Royal Victorian Eye and Ear Hospital.
- Development of the National Proton Beam Therapy Centre.
- Aikenhead Centre for Medical Discovery at St Vincent's Hospital.

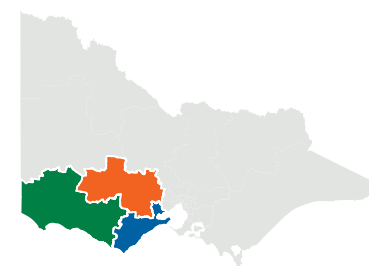
Other metropolitan and regional

Other locations (metropolitan and statewide)

- Austin Hospital critical infrastructure works.
- Maroondah Hospital cancer centre development.
- Upgrades at Angliss Hospital.
- New aged care facility at St Georges Health Service.
- Establishment of the Statewide Child and Family Mental Health Intensive Treatment Centre.
- Upgraded and new ambulance stations, vehicles and equipment.
- Increasing critical care capacity for neonates and adults.
- Clinical technology refresh—cybersecurity and connectivity.
- Expansion of prevention and recovery care services.
- Expansion of forensic mental health services.
- Renewal of mental health and alcohol and other drugs services facilities.
- New residential drug rehabilitation services.



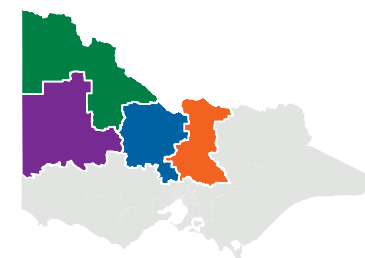
South-western regional Victoria



Regional Partnership		Our five year priorities—ongoing and new commitments in 2017–18 ¹
	Barwon	<ul style="list-style-type: none"> • Facility upgrades and expansion at University Hospital Geelong. • Barwon Health North facility, including urgent care services, as part of the Northern ARC (Arts, Recreation and Community) Health and Wellbeing Hub. • Safety and clinical systems upgrades at Barwon Health and Colac Area Health. • Upgrade to urgent care centre at Otway Health.
	Great South Coast	<ul style="list-style-type: none"> • Improvements to elective surgery capacity and progress planning for stage two development of Warrnambool Base Hospital. • New urgent care centre at Port Fairy. • Upgrade to communications at Lyndoch Living.
	Central Highlands	<ul style="list-style-type: none"> • Service and master planning for Ballarat Health Services. • New mental health prevention and recovery care service and additional drug treatment residential rehabilitation services for the Ballarat community. • Facility redesign and plant and equipment works at Ballarat Hospital and the Queen Elizabeth Centre. • Health and wellbeing hub to be operated by the Ballarat and District Aboriginal Co-operative Limited. • Extension to East Grampians Health Service community health centre at Ararat. • Upgrades for the Djerriwarrh Health Service maternity unit at Bacchus Marsh and construction of a new operating theatre suite. • Nursing home redevelopment and information and communications equipment for Daylesford Hospital. • A new cardiac catheterisation laboratory for Ballarat Health Services.

¹ Future infrastructure investment priorities will be driven by the five priorities under this plan, and be determined through more detailed service and locality planning.

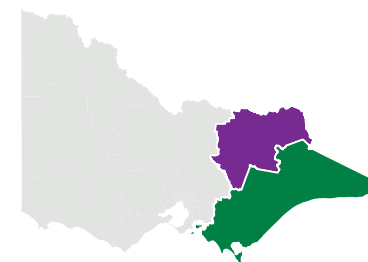
North-western regional Victoria



Regional Partnership		Our five year priorities—ongoing and new commitments in 2017–18 ¹
	Wimmera Southern Mallee	<ul style="list-style-type: none"> • Master planning for a redevelopment of the Edenhope and District Memorial Hospital • Plant and equipment works for the Wimmera Health Care Group.
	Loddon Campaspe	<ul style="list-style-type: none"> • Stage 2 Bendigo Hospital project. • New Cobaw health and wellbeing hub, located in Kyneton. • Remodel of urgent care and acute care services at Kyabram District Health Service. • Medical imaging services at Maryborough District Health Service. • Redevelopment of Waranga Hospital, including aged care. • Surgical services and equipment upgrades for Rochester and Elmore District Health Service.
	Mallee	<ul style="list-style-type: none"> • New subacute services at Swan Hill District Health. • More intensive care services at Mildura Base Hospital and redesign of the acute mental health unit.
	Goulburn	<ul style="list-style-type: none"> • Redevelopment of Goulburn Valley Health's Shepparton Hospital. • Refurbishment of the Warrina Hostel at Yarrawonga Health. • Plant works at Cobram District Health. • Remodel of Nexus Primary Health at Wallan. • Upgrades to safety systems and strengthening maternity services at Kilmore and District Hospital.

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Eastern regional Victoria



Regional Partnership		Our five year priorities—ongoing and new commitments in 2017–18 ¹
	Ovens Murray	<ul style="list-style-type: none"> • Upgrades of facilities and equipment at Albury Wodonga Health. • New critical care unit and expansion of the emergency department and clinics at Northeast Health Wangaratta. • Ward refurbishment and hospital systems and equipment at Benalla Health. • Refurbishment of Buckland House at Mansfield District Hospital.
	Gippsland	<ul style="list-style-type: none"> • Latrobe Regional Hospital special care nursery and maternity ward works. • Central Gippsland Health Service theatre expansion. • Additional operating room and a new short stay unit at West Gippsland Healthcare Group in Warragul and planning for the redevelopment of the hospital. • Essential services upgrades and neonatal resuscitation cots at Bass Coast Health. • New health and wellbeing hub for Yarram.

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Monash
Children's
Hospital

To receive this publication in an accessible format, email <Coralie.Kennedy@dhhs.vic.gov.au>.

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