

“OUR MISSION:
*Working together for community
health and wellbeing.*

OUR VISION:
*Leadership in supporting,
resourcing and promoting
healthy communities.”*

Strategic Directions

2006 - 2009



Introduction

The Knox Community Health Service Strategic Plan 2006-2009 is the result of a strategic review process initiated by the KCHS Board of Management. The process has involved extensive consultation with KCHS staff at all levels as well as with many external stakeholders. The process has culminated in production of this Strategic Plan and provides the foundation for delivery of community health services to the City of Knox which covers the period 1 July 2006 to 30 June 2009.

As an integral part of the primary health care system, Knox Community Health Service continues to focus on the ongoing provision of quality services that respond to community needs. We respond to child, youth and family primary health care needs, the ageing cohort who will require a range of support to maintain their independence as well as our indigenous and culturally and linguistically diverse (CALD) communities who have their own particular primary health care needs. We take a whole-of-population approach to health and wellbeing by directing our efforts not only to primary health care but also to health promotion and other services that strengthen families and benefit the entire community.

In developing a new Strategic Plan for the period 2006-2009 KCHS has considered existing and emerging health and wellbeing issues for the community of Knox. We have reviewed community and consumer feedback and considered the information provided to us by our partner organisations on the future needs of our community.

This Strategic Plan has been developed in the context of community health policy in Victoria and broader state and commonwealth government policy directions.

The new Strategic Plan outlines our aspirations as a community health service for the next three years and our vision of achieving “Leadership in supporting, resourcing and promoting healthy communities”. We look forward to realising this vision through our continued collaboration with the communities we serve.

Definitions

Our Mission expresses the reason for our existence; our purpose as an organisation.

Our Vision is our view of the future; where we want to get to through carrying out our mission in the ways that are defined in our Strategic Plan.

Organisational Values are a set of principles about how to work together, how to treat other people and what is most important. Our organisation’s Values are expressed in observable behaviour.

We see **leadership** as the state of having a passion for something and then acting in ways that influence others to follow our lead. Effective leaders inspire those around them and influence others to contribute.



“ In moving forward KCHS undertook a comprehensive approach to develop a new strategic plan for the organisation which is detailed in this report.”

Our Community

According to the Australian Bureau of Statistics (ABS) estimate, the population of the City of Knox in 2005 was just under 150,000¹, an increase of about 5,000 over the 2000 figure.

Of these people, approximately 3000 used our service between 1 July 2004 and 30 June 2005

The 2001 census revealed that just 12% of the total population of Knox is aged 60 or over and that about 16% do not speak English as the first language at home, with Chinese language speaking persons representing the largest group followed by Italian speaking persons. According to the census figures, over 80% of the population lives in family or other group households with most of the remainder living alone.

Knox is currently ranked 20th most disadvantaged local government area in Victoria using the Index of Relative Socio-economic Disadvantage (SEIFA), with a rating of 1041. The life expectancy of a female is 82 and of a male, 77. This is roughly equivalent to the State average. Cardiovascular disease and cancer are identified² as the cause of 67% of deaths (41% and 26% respectively).

(Footnotes)

¹ Source: Estimated Resident Population (ERP) obtained from Bureau of Statistics. It takes into account people not at home on census night.

² Victorian Burden of Disease data 1996.

Strategic Directions 2006 – 2009



Strategic Direction 1

Strengthening communities' health & wellbeing

We will work in partnership with other service providers and by working collaboratively with our consumers and local communities to maximize our communities' capacities to manage their own health & wellbeing.

STRATEGIC OBJECTIVE 1.1

Consumers resourced to take responsibility for their own health

We will ensure that our consumers and the community are empowered to take responsibility for their own health, supported where appropriate by us and by our partners. We will achieve this by becoming a resource hub to which consumers come for information, support and guidance to deal with their health and wellbeing needs.

STRATEGIC OBJECTIVE 1.2

Consumers and community engaged in development of services

Through a consultative approach that both draws on our expertise and is engaging of our consumers, partners and the community at large, we will adopt a collaborative approach to service development.

STRATEGIC OBJECTIVE 1.3

Targeted and effective health promotion delivered

Our approach will be evidence based, targeting areas of greatest need in ways that use our resources as effectively as possible. Also, we will ensure that our health promotion plans are adequately linked to other agencies plans and that our delivery efforts are integrated with those of others.

Key components of the Strategic Plan are captured in the diagrammatic representation to the right.

Our work in each strategic direction will be guided by several strategic objectives, which together will form the basis for our detailed operational planning and our assessment of progress. Our work is underpinned by a culture of continuous improvement that seeks to ensure safe, high quality services for our community.

Knox Community Health Service "Rising to the Challenge"

Mission

Working together for community health & wellbeing.

Vision

Leadership in supporting, resourcing and promoting healthy communities.

Strategic Directions

1

Strengthening communities' health & wellbeing

2

Expanding community based health care in Knox

3

Leadership in community health

Values

Respect, Integrity, Social responsibility & Excellence



Strategic Direction 2

Expanding community based health care in Knox

This strategic direction is about the treatment and services we provide and their potential expansion into a wider array of services delivered to a broader range of community members needing our services.

STRATEGIC OBJECTIVE 2.1

Expanded range of community based ambulatory care services

We will be proactive in the continued development of an effective community health service model. This will involve the development of strong partnerships with other agencies including the acute sector, and with other primary health care services.

STRATEGIC OBJECTIVE 2.2

Expanded and targeted services delivered to identified population groups

In addition to the general expansion of our services we will target particular segments of the population about whom we have specific concerns. This includes children, youth and families, indigenous and culturally diverse communities and older members of the population.

STRATEGIC OBJECTIVE 2.3

Chronic disease management model further developed

We will develop evidence based models of care for people with chronic health conditions and/or complex psycho-social needs. This includes the use of evidence based clinical care pathways.

STRATEGIC OBJECTIVE 2.4

Innovative programs delivered

We will be creative, resourceful and imaginative, at the same time mindful of, and realistic about, budgetary and other constraints. We will balance our responsiveness to community needs with evidence based decision making. We aim to be proactive in initiating appropriate research and working in partnership with organisations whose skills complement ours in target areas.

STRATEGIC OBJECTIVE 2.5

Strengthened interface with the primary health care sector

We will take the lead in working in partnership with other primary health care providers such as GP's, to ensure improved access across the health service system. Improving communication processes will be an important contributor to the outcomes we seek. The end result should be a strengthened continuum of service response and improved access across the health service system.

STRATEGIC OBJECTIVE 2.6

Maximised health outcomes through integrated services and health promotion programs

We will identify and act on ways to achieve better health outcomes for our communities. We will do this through our leadership of a coordinated and integrated approach to health service delivery and a whole-of-population approach to health promotion.



Strategic Direction 3

Leadership in community health

This strategic direction is about KCHS as an organisation; how we need to develop, learn and grow in order to achieve our Vision. The words 'Leadership in community health' are intended to reflect our commitment to the ethos of community health service delivery and our desire as an organisation to play a lead role in enhancing community health and wellbeing in our own communities and beyond.

STRATEGIC OBJECTIVE 3.1

'Employer of choice' status achieved

We will become an organisation that attracts and retains people who share our passion for community health and our values and who are highly capable in their work.

STRATEGIC OBJECTIVE 3.2

Strong, multi-faceted partnerships consolidated and developed

We will play a lead role in developing and sustaining robust, enduring partnerships with other health service providers for the purpose of better serving our communities. We will continually seek ways to build more effective partnerships with our communities.

STRATEGIC OBJECTIVE 3.3

Industry recognition of KCHS achieved

We seek recognition in our community and with our partners for what we do and its value to them. Equally we seek recognition by similar organisations and the health sector in general for our contribution to shared goals. We aim to build on what we do well so that everyone benefits: our consumers, our partners and the health services sector in general.

STRATEGIC OBJECTIVE 3.4

Recognised for integrated health promotion

We will build on our existing health promotion strategy and initiatives by integrating health promotion into all aspects of our operations. We aspire to do this so effectively that others will follow our lead within the community health sector and beyond, thus enabling us to broaden our sphere of influence to engender a more proactive approach to community health and wellbeing.

STRATEGIC OBJECTIVE 3.5

Organisational capacity built to deliver expanded community based health care

We will invest in building our organisation's capacity by developing and enhancing the systems, processes and infrastructure needed to support expanded operations. It will also require professional development for all staff, effective leadership at all levels, management and governance practice change and attention to the cultural change needed to suit evolving circumstances. Our aim is to ensure safe, high quality services for our consumers.

STRATEGIC OBJECTIVE 3.6

Evidence based decision making and research focus achieved

Our leadership status will in part be achieved through our rigorous approach to research and evidence based decision making. Partnerships with academic institutions and others with research capability in our field of interest will assist in evaluating and improving how we work. We will seek opportunities to collaborate on pilot projects with interested partners.

Planning/Monitoring/Review cycle

3 Year Plans

Strategic Plan
Health Promotion Plan

Annual Plans

Operational Plan
Risk Management Plan
Program Implementation Plans
Quality Plan
Clinical Governance Development Plan
Cultural Planning Tool
Budget Allocations

Review Processes

Review all Annual Targets
Client Satisfaction Survey
Staff Satisfaction Survey
Staff Performance Reviews
Board Reports
Program Evaluations
Policies & Procedures

Services provided by Knox Community Health Service

- ▲ Cardiac Program
- ▲ Chronic Disease Management
- ▲ Psychology
- ▲ Counselling
- ▲ Dental Services
- ▲ Diabetes Program
- ▲ Dietetics
- ▲ Family Support Services
- ▲ HARP Services
- ▲ Health Promotion Programs and Activities
- ▲ Occupational Therapy for Adults
- ▲ Paediatric OT
- ▲ Physiotherapy
- ▲ Podiatry
- ▲ Social Work
- ▲ Speech Pathology
- ▲ Social Work
- ▲ Youth Health & Counselling



Knox Community Health Service

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9757 6201 - Emergency Dental appointments

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9752 3750 - Intake
9757 6293 - Drug and Alcohol/Community Response/Counselling
9752 2867 - Occupational Therapy/Physiotherapy
9757 6294 - HARP

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