

Community Newsletter



Spring 2023



Dental school opens in Horsham

Grampians Health has established a dental school program in Horsham to provide additional support to local residents that require dentistry services.

The opening of the school aims to strengthen rural dentistry services and address the growing demand for oral healthcare in our region.

The Horsham dental school program involves the placement of fifth-year dental students for

a period of four to six weeks.

The rotation of students between Grampians Health Horsham and Ballarat provides a sustainable student workforce into our region.

Under the program four students attend the Horsham dental campus at any given time, working alongside and under the supervision of qualified dentists and dental school teachers.



Dental students at Grampians Health Horsham.

Grampians Health launches new newsletter

Welcome to the first edition of our new newsletter for the Horsham community.

Grampians Health is committed to providing the best possible health care for its communities and we hope through this newsletter, we will be able to keep you informed and updated on what's happening at your hospital.

Updates can also be regularly found on our website **grampianshealth.org.au** or through our social media channels.

Top photo: Horsham Campus Site Manager Maree Markby, Operations Manager Katie Walscott, Dr Yakep Angue, Yandilla NUM Michelle Coutts and Maternity Clinic Manager Jane Rentsch at the opening of Horsham Maternity Outpatients Clinic in December. For more about our maternity services see pages 2 and 5.

Paediatric service can relieve our GPs



Paediatrician Dr Christine O'Leary with Dale Schmid, Hayley Hatcher and baby Harrison.

Paediatricians are providing relief to the growing burden on the GP services across the Wimmera and Grampians.

Grampians Health expanded its paediatrics care services across the western Victoria region a year ago, enabling patients to seek specialist care closer to home.

The model also allows paediatric patients to access specialist advice either face-to-face or via telehealth.

Dr Daniela Say, who helps coordinate the Grampians Regional Paediatric Model, said GPs should be taking advantage of the service.

"Our team could be easing the burden on GPs by providing follow-up consults, but it's up to the doctors to initiate that," Dr Say said.

"It's not about treating coughs and colds, it's for general paediatric medical issues such as severe uncontrolled eczema or asthma," she said.

"These children will be seen a lot faster by using our service locally instead of being transferred to the paediatric clinics in Ballarat and put on a wait list."

Referrals to the Regional Paediatric Registrar Review Clinics can be sent to the Ballarat General Paediatric clinics intake on fax 5320 4822.

For more information visit paedsportal.com/regional_model



Program director of Women and Childrens Services Nicole Keogh (centre) with newly qualified midwives Chelsea Millemaci and Clare Henstridge.

Midwifery team grows at Horsham

Three new qualified registered midwives have been added to the Grampians Health Horsham maternity team.

Clare Henstridge, Chelsea Millemaci and Amber Rowsell have completed their year of consolidation as junior midwives after finishing their post-graduate studies the year before.

The Horsham midwifery clinical education team is headed by Helen McMaster and includes Leah Askew and Lisa Florence. Ms McMaster said the team trained an average of four new midwifery students each year.

"It's a long running program that we will continue to deliver so we

can maintain the expanding maternity services we are offering at Horsham," she said.

Grampians Health program director Women and Children's Services Nicole Keogh said midwife training at the Horsham campus was an ongoing commitment.

"We have been working on a number of projects to enhance maternity services in the Wimmera so birthing women have the best support possible," Ms Keogh said.

"Recent examples have included the introduction of the Maternity Outpatients Clinic at the start of the year and our commitment to a full-time lactation service."

Do you have any suggestions for us?

If you have a suggestion or an issue you want to raise, please contact us at **feedback@gh.org.au**

We are committed to working with the communities in which we live and we value your feedback.

Like to join our mailing list?

If you'd like to join our mailing list to continue receiving this newsletter please send your name, email and postal address to **communications@gh.org.au** or call 0403 560 800.

Please also contact us if changes are required to your contact details.

Sandra surprises herself with new career



Sandra Smith knows what it's like to face adversity but with the support of her Grampians Health colleagues, she has been able to reinvent herself and flourish in a new career.

Sandra was born deaf and has dealt her entire life with the difficulties that brings. When she was in her early 20s, Sandra couldn't get a job anywhere. "Nobody wanted to employ a deaf girl," Sandra said. "The discrimination was bad in those days."

In the end, Sandra approached her local Member of Parliament, the late Bill McGrath, with her plight.

"When I told Bill he said, 'that's ridiculous Sandy, there's nothing wrong with you' and then he asked me where I'd like to work," she said. "I told him the hospital and within a month I had a job there as a cleaner."

For the next 35 years, Sandra continued in that role and enjoyed every minute of her work. But a year ago, she had a fall at home and was concerned she'd had a stroke.

After checking into the emergency department, Sandra soon learned that she was suffering from Vertigo.

"Every time I put my head down, I would lose my balance," she said.

Sandra's boss, Environmental Services manager Curtis Morson, became concerned for her safety

and approached the HR team to see what could be done.

Grampians Health HR and OH&S departments obtained more information on what Sandy could do safely and HR identified some potential redeployment options. Of those options, Sandy was most interested in Leisure and Lifestyle.

Sandra completed a course under Aged Care Training Australia. Sandra said the course presented a whole new set of hurdles because she had no real computer experience.

Grampians Health's Horsham IT team were able to organise a computer for Sandra which they configured with accessibility software.

"IT were very good to me and helped me out with anything that I didn't understand," she said.

"The course facilitators would forward me the notes, so I had time to read them before we had any instruction and that was also very helpful."

Then Sandra got the news she had hoped for. She had passed and was now qualified to work in her new role. It was a very exciting moment for her and everyone that had helped her to get there.

"I love doing the activities and I particularly love cooking and bingo. I've been able to teach a bit of sign language to a lot of the nurses and staff as well.

"I want to learn more about the computer, and I want to do assessment and learn to put words into sentences better because I'm not very good at that."

Sandra said she felt very lucky that Grampians Health had supported her and helped her out.

"I live alone so this is my family here and I am just so appreciative of how all the different departments at Grampians Health have helped me."

Respect

Grampians Health believes in treating our staff with kindness and respect, as they work tirelessly to provide exceptional care to our community.

We have a zero-tolerance policy for any form of aggressive or poor behavior towards our healthcare staff, including verbal abuse, threats, or physical harm.

Such behavior undermines the crucial work that our staff do and has no place in any of our healthcare facilities.

We are committed to providing a safe and supportive work environment, where staff can feel valued and appreciated.

Please support our staff and your health service. They work every day to bring great care to the community. They deserve our respect and support – without them, we simply don't have a health service.

Work experience returns to health services



Work experience for secondary school students has returned to Grampians Health in Horsham, Dimboola and Edenhope after a three-year COVID-enforced hiatus.

The reintroduction of the work experience program is aimed at Year 10 students and includes specialised programs for Year 11 and 12 students.

Careers Advisor Andrew Vague said Grampians Health was committed to encouraging local students to explore a career in the health care sector.

"Year 10 students can apply to complete an organised work experience program of up to one-week duration," Mr Vague said.

"The program will involve working in a combination of clinical and non-clinical areas that can be adapted to suit each individual student."

Year 10 work experience is conducted during Term 2 at the Horsham campus.

Year 11 and 12 students can apply for specialised work experience programs which are available during the term 1-3 school holidays.

Opportunities offered include:

- Administration & Support Services
- Allied Health (Occupational Therapy, Physiotherapy, Speech Pathology, Podiatry, Pharmacy)
- Business Administration
- Food Services (Cooking, Kitchen)
- Engineering (Electrical, Gardening, Construction)
- Information Technology
- Health Information Services
- Stores, Warehousing & Supply

Dimboola and Edenhope students should apply directly to their campus managers.

Horsham students can apply for work experience online at www.whcg.org.au/careers/work-experience

Commitment to gender pay equity

Grampians Health has committed to reinforce gender pay equity across all levels of our workforce as we aim to build a diverse, equal and inclusive workplace.

Following the formation of Grampians Health in 2021, we formulated transparent processes on salary and contract negotiation and ensured that such procedures were looked at through a gender lens.

To further support this goal we have put in place processes that match pay equity principles, and managers across our workforce have been trained to be aware of negotiation procedures.

"Historically in healthcare, a gender pay gap has existed and it has generally skewed towards men. But, at Grampians Health, we are striving to bring in more pay equity and we have used the gender lens when recruiting and appointing staff," said Claire Woods, Chief People Officer.

In addition to employing fair pay practices, we have also included gender diversity as a selection criterion when allocating secondment opportunities.

The launch of our first Gender Equality Action Plan further highlights our commitment to bridge gender pay gap. This document is available on our website, grampianshealth.org.au

Haematology clinic opens in Horsham

Grampians Health has opened a haematology clinic in Horsham as part of its efforts to deliver more accessible care to regional communities.

The clinic will help patients in and around Horsham to consult a specialist locally and receive treatment if they are diagnosed with a blood disorder.

A haematology clinic is instrumental in diagnosing and treating those with blood disorders and cancers such as leukaemia, myeloma and lymphoma.

Prior to the opening of this clinic, access to haematology services in the public system was in Ballarat or Melbourne. But the newly opened haematology clinic reduces the need for patients in Horsham and the surrounding areas to travel further to receive most treatment.

Dr Adam Facey, a haematologist, will visit the clinic once a fortnight to consult with patients in Horsham.

"Clotting and bleeding disorders are common in the community, and having a haematology service locally will mean faster, more convenient care," said Dr Facey.

"If some patients need more intensive treatment for their illness, they might still need this to be delivered in Ballarat or Melbourne, but it will save many patients unnecessary travel."

Based in the Wimmera Cancer Centre, the clinic is also staffed by clinical support nurses, oncologists, allied health staff and has a palliative care service.



Appointments at the clinic are currently provided via GP referrals. For more information about the service, please call 5381 9169, or fax referrals to 5320 3080.

Full time lactation service a Wimmera 'first'



Lactation consultants Jennifer Wilcox, Jenny Bull and Stephanie Wallis.

Wimmera mothers have been buoyed with the news that for the first time in the region, Grampians Health Horsham is offering a full time lactation service.

Three International Board Certified lactation consultants are providing breastfeeding support in the region five days a week, at Horsham's new Maternity Outpatients Clinic.

The service is staffed by a lactation consultant who undergoes specialised training and certification to provide specialist breastfeeding and infant feeding advice, support and counselling.

The consultants, Jenny Bull, Steph Wallis and Jennifer Wilcox offer a wide variety of experience and knowledge.

Maternity Outpatients Clinic Manager Jane Rentsch said the consultants supported women who were experiencing breastfeeding difficulties as well as those who just wanted reassurance and advice about breastfeeding or infant feeding.

"Lactation consultants are trained to help with painful nipples, milk supply, breast pumps and bottle choice, previous breast surgery, medications and breastfeeding, multiple pregnancy and cleft lip/palate," she said.

The breastfeeding service offers hospital grade Medela breast pumps to hire as inpatients and/or outpatients. The clinic has six breast pumps available. To enquire about hiring a breast pump please call the Maternity Outpatients Clinic during working hours on 5381 9010, or Yandilla after hours 5381 9261.



Theatre team Amie Ampt, Gareth Lane and Dr Ferraby Ling.

Massive year for hospital auxiliary

Care community residents and hospital patients at Grampians Health Horsham and Dimboola have benefited from over \$70,000 in donations from the Wimmera Base Hospital Ladies Auxiliary.

The auxiliary has financed the purchase of three transport monitors for the hospital's emergency department, blood pressure machines for the Alan Wolff Medical Centre, a new maxi-move hoist lifter, a Hover Matt and two tilt-in-space wheelchairs for Wimmera Nursing Home.

The nursing home's ANUM Efraim Fajardo said he was delighted to

receive the donations from the hard-working auxiliary.

"These funds allow us to purchase equipment which greatly benefits the safety and quality of life of our residents," Mr Fajardo said.

"For example, the tilt-in-space wheelchairs are not only more comfortable than our current models, but their adjustable features mean they are better suited to meet the diverse needs of our residents.

"Wimmera Nursing Home is so grateful to the Ladies' Auxiliary. I have so much respect for the work

they do. They are wonderful advocates for our residents."

The auxiliary has been supporting the hospital for more than 95 years. Funds in recent years are raised mostly through its Opportunity Shop in Darlot Street, Horsham.

Auxiliary president Denise Queale said the purchase of the equipment rounded off a huge year for her team of hard-working volunteers.

Each year auxiliary members vote on what equipment they will purchase, guided by a list of needs provided by department managers at the Horsham and Dimboola campuses.

"Although we are now part of Grampians Health, it's important for people to understand that our auxiliary's constitution defines that all the money we raise in Horsham is spent on health services for our local community," Mrs Queale said.

"It will always be spent at Horsham or Dimboola."

Wimmera Base Hospital Ladies Auxiliary meets on the first Monday of each month. To volunteer with the Auxiliary, contact Denise on 0417 323 912.



Flu season is here!

Don't get stuck at home being unwell this flu season. The Grampians Public Health Unit recommends that all individuals aged six months and above get vaccinated against influenza.

Individuals can also consider getting a COVID-19 booster vaccination. An influenza vaccine can be given on the same day as a COVID-19 vaccine.

Getting vaccinated against influenza not only protects you, it also helps prevent the spread of the flu to others around you.

The vaccine is free if you're part of a high-risk group, including children, pregnant women, older adults, and those with underlying medical conditions.

For more information, visit:

www.health.vic.gov.au/infectious-diseases/influenza



CHAT WITH THE CHIEFS

'Chat with the Chiefs' is an opportunity for staff to meet with chiefs and provide valuable feedback directly to our leadership team. Pictured is Executive Assistant Romi Miller (centre) with Chiefs Rod Hanson and Claire Woods.



FINELY TUNED SERVICE

Our extraordinary kitchen team combine skill, passion, and a dash of magic to orchestrate a symphony of flavors for our patients and residents.

Highlighting achievements and future priorities



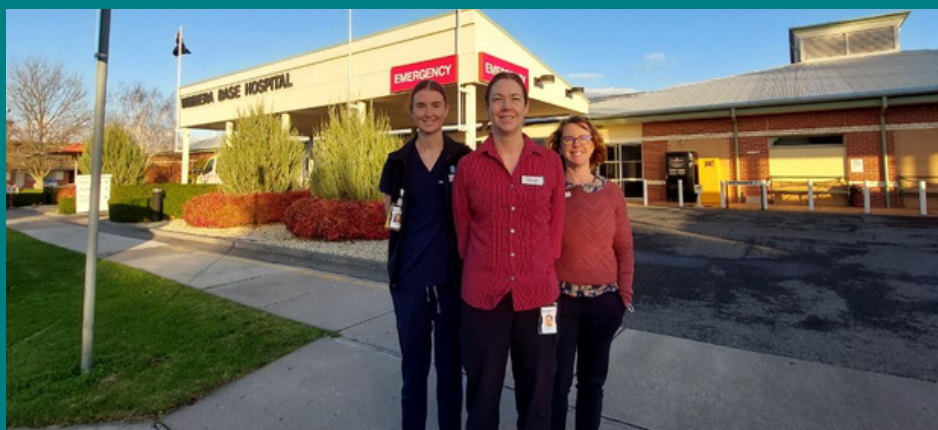
Grampians Health Board Chair Bill Brown.

As part of our commitment to report back to our communities, Grampians Health released a Twelve Months On report during the annual general meeting in February.

This report details our progress on the goals that were set out during the formation of Grampians Health. The Twelve Months On report is available on our website.

Achievements in our first year included the launch of the Strategic Plan and Clinical Services Plan – plans to guide our vision and service delivery for the years to come.

Improving timely access to emergency care



Grampians Health has been named one of 14 Victorian hospitals to participate in the Timely Emergency Care Collaborative (TECC) project.

The TECC project aims to improve timely access to emergency care through strategies to assist in system-wide patient flow.

As part of the project, Grampians Health has started implementing strategies in the emergency departments and inpatient units at its hospitals in Horsham and Ballarat, while also working towards improving systems supporting patient flow across all five campuses.

Project Coordinator Hannah Ryan-West, said Grampians Health was committed to providing timely care and the TECC project would greatly help to support this.

"Patient movement (patient flow) within the health sector is a long-standing multifaceted problem and COVID has certainly highlighted this. For the Department of Health to acknowledge this and fund improvement work, it is a great opportunity for Grampians Health to look at more efficient ways of doing things to assist getting people to the right place at the right time for the care they require," Ms Ryan-West said.

Over the project duration, Grampians Health will continue to involve consumers to help create improvement strategies. To be involved in the project, please email tecc@gh.org.au

'Top Performing' Hospital for stroke care



Grampians Health Horsham was recently awarded a 'Top Performing' Hospital nationally for stroke care for the fourth consecutive year by the Australian Stroke Clinical Registry.

The award recognises the hospital's performance against a number of clinical indicators, including data quality.

Detecting a stroke early is extremely important as it can reduce the risks associated with stroke including disability, cognitive impairments, and other complications. Prompt action improves the chances of successful treatment and can lessen the potential long-term effects.

Deidre Rennick, Stroke Coordinator, credits this continuity of award-winning service to a fantastic team approach. "A full multidisciplinary early assessment protocol ensures patients get the right care immediately in the acute stage. Access to a quality inpatient rehabilitation service completes the cycle of high standard care," she said.

"We receive early notification by Ambulance Victoria which allows our Stroke response team to be ready the moment the patient arrives.

"The emergency staff follows a structured pathway and the Victorian Stroke Telemedicine (VST) Program allows 24/7 access to neurologist advice via telehealth. Accompanied with clot-dissolving medication and 24/7 CT scan this ensures a rapid response. Ward staff also utilise a standardised pathway to guide the care of the patient," said Deidre.

Ben Kelly, Chief Operating Officer Hospitals said, "Grampians Health is extremely proud of Deidre and the incredible team in Horsham for this award. To receive the award for the fourth year highlights the quality of care that Deidre and the team provides. Stroke is such a serious condition, needs a timely response, and with Horsham following the standardised pathway, this is something that we do really well under Deidre's leadership."

Symptoms of a stroke may include one side of the face dropping or feeling numb, arm weakness, or speech difficulty, where a person's speech may become slurred or hard to understand.

Not all stroke symptoms may be present. If you suspect someone is experiencing a stroke, do not wait, act quickly and call 000.

Foundation donates new birthing beds



David Johns, WHCG Foundation and Michelle Coutts, Yandilla Nurse Manager.

A generous donation from Wimmera Heath Care Group Foundation has supported Grampians Health Horsham to upgrade the birthing beds in Yandilla maternity unit.

Yandilla Nurse Unit Manager and midwife Michelle Coutts said the \$60,000 upgrade was an important one for the birthing unit because the previous beds had been in use for around a decade.

"The new beds are fully electronic with a retractable foot section that removes the occupational health and safety risk associated with the previous beds," she said.

Deputy Chief Operating Officer Hospitals - West Carolyn Robertson said the donation from the Foundation was an important one.

"We currently have a birth rate of approximately 300 a year at Horsham and it is in the strategic plan to grow that number significantly," Ms Robertson said.

"We have been increasing our maternity services and adopting a new model of care and we hope to grow the service to provide for up to 400 or more women to birth at Horsham each year.

"The support from the Foundation has always been invaluable and we appreciate the work they continue to do for our Horsham and Dimboola campuses," she said.

Strategies to support birthing families at Horsham recently have included the Maternity Outpatients Clinic and a full-time lactation service.

Queensland couple will never forget Horsham care



Grampians Health Horsham has once again been recognised as one of Australia's top hospitals for stroke care. Queensland couple Allan and Lareen Bovill recently experienced this excellence first-hand.

While traveling across Australia in their caravan, Allan suffered a stroke in Beulah and the Wimmera Base Hospital's emergency and stroke care team saved his life.

Allan and Lareen embarked on their Australian adventure after retiring last year. However, their journey took an unexpected turn when Allan experienced a dizzy spell and had a seizure.

Lareen immediately called for help, but due to the unavailability of ambulances in Warracknabeal on the day, one had to be dispatched from Horsham. The paramedics ran tests on Allan, confirmed it was a stroke, and emphasised the urgency of reaching Wimmera Base Hospital within three hours to administer clot-busting medication.

Allan was swiftly transported to the hospital, where he underwent assessments, a CT scan, and cognitive tests. The stroke was confirmed and the clot-busting medication was administered on time.

Allan was then admitted to the Intensive Care Unit (ICU) while Lareen faced the dilemma of where to stay. The hospital arranged overnight accommodation for her, and Allan felt comforted knowing she was taken care of.

In ICU, Allan received exceptional care from nurse Deidre Rennick, the stroke coordinator. Speech therapists, physiotherapists, and occupational therapists all worked together to assess the extent of Allan's stroke and plan his treatment.

After two nights in ICU and four nights in the Oxley acute ward, Allan was transferred to the Wyuna rehabilitation ward.

Meanwhile, Lareen faced another challenge as their car and caravan were still in Beulah. However, the

hospital staff went above and beyond to assist her. Deidre offered to drive Lareen to Beulah and tow the caravan herself if needed. Ultimately, a Grampians Health volunteer named Max came to the rescue, retrieving the caravan and bringing it to the Horsham caravan park.

Allan spent 10 days in the Wyuna ward, receiving rehabilitation therapy to regain his strength and mobility. The allied health team, including physiotherapists and occupational therapists, played a crucial role in his recovery.

After leaving the hospital, the Bovills received assistance from relatives to drive to Wangaratta, where Allan continued his rehabilitation program.

The couple expressed their gratitude to the entire team at Horsham, from the ambulance and emergency staff to the allied health clinicians and ward nurses. They especially praised Deidre and the stroke care team for their professionalism and dedication to providing excellent care in a regional hospital.

Despite the setback, Allan and Lareen are determined to regain their normal lives and appreciate every effort made to support Allan's recovery.



Local representation for Community Reference Group



Grampians Health has delivered on its commitment to establish four Community Reference Groups (CRGs) to provide input into the provision and implementation of its services on an ongoing basis.

The CRGs represent the regions of each of the four health services that came together to form Grampians Health.

Chief Strategy and Regions Officer, Dr Rob Grenfell, said the CRGs had been established as an ongoing source of community connection through local representatives who meet with Grampians Health on a regular basis.

"This was a commitment we made at the formation of Grampians Health, to ensure that regional voices continue to be heard and local communities remain an active part of our health service.

"The first members for Horsham and Dimboola have been appointed and we are fortunate to have Merryn Eagle chair both

the CRG and Grampians Health's Community Advisory Committee (CAC), to which each of the groups report."

Mrs Eagle served on the Wimmera Health Care Group board for many years and has a strong awareness of regional health needs and pitfalls. She is heading a diverse network of community representatives who will inform the Grampians Health board of community sentiment around local health issues.

The CAC is the direct reporting link between Grampians Health's four CRGs and the board. The committee is made up of two members of each of the CRGs – including the respective chairs – and four Grampians Health board members.

Mrs Eagle said each CRG had solid representation but there was room for more to be involved.

"We are wanting as many diverse people as possible and we particularly want to recruit those people who are seldom heard."

She said the CRGs and the CAC were in place to provide advice on decision making throughout Grampians Health.

"Each individual campus will have its own issues and views on what is working, how it's working and what isn't. How well are we working with getting services that people previously didn't have locally and is that working or are people still going to Ballarat?"

"As the board seeks opinion, the advisory committee can go back to the CRGs and gain their view of how each community is seeing the processes evolve."

For further information or to register your interest in becoming a member, contact Denielle Beardmore, denielle.beardmore@gh.org.au or phone 5320 4025.

Who are your CRG representatives?

- Merryn Eagle (Chair)
- Richard Goudie (Deputy Chair)
- Jennifer Noonan
- Robert Walter
- Shirley Glover
- Sharon Cook
- Lauren Coman

Meet our Leaders

Carolyn Robertson

Deputy Chief Operating Officer
Hospitals – West



Carolyn Robertson is responsible for the services at Stawell, Horsham, Edenhope and Dimboola.

"My role is exciting in that we have the best opportunity we will ever have to shape regional healthcare into the future," Carolyn said.

"My priority is to enable people, wherever they are in the Grampians region, to have access to high quality evidence-based care while eliminating

the waste we have in our systems."

Carolyn enjoys supporting the west campuses to manage the challenges that lay ahead.

"The greatest benefits of our four health services coming together as Grampians Health is that we're better together. Having local knowledge and local people central to the planning and development of our health services cannot be underestimated."

Carolyn has previously lived and worked in the Wimmera and Mallee at the Hopetoun Bush Nursing Hospital and St Arnaud District Hospital.

"I am so excited to have returned to the area that has given me so much. Growing up, living, and working in a small regional town is an exceptional privilege," Carolyn says. "You make connections that are rare in larger towns and cities, and you genuinely feel part of the community."

Maree Markby

Site Director / Director of Nursing



Maree Markby has been making a significant impact on the healthcare landscape at Horsham for over three decades.

As the site director for Grampians Health Horsham, Maree leads the team responsible for the day-to-day operations of the facility, ensuring that the highest standards of patient care are met.

Maree, a registered nurse, has moved through a variety of roles to get to her current role, including 16 years as the Unit Manager of the operating suite.

Maree has a deep love for the Horsham community and her desire to make a difference by enhancing the wellbeing of all its residents.

Dr Rob Grenfell

Chief Strategy and Regions
Officer



Rob Grenfell is responsible for overseeing the Grampians Public Health Unit, Population Health, Preventative Health, Project Management, Regional Partnerships, Service Planning Improvement and Workforce.

Rob has specialist expertise in health system analysis, strategic planning, governance, health risk management, and equity-focused care. He is passionate about access to healthcare in rural communities and bringing innovative systems to improve equity in regional settings.

"Grampians Health will enable much needed service delivery, locally. Equity of health care, regardless of where you live should be top of the agenda across Australia; I am thrilled to be part of the team that is working to make that a reality across the Grampians," said Rob.

"Planning for and managing the complex requirements to successfully achieve our strategic goals will be challenging and I couldn't be more ready."



What does the Clinical Services Plan mean for Horsham?

The Clinical Services Plan is our roadmap for getting where we want to go. It enables us to prioritise clinical service development and identify key capital and infrastructure projects.

In general, the objective is to reverse the trend of declining access and capability at Horsham and restore and further enhance the range and acuity of clinical services delivered.

Developing sustainable models of medical specialists and specialist nursing will be a cornerstone of the revitalisation of the Horsham campus. Horsham will require new infrastructure and supportive digital transformation to maximise the potential for service development.

The full Clinical Services Plan is available to view or download from the Grampians Health website, grampianshealth.org.au

“

The Clinical Services Plan is based on extensive research and analysis of the healthcare needs of our communities over the past 10 years, and it has identified the need for specific services at each campus so that we can begin to fill these gaps and deliver services where they're needed.

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– Dale Fraser, Grampians Health CEO

Key strategies for Horsham include:

- Enhanced clinical capability to manage more complex patients in Intensive Care as expected. This is likely to include locally resident anaesthetists.
- Full integration of the Horsham ED with Ballarat ED, which increases the clinical capability at Horsham requiring fewer patients to be transported to Ballarat or retrieved to Melbourne.
- The development of a 4-6 bed acute mental health service as an integrated unit of the regional mental health service.
- The substantial increase in the provision of community mental health services.
- Integration with the Wimmera community mental health support hub.
- A local pharmacotherapy program.
- A sustainable core of four general surgeons.
- A sustainable core of two orthopaedic surgeons.
- A sustainable core of specialist anaesthetists.
- More frequent and sustainable visiting surgery sessions from Ballarat specialists.
- Support an expanded rotation of visiting surgical specialists including ENT, gynaecology, and urology.
- A more sustainable core of local specialist physicians including general physicians, a geriatrician, a second paediatrician, neurologist, and potentially other specialists.
- Enhance the range and clinical capability of community-based health services.
- Progressive development of locally delivered specialist clinics, and additional virtual clinics.
- An expanded Horsham-based community palliative care team.
- Digital transformation technologies including an eMR and real-time patient monitoring and clinical management for remote patients.
- Clinical management for remote patients.
- Exploration of:
 - a Lung Function and Rapid Access Lung Lesion service; and
 - public cardiology assessment and testing service.
- Development of a master plan for Horsham that would include the above initiatives.

Grampians Health Board Members

The Grampians Health board consists of previous members of the previously existing boards of Edenhope and District Memorial Hospital, Stawell Regional Health, Wimmera Health Care Group and Ballarat Health Services. More information about our Board and Executives can be found on our website.

 Bill Brown Chair	 Anthony Schache	 Rhian Jones	 Avril Hogan	 Dr Nick Jones
 Cora Trevarthen	 Marie Aitken	 David Anderson	 Meghraj Thakkar	 Heather Pickard

Grampians Health Executive Team



Our Strategic Plan on a Page

Our community is vast, diverse and unique. In coming together, we aspire to address the growing health and wellbeing challenges faced by the Grampians community.

Our Future

We are leaders in regional and rural healthcare

Our People

Our people are caring, skilled, highly trained and professional



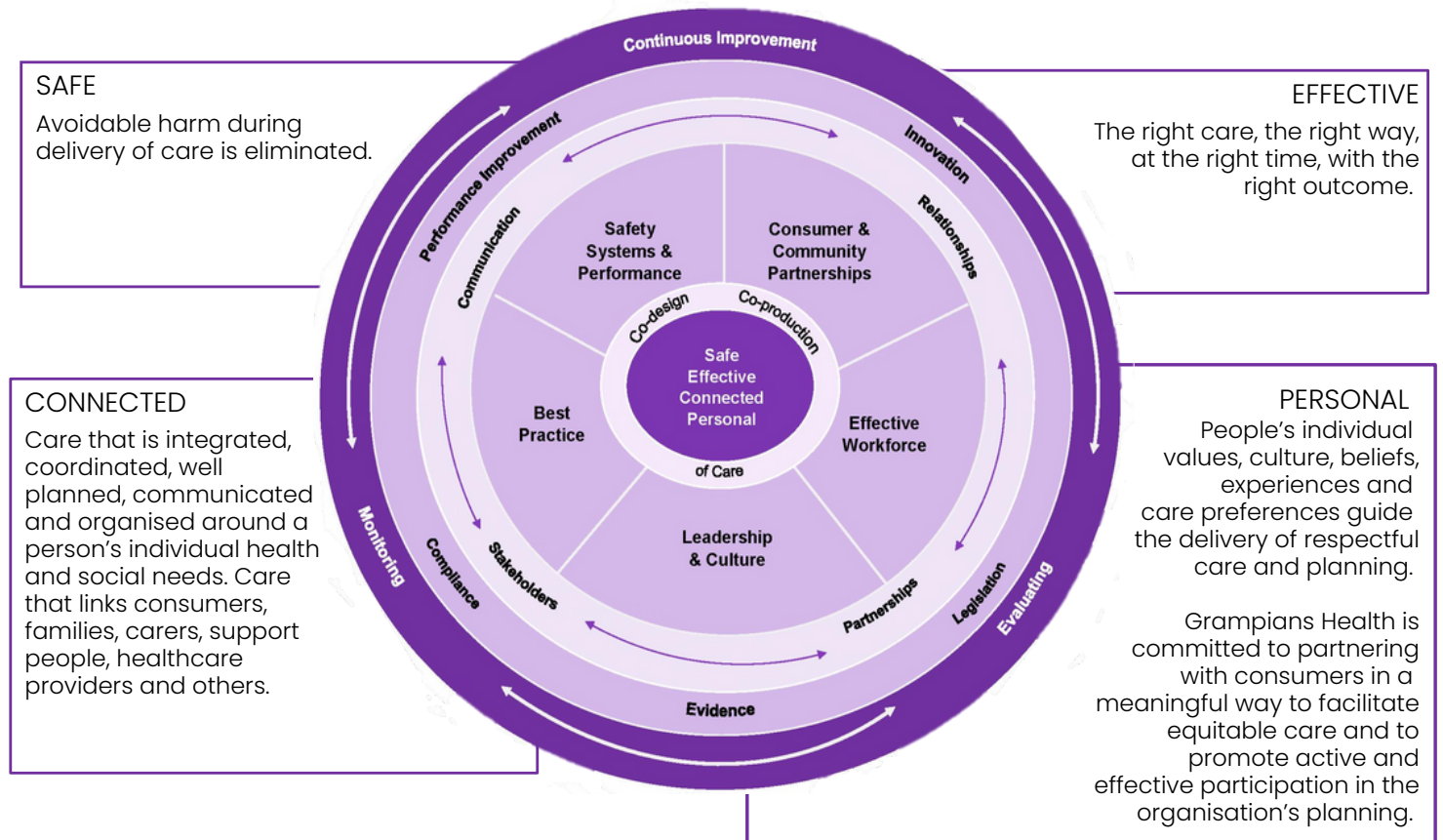
Our Partners

We engage with our community and network of partners to enhance outcomes and deliver connected care

Our Purpose	Our Vision	Measures of Success	Our Values
To deliver quality care for our community through safe, accessible and connected health services.	Grampians Health will be a trusted, progressive and innovative leader of regional and rural healthcare.	Our progress against our goals will be assessed using meaningful and measurable outcomes.	Collaboration Compassion Accountability Respect Innovation

Grampians Health Governance Framework

Ensuring everyone within Grampians Health are accountable to consumers and the community for assuring the delivery of health services that are safe, effective, connected, personal.



CONSUMER & COMMUNITY PARTNERSHIP

Co-design of care involves equal partnership of individuals who work within the system, who have lived experience of using the system and those that design the systems.

Consumer experience and participation is actively encouraged, we are committed to providing a positive consumer experience every time.

Grampians Health will partner with the diverse communities to uphold our commitment to equity and ease of access to healthcare for all.

LEADERSHIP AND CULTURE

Integrated systems are established, and used to improve the safety and quality of health care for consumers.

EFFECTIVE WORKFORCE

The workforce has the right qualifications, skills and supervision to provide safe, high-quality health care.

SAFETY SYSTEMS & PERFORMANCE

Safety and performance systems are integrated, actively managed, monitored, evaluated, and improved in the pursuit of safe high-quality care. Co-production involves working together to design systems using knowledge, resources and shared contributions to improve outcomes for all.

BEST PRACTICE

Safe and appropriate health care is provided based on current evidence to achieve the best possible outcome for the consumer.

Helping Communities Thrive

Grampians Health strives to deliver quality care for all our communities through safe, accessible and connected health services.

Emergency Department

For emergencies arising from accident or illness. Services are available 24 hours, 7 days a week.

If your condition is serious, or you are experiencing chest pains, you need to call 000 (Triple Zero) for an ambulance.

Acute Care

24 hour care, managed by our experienced nursing staff and visiting medical officers.

Care Communities

Kurrajong Lodge

5581 9271

Wimmera Nursing Home

5381 9307

Horsham Maternity Clinic

5381 9010

Community Options

5381 9336

Assisting people and their carers to live independently in their own homes.

Allied Health

5381 9333

Allied Health resources are based in the Arapiles Building. Services available include:

- Dietetics
- Occupational Therapy
- Physiotherapy
- Podiatry
- Speech Pathology
- Social Work
- Dental and Prosthetic Clinic

Alan Wolff Medical Clinic

5581 9167

A specialist medical clinic servicing the needs of patients in Horsham and the surrounding districts.

Primary Health

Community based services which are delivered to the wider community.

- District Nursing 5381 9391
- Hospital in the Home 5381 9311
- Continence Service 5381 9333
- Memory Support Service 5381 9333
- Post Acute Care 5381 9115
- Residential in Reach 5381 9115
- Complex Care (HARP) 5381 9115

Day Centre

5381 9285

Offers a welcoming, supportive environment for our older community and for people with dementia and/or disabilities to maintain personal independence and provide support for their carers.

Dental Clinic

5381 9248

Treats patients who hold a Health Care Card or Pensioner Concession Card and children under 13 without a concession.

Radiology

5381 9236

Lumus Imaging, a private company provides medical imaging for the hospital and the Wimmera region. Services include Radiography, Computer Tomography, Mammography, Ultrasound, MRI, Echocardiography, DEXA and OPG (Orthopanthomogram).

Wimmera Cancer Centre

5381 9169

Oncology service, incorporating Dialysis and Palliative Care.

For the full range of services and more detail on accessing the services please visit www.whcg.org.au



**Grampians
Health
Horsham**