

AT THE  
HEART OF  
SERVICE

# BARWON HEALTH

SERVICE PLAN &  
MODEL OF CARE  
2012

The intent of the Barwon Health Service Plan is to guide the development of health services to meet the changing health care needs of the communities of Greater Barwon and South West Victoria.

It builds on Barwon Health's Strategic Plan released in 2010 and focuses on *what* services need to be delivered and *how* services need to be delivered to meet significant increases in expected demand. These challenges will require innovative and flexible approaches to improve service access, service quality and to enhance the patient experience.

The plan is consistent with and supports the Victorian Health Priorities Framework and contains a number of exciting initiatives that will consolidate and develop health services in the region.

# The challenge ahead

The challenge for the decade ahead is to continue to improve services in the face of higher community expectations, significantly increased demand from a growing and ageing population while maintaining high levels of self-reliance in health services, improving access to services, providing the infrastructure to match contemporary health practice, strengthening relationships with service partners, and developing the future workforce.

## Demand growth

The population of Barwon Health's primary catchment is expected to grow by 18.2% by 2021 - an additional 48,000 persons, bringing the total population to 312,000. More than half of this growth will be in persons over 60 years of age. For example, the 65-69 age group is expected to increase by 41% and the 70-74 age group by 56%. This growth will translate into increased demand for health services.

More significantly, the population ageing and the increase in chronic disease in the community will mean that patients use health services more often.

Combined, the demand pressures mean that *Barwon Health cannot hope to meet demand by simply doing more of the same. It also needs to do things differently.*

## Self-reliance

Barwon Health currently provides an extensive range of health services, which means that in the vast majority of cases, communities in the Barwon South West region are able to access services within the region. Over 90% of the regional population receive their hospital services in the region and Barwon Health's more complex services are an important part of this high self-sufficiency. In a growing and ageing population, maintaining this level will be a challenge.

## Teaching

An important aspect to Barwon Health's future role is to extend its teaching and training functions, with a particular focus on general medicine and general surgery as well as extended scope of practice in nursing and selected allied health professions.

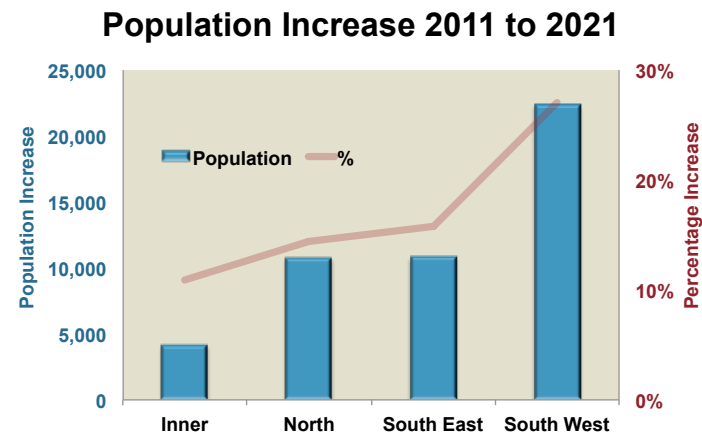
This builds on Barwon Health's existing role and reputation as a centre of excellence and points to exciting developments including the development of a new facility at or adjacent to Deakin University's Waurin Ponds campus.

## Access

A number of areas have been identified where Barwon Health will be working to improve access to services. These include developing a more consistent approach to outpatient services in line with its role as a major teaching hospital.

Improved access is also required for secure extended care, adolescent psychiatric services, alcohol and other drug support and palliative care.

A strong case is also made for improved access to services in the northern and southern suburbs of Geelong. The northern suburbs have the highest proportions of inpatient admissions while the southern suburbs have the highest population growth rate. Access to operating theatres for elective surgery is also an important priority.



*The highest population growth in Barwon Health's Primary Catchment will be in the South West*

# The service plan

The Service Plan includes a strong focus on new and innovative ways to meet future demand for health services. It is not a continuation of the past, but rather, a fresh approach.

## Geelong Hospital

An important consideration has been the significant developments that are in the construction stage or in the pipeline at The Geelong Hospital. It is clear that works already committed will meet the growth in bed capacity required through to 2021 and provide an inpatient hub that is a centre of excellence in inpatient care. This includes more operating theatres, and more specialist medical and surgical beds.

A key component of achieving this outcome will be the parallel development of services that support people in their homes and provide care in the community. The role of other sites will therefore expand – with a particular focus on the availability of a broad range of services at Waurin Ponds and Corio.

These will reflect a philosophy of

providing services in the most appropriate setting and reducing the rate of growth in resource-intensive bed-based inpatient care. This so-called service substitution effect will be a key focus for the next ten years.

## Waurin Ponds

It will be important to ensure that the needs of the expanding southern communities of Geelong are met. There is also an opportunity to build a strong relationship with Deakin University at the Waurin Ponds campus. A number of options for the southern areas were considered in the context of Barwon Health's overall service profile and the need to provide safe and viable care. As a result, it is proposed to develop a state-of-the-art hospital focused on same-day surgery and medical care including chemotherapy, renal dialysis, medical imaging, pathology, specialist outpatient services and most importantly, a range of community-based services that outreach to other community settings and patients' homes.

## Corio

Another key priority identified in the Plan is to improve the availability of services in the Corio-Norlane area with a new 'one-stop-shop' Comprehensive Health Clinic that is a major expansion to the Corio Community Health Centre. This would make health services much more accessible to an area that has demonstrated high demand. The new Comprehensive Health Clinic would include specialist outpatient clinics, nurse-led urgent care linked to the Geelong Emergency Department, mental health services, alcohol & other drug services, pathology, pharmacy, imaging and community-based outreach, amongst other services. Like Waurin Ponds, it is a critical part of the future services plan for Barwon Health and the Greater Geelong area.

## Other sites

There will be minimal changes to the McKellar Centre over the next few years. The main focus will be to develop better integration of patient care for patients transferring between

the Geelong Hospital and the McKellar Centre.

Barwon Health's other hubs at Belmont, Newcomb and Torquay will continue to play an important role in providing increased levels of support and care in the community.

## Private hospitals

Private hospitals play an important role in the provision of health care in Geelong and the Barwon region. The proposed expansion and development of private facilities, including emergency departments, provides the community with more choice. It also offers the prospect of public and private providers working cooperatively to attract and retain high quality healthcare professionals in the Geelong community. The important role of all private operators in the region is recognised, as is the important principle that all people have a right to access high quality public health services.

# Innovation and Leadership

## An innovative approach

A significant feature of the plan has been incorporation of innovative ways of delivering health services using specialist outreach and new technologies. This envisages:

- The future use of monitoring equipment in people's homes;
- Videoconferencing across and within services;
- Better management of elderly patients within the hospital; and
- A vibrant workforce to deliver services.

Barwon Health in the future will support not just the local Geelong community but will operate as the major regional service for people living across south-west Victoria.

## Taking services closer to the community

There is a clear need to change how services are delivered in order to:

- Better meet expected increases in demand;
- Ensure integrated patient care; and

- Improve the patient's experience by delivering services in the 'least restrictive environment' and as close as possible to home.

Therefore, changing service models (or models of care at a patient level) is seen as a necessary focus for the Service Plan.

At a physical level, the current hub and spoke model where the Geelong Hospital and McKellar Centre support a range of community based centres will be further developed. This Service Plan embraces the development of a new community hospital, focusing on specialist day medical and day surgery, located at Waurm Ponds. It also supports significant extension of the Corio Community Health Centre to accommodate specialist outreach and after hours urgent care. The enhancement of the subacute ambulatory services capability at Belmont campus will also be an important addition to meet future need for rehabilitation and managing chronic conditions. These three developments will enable more

innovative and responsive ways for the community to access health care closer to their homes with the intention of managing demand away from the main hospital site.

Barwon Health, under this Service Plan, will be a vital and spirited centre supporting communities across the south west of Victoria to enjoy twenty first century health care.

to provide a comprehensive mix of clinical services, with acute medical and surgical services at all but the highest level of complexity.

We will develop specific initiatives that offer and provide specialist clinical advisory services to health professionals and public hospitals in the Barwon South West region.



## Regional leadership

Barwon Health will continue to be the designated referral hospital for Barwon South West region. This means that Barwon Health is expected

# Enhancing services

## Acute inpatients

Forecasting indicates that there will be an overall increase of approximately 45% in separations through to 2022 and an increase of 29% in bed-days. Given these levels of growth, there is concern that Barwon Health's capacity to serve the needs of the Barwon South West catchment could diminish unless there are changes to the way services are provided. Expansion is forecast in all areas of acute services. Overall, there is expected to be a demand increase equivalent to approximately 170-180 beds (or bed equivalents) over the next decade, also requiring an increase in operating theatre capacity.

In the context of this substantial demand increase, there are already considerable existing capital commitments to expand the capacity of the Geelong Hospital. These include the recent announcement of 64 acute beds in addition to works currently in progress. The total capital redevelopment commitments, together with the Waurm Ponds community hospital development, will substantially meet the expected demand forecasts for Barwon Health if supported by the implementation of innovative service models that actively divert and substitute community-based care for bed-based care, where clinically appropriate.

## Sub-acute

There is also an expected increase in sub-acute services. The main areas of focus will be a change in the model of care to develop integrated sub-acute and acute services, including the more complex palliative care and geriatric evaluation & management patients on the Geelong Hospital campus, the enabling of McKellar Centre to manage a wider range of patients and be able to admit and discharge patients on a 24/7 basis, expanding the community rehabilitation services at Belmont and further developing specialist community-based sub-acute care clinics on a regional basis.

## Emergency

It is expected that demand for Emergency Department presentations will continue to grow at rates of 9-10% per annum. The focus will be to look at innovative ways to meet the demand for low complexity presentation through alternative channels including planning for the establishment of an urgent care service in Corio. As there are plans for private hospitals to establish EDs, Barwon Health will monitor the impact that this has on its ED.

## Outpatients

There are opportunities for Barwon Health to develop a more comprehensive and consistent suite of specialist outpatient services, which will be one of the main priorities over the next few years. New facilities currently being built in Bellerine St will be an important step in meeting this objective. This will enable better access to specialist care. The planning focus will also extend to providing many of these specialist services at sites in the community, not only at Geelong Hospital. The Waurm Ponds site is earmarked to develop these services in the first instance, with consideration also for Corio. The outpatient service will also include a stronger relationship with GPs with the development of 'shared care' between specialists and GPs.

# Enhancing services

## Mental health and alcohol & other drugs

Demand for mental health services is also expected to increase significantly, even with the further development of key initiatives in prevention and early intervention for people with symptoms of mental illness. The number of specialist acute beds for mental health is planned to increase significantly. The plan also envisages the development of a specialist Prevention & Recovery Care residential service for youth, and a strengthening of community-based care/treatment for clients with a mental illness.

A recent statewide review has indicated that the development of alcohol and drug services across the state is under-developed. Barwon Health proposes to put together a service framework for alcohol and other drug services that is consistent with the new statewide approach. In addition, there are specific initiatives that are planned including the development of an addictive drug service at Corio and a more consistent service in the Geelong CBD.

## Primary and community

It is expected that there will be a very large increase in primary and community services based on the continuation of current services to a larger and older population, as well as delivering a broader range of more specialised services to support people in the community. This will not only reduce demand for inpatient bed-days and Emergency Department services, it is also consistent with a reduction in aged care beds. Therefore, a major focus of the Service Plan is to develop a very strong capability to deliver more specialised services in a community setting. Barwon Health will be looking to apply new technologies and the roll out of the national broadband network to enable innovation in delivering care in the community.

## Residential aged care

There are many factors that will influence the overall demand for residential aged care in the community. There are important changes by the Commonwealth Government to the regulatory environment and the basis for funding for residential aged care that will have an impact on demand for services. However, Barwon Health will continue to provide residential aged care, but with a reduction in beds over time in response to declining community demand for low-level residential care services. Barwon Health also plans to work with other health care providers and substantially increase aged care services in people's homes.

# How Barwon Health will get there

## People

“Our People – A thriving, collaborative and highly skilled workforce” is one of the four key priorities in Barwon Health’s Strategic Plan.

The workforce is critical to delivering an ambitious service development agenda over the next 10 years.

There will be two main drivers for change in the workforce:

The ageing of the workforce and the rate of replacement of the nursing workforce in particular is likely to stretch capacity to replace numbers and skills. Secondly, the demand for specialised nursing and allied health staff is likely to ‘spike’ in the event that there is significant expansion of private acute and sub-acute services in Greater Geelong.

## Partners

Over the next several years, Barwon Health will consolidate/strengthen partnerships with:

- The broader community to increase awareness of Barwon Health’s role and activities;
- Medicare Locals as an important part of the national reform agenda;
- Deakin University;
- Other public hospitals in the region;
- Private hospitals in Geelong;
- Local governments; and
- Ambulance Victoria.

This Plan also seeks to progressively develop an effective clinical network of service support and advice between hospitals and between clinicians who operate in the broader Barwon South West region.

## Infrastructure

Barwon Health has an extensive program of capital projects that have and will deliver additional facilities.

The Service Plan indicates that, subject to potential changes to the future service model, the resulting facilities will come close to accommodating acute and sub-acute demand through to 2022. However, a number of additional projects are indicated by the Plan including:

- A facility focussed on day medical and day surgery, ancillary support and acute ambulatory services at Waurin Ponds;
- Substantially expanded capacity of Corio Community Health Centre;
- Upgraded special care nursery;
- Upgrade of Newcomb and Torquay community health centres; and
- Inclusion of ‘teaching space’ in newly developed acute and sub-acute facilities, outpatients and community health settings.

## Teaching, training research

One of the planning principles has been to ensure that teaching, training and research develop as core functions of Barwon Health’s role.

Three strategic priorities are to:

- Develop a recognised niche teaching/training role in general medicine and general surgery;
- Consolidate and extend the partnership with Deakin University; and
- Develop infrastructure and ICT to enhance clinical training including a dedicated in-house education centre at Geelong Hospital with high quality ‘tele-presence’ technology and extensive network to enable virtual teaching and training to be undertaken from almost any setting.

