

*Gateway Health wishes to be recognised as a leader of and advocate for community health.*

*We will continue to drive improvements in efficiency and quality of our programs and services.*

*We will identify the key drivers of health inequity, based on best available evidence, and strengthen Gateway Health's advocacy capabilities to achieve reform.*

*Our work will address the underlying systemic causes of ill-health in the communities we serve.*

*We aim to improve the health outcomes that matter to clients and communities, in the most sustainable way possible.*



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# SERVICE PLAN 2019-2029



## About Gateway Health

Gateway Health provides a broad range of community health services aimed at improving the health outcomes that matter to clients and communities, in the most sustainable way possible.

As a regional community health service, Gateway Health aspires to be a leader, advocate and enabler of change – working together with individuals, agencies and communities to build relationships, capacity and services to prevent illness and strengthen protective factors that enable people to live well.

## Our community

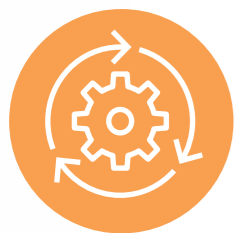
Gateway Health's primary catchment covers approximately 53,500 square kilometres and extends from north-eastern Victoria into southern NSW, with some services delivered on a state-wide basis. The primary catchment comprises the Ovens Murray region of Victoria plus the Local Government Area (LGA) of Albury and has a population of approximately 173,310. By the year 2031 it is anticipated the population will increase by approximately 13% to 195,090, with major growth occurring in the Wodonga area.

## Achieving our goals.

The Gateway Health Service Plan 2019-2029 provides a road map to meet the needs of our community and outlines the future direction of services to be provided by Gateway Health across the greater Ovens Murray region. The plan has been developed through an extensive process of consultation with key stakeholders and analysis of demographic and health status trends across the region. It complements and supports the current Strategic Plan 2017-2020 and will inform development of Gateway Health's next Strategic Plan 2020-2023.

## The Gateway Health Service Plan outlines four key priorities for the organisation over the next 10 years

1. Build capacity, capability and systems to manage an increased demand for services arising from population growth and changes
2. Lead the development of the Ovens Murray model of integrated service planning and delivery
3. Work in partnership with others to improve population health
4. Gateway Health to be recognised as leader of and an advocate for community health



### PRIORITY 1

#### Build capacity, capability and systems to manage an increased demand for services, arising from population growth.

Gateway Health provides primary health care and support to all in our community and focuses on providing services to those with the highest risk of poor health. This means that our priorities for service development will be shaped by the specific needs of the communities we serve.

Projected population change will drive significant change in the demand for Gateway Health services over the next 10 years. In keeping with the changing needs of the communities we serve Gateway Health plans to:

- Establish a headspace satellite service in Wangaratta in partnership with key agencies
- In partnership with Odyssey House, establish a 30 bed residential drug and alcohol rehabilitation service in Wangaratta.
- Increase Gateway Health's profile within the catchment as a provider of disability services so that it is easy for participants to choose Gateway Health as their provider of choice
- Increase access to allied health therapies, particularly for NDIS participants



### PRIORITY 2

#### Lead the development of the Ovens Murray model of integrated service planning and delivery

Well-developed partnerships with health and other social care services are essential to inform the design and delivery of integrated regional service models that:

- enable better access to services for those who need us most
- ensure a seamless transition of care between healthcare services.
- provide effective communication and coordination of care for clients and their families.

Gateway Health will work in partnership with others whose values and objectives align with ours to:

- Lead implementation of the Ovens Murray Alcohol and Other Drugs Catchment Plan
- Work with key regional agencies to plan and deliver integrated regional approaches to family violence prevention and response.
- Work in partnership with policy makers and key agencies to strengthen access to community based mental health services.
- Further develop Gateway Health's health literacy, consumer information and self-management programs to support our clients to achieve the best benefit possible through their interaction with health services.
- Further develop staff skills and use of approaches that engage and empower clients and communities in advocacy, shared decision making and co-design.



### PRIORITY 3

#### Work in partnership with others to improve population health

Improving the health status of our community and improving consumer experience is central to our service delivery. Our work will actively contribute to addressing the underlying systemic causes of ill-health in the communities we serve. To achieve this we will:

- Build, nurture and invest in strategic and operational partnerships that add value to our work, and generate a collective approach to improving health and wellbeing.
- Identify the key drivers of health inequity, and further develop Gateway Health's advocacy framework, capabilities and networks to advocate for reform based on the best available evidence, including the lived experience of our communities.
- Further enhance our capability to collect and analyse data and evidence that supports the broader health system's response to both community and individual health needs.
- Support implementation of the Victorian Health and Wellbeing Plan through our regional leadership role in health promotion planning and co-ordination, and by working closely with each local government area to align this work as much as possible with Municipal Public Health and Wellbeing Plans.
- Increase our participation in research and intervention activities at scale to achieve population level impact. This includes maintaining our partnership role with Deakin University to implement the RESPOND population-based research initiative across the Goulburn Ovens Murray region aimed at reducing childhood obesity.



### PRIORITY 4

#### A leader and advocate for community health

Gateway Health recognises the unique role and expertise of community health in working with people and communities to generate place based approaches to health improvement. We will:

- Continue to strengthen governance, quality and safety and program evaluation capabilities to demonstrate excellence in leadership and provision of community health services.
- Continue to participate in research and build the evidence base for the efficacy of community health programs and their contribution to population health and wellbeing.
- Further develop and invest in systems for effective diffusion of innovation and the profile of Gateway Health at regional and state-wide levels.
- Actively support local community leadership programs and initiatives aimed at building local resilience and capacity.

#### Enabling the service plan

With over 300 employees, Gateway Health operates from three main campuses at Wangaratta, Wodonga, and Myrtleford.

Investment in our staff and in the facilities they operate from is critical to the achievement of our service plan goals. Therefore Gateway Health will:

- Further develop our People Working Well strategy to foster a learning culture and support our staff in providing great care and performing at their best.
- Undertake a facilities master planning process to guide investment in the facilities and infrastructure that will support our staff to do their best.

