



**Limestone Coast Local Health Network**

# **Strategic Plan**

## **2021–2025**

November 2021

# Acknowledgment to Traditional Custodians

The Limestone Coast Local Health Network (LCLHN) acknowledges the traditional custodians of country throughout the Limestone Coast. We respect their continuing connection to land, sea and community. We also pay our respects to Elders past, present and emerging and to the cultural authority of Aboriginal and Torres Strait Islander people from other areas of Australia who reside in the Limestone Coast.



## Introduction

As the **Limestone Coast Local Health Network**, we deliver a range of in-hospital, aged care, community, disability, and mental health services to the Limestone Coast community through a number of public hospitals and other health service sites located at Bordertown, Keith, Kingston, Lucindale, Millicent, Mount Gambier, Naracoorte and Penola.

Our first strategic plan since the 2019 SA Health governance reforms highlights our priorities for the next four years, as we seek to draw upon the benefits of the localised governance and management of public health care services and the vast opportunities this presents for our region and our community.

Our community deserves access to **best practice care and services**, as close to home and as safely possible. In delivering on our purpose, we aim to **walk alongside** our community, workforce and our partners to **contribute to improving the health and wellbeing of our communities and region**.

Our goal is to be a **forward-thinking** Local Health Network that constantly seeks new opportunities to do things differently and new ways of delivering our services and care.

There are changing health and care needs emerging across our region. As a Local Health Network we will face some challenges in meeting these changing needs, but we are determined to do the best we can to **find new ways** of providing care and services, to be **resourceful with our budget**, show **resilience** and **compassion**, and to **take care** in responding to the differing needs of our consumers.

Over the coming four years, we will strive to become a **trusted leader and partner** in providing **safe, high-quality, progressive and consumer-directed** health care and services.

We are committed to making a meaningful difference by contributing to improving health and wellbeing across our region, including within our Aboriginal and Torres Strait Islander, Culturally and Linguistically Diverse and LGBTIQ+ communities. We want to **take time** to better understand our consumers' needs and to **take an interest** in what is most important to them. This will help inform how we can **continue to improve our services and care**.

Central to achieving this is **strengthening our partnerships** with GPs and other clinicians and private providers in our region, other government agencies, non-government and community organisations.

We are also committed to **strengthening, encouraging and supporting our workforce, growing a positive, improvement-oriented culture**, and doing all we can to ensure our staff have the right tools and systems to do their jobs to the best of their ability.

Our focus between now and 2025 will be on **five key priorities**. We see these as the building blocks for delivering safe, high-quality, progressive, consumer-directed care and services:



Following through on our commitments will be vital in the coming period, and we will actively measure and regularly report progress on the actions identified for each priority.

We look forward to continuing to serve the diverse communities of the Limestone Coast by delivering the best and safest health care and services for our region.



**Grant King**

Governing Board Chair  
Limestone Coast Local Health Network



**Ngaire Buchanan**

Chief Executive Officer  
Limestone Coast Local Health Network



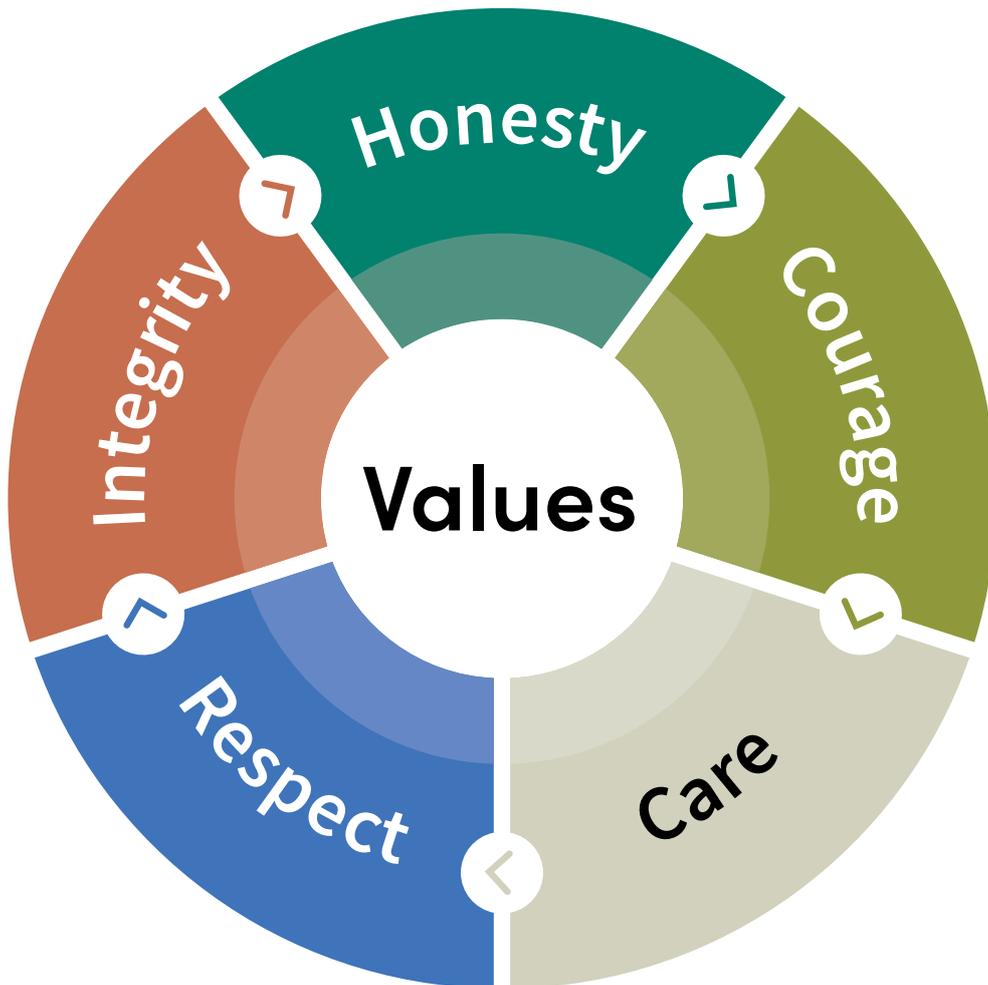
Our core **purpose** is...

Partnering with our community in delivering best practice care and services that contribute to improving the health and wellbeing of our communities and region.

By 2025, our **vision** is to be...

A trusted leader and partner in the provision of safe, high-quality, progressive, consumer-directed care and services.

We are guided by and committed to five key **values**:





**We will plan, develop and implement a regionally-connected hub and spoke model for service delivery by:**

- 1.1 Providing best practice services and optimise our use of resources, with emphasis on the unique needs of local communities.
- 1.2 Ensuring in-hospital services are delivered safely and effectively to support all other areas of our business to function optimally.
- 1.3 Positioning the Limestone Coast Local Health Network as a safe place to innovate.
- 1.4 Exploring new models of primary health care through better use of existing facilities and networks, new partnerships and an increased focus on our interaction with the Primary Health Network.
- 1.5 Identifying new opportunities to increase the scope and accessibility of all our services, with a particular focus on the following service areas:

1.5.1 Aged Care

Enabling our consumers to age well at home, or as close to home as possible, by leading the design and implementation of a contemporary model of aged care.

1.5.2 Aboriginal Health

Working in partnership with Aboriginal and Torres Strait Islander people, investing in resources and improving our capacity to secure measurable and sustainable improvements in health outcomes.

1.5.3 Mental Health

Taking a leading role in improving access, experience and outcomes by working in partnership with consumers and other government and non-government agencies across the greater Green Triangle and beyond.

## 2 Dynamic Workforce

### **We will strengthen, encourage and support our workforce by:**

- 2.1 Working with all government and non-government partners to leverage our position as a key employer and economic driver in our region, to attract growth, investment and new long-term employment opportunities.
- 2.2 Developing a regionalised, staff-centred workforce plan, and innovative learning, development and training programs that focus on improving career pathways and supporting retention.
- 2.3 Ensuring our Executive and Management Team play an active role in developing the workforce of the future, through effective leadership that actively engages and supports our people.
- 2.4 Actively engaging and partnering with our community, educators, government, non-government and private agencies to position our region as a great place to work, live and stay.

## 3 Thriving Culture

### **We will foster a positive, improvement-oriented culture by:**

- 3.1 Recognising, valuing, and encouraging the collaborative contribution of all individuals and teams to deliver high quality, innovative and consumer-directed care.
- 3.2 Growing the focus on the wellbeing of our workforce.
- 3.3 Actively engaging with our workforce to ensure they have the tools and support they need to work effectively and efficiently.
- 3.4 Driving improvements which lead to the rejuvenation of our workforce including staff development and succession planning.



## 4 Strong Partnerships

**We will work to build and strengthen our engagement with other agencies and care providers within and beyond the Limestone Coast and Greater Green Triangle, with a focus on:**

- 4.1 Developing partnerships to improve health literacy in our communities, including those from Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse (CALD) backgrounds, and increase clinician and consumer engagement in the design, delivery, and evaluation of our services.
- 4.2 Improving the sustainability of primary care and after hours and emergency services available to our communities.
- 4.3 Identifying and pursuing opportunities for innovative research.
- 4.4 Increasing evidence-based health promotion, with a focus on chronic disease management and within at-risk communities to reduce preventable hospitalisations.

## 5 Contemporary Infrastructure

**We will strive for equitable resources, modern infrastructure and fit for purpose facilities by:**

- 5.1 Developing a strategy to redesign and leverage resources across the region with a focus on:
  - 5.1.1 Safe, fit for purpose and future proofed buildings and facilities.
  - 5.1.2 Effective and integrated Information and Communication Technology and data systems that link to community-based health providers including aged care, general practitioners and local government.
  - 5.1.3 Best practice information management and quality reporting to support confident and informed decision-making.
- 5.2 Pursuing reform in funding policy and mechanisms to address gaps in services, training, research, and infrastructure investment.



Main Entrance

## For more information

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