

About South West Healthcare

South West Healthcare is the largest sub-regional health service in Victoria; providing acute, mental health, rehabilitation, and aged care together with an extensive range of primary and community health services across the South West catchment. South West Healthcare will be a key lead agency for the South West Local Health Service Network to be established on 1 July 2025.

As the major specialist referral centre for the South West region, South West Healthcare provides a comprehensive range of specialist services through an array of surgical and medical specialties and support services. South West Healthcare has commenced a \$450M capital works program consistent with its future role.

With a total of 282 beds (216 acute, 36 aged care and 30 mental health), the organisation services a population in excess of 110,000, employing over 2,000 staff, across our campuses at Warrnambool, Camperdown, Macarthur and Lismore and in addition our Mental Health and Dental programs that also include Portland and Hamilton.

Professional Development at South West Healthcare

We have a learning culture that creates an environment for our people to achieve their potential.

Education, training and development aims to improve the ability of people to have deeper understanding, enhanced skill and greater expertise to perform to their peak ability in a rapidly changing climate. We aim to lead the continuing growth of a capable, responsive and sustainable workforce, and provide professional development and career opportunities for our employees to support a high performing workforce.

At South West Healthcare learning is a shared responsibility and a culture of learning is an important part of the organisation's value system. We support our workforce to have the right qualifications, skills and supervision to provide safe, high-quality health care and to share expertise to help develop their colleagues. Better outcomes for consumers and improved clinical practice and service delivery are achieved through inter-professional learning and collaborative practice.

We welcome new employees through comprehensive orientation and all employees at SWH are given an annual opportunity to meet and discuss with their Manager to reflect on achievements to date and also to identify future objectives, support and career aspirations.

The completion of mandatory and recommended training is required to ensure that all staff have the required knowledge and skills to practice safely and to be safe at work. Both mandatory and recommended trainings are completed online via our Learning Management System GROW.

For more information please refer to www.southwesthealthcare.com.au



About South West Coast of Victoria

South West Healthcare (SWH) is, very proudly, one of Victoria's most established health services and is the largest sub-regional health service provider in the state.

Our regional footprint spans five local government areas with hospitals in Warrnambool and Camperdown, mental health services in four locations, five community health services and an aged care facility.

111,000 people live in South West Victoria, a vibrant region consisting of the five Local Government Areas of Warrnambool City and the Shires of Corangamite, Glenelg, Moyne and Southern Grampians.

Our major city, Warrnambool, is one of the fastest-growing regional cities in Victoria. Warrnambool and the South West Region comprise the most liveable regional area in Australia, according to the 2021 Ipsos Life in Australia study. The climate is mild to warm and the region's rich soil provides the basis for thriving horticulture, viticulture, dairy production, timber plantation/harvesting, cattle grazing and wool production. The world-famous Great Ocean Road and attracts thousands of tourists throughout the year and the natural resources of spectacular coastlines, volcanic craters, lakes and rivers offer a multitude of outdoor activities for all ages. The area is home to a vibrant arts and culture scene, lively community groups and great hospitality. Family living in the region is enhanced by housing affordability and excellent education, with government and independent options available at primary and secondary level, the region is home to South West TAFE and Deakin University Warrnambool.

The region's rich soil provides the basis for thriving horticulture, viticulture, dairy production, timber plantation/harvesting, cattle grazing and wool production.

With its spectacular coastlines, mountain cliffs, volcanic craters, lakes and waterfalls the South West region offers a multitude of outdoor activities for all ages.



Vision, Mission, and Values

Our Vision

Leaders in healthcare, partners in wellbeing

Our Mission

To improve the health and wellbeing of South West Victorians by partnering with them, their communities and other providers to deliver high quality healthcare with a future-focus through our engaged, empowered and motivated workforce

Our Values

Care

We put the person at the centre of everything we do. We are compassionate and responsive to the needs of consumers of our service, their families, our staff and volunteers.

Respect

We behave in a manner that demonstrates trust, inclusion and mutual understanding. We respect diversity and communicate openly with consideration of others.

Integrity

We are transparent and ethical in all that we do. We are accountable for our decisions and actions. We embrace honest feedback and act on it.

Excellence

We ensure every interaction is of the highest standard, every time. We do not compromise on quality.

Leadership

We lead by example and empower everyone. We are strategic, responsive and resilient.



Strategic Plan

Great Healthcare Experiences

We partner with consumers to achieve service excellence

Strategic Priorities

Continuous quality improvement by partnering with consumers

- Train and empower our people to work with consumers for their best care
- Continuously improve our consumer engagement framework
- Empower and support consumers to engage effectively in relevant committees, leading to organisational improvements

Improved health and consumer empowerment through knowledge

- Implement a sustainable health literacy program
- Use regular surveys and targeted reviews to identify opportunities for consumer empowerment
- Promote use of My Health Record

Consumer focused service systems

- Redesign our service systems to incorporate a focus on the consumer experience and equity of access according to need
- Establish more specialist outpatient services with no out-of-pocket expenses for consumers

Empowering Our People

We develop talent and leadership across all levels of our workforce, resulting in empowered and motivated individuals and teams, creating a great workplace and a supportive and safe work environment

Strategic Priorities

A values-driven culture

- Promote and reinforce our values and expected behaviours
- Develop an environment where people achieve their full potential

A diverse and inclusive workforce

- Support diversity and encourage inclusivity through workforce training and development
- Increase recruitment and retention of Aboriginal people

A culture of excellence and accountability

- Create a motivated workplace where our workforce are engaged, healthy and high performing
- Establish a cohesive research and learning strategy that develops all individuals and teams across SWH
- Drive positive workplace change through implementation of Our People Strategy

Looking After Our People

Research from the international health sector confirms that healthcare practitioners, generally, do a great job looking after their patients, but perhaps are not so good at looking after themselves.

Job-related stress, physical injuries and mental trauma are very common.

With this fact foremost in mind, a feature of the SWH 2020 - 2024 Strategic Plan will be development of an holistic Wellness Program for all of our staff.

While we already undertake a series of practical initiatives across the organisation, the new program will be expanded and tailored to individual needs and learning styles in a calendar of activities covering physical and mental health and wellbeing, financial literacy, building resilience, peer recognition and support, and the very important role leaders and managers have in modelling positive behaviours and organisational values.

It will also integrate with our safety management system that has safety compliance considerations as its basis and will be enhanced to include policy development, risk management, communication and training, emergency preparedness and reporting.

Integrated, High Quality Care

We continually improve service delivery to achieve high quality outcomes

Strategic Priorities

A 'one team' approach

- Develop team-oriented models of care that support seamless transitions across our campuses and community settings
- Improve management and clinical systems to optimise throughput, length of stay and occupancy in Warrnambool and Camperdown Hospitals
- Develop sustainable models for our multi-site service system configuration

Care provided close to home

- Develop innovative and comprehensive models of in-home and out of hospital care
- Enhance our specialist service provision in South West Victoria
- Renew our clinical services plan to represent future needs

High quality, safe care

- Continuously review and improve the design of our systems and the way we deliver to enhance care and the consumer experience.
- Implement best practice and sector reforms



Pe-rehab Changes Model of Care

The medical world has long known the benefits of rehabilitation for patients after they have undergone surgery or had time in hospital, but work being done at SWH is making in-roads in prehabilitation, before surgery or a hospital visit.

SWH support for orthopaedic hip and knee surgery patients has now been extended to shoulder and lower limb patients.

The Shoulder & Lower Limb Prehab (SLLP) Program is a physiotherapy-led education and exercise program, combined with home assessment by an occupational therapist, with the aim of optimising patient condition prior to surgery, ensuring recovery can occur as smoothly as possible.

As a direct result of our work, 15% of shoulder surgery clients were so improved they didn't require surgery at all. We also reduced the average length of stay for lower limb surgery clients down from 2.8 days in 2017 to 1.7 days in 2018 -19.

And, most pleasingly, 95% of clients reported overall satisfaction with the program.

We are now investigating ways to extend rehabilitation practice, improving the outcomes for patients requiring surgery.

Infrastructure that Supports Best Care

Future demand is planned and delivered through strategic investment

Strategic Priorities

Warrnambool Base Hospital redevelopment

- Substantially progress the stage two redevelopment of the Warrnambool Base Hospital in partnership with the Victorian Government
- Progress to realisation of the full Warrnambool Masterplan

Camperdown precinct redevelopment

- Progress the Camperdown precinct business case to finalisation and progress aged care as stage one
- Progress to realisation of the full Camperdown Masterplan

Contemporary integrated information technology systems

- Develop and implement an information technology plan to support ongoing leadership, appropriate investment and high quality performance across SWH
- Work towards and plan for an end-to-end electronic health record
- Develop data systems to support efficient and effective decisions and inform our clinical practice in real time



Caring for Our Elders

SWH in Camperdown is home to a 36-bed residential aged care facility, Merindah Lodge.

The site was opened in the mid-1970s and has undergone a series of refurbishments since then, designed to help our residents feel secure and comfortable, to provide a welcoming environment for their families and friends, and to keep it as a safe workplace for our staff.

As well as meeting all of the quality and clinical benchmarks required, we pride ourselves on the genuine, very personal connection we make with our residents.

The home features a vegetable garden that our residents work in - they pick the produce and cook it in our kitchen, we have regular visits from local school kids, we enjoy celebrations and cultural events, and residents enjoy art and music therapy.

Plans are underway to expand and redevelop Merindah Lodge's lounge and dining areas. The new spaces will fully embrace our quality of care, increasing residents' amenity and workflow efficiencies for our staff.

Under our consumer-directed care philosophy, we consider our residents' wishes in their day-to-day lives. They have choice about things such as their meal selection, when and where they like to eat, their activities program and when they prefer to shower.

And now, with the refurbishment, they are choosing soft furnishings and floor coverings and will have a major say in paint colours.

Planning for the future by deeply considering the health, wellbeing and happiness of our elderly is a major focus and will always remain a priority for SWH.

Partnering for Success

We are a highly valued partner and leader

Strategic Priorities

Improved access to services across the South West

- Support our partners in the South West region through collaborations to deliver reliable, safe and appropriate specialist services
- Develop effective pathways for people to receive ongoing care closer to home through seamless transfers in and out of SWH

Healthier South West communities

- Collaborate and contribute to public health initiatives and wellbeing plans
- Enhance population health through implementing evidence-based strategies
- Improve equity and access through targeted plans and strategies

Build and strengthen strategic partnerships

- Enhance partnerships with education and training providers
- Continually improve healthcare experiences through dedicated partnerships with local health and community providers
- Work in partnership with the State Government and Department of Health and Human Services to achieve SWH's future potential

Closing the Gap

The Aboriginal communities of South West Victoria have a very proud, longstanding connection with the land on which we live and work. Our catchment covers the 59 clans across our region of the Gunditjmara/ Marr Nation - they have a history spanning at least 60,000 years.

SWH has been on a journey of reconciliation with our Aboriginal communities for some time, but we can do more.

Our first Reconciliation Action Plan allows us to formalise our approach and develop a deeper understanding and respect for Aboriginal culture. It will build on the work we have done and establish what we need to do into the future.

To develop the Reconciliation Action Plan, we partnered with Aboriginal Community Controlled Health organisations. Respected community elders guided us, particularly the Gunditjmara Aboriginal Cooperative, Kirrae Health Services, Dhauwurd Wurrung Elderly and Community Health Service and the Winda-Mara Aboriginal Corporation.

SWH's vision for reconciliation is a healthcare service that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a culture that represents equality and equity with historical acceptance of our shared history.

Combatting Family Violence

To keep our staff feeling safe and supported, we provide all of our people with programs in areas such as family violence, anti-bullying and mentoring, so that they feel safe and supported at work.

As an example, we participate in the Strengthening Hospital Response to Family Violence program initiative (SHRFV).

We are the lead agency for delivery of the SHRFV initiative across the South West, delivered uniquely in that all eight hospitals in the group work as one team to ensure the best results, reduce duplication of effort, enhance consistent messaging and policy, and learn from each other.

All local hospitals now have workplace support policies in place and 100% of managers have received training regarding support for workers.

We look forward to continuing this very important work into the future.