

Ensay Bush Nursing Centre

Strategic Plan

The 2026-2029 Strategic Plan for Ensay Bush Nursing Centre continues to grow from the original strategic plan commenced for the years 2008-2011 with the continuation of the same objectives. Although achieved or achieved in part the objectives remain current and provide direction for Ensay BNC to grow as an organisation and therefore provide ongoing quality care and quality services to the community it serves.

Background:

Ensay Bush Nursing Centre is a Remote Rural Health Care Provider in East Gippsland. The district covered by Ensay BNC is bounded by Double Bridges to the south, Connor's Hill to the North West, as far as Nunniong to the North, Holston's/Timbarra to the East, the west boundary follows the Ensay –Doctors Flat road although coverage beyond these boundaries is undertaken should the need arise. The area covered by Ensay BNC is large but the population is small. The Australian Bureau of Statistics 2021 Census identified Ensay as having a population of 198, with a median age of 54 years, 52.2% of the population identified as male and 47.8% identified as female. It is noted that Ensay BNC services a population that is higher than the number identified in the 2021 census. The primary area of employment is in primary industry mostly farming. The notable disease burdens that exist within this population are arthritis, asthma, mental health (including depression and anxiety), heart disease and cancer.

The Bush Nursing Centre undertakes a holistic approach to client care and services, reflecting a social model of healthcare focusing on prevention and health promotion.

The Centre offers a range of services to the community including:

- Assessment and management of minor illnesses and injury
- Assisting with emergency situations
- Advocacy
- Home based care
- Health education

- Health promotion
- Telehealth
- Welfare issues
- Access to purchase some medications
- Internet access and photocopying
- A venue for community group meetings
- Provides loan equipment
- Provides support for Ambulance Community Officers
- Provides advanced nursing practice, specialist trained nurses can provide medication to clients if they are unable to contact a medical officer
- Offer support for people with mental health issues

Vision

Delivering appropriate quality and evidence based remote area healthcare to residents of Ensay and Tambo Crossing through collaborative practice with other healthcare providers, health promotion, preventative medicine strategies and community input.

Mission Statement

Ensay Bush Nursing Centre will contribute to the health and wellbeing of community members by providing accessible primary health care services and health promotion programs

Core Values

The values governing Ensay Bush Nursing Centre are:

- Quality Care
- Collaborative Practice
- Open Communication
- Respect for All Individuals
- Accountability
- Facilitate Clients' Rights and Interests

Organisational Objectives

The Objectives of Ensay BNC for the 2025-2028 Strategic Plan are:

1. Ensay BNC maintains a high standard of clinical governance.

Measures of success...

- All clinical staff have appropriate registration with AHPRA
- All clinicians are offered the opportunity to undertake annual remote area nurse training.
- Nurse immunisers are supported to maintain continuous professional development requirements.
- Police checks are monitored for all staff and Committee of Management members.
- Working with children checks are current for relevant staff.
- An incident reporting system is maintained with review processes in place to identify potential causes of incidents, to refine processes to prevent or reduce the risk of recurrence and to provide feedback on our service.
- Clinical Governance training is undertaken by all Committee of Management members.

2. Ensay Bush Nursing Centre is recognised as a viable and essential Health Care Provider in a remote area.

Measures of success...

- Annual budgets are developed and monthly progress is reported to Committee of Management.
- Data is collected from the BNC electronic client management system and care delivery comparisons and trends are highlighted in monthly reporting.
- Payment choices are offered to individuals
- Clinical service provision to our community is provided within operating hours and based on clinical priority
- Demonstrating Ensay BNC is a financially viable provider of health services.
- Completing and submitting quarterly minimum data sets to the Department of Health.

3. Services are accessible to all members of the community.

Measures of success...

- Clinical consumables supplied at cost price
- Provision of both clinic and home nursing services.
- Supporting and acknowledging clients of culturally and Linguistically Diverse Background.
- Funding and grants are monitored and applications submitted to allow for upgrades of the building and essential equipment.

4. Deliver a quality and consistent service.

Measures of success...

- Retaining consistent staffing levels.
- Funding for Professional Development allocation within annual budget
- Governance training is accessed for Committee of Management to support capability and capacity.
- Supporting other organisations to bring services to the community.

5. To promote Individual and Community wellbeing.

Measures of success...

- Health promotion programs
- Health Education
- Identifying and responding to community concerns
- Working in collaborative practice with other healthcare professionals.

6. To assist with the prevention of illness, injury and social isolation.

Measures of success...

- Monitoring, detection and early identification of risks.
- Bi-monthly luncheons to reduce social isolation.
- Early intervention and referral to appropriate healthcare professionals or organisations
- Immunisations / vaccinations are available for community members

7. Respond to the needs of the community through community consultation.

Measures of success...

- Community surveys
- Client satisfaction surveys.
- Offering opportunity for community feedback and input into facility goals
- Supporting a person centred model of care.

8. Improve service productivity.

Measures of success...

- Utilisation of Advanced Nursing Practice
- Continual Professional Development
- Promoting the existence of Ensay BNC to other service providers such as through Facebook and our Website
- Utilising Information Technology to develop better data collection and reporting
- Maintaining an asset register to identify items so that replacement can be undertaken in a timely fashion without adverse financial impact.

9. To enhance and acknowledge the Advanced Nursing Practice role that is undertaken by the Ensay Bush Nurse.

Measures of success...

- All clinical staff are offered the opportunity and support to attend Remote Area Nurse training.
- Identifying new collaborative models that increase the Nurse's scope of practice, and supporting those that already exist, such as the rural and isolated practice registered nurse.
- Utilising Nurse Practitioner Care services.
- The Committee of Management are aware of the necessity of good clinical governance.

10. Ensure Ensay BNC has a strong, knowledgeable and proactive Committee of Management.

Measures of success...

- Committee of Management is supported to undertake Governance training
- Succession planning process for Executive positions on the committee.
- Rotational terms in executive positions.

Major Goals

The major goals for Ensay BNC to achieve for 2025-2028 are:

- To ensure Ensay BNC obtains the best outcome during future enterprise bargaining agreements.
- Assess the need for Ensay BNC to provide or have available accommodation for employees to help retain staff and provide the capability to employe locum staff in times of need.
- To review the facility and identify areas that would assist in the reduction of operating costs in the future.

Collaborative Practice

Ensay BNC works collaboratively with other organisations and has Memorandums of Understanding with several organisations, which include:

1. Omeo District Hospital (ODH)

Partnering together to

- Support each other to encourage and develop staff retention and engagement
- Assist with meeting the State Government's Statement of Priorities
- Providing services to our community to ensure the best Health outcomes for our community

2. Bairnsdale Regional Health Service (BRHS)

BRHS provides services that are delivered by Ensay BNC, including;

- Post-acute care

- Hospital in the Home
- Clinical Governance assistance in the form of Gippsland Bush Nursing Clinical Governance Partnership (GBNCGP)

BRHS also acts as a supply agency to Ensay BNC for pharmacy and medical supplies. BRHS also provides payroll services to Ensay BNC.

3. Ambulance Victoria (AV)

Ensay BNC works with AV to enable the deployment of Remote Area Nurses (RAN) to emergency situations resulting in timely response in geographically resource challenged areas.

4. Royal Flying Doctors Service (RFDS)

The RFDS provides services and support to bring much needed services to small rural communities including;

- Free eye check clinic and either free or discounted eyewear

5. Eastern Victorian Bush Nursing Network (EVBNN)

Ensay BNC works with the other Eastern Victorian Bush Nurse Centres:

- Buchan
- Cann Valley
- Dargo
- Gelantipy
- Swifts Creek
- Walwa

To collaborate on common objectives, share information and support the Bush Nurse Model of Care.

6. Gippsland Bush Nursing Clinical Governance Partnership (GBNCGP)

Ensay Bush Nursing Centre is a member of the Clinical Governance Committee, which is a multidisciplinary team working:

1. To provide a multidisciplinary approach in reviewing, monitoring and providing feedback on clinical risk issues that relate to the Bush Nursing Model of Care
2. To ensure clinical models identified within the Bush Nursing Model:
 - Remote Area Nurse (RAN)
 - Immunisation Accredited Nurse
 - Registered Nurse - Advanced Life Support (ALS)
 - Registered Nurse
 - Rural and Isolated Practice Registered Nurse

Are being reviewed and monitored. The committee will provide recommendations to assist Committees of Management to make informed decisions to improve clinical practice and reduce risk to clients, staff and the organisation.

3. Identify and monitor quality and risk indicators, including external indicators from accreditation agencies.

Strengths, Opportunities and Challenges

The identified strengths, opportunities and challenges that apply to Ensay BNC will give direction to the Strategic plan.

Strengths:

- Community orientated
- Responsive to community needs
- Is easy to access
- Financially viable

Challenges:

- Threat of closure
- Amalgamation
- Difficulty to recruit staff
- Difficulty to recruit Committee of Management (COM)
- Environmental disasters

- Major capital works
- Loss of GP service

Opportunities:

- Health Promotion
- Collaboration with other organisations to increase and improve services
- Telehealth

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