

A collaboration to determine community needs, review key policies and develop a plan to continue servicing the diverse communities across their catchments.



Matt Grant Photography

# Hume (Ovens Murray and Goulburn) Oral Health

## Strategic Plan 2018-2024



# Acknowledgements

The Hume (Ovens Murray and Goulburn) Oral Health Partnership hopes this plan will assist in the self-determination and improved health outcomes of the Aboriginal community members within the Hume (Ovens Murray and Goulburn areas) region.

The Hume (Ovens Murray and Goulburn) Oral Health Partnership acknowledges the Traditional Owners of the land on which the Partnership's dental clinic services operate.

The Partnership pays its respects to the Elders, past and present, and the Elders from other communities who may now live in this region.

The Partnership acknowledges the contribution and help provided by its member agencies, the Department of Health and Human Services and Dental Health Services Victoria for resourcing, information and ongoing support in the development of this plan. The Partnership also wishes to acknowledge the ongoing support and contribution of The University of Melbourne and La Trobe University.

**The Partnership** Hume (Ovens Murray and Goulburn) Oral Health Partnership

**The Strategic Plan** Hume (Ovens Murray and Goulburn) Oral Health Strategic Plan 2018-2024

**The community/communities** Hume (Ovens Murray and Goulburn) communities

**HUME** Hume Region

**OMG** Ovens Murray and Goulburn Areas

**LGA** Local Government Area

**DHHS** Department of Health and Human Services

**DHSV** Dental Health Services Victoria

**AWAHS** Albury Wodonga Aboriginal Health Service

**RDHM** Royal Dental Hospital of Melbourne



# Welcome

The Hume (Ovens Murray and Goulburn) Oral Health Partnership	4
Vision, Mission & Values	5
The Hume (Ovens Murray and Goulburn) Oral Health Strategic Plan	6
The Big Picture/Policy Context	8
Current Snapshot	9
Where We Want to be to Improve Health Outcomes	10
What We Will Achieve	11
Key Focus Areas, Goals & Priorities	12
1. Person-Centred Care	12
2. A Dynamic Workforce	12
3. Access to Services	13
4. Commitment to Quality, Safety and Innovation	13
How We Will Know	15

# About the Partnership

## The Hume (Ovens Murray and Goulburn) Oral Health Partnership

In 2017, a partnership of the public dental services across the Hume Region (Ovens Murray and Goulburn Areas) worked collaboratively to determine community needs, review key policies and develop a plan to continue to service the diverse communities across their catchments.



**The Hume (Ovens Murray and Goulburn) Oral Health Partnership is a collaborative network of public oral health services, government agencies and tertiary institutions:**

- Department of Health and Human Services (DHHS)
- Dental Health Services Victoria (DHSV)
- Albury Wodonga Health
- Albury Wodonga Aboriginal Health Service
- Benalla Health
- Cobram District Health
- Goulburn Valley Health
- Northeast Health Wangaratta
- Rumbalara Aboriginal Cooperative
- Seymour Health
- The University of Melbourne
- La Trobe University



**Vision:** Collaboration for the best possible oral health outcomes for our communities



**Mission:** Working together with health services, other service providers, consumers and communities to achieve the best possible health outcomes.



# OUR VALUES

## Respect

Showing sensitive and due regard towards every person and each other to achieve the best possible outcomes.

## Self-determination

Empowering community members to engage and develop new relationships to achieve change and the best possible outcomes.

## Quality

Meeting the needs of the community through safe, effective and continually improving care.

## Transformation

Utilise the collective expertise of the Partnership, consumers and the community to progress statewide innovations in the public oral health model of care and associated innovative health service designs.

## Accountability

Providing the community, workforce and the Partnership with clear insight, results and commitment to the best possible care.

## Collaboration

Committing to each other to achieve the best possible outcomes.

## Professionalism

Being effective, efficient, respectful, driven by quality patient outcomes and workforce oriented.

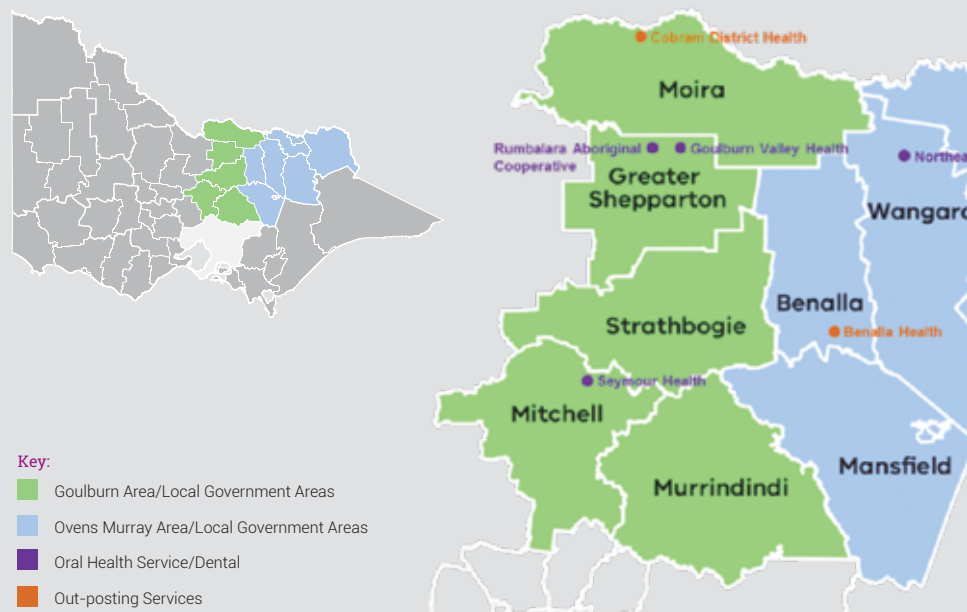
# The Hume (Ovens Murray and Goulburn) Oral Health Strategic Plan

The Hume (Ovens Murray and Goulburn) Oral Health Strategic Plan 2018-2024 intends to inform future investment of people and systems, to strengthen integration and increase preventative and outcome-based efforts delivering better oral and general health for Hume (Ovens Murray and Goulburn) communities.

The plan aligns with area-based service planning and broader developments driven by the Department of Health and Human Services (DHHS) and Dental Health Services Victoria (DHSV).

The plan is also designed to support the implementation of the state government's strategic directions and policies and the DHSV 2016-2021 Strategic Plan.

## Oral Health Services across the Hume (Ovens Murray and Goulburn Areas) Region



## Previous Plans

**This strategic plan supersedes and builds on the outcomes and achievements of previous oral health plans;**

- Hume Region Integrated Oral Health Plan 2010-2013
- Hume Region Oral Health Partnership – Integrated Oral Health Plan Update Priorities 2012-2014

## Highlights of Achievements from Previous Plans

- Denture Laboratory** development at Northeast Health Wangaratta
- Northeast Health Wangaratta **Community Oral Health Facility** development
- Refugee clinics** at Albury Wodonga Health
- GVH Internship model** (graduate year position – 12 month contract)
- Relocatable clinic** moved from Albury Wodonga Health to Seymour Health
- Improving Access to Denture Services** in the Hume Region: Hume Oral Health Partnership 2012 report
- Rumbalara Aboriginal Cooperative** and **Albury Wodonga Aboriginal Health Service** are part of the Partnership
- Representation** on the Partnership from **La Trobe University** and **The University of Melbourne**



## increase preventative and outcome-based efforts delivering better oral and general health for Hume (Ovens Murray and Goulburn) communities



### Continuing Outcomes

**These outcomes are continuing as they commenced during previous plans timeframes, and will remain for the duration of this updated strategic plan.**

- Provide screenings and education in Aged Care Facilities
- Promote outreach models across the region
- Implement denture service plans
- Based on oral health service promotion strategies, target eligible adults and children, refugee and migrant communities
- Utilise the Dental Priority Tools, cultural competence framework and strategies to build cultural literacy regarding Indigenous communities in line with current Aboriginal health strategies
- Utilise and evaluate the effectiveness of Smiles 4 Miles gaps and investigate options that promote the uptake of shared specialist oral health services
- Coordinate and deliver professional development opportunities across the region, including oral health literacy programs for practitioners planning health promotion programs
- Ensure clinicians work to full scope of practice
- Allocate future resources based on available data to inform funding bids and address service gaps, especially oral health promotion activities targeted towards children
- Establish networks and collaborations with Australian Dental Association (ADA) Northeast Branch, locally based ACCHOs and Aboriginal services, Primary Healthcare, La Trobe and Melbourne universities and the regional Health Promotion Implementation Steering Group
- Strengthen the regional workforce by building workforce capacity and defining requirements, implementing shared workforce models, utilising Dentaljobs and Dentalgaps, internship models and graduate placement programs
- Contribute to statewide analysis of student placement costs and infrastructure requirements
- Develop regional practice manager support and mentor groups
- Investigate the number of staff undertaking the Certificate IV (4) Dental Assisting (Oral Health Promotion)
- Assist each service to achieve National Safety and Quality Standards for Dental Practices accreditation
- Evaluate impact and uptake of dental services in relation to service output



### Still To Do

- Plan and implement activities to promote access including links with Maternal and Child Health

# The Big Picture/Policy Context

## This Strategic Plan is guided by:

### Healthy Mouths, Healthy Lives: Australia's National Oral Health Plan 2015-2024

#### National goals:

- Improve oral health status by reducing the incidence, prevalence and effects of oral disease
- Reduce inequalities in oral health status across the Australian population

#### Guiding principles:

- Population health approach
- Proportionate universalism
- Appropriate and accessible services
- Integrated oral and general health

#### Foundation areas:

- Oral health promotion
- Accessible oral health services
- Systems alignment and integration
- Safety and quality
- Workforce development
- Research and evaluation

#### Priority populations:

- People who are socially disadvantaged or on low incomes
- Aboriginal and Torres Strait Islander people
- People living in regional and remote areas
- People with additional and/or specialised health care needs

### Dental Health Services Victoria (DHSV) 2016-2021 Strategic Plan, including developments in value-based health care to support the Victorian public oral health model of care

#### Strategic themes:

1. Improve health outcomes
2. Improve the experience
3. Be global leaders with our local partners
4. Be a great place to work and a great organisation to work with

### Transforming Care: Ovens Murray and Goulburn Chronic Care Strategy

#### Objective 1:

Deliver a transformative prevention platform to reduce future burdens from chronic conditions and align investments with priorities.

#### Objective 2:

Strengthen the efficiency, effectiveness, cultural responsiveness and appropriateness of services to support people with chronic conditions and optimise their quality of life.

#### Objective 3:

Target priority populations to ensure focus on those most in need of care and who are most likely to benefit from prevention initiatives.



IN OUR COMMUNITIES

**EXPERIENCE  
MORE TOOTH  
DECAY**

THAN THE VICTORIAN  
AVERAGE

**12yo  
CHILDREN**

IN OUR COMMUNITIES  
experience a high %  
OF UNTREATED  
TOOTH DECAY

THOSE WHO ACCESSED  
DENTAL SERVICES  
REQUIRED AN

**AVERAGE**

**OF 6.3**

**TREATMENTS**



# Current Snapshot

Here is a snapshot of current oral health and treatment services from July 2016 to June 2017 across the Hume region (Ovens Murray and Goulburn areas)\*



## Children in Our Communities

Compared to statewide (Victoria) averages:

### Children 6 years of age experience

- more teeth affected by decay
- higher percentage of untreated decay
- higher percentage of decay history

### Children 12 years of age experience

- less teeth affected by decay
- higher percentage of untreated decay
- lower percentage of decay history

## Our Dental Workforce

- Of the DHSV funded clinical practitioners: 60% Dentists, 35% Dental Therapists/Oral Health Therapists, 4% Prosthetists and 1% Dental Assistants Certificate IV<sup>1</sup>
- 46 chairs (includes AWAHS) across the region including private chairs and student chairs
- 3 mobile oral health vans across the region

## Services Across 2016/2017

- 30.5% of people who were eligible received treatment (July 2015 – June 2017)
- Those who accessed dental services had an average of 6.3 treatments
- The average waiting time for general care was 17.2 months (the state average is 17.6 months)
- Outreach services including community based oral health promotion, Smiles 4 Miles, support provided to schools, Residential Aged Care Services, Maternal and Child Health nurses

## Adequate Workforce

- There are currently no standards or ideal workforce ratios per head of population, therefore there is no adequate workforce equation

### Chair number adequate for population size

- One dental chair per 5000 eligible people (ratio: 1:5000)<sup>2</sup> – ideal number of chairs
- Hume (Ovens Murray and Goulburn) ratio: 1:3304<sup>1</sup>
- Statewide ratio: 1:5047 – excluding the Royal Dental Hospital of Melbourne (RDHM)<sup>1</sup>
- Statewide ratio: 1:3853 – including RDHM<sup>1</sup>

Across our region...



**3**

MOBILE ORAL  
HEALTH VANS

AVERAGE  
WAITING TIME:  
**17.2 MONTHS**

THE STATE AVERAGE:  
**17.6 MONTHS**



**46**

CHAIRS  
(INCLUDES AWAHS)

\*Except where noted, data does not include Albury Wodonga Aboriginal Health Service (AWAHS).

1. Dental Health Services Victoria, provided data 2018.

2. State of Victoria, *Improving Victoria's Oral Health: July 2007, 2007.*

# Where We Want to be to Improve Health Outcomes

This Strategic Plan establishes an area-based approach to improving oral and general health across communities.

The focus of the plan is to achieve the best possible health outcomes through collaboration, transformation and connection with communities.

The oral health outcomes that this plan seeks to achieve are:

- Partnering and improving communication with the Royal Flying Doctor Service Mobile Dental Care team and each dental clinic to achieve full service coverage of the community
- Delivering local continuing professional development days to upskill staff
- Enhancing interdisciplinary referral pathways and processes
- Providing basic oral health education sessions for other health care professionals – enable better understanding of the importance oral health plays in overall general health
- Embracing technology including teledentistry
- Increasing staff retention and attraction to rural areas
- Assisting with the development of a purpose-built dental clinic for Seymour Health to enable larger service coverage in a major growth corridor for Victoria
- Understanding low value and high value care/ treatments currently undertaken (clinician and patient perspectives)
- Working collaboratively with prevention programs to utilise staff
- Implementing job share arrangements where appropriate, when clinics are unable to offer a full time position





# What We Will Achieve

This Strategic Plan will see the Partnership work with health services, other service providers, consumers and the community for the best possible oral and general health outcomes. Achievement of these goals will be through priorities in **four key focus areas**:

## 1. Person-Centred Care



## 2. A Dynamic Workforce



## 3. Access to Services



## 4. A Commitment to Quality, Safety and Innovation



# Key Focus Areas, Goals & Priorities



## Key Focus Area 1: Person–Centred Care

<b>Goal 1.1</b> Partner with the community to design and enhance experience	<b>Goal 1.2</b> Deliver oral health promotion and preventative programs and interventions	<b>Goal 1.3</b> Establish 'value-based' model of care
<p><b>PRIORITY:</b></p> <p><b>1.1.1</b> Partner with consumers to co-design new programs of care and consumer information that will be clear, accessible and designed to increase oral health literacy.</p>	<p><b>PRIORITY:</b></p> <p><b>1.2.1</b> Evidence-based informed clinical interventions will be implemented across the region (e.g. fluoride varnish programs).</p> <p><b>1.2.2</b> Oral health services will work in collaboration with the broader health care system to support the delivery of improved general health outcomes through increased awareness of oral health literacy and the impact of oral disease.</p>	<p><b>PRIORITY:</b></p> <p><b>1.3.1</b> Co-design with consumers and oral health services to develop key principles of a 'value-based' model of care.</p> <p><b>1.3.2</b> Work in partnership with DHSV to monitor progress and contribute to the development of the state-wide 'value-based' model of care.</p>



## Key Focus Area 2: A Dynamic Workforce

<b>Goal 2.1</b> Establish a positive and dynamic workforce	<b>Goal 2.2</b> Establish a future workforce
<p><b>PRIORITY:</b></p> <p><b>2.1.1</b> Embed professional development support to enable staff to work and strive towards working within their full scope of practice.</p> <p><b>2.1.2</b> Build workforce capacity through collaborative arrangements and utilising technology.</p> <p><b>2.1.3</b> Embed positive workforce culture and job satisfaction.</p>	<p><b>PRIORITY:</b></p> <p><b>2.2.1</b> Advocate to attract, retain, increase and support the rural oral health workforce (current and future).</p> <p><b>2.2.2</b> Collaborate and continue building relationships with educational institutions.</p>



## Key Focus Area 3: Access to Services

<p><b>Goal 3.1</b> Provide service equity across the Ovens Murray and Goulburn areas</p>	<p><b>Goal 3.2</b> Communicate service availability</p>
<p><b>PRIORITY:</b></p> <p><b>3.1.1</b> Coordinated, equitable and inclusive services will be available through service partnering, place-based (fixed) and mobile services.</p> <p><b>3.1.2</b> Oral health specialist services will occur across the areas at key locations.</p>	<p><b>PRIORITY:</b></p> <p><b>3.2.1</b> Access and referral pathways for eligible people will be consistent, streamlined and comprehensive to eliminate barriers to access based on individual need and risks.</p> <p><b>3.2.2</b> Key oral health messages will be identified and consistently promoted.</p>



## Key Focus Area 4: Commitment to Quality, Safety and Innovation

<p><b>Goal 4.1</b> Use data and outcome indicators to inform service development and enhance consumer outcomes and experience</p>	<p><b>Goal 4.2</b> Robust clinical governance framework</p>
<p><b>PRIORITY:</b></p> <p><b>4.1.1</b> Data will be used to drive area planning and to source collaborative and individual funding grants.</p> <p><b>4.1.2</b> Maintain regular communication with DHSV in relation to changes to program and funding arrangements.</p> <p><b>4.1.3</b> Results from clinical indicators and consumer experience surveys will be measured, analysed and compared across the areas to support care delivery and service improvement.</p>	<p><b>PRIORITY:</b></p> <p><b>4.2.1</b> Clinical guidelines, procedures and pathways will be evidence-based and standardised.</p> <p><b>4.2.2</b> Clinical governance systems, credentialing and scope of practice will be managed and monitored in accordance with best practice guidelines, including achieving national accreditation standards.</p>

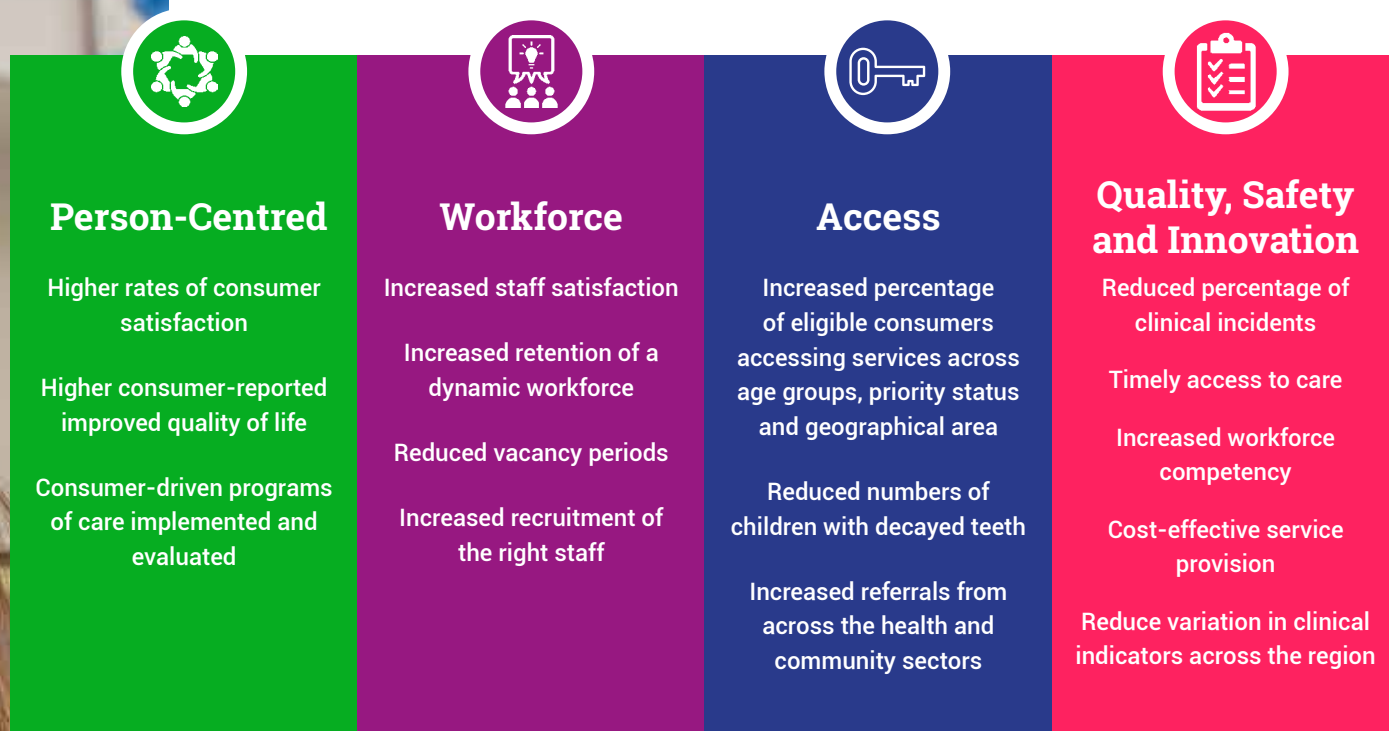
## Action Plans

The Strategic Plan will be underpinned by annual action plans. These will take in the Key Focus Areas, Goals and Priorities which make up the Strategic Plan and ensure that the Partnership's vision, mission and values are realised.



# How We Will Know

## Measuring the success of the Key Focus Areas:



### Enablers

These organisations, people, strategies and systems will support this success;

- Hume (Ovens Murray and Goulburn) Oral Health Partnership, DHSV & DHHS
- Dynamic & Engaged Workforce
- Active Community Participation
- Robust Clinical and Strategic Leadership
- Broad Communication
- Relevant & Quality Education
- Integrated Technology
- Reliable Data Attainment

### Review

The Strategic Plan progress will be formally reviewed each year, with action plan accountability reviewed quarterly by the Partnership. These regular reviews will in turn help the Partnership to quantify and record success against the identified measures and will be reported to DHHS and DHSV. Annual action plans will articulate specific annual performance measures to achieve the overall success measures.

### Dissemination of Information

Information sourced through the implementation of this plan will be used to improve service provision across the area. Information sourced will be shared with DHHS, DHSV and the Partnership organisations.

### Related Documents

- Hume (Ovens Murray and Goulburn) Oral Health Plan Technical Paper 2017
- Hume (Ovens Murray and Goulburn) Oral Health Annual Action Plans 2018-2024
- Hume Region Integrated Oral Health Plan 2010-2013
- Hume Region Oral Health Partnership Integrated Oral Health Plan Update Priorities 2012-2014



Matt Grant Photography



Health and Human Services



dental health services victoria  
oral health for better health



Cobram District Health



LA TROBE UNIVERSITY



**Clinic**

**Address**

**Phone**

Albury Wodonga Health

155 High Street, Wodonga VIC 3690

02 6051 7925

Albury Wodonga Aboriginal Health Service

644 Daniel Street, Glenroy NSW 2640

02 6040 1200

Goulburn Valley Health

Graham Street, Shepparton VIC 3630

03 5832 3050

Northeast Health Wangaratta

4-12 Clark Street, Wangaratta VIC 3677

03 5722 5325

Rumbalara Aboriginal Cooperative

20 Rumbalara Road, Mooroopna VIC 3629

03 5820 0080

Seymour Health

Brentonnx Street, Seymour VIC 3660

03 5793 6126