

Strategic Plan 2014 – 2018 (2015 update)

Our contribution to Queensland Government objectives

Delivering quality frontline services

- ✓ strengthening our public health system
- ✓ supporting disadvantaged Queenslanders
- ✓ achieving better education and training outcomes

Creating jobs and a diverse economy

- ✓ increasing workforce participation
- ✓ ensuring safe, productive and fair workplaces
- ✓ delivering new infrastructure and investment

Building safe, caring and connected communities

- ✓ building regions

About Mackay Hospital and Health Service

The Mackay Hospital and Health Service is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to a population of around 180,000 people residing in a geographical area from Bowen in the North to St Lawrence in the south and from the coast inland to Clermont in the west, and Collinsville in the north-west. The Whitsunday Islands in the east are also included in this region and include Lindeman, Hamilton and Brampton Islands.

Our vision National excellence in regional health care

Our purpose Deliver safe, efficient and sustainable hospital and health services

Our values



Ideas into action



Customers first



Unleash potential



Be courageous



Empower people

Our opportunities

- Implementing models of care
- Forming the right partnerships
- Improving capacity and productivity
- Learning, research and innovation agenda

Our challenges

- Changing population
- Burden of complex and chronic disease
- Workforce challenges
- Financial sustainability
- Community and service expectations

Patient Safety and Quality

- Ensure that positive patient experience is at the core of everything we do.
- Meet National Patient Safety and Quality Standards.
- Empower patients and carers to be active in their own care.
- Provide effective health response to community emergencies.
- Drive local initiatives that respond to local needs and enhance services.

Planning & Performance

- Develop services in accordance with the MHHS Clinical Services Plan.
- Ensure that health infrastructure has the flexibility and capacity to meet future service requirements.
- Ensure purchasing decisions achieve value for money, are innovative and responsive to community needs.
- Ensure investment decisions consider quality, efficiency and opportunity cost.
- Leverage system-wide procurement arrangements.
- Manage the lifecycle of assets and infrastructure.

People & Process

- Embed a culture of safety in our workplace.
- Ensure our staff are appropriately skilled for the services they provide.
- Provide effective clinical and corporate governance systems.
- Invest in Leadership, management, capability and foster emerging talent.
- Enhance quality through ongoing teaching and continuous learning.
- Support and inspire staff to maximise their personal wellbeing.
- Implement requirements of Government legislation for the nursing workforce.

Partnerships & Engagement

- Simplify access to primary care services for our community.
- Communicate relevant information to our community about our services.
- Ensure consumer perspective is considered at all levels of planning and delivery.
- Engage with our community regarding their health needs.
- Optimise the use of local health partners in the delivery of services.

Progressing Excellence

- Invest in innovations that promote and protect health, and support self-responsibility for health.
- Enable access to safe and sustainable care through the clever use of technology.
- Embed the application of evidence and research into the organisation.
- Encourage participation in research activities by leveraging partnerships with the tertiary and private sector.
- Promote a culture of turning ideas into action.

Key performance indicators

- National Safety and Quality Health Service Standards accreditation
- Patient feedback
- Service Agreement KPIs
- Patients seen in clinically recommended timeframes

Key performance indicators

- Financial operating position
- Self-sufficiency of MHHS
- Cost of health service delivery within state benchmark
- Procurement processes give value for money

Key performance indicators

- Appropriately qualified health professionals
- Staff engagement in the Employee Opinion Survey
- Workplace Health & Safety KPIs
- Workforce Management

Key performance indicators

- Presentations for preventable illnesses
- Agreements with partners for services to meet community health needs
- More health care pathways implemented
- Consumer Engagement Plan implementation

Key performance indicators

- Telehealth appointments
- Digital healthcare utilisation
- Clinical training placements for medical, nursing and allied health students
- Research activity