

2016-2020 (2019 update) STRATEGIC PLAN

Our Vision

Delivering Queensland's Best Rural and Regional Health Care

Our Purpose

To deliver outstanding health care services to our communities through our people and partners

Values

Collaboration - Trust - Respect - Teamwork

Strategic Objectives

Inspired People | Exceptional Patient Experiences | Excellence in Integrated Care | Sustainable Service Delivery



Inspired People

- > Valued, empowered and accountable staff
- > Diverse and highly skilled workforce
- > Safe and caring place to work
- > Healthy staff
- > Staff know what's going on and feel listened to



Exceptional Patient Experiences

- > Better access to services
- > Treat our patients as individuals
- > Listen to our community and consumers
- > Safe and excellent care – continually improving
- > Informed and empowered patients



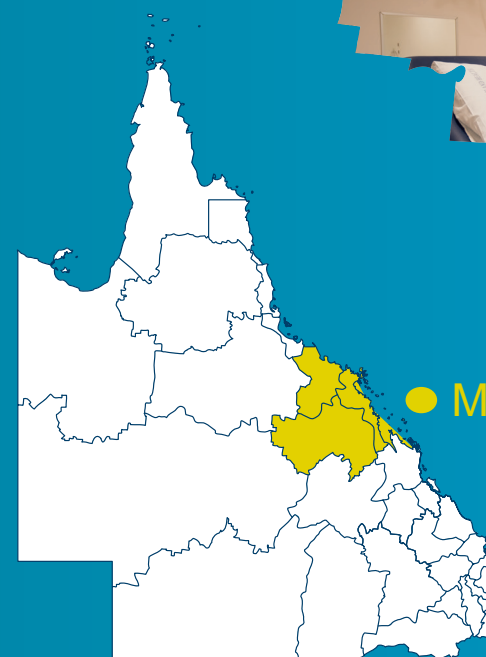
Excellence in Integrated Care

- > Seamless health care system
- > Help patients to navigate the health system
- > Smart use of technology
- > Collaborative and productive partnerships



Sustainable Service Delivery

- > Services matched to community health needs
- > The right service, in the right place
- > Work with our private and public sector partners
- > Leading teaching hospital
- > Leader in health service research
- > Value for money and operating within our means



● Mackay Hospital and Health Service

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Our Future State: Advancing Queensland's Priorities

Our contribution to Queensland Government objectives

► Create jobs in a strong economy

- Create jobs
- Engage more young Queenslanders in education training or work

Delivered through our Inspired People strategies

► Give all our children a great start

- Increase the number of babies born healthier
- Increase childhood immunisation rates
- Improve wellbeing prior to school

Delivered through our Exceptional Patient Experience strategies

► Keeping Queenslanders healthy

- Increase the number of Queenslanders with a healthy weight
- Reduce suicides

Delivered through our Excellence in Integrated Care strategies

► Protect the Great Barrier Reef

- Reduce Queensland's contribution to climate change

Delivered through our Sustainable Service Delivery strategies

► Be a responsive Government

- Make Queensland Government services easy to use

Delivered through our Excellence in Integrated Care strategies

Our strategic risks

- Workforce stability, capability, capacity and culture
- Ability to bring our partners on the journey
- Any significant shift in the policy environment, future funding or operating efficiency
- Our community's demographic and economic changes
- The sustainability of our private partners
- Digital disruption influencing the way we work and future workforce requirements



Inspired People

Where we are going - our strategies

1. Embed our values across all stages of the employee lifecycle
2. Adopt a values based reward and recognition program
3. Modernise our ways to attract, retain and train the best talent
4. Develop our managers and leaders
5. Drive and evaluate staff health and well-being programs
6. Implement the Communication and Engagement Strategy
7. Action Our People Plan, recognising our responsibilities and impact as one of the largest employers in the region

Achieving our outcomes - performance indicators

- Staff survey results
- Lost time injury frequency rates
- Average time to recruit
- Proportion of our total workforce that represents our population ethnicity profile including Aboriginal and Torres Strait Islander people



Excellence in Integrated Care

Where we are going - our strategies

1. Take action to improve health outcomes for our Aboriginal and Torres Strait Islander and Australian South Sea Islander population
2. Work with the Primary Health Network, our community and our partners to reduce risk factors: smoking, drugs and alcohol and obesity
3. Respond to our community health priorities, with our partners to improve: mental health, cancer care, care of the elderly and chronic disease
4. Create seamless care by working with the Primary Health Network and our service delivery partners including General Practitioners (GPs) and non-government organisations
5. Strengthen the connections within and between the Mackay Base Hospital and rural facilities
6. Make the best use of our nurse navigator roles
7. Implement the ICT Investment Roadmap including optimising the Digital Hospital across the health service

Achieving our outcomes - performance indicators

- HealthPathways usage rates
- Electronic health record uptake rates
- Average duration for delivery of discharge summaries to patient GP
- Aboriginal and Torres Strait Islander closing the gap targets



Exceptional Patient Experiences

Where we are going - our strategies

1. Strive to have patients seen within recommended clinical timeframes
2. Help patients spend less time in hospital, by providing more options to receive care in the community
3. Build a patient centred culture that values the diversity of our community
4. Empower our patients and the broader community to 'own' and improve their individual health
5. Actively seek and act on feedback to drive improvement in patient care outcomes and patient experiences of care
6. Carry out the Consumer and Community Engagement Strategy
7. Exceed the healthcare standards and drive advancements in optimal clinical care and outcomes
8. Harness technologies and embrace new ways of doing things, improving patient access and experience

Achieving our outcomes - performance indicators

- National Safety and Quality health service indicators
- Patient complaint response times
- Patient experience survey satisfaction rates including cultural appropriateness
- Wait times for elective surgery, emergency admissions and specialist outpatients clinics



Sustainable Service Delivery

Where we are going - our strategies

1. Action the Clinical Health Services Plan 2018-2028 to deliver safe and sustainable clinical services, as close to home as possible
2. Look at our service delivery models across our sites to make sure we have:
 - the right workforce, infrastructure and financial viability
 - the right integration and setting options for safe patient care (home, community or hospital)
3. Work together with our public and private partners for access to and delivery of services
4. Grow our advanced training programs in nursing, medical and allied health
5. Shape and support sustainable rural generalist workforce models
6. Actively participate in the establishment of the Tropical Australian Academic Health Centre
7. Design and action the 2016-2020 Education and Research Strategy including the establishment of the Mackay Institute of Research and Innovation
8. Manage our financial, human, environmental and capital resources and strive to exceed our targets, achieving the best performance rating

Achieving our outcomes - performance indicators

- Telehealth service usage rates
- Health service average cost per weighted activity unit
- Number of papers published
- Retention rates of our junior clinical staff