

# 2016-2020 (2018 update) STRATEGIC PLAN

## Our Vision

### Our Purpose

## Delivering Queensland's Best Rural and Regional Health Care

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

## Values

### Strategic Objectives

## Collaboration - Trust - Respect - Teamwork

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

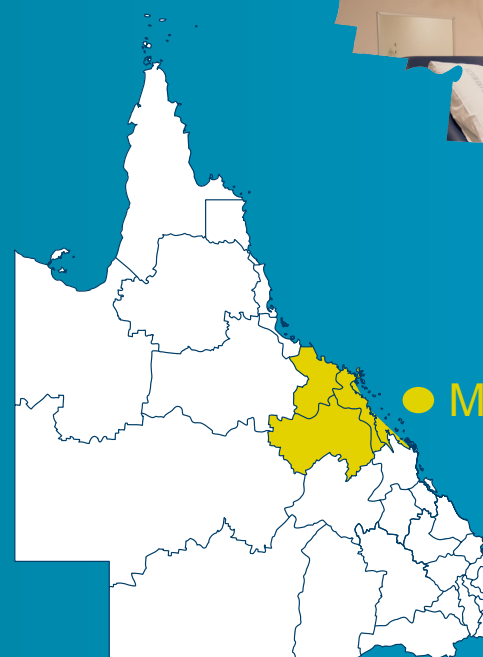


### Sustainable Service Delivery

- › 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



## Inspired People

### Where we are going - our strategies

1. Embed our **values** in the hire-to-retire lifecycle
2. Adopt a values based **reward** and **recognition** program
3. Modernise our ways to attract and retain the **best talent**
4. Develop our **managers** and **leaders**
5. Drive and evaluate **staff health** and **well-being** programs
6. Launch 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. Strengthen the connections within and between the **Mackay Base Hospital** and **rural facilities**
5. Create **seamless care** between our General Practitioners (GPs) and the health service
6. Make the best use of our **nurse navigator** roles
7. Implement the 2014-2018 ICT Investment Roadmap including the **Digital Hospital**

### 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 and experiences of care
6. Carry out the **Consumer** and **Community Engagement** Strategy
7. Exceed the **healthcare standards** required for accreditation 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 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