

Hunter New England Local Health District Strategic Plan Towards 2018



Health
Hunter New England
Local Health District

Forward

The development of the Hunter New England Local Health District (HNE Health) Strategic Plan provides an opportunity to re-focus service delivery and development to future-proof our health service over the next three years. Across Australia health services face immense challenges to continue to provide excellence in healthcare to an ageing and growing population, in an environment of fiscal restraint. The HNE Health workforce, on a daily basis, provides innovative, safe and high quality care to a diverse population over a large geographic area. To be able to continue to do this, and sustain and grow our health services, we are showing a firmer commitment to focus on core service delivery and strengthening key partnerships so that patients and carers receive *Excellence, every patient, every time*. Safety and quality for our patients will remain a key focus area, while translating research into clinical practice to improve patient outcomes will have a stronger focus over the life of this plan.

Delivering high quality health care within budget has been achieved with pride by HNE Health over many years. However, it is clear we all need to be more accountable than ever for how resources are used. Infrastructure improvements at Tamworth, Muswellbrook, Maitland and Kurri Kurri will pose challenges, as well as provide much needed capital enhancements. Sustaining the health workforce, particularly in rural areas remains a major challenge, along with the need to support all staff in maintaining their own health and well-being. Involving patients and carers in decision-making and providing more services in community based settings continues to be a major focus for how we deliver integrated care. Measuring how well we perform will focus on reducing variation in clinical care, so that all patients have equal and appropriate access to the services they require.

The Plan highlights the need to further develop clinical leaders and strengthen networking across all care settings to be able to *deliver truly integrated care*, which has been included as one of HNE Health's Goals. We are confident that this Plan, which aligns with the *NSW State Health Plan: Towards 2021*, will build on past improvements, and HNE Health will continue to be a leading local health district in NSW.

We would like to thank all stakeholders who have contributed to the development of this Plan, and look forward to working with you over the next three years to realise the successful implementation of these initiatives.



Mr Michael DiRienzo
Chief Executive



Professor Lyn Fragar
Board Chair

Our CORE Values

Hunter New England Local Health District (HNE Health) is a values-based organisation. Our staff, patient and community relationships are built on the core values of Collaboration, Openness, Respect, and Empowerment.

About Hunter New England Local Health District

HNE Health is one of the largest Health Districts in NSW and includes a mix of rural and urban communities and a large Aboriginal population (5% with the State average 2.5%). The estimated resident population of the HNE Health in 2013 was 895,137 which is 12% of NSW estimated population.

Our health services include tertiary referral hospitals, mental health facilities, rural referral hospitals, district hospitals, multipurpose health services and a wide range of community based health services. More information on our services is available on the Hunter New England Local Health District Internet site at: <http://www.hnehealth.nsw.gov.au/>.

HNE Health drives its commitment to improving patient care through strategies such as:

Excellence - This is the planned, disciplined approach to doing the right thing for patients and their families/carers, doing it consistently and doing it with respect. Excellence also focusses on improving staff satisfaction in the workplace.

We are committed to quality and safety programs focussing on falls, medication use, and preventable hospitalisations and deaths.

The strategic vision for HNE Health is divided into six strategic groupings:

- Community (The people we serve)
- Service (The service we provide)
- Safety and Quality (Excellence – every patient, every time)
- Resources (Managing our services well)
- Positioning for the future (Proactively preparing)
- Our staff and workplace culture (Supporting and encouraging our staff)

Measuring our performance

Our performance measures and targets align with Tier 1 and Tier 2 measures and targets in the annual Service Agreements between NSW Ministry of Health and Hunter New England Local Health District. We present our strategic priorities and initiatives for the next three years:

HUNTER NEW ENGLAND LOCAL HEALTH DISTRICT STRATEGY MAP

Excellence - Every Patient, Every Time

<p>Our Vision: Healthy People – Now and into the future Our Goals: Keeping people healthy Providing world-class clinical care Delivering truly integrated care</p>	
STRATEGIC PRIORITIES	<p>1. Community (The people we serve) 1.1 Deliver disease prevention, early intervention and health promotion across the lifespan 1.2 Support a healthy start to life 1.3 Empower communities to engage as partners in health and reduce health disadvantage 1.4 Close the Gap between Aboriginal and non-Aboriginal health</p>
	<p>2. Service (The service we provide) 2.1 Improve equity of access and service delivery 2.2 Cooperate, collaborate and communicate with our partners to best meet agreed health needs 2.3 Develop a culture of service and person-centred care that includes the needs of families and carers 2.4 Sustain effective clinical networking</p>
	<p>3. Patient Safety, Quality and Experience (Excellence – every patient, every time) 3.1 Provide a quality health service experience 3.2 Deliver safe, effective and appropriate healthcare 3.3 Provide strong corporate and clinical governance</p>
	<p>4. Resources (Managing our services well) 4.1 Make the most effective use of the finite resources available and ensure that costs are kept under control to promote sustainability</p>
	<p>5. Positioning for the future (Proactively preparing) 5.1 Plan and invest for future health needs 5.2 Facilitate multidisciplinary innovation, education and research 5.3 Encourage new sustainable technology to support clinical needs</p>
	<p>6. Our staff and workplace culture (Supporting and encouraging our staff) 6.1 Attract, develop and retain competent, capable staff with the right cultural fit 6.2 Be ethical and accountable for demonstrating our shared (CORE) values 6.3 Ensure a safe working environment</p>
	CORE VALUES: Collaboration Openness Respect Empowerment

COMMUNITY (The people we serve)

HNE Health has significant groups of disadvantaged people, who experience poorer health than the rest of the population. There are also alarming trends in lifestyle behaviours and risk factors such as increasing obesity, low levels of physical activity and significant numbers of people who continue to smoke and consume alcohol excessively. To achieve our vision, *Healthy People – Now and into the future*, requires commitment, partnerships and engagement with communities, and cannot be the responsibility of HNE Health alone. Local Health Committees also play a key role in highlighting major local issues, and are well placed to work with health services and communities to develop local solutions. We are committed to providing value to those we serve, including patients, their families and carers, referring physicians, and community partners, which means we must understand what these different stakeholders value. We are committed to working in close partnership with our communities to improve health outcomes.

Strategic Priorities	No.	Strategic Initiatives
Deliver disease prevention, early intervention and health promotion across the lifespan	1.1	Implement preventative care initiatives for identified health priorities e.g. the Better Health Check program
	1.2	Improve access to child/youth friendly and culturally appropriate early intervention and prevention services
Support a healthy start to life	1.3	Implement initiatives from <i>HEALTHY, SAFE AND WELL, a strategic health plan for children, young people and families 2014-2024</i> relating to: <ul style="list-style-type: none"> ○ Injury ○ Smoking ○ Overweight and obesity ○ Small screen time viewing ○ Immunisation at one, two and five years
Empower communities to engage as partners in health and reduce health disadvantage	1.4	Work with Local Health Committees to enhance their participation with and support to the District through: <ul style="list-style-type: none"> ○ Further developing their roles and ○ Optimising committee coverage across the District
	1.5	Work with other health and non-health providers, and communities to enhance integrated service delivery
	1.6	Identify opportunities to increase partnering with patients, carers and other consumers to improve the safety and quality of care provided
	1.7	Work with internal and external providers to reduce the impact of social determinants of health, through identification, referral and shared service planning
	1.8	Respond to impacts of National Disability Insurance Scheme to improve outcomes for people with a disability
Close the gap between Aboriginal and non-Aboriginal health	1.9	Focus on translational research initiatives to further Close the Gap
	1.10	Focus on reducing unwarranted clinical variation to further Close the Gap
	1.11	Strengthen the focus on smoking cessation for Aboriginal pregnant women and new mothers

SERVICE (The service we provide)

Improving equity of access to services, especially for the most vulnerable communities, remains a major focus for HNE Health. While new models of service delivery have reduced the need to travel, further improvements are needed to facilitate timely access to health services. We must involve our patients and their families/carers if we are to provide coordinated and integrated healthcare, improve patient outcomes and minimise the impact of socio-economic disadvantage. We are committed to delivering high-quality patient focussed care.

Strategic Priorities	No.	Strategic Initiatives
Improve equity of access and service delivery	2.1	Provide integrated patient care as close to home as possible through: <ul style="list-style-type: none"> ○ Increasing use of Telehealth, by medical staff and other clinicians , especially in Ambulatory care settings ○ Expanding Out Of Hospital Care through outreach and community based models of care
	2.2	Enhance access to timely emergency services through new models of care and whole of hospital approaches
	2.3	Develop and implement an integrated district wide approach to meet surgical needs of our patients
	2.4	Improve access to emergency, respite and community based mental health care
	2.5	Partner with Community Managed Organisations and private providers to improve access for rural communities to: <ul style="list-style-type: none"> ○ Drug and Alcohol ○ Oral Health and ○ Diagnostic services
Cooperate, collaborate and communicate with our partners to best meet agreed health needs	2.6	Strengthen key partnerships with the Alliance, HNE Health Aboriginal Health and Well-being Alliance, aged care service providers and GPs to: <ul style="list-style-type: none"> ○ Enhance access to integrated models of care ○ Undertake collaborative service planning ○ Support HNE Health to focus on core business
Develop a culture of person –centred care that includes the needs of families and carers	2.7	Target initiatives to enhance integrated care for: <ul style="list-style-type: none"> ○ Older people with complex health needs and ○ Vulnerable patient groups (e.g. Aboriginal, culturally diverse groups and homeless)
Sustain effective clinical networking	2.8	Support Clinical Networks and Streams, Clinical Councils and other Clinician led groups to: <ul style="list-style-type: none"> ○ Improve engagement with HNE Health community based services ○ Align activities with organisational goals

PATIENT SAFETY, QUALITY AND EXPERIENCE (Excellence – Every Patient, Every Time)

The issue of unwarranted clinical variation will remain a focus for HNE Health over the next three years. The concept of good value healthcare is becoming more prominent. Value in healthcare is maximised when the best possible outcomes are achieved for the least possible cost (includes financial and other resources such as workforce). HNE Health will continue to work with the NSW Pillars and other key partners, including accreditation bodies to further improve patient safety, quality and experience of healthcare, across all clinical settings. We are committed to excellence in all we do.

Strategic Priorities	No.	Strategic Initiatives
Provide a quality health service experience	3.1	Focus on quality use of medicines through: <ul style="list-style-type: none"> ○ Improving medication management across the patient journey ○ Implementing a sustainable rural pharmacy service
	3.2	Embed Patient Care Essentials to improve patient/carer experience and quality of care
Deliver safe, evidence-based effective and appropriate healthcare	3.3	Reduce unwarranted clinical variation through aligning service provision using principles of Better Value Healthcare
Provide strong corporate and clinical governance	3.4	Embed Australian National Safety and Quality Health Service Standards as core business
	3.5	Increase collaboration with NSW Pillars to identify agreed: <ul style="list-style-type: none"> ○ Priorities for implementation and outcomes ○ HNE Health requirements for support

RESOURCES (Managing our services well)

More than ever, efficient use of resources needs to be a priority for us all, and all staff will be held more accountable than ever, for how public money is spent. As well as managing high demand for services, the maintenance of our facilities and equipment to support health service delivery remains an ongoing challenge. The emergence of new technologies, medications and surgical and medical procedures, offers opportunities to improve care, but also creates cost pressures for health services to meet the expense of these new treatments. It is clear that funds will not continue to be provided as before, especially for services that are now the responsibility of primary health networks and other providers. We are committed to optimising the use of our resources inside our own organisation, and with our partners in health service delivery.

Strategic Priorities	No.	Strategic Initiatives
Make the most effective use of the finite resources available and ensure that costs are kept under control to promote sustainability	4.1	Through Excellence, cascade accountability to all staff for the efficient use of resources
	4.2	Improve data management across the district to inform decision making, service planning and drive best practice
	4.3	Align all service delivery and development with principles of Triple Aim
	4.4	Reduce HNE Health environmental footprint

POSITIONING FOR THE FUTURE (Proactively preparing)

With demand for health services increasing, we face a number of pressures and challenges, which will change how services are provided into the future. Health service delivery for the Maitland Campus, and commissioning and operationalising new facilities and models of service delivery at Tamworth Hospital will be our major focus areas during the next three years. Health service improvements are also planned for other areas, including regional areas, as well as district-wide technology initiatives to support clinical service delivery. Translating research into clinical practice will be a high priority for HNE Health to maximise quality of care and improved health outcomes, particularly for the most vulnerable Hunter New England communities. We are committed to investing in the future through service planning, innovation, research and education.

Strategic Priorities	No.	Strategic Initiatives
Plan and invest for future health needs	5.1	Focus and invest on identified service planning/infrastructure initiatives at: <ul style="list-style-type: none"> ○ Tamworth ○ Manning ○ Armidale ○ Inverell ○ Gunnedah ○ Muswellbrook ○ Maitland, and ○ John Hunter Children’s Hospital Neonatal Intensive Care Unit and Paediatric Intensive Care Unit
	5.2	Align governance and workforce to support and enhance integrated service delivery and development
Encourage multidisciplinary innovation, education and research	5.3	In collaboration with key partners (e.g. HMRI, universities, colleges and other educational/research institutions), focus on translational research/innovation priorities set by the HNE Health Research and Innovation Advisory Council, that will support best practice clinical care
Encourage new sustainable technology to support clinical needs	5.4	Work closely with eHealth and other key partners to implement IT strategies and systems including: <ul style="list-style-type: none"> ○ Enterprise Data Warehouse (EDWARD) ○ Electronic medication management ○ Electronic diagnostic orders

STAFF AND WORKPLACE CULTURE (Supporting and encouraging our staff in Excellence)

Maintaining and sustaining our health workforce is another major challenge for our health service. As significant numbers of staff are reaching retirement age in the next five years, we need to continually review our recruitment and retention strategies to ensure there is an adequate skilled workforce across all parts of HNE Health into the future. Rapidly changing health technology, new models of service delivery and managing increasing community expectations can place excessive demands on the workforce. As workplace safety and harmony is a focus for HNE Health, strategies need to be implemented with staff to reduce staff injuries, use of overtime, increase satisfaction and enhance the health and well-being of the workforce. We are committed to increasing workforce capacity and capability, and providing safe workplaces.

Strategic Priorities	No.	Strategic Initiatives
Attract, develop and retain competent, capable staff with right cultural fit	6.1	Improve recruitment and retention strategies to meet organisational priorities, including: <ul style="list-style-type: none"> o Role redesign, replacement and clarification o Increasing health care assistants (e.g. nursing, allied health)
	6.2	Maximise effective knowledge transfer to support succession planning (corporate and clinical)
	6.3	Implement strategies to enhance capacity and capability of rural workforce focussing on: <ul style="list-style-type: none"> o Nursing and Midwifery o Allied Health o Staff Specialists, and o GP/VMOs
	6.4	Implement the revised HNE Health Aboriginal Employment Strategy
	6.5	Embed cultural respect and other related strategies for Aboriginal people, culturally diverse and disadvantaged groups
Be ethical and accountable for demonstrating our shared (CORE) Values	6.6	Implement workforce strategies (e.g. Workplace Harmony Framework) to hardwire Excellence in practice and ethos
	6.7	Set clear standards and expectations for managers to improve their accountability and performance
Ensure a safe working environment	6.8	Develop and implement strategies to improve the health and well-being of HNE Health staff
	6.9	Develop and implement strategies to reduce workplace injuries