



Strategic Plan

2016–2020 (revised 2017)

Foreword

This Strategic Plan outlines our future direction for the years to 2020, including our contribution to the Government's objectives for the community and *My health, Queensland's future: Advancing health 2026*.

Metro North Hospital and Health Service (MNHHS) will deliver responsive, integrated, connected and quality frontline services to strengthen the delivery of public health care for the people and communities we serve. Our services will be of high quality and support equity of access and health outcomes for all, particularly those who are most disadvantaged. Our definition of quality is founded on the individual person's experience with their care, and that of their family and support networks.

A focus on people will enable us to improve the patient experience, support and develop our staff and work with our partners to better connect care and improve outcomes.

Dr Robert Stable AM
Chair
Hospital and Health Board

Shaun Drummond
Acting Chief Executive
Hospital and Health Service

Vision

Changing the face of health care through compassion, commitment, innovation and connection.

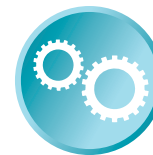
Purpose

Create, connect and apply knowledge to deliver high quality health services.

Values



Respect



Teamwork



Compassion



High performance



Integrity

Opportunities

To optimise the potential of our people

To better connect care across the continuum

To increase our commitment to research

To adopt new technologies

To pursue new and renewed infrastructure

Strategic risks

Workforce capability and capacity: Insufficient workforce capability and capacity may lead to an inability to effectively respond to growth in demand and quality improvements in service delivery

Service demand: Resourcing for services may not be aligned to population health need, resulting in an inability to meet demand and community expectations

Fragmented healthcare: Service fragmentation may lead to avoidable acute care, sub-optimal patient experience and increased service costs

Quality and safety of services: Immature clinical governance systems may inhibit identification of threats to patient safety and opportunities to spread clinical excellence

Community confidence: Lack of effective communication strategy may lead to failure in meeting community expectations resulting in reputational damage

Asset management and renewal: Legacy issues associated with failure to plan and invest in capital assets may have financial impact and challenge the sustainability of service delivery

Objective 1	Objective 2	Objective 3
<p>To always put people first.</p>	<p>To improve health equity, access, quality, safety and health outcomes.</p>	<p>To deliver value based health services through a culture of research, education, learning and innovation.</p>
<p>Strategies</p> <ol style="list-style-type: none"> 1.1 Partner with patients and their carers and families to improve the patient experience. 1.2 Embed health literacy in service delivery. 1.3 Listen to consumers, staff and partners and involve them in organisational development, governance and decision making. 1.4 Provide our staff with education, training and development opportunities. 1.5 Develop our leaders to ensure innovation, excellence and a pipeline of talent that supports continuity of service delivery. 1.6 Provide safe and healthy work places. 	<p>Strategies</p> <ol style="list-style-type: none"> 2.1 Lead integration, coordination and continuity of services across and within primary, community, and hospital care 2.2 Create system capacity through workforce, infrastructure, service development and redesign. 2.3 Implement service navigation roles to enable and enhance service integration, coordination and continuity. 2.4 Work with our partners to identify and deliver innovative, coordinated, tailored and targeted programs for complex areas of need. 2.5 Minimise risk by planning for continuity of service delivery and provide safe and high quality services. 2.6 Implement sustainable models of care that provide services in the community and/or home and reduce avoidable demand for hospital services. 2.7 Be inclusive of a diversity of people and voices. 	<p>Strategies</p> <ol style="list-style-type: none"> 3.1 Generate new knowledge through research, evaluating what others have learned and actively bringing this knowledge into practice. 3.2 Redirect investment where evidence supports new or alternative practices. 3.3 Create an environment that promotes innovative approaches to support our people in continuous improvement and organisational learning. 3.4 Work with our partners to ensure an appropriate balance in health investment between prevention, management and treatment. 3.5 Deliver models of service delivery that make most effective use of available and future resources.
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Improved patient /consumer participation in Hospital and Health Service activities by 25% over the course of the plan • Increase staff participation in leadership development programs by at least 10 per cent each year • Improved staff engagement and satisfaction results by 5% each year 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Increased number of joint projects between MNHHS and its partners by 10% each year • Increased access to local services for Caboolture and Redcliffe residents by 10% each year 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Increase patient participation in MNHHS clinical trials and clinical research by 10% each year • Deliver positive financial results (sustainable operating surplus, increased investment in capital assets) of up to 2% each year