



Strategic Plan 2016–2020

Foreword

This Strategic Plan outlines our future direction for the next four years including our contribution to the Government's objectives for the community.

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

Ken Whelan
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

Strategic risks

Workforce capability and capacity • Service demand • Fragmented healthcare • Quality and safety of services • Community confidence • Asset management and renewal

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> <ul 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> <ul 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> <ul 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 performance on patient experience Improved patient/consumer participation in Hospital and Health Service activities Number of our people participating in leadership development programs Increased percentage of staff appointed to leadership roles from the internal pool Improved staff engagement and satisfaction results Reduced adverse staff and patient safety incidents. 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Increased number of joint projects between MNHHS and its partners All services meet National Safety and Quality Standards including all safety and quality key performance indicators Improved timeliness of access to care based on need Improved patient flow through the system Improved health outcomes Increased clinician numbers in line with Government commitment and resourcing Increased access to local services for Caboolture and Redcliffe residents. 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Increased number of staff engaged in research and evaluation Increased number and scale of collaborative research and evaluation undertaken Positive financial results (sustainable operating surplus, increased investment in capital assets) Development of long-term investment plans Evidence of priority setting and decision making in investment decisions Increased number of staff involved in formal education programs (tertiary, certificate and clinical).