Care Comes First...
Through Patients’ Eyes

STRATEGIC PLAN 2018–2022
Partnering with Consumers

Wide Bay Hospital and Health Service
Care Comes First... Through Patients’ Eyes, Strategic Plan 2018–2022

Version control
This version was formally approved by the Wide Bay Hospital and Health Board on 3 October 2018, and endorsed for release on 8 November 2018.

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Welcome

“Care Comes First... Through Patients’ Eyes” captures the Wide Bay Hospital and Health Board and Service’s strategic plan for 2018–2022. This document represents our commitment to providing the best healthcare possible for the people of Wide Bay.

Wide Bay Hospital and Health Service (HHS) strives to deliver quality health care for the Wide Bay region in a way that responds to community needs and provides the right service, at the right time, in the right place. We take seriously our mandate to support people in the Wide Bay region to live the healthiest lives possible.

Care Comes First responds to the specific needs of Wide Bay’s population. The plan includes a commitment to transforming health care through asset management, innovative technology, and able and responsive staff who are trained to deliver high-quality care. Through this plan, Wide Bay HHS will deliver consistent, personalised care that treats individuals as part of an extended family. We prioritise our civil duty to serve our community and respond to its changing health needs.

This document presents our medium-term vision for healthcare in the Wide Bay region and develops our aspirations for the longer term. It recognises and addresses the challenges we face and sets Wide Bay HHS on the path of solid growth and best-practice health care. It supports the strategic direction set by Queensland Health in seeking to ensure that Queenslanders are among the healthiest people in the world.

Wide Bay is an exceptional place to live, with an enviable climate and a relaxed lifestyle. We are home to bustling regional centres, beautiful stretches of coastline, strong farming communities and quiet bushland. It is this environment that makes Wide Bay so appealing, particularly for retirement living.

We are committed to providing every individual in the Wide Bay region with a responsive service that is available when needed. Wide Bay faces significant health challenges, including a rapidly ageing population, high rates of cancer, obesity and chronic disease, high levels of psychological distress and high rates of unemployment and socioeconomic disadvantage. This plan seeks to address those needs and support good health and wellbeing for all our residents.

In the years to 2022, we will:

- Invest in our hospitals and increase our hospital capacity
- Improve our community-based services to reduce pressure on our hospitals
- Improve the range of services available locally and regionally to minimise the need for patients to travel
- Work towards increasing the level of our care under the Clinical Services Capability Framework to Level 5, to offer sub-specialties and attract high-calibre sub-specialty clinicians
- Use technology to enhance our services, particularly through personalised medicine and Telehealth for regional and remote communities
- Invest in health promotion and support residents to maintain good health
- Continue to invest in our staff.

We value engagement with our consumer and community members. Meaningful engagement connects staff to the people they support, the purpose of their work and enables them to deliver care that leads to better outcomes (Health Consumers Queensland (2017, p2).

The Wide Bay HHS Consumer and Community Engagement Strategy identifies a range of partnerships between the Hospital and Health Service, its services, patients, consumers and the community. This Strategy will help us to fulfil our vision of “Care Comes First... Through Patient’s Eyes” and provide the foundation for us to support people to improve their lives by delivering patient-centre, high-quality healthcare for Wide Bay through an ongoing commitment to communication, consultation and engagement with our consumers, communities and partners.

Peta Jamieson
Chair
Wide Bay Hospital and Health Board

Adrian Pennington
Chief Executive
Wide Bay Hospital and Health Service
**Our vision**

Care Comes First… Through Patients’ Eyes

**Our purpose**

We support people to improve their lives by delivering patient-centred, high-quality health care for Wide Bay.

**Our commitment to the community**

Wide Bay HHS’s vision and the strategic plan consider and support the Queensland Government’s objectives for the community Our Future State: Advancing Queensland’s Priorities, with a particular contribution towards the objectives to keep Queenslanders healthy and give all our children a great start, and the directions outlined in My health, Queensland’s future: Advancing health 2026 for its healthcare priorities to provide patient-centred care. In this context, our five strategic directions have been developed and committed.

**Care Comes First...**

**Our strategic directions**

- **Enhance holistic health care**
- **Deliver more care locally**
- **Excellence through innovation**
- **Plan today for future infrastructure**
- **Develop and support our staff**

**By 2022 we will see:**

1. Substantial progress towards a new or significantly refurbished Bundaberg Hospital, including increased access to Level 5 services.
2. An integrated health campus providing training and research in clinical medicine and allied health
3. Increased sub-specialities available in the region.
Queensland Health’s strategic vision

Queensland Health’s 10-year vision is outlined in *My Health, Queensland’s Future: Advancing Health 2026*. It describes a plan to guide investment in health over the long term and re-orient the health system to be more flexible and innovative. Its vision is to make Queenslanders amongst the healthiest people in the world by 2026.

The plan is based on five principles:

- **Sustainability** – ensuring that available resources are used effectively and efficiently
- **Compassion** – applying the highest ethical standards and respecting patients, consumers, families, carers and health workers
- **Inclusion** – ensuring we respond to the needs of all Queenslanders
- **Excellence** – delivering the appropriate, timely, high-quality, evidence-based care
- **Empowerment** – placing consumers at the heart of everything we do.

These principles are enacted through four strategic directions:

- **Promoting wellbeing** – improving the health of all Queenslanders through action to promote health, prevent illness and injury, and address the social determinants of health
- **Delivering healthcare** – delivering the core business of the health system and focusing on quality and safety
- **Connecting healthcare** – making the health system work better for consumers, families and communities
- **Pursuing innovation** – developing and adopting evidence and models that work and promoting a research culture.

Wide Bay HHS’s strategic plan is a regional response to Queensland Health’s vision, based on consultation with the Wide Bay Community. Our priorities and activities are designed to support Queensland Health’s strategic plan at the local level, creating a flexible and best-practice HHS that provides high-quality healthcare throughout the region. At Wide Bay HHS, we remain focused on our key priority: *Care Comes First... Through Patients’ Eyes*. We will strive to deliver the right care, in the right place, at the right time.

Department of Health’s Strategic Intent 2017–2021

The Australian Government Department of Health seeks to lead and shape Australia’s health and aged-care system through evidence-based policy, well-targeted programs and best-practice regulation. The Department identifies three strategic priorities:

- **Better health and ageing outcomes and reduced inequality**
- **Affordable, accessible, efficient and high quality health and aged-care system**
- **Better sport outcomes.**
Our journey so far

The story in 2012

The Wide Bay Hospital and Health Board (the Board) and Wide Bay HHS were established in July 2012, along with 16 other HHSs and local Boards around Queensland. At its inception, Wide Bay HHS inherited a budget deficit of $45 million and a performance record that included maximum waits of up to three years for elective surgery and 12 years for outpatient services.

Wide Bay HHS and the Board developed Improving health, together, its 2014–2017 Strategic Plan, to address the serious challenges they confronted at the time. The visionary document focused on:

- Delivering sustainable, patient-centred, quality health services (reducing waiting lists, improving access to services, strengthening quality frameworks)
- Engaging with our communities and partners (improving community and consumer engagement, partnering with other providers, boosting health promotion)
- Developing and empowering our workforce (improving accountability and workplace culture, providing strong learning and development opportunities)
- Encouraging innovation and excellence (creating a supportive environment for innovation, embracing new technologies, expanding partnerships)
- Delivering value for money (sustainably managing resources, developing stronger financial capability, pursuing efficiencies without negative clinical impacts).

From 2012 to today

Thanks to the implementation of Improving health, together, Wide Bay HHS finds itself in a vastly different position today.

At the end of the 2016–17 year, our key achievements included:

- No long waits for specialist outpatients, endoscopy or elective surgery (including maximum six-month waits for Category 3 elective surgery — half the Queensland target of 12 months)
- Completion and commencement of substantial new infrastructure, including two oral health and cancer care centres, a new emergency department for Hervey Bay Hospital and significant facility upgrades across the region
- The development of partnerships making specialist services such as radiation oncology, ophthalmology and cardiac angiography available locally and regionally
- Substantial growth in Telehealth services, including “Tele-chemo” for rural cancer patients
- Successful implementation of financial sustainability program, bringing Wide Bay HHS back to an operating surplus.

However, as is evident in the following pages, there are still many challenges to confront and much more work to be done.
Wide Bay HHS provides health services to the North Burnett, Bundaberg and Fraser Coast local government areas and part of the Gladstone local government area (the Agnes Water-Miriam Vale statistical area). We cover an area of about 37,000 km², with a population of more than 214,000.

We anticipate there will be a substantial increase in service demand by 2026 – including a potential doubling in demand for emergency care – which will require us both to significantly increase our inpatient capacity and find smarter ways to care for people outside a hospital setting where appropriate.

While the region’s population growth is lower than the Queensland average, its demographic profile is changing rapidly. Both Fraser Coast and Bundaberg regional councils are responding to the ageing population by approving large-scale aged-care developments. The ageing population will place increasing demands on the public health system.

The combined risk factors of Wide Bay residents presents a significant challenge to the HHS. We need to develop healthcare models that are capable of managing patients with complex, multiple conditions.
Rapidly ageing population

Wide Bay has large numbers of elderly and fewer people of working age, meaning a high population requiring health services and fewer people of working age to provide them.

<table>
<thead>
<tr>
<th></th>
<th>Wide Bay</th>
<th>Qld</th>
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<tbody>
<tr>
<td>People aged 65+</td>
<td>24%</td>
<td>15%</td>
</tr>
<tr>
<td>People aged 25–44</td>
<td>20%</td>
<td>28%</td>
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</tbody>
</table>

High rates of smoking, risky drinking and obesity

Wide Bay residents engage in behaviours or live lifestyles that carry serious health risks at a higher rate than the Queensland average.

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<thead>
<tr>
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<th>Wide Bay</th>
<th>Qld</th>
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<tbody>
<tr>
<td>Daily smokers</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Obese adults</td>
<td>27%</td>
<td>23%</td>
</tr>
<tr>
<td>Risky drinkers</td>
<td>23%</td>
<td>21%</td>
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</tbody>
</table>

High rates of mental health problems

Wide Bay residents have higher rates of mental health problems than the Queensland average.

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<thead>
<tr>
<th></th>
<th>Wide Bay</th>
<th>Qld</th>
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<tbody>
<tr>
<td>Mental and behavioural problems</td>
<td>16.7%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Psychological distress</td>
<td>12.8%</td>
<td>10.6%</td>
</tr>
<tr>
<td>Suicide (per 100,000 population)</td>
<td>16.1</td>
<td>N/A</td>
</tr>
</tbody>
</table>

High rates of hospital admissions for chronic diseases

Wide Bay residents have higher rates of a variety of chronic illnesses than the Queensland average, many requiring hospital admission.

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<thead>
<tr>
<th></th>
<th>Wide Bay</th>
<th>Qld</th>
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<tbody>
<tr>
<td>People with diabetes</td>
<td>6.7%</td>
<td>4.7%</td>
</tr>
<tr>
<td>People with arthritis</td>
<td>16.9%</td>
<td>14.1%</td>
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</table>

Health context

The future of health care in Wide Bay will be shaped by key priorities including, but not limited to, digital transformation and growing demand for health services — particularly given an ageing population and generational lifestyle challenges, as well as the need to attract and retain a skilled workforce.

Digital transformation of health services

Digital innovation, research and technology are transforming health care across Australia. New approaches to prevention and care are essential if we are to meet our region’s health challenges and benefit from the opportunities offered by new technologies. In the coming years, we expect to see significant growth in smart healthcare technology, which will enable better targeting of clinical intervention.

Ageing population

Our region is home to a rapidly ageing population with complex health needs. As our population ages, we will face increased pressure on our health services and increased demand for chronic disease management. We will address the needs of our ageing population through social and economic investment to support wellbeing and independence.

Attracting a skilled workforce

A modern health service requires a highly skilled, flexible workforce. Like much of regional Australia, Wide Bay HHS experiences challenges in recruiting and retaining skilled workers. But Wide Bay has an added challenge: we are the only large regional HHS in Queensland without a Level 5 facility. This is a major factor in our ability to attract high-calibre clinical staff, and we are concerned that our workforce capacity and capability may be insufficient to meet our future needs. We are responding to this need by developing a business case for a potential Level 5 hospital facility in the region and increasing the range of sub-specialty services available locally.

Healthy lifestyle choices

Programs to support wellness and prevent physical inactivity, smoking, obesity, low fruit and vegetables intake, and harmful behaviour causing injury and illness are critical. Preventable lifestyle diseases account for the majority of hospital admissions and use of acute resources in Wide Bay HHS.

Lifestyle interventions will have better outcomes if we also work collaboratively with key partners in health and non-health sectors to plan, implement and evaluate strategies. Over the coming years we will implement initiatives involving schools, general practitioners, non-government health and other industry partners as well as our own staff.
1. Enhance holistic health care

We will put patients, carers and consumers at the centre of all we do

Through patients’ eyes

We will strive to understand our services from patients’ perspectives and work to enhance the patient experience. We will endeavour to involve patients in everything we do to ensure our services become more responsive to patients’ needs.

Patient feedback and engagement will be integrated across every aspect of our work. As set out in our Consumer and Community Engagement Strategy, we will seek patient opinion in planning our health services and redesigning our clinical pathways to focus on patient needs. We will involve patients in our clinical standards committees, engage with patients and their families in meaningful ways, and monitor patients’

feedback in real time through patient-voice surveys.

A patient-focused approach to health care ensures that patients and their families are fully informed about their care and actively consulted about every decision. We will ensure that patients are actively engaged in decisions and provide clear information to support informed decisions. Wherever possible, we will tailor our services to individual needs.

A patient focus will be integrated across our staff training and management structure. We will provide staff training in consumer-focused care to ensure that our communication, diagnosis and healthcare delivery are oriented towards patient needs. We will implement an updated organisational framework for consumer engagement.
Clear communication

We will communicate openly and honestly with our patients, staff, communities and partners in a way that is timely, accessible and easy to understand. We will build two-way communication between the HHS and its community. This will include an upgrade of our website and ensuring our website is mobile friendly.

We will communicate regularly through a range of relevant media to discuss our achievements and contribute to community education and health literacy.

Health promotion

We will support community wellbeing through our health promotion activities. We recognise that wellbeing is about more than physical health: it is a holistic concept that includes all aspects of physical, mental and emotional health and people’s social and economic circumstances. Promoting wellbeing helps to keep people healthy across their lifetime — giving them more time to enjoy life, with fewer occasions of ill health. We will embed health promotion actions into every clinical interaction with our patients.

The socio-economic circumstances in Wide Bay make the population particularly vulnerable to chronic disease, coupled with late diagnosis and poor health management. This is a generational issue, and will require Wide Bay HHS to facilitate the identification of priorities via strong partnerships with key stakeholders and the community. Health promotion and health literacy is an important part of supporting community wellbeing and improving long-term health.

Wide Bay HHS will support the wellbeing of people in the region by promoting healthy behaviours, preventing illness and injury, and addressing the social determinants of health. Through this work, we seek to change the health needs of future generations.

We will partner with schools, local governments, non-government organisations (NGOs), our local Primary Health Network (PHN) and local businesses to develop innovative and progressive health promotion activities. Much of our focus will be on early intervention activities designed to help people make informed choices about their health, particularly for smoking, physical activity, nutrition, harm reduction, immunisation rates and sun safety. Our Public Health Unit will establish realistic strategies and targets for measuring our collective progress toward achieving these objectives.

We will develop partnerships with organisations that are aligned with health and wellbeing. Working with these partners, we will develop health promotion materials that are clear, accurate, easily understood and available in the right places. We will provide information in multiple forms, including print and online. We will develop our health promotion activities in close consultation with their intended audiences.
Through partnership with relevant organisations, we will develop health promotion activities focusing on the early years, schools, mental wellbeing among older people, and wellbeing for Aboriginal and Torres Strait Islander people. We will engage with our communities through health promotion at sporting events, local expos and shows.

**Early intervention**

We recognise that early intervention leads to better health outcomes by improving early detection, improving care and management, and reducing hospitalisation. This is particularly important for people experiencing social disadvantage, who are less likely to receive early health monitoring and early detection of chronic disease. We will support early intervention through health promotion and community-based health services. We will develop expertise in areas of disease prevalence, including the full spectrum of chronic disease. This will involve a major expansion of our sub-specialty capacity.

**Delivering for our rural communities**

People living in rural communities experience poorer access to health services and are frequently forced to travel for the care they need. We recognise that rural communities need increased access to health care, particularly for complex conditions. In response, we will develop and implement a rural health strategy that focuses on delivering high-quality care to the communities that need it.

We will maintain and develop our rural hospital infrastructure to meet increasing demand, and continue to develop the range of health services available in rural communities. We will reduce the need for patient travel whenever possible, both by improving local services and developing tertiary Telehealth appointments. We will consolidate appointments across health specialities to minimise the need for multiple visits.

**Delivering care across the lifespan**

We will continue to provide a comprehensive range of high-quality healthcare services across all our communities from beginning to end-of-life. We recognise that developing healthy families, and creating environments where children are more healthy, ultimately provides systematic change for healthier lifestyles across the lifespan. We will work with our clinicians to plan and develop our services to ensure that specific purpose plans are developed and delivered for discreet service areas and special needs groups.

**Delivering for people experiencing mental health difficulties**

The people of Wide Bay experience high rates of mental health difficulties, with high levels of suicide, self harm, mood disorders, psychological distress and depression. Mental health difficulties are coupled with high levels of socio-economic disadvantage and a rapidly ageing population.

We will improve the mental health outcomes for the people of Wide Bay. We recognise that Wide Bay lacks mental health services, particularly for older people. We will foster a renewed focus on mental health and invest in mental health support services. In collaboration with our local PHN, we will develop an integrated mental health strategy for the region. In implementing the plan, we will:

- Develop inpatient facilities for mental health and sub-acute older person’s mental health in Hervey Bay and Maryborough
- Expand our community-based mental health services, and improve the integration of mental health care
- Build stronger links with NGOs that provide mental health care
- Partner with GPs and our local PHN to improve our focus on early intervention and long-term support, particularly for those with complex needs and multiple diagnoses.

**Delivering on our commitment to Closing the Gap**

We take seriously our responsibility to Close the Gap in health outcomes for Aboriginal and Torres Strait Islander people. We will work with our local PHN, NGOs and Indigenous communities to develop a regional action plan for improving the health of Aboriginal and Torres Strait Islander people. We will adopt a consultative approach to co-designing and implementing the plan, to ensure that our services meet the needs of Indigenous people.
Hello, my name is …

We recognise that the simple phrase ‘Hello, my name is …’ could transform health care. We are inspired by the ‘Hello, my name is …’ campaign started in the UK by Dr Kate Granger.

Dr Granger died of cancer in 2016. While she was receiving treatment, she noticed that many of the hospital staff responsible for her care failed to connect with her as a person. She responded with a social media campaign to encourage healthcare staff to show common courtesy and establish a connection with their patients, who are often suffering and vulnerable. For Dr Granger, ‘Hello, my name is …’ represents the first step on the ladder to person-centred, compassionate care. It is the beginning of a trusting therapeutic relationship.¹

Wide Bay HHS commits to adopting the ‘Hello, my name is …’ approach across our health service. We expect our staff to make personal connections with the people in their care. We ask our staff to always introduce themselves to patients and explain their role in the person’s care. We will put personal connection and personalised care at the top of our priorities. We will build our service around patients’ needs, not on our own desires to achieve work objectives.

We expect our staff to treat all patients equally – with care and compassion, and without judgement. We believe that every member of our community has the same right to high-quality care, privacy and dignity, regardless of their status in the community or the cause of their condition.

Key deliverables

By 2022, we will:

1. Deliver a patient-focused approach to health care through partnering with consumers and our Consumer and Community Engagement Strategy

2. Under the auspices of the Health Promotion Plan, develop and implement specific initiatives with schools, local governments, NGOs and PHN to target health promotion agreed priorities.

3. Develop and implement a rural health strategy.

4. Develop and implement an action plan in partnership with NGOs and Primary Health Network to demonstrate our commitment to the National Partnership on Closing the Gap in Indigenous health outcomes.

5. Develop and expand both inpatient and community-based mental health services, and build stronger links with partners to provide a more integrated service focusing on early intervention and long-term outcomes.

¹ More information available at https://hellomynameis.org.au
2. Deliver more care locally

We will provide high-quality services for our region

Delivering health care is our core business, and we strive to deliver the best care possible.

We remain focused on our vision to deliver the right service, in the right place, at the right time.

We will improve access to high-quality, safe healthcare throughout Wide Bay.

We will build on our expansion of locally available specialist services, in areas such as ophthalmology and Ear, Nose and Throat services, and sub-specialist medical services such as endocrine and respiratory medicine, cardiology and rheumatology.

We will deliver healthcare in a variety of forms and settings, in a way that responds to community needs and minimises the need for patients to travel.

Connecting services

The Wide Bay region has many different programs that interface between its hospitals and the wider community. We will improve integration and communication across services to reduce hospital admissions and shorten the length of stay. To achieve this, we will expand out-of-hospital care in the community, support the adoption and expansion of Telehealth services, and build partnerships with GPs and other healthcare providers across the region.

Improving access to our services

We seek to improve access to health care across Wide Bay, with a particular focus on our rural
communities, including the Agnes Water area, and people with complex health needs. We will provide more services in the community to reduce the pressure on acute facilities and maintain our excellent waiting times.

We will further improve our waiting times in emergency, elective surgery, specialist outpatients and endoscopy.

Communications technology such as Telehealth clinics and mobile apps for monitoring chronic conditions offer great opportunities for improving access to health care, reducing preventable admissions and reducing the need for patients to travel. We will continue to build our Telehealth capacity and trial relevant mobile apps.

**Community-based digital technologies**

Wide Bay HHS will assess the benefits of mobile technology and applications that can support community-based treatment and care. Great success is already being experienced elsewhere with technologies that support individuals in monitoring and managing their healthcare needs. Mobile technologies can reduce the need for outpatient attendance, prevent hospital admission and bring health care into people’s homes. The technologies allow changes in chronic conditions to be identified earlier and addressed by GPs or community-based teams.

Wide Bay HHS is keen to realise the benefits offered through mobile technologies and patient-focused apps. We will work to address issues of affordability, accessibility and digital literacy in ensuring that these services are available to everyone in our region. Range of service and access speed remain key concerns, and we will work with government and technology providers to improve services in the region.

**Telehealth**

Wide Bay HHS has developed excellent Telehealth services in recent years. Telehealth offers great opportunities for minimising patient travel and improving access to complex services. In the coming years, we will enhance this service to develop point-of-care basic diagnostic testing using Telehealth. We will develop accessible follow-up Telehealth clinics with tertiary health providers. In addition to expanding our own Telehealth services, we will partner with NGOs to provide them with access to these facilities.

**Key deliverables**

By 2022, we will:

1. Further improve our waiting times in emergency, elective surgery, specialist outpatients and endoscopy.

2. With primary health and community-based partners, develop and implement specific out-of-hospital initiatives, to tackle the growing burden of chronic disease and avoidable hospital admissions.

3. Implement opportunities for further expansion of Telehealth.

4. Trial and implement the use of relevant mobile apps for monitoring identified health conditions.

5. Expand Mental Health Services through the commissioning of a Step Up-Step Down facility in Bundaberg, an Older Persons Mental Health sub-acute facility in Maryborough and Acute Inpatient Unit at Hervey Bay.

6. Build on our expansion of locally available specialist and sub-specialist services.

7. Investigate service provision options in the growing community of Agnes Water.
3. Plan today for future infrastructure

We will develop our health infrastructure to meet our region’s needs

**Infrastructure plan**

We will develop an integrated infrastructure plan for Wide Bay to ensure we provide facilities that are fit for purpose and meet the needs of our growing population. We will plan today for the future healthcare needs of our community. We will review our high-demand, priority healthcare services based on current and projected populations to ensure we offer the right care, at the right time, in the right place. This work will include a health-needs analysis for the Agnes Water/Miriam Vale area.

**Outpatient unit.** We will also refurbish the Mental Health Inpatient Unit to provide an older persons mental health sub-acute inpatient service. We will open the newly constructed Mental Health ‘Step Up Step Down’ facility in Bundaberg.

**New facilities**

We will seek State support for capital investment programs to deliver on the HHS priorities outlined in the State Health Asset and Infrastructure Plan.

We will lead development of the infrastructure planning process for a new or significantly refurbished Bundaberg Hospital, with a belief in the need to deliver a new Level 5 hospital. This facility is a major commitment for the HHS and the most significant commitment of this strategic plan. Developing a Level 5 hospital in Bundaberg supports the delivery of every aspect of this plan. We anticipate that building design will be complete in 2020, with building to potentially commence within the timeframe of this strategic plan.

At Hervey Bay Hospital, we will open the emergency department and Mental Health Inpatient Unit.

At Maryborough Hospital, we will redevelop the Emergency Department and the Specialist Outpatient unit. We will also refurbish the Mental Health Inpatient Unit to provide an older persons mental health sub-acute inpatient service. We will open the newly constructed Mental Health ‘Step Up Step Down’ facility in Bundaberg.

**Upgrade and develop existing facilities**

We will upgrade and develop our existing hospitals, and continue to invest in our smaller, rural hospitals.

**Key deliverables**

By 2022, we will:

1. Progress planning and submissions for a new or significantly refurbished Bundaberg Hospital.

2. Develop a rolling program of work to ensure all facilities offer the best standards of care by 2022 within available funding.

3. Redevelop and commence operation of the Emergency and Specialist Outpatients departments at Maryborough Hospital.


5. Complete upgrades to Gayndah Hospital and Eidsvold Multi-Purpose Health Service, and continue rolling improvements to other rural facilities.
4. Develop and support our staff

We will invest in and nurture our staff

Our strength is in our team

We recognise health care is a ‘people business’. It is delivered by highly trained, committed individuals in the interests of individuals, families and communities. We will invest in our staff and develop their skills and abilities to ensure that Wide Bay’s health workforce delivers best practice in healthcare. We will foster a welcoming work environment that values innovation, provides opportunities for skills development and supports high levels of staff retention.

Recruiting quality staff

Recruiting and retaining top-level staff is a problem throughout regional Australia. It is a particular problem in Wide Bay, as we remain the only large regional HHS in Queensland without a Level 5 facility. A key focus of this strategic plan is our commitment to developing a Level 5 facility in Bundaberg. This planned facility would become the hub for healthcare throughout Wide Bay. It would provide sub-specialty services in the region, supporting local access to specialist facilities and improving the appeal of Wide Bay as a place for highly trained clinicians to work. The hospital would generate many hundreds of local jobs, in healthcare and other related areas, and would have significant flow-on effects for the local economy.

We will actively work to recruit and retain highly skilled staff. We will develop positive recruitment strategies, build partnerships with universities and colleges, adopt innovative practices, provide opportunities for training and skills development and develop our reputation as a best-practice
healthcare provider. We will work with local organisations to promote Wide Bay’s excellent lifestyle and work opportunities. We will develop a supportive infrastructure for staff, including a staff awards scheme that highlights innovation, opportunities for staff engagement and feedback, and performance reviews that focus on opportunities for training.

As part of our staffing strategy, we will actively recruit staff from Aboriginal and Torres Strait Islander backgrounds. In addition, we will foster the next generation of health workers by participating in the State Government graduate scheme. We will ensure that at least two of the graduates participating in each year’s program are from the Wide Bay catchment, preferably people who are studying in the region.

Staff training will focus on supporting frontline healthcare delivery, cultivating innovation and fostering career development. In partnership with CQUniversity, we will offer an Executive Leadership Program for our managers and clinical leaders.

**Delivering the best health care**

We are committed to providing the highest-quality health care, tailored to the care needs of individual patients. To achieve this, we will ensure our highly regarded doctors, nurses, allied health, administrative and support staff are supported through orientation, training and supervision to provide safe, high-quality health care to patients.

For nursing we will cultivate a back-to-basics approach that focuses on daily hygiene, zero acquired pressure injuries, zero harm, effective handovers between shifts, maximum input from nursing staff, and close attention to quality and compliance.

We will conduct an external review of our nursing care and develop a new nursing structure that ensures the maintenance of high standards. The structure of our ward rounds will provide maximum opportunities for input from nursing staff. We will provide tailored training, performance reviews and compliance systems for nurses. We will redesign our nursing uniforms to identify staff by their grade and role.

**Going the extra mile**

Wide Bay HHS will create a working environment that supports staff to go above and beyond the basic requirements of their work – to be organisational citizens who give of themselves in their daily work. We expect staff to be friendly, helpful, conscientious, flexible, committed and spontaneous. We will invite staff to adopt a caring approach that treats patients in the same way as they may care for a close relative.

We will develop a values-based workforce. We expect our staff to be open, honest, professional, committed, ethical, welcoming, innovative, creative, competent and safe. We expect our leaders and managers to support their staff. We will involve our staff in service improvement, design and delivery. We will empower our workforce to make decisions and recommendations appropriate to their positions.

**Do no harm**

Wide Bay HHS will strive to minimise clinical incidents and learn from incidents that do occur. We will develop a system to encourage staff to record any level of clinical incident for discussion at multi-disciplinary team meetings. We will review each case to identify potential learnings and training.

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**Our approach to healthcare**

**We are caring**

- Hello, my name is
- Going the extra mile
- Through patients’ eyes
- Respect people as individuals

**We are professional**

- Invest in high-quality staff
- Do no harm
- Communicate clearly
- Staff as role models

**We are consistent**

- Our team is our strength
- Back-to-basics nursing
- Connecting services across our region
- Best practice healthcare
requirements. We will respond to every clinical incident within the timeframes set by the Board.

We seek to become a leader in occupational health and safety. As part of this, we will continue to develop our PRAISE program (Positive Responsive Action in Safety Excellence), and conduct regular health and safety assessments in all departments.

We will participate in projects and trials designed to improve safety and quality. We are the lead agency in the national Short-Notice Accreditation trial project, which aims to reform accreditation and improve safety and quality. We will pilot the project (with Logan Hospital) to review standards and improve the quality of care on a daily basis.

**Staff as role models**

Wide Bay HHS will seek to demonstrate the health promotion messages we deliver. We will encourage our staff to be community role models in tackling issues such as obesity, smoking and excessive drinking, through supporting a broad range of health and wellness initiatives to assist staff in making informed healthy lifestyle choices.

**Key deliverables**

By 2022, we will:

1. Develop a set of Wide Bay HHS-specific values and to create a workplace culture that supports positive and respectful behaviours, high performance, accountability and customer service

2. Implement the Employee Engagement Strategy

3. Invest in our staff and develop their skills and abilities to ensure that the health workforce delivers best practice in health care

4. Complete review into nursing care and implement recommendations

5. Complete national Short-Notice Accreditation trial and implement recommendations

6. Develop positive recruitment strategies, build partnerships with universities and colleges and adopt innovative recruitment practices

7. Promote and support initiatives in health, safety and wellbeing for our staff

8. Develop a regional workforce plan with other key stakeholders.
5. Excellence through innovation

We will improve our services through strategic partnerships, innovation and efficient use of resources

Building partnerships

We will actively engage, communicate and collaborate with our partners and communities to improve health outcomes, support early intervention and increase health literacy. Our key partners include local government, non-government organisations, private health providers and universities.

A research and training campus

We will build on our ongoing relationship with CQU university and collaborate with the university to explore options for a research and training campus. We will actively consider options for extended health programs, a new medical school, sub-specialty training and joint research projects. Our partnership with the university will have a significant impact on our ability to recruit and retain high-calibre staff. It offers great potential for developing a locally trained health workforce.

Digital innovation

Health care is being transformed by research, new technology and digital innovation. We anticipate that technology-led innovation will accelerate over the next decade. Wide Bay HHS will embrace technological innovation that offers opportunities to improve our practices. Wide Bay HHS will embrace technological change and respond to Queensland Health’s vision for digital health. We will focus on:

- Digital storage, access and sharing of patient information to inform clinical decisions
- Data analysis to improve patient safety, outcomes and experiences
• Using technology to improve diagnosis and care, with a particular focus on personalised medicine and Telehealth for remote consultations
• Investing in technology to improve service delivery and data management across the region
• Ensuring our facilities are designed for maximum flexibility, to create a health infrastructure that enables us to embrace change
• Invest in staff change management program to enhance how change is embraced.

Digital infrastructure

Improvements in our digital infrastructure offer potential for efficient record management, integrated pathways across services, improved clinical delivery and reduced clinical incidents. Within the next five years, Wide Bay HHS will introduce an electronic health records system and fully replace its patient administration system. Both systems offer great potential for clinical information and records management. Using eHealth technology will support the introduction of new clinical protocols and enable monitoring of the appropriateness of diagnostic requests.

We anticipate that eHealth will improve integration across our services and reduce clinical incidents on a daily basis. Introducing this technology will present a significant challenge for the HHS and require the development of capability and capacity to maintain the system. We will develop a detailed eHealth plan for the HHS.

A culture of research and innovation

Investment in research and innovation underpins evidence-based health care. We will foster a culture of research and innovation by investing in research, partnering with research universities, participating in research trials and encouraging the adoption of evidence-based innovation.

As part of our efforts to support research and innovation, we will develop a funding pool for research to trial alternative models of care. We will cultivate a workplace culture that welcomes and embraces innovation within an evidence-based framework. We will become known as an early adopter of the latest evidence-based practices. We will reward and recognise innovation and embrace the uncertainty that innovation brings.

Key deliverables

By 2022, we will:

1. Develop a Health Academic Campus in partnership with tertiary institutions.
2. Partner with universities, participate in research trials and encourage evidence-based innovation, such as cardiac remote monitoring using ‘app’ technology.
3. Develop and implement an ICT and Information Management strategy to position the HHS to progress iEMR and digital hospital functionality.
Wide Bay HHS’s Draft Strategic Plan “Care Comes First... Through Patients’ Eyes” was released for consultation in April 2018, with consultation extending until June 2018. The consultation process involved:

- Community and staff consultation sessions
- Staff presence at community events
- Submissions from staff
- An online survey
- Written submissions from community members

The consultation process showed a high level of engagement from the local community and staff with over 800 individual feedback submissions received. Feedback was generally positive, with respondents suggesting additions to the Strategic Plan or identifying specific areas of need. This feedback has been considered and where appropriate included in this Strategic Plan or will be incorporated within a more detailed implementation plan.

Respondents also provided valuable feedback about the implementation of the Strategic Plan. This feedback about implementation is valuable: it helps the service identifies community priorities about current and future HHS services.

To support the achievement of the key deliverables within the Strategic Plan an implementation plan which breaks each Strategic Direction into identifiable steps, assigns each step to an accountable officer and sets a timeframe for delivery will be established at a HHS level. Activities from this implementation plan will be cascaded throughout the organisation via operational plans at Divisional and Service Unit/Team levels.