Care Comes First... Through Patients’ Eyes • Strategic Plan 2018–22 2019 UPDATE

The Wide Bay Hospital and Health Service Strategic Plan 2018–2022 was reviewed and updated in February 2019.

About Wide Bay Hospital and Health Service

Wide Bay Hospital and Health Service (HHS) is an independent statutory body overseen by a local Hospital and Health Board. Wide Bay HHS delivers health services to more than 214,000* people across Wide Bay.

Wide Bay HHS is responsible for the delivery of public hospital and health services including medical, surgical, emergency, obstetrics, paediatrics, specialist outpatient clinics, mental health, critical care and clinical support services to people residing in a geographical area which incorporates the North Burnett, Bundaberg and Fraser Coast local government areas and part of Gladstone local government area (Miriam Vale).

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, five strategic directions have been developed and committed:

- Enhance holistic health care: we will put patients, carers and consumers at the centre of all we do
- Deliver more care locally: we will provide high-quality, innovative services and develop our health technology
- Plan today for future infrastructure: we will develop our health infrastructure to meet our region’s needs
- Develop and support our staff: we will invest in and nurture our staff
- Excellence through innovation: we will improve our services through strategic partnerships and active innovation.

Our opportunities

Our strategic plan, along with our vision and purpose, help us to:

- meet the changing health and wellbeing needs of our community
- responsively engage with our consumers, our staff and our wider community for future design, development and service delivery
- progressively deliver innovative and evidence based systems, processes and models of care
- expand our digital technologies to improve consumer access, experience and outcomes
- build collaborative relationships with academic partners
- establish collaborative partnerships within health care and other sectors (such as education, local councils and non-government organisations)
- nurture an organisational culture that values, recognises and celebrates our workforce’s dedication and high performance
- build a sustainable, educated and valuable workforce to meet future needs.

Managing our risks

The Wide Bay HHS region has an ageing and low socio-economic population with high levels of acute conditions and chronic diseases which place increasing demands on local public health services.

We have adopted a proactive approach to identify, assess, control and minimise the potential for risks to impact on the successful delivery of our strategic objectives.

The Wide Bay HHS’s main strategic risks are:

- Our capacity to meet increased demand for services due to increasing population, incidence of chronic conditions and community expectations
- The current capacity, capability and ongoing maintenance costs of WBHHS buildings and equipment may negatively impact the introduction of new and advanced services and technologies

Our vision

Care Comes First... Through Patients’ Eyes

Our purpose

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

Our strategic directions

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

*Queensland Government Statistician’s Office, Queensland Treasury, Queensland Regional Profiles: Resident Profile for Wide Bay HHS region, 2017
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### Objectives

<table>
<thead>
<tr>
<th>Enhance holistic health care</th>
<th>Deliver more care locally</th>
<th>Plan today for future infrastructure</th>
<th>Develop and support our staff</th>
<th>Excellence through innovation</th>
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</thead>
<tbody>
<tr>
<td>Consumers may say</td>
<td>Staff member, Hervey Bay</td>
<td>Staff member, Bundaberg</td>
<td>Staff member</td>
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<td>&quot;I liked hearing the shift handover – they were talking about me but with me.&quot;</td>
<td>&quot;Deliver the right service, in the right place, at the right time.&quot;</td>
<td>&quot;With the support of my colleagues and WBHHS, I have been able to rise to the challenge of becoming a nurse practitioner, a vital role that makes a difference in the lives of people suffering from chronic kidney disease.&quot;</td>
<td>&quot;Ultrasound is becoming a tool in daily use. We should plan for all junior doctors to have basic ultrasound training and increase the availability of ultrasound-based devices in the wards.&quot;</td>
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<tr>
<td>Consumer</td>
<td>Consumer, Biggenden</td>
<td>Staff member, Mundubbera</td>
<td>Staff member</td>
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<td>&quot;...learned more in the last week than I have in 20 years of having diabetes.&quot;</td>
<td>&quot;What a well set up hospital – a great asset to this beautiful little town.&quot;</td>
<td>&quot;The new emergency department has been built with future growth in mind and enables our team to provide great care in a world-class environment, with design features that help to improve patient flow and the overall patient experience.&quot;</td>
<td>&quot;Keep Queenslanders healthy&quot;</td>
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<td>Consumer, Type 1 Diabetes Telehealth clinic</td>
<td>Consumer, Mundubbera</td>
<td>Staff member, Bundaberg</td>
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<td>&quot;Having treatment in my home town means I don't have to travel for care and it’s wonderful to be treated by people I know and have full confidence in.&quot;</td>
<td>&quot;Engage with all members of our community by establishing robust, accessible communication channels.&quot;</td>
<td>&quot;Promote access and service delivery to &quot;hard to reach&quot; community groups, e.g. Aboriginal or Torres Strait Islander, rural and remote.&quot;</td>
<td>&quot;Develop a change management program to support the Digital Health implementation.&quot;</td>
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<td>Consumer</td>
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<td>&quot;Trial relevant mobile apps for monitoring identified health conditions.&quot;</td>
<td>&quot;Planning and submissions for a proposed new Level 5 facility for the Wide Bay HHS progressed.&quot;</td>
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<td>&quot;Promote community awareness strategies to reduce the risk of disease transmission.&quot;</td>
<td>&quot;Target Operating Model for Information management and ICT defined and implemented.&quot;</td>
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<td>&quot;Engage with all members of our community by establishing robust, accessible communication channels.&quot;</td>
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<td>&quot;Trial relevant mobile apps for monitoring identified health conditions.&quot;</td>
<td>&quot;Leadership and management training curriculum and support program implemented.&quot;</td>
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### Our Priorities

- Redesign care to enhance patient experience and focus on patient needs
- Ensure patients/consumers are actively engaged in their healthcare
- Reform accreditation outcomes and improve the safety and quality of our services through involvement in the Short Notice Accreditation Assessment Process (SNAAP)
- Promote the health and wellbeing of people in the region through targeted campaigns to reduce factors that cause illness and promote behaviours to reduce the risk of disease transmission
- Engage with all members of our community by establishing robust, accessible communication channels
- Measures of patient experience, including point of care survey, continue to improve
- Accreditation standards are maintained
- Deliver the right service, in the right place, at the right time.
- Continue to expand our Telehealth service
- Build on our expansion of locally available specialist and sub-specialist services
- Improve "out of hospital" care to tackle the growing burden of chronic disease and avoidable hospital admissions
- Promote access and service delivery to "hard to reach" community groups, e.g. Aboriginal or Torres Strait Islander, rural and remote
- Trial relevant mobile apps for monitoring identified health conditions
- Delivery of initiatives and outcomes from the WBHHS Closing the Gap Health Plan 2019–2022
- All major assets within the Asset Lifecycle Planning Framework
- Preliminary business case developed and submitted for Level 5 facility
- Ongoing major works completed subject to funding
- Reduce vacancy rates for critical roles and reduced turnover rates below or in line with statewide averages
- Reduced work-related injury rates
- Increased workforce diversity, including more Aboriginal and Torres Strait Islander people employed in line with statewide targets
- Investment in education and training
- Number of collaborative practice based research undertaken
- Support our staff to maintain their health, safety and wellbeing
- Develop targeted initiatives to attract and retain people with the attributes, skills and experience to help achieve our ambitions
- Develop and implement a Wide Bay HHS Aboriginal and Torres Strait Islander Health Workforce Strategy
- Cultivate a learning culture to expand workforce capability and nurture emerging talent
- Recognise the contribution of our people
- Develop and embed a set of Wide Bay HHS-specific values
- Create and support a research culture aligned to our strategic priorities
- Leadership and management training curriculum and support program implemented
- Foster partnerships with tertiary education providers to explore options for joint training programs
- Proactively engage with universities, participate in research trials and encourage evidence-based innovation
- Develop methods to improve business intelligence with respect to performance and benchmarking
- Manage our financial, human and capital resources and strive to exceed our targets

### Measures of success

- Implement the Wide Bay HHS Health Promotion Plan
- Mental Health Strategic Collaborative with PHN established and will deliver regional Mental Health plan by 2021
- Proportion of committees that have patient, community and staff representation
- Growth in the number of people reached via social media each month
- Access to services is within or exceeds clinically recommended timeframes
- “20% increase in use of Telehealth
- “% of all hospitalisations that are identified as potentially preventable hospitalisations
- “Services achieve or exceed service agreement targets
- Measures of patient experience and satisfaction, related occasions of care, and clinician evaluation of use of mobile app
- All major assets within the Asset Lifecycle Planning Framework
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- Investment in education and training
- Number of collaborative practice based research undertaken
- Health Academic campus established with partners in the tertiary education sector
- Recognise and reward innovation that leads and drives better patient health outcomes
- Financial performance delivers a balanced or surplus operating position and sustainability to invest in service development and innovation
- Number of formal agreements in place with service delivery partners

### Aligning with Queensland’s objectives

- Give all our children a great start
- Keep Queenslanders healthy
- Keep communities safe
- Be a responsive government
- Keep Queenslanders healthy
- Be a responsive government
- Create jobs in a strong economy
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- Be a responsive government
- Create jobs in a strong economy