



Care Comes First... Through Patients' Eyes • Strategic Plan 2018–22 2021 UPDATE

The Wide Bay Hospital and Health Service Strategic Plan 2018–2022 was reviewed and updated in May 2021.

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 219,485¹ 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 to *Unite and recover – Queensland's Economic Recovery Plan*, with a particular focus on Safeguarding our health, Backing our frontline services, Supporting jobs, Investing in skills and Growing our regions.

We also will respect, protect and promote human rights in our decision making and actions and adhere to the directions outlined in *My health, Queensland's future: Advancing health 2026* for 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.

¹ Queensland Government Statistician's Office, Queensland Treasury, Queensland Regional Profiles: Resident Profile for Wide Bay HHS region, 2020

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

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 and capability issues and ongoing maintenance costs of WBHHS buildings and equipment. This needs to be balanced against the introduction of new and advanced infrastructure and technologies.



WBHHS may be unable to attract and retain high performing staff with specialised knowledge and skills



WBHHS may be unable to provide sustainable delivery of safe and quality care close to home for our patients



Potential changes to funding models may impact how effectively WBHHS keeps up with increased service activity and demand





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Strategic directions	Enhance holistic health care	Deliver more care locally	Plan today for future infrastructure	Develop and support our staff	Excellence through innovation
What our partners say	<p>“The staff made me feel comfortable by speaking to me about things... not just my treatment.” Consumer, Maryborough</p> <p>“This intervention has made a huge impact on how we function as a family; stronger and more connected with each passing week.” Consumer, Rural Mental Health</p>	<p>“(Telehealth) is lifesaving. I would have second thoughts about being able to go to Brisbane to see doctors, and I would have put my health at risk... It's about knowing that there's help just down the road and not miles away.” Consumer, Bundaberg</p>	<p>“What a well set up hospital – a great asset to this beautiful little town.” Consumer, Mundubbera</p> <p>“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.” Staff member, Hervey Bay</p>	<p>“The communication between the medical students and staff is great; I have witnessed a student's confidence levels increase.” Consumer, Maryborough</p>	<p>“(Hospital in the Home) has saved me a lot of money, saved me a lot of time, and it's made me feel more comfortable having all this done at home... If I ever have to get back to HiTH, I know I'm in good hands.” Consumer, Hervey Bay</p>
Our priorities	<ul style="list-style-type: none"> Redesign care to enhance patient experience and focus on patient needs Ensure patients/consumers are actively engaged in their health care 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 disease and promote behaviours to reduce the risk of disease transmission Engage with all members of our community by establishing robust, accessible communication channels 	<ul style="list-style-type: none"> 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, eg Aboriginal or Torres Strait Islander, rural and remote Commence trial of relevant mobile apps for monitoring identified health conditions Delivery of initiatives and outcomes from the WBHHS Closing the Gap Health Plan 2019–2022 Commence development of WBHHS Health Equity Plan 	<ul style="list-style-type: none"> Invest in our infrastructure and capability to deliver the best standards of care, with more and higher complexity services, to effectively meet the needs of our community Develop a change management program to support the Digital Health implementation Progress detailed business case for a new hospital in Bundaberg on a new site, offering more specialist services closer to home Target Operating Model for Information management and ICT defined and implemented Commence construction of new acute mental health inpatient unit at Hervey Bay Hospital Open recently refurbished Ward 1 at Maryborough Hospital to provide enhanced local health service capacity 	<ul style="list-style-type: none"> Support our staff to maintain their health, safety and wellbeing Continue to embed newly adopted organisational values into daily decision-making and work practices Develop targeted initiatives to attract and retain people with the attributes, skills and experience to help achieve our ambitions Develop and implement a WBHHS 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 Create and support a research culture aligned to our strategic priorities Leadership and management training curriculum and support program implemented 	<ul style="list-style-type: none"> 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 Implementation of robust health-focused project management methodology which ensures efficient and sustainable utilisation of resources to provide patient-centred models of care Development of WBHHS Research Strategy Establishment of strategic and management information support dashboard
Measures of our success	<ul style="list-style-type: none"> Mental Health Strategic Collaborative with PHN established and will deliver regional Mental Health plan Proportion of committees that have patient, community and staff representation Growth in the number of people reached via social media each month Complaints resolved in 35 calendar days ≥80% Severity Assessment Code (SAC) SAC1 events resolved within 90 days ≥70% Complaints acknowledged in 5 days = 100% Meet the criteria in the National Safety and Quality Health Service Standards – Partnering with Consumers = 100% Measures of patient experience, including point of care survey, continue to improve Accreditation standards are maintained 	<ul style="list-style-type: none"> Access to services is within or exceeds clinically recommended timeframes, (KPIs in QH Service Agreement)¹ including: <ul style="list-style-type: none"> % of patients treated within clinically recommended timeframes: elective surgery ≥98% (Cat 1); ≥95% (Cat 2 and 3); % of Emergency Department patients seen within clinically recommended timeframes % of Emergency Department lengths of stay within four hours, and not exceeding 24 hours ≥60% of admissions from ED within 4 hours of attendance 20% increase in use of Telehealth occasions of service Improve measures of patient experience and satisfaction, related occasions of care, and clinician evaluation of use of mobile app 	<ul style="list-style-type: none"> All major assets within the Asset Lifecycle Planning Framework Detailed business case for new hospital in Bundaberg developed and submitted for State Government successful approval Ongoing major works completed subject to funding Increased inpatient capacity and enhanced service capacity for mental health consumers 	<ul style="list-style-type: none"> Reduced 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 Increased investment in education and training Staff performance and development plans = >90% Implementation of WBHHS values into employee performance and appraisal plans, leading to improved outcomes in organisational culture and employee engagement surveys 	<ul style="list-style-type: none"> Health Academic partnerships established with the tertiary education sector, increasing research and innovation outputs. Increased number of collaborative practice-based research undertaken 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 Enhanced support for clinical research, leading to improved patient outcomes More timely access to tools for enhanced strategic decision-making
Aligning with Unite and Recover objectives	<ul style="list-style-type: none"> Safeguarding our health Backing our frontline services 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Growing our regions 	<ul style="list-style-type: none"> Building Queensland Growing our regions 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Growing our regions Investing in skills Backing our frontline services 	<ul style="list-style-type: none"> Safeguarding our health Growing our regions Investing in skills Backing our frontline services