

Vision for Brighton

Metro North Hospital and Health Service *Putting people first*

Brighton Health Campus is a significant community of care, poised to evolve, enhance and expand services to deliver excellence in all aspects.

Brighton Health Campus holds special value to different people, including:

- Its cultural heritage at the mouth of the Pine River flowing into Moreton Bay
- Its military legacy in the local community, including enduring links with the Air Force since WW2
- A proud tradition of benevolence and helping those most vulnerable and disadvantaged
- The continuing tradition of innovation which emerged in the 1980s when transitioning to the new Eventide Nursing Home
- Access to its healing location by the sea where many now come for restorative and rehabilitation care
- Community appreciation and recognition for the care provided, as residents, families and patients, and acknowledgement of the essential support this provides to our hospitals
- The personal connection and involvement of staff in providing compassionate healthcare and support services.

Metro North Hospital and Health Service (MNHHS) is committed to working with its community to deliver essential healthcare, to recognise the role of partner organisations (community, local government and universities) and to be responsible stewards of a unique community asset. Together we will plan the enhancement of the site in response to community needs, in partnership with others, and in ways that include continuing the traditions of helping vulnerable people and people with complex care needs and limited choices.

From July to November 2015, campus staff, community organisations and other clinicians were engaged in a series of 'Let's Talk' conversations to explore ideas for the future of a Brighton precinct. More than 200 people were involved in this consultation. The key themes which emerged from these conversations were affirmed at a community forum with over 100 participants. The forum also contributed some guiding principles, which have augmented the themes in formulating a shared vision for the future.

Specific commitments

- Brighton will continue to play a critical role in supporting the wider health system, particularly in the care of older people. Brighton can enhance its role and capacity to train the future health workforce and create core expertise to be drawn upon by others in the management of complex and challenging ageing conditions, in addition to its continuing provision of residential aged care.

- Brighton can evolve its role in the development of health innovation and research translation to improve care, founded on consumer and person centred models of care.
- Brighton can develop better ways of involving the community in health and well-being outcomes.

Vision (elements)

- To create an inclusive community place that encourages participation across many aspects of community life in a safe, secure and attractive manner.
- To be the place that offers responsive and innovative care and support for older and vulnerable people and their care givers.
- To have an integrated social health and well-being approach guiding future development and investment, ensuring emergent as well as longer term needs are considered and linked to a sustainable urban environment supporting health and community well-being outcomes.
- To be recognised for excellence that embraces community engagement with healthcare, including breakthrough technology and where our focus on discovery and learning is seen as an international leader in ageing, well-being and health.

Principles

- The journey needs to be community led and community owned with decisions made through an engaged process with the community for current and future generations.
- A sense of belonging is created, including a safe and respectful environment that supports older and vulnerable people.
- Independence of choice is respected, as are services provided by others, in order to work towards an age-friendly community.
- Innovation and new technology is embraced in response to changing needs and emerging opportunities. A physical and governance framework is created that strengthens the integration of the precinct in the life of the community and the involvement of the community in the precinct.

Strategic themes

- **Building a community**
 - The Brighton precinct has a unique opportunity to be more than a health service and to make a significant contribution to the local community. A stronger sense of community could be achieved by exploring opportunities to create an urban place with shared spaces and facilities that encourage local residents and the broader community to come into the "Brighton Village" precinct, for reasons other than health services, and so support its aims.
- **Social health and well-being**
 - The social welfare of residents and others in the precinct is of equal importance to their physical health and meeting their healthcare needs.

A core focus for Brighton is striving for excellence and innovation in all aspects of its outcomes, from clinical services to social support, and environmental protection and sustainability.

- **Delivering health services**
 - Now and into the future, the Brighton precinct has an important and valued role in developing better ways of looking after older people and people who have difficulty finding long term residential care. With innovative enhancement, Brighton can demonstrate excellence in caring for older and vulnerable persons.



- **Research, education and training**
 - Research, education and training for staff, volunteers and partner organisations in ageing issues are essential in the pursuit of excellence. The activities it accommodates and encourages, and the quality of the environment created, make Brighton precinct a place where 'people want to work', and advance the quality of practice.

A way forward

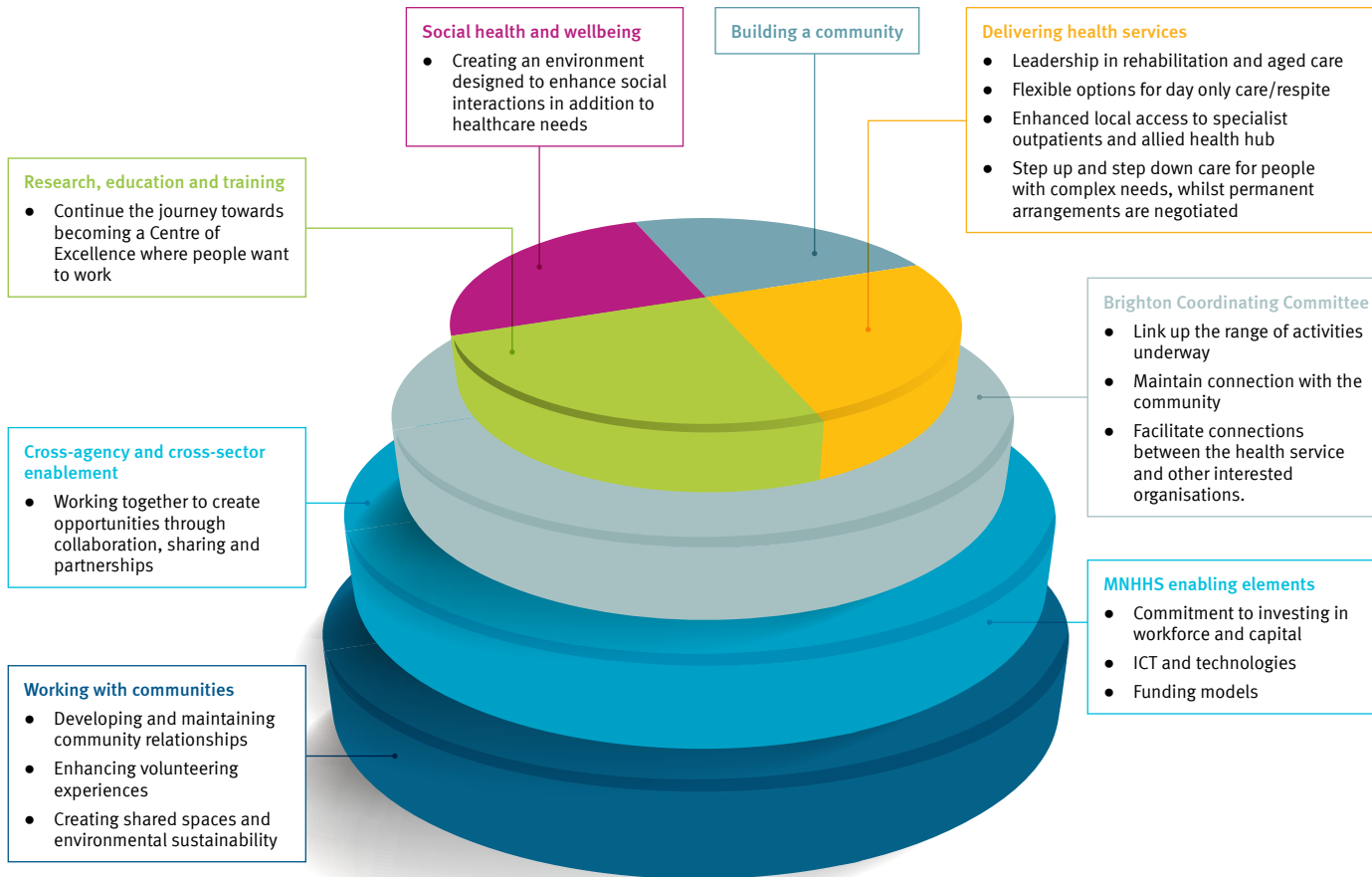
Each theme requires leadership and governance to support the ongoing consultation and engagement necessary to develop a detailed plan with goals, timeframes and resources. This is needed to continue momentum and undertake the work in what will be a series of iterations between planning and design, structures and buildings, and change and transitions.

The four themes, however, will be seen as part of an integrated approach in order for each to influence the way the others are successfully delivered.

Let's keep talking

Continue to involve those who are interested and committed to advancing ideas and activities. Involve key experts to assist with the design of work to evaluate, enhance, progress and make real the ideas generated through listening to our staff, our volunteers and our communities. Take forward the identified needs and commitments required to develop a considered practical and appropriate response for the future.

Fig. 1: Brighton project proposed governance – Phase 2



Our progress

We will know if we are advancing through our efforts by:

- Implementing a strong community-informed governance model
- Receiving first community support, then government commitment at all levels to the vision
- Actively engaging stakeholders and regularly providing feedback
- Further developing the vision
- Setting clear goals consistent with that vision, developing strategies, assigning ownership and reporting against measures and timeframes
- Developing approaches to attract appropriate partnerships and investment
- Adapting a disciplined project management approach
- Planning and implementing site enhancement
- Creation of a valuable and enduring community asset
- International recognition for Brighton as an age-friendly community.