

Metro North Hospital and Health Service

# Strategic Plan 2020–2024



This Strategic Plan (the Plan) outlines Metro North’s future direction from 2020 to 2024. The Plan has been developed in the context of the government’s *Our Future State: Advancing Queensland’s priorities* and aligns to its objectives to keep Queenslanders healthy and give all our children a great start. The Plan also aligns to the priorities in *My health, Queensland’s future: Advancing health 2026* in particular the direction of pursuing innovation with a strong focus on digital transformation. Through the directions of this Plan, Metro North Hospital and Health Service (HHS) will continue to have an ongoing commitment to respect, protect and promote human rights for everyone, everywhere, every day.

The Plan builds on the priorities and achievements of the 2016-2020 Strategic Plan and describes the objectives, strategies and key performance indicators so patients and carers, staff, our community, partners and all other stakeholders understand our future direction. This Plan has been developed in consultation with patients, community, partners and staff.

## OUR VISION

Excellent healthcare, working together, strong and healthy communities

## OUR PURPOSE

Together with our community and partners, deliver services informed by research and innovation to improve the health outcomes of our community

## OUR VALUES

Our values and behaviours will hold us to account to our community and to ourselves.



Respect



Teamwork



Compassion



High performance



Integrity

## FOREWORD

Similar to other health organisations, Metro North HHS will continue to be challenged by growing demand for our services and maintaining our focus on safety and quality. MN32 sets out our roadmap to 2032 where we are the premier health service provider in the southern hemisphere through state-of-the-art delivery of a range of specialty and integrated health services.

Through ethical leadership, strong clinical and financial governance we will work with our partners and our diverse community, to 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 support equity of access and health outcomes for all, particularly those who are at most risk of poorer health outcomes. We continue to be absolutely committed to improving the health outcomes of Aboriginal and Torres Strait Islanders.

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. We will put our values into action.

On behalf of the Board and the Executive team, thank you to patients, carers, community, partners and staff for contributing to the Plan. We look forward to working with everyone over the next four years to deliver on the Plan’s objectives.

## OPPORTUNITIES

The following key opportunities will be pursued to deliver on our future directions:

- more networked care across the health continuum and across sectors to increase effective, integrated and sustainable out-of-hospital care models with partners
- harness innovation arising from the pandemic
- optimising staff potential including their ability to be adaptable and respond to change
- lead efforts in Closing the Gap to achieve health equity for First Nation’s people
- increased commitment to education, training and research
- provide leadership, creativity and agility to influence innovative service delivery across the broader health network.

# STRATEGIC RISKS

- **Health Service Resourcing:** Insufficient alignment of human, financial and physical resources to population health needs and strategic objectives will result in an inability to respond to service demand and community expectations.
- **Adaptability:** Failure to embed the organisation with a culture that is responsive and adaptable to change will impact on the organisation’s ability to respond to external forces, including a pandemic, and capitalise on opportunities when presented.
- **System and Partner Dependencies:** Lack of relationships and interfaces across the system may not be adequately managed to deliver the most effective, efficient and sustainable health services.
- **Digital Transformation and Cyber Security:** Failure to successfully execute digital transformation would adversely impact patient outcomes, service delivery, research and clinical partnerships and organisational viability. Inadequate processes to prevent and/or respond to cyber threats may result in loss or corruption of sensitive information and cause critical service disruption compromising patient care and organisational performance.
- **Asset and Infrastructure:** Ageing infrastructure with inadequate funding may lead to Metro North carrying an increasing liability for building asset performance resulting in impacts on clinical service delivery.



OBJECTIVES	<b>OBJECTIVE 1</b> To always put people first.	<b>OBJECTIVE 2</b> To improve health equity, access, quality, safety and health outcomes.	<b>OBJECTIVE 3</b> To deliver value-based health services through a culture of research, education, learning and innovation.	<b>OBJECTIVE 4</b> To be accountable for delivery of sustainable services, high performance and excellent patient outcomes.
STRATEGIES	<ul style="list-style-type: none"> <li>• Listen to consumers, their carers, staff and partners and involve them in organisational development, governance and decision making.</li> <li>• Provide our staff with support, education, training and development opportunities.</li> <li>• Provide physically and psychologically safe and healthy work places and care environments underpinned by a system of fair and ethical decision making for staff and patients.</li> <li>• Optimise the diversity of our workforce with a focus on those transitioning into and out of the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop services close to home with a networked approach to evidence-based service delivery that supports equitable care and continuity of care across and within primary, community, and hospital care.</li> <li>• Develop strategic partnerships that translate to operational impact.</li> <li>• Create system capacity through workforce, infrastructure, technology, service development and redesign.</li> <li>• Build capacity in service delivery to assess patients cultural, social and physical needs and partner with other sectors for a holistic response.</li> <li>• Implement integrated digital solutions across Metro North HHS.</li> <li>• Minimise risk by planning for continuity of service delivery and improving cyber security.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement sustainable models of care that provide services in the community and/or home and reduce avoidable demand for hospital services.</li> <li>• Embed conversations in health in service delivery to empower a diversity of consumers as partners in their health care</li> <li>• Leverage strategic collaborations to generate new knowledge through research, evaluating what others have learned and actively bringing this knowledge into practice.</li> <li>• Create an environment that promotes innovative approaches to support our people in continuous improvement and organisational learning.</li> <li>• Work with our partners to ensure an appropriate balance in health investment between prevention, management and treatment.</li> <li>• Collaborate with partners to identify the future workforce and to respond to changing clinical placement requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver models of service delivery that make most effective use of available and future resources including redirecting investment where evidence supports new or alternative practices.</li> <li>• Embed a culture of transparency and clinical accountability.</li> <li>• Embed robust governance processes over programs and projects to attain best possible outcomes.</li> <li>• Embed a culture of striving to achieve or exceed our Service Agreement Performance Measures</li> </ul>
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> <li>• All Directorates can demonstrate at least three codesign initiatives with consumers for organisational development per annum.</li> <li>• Increase staff participation in leadership development by at least 10 per cent each year.</li> <li>• Improved staff engagement and satisfaction results by 5 per cent each survey (every two years).</li> <li>• Compliance to action plans based on staff engagement survey results for every business unit across Metro North HHS.</li> <li>• Comparable Metro North HHS workforce diversity compared to Metro North HHS population diversity.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to local services for Caboolture and Redcliffe residents with 60 per cent of admitted services provided close to home each year.</li> <li>• First ieMR implementation completed at Surgical, Treatment and Rehabilitation Service (STARS).</li> </ul>	<ul style="list-style-type: none"> <li>• Increase patient participation in Metro North HHS clinical trials and clinical research by 10 per cent each year.</li> <li>• Increase the percentage of new Senior Medical Officer (SMO) appointments with a higher degree towards a target of 50 per cent.</li> <li>• At least 90 percent of patients indicate they are “always partners” in their care in the standardised Patient Reported Experience Measures (PREM) survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve sustainable positive financial results.</li> <li>• All projects will have a robust evaluation framework.</li> <li>• The achievement of our Service Agreement Performance Measures.</li> </ul>