



Metro North Hospital and Health Service *Putting people first*

Health Service Strategy and Planning

Strategic planning framework

Metro North Hospital and Health Service

November 2018

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Introduction

This document describes the Metro North Hospital and Health Service (Metro North HHS) strategic planning framework. The approach ensures strategy and planning activities across the HHS, services and facilities are integrated vertically and horizontally. The framework complements information in the Department of Premier and Cabinet's Agency Planning Requirements and Section 9 of the Financial and Performance Management Standard 2009.

This framework describes a process which links independent planning activities and other key organisational functions to achieve alignment and congruence with strategic goals to improve organisational performance.

Purpose

The purpose of the framework is to:

- enable Metro North HHS to deliver on its vision and values
- provide an overview of key Metro North HHS strategic and planning documents
- describe the connectivity and integration between the various planning levels within Metro North HHS
- define planning terminology that supports consistency and a common understanding.

Benefits

Integrated planning supports the translation of the organisation's strategic directions into business activity by defining each level of the organisation and the activity required to achieve the strategic goals. It supports the organisational performance by aligning work effort at all levels, including the individual level, with strategic objectives and providing staff with a line-of-sight as to how their work contributes to the strategic objectives of Metro North HHS in providing patient-centred care.

An integrated planning approach provides a base for:

- a heightened sense of common purpose and more motivated staff
- an increased appreciation of the whole 'system' and the potential impact a change in one area has on another
- capacity building through collaboration and cross fertilisation of ideas
- greater efficiency and minimisation of duplicated effort through shared information and other resources
- better 'buy-in' from stakeholders
- more informed and robust decision-making
- greater awareness and early identification of organisational risk.

Scope

The framework applies to Metro North HHS and is relevant to all planning undertaken by the HHS at all levels including:

- strategic planning
- strategy development
- service planning – clinical and non-clinical
- workforce planning
- asset and infrastructure planning
- information and communication technology (ICT) planning
- funding planning
- operational planning
- individual performance and development planning.

Framework documents

Metro North HHS's strategic planning framework supports a cascading approach for planning activities as depicted in Figure 1. Metro North HHS will have one organisation-wide strategic plan, a limited number of strategies with various plans that support implementation of the MNHHS strategic plan and strategies. The following areas will have a strategy: Health Services; Safety and Quality; Research; Putting People First; Clinical Engagement; Consumer Engagement and Digital Metro North.

Figure 1 Strategic planning framework



To support the implementation of the framework an integrated planning calendar (Appendix 1) has been developed and outlines the development, approval and review schedules for the framework documents as well as the alignment to the funding and performance processes and timelines.

Terminology

Literature highlights health systems are challenged by inconsistencies and lack of consensus relating to uses of planning terminology including interchangeable use of terms.

Consistent planning terminology will:

- support a common understanding of frequently used planning terms
- describe the range of products that may be produced across the Metro North HHS
- assist stakeholders to identify the most appropriate strategy/plan to produce.

For Metro North HHS the following terms and descriptions form the basis of common terms to be used as they relate to planning documents.

Strategic plan

A strategic plan describes the organisation's vision, purpose, objectives and performance indicators. The organisation's business direction must align with the government's direction. The strategic plan covers a period of at least four years.

The key elements in a strategic plan include:

- vision
- values
- purpose
- contribution to government policy
- objectives
- strategic risks
- opportunities
- strategies
- performance indicators
- timeframe.

The vision and objectives captured in the strategic plan should cascade through other documents with each strategy and plan outcomes contributing to achieving the strategic plan i.e. each document shouldn't have a different vision but rather articulate the objectives and outcomes in each document that cascade down from the strategic plan.

The Metro North HHS Strategic Plan is approved by the HHS Board.

Strategy

A strategy confirms the strategic directions and objectives of a specific area/topic and outlines the priority strategies required to achieve the desired outcomes. The strategy should outline the priorities for the whole period of the document. A strategy covers a period of at least three to five years. Key stakeholders including staff, service partners, patients, carers and families will inform strategy development.

The key elements in a strategy include:

- strategic context
- purpose
- scope
- outcomes
- objectives
- priority areas/strategies
- critical success factors
- issues and risks
- roles and responsibilities
- performance measures
- review and evaluation.

The strategy is not an operational plan for the work unit and does not articulate the detailed planning elements or specific implementation processes.

Strategies are approved by the HHS Strategic Executive Team and in some cases the HHS Board.

Plan

A plan outlines the intended actions aimed at achieving the preferred direction within a specified timeframe. A plan explains in detail what needs to be done, when, how and by whom. A plan may cover a time period of three to five years or may have a 10 year or longer outlook. For some plans a number of service solutions to respond to prioritised health needs may be considered and a preferred direction identified. Key stakeholders including staff, service partners, patients, carers and families will inform a plan's development.

The key elements in a plan include:

- strategic context/alignment with strategy
- local needs analysis—background, scope, context, current circumstances, needs and intended directions
- objectives
- actions
- timeframes
- key accountabilities
- risk mitigation strategies
- review and evaluation.

A **service plan** sets out how a service aims to improve service delivery and/or system performance for a given service. This may be a clinical or non-clinical service plan for one or more services, a plan for services for a given population i.e. older people or a plan for a geographic area/facility.

A **workforce plan** involves systematic identification and analysis of what an organisation is going to need in terms of the size, type, and quality of workforce to achieve its objectives. It determines what mix of experience, knowledge and skills are required and sequences steps to get the right number or right people in the right place at the right time. This may be for the whole HHS, a facility or a professional group.

An **asset plan** outlines how the assets will be managed within the HHS to ensure the building assets and supporting infrastructure are best suited to support the delivery of health services e.g. Strategic Asset Management Plan, Materials Management Plan and Health Infrastructure Plan.

A **reconciliation action plan** identifies Metro North HHS reconciliation journey including actions that work towards strengthening relationships with Aboriginal and Torres Strait Island peoples, engaging staff and stakeholders in reconciliation, developing and piloting innovation to empower Aboriginal and Torres Strait Island peoples.

A **business plan** outlines how the HHS acquires and coordinates funding in order to support and enable service delivery across the HHS.

An **emergency management plan** describes Metro North HHS approach to reduce the impact of emergency and disaster events on staff, patient and visitor safety and to ensure business continuity. The plan provides for all-hazards and includes a multi-HHS and multi-agency comprehensive approach to management of events.

The above plans are approved by the relevant HHS governance committee and the Health Service Chief Executive.

An **operational plan** sets out how the HHS and Clinical Directorates within the HHS plans to deliver its services over the next financial year. It also includes service standards and other measures that allow the HHS to assess performance in delivering services.

The Metro North HHS Operational Plan is approved by the HSCE and the Clinical Directorate Operational Plans are approved by the Executive Director, Operations. Lower level operational plans are approved by relevant Executive Directors.

A **professional development plan** sets out the performance expectation for the coming 12 months and the assessment of these expectations based on the business requirements.

Related strategic documents

Within Metro North HHS there are a range of supporting tools and frameworks that may assist in developing strategies and plans including the:

- **Priority setting and decision making framework** provides tools, techniques and templates to develop and assess initiatives to deliver on Metro North HHS strategy and plans. The framework includes a project lifecycle. The lifecycle approach includes six stages of: concept development, service delivery requirements, business case, implementation, post implementation review and outcome evaluation.
- Project **management framework** provides a consistent approach to project management across Metro North HHS including identification of projects, project planning and governance, and benefits realisation. The framework is based on Queensland Government guidelines and standards.
- Communication **and consultation tools** to engage with key stakeholders including consumers, communities, partners and clinical staff are available on the Metro North HHS QHEPS.

Appendix 1 Integrated planning calendar for Metro North Hospital and Health Service

	Plan	Mandate	Cycle Period	August	September	October	November	December	January	February	March	April	May	June	
STRATEGY AND PLANNING	Strategic Plan	Financial and Performance Management Standards 2009 (s9) Agency Planning Requirements Hospital and Health Boards Act 2011 (s19)	Annual			Review and update Strategic Plan						Approve Strategic Plan DRAFT (Board) and submit Strategic Plan DRAFT (DPC)	Refine Strategic Plan	Approve (Board) and publish Strategic Plan by 30 June	
	Strategy*	Safety and Quality Research Putting People First Health Services Consumer & Community Engagement Strategy Clinical Engagement Strategy**	**Hospital and Health Boards Act 2011 (s19) 3-5 years	Review/develop strategy				Approve strategy (SET & Board)							
	Plan*	Health Services Assets ICT Funding Workforce	5-10 years	Develop / Review plan as outlined in workplan											
	Operational Plan	Financial and Performance Management Standards 2009 (s9) Agency Planning Requirements	Annual								Develop Metro North HHS Operational Plan next FY (SET)	Approve Metro North HHS Operational Plan (SET)	Develop Directorate Operational Plans next FY	Approve Operational Plans (CE)	
Funding	State Budget Department of Health		Annual	Estimates			Reconfirm State Budget priorities and mid year review (CBRC)			Consider Short Forms Health Budget submission (CBRC)	Submit Long Form Health Budget to CBRC (Department)	Allocate final Agency Budget (CBRC)	Deliver Budget (Commonwealth)	Deliver Budget (State)	
	Service Agreement Department of Health Hospital and Health Service	Hospital and Health Boards Act 2011 Division 4 (35) Department of Health Performance Framework	Annual						Negotiate Service Agreement next FY				Finalise Service Agreement next FY	Execute Service Agreement next FY	
	Budget Process - Metro North HHS		Annual						Prepare Budget Model next FY	Build and Allocate Budget next FY			Prepare Annual Financial Statement	Finalise Annual Financial Statement	
	Service Delivery Statement Queensland Government	State Budget process	Annual							Progress SDS next FY (Department)		Confirm SDS next FY (Metro North HHS)			
Performance	Performance Review Department of Health Hospital and Health Service	Department of Health Performance Framework	Twice a year		End of Year Review				Mid Year Review						
	Annual Report		Annual	Develop Annual Report	Approve Annual Report (Board)	Submit Annual Report (Minister)					Prepare Annual Report Plan & Template		Develop Annual Report		
	Operational Plan Hospital and Health Service		Annual		Review Operational Plan			Review Operational Plan			Review Operational Plan			Review Operational Plan	
* Development and renewal can occur at anytime during 5 year period. However, strategies/initiatives require funding consideration in the next financial year will need to be approved by SET/Board by the end of February															