Preamble

The South West Hospital and Health Board is responsible for providing health services to the people of South West Queensland through the South West Hospital and Health Service (SWHHS). The Board sets its strategic objectives that are also informed by the Queensland Government Objectives for the Community, the My health, Queensland’s future: Advancing health 2026; the Statement of Commitment to Reconciliation 2016, and the service agreement with the Department of Health.

In 2016, representatives from the South West Hospital and Health Board; the South West Hospital and Health Service and the Western Queensland Primary Health Network visited each health service and community within the SWHHS to determine what matters most to our communities. In November 2016, the Board endorsed the South West Hospital and Health Service and Western Queensland Primary Health Network Health Services Plan.

In line with the Queensland Government’s objectives for the community, the SWHHS remains committed to working collaboratively with our communities to build safe, caring and connected communities, and plan and provide safe, effective and sustainable health services that people trust and value.

We will achieve this by creating jobs and a diverse economy, empowering and developing the workforce to deliver quality front line services and become the best among peers.

Vision

To be a respected, innovative leader and partner organisation to enhance the health outcomes and wellbeing of our patients, our staff and our communities.

Purpose

To provide safe, effective and sustainable health services that people trust and value.

Values

Customers first: know your customer; deliver what matters and make decisions with empathy
Ideas into action: challenge the norm and suggest solutions; encourage and embrace new and innovative ideas; work across boundaries
Unleash potential: expect greatness; lead and set clear expectations; seek, provide and act on feedback
Be courageous: own your actions, successes and mistakes; take calculated risks; act with transparency
Empower people: lead, empower and trust; play to everyone’s strengths; develop yourself and those around you

Strategic objectives

1. The person is the centre of our planning and delivery of services and in all we say and do
2. Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality
3. Sustainable resource and infrastructure management, system planning and integration
4. Stakeholders influence all of our efforts and feel empowered and able to contribute
5. The effectiveness of our health services is improved by the use of technology and data

Strategic risks

Workforce: the capacity and capability of the workforce is insufficient to meet service needs
Change: the quantity and significance of major change can have considerable impact on the capacity of the SWHHS to plan for and meet the needs of funders, partners and community expectations
Financial: the changing funding environment may impact on the financial sustainability of the service
Infrastructure: the ability to deliver contemporary models of care is constrained by ageing infrastructure and ICT architecture
Health Status: Low levels of health literacy and the burden of disease across a dispersed population contribute to poor health outcomes
Staff Safety: the increase in aggressive and abusive behaviour of clients presenting to the facilities poses a risk to staff safety

Opportunities

• To deliver new models of workforce through medical, nursing and allied health plans
• To deliver new models of service through the mental health plan
• To improve services through partnerships with the Western Queensland Primary Care Collaborative (PHN) and other service organisations through the South West Hospital and Health Service and Western Queensland Primary Health Network Health Services Plan
• To address the tyranny of distance through the increased use of technology and innovative models of health care that enable services to be delivered closer to where people live
• To improve the business model for primary care.

Risks and challenges

Mitigation strategies have been implemented and will be monitored as strategies are progressed:

• Uncertainty regarding rates of population growth in the South West, population ageing, geographic dispersion, poorer health status and the burden of disease.
• Adaptation of new health technologies in a rural and remote environment to support service and workforce models, communication and connectivity
• Delivering integrated care across multiple service providers
• Ageing workforce and the engagement of the emerging younger generation of health practitioners
• Planning and delivering infrastructure to support contemporary service models.
5. The effectiveness of our health services is improved by the use of data and technology
- Adopt information technology and systems that support best practice and the delivery of integrated health care in a rural and remote environment
- Adopt health technology to improve access to services, support the workforce and enable business service delivery
- Improve data timeliness, integrity, reliability and use.

Our Measures
- Service Agreement targets
- External patient experience surveys
- Customer satisfaction with health care services
- External employee opinion survey
- Financial performance across all measures
- Number of clinical training placements for medical, nursing and other allied health students
- New workforce models implemented
- Use of health technology
- Demonstrated improved service outcomes and cost effectiveness of newly implemented initiatives
- Innovative models of service developed in partnership with other providers
- Wait times for elective surgery, emergency admissions and specialist outpatients’ clinics
- Number of research projects undertaken
- Local decision making increased and staff empowered
- Demonstrated improvement towards Closing the Gap commitments.

Strategies
1. The person is the centre of our planning and delivery of services and in all we say and do
- Design and implement health services that reflect the diversity and culture of our communities
- Implement an integrated and proactive approach to service delivery, focused on individual patient outcomes
- Deliver sustainable health services in the most appropriate location
- Engage patients and families in a meaningful way to improve their health experience.

2. Clinical excellence and better health care solutions for patients through redesign and improvement, efficiency and quality
- Promote a culture that encourages leadership, innovative processes and new ideas
- Review and update existing structures and processes to ensure best practice through continual improvement
- Monitor, report and continuously improve the quality and safety of clinical care.

3. Sustainable resource and infrastructure management, system planning and integration
- Maximise the use of our resources and assets
- Embed a culture of financial and performance accountability
- Review service models and use innovative solutions to eliminate inefficiencies
- Water risk management and business continuity plans are in place to minimize risks to the public and services

4. Stakeholders influence all of our efforts and feel empowered and able to contribute
- Promote a culture that empowers staff, and encourages leadership, innovative processes and new ideas
- Maintain and foster partnerships with education providers
- Invest in developing and expanding our workforce capability and nurturing emerging talent
- Use contemporary initiatives to attract and retain people with the attributes, skills and experience to help achieve our ambitions.
- Partner with other health care providers and communities to create an integrated system of care for our local communities
- Implement the SWHHS and Western Queensland Primary Health Network Health Services Plan and SWHHS Mental Health Plan developed from broad consultation with our communities.

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