NSW GOVERNMENT

Health
Mid North Coast
Local Health District

Strategic Plan

2022-2032

Acknowledgement

Mid North Coast Local Health District acknowledges the Traditional Custodians of the lands across our District, traditional lands of the Gumbaynggirr, Dunghutti, Birpai and Nganyaywana nations. We recognise their continuing connection to lands, waters and communities and we pay respect to Elders past, present and emerging.

We commit to respect, protect, preserve and maintain Aboriginal and Torres Strait Islander people's culture and to conduct our business in accordance with cultural protocol and respect. We celebrate and share successes and are proud of the rich history of Aboriginal culture.

We are grateful to the Aboriginal community and local Aboriginal community controlled health organisations for their commitment to working together to improve health and wellbeing. Together, we remain determined to close gaps in health inequities for all Aboriginal and Torres Strait Islander people.
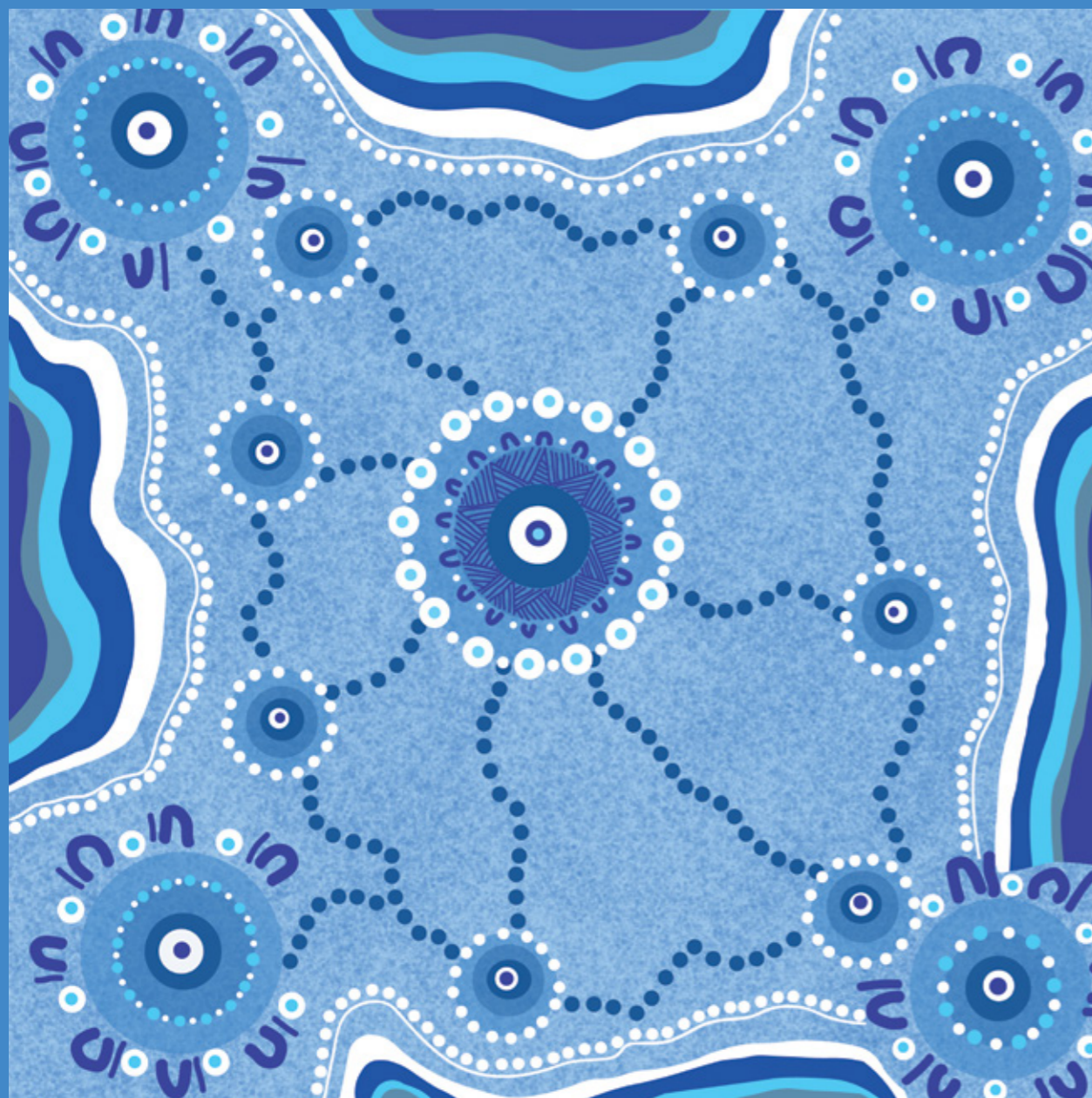
Connected Circles

Artwork by Lisa Kelly of Gumbaynggirr Country

Lisa Kelly is a proud Gumbaynggirr woman living in Urunga, within the beautiful Bellinger Valley.

The Artwork entitled Connected Circles represents the importance of providing a culturally safe space for all people during their care or when visiting our hospitals.

The connecting circles:
» the inner circle represents connection to Mother Earth around healing, spirituality and our Elders
» the seven smaller linked circles represent the seven hospitals which sit in the Mid North Coast area
» the outer four circles represent the four Aboriginal Nations of the Mid North Coast: Gumbaynggirr, Dunghutti, Birpai and Nganyaywana. These circles are encompassed by symbols representing both male and female.

The bold line patterns around the edges represent the multi-layers of our health system which provide care to all: patients, carers and families. These layers are supported by a strong relationship with our Aboriginal community and partners.

The Artwork represents how everyone can work in collaboration with Mid North Coast Local Health District: living, working and improving the health of the community now and into the future.

Contents

Message from the
Governing Board Chair and Chief Executive

Professor Heather Cavanagh
Chair - Governing Board

Stewart Dowrick
Chief Executive

It is a pleasure to present the 2022-2032 Strategic Plan for the Mid North Coast Local Health District (MNCLHD).

Our vision for building thriving communities through excellence in people-centred health care underpins all parts of the strategic plan.

Fundamental to achieving this vision is our dedicated team, who are the backbone of our services and make achieving our vision and fulfilling our purpose possible.

Our sincere appreciation goes to all who contributed to the development of this plan.

We heard throughout the consultations that a high priority is to be a kind and compassionate organisation that cares about people (our community, our consumers, our partners and our team members).

People also want us to be a dynamic, future-focused health service that leverages technology, values, creates and applies evidence, is innovative and agile and offers consistently high-quality, high-value services to all our residents.

We heard about the excellent work already being done and the many opportunities for future enhancements to how we work and what we deliver.

We will focus on the needs of our population and look to improve health through the right mix of prevention and care.

We will work with our communities, our health care partners and other colleagues to build a better connected and more responsive set of services. We will continue to explore new ways of delivering care, with more options closer to where people live, work and play.

We commit to care for our people and manage our resources responsibly and ethically.

We foresee a bright future for health care on the Mid North Coast.

Professor Heather Cavanagh
Chair - Governing Board

Stewart Dowrick
Chief Executive
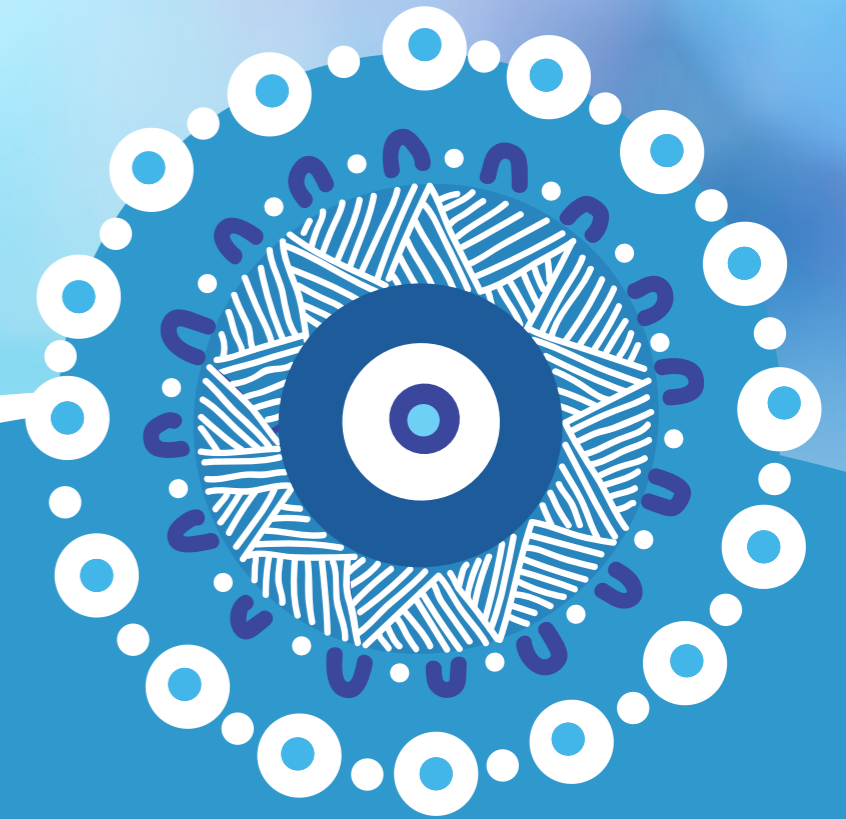
Introduction

We are very proud of our Local Health District (LHD), our committed team, and the many achievements of past years. This strategy outlines our intent to continually advance and evolve to meet the needs of our community into the future.

Context

Our region is home to a diverse range of population groups, including Aboriginal people, culturally and linguistically diverse (CALD) people, refugees, people on low incomes, people living in small, isolated communities, people with disabilities and other minority groups. We value this diversity and aim to ensure all members of our community experience the best possible outcomes.

The Mid North Coast continues to experience population growth and ageing, driving us to keep pace and ensure we deliver timely access to the range of services our communities require.

This plan was developed at a time of great challenge for health services, following a series of natural disasters and the worldwide COVID-19 pandemic. MNCLHD has rapidly responded and delivered a range of new activities to keep our teams, consumers and communities safe.

Even without these challenges, health care is complex and constantly evolving. It is more important than ever to effectively support our team members, consumers and communities with a people-focused approach that brings compassion and kindness to the fore.

Opportunities

All stakeholders expressed a keenness to work collaboratively as part of a unified, resilient system that improves wellbeing and delivers excellent care. These aims are reflected through our strategic objectives and related strategic action areas.

2021 has also seen the NSW Ministry of Health develop the new Future Health Strategy. The priorities identified locally are in keeping with the State-wide themes and objectives.

This plan sets us up to meet the evolving needs and expectations of our community and our team, enhance collaboration, build our digital sophistication and grow and support the workforce of the future.

Our purpose is to deliver safe, effective, sustainable services that protect and improve the health and wellbeing of our Mid North Coast community.

Our aim is to be a truly people-centred organisation, where we all (our employees, volunteers, partners, community and consumers) work together as a united team to deliver high quality care and better health outcomes for individuals and communities. We summarise this in our vision:

Building thriving communities through excellence in people-centred health care

The objectives and strategic action areas outlined in this plan will ensure we apply ourselves to initiatives that help fulfil our purpose and achieve our vision.

Our Strategy Map

Our vision	Building thriving communities through excellence in people-centred health care	and achieve **our vision** for the future.
Our purpose	To deliver safe, effective, sustainable services that protect and improve the health and wellbeing of our Mid North Coast community	This will enable us to fulfill **our purpose**
Community and consumer perspective	1. Informed, engaged, empowered community 2. Positive and personalised care experiences 3. Strong prevention and early intervention	that deliver the best results for our community.
Internal process perspective	4. Partnering, collaboration, communication 5. Streamlined processes that support safety and best practice 6. Research, health intelligence, strategic management	to ensure we can operate the systems and processes
Internal capacity perspective (our people and resources)	7. People, culture, capability 8. Resource stewardship	We will care for our people and manage our resources
Our ways of working	We always put people first We are caring and compassionate We work as one team We focus on quality outcomes	and inform **our ways of working.**
Our values	Collaboration, openness, respect, empowerment	Our **values** underpin everything we do

Our commitment to improving the health and wellbeing of Aboriginal people

MNCLHD will continue its strong focus on improving the health of Aboriginal people in our region. While progress has been made, there is still a significant gap in health and wellbeing outcomes that must be addressed.

National, State and local Aboriginal health policies and plans provide direction to achieve better outcomes and in all instances they point to the need to work together and apply a multi-faceted approach in order to make a difference.

In this plan, Aboriginal health does not sit in any one focus area or objective. While Closing the Gap is explicit in Objective 3.1, our intention is to apply our efforts across all parts of the plan and in all parts of our organisation.

The diagram on this page indicates some of the important opportunities to address Aboriginal health in each of our focus areas.

Each year in our District Operational Plan we will identify specific initiatives and actions that respond to the relevant guiding frameworks and plans for Aboriginal health and ensure we all continue to take action.

Our commitment to improving the health and wellbeing of Aboriginal people

Focus area 1
Informed, engaged empowered community

Partner with Aboriginal communities, consumers and organisations.

Focus area 2
Positive and personalised care experiences

Ensure cultural safety, security and respect for Aboriginal consumers and employees.

Focus area 3
Strong prevention and early intervention

Address barriers to Aboriginal people accessing our services.

Focus area 4
Partnering, collaboration, communication

Partner with ACCHS and other Aboriginal Organisations.

Focus area 5
Streamlined processes that support safety and best practice

Ensure our processes, systems and practices align and support our intentions for improving Aboriginal health.

Focus area 6
Research, health intelligence, strategic management

Gather evidence, data and other knowledge and use it to continually improve how we address Aboriginal health. Effectively plan, monitor and report on Aboriginal health.

Focus area 7
People, culture, capability

Aboriginal people in the workforce, addressing racism, cultural respect training.

Focus area 8
Resource stewardship

Appropriately resource and support our priorities for improving outcomes for Aboriginal people.

Reading the plan

At the heart of this plan are the strategic objectives. These statements summarise our main intentions for what we want to achieve.

There is no priority order, rather the objectives are grouped under focus areas and the focus areas relate to three different perspectives, all of which are equally important.

By attending to all strategic objectives, we are best able to achieve our purpose and vision.

It is important to ensure a holistic approach to implementing the strategy. Just as we do for addressing Aboriginal health, we need to consider which other objectives are relevant when determining our actions under any particular issue.

By combining relevant elements, we can multiply our effectiveness.

For example, to become more sophisticated in terms of digital health, we must consider its applicability across all focus areas. Digital technology is important in communication and engagement (Focus area 1), in delivering care and addressing barriers (Focus area 2), in our prevention and early intervention strategies (Focus area 3), as well as having implications in data sharing, data analysis and reporting (Focus areas 4, 5 and 6). Clearly, in developing our digital capabilities and managing our technology (Focus areas 7 and 8) there are other opportunities to progress digital health.

In the following pages, we provide detail on each focus area, presenting the strategic objectives and outlining our priorities through a destination statement that provides further detail on what success will look like for each objective.

We also outline the Strategic Action Areas for each objective. These action areas are signposts. Detail on specific initiatives, projects and actions will be developed each year through our operational and other planning. (See also Implementing the strategy and monitoring progress, page 27).
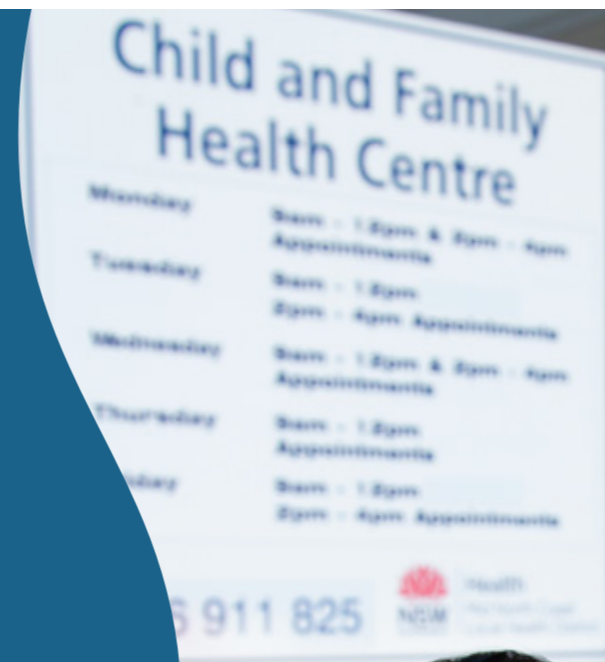
Focus Area 1

Informed, engaged, empowered, community

Informed, involved consumers and communities
that help guide our development

For MNCLHD to meet the needs of our local community, we must ensure people are well informed about our services and how to access them.

We need consistent, excellent communication with people using our services, so they understand what's going on and are able to make informed choices to manage their care.

We also need to ask and listen to consumers and community so that we understand what matters most to them and how they feel about their experience of care.

Further, the best health services are those that are planned and delivered in partnership with community, including with priority target groups.

All these approaches help us empower our communities and consumers build health literacy towards better health and health care.

Our community is aware and informed about our services, achievements and challenges

Strategic Objective 1.1

What we will achieve

The community knows where and how to access services they need and understand changing service models.

They have a good understanding of the health system and of ways to improve their own health.

We celebrate our achievements.

We tailor messages to reflect the community and use multiple methods of communication to suit different groups.

How we will get there

- Develop, implement and regularly review a community information plan with input from communities, including specific target groups.

- Provide accessible information about the full range of services available, including options from other providers.

Consumers and carers as partners in care through open, clear and timely communication and shared decision making

Strategic Objective 1.2

What we will achieve

We build knowledge and confidence in our consumers and carers to manage their care.

We explain things clearly and provide accessible information about their condition, their treatment and available options.

We listen to and understand each person's needs and preferences and involve them in care decisions.

How we will get there

- Offer learning and development that builds team member knowledge and skills in effective interpersonal communication and engagement.

- Introduce a wider range of methods to share information with and receive feedback from consumers and carers.

- Seek real time feedback and patient stories and use to inform better care.

Genuine community engagement and partnering

Strategic Objective 1.3

What we will achieve

We engage broadly and purposefully to ensure the consumer voice is central to our thinking and the needs of different groups are considered.

Community and consumers participate as partners in planning, delivering and evaluating our services.

We adopt a co-design approach when developing new service models and programs.

How we will get there

- Develop strategies to genuinely engage a diverse range of community and consumers across our services.

- Implement strategies to support and empower community and consumer advocates and representatives to participate effectively.

- Ensure Aboriginal Health Impact Statements are used in all service change activities.

Community and consumer perspective

Focus Area 2

Positive and personalised care experiences

Trusted, seamless, consistent, effective, safe care that meets patients' needs

At the heart of our responsibilities, as a LHD, is the delivery of services that meet the health care needs of our community. We aim to provide the best possible experience for everyone.

To achieve this, we must ensure consumers feel respected and cared for, regardless of their background.

We need to find ways to remove barriers to accessing care, particularly for disadvantaged groups and improve the patient journey between different components of care.

Another future opportunity is to continue to evolve how we deliver care so that, where appropriate, more care can be delivered in non-hospital settings.

Kind, respectful and welcoming services

Strategic Objective 2.1

What we will achieve

We always engage with consumers in ways that respect them as individuals and help them feel valued and accepted.

We provide culturally safe, trauma-informed care that is tailored to meet individual needs.

How we will get there

- Develop and deliver training for teams to provide respectful, culturally safe and trauma informed care.
- Focus on values and ways of working and ensure they are demonstrated consistently throughout the organisation.

Ease and equity of access to quality services, according to need

Strategic Objective 2.2

What we will achieve

We ensure our services are available, affordable and timely and strive to remove barriers to access, particularly for minority and disadvantaged groups.

How we will get there

- Develop and implement options for outreach, co-location, virtual care, improving transport and other strategies to enhance accessibility of services.
- Adopt creative solutions to effective demand management with a focus on timely care and care out of hospital.
- Monitor unmet demand and plan to address shortfalls in particular public health services where appropriate.

Connected, integrated care with seamless transitions across the continuum and between providers

Strategic Objective 2.3

What we will achieve

All aspects of a consumer's care are coordinated and promote continuity, between LHD services and with other providers.

There are easy connections and transitions between services.

Information relevant to the consumer's care is readily available to all providers.

How we will get there

- Develop care pathways for collaboration and integration with other providers.
- Develop options for improving care navigation and patient journey coordination for consumers with complex or ongoing needs.

Innovative models of care and reorientation to balance acute, community and home-based care

Strategic Objective 2.4

What we will achieve

We explore and evolve ways of delivering care that suit our communities and seek to learn from innovative models developed elsewhere.

We provide better value models of care including virtual care, digitally enabled care and more services embedded in the community.

We recognise and complement the services of other providers.

How we will get there

- Review and redesign models of care to achieve best outcomes, including home-based, ambulatory and virtual care options.
- Identify innovative models and scale successful programs across the LHD.
- Improve reporting of non-inpatient services and better use of data to inform service planning and redesign.

Community and consumer perspective

Focus Area 3

Strong prevention and early intervention

Promoting wellness, protecting the population, addressing risk factors

Alongside providing excellent treatment services, we must also focus on how we enhance the health and wellbeing of our population.

It is important to respond to health inequities by considering and addressing the needs of disadvantaged groups.

The needs of our Aboriginal community remain a strong area of focus and require a comprehensive, partnership-driven approach.

Other core components of our prevention work include health protection and health promotion, with a range of programs that continually strive to ensure our population is as healthy as possible.

In addition, we will identify people at high risk of ill health and intervene early to improve their health outcomes.

Prevention and early intervention activities are not just the province of specialist programs, preventive practices need to be embedded across all of our clinical services, and through working together with other services and with communities.

Closing the gap, tackling disadvantage

Strategic Objective 3.1

What we will achieve

We recognise the disparity in health outcomes for specific population groups and work in partnership to develop, implement and evaluate strategies to address their needs.

High priority population groups include Aboriginal people, culturally and linguistically diverse (CALD) communities, refugees, homeless, people with disabilities and other minority and disadvantaged communities.

How we will get there

- Work with Aboriginal communities and organisations and other partners to develop strong and meaningful programs and services for Aboriginal people.
- Address the needs of other vulnerable groups and together develop programs or strategies to meet their specific needs.
- Develop and implement tools and processes to ensure equity and impact on social determinants is considered in service and program development.

Strong health protection and disaster preparedness and response

Strategic Objective 3.2

What we will achieve

We have effective services, programs and systems to protect the health of the population.

We plan for and respond appropriately to epidemics, environmental threats and disasters, including a focus on resilience and wellbeing of our communities and team members.

How we will get there

- Strategically enhance population and public health programs and services to meet our local needs.
- Regularly review disaster preparedness plans and actions and refine to incorporate new learnings.

Improved health and wellbeing in the community, healthy environments and behaviours

Strategic Objective 3.3

What we will achieve

We undertake a range of evidence-based programs and strategies that seek to promote wellness in the population.

We use a range of approaches in keeping with health promotion best practice.

We embed preventive health practices across the continuum of care.

How we will get there

- Expand the range of health promotion action across the organisation and build capacity to embed preventive practices into clinical care across the continuum.
- Work in partnership to design and deliver programs that create supportive environments and strengthen community action.
- Improve reporting of preventive health activities and outcomes.

Early intervention to address risk factors

Strategic Objective 3.4

What we will achieve

We take every opportunity to identify and respond to health needs and risk factors as early as possible.

All services consider their responsibilities to incorporate early intervention.

Particular examples include programs for the early years, suicide prevention, healthy ageing and mental wellbeing.

How we will get there

- Embed strategies into all service areas to identify and respond to key risk factors, including opportunistic interventions and referral pathways.
- Develop, implement and monitor specific early intervention programs for key target groups.

Community and consumer perspective

Focus Area 4

Partnering, collaboration, communication

Systematic, effective and enduring

To deliver on our Vision for people-centred care, we must recognise that the health system is large and complex and requires coordinated effort to achieve the best results.

It is critical that the MNCLHD has strong external partnerships that leverage the expertise of all and align efforts to achieve the best outcomes for our community.

It is equally important for our teams to work collaboratively.

It is imperative that information is effectively shared, that all participants are aware of developments and able to contribute to the thinking that leads us forward.

Communication is key!

Strategic Objective 4.1

Effective collaboration with external partners

What we will achieve

We recognise that health care solutions require a whole of system approach.

We have a partnering mindset and actively engage in formal and informal partnerships.

Our partnerships remain focused on the needs of community and consumers and we work together to address gaps and offer choice.

We share responsibility, accountability and offer complementary contributions.

How we will get there

- Develop processes and training to build capabilities for effective partnering.

- Further develop established partnerships and identify new partners for specific purposes.

- Together identify shared priorities and engage in joint planning, delivery and evaluation, including co-commissioning or co-funding where appropriate.

- Take opportunities for increased sharing of data, training and other resources with our partners to support collaborative efforts.

Strategic Objective 4.2

Effective integration, networking and multidisciplinary teamwork across and beyond the organisation

What we will achieve

We value a connected organisation and work together as one team.

We have uniform structures, policies and processes that facilitate teamwork, networking and consistency of service delivery.

We flex, adapt and support everyone to collaborate to achieve best outcomes.

How we will get there

- Regularly review organisational design, committees and processes to ensure a contemporary approach that supports connection, continuity and consistency across and beyond the LHD.

- Ensure services and programs adopt multidisciplinary and interdisciplinary approaches.

- Use agile project methodologies where appropriate to progress significant change initiatives.

Strategic Objective 4.3

Strong and effective internal communication and accountability

What we will achieve

We have a culture of open, honest, respectful and regular communication throughout the organisation.

All members of the MNCLHD's team feel well informed and able to access information when required.

All team members feel their voice is heard.

We see communication as a cycle, where all parties can contribute and receive feedback.

How we will get there

- Develop protocols to ensure timely and effective communication and information sharing that provides clarity, uses multiple channels, reaches all levels and completes communication cycles.

- Evaluate effectiveness of key communication strategies.

Internal process perspective

Focus Area 5

Streamlined processes that support safety and best practice

Integrated, innovative systems that support continuous quality improvement

To deliver on our strategic and operational commitments, all parts of the system must work effectively and efficiently.

Identifying and addressing areas where our processes can be improved is pivotal.

We must ensure the highest quality and safety for our consumers and our teams and have integrated information systems that facilitate connected care and support continuous quality improvement.

We need processes that help us move towards new and different ways of delivering care and take advantage of new evidence and new technologies.

Our corporate systems must work effectively and efficiently so our team can focus on their core business.

Consistent, high quality, safe, effective, evidence-based care

Strategic Objective 5.1

What we will achieve

We apply comprehensive clinical governance systems and processes for a culture of continuous quality improvement to ensure we provide the best possible care.

We use benchmarking to ensure we are meeting all standards.

We apply the quality lens across all components of care, including in home-based and virtual care environments as our models of care evolve.

How we will get there

- Ensure patient safety, cultural safety, quality improvement, incident management and all other relevant practices for ongoing care improvement are embedded in all services and at all levels.

- Improve analysis, reporting and use of data on clinical outcomes, patient feedback, incidents, near misses, etc and act to ensure we continually strengthen our clinical care.

Effective, integrated systems for sharing patient information and supporting patient flows

Strategic Objective 5.2

What we will achieve

Our patient information systems promote and support multidisciplinary care, cross-sector collaboration, and patient flows.

We prioritise improvements to systems that support better integration and better patient outcomes.

We use digital health strategies that minimise duplication while protecting privacy and security.

How we will get there

- Improve the quality, ease of use and integration of patient information systems across all settings and encrypted communication tools to enable safe sharing of patient information.

- Identify and act on priorities for information system improvements and leverage state-wide system developments as well as connections to external provider systems.

Increased agility, flexibility and efficiency of corporate systems, processes and projects

Strategic Objective 5.3

What we will achieve

We aim to ensure all our systems and processes are streamlined, easy to use and facilitate effective decision making.

We ensure all employees are aware and informed of the correct processes and can readily access information, policies and processes they need to do their jobs.

We meet external benchmarks for the efficiency of our processes.

How we will get there

- Regularly evaluate policies, processes and systems to identify opportunities for improvement.

- Where appropriate, adopt an agile improvement project approach that brings together a range of stakeholders to rapidly redesign an identified process, policy or system.

Internal process perspective

Focus Area 6

Research, health intelligence, strategic management

Building knowledge for best decisions

In order to make the best possible decisions, all members of our team, from the frontline, through managers and executive to our Governing Board, need access to the best possible information and evidence.

It is important to stay up to date with new developments and contribute to the knowledge base through involvement in research.

It is also critical to make the best possible use of the vast amounts of data we collect, by analysing and reporting it in ways that clarify and support our decisions.

All this knowledge must also feed into our planning and performance management to help us progress our strategy and assess our progress.

Research and knowledge translation focused on answering important service delivery questions

Strategic Objective 6.1

What we will achieve

We have a strategic approach to research in the District that informs change and addresses the needs of our communities.

We engage with partners and consumers to determine and drive our shared research priorities.

We build capacity among our team to undertake research.

We value scientific evidence and have strong systems to disseminate and translate research outcomes into practice.

How we will get there

- Continue to build strong research partnerships and expand our capacity and leadership in rural and regional health research.
- Provide training and development opportunities in research and translation and support team members to undertake research that fits with our priorities.
- Develop strategies to tap into existing and new research evidence and feed into development of new models and approaches.

Integrated approach to turn data into timely, meaningful information to support decisions

Strategic Objective 6.2

What we will achieve

We maximise our data analytics expertise and focus our efforts on answering important questions and working towards improved outcomes.

Information produced is timely, consistent and readily available to all who need it.

We make increasing use of artificial intelligence (AI) and predictive analysis to inform our decisions.

We seek to leverage knowledge from all sources and to share our information with our team and our partners.

How we will get there

- Strengthen and align data analytics resources to maximise capability and support more centralised access to information.
- Design and provide meaningful reports that link information to strategic and operational outcomes.
- Offer training and advice to our team in understanding and making best use of data.
- Manage data systems and data quality for best utility.

Strong, effective, informed, outcome-focused planning and performance management

Strategic Objective 6.3

What we will achieve

We take a proactive strategic management approach across our organisation. All our operational, service and program planning is linked to our strategy.

We clearly align our performance measures with our strategic objectives and regularly monitor progress.

We plan and evaluate collaboratively within the MNCLHD and with our partners to enhance system and regional planning.

How we will get there

- Strengthen and align planning and performance resources to better support the strategic management approach.
- Cascade our strategy through all other plans and build strategic KPIs into performance measurement at all levels.
- Strengthen communication and feedback loops to ensure all team members understand the strategy and connection to performance.

Internal process perspective

Focus Area 7

People, culture and capability

Values driven, right people in right roles to deliver our strategy

Our workforce, including volunteers, is fundamental in all that we do and we have a responsibility to support and develop our team members.

This includes ensuring we have engaged and capable people in the right roles now and in the future and a diverse workforce who can relate to our communities and bring community knowledge to the table.

Providing ongoing skill development and career opportunities and maintaining a positive organisational culture are critical to ensuring our team members are healthy, resilient and well supported.

A key part of that culture is to grow and model compassionate leadership that inspires and empowers our teams to do their best.

Positive work environments and employee experience supporting a healthy workforce

Strategic Objective 7.1

What we will achieve

We have a positive workplace culture and are seen as an employer of choice.

We prioritise wellbeing and all team members feel respected, valued, safe and supported.

We live our values at all times and recognise and celebrate the efforts and achievements of our teams.

We have a safe environment and proactively manage unacceptable behaviour.

How we will get there

- Develop, implement and monitor strategies to continually improve our workplace culture and support wellbeing.

- Develop and implement strategies that ensure harassment, bullying and racism do not occur and that promote a safe and respectful workplace.

- Develop, implement and regularly evaluate a comprehensive approach to Aboriginal cultural safety and security.

- Implement flexible work arrangements that support greater workforce participation.

- Implement organisation-wide processes to celebrate achievements and showcase excellent performance.

Effective workforce planning, recruitment and retention to meet our service needs

Strategic Objective 7.2

What we will achieve

We effectively plan for future workforce needs and design teams to fit evolving service models, with a good balance across disciplines.

We have strategies to enhance timely recruitment and appropriate retention and regularly consider succession planning, to ensure a pipeline of qualified employees for all roles.

How we will get there

- Develop, implement and regularly update workforce planning and monitor progress in achieving the goals identified. Ensure succession planning, recruitment and retention strategies as part of these plans.

- Partner with education and training providers to recognise emerging roles aligning with workforce needs of the future and prepare for occupations likely to be in short supply.

A diverse workforce that reflects our communities

Strategic Objective 7.3

What we will achieve

We proactively seek team members from a wide range of ages and backgrounds, including people from minority groups and people with lived experience relevant to service areas.

How we will get there

- Identify areas where workforce does not match community diversity or lived experience and plan appropriately.

- Continue to grow the Aboriginal workforce, particularly in services where there is under-representation.

- While preserving the essence of merit-based recruitment, incorporate affirmative action strategies into our recruitment policies for under represented demographics.

Internal capacity perspective
(our people and resources)

Highly qualified and capable workforce

Strategic Objective 7.4

What we will achieve

All team members are equipped with the knowledge and skills to be agile, responsive and effective in their roles.

We encourage and support access to high quality training opportunities, upskilling, career development and informal learning though coaching and mentoring.

We enable employees to fully utilise their expertise and fulfill their potential.

How we will get there

- Support continual learning and development and ensure all team members have access to training and education opportunities aligned with priorities.

- Use performance development reviews to listen and bring out the best in our employees: to identify and plan for growth and development.

- Strengthen a learning culture that incorporates internships, student placements, supervision, secondments, coaching and mentorship.

Effective, compassionate leadership and empowered teams

Strategic Objective 7.5

What we will achieve

Our teams are engaged and empowered.

We nurture and support employees to undertake their role and to embrace and implement change.

Our leaders model our values, intentionally shape a positive culture and lead collaboratively and openly.

We identify and support formal and informal leaders throughout the organisation and at all levels.

How we will get there

- Ensure leaders are visible and accessible by facilitating regular formal and informal engagement with all teams.

- Take a proactive approach to capability development for existing and emerging leaders and managers.

- Ensure a consistent and meaningful approach to change management that empowers and support teams.

- Ensure policies, procedures and processes support team empowerment.

Internal capacity perspective
(our people and resources)

Focus Area 8

Resource stewardship

Strategic, efficient, sustainable, needs-based

Alongside our people, we must take care of and make best use of the resources available to us. This includes our technology, assets, equipment and finances.

We must manage our resources wisely to help achieve our strategic objectives. We need to consider value and equity in resource distribution and manage and maintain our resources effectively and efficiently.

It is also critical that we consider our impact on the environment and take steps to improve sustainability.

Ultimately, as stewards of resources on behalf of the government and our community, we must apply excellent governance and manage our risks strategically.

Better access to technology that works for us

Strategic Objective 8.1

What we will achieve

We provide our teams with ready access to the necessary technology and tools to help them fulfil their roles.

The tools are fit for purpose, well maintained and refreshed as required.

Our systems are integrated and easy to use, with connectivity across platforms.

Our team members are digitally savvy and well-supported to use the systems.

Comprehensive technical support is timely and easy to access.

How we will get there

- Maintain and regularly refresh a fleet of technological tools that enable efficient, effective service delivery suitable for different parts of the organisation.

- Identify and implement advanced diagnostics, new medical technologies, artificial intelligence and machine learning for targeted treatment where feasible and appropriate.

- Advocate for, influence and leverage state-wide expertise and resources to support our digital ambitions.

- Maintain strong governance and effective project management to ensure our investment in technology achieves good value and improves strategic outcomes.

Strategic, equitable, timely, transparent and efficient resource management

Strategic Objective 8.2

What we will achieve

We use our finite resources wisely to achieve maximum benefit for our community and consumers and look to grow our resources to meet the needs of our growing population.

We are transparent and equitable in distribution of resources to meet strategic and operational imperatives.

How we will get there

- Allocate annual budgets according to principles of equity, value and achieving strategic outcomes.

- Devolve both responsibility for financial decisions and accountability to achieve agreed outcomes within allocation.

- Take a systematic approach to evaluation and apply a health economics lens to optimise high value and minimise low value investment.

Asset planning and management aligned to strategy

Strategic Objective 8.3

What we will achieve

We ensure our buildings and major equipment are fit for purpose, provide a welcoming environment, and enable innovation and high-quality care.

Our asset plans align with our strategic and clinical priorities and are informed by our teams and communities.

We identify and manage risks and have a responsive approach to maintaining, upgrading and replacing assets according to need.

How we will get there

- Regularly review and update plans for asset investment and ensure asset investment proposals are aligned with and advance our strategic priorities.

- Ensure effective prioritisation and management for timely maintenance of our buildings and equipment.

Internal capacity perspective
(our people and resources)

Environmental sustainability is considered in everything we do

Strategic Objective 8.4

What we will achieve

We are committed to demonstrating best practice environmental responsibility.

We are aware of and monitor our impact on the environment.

We take every opportunity to opt for climate-friendly resource and energy usage, minimise waste, reduce pollution and build more sustainable buildings.

We educate, advocate and use our purchasing power to achieve environmental outcomes.

How we will get there

- Regularly measure our environmental footprint, set targets and priorities and implement a range of strategies to reduce our impact over time.

- Regularly report to our team and the public on progress against our sustainability targets.

Effective oversight and governance that aligns strategy and risk management

Strategic Objective 8.5

What we will achieve

Our organisation is committed to strong and effective governance to ensure we achieve all aspects of our strategy.

We assess our progress, demonstrate accountability for decisions and maintain high standards of ethical conduct.

We manage risks in line with the District's risk appetite to support achieving our goals.

We meet our Legislative and Regulatory obligations and Corporate Governance standards.

How we will get there

- Regularly review structures, committees and processes to ensure best practice in governance oversight of the organisation.

- Maintain an ongoing focus on delivering our strategy.

- Embed risk management across the organisation and ensure appropriate risk tolerance, mitigation and management strategies are in place.

Internal capacity perspective
(our people and resources)

Implementing the Strategy and Monitoring Progress

The most important aspect of any strategic plan is how it is realised through implementation. It is critical to keep a focus on the vision, purpose and values, and use the strategic objectives to set specific action. A strategic management approach ensures effective implementation and regular reviews of progress.

Planning and Accountability Framework

MNCLHD has developed a Planning and Accountability Framework that outlines our approach in more detail. It links strategy formulation (planning) with strategy execution (implementation) and performance monitoring.

In summary, we will ensure our objectives are cascaded through all parts of the organisation by way of annual operational planning and right through to individual performance development plans.

Each year, at each level, we will consider the next key initiatives and actions required to continue to move us forward in each strategic objective. These will be included in our operational plans. It is important that all members of our team understand how they fit in delivering on our strategy.

The next key component is strategy execution, where we apply effective leadership and change management principles to ensure we deliver on our plans.

The third component of our framework is performance monitoring. It is important to track our progress, not only of actions being taken, but also to ensure measurable progress in achieving the desired objectives. We will use performance information to adjust our plans and implementation strategies as needed and we'll take opportunities to celebrate our achievements along the way.

Strategic Scorecard

We have identified specific, measurable KPIs for each strategic objective. These enable us to monitor progress in achieving our objectives. They are included in the Strategic Scorecard, a companion to this plan.

Our leaders will regularly review the results in our scorecard to recognise progress and assess where additional attention may be required. We will share our Scorecard results with stakeholders so we can all work together to continue to move towards our vision.

Mid North Coast Local Health District
PO BOX 126
PORT MACQUARIE NSW 2444
TEL: 1800 792 997
www.mnclhd.health.nsw.gov.au

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