

Towards Excellence - **every person, every time**

Strategic Plan 2021 to 2026



Health
Hunter New England
Local Health District

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Introduction

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Foreword

The development of a new 5 year Strategic Plan provides an opportunity to re-focus service delivery and plan for the future health needs of our District.

Our Vision of Healthy People – Now and into the future underpins the new 5 year strategic plan. This strategic plan provides the framework for working together to achieve our goals of keeping people healthy and in the community, providing world class clinical services with timely access and effective infrastructure.

Our staff provide innovative, safe and high quality care to a diverse population over a large geographical area. Our staff are committed to the core values of NSW Health – Collaboration, Openness, Respect and Empowerment. Every year, hundreds of thousands of patients seek care with our services and in response we strive to deliver Excellence for every patient, every time.

To meet the challenges of the future, we are firmly committed to providing a safe and quality care experience, delivering best practice care and making the best use of our resources.

Hunter New England Local Health District is focussed on improving the effectiveness and efficiency of our hospital based services and ensuring that our community receives care in the most appropriate setting, be that hospital, in the community or in their home.

We will continue to focus on Excellence, every patient, every time to ensure the standard of care is consistent across all of our services. We have incorporated the Premier's priorities of improving outpatient and community care, improving service levels in hospitals and reducing the rate of death by suicide in NSW into this strategic plan. We are consistently focused on ensuring that our patients receive safe and high quality

healthcare delivered with respect, supported by open two-way communication. Continuing to create this culture within the organisation is one of our key focus areas.

We recognise the efficiencies and better standards of care that can be gained through the rollout of the Value Based Healthcare program, and are committed to delivering these to the identified patient cohorts and working closely with our partners to ensure the care delivered is truly integrated.

Delivering high quality care within budget has been achieved with pride by Hunter New England LHD over many years. However, it is clear we must be using our resources wisely in order to meet increasing demand and deliver outcomes that matter to our patients. Sustaining the health workforce, particularly in rural areas remains a major challenge, along with the need to support all staff in maintaining their own health and well-being.

Coordination of the pandemic response since 2019, has presented many challenges to service delivery, resource allocation and staff morale. We will work to ensure the safety of our staff, patients and visitors through the pandemic and vaccination roll out, championing state wide initiatives and working together to continue to deliver the highest quality care to our community.

Our shared vision is to build healthier communities and provide world class care. Our priorities are to ensure we deliver value as well as volume, we work together to minimise unwarranted clinical variation, and we seek continuous improvement of our health services which are needs based and provide safe, high quality and high value care for patients.



Tracey McCosker PSM - Chief Executive



Martin Cohen - Board Chair



COVID-19 and planning for the future

The COVID-19 pandemic has brought about rapid change to the way in which we live, work and interact as a community. We are continuing to adapt our healthcare system to deliver high quality, safe and person centred care during a pandemic period which could last for some time. In mid-2021 we have commenced the vaccination program, a significant logistical undertaking aimed at vaccinating frontline workers and vulnerable people as a priority.



About Us

Hunter New England Health (HNE Health) provides a range of public health services to the Hunter, New England and Lower Mid North Coast regions.

Hunter New England Local Health (the District) respectfully acknowledges Aboriginal District people

as the traditional owners and custodians of the land in which our health facilities are located, and pay respect to the Elders, community members and the community-controlled sector who partner with us to improve the health outcomes for Aboriginal and Torres Strait Islander people in our District.

Hunter New England Health



Provides services to

942,374

people including

64,333

Aboriginal and Torres Strait Islander people



169,846

residents who were born overseas



Is supported by

1600

volunteers



Employs

17,661

staff



Spans

25

local government areas

Is the only district in New South Wales with:

A major metropolitan centre

A mix of several large regional centres

Many smaller rural centres and remote communities within its borders.

Our Chief Executive, Tracey McCosker, and the Executive Leadership Team work closely with the local health district Board to ensure our services meet the diverse needs of the communities we serve.



Our services include:



1
Tertiary referral hospital

4
Rural referral hospitals

12
District hospitals

8
Community hospitals



60+
Community health services



7
inpatient mental health facilities plus community mental health services



3
residential aged care services

One day in Hunter New England

In Emergency Departments



1,217

People visit an emergency department in our district

272

Arrive by ambulance

5

Require immediate treatment (Triage 1)

660

Require non urgent treatment (triage 4 and 5)

163

Are Aboriginal or Torres Strait Islander

13.4%

Are Aboriginal or Torres Strait Islander

Hospital and Out of Hospital Care



582

Are discharged from one of our hospitals

29

Babies are born in our district

189

People have surgery in our district

7

People have a life threatening condition requiring surgery within 1 hour

58

Are considered urgent and require surgery within 72 hours

89

People have elective surgery

1,601

Non admitted patients receive care using Virtual care technologies

4,511

Non admitted patients receive care in an outpatient clinic, community centre or in their home

2,421

Visit one of our facilities for a diagnostic test, for example pathology or imaging



People



17,661

Staff are employed to deliver hospital and community based services

9,085

Are Nurses

2,148

Are Medical Staff

842

Are Visiting Medical Officers

1,948

Are Allied Health Professionals

1,550

Are Clinical Support Staff

3,078

Are Corporate or Support Staff

905

Staff identify as Aboriginal or Torres Strait Islander



Health Indicators

Sourced from Health Stats NSW - change in Health Indicators between 2014 and 2019



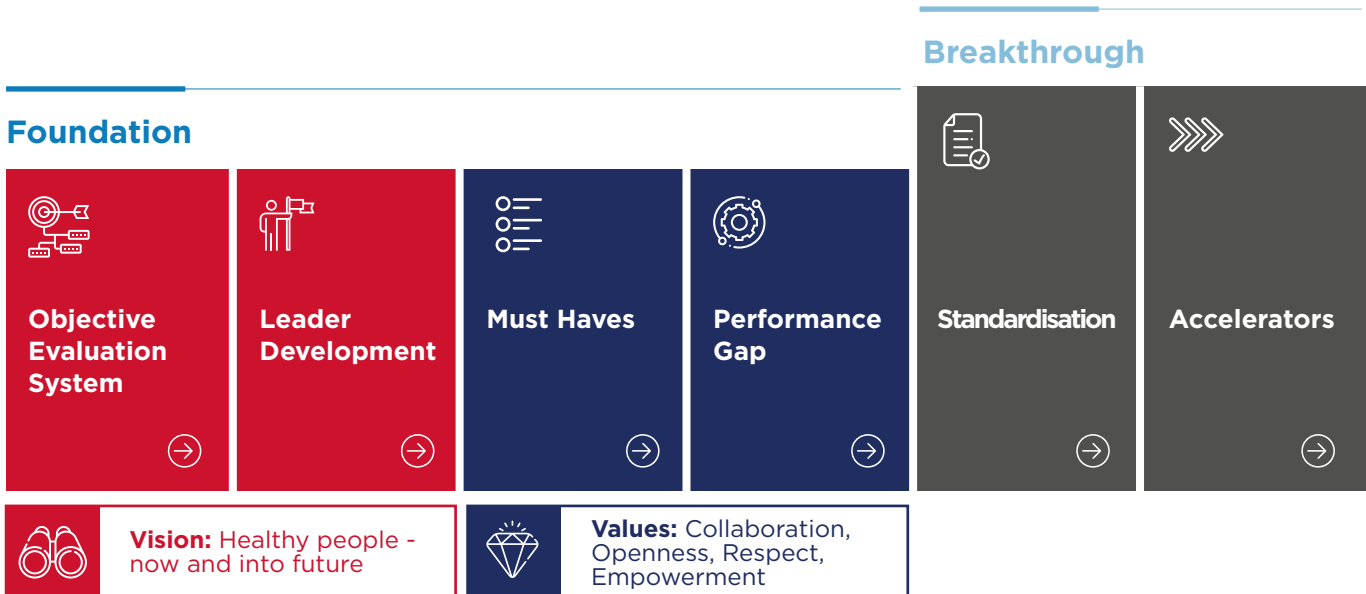
Our fundamentals

- Excellence Framework
- CORE Values
- Our commitment to improving health and wellbeing for Aboriginal people
- Future Health Strategy
- Service Agreement
- Planning and Accountability Framework



Our commitment to Excellence

At Hunter New England Health we strive to deliver Excellence to every patient, every time. Excellence is delivering the best possible care to each patient, in a safe and compassionate environment.



Excellence for every patient, every time is the ultimate goal of HNE Health.

Put simply it's about providing consistent, quality communication and consistent, quality clinical care for all of our patients all of the time.

As a large District, it's challenging to provide excellent care for every patient, every time.

Part of overcoming this challenge is getting everyone across the organisation on board and moving in the

same direction, making sure everyone hears the same message, knows what they need to do and why they need to do it, and are armed with the necessary tools and strategies to provide excellent service, every time.

Comprehensively implementing the tools and tactics is a key strategy in each facility's operational plan and in every leader's individual 90 day action plan.

Patients at our hospitals can expect that:



As well as checking on patients, leaders catch up with staff. Known as rounding, it provides an opportunity to discuss what's working well, ensure staff have the tools they need to do their job and in essence make sure that our District is meeting their expectations.

Properly embedding these tools and tactics demonstrates to our staff that we're committed to Excellence, helps them see how they fit into the bigger picture and lets them know that they are helping deliver the best possible experience and outcomes for our patients.

For patients, Excellence confirms that they sit squarely at the centre of their own care.

Our Board, Executive Leadership Team and leaders across the District are committed to accomplishing Excellence by consistently applying evidence-based leadership practices and standards of care.

The full adoption of tools and tactics of Excellence will take a cultural shift and time to completely embed, but we are committed to achieving this goal.

Our values

Hunter New England Health is committed to building an organisation that lives its values. Our Values Charter and Code of Conduct provide the framework for the standards of behaviour demonstrated at Hunter New England Health. Through collaboration, openness and respect we aim to create a sense of empowerment so staff can use their knowledge, skills and experience to provide excellence for every patient, every time.

Core Values – our organisational DNA

Collaboration

In living this value we will:

- Work together to achieve strategic direction and goals
- Take responsibility for contributing to effective team performance
- Share information, knowledge and skills with colleagues
- Capitalise on the individual strengths of the team
- Demonstrate a ‘can-do’ approach
- Actively add value to the organisation, our team and our patients
- Celebrate success
- Value and acknowledge team members



Openness

In living this value we will:

- Communicate honestly and openly
- Provide timely, accurate information to patients and colleagues
- Express our point of view in a positive and constructive way
- Acknowledge when we are wrong
- State how we feel so others can understand our concerns
- Speak up when we observe inappropriate behavior or practice
- Invite and use feedback to learn and promote positive change
- Act in ways that encourage people to raise issues and express their opinions
- Undertake critical reflection for continuous organisational and self improvement



Respect

In living this value we will:

- Communicate and behave in ways that deliver a quality experience for our patients, clients and customers
- Be empathetic, polite and professional in our interactions with others
- Treat others with courtesy and compassion
- Behave in ways that maintain self-esteem and dignity for ourselves and others
- Actively listen to others so they feel they have been heard
- Value the diversity of our colleagues and community
- Address conflict directly in a respectful way that focuses on early resolution
- Consistently act in ways that model our agreed standards of behaviour
- Take personal responsibility for following through on assigned tasks



Empowerment

In living this value we will:

- Deliver patient centred services that engender trust and confidence
- Explain the rationale behind decisions to foster better understanding
- Use resources responsibly
- Strive for quality and excellence in everything we do and say
- Update knowledge and skills regularly and commit to lifelong learning
- Seek and encourage innovation
- Accept and embrace challenge and change



Our commitment to improving the health and wellbeing of Aboriginal people




Our Local Health District has actively strived for many years to provide respectful, safe and quality healthcare to Aboriginal patients and communities. Our focus has been improving the areas that have an evident gap in access and outcomes for Aboriginal people. These priority areas were outlined in the HNE Health Closing the Gap Strategic Plan Towards 2020 and progress has been closely monitored through our Closing the Gap Reporting Framework.

In 2021 a [review](#) of our implementation and progress of the Closing the Gap Strategy determined that many of our initiatives are having a positive impact and result. We have achieved improvements in outcomes in breastfeeding, following up in-patients with chronic disease and acute mental health after their hospital discharge, and increasing the number of Aboriginal staff in our service. The review also highlighted areas that could be improved to provide a more culturally capable and responsive health service for the Aboriginal community. Consultation with staff identified the opportunity to further support and grow our Aboriginal workforce to enable them to feel respected, secure, connected and empowered to be the voice of their communities.

These learnings have informed the development of our new strategic direction. The **Strategic Framework to Improve Aboriginal Health and Wellbeing** (the Framework) builds on our efforts in Closing the Gap by providing a strengths-based approach to how we can support the health and wellbeing of Aboriginal consumers, staff, families and communities. The Framework outlines five strategic principles which are evidence-based in providing and achieving effective healthcare in a respectful way for Aboriginal people.

These principles closely align with the [National Closing the Gap Agreement](#) and the [NSW Closing the Gap Implementation Plan](#), and builds on our existing work and current strengths, while addressing the identified gaps

from our review. Rather than focus on particular health areas, the Framework aims to create a foundation of a respectful, capable and connected health service that acknowledges Aboriginal cultural values and practices and their intrinsic link to health and wellbeing of the Aboriginal community. These principles can be applied to all parts of our organisation to create a system wide reform to how we design, deliver, resource and work together to elevate the experience and outcomes of Aboriginal consumers, staff and community.

The Framework is guided by our vision to provide a culturally safe environment that enables optimal health and wellbeing for Aboriginal and Torres Strait Islander people and communities. The Strategic Framework (Page 15) and its principles are designed to complement, enrich and further advance HNE Health's existing priority areas. Strategic actions are embedded throughout this strategic plan and can be easily identified by this icon 



Culturally Safe Care: “I’m going to get checked. Wanna come?”

“Cancer is the leading cause of death for Aboriginal and Torres Strait Islander people (23%).(AIHW 2019) Indigenous Australians have a higher incidence of fatal, screen-detectable and preventable cancers and are more likely to be diagnosed at more advanced stages, often with comorbidities that are more complex”

[Cunningham et al. 2008](#)

“I’m going to get checked. Wanna come?” is a HNE Health program developed in partnership between the Aboriginal Health Unit, HNE Cancer Services and local Aboriginal communities. The program is a multi-pronged approach to improve cancer and chronic disease outcomes for Aboriginal people. This is achieved through collaboration and building the capacity of Aboriginal Health Workers to deliver key messages to community, empowering them to make healthy lifestyle choices.

The program’s strength comes from being designed as a community yarn-up style program which is facilitated by Aboriginal Health Workers in partnership with clinical content experts. The staff training phase of the program included upskilling of HNE Health, Aboriginal Medical Services (AMS) and Primary Health Network (PHN) staff and focused on increasing Aboriginal Health Worker knowledge of cancer services in their region, understanding of screenable cancers and their risk factors and enhancing the capacity for staff to effectively deliver this information to community. The program promotes key messages on healthy lifestyles,

how routine cancer screening and early detection can improve cancer outcomes and the importance of regular health checks and also focuses on men’s and women’s health in a culturally appropriate way.

The program is designed to be delivered in collaboration with other service providers which supports building and strengthening partnerships that leads to improved access to culturally safe services.

In understanding the importance of a holistic view of health for Aboriginal people and its intrinsic link to culture, considerable cultural considerations were incorporated into the development of the program. To ensure this was done effectively, extensive consultation was conducted with Aboriginal community members, HNE Health Aboriginal workforce and key stakeholders to design the program in a culturally informed and appropriate way. Multiple yarn-ups and community forums, consisting of approximately 458 participants, were facilitated across the HNE Health to ensure different voices and stories were heard. Content experts and external agencies were also consulted to ensure the program and it’s messaging, was clinically accurate and based on best practice.

The yarn-up style program is flexible and adaptable to suit the needs of each community and availability of service providers. This has enabled the program to be facilitated across the HNE Health in many different locations and formats including on Country, at AMS’s, Tamworth Correctional Service, Elder’s groups, cultural days, combined with Healthy Lifestyle Programs / Rehabilitation programs and virtual style yarn ups delivered during the pandemic.

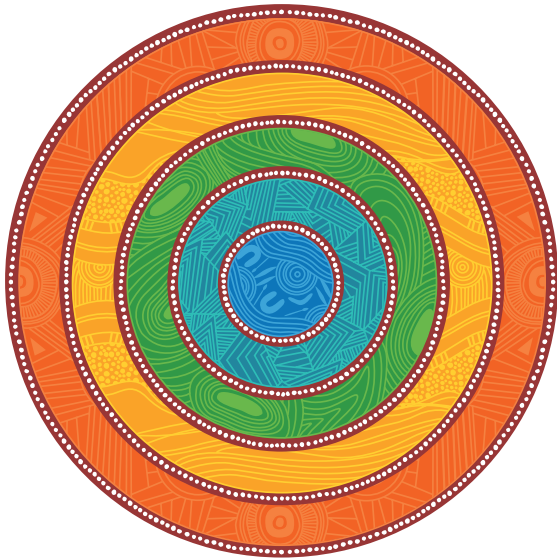
The program is an example of co-designing and delivering models of care that are informed by the community, culturally appropriate and accessible, to ultimately benefit the broader Aboriginal community.



Photo: Aboriginal community members at a yarn-up in Tamworth.



A Strategic Framework to Improve Aboriginal Health and Wellbeing in HNE Health



Vision

HNE Health offers a culturally enriched and respectful environment that empowers Aboriginal and Torres Strait Islander communities to achieve optimal health and wellbeing.

Purpose

To reform our health system to respect, value and embrace Aboriginal cultural and social domains and their fundamental connection to health.

Values

Collaboration | Openness | Respect | Empowerment

Strategic Principles

Foundational principles to apply an Aboriginal cultural lens to how we engage, design and deliver our services. These principles can be applied to all parts of our health system to improve how to meet the needs of Aboriginal people and achieve Aboriginal Cultural Excellence in health care.



Cultural Excellence in Care

1. Care centred around what is important to the consumer
2. Culturally appropriate, integrated and accessible services
3. Empower patients and their families with information to enable informed decision making

Strengthening & Growing an Empowered Workforce

4. Harness the strength, cultural and community knowledge and leadership of the Aboriginal workforce
5. Grow and support a culturally capable workforce which is responsive to the needs of our Aboriginal staff and consumers
6. Strong leadership to drive and inspire organisational cultural capability

Gathering, Applying & Sharing Health Intelligence

7. Gather the evidence
8. Share health intelligence with our partners and communities
9. Guide best-practice through research, evidence and innovation
10. Continuous learning and quality improvement

Culturally Enriched & Respectful Environment

11. A culturally respectful environment that enables consumers to achieve self-determined health goals
12. Acknowledge, value and celebrate Aboriginal cultural practices of caring for country, community and self
13. Investment in high performing organisational cultural capability

Empowered through Connection

14. Meaningful, sustainable and mutually beneficial partnerships
15. Informed and collaborative decision making
16. Connected, aligned and cohesive health systems
17. Strong community engagement

The Strategic Framework outlines principles that guide a strengths based approach to improving Aboriginal health and wellbeing in a culturally competent way. This framework acknowledges the interconnection between culture and health, and when combined with respectful and quality health services can lead to improved patient outcomes. A person's culture, how safe one feels about the health service, as well as how information is delivered, impacts on what a person understands, and how one engages with care providers and makes decisions that impact their health.

Guiding Philosophy

Holistic health and wellbeing for Aboriginal people encompasses multi-dimensional views of health for the individual, family and community. These include physical, environmental, emotional, social, spiritual and cultural dimensions. To better understand how we can effectively engage, design and deliver our services to better meet the needs of Aboriginal people, we must connect, listen and learn through genuine collaboration.

Strategic Principles

The five strategic principles align to themes that are consistently identified as fundamental in achieving health and wellbeing in a meaningful way for Aboriginal people. These principles and objectives can be considered and applied to all parts of our health system to create a culturally competent health service.

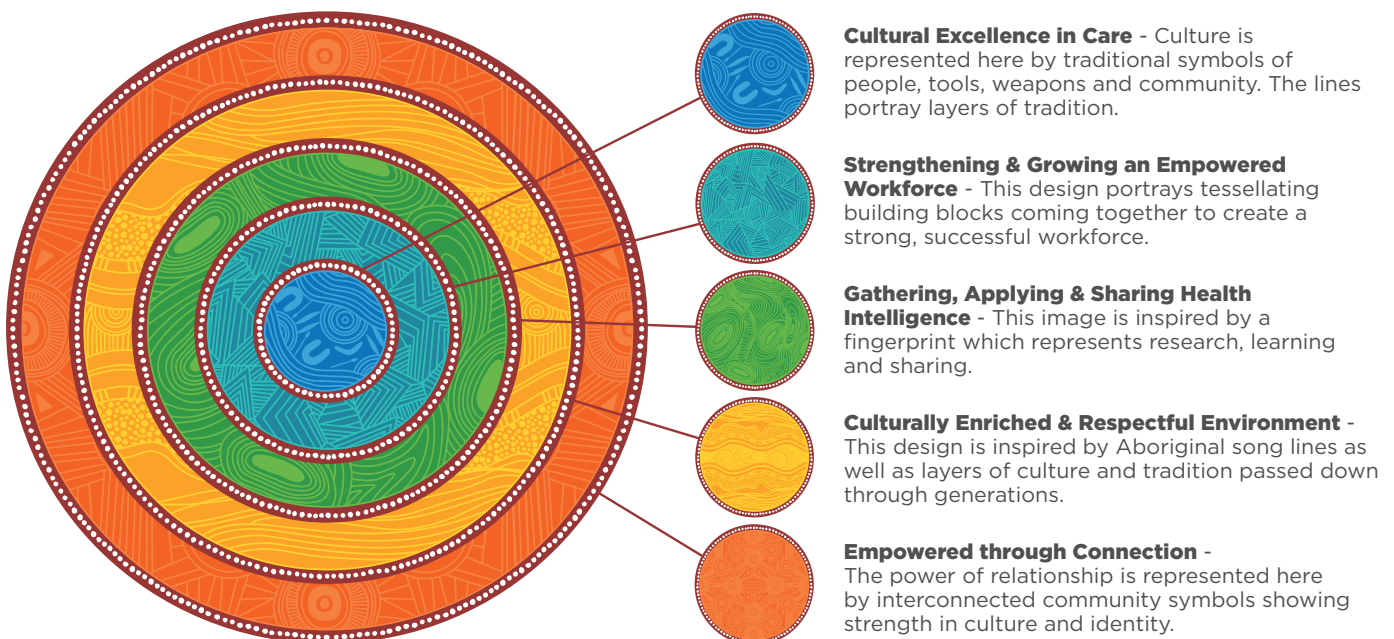
Achieving Success

This Framework will govern our approach and define the key objectives for HNE Health over the next five years. How we will achieve this will be detailed in an Implementation Plan. Specific actions to achieve key priorities will be embedded in operational plans and monitored through our accountability and reporting framework. Priority outcomes will continue to be tracked through our annual Closing the Gap Reports.

Building on Our Success

This strategic approach acknowledges the continued efforts of HNE staff, managers, services and stakeholders to provide quality healthcare in a culturally appropriate way to Aboriginal people. This new Strategic Framework is an enhancement to our existing priorities and allows us to build on the great work accomplished by HNE Health to date. This approach changes the focus from a deficit model to one that embraces and celebrates the strength and resilience of the world's oldest, continued culture. This broader view of health and partnership approach will create healthier communities that enable Aboriginal people to thrive and achieve health and wellbeing.

About the Artwork



Artwork by Carissa Paglino

Outcomes from Future Health Strategy 2021 to 2031

NSW Health is currently developing the Future Health Strategy, a guiding document that will act as a roadmap for how health services will be delivered over the coming decade. The Future Health strategy builds on the NSW State Health Plan, which ends on 30 June 2021, and is expected to be released in late 2021.

Future Health is a guide for positioning our health system to meet the needs of our patients and workforce over the coming decade.

A key aim for Future Health is to deliver NSW Health’s vision for ‘a sustainable health system that delivers outcomes that matter to patients and community is personalised, invests in wellness and is digitally enabled’.

The NSW Future Health Strategy promotes values-based care. How we deliver care must match patient needs, specifically focusing on the health outcomes that matter to patients, the experience of receiving care, the experience of providing care, and the effectiveness and efficiency of care.

Service Agreement

Service Agreements are a central component of the NSW Health Performance Framework, and underpin our agreement with NSW Health to deliver health services to the community of Hunter New England. Service agreements are developed annually, and involve consultation regarding the expected performance of

the local health district with respect to service levels, financial performance, and purchased activity volumes.

The Service agreement strengthens our commitment to delivering on the NSW Premier’s priorities of:

01



Improving outpatient and community care by reducing preventable hospital visits by 5% through to 2023 by caring for people in the community

02



Improving service levels in hospital by improving the number of triage 1-3 patients commencing treatment on time

03



Towards zero suicides - reducing the rate of suicide deaths by NSW by 20% by 2023

The NSW Health Outcome and Business Plan 2019-20 to 2022-23 focuses on delivering value rather than volume, with an emphasis on patient’s outcomes, increased transparency and accountability.



The outcomes that will be achieved for people of NSW are:

01

Keeping people healthy through prevention and health promotion

02

People can access care in and out of hospital settings to manage their health and wellbeing

03

People receive timely emergency care

04

People receive high-quality, safe care in our hospitals

05

Our people and systems are continuously improving to deliver the best health outcomes and experiences

Hunter New England Health’s commitment to working together to achieve these priorities and outcomes are reflected in our strategic and operational plans.

Throughout the planning phases of both the NSW Health Future Health Strategy and Hunter New England Health’s Strategic Plan, feedback has been sought from all staff through a variety of methods. Due to limitations

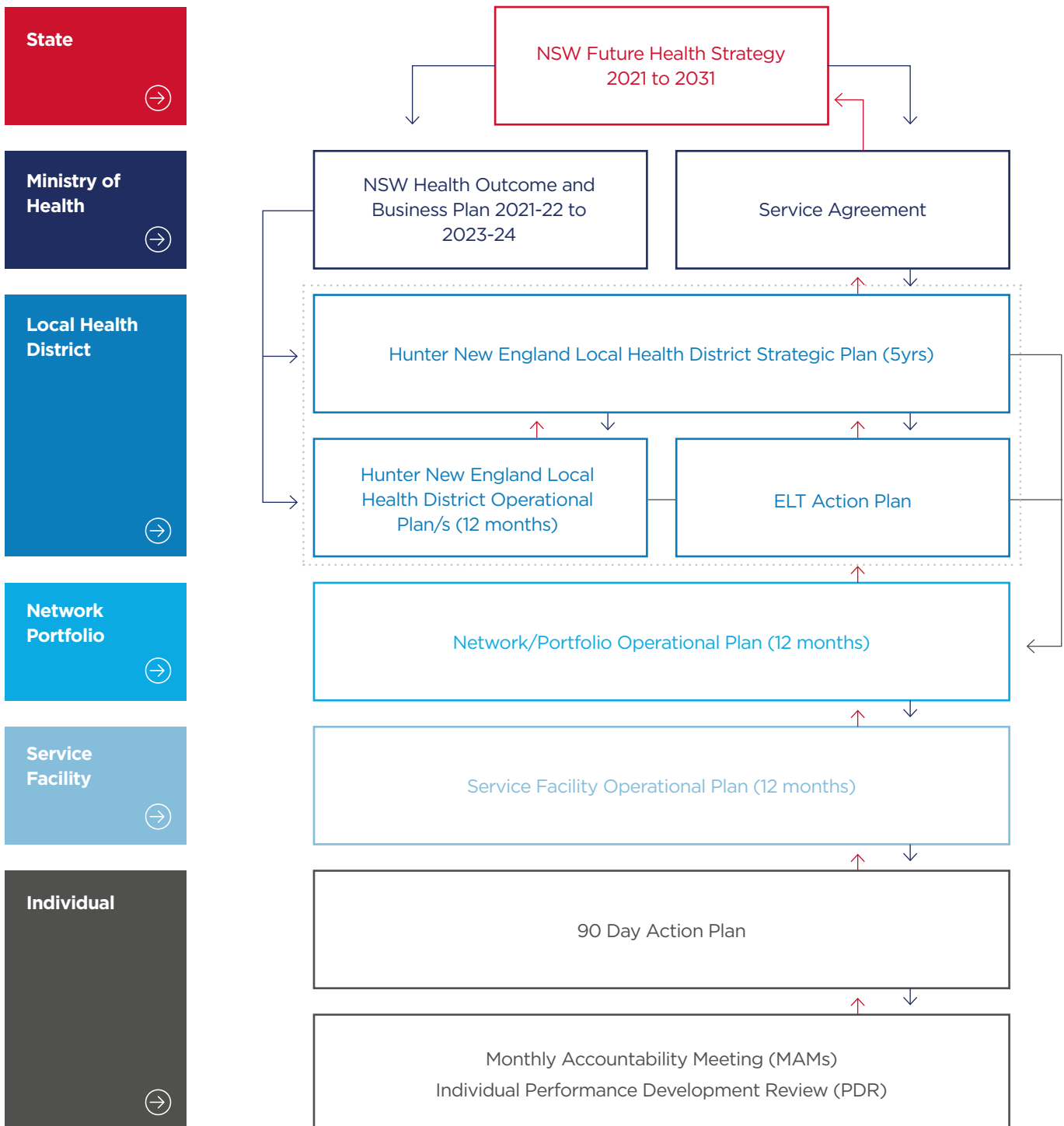
imposed by the COVID-19 pandemic consultation has been limited to virtual sessions and surveys. The Board and the Executive Leadership Team has led the development of the Strategic Plan for the next 5 years, and will work together to deliver on our priorities and meet the terms of our service agreement through implementation of the District Operational plan and local network and facility operational plans.

Planning and Accountability Framework

The planning and Accountability Framework demonstrates the alignment of strategic priorities from NSW Ministry of Health (MoH) to Hunter New England Local Health District and our individual services/facilities as well as the associated accountability of managers and staff.

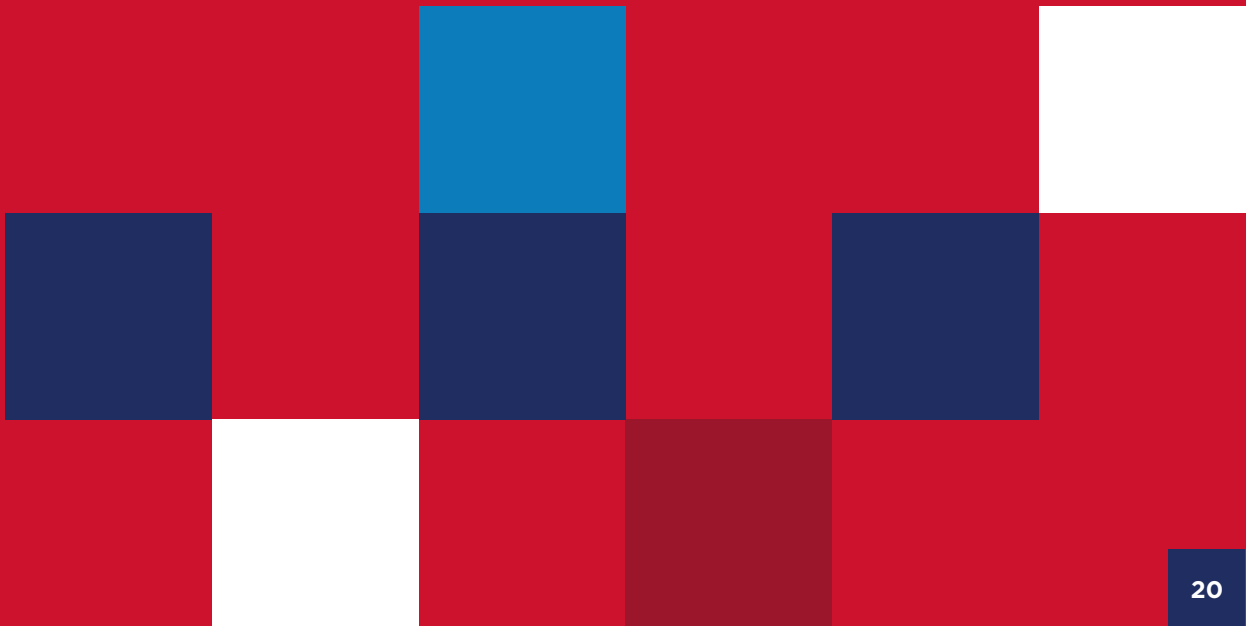
The annual district operational planning process is led by the Chief Executive (CE) in collaboration with the

Executive Leadership Team (ELT). Priority areas are identified by the various portfolios in alignment with NSW Priorities. Key initiatives are agreed and included in the upcoming plan for completion in the twelve month period. The progress and outcomes of the operational plan is monitored by the Chief Executive during monthly accountability and monthly ELT meetings.





What does success look like?



For the people of Hunter New England

Success for the people of Hunter New England Health in 2026 looks like:

Treatment includes a focus on wellness and keeping people out of hospital	Children getting the best possible start to life	Vulnerable groups feel confident and safe and informed in our health service	Better health outcomes for Aboriginal people
People feeling safe and well cared for when accessing emergency care	Safe workplaces which consider the needs of vulnerable people	People having their surgery when they need it	
	Care is received close to home	Patients do not return to hospital unnecessarily	
Treatment is based on contemporary, evidence based care	Economic growth is stimulated through health system investment and health innovation	Access to care is equitable	Hospitals are contemporary and comfortable, and focussed on the patient
Patients, families and carer's have positive experiences	People do not have to attend hospital unnecessarily	People receive the care they need, when they need it	Successful partnerships stimulate research and innovation
More people access programs which help them to stop harmful lifestyle habits like smoking, unhealthy weight, risky alcohol consumption, poor diet and low physical activity	Staff are satisfied in their jobs	Staff can access appropriate training	Staff feel safe and secure at work

Our strategy

- Strategy Map
- Focus Areas
- Community
- Service
- Patient Safety, quality and experience
- Resources
- Positioning for the future
- Our staff and workplace culture

Strategy Map



Vision

Healthy People - now and into the future



Purpose

Excellence - every patient, every time



Goals

Keeping people healthy and in the community

Providing world class clinical services with timely access and affective infrastructure

Delivering truly integrated care



Core Values

Collaboration

Openness

Respect

Empowerment



Enablers

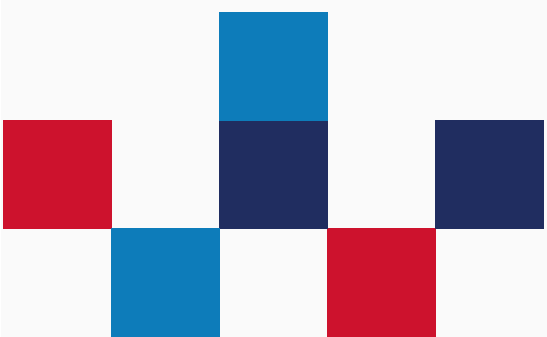
Community HealthPathways and Hospital HealthPathways





Digital Health Systems

Virtual Care

Learning Health System

Value based Healthcare



 Community The people we serve	 Service The service we provide	 Patient Safety, Quality and Experience Excellence every patient, every time	 Resources Managing our services well	 Investing in the future Building sustainable systems and facilities	 Our staff and work place culture Supporting and encouraging our staff in excellence
Deliver disease prevention, early intervention and health promotion across the lifespan Support a healthy start to life Empower communities to engage as partners in health Improve health and wellbeing for Aboriginal people	Improve equity of access and service delivery Enable a culture of clinical care that promotes positive patient outcomes and includes families and carers Foster a culture of innovation, research and research translation which improves health outcomes	Improve the patient's experience of care Deliver safe, effective and appropriate healthcare	Deliver the highest possible performance, outcomes and value for money Work with our partners to meet agreed health needs	Plan and invest in infrastructure and facilities Plan and invest in information technology to support clinical needs Plan and implement environmentally sustainable strategies	Attract, develop and retain competent capable staff with the right cultural fit Ensure a safe and supportive working environment

Strategic Priorities

The strategic plan sets out the direction for Hunter New England LHD in 6 domains



Community

The people we serve

Our health services will invest in the wellness of the community, by providing high quality, effective services with a focus on health promotion and prevention. Our health services will deliver models of care which prioritise the patient's needs and deliver care out of hospital and close to the patient's home.



Service

The service we provide

We are committed to providing world class, evidence based health services to the people of Hunter New England. People will be able to access care, in the right place, at the right time, and as close to home as possible. Staff will be encouraged to pursue contemporary models of care, and foster a culture of constant quality improvement. We will encourage and support innovation and research which improves healthcare delivery and outcomes for the community.



Patient Safety, Quality and Experience

Excellence every patient, every time

We are committed to working together to minimise unwarranted clinical variation and seek continuous, measurable improvement of our health services to provide safe, high quality and high value care. We aim to provide an excellent patient experience for every patient, every time. We know that positive patient experiences result in better patient outcomes.



Resources

Managing our services well

Our resources will continue to be used in the most efficient way to meet the health needs of our community. We will explore new technology and models of care which reduce the number of hospitalisations and focus on value rather than volume.



Investing in the future

Building sustainable systems and facilities

Our infrastructure and digital strategy plan over the next 5 years will align to the NSW Health vision of a sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled



Our staff and work place culture

Supporting and encouraging our staff in Excellence

We continue our commitment to building and supporting a workforce which can deliver the services our community needs, at the right time and in the right place. We continue our commitment to improving workplace culture, and ensuring the safety and well being of staff.



Community

Our focus on improving health literacy for our patients and community



Health literacy refers to how people understand information about health and health care, and how they apply that information to their lives, use it to make decisions and act on it.

Health literacy plays an important role in facilitating communication and enabling effective partnerships with consumers. For partnerships to work, everyone involved needs to be able to give, receive, interpret and act on information such as treatment options and plans.

Only about 40% of adults have the level of individual health literacy required to meet the demands of everyday life.

Consumers' individual health literacy may be affected by:

<p>Age</p> <p>People aged 15-19 years and those over 45 years have been shown to have lower rates of health literacy</p>	<p>Education</p> <p>Higher levels of education are associated with high rates of adequate or better individual health literacy</p>	<p>Culture and language</p> <p>These factors can affect the way people make meaning out of their experiences, which can have a direct impact on their expectations and understanding of health issues. In addition, difficulty with the English language has been associated with lower rates of individual health literacy, in particular among new and emerging communities.</p>	<p>Aboriginal and Torres Strait Islander status</p> <p>National data on the individual health literacy of Aboriginal and Torres Strait Islander peoples is limited; however, factors such as lower school-based literacy and socioeconomic disadvantage across education, employment and income may place Aboriginal and Torres Strait Islander peoples at risk of lower individual health literacy.</p>
<p>Disability</p> <p>People living with disability may be at risk of low individual health literacy for functional reasons, such as poor vision or cognitive impairment</p>			

Hunter New England Health is committed to ensuring consumers receive the information they need in a way that is appropriate to them, is easy to understand and to act on, so they get the best health outcomes. We are committed to involving our consumers in the development of information and health services

The HNE Health Framework for Partnering with Consumers works alongside the Excellence Framework to ensure that information is communicated to our consumers in a way

that they are able to understand, participate in and be empowered to manage their health and wellbeing.

We continue to strengthen the HNE Multicultural Health Service and the Aboriginal Health Unit to support consumers from culturally and linguistically diverse backgrounds. We recognise that consumers offer unique perspectives and individual experiences, and the framework supports consumers in participating in the planning and delivering of services, programs and facilities.

Partnering in excellence

The University of Newcastle

As the largest regional health service provider in NSW encompassing the region's leading academic teaching hospitals, HNE Health has a long-standing partnership with the University of Newcastle. Beyond working closely with the University to train the next generation of doctors, nurses and allied health professionals, HNE Health and UoN have a long standing health research partnership and more recently have established novel work-based training activities for scientists and engineers. The Scientists & Engineers in Scrubs Program, embeds undergraduate and postgraduate students within the HNE Health Biomedical Engineering and Technology team giving them an opportunity to learn what it takes to maintain and improve the technology that drives modern healthcare. We work closely with the Colleges of Health, Medicine and Wellbeing and Engineering, Science and Environment and will shortly welcome the School of Medicine and Public Health onto the John Hunter Campus for the first time in 35 years as they take up residency in the John Hunter Hospital.

Supporting the District's ambitious Sustainability Agenda, we are also working with the Newcastle Institute of Energy and Resources, exploring ways to minimise the carbon and waste footprint of HNE Health and ensure that the design of the new John Hunter Hospital Acute Services capitalises on ambitious design and engineering solutions to make the care we provide as sustainable as possible. The University of Newcastle is also committing to the John Hunter Health and Innovation Precinct, partnering with us as we establish forward looking innovation capabilities and enabling

infrastructure, such as the Health Innovation Living Lab, and working closely with us to identify and address pressing clinical challenges and helping us to deliver excellence in every aspect of healthcare delivery.



The Hunter Medical Research Institute

The Hunter Medical Research Institute (HMRI) was established in 1998 as a strategic partnership between the University of Newcastle, the Hunter New England Local Health District and the local community with the vision of improving the health and wellbeing of the Hunter Region.

As Australia's leading regional medical research institute, HMRI brings together the perspectives of academic, laboratory and public health researchers, clinicians and industry in support of biomedical and translational research in a variety of priority areas. Many of HNE Health's leading clinical academics are proudly affiliated with HMRI's translational research programs, conducting research in Brain and Mental Health, Cancer, Cardiovascular Health, Pregnancy and Reproduction, Public Health and Viruses, Infections/Immunity, Vaccines and Asthma.

As the John Hunter Health and Innovation Precinct progressively grows, HMRI will increasingly contribute to our research and innovation ecosystem, including continued support for our clinical academic workforce and contribution to the growth of our clinical trials capability and engagement with philanthropic interests who share our pursuit of excellence.



Investing in the future

Our Health and Innovation Precinct – located at John Hunter Hospital for the people of the Hunter New England

The vision for the John Hunter Health and Innovation Precinct is to create a world-class health and innovation ecosystem with a genuine devotion to a future of innovation, collaboration and excellence.

The John Hunter Health and Innovation Precinct project will deliver an innovative and integrated precinct with industry-leading facilities. The project will work in collaboration with health, education, research and commercial partners to meet the current and future needs of the Greater Newcastle, Hunter New England and Northern NSW regions.

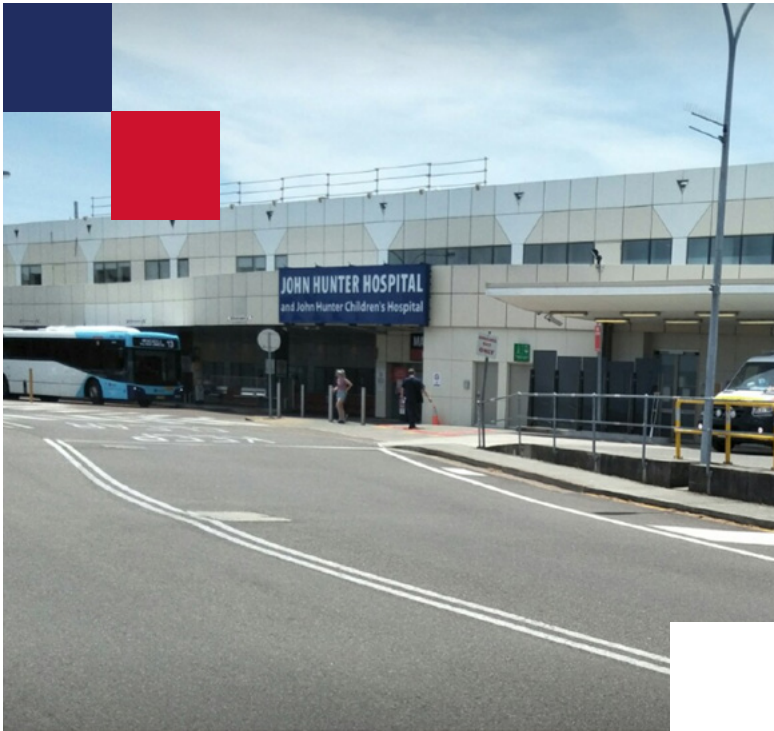
The NSW Government's \$835 million investment in the John Hunter Campus includes planning for the establishment of the John Hunter Health and Innovation Precinct. The new precinct will include the John Hunter Campus of the University of Newcastle, which will serve as a health innovation living laboratory for the academic, research and industry sector. In addition the project will deliver improved connectivity to the Hunter Medical Research Institute and enhancements to road infrastructure on campus.

The project actively encourages collaboration with health, education, research and industry partners to create dynamic new opportunities for education, training and employment for staff and the broader community.

The John Hunter Health and Innovation Precinct will be a key driver of economic growth and jobs for Newcastle and the broader Hunter Region by generating new employment opportunities, improving liveability and facilitating research.

The Greater Newcastle Metropolitan Plan details the John Hunter Health and Innovation Precinct as one of its three growth areas. The Integrated Project Team continues to work on attracting new investment and partnership opportunities through government, universities, research institutes and the private sector.

John Hunter Hospital



Due for completion in 2026, the \$835 million John Hunter Health and Innovation Precinct will deliver enhanced facilities and additional capacity to serve the future health needs of the Greater Newcastle, Hunter New England and northern NSW regions.

The existing John Hunter and John Hunter Children's Hospitals will be redeveloped and expanded to deliver a new seven-storey Acute Services Building. This infrastructure will provide additional inpatient capacity to the John Hunter and John Hunter Children's Hospitals and create further opportunities for partnerships with industry and higher education providers.

An interim expansion of the existing Emergency Department is underway in advance of the new Emergency Department in the new Acute Services Building. Other interim works will help alleviate traffic congestion onsite and support further planning for the precinct.

The John Hunter Health and Innovation Precinct project is being delivered in partnership with Health Infrastructure and Hunter New England Local Health District.

New Maitland Hospital

The NSW Government's \$470 million new Maitland Hospital, will be a new facility to meet the growing health service needs for the surrounding communities of the Hunter Valley now and into the future.

The new hospital will offer a wider range of services with significantly more beds and treatment spaces. It will include emergency care, chemotherapy chairs, surgical services, critical care, maternity services, paediatric care, cardiac catheterisation, inpatient beds, mental health, rehabilitation services and outpatient clinics.

The new Maitland Hospital is on track to open in early 2022.

Staff and services located at Maitland Hospital will commence transition to the new facility in January 2022.







Manning Hospital Redevelopment

The \$40 million Manning Hospital Redevelopment involved the expansion and refurbishment of the existing hospital.

The new purpose-built facility at Manning Hospital delivers improved staff and patient amenities and clinical spaces to assist the delivery of contemporary models of care for residents of Taree and surrounding areas.

The 2019-20 NSW Budget included a commitment to provide a further \$100 million towards the Manning Hospital Stage 2 redevelopment and the progression of planning for health service needs in Forster-Tuncurry. Master planning commenced in mid-2021 to determine what will be included in this next stage of redevelopment. Clinical Service planning identified replacement of inpatient accommodation as a priority in order to meet current Australian Health Facility Guidelines and support the delivery of contemporary models of care.

The Manning Hospital Redevelopment included:

<p>8</p> 	<p>8</p> 	<p>6</p> 	<p></p>	<p></p>	<p></p>
<p>satellite renal dialysis chairs including one isolation room, plus two home training chairs</p>	<p>chemotherapy chairs, including one isolation room and a procedure room</p>	<p>shared consulting spaces</p>	<p>Enhanced way-finding and access</p> <p>to the main hospital entrance and reception</p>	<p>New and expanded Medical Imaging Services</p> <p>including new CT, Ultrasound, MRI and fluoroscopy equipment</p>	<p>Improved waiting areas, staff amenities and storage</p>

Regional and Rural Hospital Redevelopment

The 2019-20 NSW Budget included a commitment to provide funding for the redevelopment of hospitals in Moree, Gunnedah and Glen Innes.

Master planning for these redevelopment projects commenced during 2021.

The current commitments are:

- \$80m to redevelop Moree Hospital
- \$53m to redevelop Gunnedah Hospital
- \$20m to redevelop Glen Innes Hospital

Digital Strategy 2020-2025

Hunter New England Health recognises the increasing role technology plays in improving the quality of care for our patients. The new Digital Strategy details our technology focus for the next six years. The strategy was developed through extensive consultation and has been aligned to the eHealth Strategy for NSW Health 2016-2026.

A core component of the Digital Strategy is an integrated EMR, which will provide seamless, real time and in depth information on every patient in our District.

There are 6 strategic focus areas outlined in the strategy

01



Implement an integrated EMR

Implement an integrated Electronic Medical Record (EMR) that, over time, will provide a single view of the patient journey and enable more efficient clinical processes across the district

02



Enable better integration with the community

Provide patients with a seamless clinical experience from referral to discharge, ensuring that critical patient information whether within or outside the LHD is electronically available to the relevant clinicians in a timely manner

03



Transform Telehealth

Continue to lead in the use of telehealth services through improvements to usability, accessibility, scheduling and other improvements in order to genuinely realise the value of telehealth as another patient treatment channel

04



Promote ICT Partnership

Formalise the interactions between the organisation and ICT to better balance and manage demand, increase quality outcomes and align to the requirements of the organisation without impacting the need for less formal business relationships

05



Enhance security, productivity, infrastructure and mobility

Enhance network infrastructure, providing increased security, enhanced collaboration and support for a mobile workforce

06



Support sustainability and efficiency

Support administrative functions by utilising state wide tools and initiatives in the area of workforce and business management, education and training

Enabling data driven improvement in HNE Health – towards a Learning Health System

A learning health system (LHS) framework is one of the key enablers in achieving excellence in HNE Health. A learning health system is an environment that co-ordinates, enables and supports data-driven improvement as part of its core business. It is built on a foundation of evidence-based clinical care, research, innovation and partnerships with key academic and industry partners, which are aligned to the goal of delivering high quality, value-based care.

Learning health systems drive a cycle of data driven continuous improvement by ensuring that practice generates meaningful data, that data is routinely interpreted to generate knowledge about performance and knowledge can be readily implemented into practice. These functions are supported by a system which is capable of embracing innovation and committed to continuous quality improvement.

There are 3 broad domains of activity within a learning health system which are all accountable for supporting clinicians and managers to achieve excellence:

01



Data management

Where practice-generated process and outcome data is made readily available to clinicians to inform knowledge of standards of care delivered

02



Knowledge management

Where local care delivery standards are readily compared to best-evidence standards and where, in situations where new knowledge is required or different approaches needed, research and/or innovation is supported to occur within the healthcare delivery system.

03



Change management

Where care delivery standards are suboptimal, methods and processes for continuous improvement are commenced. Where research generates new knowledge or where innovation produces new approaches to care, there is rapid implementation, adoption and diffusion

All three domains require strong scientific, managerial and cultural foundations and partnerships between the healthcare delivery organisation, academic organisations and industry.

Where knowledge or capability gaps exist, research and/or innovation capabilities are engaged to generate new knowledge or develop new solutions to healthcare unmet needs.

Enabling data driven improvement in HNE Health – towards a Learning Health System



Sustainable Healthcare – Together towards Zero 2030

In 2021, HNE Health released the Sustainable Healthcare – Together towards Zero 2030, an ambitious initiative focused on an environmentally sustainable vision for the future.

Our green vision is to be carbon and waste neutral by 2030, reduce our environmental impact while continuing to focus on Excellence – every patient, every time and to display public leadership and drive change in the market.

Significant investments will be made in solar power, water sustainability and energy efficient practices in coming years to lighten and, eventually, eliminate the organisation’s carbon footprint.

The goals of the programs are to:

01



Acknowledge and advocate the connection between human health and the environment

02



Eliminate our contribution to the burden of disease and work towards reducing our environmental impact while being fiscally responsible

03



Adopt Aboriginal stewardship values for our environment and Caring for Country

04



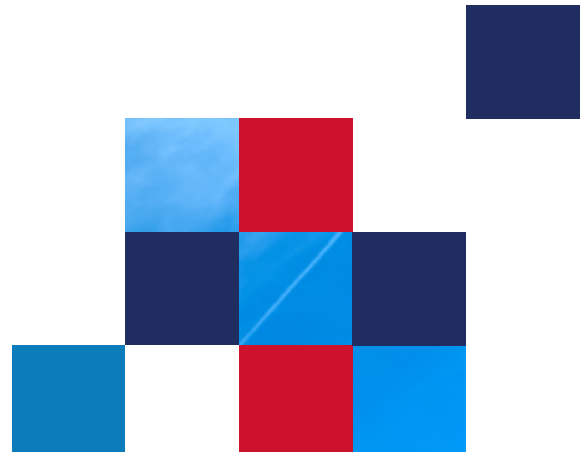
Engage and empower our staff and community to participate in this journey of sustainability transformation

05



Contribute to leading a movement of sustainability

The plan provides the blueprint for all stakeholders to participate in our journey towards zero 2030.



Success will be measured using a range of outcome indicators:



10%

reduction p.a off the 2020 baseline of 100,000 MWH



10%

reduction p.a. in landfill waste off the 2020 baseline of 3,400 tonnes



10%

of sites per year capture and reuse rainwater



10%

decrease in the use of single car travel to HNE Health facilities by 2030

2020

Achievements



2.5 MW of solar installed
JHH - Australia's largest hospital solar project



JHH energy performance contract
Carbon footprint reduced by 22%



Rainwater capture - Belmont Hospital
Saving 150,000L annually



Reverse Osmosis Tamworth - Renal Dialysis
Reusing 1560kl. annually



7% of our fleet vehicles are now Hybrid
From 2020 10% of fleet cars purchased are to be electric/hybrid



PVC recycling - Mater Hospital
Diverting 2.6 tonnes p.a from landfill



Introduction of cardboard recycling - Maitland Hospital
5 tonnes p.a removed from landfill



450kg of Battery waste Recycled

Single Digital Patient Record Project

With a focus on improved safety, and the quality and continuity of patient care, the single digital patient record initiative will provide a consistent Digital Health experience for patients and clinicians, as well as improving data analytics and clinical decision support.

Led by eHealth NSW and NSW Health, the Single Digital Patient Record (SDPR) system, will provide holistic medical information at the point of care. The solution will be developed in partnership with industry, to deliver a single platform incorporating the Patient Administration System (PAS), Electronic Medical Record (eMR) and Laboratory Information Management System (LIMS) capabilities.

The SDPR will consolidate geographically fragmented eMR, PAS and LIMS systems all across NSW to create a detailed lifelong patient record and improve patient outcomes. It will also help provide data that can be used to improve health services.

The SDPR will provide patients with a more seamless care experience by allowing NSW Health clinicians to be better informed, ensuring patients will only have to provide their health information once, even if they need to go to different hospitals.

It will give patients the confidence that regardless of where they live or which service they attend, their information will be available to their treating clinician in its entirety.

“We anticipate a significant step change in Digital Health in Hunter New England Local Health District through execution of this project. By aligning our Digital Health systems with the rest of the state, patients and clinicians will have a more seamless experience with the health system with a view to improving patient outcomes, consumer experience and better overall population health” - Chris Mitchell, Executive Director Information, Communication and Technology, Hunter New England Local Health District.

Virtual care

Virtual Care is the delivery of healthcare at a distance using information communications technology (ICT). This gives patients the option to access and manage their healthcare virtually.

Instead of attending a face-to-face healthcare appointment, technology is used to connect everyone involved from multiple locations, including private locations (home, work) or other health facilities.



Virtual Care:



reduces patient travel, parking and accommodation costs



provides care with less disruption to life (family, work, routine)



supports care delivery during exceptional circumstances (such as during a pandemic), when it is not possible or you feel unsafe to attend a face-to-face appointment



brings together carers and other providers who are involved in care.



**Patient Safety, Quality
and Experience**

Patient Reported Measures

Patient Reported Measures (PRMs) are distinct types of metrics to capture the patient's perspective of their care and are integral to building a patient-centred system of structuring, monitoring, delivering and financing health care.

With today's technological advancements, there is a lot we can tell about a patient without even talking to them (e.g. their heart rate and blood pressure, and recent admission history). However, unless patients (and/or their carers) are asked about what is important to them and how they rate their quality of life and experiences of healthcare, we don't know the whole picture.

The evidence demonstrates that clinical indicators often fail to correspond with how a patient is feeling. Therefore, it is important to routinely ask for the patient's perceptions of their own health and wellbeing, at the point of care.

This can be achieved through the systematic collection and use of patient-reported measures (PRMs). There is good evidence to demonstrate that patients who are more engaged in their healthcare tend to choose less costly interventions (e.g. presenting to a physiotherapist for lower back pain instead of hospital emergency).

PRMs have also been well documented to support clinician decision-making and shared care planning. They are a good indicator for overall patient outcomes; especially in those conditions marked by a person's level of health and wellbeing, rather than their risk of dying.

HNE Health is working closely with the ACI, the Cancer Institute and other professional bodies to embed the use of patient reported measures in our clinical service delivery. We have commenced implementation of new systems to support the collection of information from patients and carers about their health outcomes and experience of care. These systems will provide information to clinicians about what matters to the patient and will also help patients and carers to make informed choices by engaging them in the decision making process. Engaging patients and carers in their care can increase their confidence, skills, knowledge and ability to actively manage their own health, remain in good health and avoid hospitalisations. The collection of information about experiences of care will provide a better understanding of our patients' needs and preferences to support the design of patient-centred systems of care.

Centre for Innovation in Regional Health

The New South Wales Regional Health Partners supports our regional population of NSW by developing and nurturing strong and genuine partnerships between the academic and healthcare sectors in our region to enable a shared focus on the major healthcare issues facing our communities. As a founding member HNE Health is committed to transforming the delivery of healthcare to regional, rural and remote communities and accelerate the transition of evidence into practice.

The objectives of the NSW RHP are to:

- ➔ Drive high quality translational health research
- ➔ Develop interest and capability within our partner organisations to undertake translational health research
- ➔ Increase consumer and community involvement in translational health research
- ➔ Build collaborations with clinicians, consumers, managers, researchers and policy makers



To date research projects undertaken in our district have had a focus on reducing childhood obesity through tailored programs which improve the management of chronic diseases like diabetes, increasing physical activity at school, and reducing consumption of sugar sweetened beverages. In addition projects have focussed on improving childhood immunisation rates, improving cultural safety for child protection services and the implementation of the Acute Telestroke service. The Acute Telestroke service is being implemented in multiple districts in northern NSW to increase treatment rates and improve outcomes for rural and regional stroke patients.

Future research projects are focussed on improving economic evaluation of past and future projects, to demonstrate how translation research projects can impact the efficient utilisation of health resources. In addition, the enhanced palliative care community team model, perioperative shared decision-making in the older adult population and Primary Care Practice Based Research Network projects will be completed in 2022.

Outcomes from the Parliamentary Inquiry on Health outcomes and access to health and hospital services in rural, regional and remote New South Wales

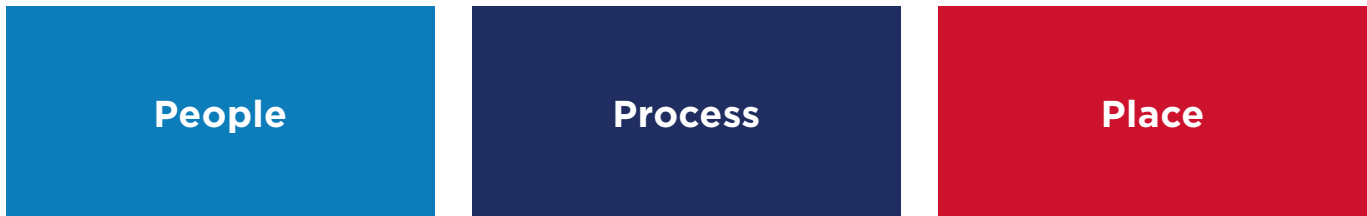
This inquiry was established on 16 September 2020 to inquire into and report on health outcomes and access to health and hospital services in rural, regional and remote New South Wales.

The aim of the inquiry is to provide recommendations regarding improvements to the general provision and availability of health services in non-metropolitan areas.

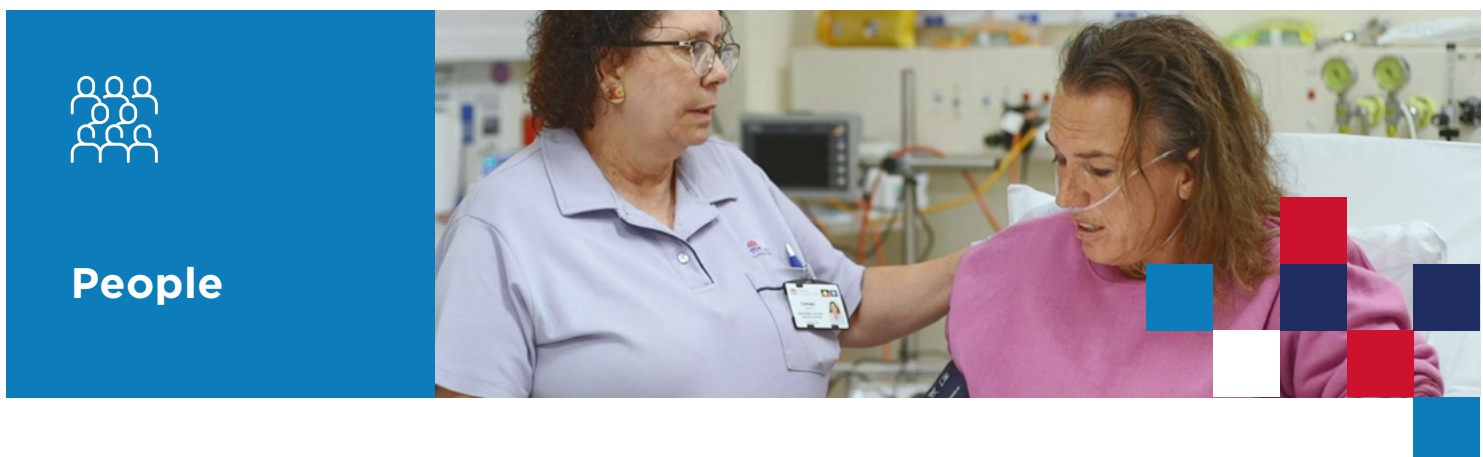
These recommendations will significantly influence service delivery and resource utilisation over the coming years. The report due in 2022 is expected to provide recommendations which will improve the quality of care and patient experience, decrease wait times and barriers to accessing quality services. The report will address staff and resource shortages which are impacting health outcomes for patients outside of metropolitan areas.

Elevating the Human Experience

In 2021, NSW Health launched the Guide to action, which sets out what it means to deliver human-centred care and states our commitment to improving patient, family, carer and caregiver experiences.



There are 7 enablers included in the plan:



Leadership, accountability and governance



Aligns to National Standard 1 and 2

Quality leadership and governance result in constructive accountability, where staff are encouraged to share responsibility for change and improvement in patient and caregiver experiences

Culture and staff experience



Aligns to National Standard 1

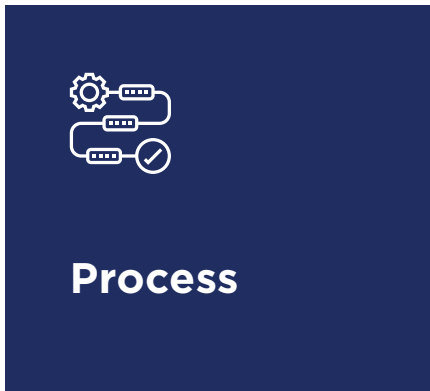
A positive workplace culture contributes towards a positive patient experience. The way staff interact with each other can significantly influence patient and carer perceptions. All staff, not just clinical staff, are integral to creating exceptional patient experiences.

Collaborative partnerships



Aligns to National Standards 1 and 2

Patients are the only constant throughout every healthcare journey. They have so many insights to offer that can help us think differently about how we can improve care, innovate services and deliver experiences that matter to people. The health system cannot achieve excellence in patient and carer experience without collaboration with patients, carers, health professionals and other staff.



Innovation and technology



Aligns to National Standard 1, 2, 5 and 6

In healthcare, innovation has been an essential focus in creating safer, higher-quality, more reliable and more rewarding experiences. The use of technology is a useful tool in finding new ways to benefit the staff and patient experience.

Information and communication



Aligns to National Standards 1, 2, 5, 6 and 8

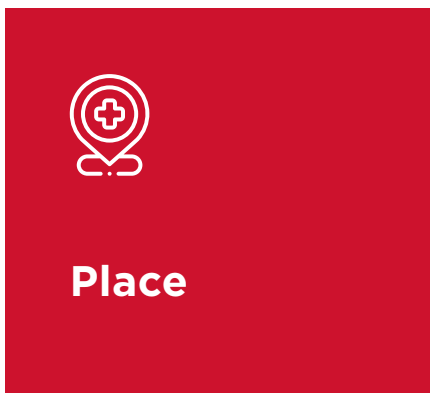
At the heart of a better patient experience is how easy it is for patients to understand and engage with the information provided to them during their journey. Through effective communication and engagement, patients and their families know that they are important partners in planning and decision-making for their care. It is also important for our staff to receive the support and coaching they need to ensure communication is two-way.

Measurement, feedback and response



Aligns to National Standards 1, 2 and 6

Measurement is critical to understanding, tracking and taking action on patient and carer experience. Measuring our current status helps us understand where we are now, celebrate what we do well and focus investment and effort in areas that need improvement. It also helps us understand which initiatives are effective and should be shared and expanded.



Environment and hospitality



Aligns to National Standard 1, 2 and 5

We know that the uber-friendly layout of patients, carer and family spaces, modern and clean amenities and positive food experiences are vital for ensuring comfort, wellbeing and recovery of patients and for maintaining staff morale.

HNE Health has incorporated the priority initiatives set out by NSW Health into this Strategic plan and future planning activities.



Our staff and work place culture

Our focus on training and educating our workforce

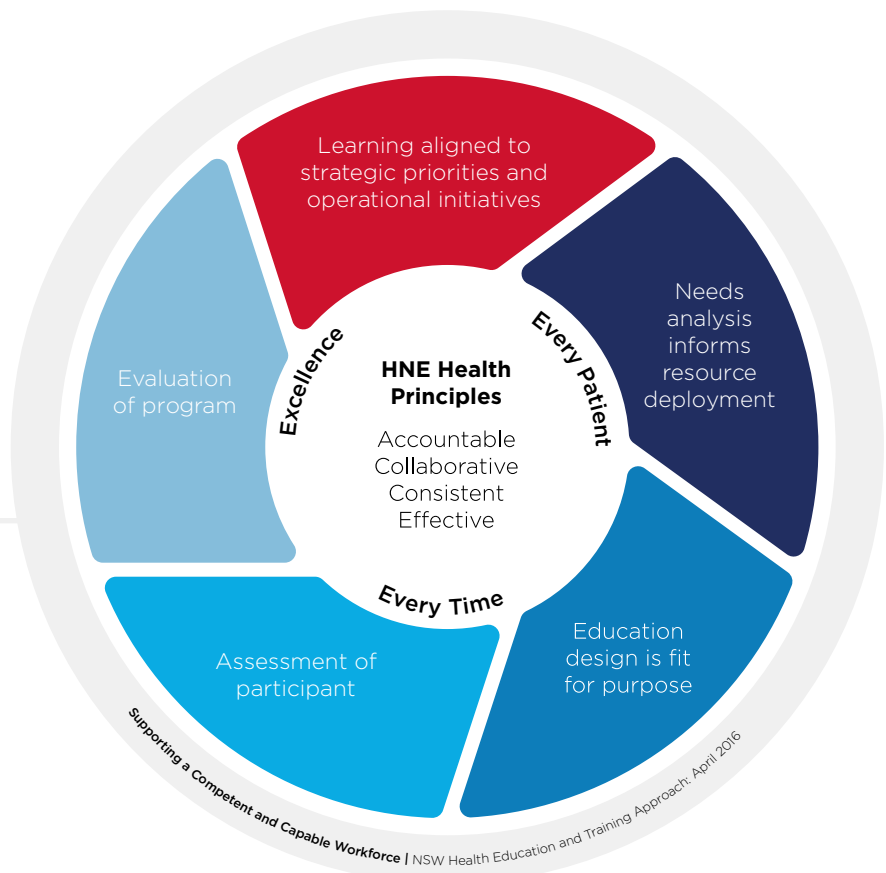
HNE Health aims to attract, develop and retain competent, capable staff with the right cultural fit. To ensure this we have a responsibility to educate all of our staff, which includes Medical, Nursing and Midwifery, Allied Health and Corporate staff.

The HNE Health Education Framework recognises the complexity of discipline-based education, registration and accreditation requirements. It provides a simplified model to allow educators, staff and managers to understand and navigate the education environment which is intrinsic in our organisation. The framework allows staff to develop a road map for education that can be applied across the organisation or to individuals. This supports educators to design and develop targeted education that can assist the staff member

in developing a career path that their manager aligns to the organisation through the learning management system.

Coordinated and well-managed education requires rigour and attention to achieve quality outcomes. Utilisation of the framework will give the organisation the ability to plan, deliver, assess and evaluate education in line with our strategic priorities and organisational demand. The framework encourages and supports educators to develop education in collaboration with relevant stakeholders and other educators, share resources, reduce duplication and waste and improve the quality of education.

HNE Health Education Framework



For our medical workforce, the priority actions for the next five years are:

01

Provide governance and structure for medical education in alignment with the HNE Health Education Framework.

02

Map the elements of medical education (education programmes, supervision, competence, mentoring, professional development and accreditation) to resources available within HNE Health, the Health Education Training Institute (HETI) and the NSW Health Pillars like the Clinical Excellence Commission and the Agency for Clinical Innovation

03

Develop quality, standardised Learning Pathways for staff where course enrolment contributes to continuing professional development

04

Develop and promote an accreditation calendar for specialist medical college and HETI accreditations

05

Provide access to frequently used evidence required for and to support medical education accreditation

06

Develop medical position description templates that reflect the NSW Model Scopes of practice and HNE Health professional and educational requirements

07

Embrace innovation by promoting and encouraging innovative ways of working, including implementing contemporary or virtual learning technology

08

Proactively communicate information regarding training opportunities, career choices and employment to all junior medical staff

The actions will be supported by the release of the Doctor's Professional Hub in late 2021.



Nursing and Midwifery Workforce

Nursing and Midwifery Services Professional Development supports a culture of clinical care to optimise patient outcomes, and deliver patient centred care. Investment in the education and training of HNE Health's largest regulated workforce enables nurses and midwives to explore a diverse career pathway, with the benefit of a large geographic location, a range of specialty areas and the opportunity to provide care across the lifespan.

To achieve this strategy, Nursing and Midwifery Services develop and implement training and education in partnership with Clinical Nurse/ Midwife educators, Nurse and Midwife educators and strategic partners including Organisational Development and Learning and Clinical Governance.

Professional development activities promote the quadruple aim of improved experiences for individuals, families and carers, improved experiences for service providers and clinicians, improved health outcomes for

the population and improved efficiency of the health system. This includes health and wellbeing initiatives for nurses and midwives, such as the Acute Incident Response (AIR) Support program which provides space to address the emotional impact of their roles. Timely, non-therapeutic peer support following acute incidents is provided by AIR Delegates, who are trained in psychological first aid with an aim to prevent psychological trauma. This is integral to a culture of safety which values staff and patient wellbeing within the healthcare setting.

Nursing and Midwifery Services are committed to supporting and developing our current and future leaders. A key initiative is the Nurse Unit Manager/ Midwife Unit Manager workshops, which aim to nurture nursing managers to become kind and compassionate leaders. Another recent program "Being In-Charge" focuses on developing nurses/midwives to feel confident when in charge of their clinical area.



In recent times, virtual education workshops and training have improved access for rural clinicians, who would otherwise be investing time and resources into travel to maximise their training and education opportunities.



Strategic Focus Area One

Community

The people we serve



Priorities

Strategic Actions



Deliver disease prevention, early intervention and health promotion across the lifespan

- Improve health outcomes, reduce stigma and prevent transmission by delivering the initiatives from the NSW HIV Strategy 2021-2024, including prevention of HIV transmission, normalisation of testing for people at risk, and commencing treatment soon after diagnosis
- Improve infant and childhood immunisation rates in low coverage areas
- Improve participation in preventative care and health promotion initiatives which lower the impact of risky lifestyle behaviours like smoking, unhealthy eating, dangerous drinking and low physical activity
- Support the rollout of the national vaccination program for COVID-19
- Support the COVID-19 screening program
- Tackle health inequality to keep people healthy and well in their community
- 🎯 Deliver culturally appropriate, accessible programs to be responsive to health priorities of Aboriginal communities

Priorities

Strategic Actions



Support a healthy start to life

- Deliver programs under the First 2,000 Days of Life Framework to improve the health and well-being of babies and children, including: Focus on new fathers pilot program, Get Healthy in Pregnancy program, new NSW Health Maternity Care Policy, review and revision of the Supporting Families Early (SFE) Policy Package, IPARVAN Framework, NSW Health Breastfeeding
- Focus on reducing childhood obesity by including assessment of height and weight in appropriate health care interactions for babies and children
- Implement the recommendations from the Henry Review to improve the delivery of health services for children and young people in NSW
- Protect and improve the wellbeing of vulnerable children and young people by following the Child Wellbeing and Child Protection – NSW Interagency Guidelines
- Improve patient experience and health outcomes for newborns by improving the transfer of care between Maternity services and Children, Young People and Families services
- Improve health and well-being of young people by aligning local service delivery to the recommendations in the Youth Health Framework 2017-2024
- Implement the recommendations from the Paediatric Intensive Care and Neonatal Intensive Care Review to improve service delivery and patient outcomes for neonatal intensive care babies and their families
- Improve outcomes for Aboriginal families by providing culturally respectful care that increases access to support and early interventions



Empower communities to engage as partners in health

- Work with other providers, partners and communities to improve access, health literacy and reduce barriers between healthcare settings
- Implement the Disability Inclusion Action Plan
- Identify and implement strategies from the whole of government framework “It stops here: standing together to end domestic and family violence in NSW”, in partnership with other key stakeholders
- Work with volunteers to understand their needs, and embrace their contribution to patient experience
- Recruit and support patient and consumer leaders (consumer representatives) to actively participate across all levels of engagement and governance
- Re-align Violence, Abuse and Neglect services, using the IPARVAN Framework to deliver an integrated response to domestic and family violence with a focus on prevention and reducing negative outcomes

Priorities

Strategic Actions



Empower communities to engage as partners in health

- Engage health, education, research and industry stakeholders in planning for the John Hunter Health and Innovation Precinct, to create a world-class health and innovation ecosystem with a genuine devotion to a future of innovation, collaboration and excellence
- Continue to improve outcomes for Aboriginal families by providing family centred, culturally respectful and age appropriate care
- Co-design models of care with consumers to foster patient-centred care
- Build, strengthen and sustain meaningful partnerships with Aboriginal stakeholders to design, deliver and evaluate initiatives



Improve health and wellbeing for Aboriginal people

- Embed the new HNE Strategic Framework to improve Aboriginal health and wellbeing across the organisation and:
 - Develop an implementation plan with identified priority actions
 - Establish processes to communicate and partner with our key partners
 - Establish processes to share appropriate health intelligence with community and partners

Enabling Plans

NSW

HIV Strategy 2021-2025 [nsw-hiv-strategy-2021-2025.pdf](#)

Healthy Safe and Well: A Strategic Health Plan for Children, Young People and Families 2014-2024
[Healthy Safe and Well: A Strategic Health Plan for Children, Young People and Families 2014-24 - Kids and families \(nsw.gov.au\)](#)

First 2000 Days of Life Implementation Strategy 2020-2025
[first-2000-days-implementation.pdf \(nsw.gov.au\)](#)

Review of health services for children, young people and families within the NSW Health system Emeritus Professor Richard Henry AM
[henry-review.pdf \(nsw.gov.au\)](#)

Premier’s Priority: Reduce overweight and obesity rates of Children by 5% over 10 years
[Premiers-priority-childhood-obesity-delivery-plan.pdf \(nsw.gov.au\)](#)

Integrated Prevention and Response to Violence, Abuse and Neglect Framework
[iparvan-framework.pdf \(nsw.gov.au\)](#)

NSW Aboriginal Health Plan 2013-2023
[aboriginal-health-plan-2013-2023.pdf \(nsw.gov.au\)](#)

NSW Aboriginal Mental Health and Wellbeing Strategy 2020-2025
[aborig-mh-wellbeing-2020-2025.pdf \(nsw.gov.au\)](#)

National Agreement on Closing the Gap
[National Agreement on Closing the Gap | Closing The Gap](#)

NSW Youth Health Framework 2017-2014
[NSW Youth Health Framework 2017-24](#)

Local

HNELHD Closing the Gap Strategic Plan Towards 2020
[/Content/Documents/Home/HNELHD0001 CTG Strategic Plan Web.pdf \(nsw.gov.au\)](#)

Aligns to NSW Health Priorities



Implement policy and programs to reduce childhood overweight and obesity



Embed a health system response to alcohol, tobacco and other drug use and work across agencies



Reduce the impact of infectious diseases, including COVID-19, and environmental health factors, including natural disasters, on community wellbeing



Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services



Support pregnancy and families to ensure that all children have the best possible start to life

Improving end of life care for Indigenous Families in Neonatal Intensive Care

All cultures have unique traditions when experiencing bereavement. Appreciation of cultural differences and the significance of death is fundamental when providing care for patients and families in the final stages of life. Improving ‘cultural care’ for Indigenous families around the time of neonatal death or “passing” can have a profound effect on their journey through the healthcare system at a time of incredible loss. The Neonatal Intensive Care Unit (NICU) at John Hunter Children’s Hospital identified the need for improvements in the cultural care of Indigenous families at this time.

A working group comprised of representatives from nursing and medical clinicians, social work, Indigenous Support services and academics from the University of Newcastle, identified the current processes for cultural care of Indigenous families in NICU. The group investigated gaps in service and generated potential solutions.



A number of actions were identified and are being implemented to improve the care of Indigenous families at this time of great sadness and loss. These include:



Processes for the relaxation of the NICU visiting policy have been implemented, including the utilisation of larger rooms to accommodate supportive visits by extended family groups.



Culturally appropriate memory boxes and ‘angel gowns’ have been sourced and are available to be given to families as part of end of life care.



Bereavement follow up will be offered “on country” if families wish to undertake this with NICU staff. Efforts can be made to arrange equivalent support for families who reside in other Local Health Districts.



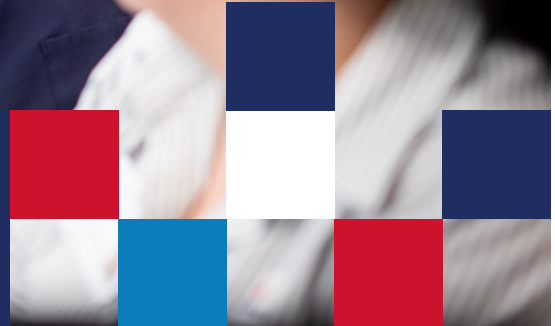
The existing clinical guideline, “Care of the Dying Baby in NICU” is being updated to reflect the changes and will be expanded with information on how to organise a Smoking Ceremony out of hours.



Strategic Focus Area Two

Service

The service we provide



Priorities

Strategic Actions



Improve equity of access and service delivery

- Develop and implement the Zero Suicides in Care initiative, including the Mental Health Services Suicide Care Pathway and suicide prevention services at Maitland, Newcastle and Tamworth
- Develop and implement the Zero Suicides Safety and Quality Framework across inpatient and community services
- Provide care and support to people who are experiencing a suicidal crisis through Assertive Suicide Prevention Outreach Teams and models of care which provide an alternative to ED presentation
- Improve access to specialist clinical intervention by redesigning outpatient services in line with the NSW Outpatient Services Framework
- Continue to invest resources in key integrated care initiatives, to improve communication and connectivity between health care providers in primary care, community, and hospital settings, and provide better access to community-based services closer to home
- Develop innovative service models to improve equity of access for vulnerable and at risk communities

Priorities

Strategic Actions



Improve equity of access and service delivery

- Ensure our service capacity meets the demand related to population growth and other epidemiological and demographic changes and consider how changes in the community have impacted during and post COVID-19
- Establish a strong and robust strategy to ensure effective demand management, with a focus on timely care and care out of hospital
- Maintain and develop our core hospital and care in the community services.
- Invest in appropriate Virtual Care models to address capacity or service delivery issues and consider ways digital technology can improve access to information and services
- Improve the delivery of treatment and care for patients and families living with an eating disorder through alignment of local services with the recommendations from the NSW Service Plan for People with Eating Disorders 2021-2025
- Work in partnership with the Hunter New England and Central Coast Primary Health Network to deliver the outcomes from the Integrated Care Strategy



Enable a culture of clinical care that promotes positive patient outcomes and includes families and carers

- Launch Excellence ‘Back to Basics’, a renewed focus on consistently applying the principles of Excellence to improve patient care and experience
- Expand the Mental Health First Responder initiative in partnership with Police and Ambulance services to improve outcomes for mental health patients in acute distress and provide appropriate care as close to home as possible
- Support our patients to transition from child to adult services, incorporating physical, psychological and social needs
- Foster the use of patient experience data to inform service delivery decisions, and verify we are meeting the needs of patients
- Promote opportunities to include peer workers in our workforce
- Partner with our patients, carers, families and consumers to design, provide and evaluate culturally safe and competent, evidence-based, integrated care that truly matters to our patients
- Embed the HNE Health Framework for Partnering with Patients and Community
- Effective communication that empowers Aboriginal patients and their families to make informed decisions that take into account their social and cultural circumstances
- Support culturally and linguistically diverse (CALD) consumers through the use of Health Care Interpreters in clinical settings and by distributing public information using a range of languages and formats
- Improve compliance in the use of Interpreters for patients that require one, to be able to provide informed consent for treatment

Priorities

Strategic Actions



Foster a culture of innovation, research and research translation which improves health outcomes

- Strengthen support systems for data management, knowledge management and change management to drive improvement in healthcare
- Embed HNE Health Research Governance Framework and business processes
- Continue to strengthen systems and processes which support health and medical research
- Continue to strengthen systems and processes which support the translation of research evidence into routine clinical practice through priority driven innovation and quality improvement initiatives
- Strengthen systems and processes which support the conduction of clinical trials to meet accreditation standards
- Create a Learning Health System to foster innovation and translational research
- Engage the education, research, innovation and business community in planning for the new Health and Innovation Precinct
- Accelerate the implementation of proven innovations into routine health care to ensure patients receive the highest quality, contemporary, evidence based health care
- Foster a culture of continuous innovation and improvement

Enabling Plans

NSW

Living Well - A strategic plan for mental health in NSW 2014-2024

[Living Well - A Strategic Plan full version.pdf \(nswmentalhealthcommission.com.au\)](https://www.health.nsw.gov.au/mentalhealth/Pages/living-well-strategic-plan-2014-2024.aspx)

NSW Rural Health Plan Towards 2021 [NSW Rural Health Plan: Towards 2021 - Rural health](https://www.health.nsw.gov.au/ruralhealth/Pages/rural-health-plan-towards-2021.aspx)

NSW Women's Health Framework [womens-health-framework-2019.PDF \(nsw.gov.au\)](https://www.health.nsw.gov.au/womenshealth/Pages/womens-health-framework-2019.pdf)

NSW Men's Health Framework [mens-health-framework.pdf \(nsw.gov.au\)](https://www.health.nsw.gov.au/menshealth/Pages/mens-health-framework.pdf)

Strategic Framework for Suicide Prevention in NSW 2018-2023

<https://www.health.nsw.gov.au/mentalhealth/Pages/suicide-prevention-strategic-framework.aspx>

Population Health Research Strategy 2018-2022 [research-strategy-2018-2022.pdf \(nsw.gov.au\)](https://www.health.nsw.gov.au/population/Pages/population-health-research-strategy-2018-2022.pdf)

NSW Health Genomics Strategy [nsw-health-genomics-strategy.pdf](https://www.health.nsw.gov.au/genomics/Pages/nsw-health-genomics-strategy.pdf)

Agency for Clinical Innovation Strategic Plan 2019-2022 [ACI Strategic Plan 2019-2022 \(nsw.gov.au\)](https://www.health.nsw.gov.au/aci/Pages/aci-strategic-plan-2019-2022.pdf)

NSW Service Plan for People with Eating Disorders 2021-2025 [NSW Service Plan for People with Eating Disorders - Professionals](https://www.health.nsw.gov.au/eatingdisorders/Pages/nsw-service-plan-for-people-with-eating-disorders-professionals.pdf)

NSW Health Outpatient Services Framework [Outpatient Services Framework \(nsw.gov.au\)](https://www.health.nsw.gov.au/outpatient/Pages/outpatient-services-framework.pdf)

NSW Plan for Healthy Culturally and Linguistically Diverse Communities

https://www1.health.nsw.gov.au/pds/Pages/doc.aspx?dn=PD2019_018

Joint Statement - Integrated Care www.health.nsw.gov.au/integratedcare/Documents/joint-statement.pdf

Local

HNELHD Mental Health Service Strategic Plan 2019-2021 [Mental_Health_Strategic_Plan.pdf \(nsw.gov.au\)](https://www.health.nsw.gov.au/hnelhd/Pages/hnelhd-mental-health-service-strategic-plan-2019-2021.pdf)

Hunter New England Mental Health Towards Zero Suicide Framework
[Towards Zero Suicide Framework | HNE Health Intranet \(nsw.gov.au\)](https://www.health.nsw.gov.au/hnelhd/Pages/hnelhd-towards-zero-suicide-framework.pdf)

HNELHD Research and Research Translation Plan 2018-2021

[Microsoft Word - HNELHD Research and Research Translation Plan 2018_2021 \(nsw.gov.au\)](https://www.health.nsw.gov.au/hnelhd/Pages/hnelhd-research-and-research-translation-plan-2018-2021.docx)

Integrated Care Partnership Plan 2020-21

HNELHD Rural and Regional Health Services Research Plan 2020-2022
www.hnehealth.nsw.gov.au/research-office/rural_health_research

Aligns to NSW Health Priorities



Continue to deliver high quality and safe patient care



Continue to embed value-based healthcare to deliver the right care in the right setting



Provide timely and equitable access to appropriate care



Use data and analytics to drive reform and innovation and to support value based healthcare



Progress towards Zero Suicides initiatives across NSW



Achieve mental health reforms across the system



Drive health system integration and connectivity



Drive the generation of policy-relevant translational research



Drive research translation in the health system



Make NSW a global leader in clinical trials



Enable the research environment



Leverage research and innovation opportunities and funding



Drive COVID-19 research towards improving the pandemic response

Maternity Safety – John Hunter Hospital First Trimester Screening Service

Pre-eclampsia is a potentially dangerous pregnancy complication that affects between 2 and 8 percent of pregnancies.

The ASPRE Project, sponsored by the Seventh Framework Programme of the European Union investigated early treatment options for women at high risk of preterm preeclampsia. Building on the outcomes of this trial, the team at John Hunter Hospital Maternity and Gynaecology commenced a project with an aim to reduce the number of women birthing before 34 weeks gestation due to pre-eclampsia by 80%.

The project focussed on using a preventative approach to care that included a model to be able to predict and identify women who are at higher risk of developing preeclampsia. Routine antenatal care involves clinic visits of increasing frequency that start after 20 weeks gestation. The success of the project depended on earlier detection and treatment of women at high risk of preterm pre-eclampsia.

Women attend a multidisciplinary screening clinic at 11 to 13 weeks gestation that tests for risk factors including:

- Chromosomal abnormality
- Preeclampsia
- Preterm delivery
- Growth Restriction
- Structural abnormalities
- Twin complications

Women's antenatal care was allocated to a high-risk or low-risk model based on the outcome of the screening clinic.

The project team partnered with the Health Economics team from the Hunter Medical Research Institute to develop a health economic analysis to demonstrate the resources being consumed through undiagnosed pre-eclampsia and pre term birth.

Review of the initial phase of the service showed that none of the women who had been screened birthed at less than 34 weeks gestation due to preeclampsia.

The First Trimester Screening Service is now fully implemented, with the capacity to offer 80 appointments per week. The service aims to continue the gains in maternal safety and save over 2 million dollars per year.





Strategic Focus Area Three

Patient Safety, Quality and Experience



Excellence every patient, every time

Priorities

Strategic Actions



Improve the patient's experience of care

- Ensure Patient Care Essentials are included in every patient's experience of care
- Continue implementation of the Empowering patients on discharge project across all facilities
- Work towards a robust implementation of the Patient reported Measures Implementation Strategy to elevate the human experience, including:
 - Incorporate patient reported experience measures and patient reported outcome measures into service delivery to verify we are meeting the needs of our patients
 - Create a culture of accountability and pride in the use of Patient Reported Measures
 - Continually assess the maturity of our patient experience strategy and develop robust and transparent plans to improve
 - Embed and encourage patient experience in existing ways of working
 - Establish and encourage participation in patient experience communities of practice
 - Design and apply consistent methodology for patient experience feedback capture (including right measures, right time, right purpose)
 - Strengthen the consistency and quality of patient experience data capture, storage reporting and use

Priorities

Strategic Actions



Improve the patient's experience of care

- Improve end of life care for our patients by ensuring care is person centred, by recognising and supporting families and carers, by ensuring care providers are accessible and competent in end of life and palliative care, by ensuring care is well co-ordinated and integrated and people have equitable access to care
- Elevate the human experience for patients and staff by:
 - Developing human-centred communications aligned to known 'moments that matter'
 - Creating a physical environment that is warm, clean, welcoming and conducive to well-being and care
 - Optimising amenities and food experiences that support a better patient, family, carer and caregiver experience
 - Continuously improving patient communication to be easy to understand and engage with
 - Developing human-centred performance targets that encourage staff to deliver positive experiences
 - Improving complaint handling, including guidelines and practices for consistent actioning of feedback and closing the loop in improvements



Deliver safe, effective and appropriate healthcare

- Have systems in place to ensure services and facilities meet and exceed ACSQHC National Safety and Quality Health Service Standards 2nd Edition and other regulatory requirements
- Investigate, verify and improve safety and quality performance through the HNE Patient Safety and Quality Framework governance structure, including hospital acquired complications, unwarranted clinical variation, complaints and incidents
- Implement systems to monitor clinical variation in practice, provide feedback to clinicians on clinical variation and support clinicians to inform improvements in safety and quality systems
- Improve patient outcomes and reduce unwarranted clinical variation for specified conditions through the application of value based healthcare initiatives for specified patient cohorts
- Provide appropriate governance and leadership, standards and policies and education and training to deliver clinically appropriate, sustainable and successful virtual care
- Ensure cultural safety for Aboriginal patients is considered in design and delivery of clinical care and capture, share and apply these learnings across the system

Enabling Plans

NSW

Elevating the Human Experience - Our Guide to Action

[Elevating the Human Experience: Our guide to action for patient, family, carer and caregiver experiences \(nsw.gov.au\)](#)

NSW Health End of Life and Palliative Care Framework 2019-2024 [eol-pc-framework.pdf \(nsw.gov.au\)](#)

Mental Health Safety and Quality in NSW 2018 [implementation-plan.pdf \(nsw.gov.au\)](#)

Clinical Excellence Commission Strategic Plan 2018-2021 [Clinical Excellence Commission Strategic Plan 2018-2021 \(nsw.gov.au\)](#)

Australian Commission on Safety and Quality in Healthcare Strategic Intent 2020-2025 [Australian Commission in Safety and Quality in Health Care Strategic Intent Document 2020-2025](#)

[Australian Safety and Quality Framework for Health Care](#)

The National Safety and Quality Health Service (NSQHS) Standards

[The NSQHS Standards | Australian Commission on Safety and Quality in Health Care](#)

Virtual Care in Practice - ACI March 2021

[Virtual-Care-in-Practice.pdf \(nsw.gov.au\)](#)

Local

HNELHD Safety and Quality Account 2019-20 [HNELHD 2019 - 2020 Safety and Quality Account](#)

[HNELHD PRMs Framework and implementation Strategy](#)

HNELHD Health Clinical Quality and Patient Care Framework

[HNE Health Clinical Quality and Patient Care Framework | HNE Health Intranet \(nsw.gov.au\)](#)

Aligns to NSW Health Priorities



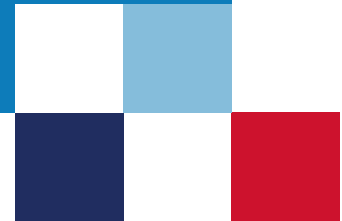
Elevate the human experience by actively partnering with patients, families and caregivers



Strengthen the network of services for frailty, ageing and end of life care



Support vulnerable people and people with a disability within the health sector and between agencies



Virtual CTG Monitoring and Assessment for Mothers and Babies



Cardiotocography (CTG) is a technical means of recording the foetal heartbeat and the uterine contractions during pregnancy. CTG monitoring is widely used to assess foetal wellbeing.

Across our District, we connect our maternity units using Virtual Care technologies to enable virtual consultation and assessment of the results of CTG for mothers who are being monitored in Level 3 Maternity units.

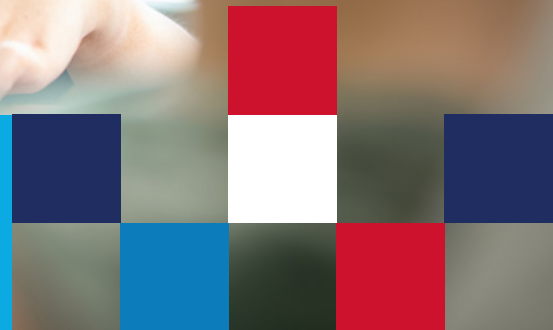
Midwives perform virtual huddles twice a day, which enable them to connect and network with other midwives in their sector to receive advice and support regarding the clinical care of the mothers in their unit.



Strategic Focus Area Four

Resources

Managing our services well



Priorities

Strategic Actions



Deliver the highest possible performance, outcomes and value for money

- Support and encourage service re-design which focus on cost avoidance and reducing hospitalisations
- Pursue sustainable workforce models which reduce reliance on premium cost labour
- Maximise value for money in the procurement of goods, services and assets whilst meeting probity, fairness and legal compliance requirements
- Commit to strategies which reduce utilities like energy and water
- Follow the guidelines provided in the Aboriginal Procurement Policy to increase skills and economic participation of Aboriginal and Torres Strait Islander communities.
- Encourage innovation and pursuit of research outcomes which improve effectiveness and efficiency of healthcare delivery
- Engage in partnerships with research, innovation, academic and industry stakeholders to make the most of available resources

Priorities

Strategic Actions



Work with our partners to meet agreed health needs

- Work with our partners to deliver Value Based Care Integrated Care programs which increase the provision of seamless, effective and efficient care and reduce unnecessary hospitalisations, including:
 - Planned Care for Better Health
 - ED to Community
 - Specialist Outreach to Primary Care
 - Residential Aged Care
 - Vulnerable Families
 - Paediatric Network
- Address demand pressure by focusing resources on Leading Better Value programs (Tranche 1 and 2) which reduce hospitalisations and provide better outcomes for patients closer to their homes
- Focus on desired outcomes rather than outputs by utilising Value Based Healthcare programs to design, deliver and monitor a new or existing service
- Collaborate with the Hunter New England Central Coast Primary Health Network (HNECC PHN) to continually adapt and develop Hunter New England Community HealthPathways incorporating value based care initiatives for specified patient cohorts
- Work in partnership with the HNECC PHN and Central Coast LHD to deliver outcomes from the Mental Health Regional Plan incorporating Suicide Prevention to improve mental health and well being, and prevent suicide in our communities
- Strengthen partnerships and structures with Aboriginal organisations by sharing health intelligence to inform decision making, enable integrated planning and service delivery

Enabling Plans

NSW

NSW Health Aboriginal Procurement Participation Strategy 2021 [aboriginal-procurement-strategy.pdf \(nsw.gov.au\)](#)

NSW HealthShare Strategic Plan 2020-2024 [HealthShare NSW Strategy Plan 2020 - 2024](#)

NSW Health Strategic Framework for Integrating Care [strategic-framework-for-integrating-care.PDF \(nsw.gov.au\)](#)

Local

Mental Health Regional Plan 2020-2025 incorporating Suicide Prevention

Aligns to NSW Health Priorities



Deliver effective regulation, governance and accountability



Deliver financial control in the day to day operations



Develop sustainable funding for future growth



Drive value in procurement



Deliver commercial programs



Enhance productivity using new ways of working



Strategic Focus Area Five

Investing in the future



Building sustainable systems and facilities

Priorities

Strategic Actions



Plan and invest in infrastructure and facilities

- ➔ Plan for new or upgraded facilities to address increasing demand and ageing infrastructure, including:
 1. The redevelopment of Scone Hospital in accordance with the Clinical Services Plan
 2. The ongoing refurbishment of Muswellbrook Hospital (Stage 3) in accordance with the Clinical Services Plan
 3. The relocation of Morisset Hospital in accordance with the Clinical Services Plan
 4. The redevelopment of facilities in Moree, in accordance with Clinical Services plan
 5. The redevelopment of Glen Innes Hospital in accordance with the Clinical Services Plan
 6. The redevelopment of Gunnedah Hospital in accordance with the Clinical Services Plan
 7. The redevelopment of Manning Hospital (Stage 2) in accordance with the Clinical Services Plan

Priorities

Strategic Actions



Plan and invest in infrastructure and facilities

- Construct new or upgraded facilities to address increasing demand and ageing infrastructure, including:
 1. The redevelopment of John Hunter Hospital in accordance with the Clinical Services Plan including: additional intensive care, acute medical, surgical, maternity services, upgraded neonatal and paediatric services, a new emergency department, improved adolescent mental health facilities, additional operating theatres, upgraded imaging and diagnostics and new innovation, education and research facilities
 2. The redevelopment of Cessnock Hospital in accordance with the Clinical Services Plan
 3. The redevelopment of Banksia Mental Health Unit to improve the therapeutic environment of the acute mental health unit servicing residents of the New England region
 4. The refurbishment of Singleton Hospital Birthing Suites
- Complete Clinical Service Plans for:
 - The next stage of the John Hunter Health & Innovation Precinct
 - New Cessnock Hospital
 - Newcastle Paediatric and Adult Community Health Centre
 - Newcastle Community Mental Health Centre
 - Scone Hospital
- Consider cultural appropriateness in the design of physical space
- Create positive experiences by applying emotional design principles in the design of physical space



Plan and invest in information technology to support clinical needs

- Consider and design new models of care with a focus on technology
- Consider digital literacy when in the planning and delivery of new models of care or technology
- Implement an integrated Electronic Medical Record (EMR) that will provide a single view of the patient's journey and enable more efficient clinical processes
- Provide patients with a seamless clinical experience from referral to discharge, ensuring that critical patient information is electronically available to the relevant clinicians in a timely manner
- Continue to lead in the use of Virtual Care services through improvements to useability, accessibility, and scheduling to realise the value of virtual care as another patient treatment channel
- Formalise the interactions between the organisation and ICT to better balance and manage demand, increase quality outcomes and align to the requirements of the organisation without impacting the need for less formal business relationships
- Enhance ICT infrastructure, providing increased security, enhanced collaboration and support for a mobile workforce
- Support administrative functions by utilising state wide tools and initiatives in the area of workforce and business management, education and training

Priorities

Strategic Actions



Plan and implement environmentally sustainable strategies

- Reduce energy consumption at all HNE Health facilities
 - Install solar panels
 - LED and sensory lighting upgrades
 - Upgrade chiller systems
 - Work with government and private stakeholders to explore and evaluate renewable energy opportunities
 - Upgrade to low energy efficient electrical equipment
- Reduce waste at all HNE Health facilities
 - Develop recycling strategies, targets and implementation plans for all waste streams
 - Review and update procurement policies and waste management procedures
 - Align HealthShare policies and procedures with HNE Sustainability Strategy
 - Develop and embed recycling initiatives with food and retail vendors
- Reduce water consumption at all HNE Health facilities
 - Establish infrastructure to capture and re-use rainwater
 - Capture and reuse reverse osmosis water across all 11 renal dialysis units
 - Reduce water waste through leak detection and repair
 - Implementation of low-flow fixtures
 - Reduce and reuse water loss in cooling systems
 - Review water-intensive hospital equipment (sterilisation, food, laundry)
- Reduce the environmental footprint of our fleet
 - Move HNE Health fleet vehicles to hybrid electric
 - Implement ride to work strategy across all major hospitals
 - Implement e-charging stations
 - Implement car-pooling strategies
 - Reduce staff business travel through technology advancements
 - Identify and encourage the use of 'green' accommodation and flight providers

Enabling Plans

NSW

NSW Health 20-year Health Infrastructure Strategy [his-overview.pdf \(nsw.gov.au\)](#)

NSW Health Telehealth Framework and Implementation Strategy 2016-2021
[NSW_Telehealth_Framework_and_Implementation_Strategy_2016-2021.pdf](#)

eHealth Strategy for NSW Health [eHealth Strategy for NSW Health 2016-2026](#)

Resource Efficiency Strategy 2016 to 2023 [resource-efficiency-strategy.pdf \(nsw.gov.au\)](#)

Local

HNELHD Digital Strategy 2020-2025

Sustainable Healthcare - Together towards zero 2030

Infrastructure and Planning Strategy 2021



Aligns to NSW Health Priorities



Progress the implementation of paper-lite key clinical information systems



Foster eHealth solutions that support integrated health services



Enhance systems and tools to improve workforce and business management



Develop and enhance health analytics to improve insights and decision-making



Enhance patient, provider and research community access to digital health information



Enhance systems, infrastructure, security and intelligence



Implement the 20 year Health infrastructure strategy



Plan future focused models of care and health strategy



Deliver agreed infrastructure on time and on budget



Strengthen asset management capability



Emotional Design Briefs

Emotional Design Briefs have been developed for all new HNE Health infrastructure projects including the John Hunter Health and Innovation Precinct, the Tamworth Banksia Mental Health Unit, the John Hunter Nexus Mental Health Unit and the Singleton Hospital Birthing Suite.

The briefs are developed through a consultation process which seeks feedback via individual and group interviews with patients, carers and staff. The interviews explore people's emotional responses to spaces and how they would like the design of future spaces to be different, to best support their health and wellbeing.

Through the consultation, we have discovered priority design principles that mitigate negative emotions and promote positive ones. For example, access to nature in the form of gardens and courtyards, fresh air, artwork and nature views contribute to a positive experience in hospital. If a person is able to control their personal space, for example through light, temperature or noise reduction their experience is improved.

The briefs are provided to our Health Architects to design spaces that lessen the stress response; supporting healing and recovery.

Emotional design has been incorporated into the newly designed Singleton Birthing Suites. The birthing suites have been designed to have a home like feel, with soft curved lines, warm timber finishes and minimal visual exposure to medical equipment in the area. The rooms have dimmable lighting, and the windows are fitted with discrete screens to provide privacy while maintaining a view to outside. . The layout of the birthing rooms has been designed to maximise privacy for the mother, and appropriate space provided for her support team.

Including emotional design in Infrastructure, Planning and Sustainability projects confirms our commitment to elevating the human experience. We know that clean amenities with connection to nature are vital for ensuring comfort, wellbeing and recovery of patients and for maintaining staff morale.

The Singleton Hospital Birthing Suite





Strategic Focus Area Six

Our staff and workplace culture



Supporting and encouraging our staff in Excellence

Priorities

Strategic Actions



Attract, develop and retain competent, capable staff with the right cultural fit

- Recruit and retain high quality candidates through fair and impartial recruitment processes, on-boarding and performance management
- Support all staff to be confident and comfortable in implementing Virtual Care models of care
- Build and cultivate a service culture through mindset shift, skills and training, and continuous capacity building
- Promote the development of good leaders who are dedicated to their service and patients
- Encourage and identify future leaders by fostering a culture where managers and staff initiate improvement
- Encourage a culture of innovation and constant quality improvement by supporting staff to translate evidence based practice and research into their clinical service
- Foster a culture of formal and informal recognition of staff at all levels
- Explore alternate models of staffing and service delivery where staff shortages are affecting service delivery with a focus on rural areas
- Work together to meet short term and long term workforce challenges in regional and rural areas

Priorities

Strategic Actions



Ensure a safe and supportive working environment

- Encourage consistent application of the recommendations in the JMO Handbook to improve health, wellbeing, education and training experience of JMOs working in HNE Health
- Champion and develop 'kind and compassionate leadership'
- Promote and prioritise staff safety, health and wellbeing
- Enhance our workforce capacity to provide strong clinical leadership
- Enhance Employment Pathway Potential (including graduate opportunities) for Aboriginal People in medical, nursing, allied health, population health, management, workforce and administration
- Enhance our workforce capacity to provide culturally appropriate and safe work spaces for staff, patients and families, and Aboriginal people engaged in community based initiatives or consultations
- Further build and enhance recruitment and retention policies and protocol (AES21-25) to increase the number of Aboriginal people employed in HNE Health and create opportunities across all salary bands
- Increase representation of Aboriginal employees in senior roles
- Develop place-based innovative recruitment and retention models to achieve staff diversity that meets community needs (Aboriginal/CALD/LGBTIQA+, Disability)
- Continue to build on and embed the success of the Good Health Great Jobs strategy now and into the future
- Continue to develop partnerships with disability support organisations to initiate work experience pathways and supported traineeships
- Partner with local organisations, promote and showcase the rewards and benefits of working rurally and regionally to attract and retain workforce
- Continue to develop Vocational Medical Workforce networks and mechanisms that support rural training
- Develop and embed a strong employee value proposition for working rurally and regionally
- Support staff to promote and improve cultural responsiveness

Enabling Plans

NSW

Health Professionals Workforce Plan 2012-2022
[health-professionals-workforce-plan.pdf \(nsw.gov.au\)](#)

NSW Aboriginal Nursing and Midwifery Strategy
[Aboriginal Nursing and Midwifery Strategy \(nsw.gov.au\)](#)

NSW Health JMO Wellbeing and Support Plan
[jmo-support-plan.pdf \(nsw.gov.au\)](#)

NSW Strategic Framework and Workforce Plan for Mental Health 2019-2022
[mh-strategic-framework.pdf \(nsw.gov.au\)](#)

Framework for Rostering in NSW Health 2018-2023
[framework-for-rostering.pdf \(nsw.gov.au\)](#)

NSW Health Good Health Great Jobs; Aboriginal Workforce Strategic Framework 2016-2020
[NSW Health Good Health - Great Jobs: Aboriginal Workforce Strategic Framework 2016 - 2020](#)

Local

Allied Health Workforce Plan - Towards 2022
[Allied_Health_Workforce_Plan_-_signed.pdf \(nsw.gov.au\)](#)

Aboriginal Employment Strategy 2021-2025
[FINAL_Aboriginal_Employment_Strategy2021-2025.pdf \(nsw.gov.au\)](#)

HNE Education Framework
[intranet.hne.health.nsw.gov.au/ODL/hne_education_framework](#)

JMO Handbook - Shift Work, Fatigue and Wellbeing 2019
[Fatigue_Risk_Management_A5.pdf \(nsw.gov.au\)](#)



Aligns to NSW Health Priorities



Achieve a 'fit for purpose' workforce for now and the future



Improve diversity in all levels of the system



Strengthen the culture within Health organisations to reflect our CORE values more consistently



Develop effective health professional managers and leaders



Improve health, safety and well being



Health

Hunter New England
Local Health District