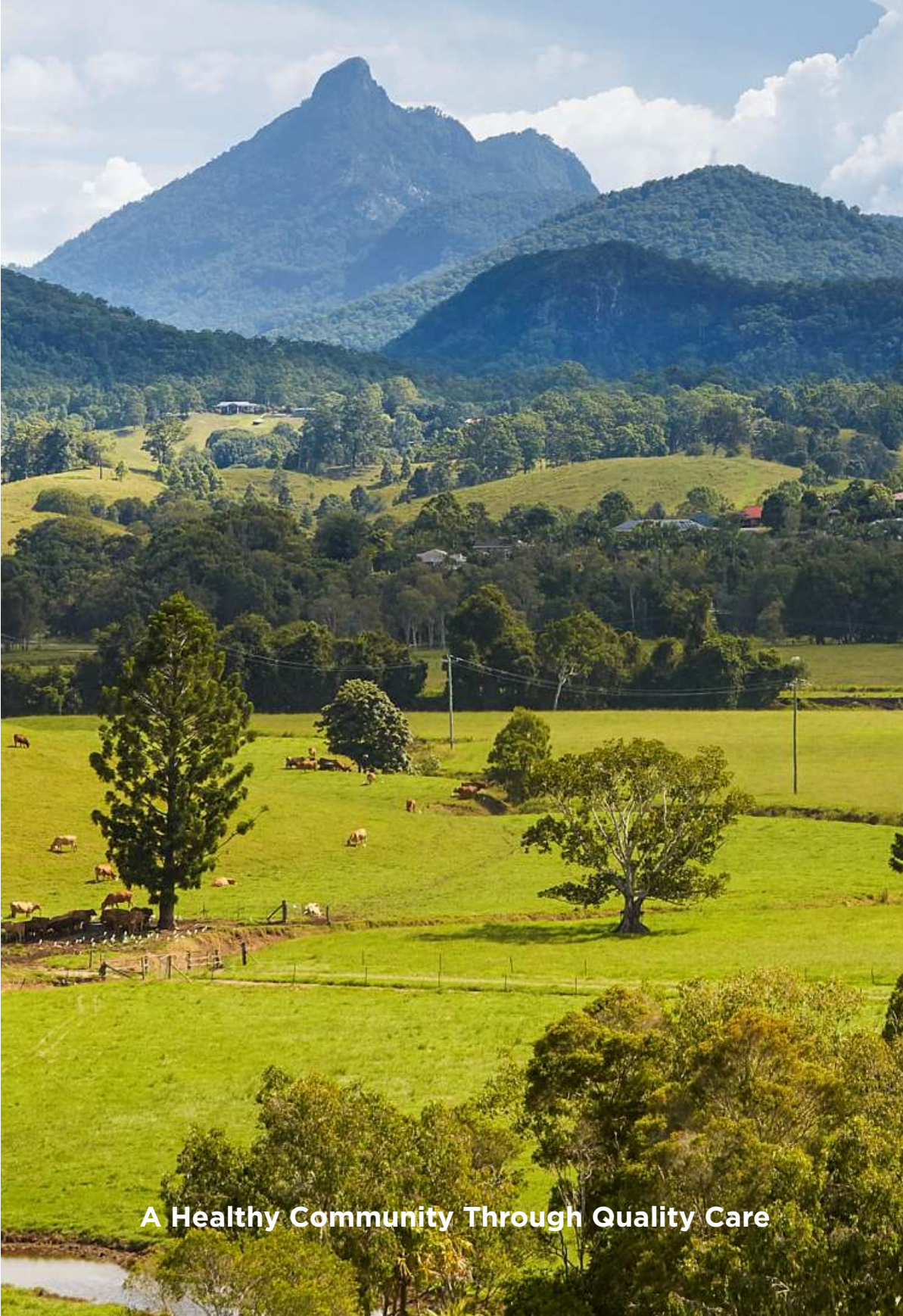




# NORTHERN NSW LOCAL HEALTH DISTRICT STRATEGIC PLAN 2019-2024



**A Healthy Community Through Quality Care**





Main Entrance

LISMORE BASE HOSPITAL

LISMORE BASE HOSPITAL

**A Healthy Community Through Quality Care**

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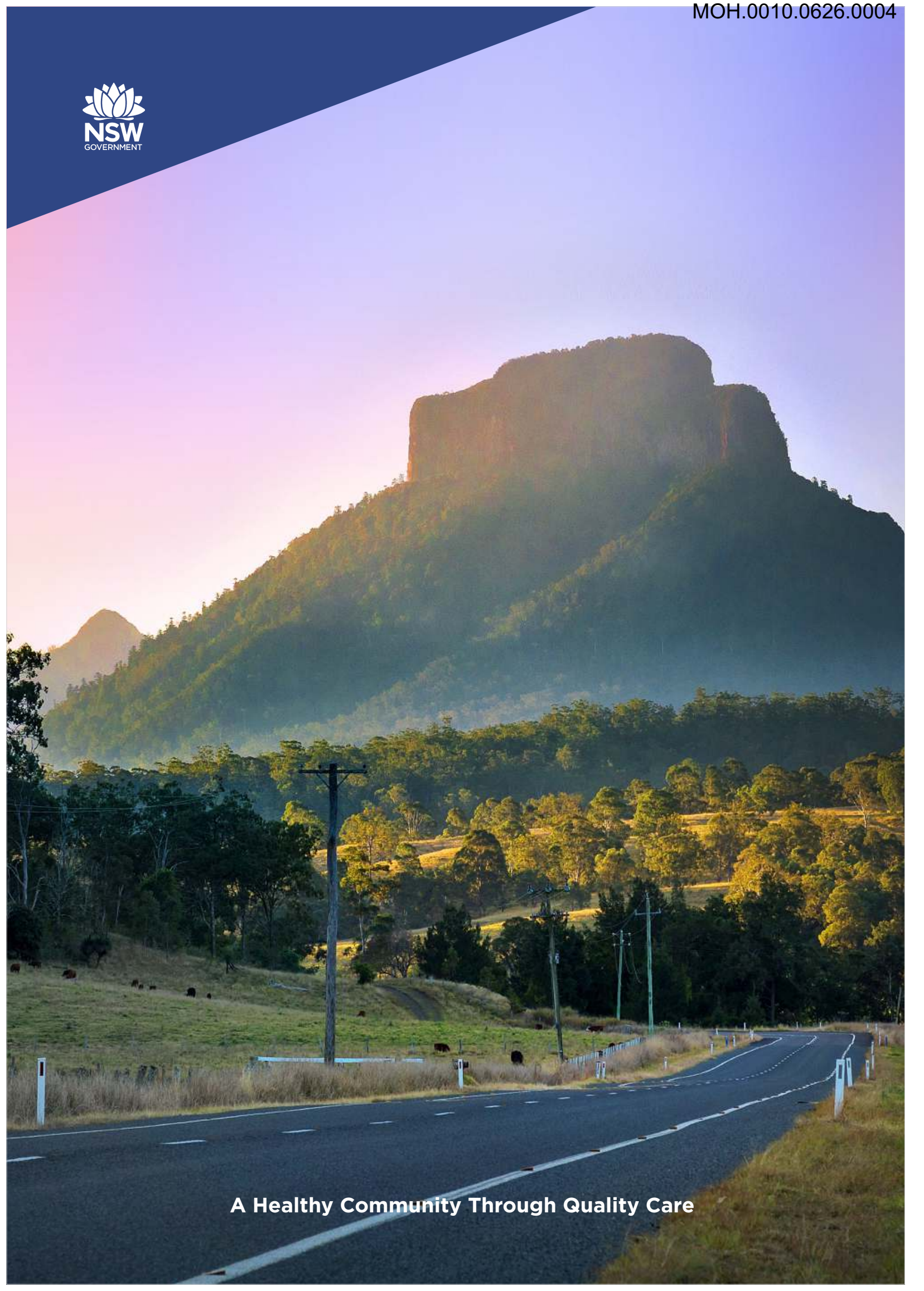
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**A Healthy Community Through Quality Care**



## Foreword



### Message from the Chief Executive

The next five years will be an exciting time for the Northern NSW Local Health District (NNSW LHD). We are working towards being the leading regional health district in Australia.

Building and opening new health services and hospitals provides the opportunity to deliver expanded and more specialised health care to our community, closer to home.

Our commitment to working in collaboration with our service partners will enable better connected care for our patients, providing more coordinated care between General Practitioners, Aboriginal Medical Services, non-government organisations, aged care, disability support services and our hospitals and community health services.

Our vision of **A Healthy Community Through Quality Care** underpins the NNSW LHD Strategic Plan 2019 - 2024. This Strategic Plan provides an overarching framework for working together with our community and service partners to deliver quality health services for residents of Northern NSW.

Our Strategic Plan provides a robust framework to drive our six new Strategic Priorities over the next five years.

They are:

- **Value, Develop and Empower Our People**
- **Our Community Values Our Excellent Person-Centred Care**
- **Empowering Aboriginal Health**
- **Integration Through Partnerships**
- **Effective Clinical and Corporate Accountability**
- **Champions of Innovation and Research.**

We will develop more detailed plans such as the Health Care Services Plan to set out the pathway for achieving our vision and Strategic Priorities.



### Message from the NNSW LHD Board Chair

The Board is delighted to present the NNSW LHD Strategic Plan 2019 – 2024. These Strategic Priorities position the District to achieve our purpose to **Work Together to Deliver Quality Health Outcomes Across Our Communities.**

The Board is confident that this Strategic Plan provides an excellent framework to further develop quality and safe health services for the communities we serve. Through our commitment to our CORE Values of Collaboration, Openness, Respect and Empowerment we will continue to

build an organisational culture of tolerance and respect, as we work together to realise our vision of achieving A Healthy Community Through Quality Care.

This Strategic Plan maintains a strong emphasis on community and clinician engagement, and on ensuring our patients (and their carers and families) are at the centre of every decision we make.

We look forward to working closely with our community, staff and service partners to achieve these Strategic Priorities.



# Our Values

These CORE values are fundamental to the provision of our health services in NSW LHD and across NSW. They are the foundation stones for building trust. CORE values underpin the way we work together with patients, carers, the community and service partners in delivering health services and improving the health of the community.



## Collaboration

We are committed to working together to achieve the best possible outcomes for our patients who are at the centre of everything we do.



## Openness

We are open in our communication and encourage feedback to help us provide better services.



## Respect

We have respect for the abilities, knowledge, skills and achievements of all people who work in the health system and we respect the feelings, wishes and rights of our patients and their carers.



## Empowerment

We support patients and their carers to be partners in their care and make well informed and shared choices about their care and treatment.



A Healthy Community Through Quality Care



# Our Strategic Priorities

This Strategic Plan sets out the direction for NNSW LHD over the next five years, consistent with our vision of **A Healthy Community Through Quality Care**. These six Strategic Priorities will guide future development of our health services across NNSW LHD.



## Value, Develop and Empower Our People

Our staff are our lifeblood. We are committed to showing we value the work they do to deliver high quality, safe and respectful health care.



## Our Community Values Our Excellent Person-Centred Care

Our health services will provide high quality, safe health services and excellent patient care.



## Empowering Aboriginal Health

Aboriginal Health will be central to everything we do. Our organisation will work alongside Aboriginal communities, Aboriginal Medical Services and others.



## Integration Through Partnerships

Our valued partnerships are essential to providing truly integrated care. Integrated care is seamless, effective and efficient care that reflects the whole of a person's health needs.



## Effective Clinical and Corporate Accountability

Our Executive Leadership Team and Local Health District Board will deliver effective leadership. We will strengthen accountability for our financial, clinical and corporate decisions and actions.



## Champions of Innovation and Research

Our organisation will support a culture of innovation. We will establish a workforce that leads the way in research that translates into improving clinical practice.



# Our People



**5,535** staff



**4,296** staff involved in direct patient care



**2,884** nurses and midwives



**595** allied health staff



**464** doctors



**121** scientific and technical clinical staff



**232** other health professional staff



**153** Aboriginal staff



**217** staff are from racial, ethnic, ethno-religious minority groups

## Our Health System

### NSW Ministry of Health

#### State Wide Health Services

- NSW Ambulance
- NSW Health Pathology
- Health Protection NSW

#### Shared Services

- HealthShare NSW
- eHealth NSW
- Health Infrastructure

#### Pillars

- Agency for Clinical Innovation
- Bureau of Health Information
- Cancer Institute NSW
- Clinical Excellence Commission
- Health Education and Training Institute



### Other stakeholders and service partners

- Consumer and community groups
- Primary Health Networks
- General Practitioners and other primary care providers
- Aboriginal Medical Services and other Community Controlled Organisations
- Gold Coast Hospital and Health Service
- Queensland Children's Hospital and other Brisbane hospitals
- Disability and aged care providers
- Local Government
- Other Local Health Districts and Specialty Networks
- Justice Health
- Private hospitals and private health practitioners
- Other state and federal government agencies
- Universities and research organisations.

Information accurate to 30 June 2018

**A Healthy Community Through Quality Care**



# Our Organisation



## Purpose

*“Working together to deliver quality health outcomes across our communities.”*

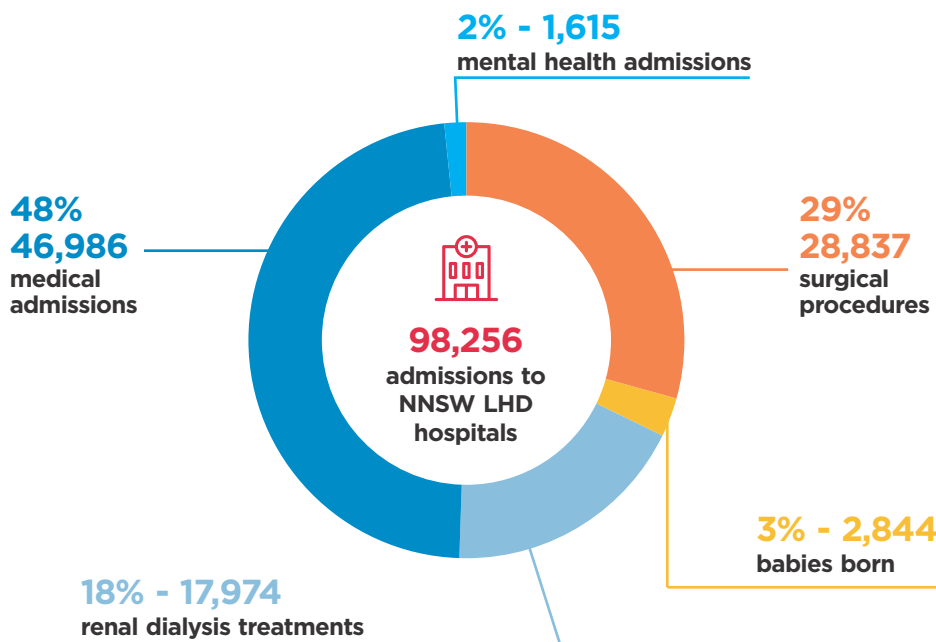
Our services are provided across eight hospitals, four Multi-Purpose Services, one Drug and Alcohol Detoxification Unit, and twenty Community Health Centres and two HealthOne services.

- Aboriginal Health
- Aged Care
- Ambulatory Care, Outpatient Clinics & Community Health
- Birthing Services, Infant Health and Neonatal Services
- Breast Screening
- Cancer Care
- Child, Adolescent and Family Health
- Chronic and Complex Care
- Critical Care
- Drug and Alcohol
- Diagnostics including Medical Imaging, Pathology and Interventional Radiology Service
- Emergency Department, Regional Trauma and Retrieval Service
- Health Promotion
- Maternal Health Services
- Men’s and Women’s Health
- Mental Health
- Oral Health
- Palliative Care
- Population and Public Health
- Rehabilitation
- Renal Services
- Surgical, medical and procedural services for children and adults across a range of specialities.



## Hospitalisations in one year


In 2017/18 the following number of people were hospitalised in NNSW LHD:



  
**27,885**  
ambulance arrivals

  
**41,639**  
dental clinic appointments

  
**837,316**  
community health services provided

  
**207,470**  
presentations to emergency departments

Information accurate to 30 June 2018

# The Health of Our Community

The main causes of death for NNSW LHD residents are cancer and circulatory disease.



**20%** of adults smoke



**34%** of adults drink at levels posing a long term risk to health



**91%** of children are fully immunised at 5 years;  
**96%** for Aboriginal children



**17%** of women who are pregnant smoke



**9.3%** of adults are diagnosed with diabetes



**18%** of adults report high or very high levels of psychological distress



**21%** of older people (65+) reported a fall in the previous year



**55%** of adults are overweight or obese  
**13%** of children are overweight or obese



**57%** of women aged 50-74 participate in biennial breast screening  
**61%** of women aged 20-69 participate in cervical screening



**85%** of babies have their first antenatal visit before 14 weeks



**2,290** new cases of cancer diagnosed. The most common cancers are melanoma, prostate, breast, lung and colon



Only **8%** of adults eat enough vegetables

## Hospitalisations

Many hospitalisations are potentially preventable.

Each day in NNSW LHD hospitals people are hospitalised for potentially preventable reasons including:



**22** people are hospitalised for circulatory disease



**2** people are hospitalised due to self-harm injury



**2** people are hospitalised for diabetes related diseases



**29** people are hospitalised due to injury and poisoning



**5** older people (65+) are hospitalised for falls



**6** people are hospitalised due to alcohol consumption



**8** people are hospitalised due to obesity related causes



**9** people are hospitalised due to smoking related diseases

A Healthy Community Through Quality Care



# Our Community



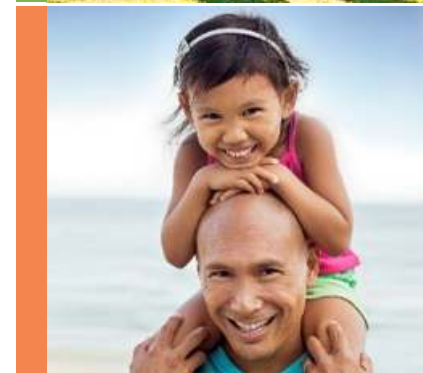
NNSW LHD covers an area of 20,732km<sup>2</sup>, spanning from the Local Government Areas of the Clarence Valley in the south to Tweed in the north.

The western and southern borders of the District join the Hunter New England Local Health District and Mid North Coast Local Health District. The northern border of the District joins Queensland, with the city of Gold Coast located immediately north of the Tweed Local Government Area.

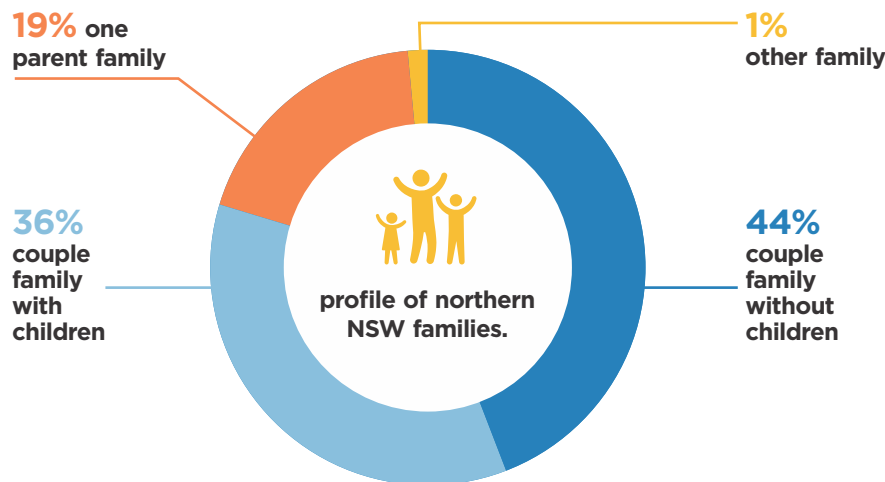
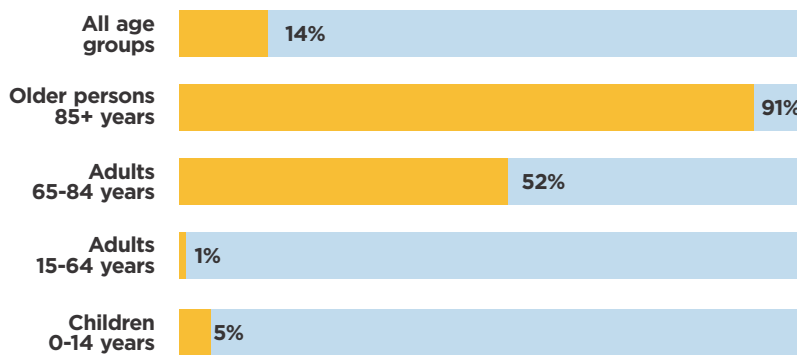
The traditional custodians of the land covered by the District are the Bundjalung, Yaegl, Gumbaynggirr and Githabul Nations.



**Life expectancy at birth:**  
**85** years for women  
**79** years for men



## Growth in NNSW LHD population from 2016 to 2036 by age group



**301,600**  
people



**16,056** are  
Aboriginal and Torres  
Strait Islander people



**6.3** million domestic  
and international  
visitors to the region



**54,220**  
children



**18,050** adults  
aged over 80



**29%** of households  
are single (or lone)  
person households.



Strategic Priority:

# Value, Develop and Empower Our People



A Healthy Community Through Quality Care



# Value, Develop and Empower Our People



**Our staff are our lifeblood. We are committed to showing all our staff that we value the work they do to deliver high quality, safe and respectful health care. We will continue to develop our committed highly skilled workforce.**

## Between 2019 - 2024 we will:

### Develop our workforce

We will provide stronger mentoring, coaching, training and development opportunities for staff and students.

### Establish a vibrant learning culture

We will promote sharing of knowledge and learning in partnership with universities, colleges and TAFE.

### Establish a culture of safety

We will provide a safe environment for staff, patients and visitors and support our staff to be healthy, compassionate and resilient.

### Develop a culture of mutual respect

We will develop leaders who positively influence our work culture and promote respectful working relationships. We will foster more Aboriginal people in senior leadership roles and promote employment of Aboriginal people.

### Promote staff engagement

We will promote the achievements of our staff and provide positive feedback through local reward and recognition programs.





Strategic Priority:

# Our Community Values Our Excellent Person-Centred Care



A Healthy Community Through Quality Care



# Our Community Values

## Our Excellent Person-Centred Care



Our health services will provide high quality, safe health services and excellent patient care.

### Between 2019 – 2024 we will:

#### Focus on patient safety first

We will provide high quality, safe health services and excellent patient care. We will use the latest technology and research to continue to improve how we provide the best healthcare. We will support patients and carers to be partners in their care and make informed choices about their health.

#### Deliver on-time treatment

We will focus on the on-time treatment in Emergency Departments, Surgery, Chronic Care and Mental Health.

#### Improve patient and carer experience

We will improve the experience of people using our health services. We will listen to what people have to say, and involve people in the decisions that affect them. We will improve communication with doctors and health professionals outside the hospital and better connect patients' care.

#### Improve access to mental health services

We will expand our Mental Health services and improve the experience of people using these services:

- Provide more peer workers and better link-up health care;
- Expand specialised Mental Health services that are more responsive to the needs of young people, adults and older people;
- Expand Mental Health services outside our hospitals and set-up outreach and home treatment services.

#### Improve health literacy

We will improve our communication and empower people to better understand and manage their health care. We will replace medical jargon with plain language, and encourage people to ask questions at all times.

#### Deliver responsive health services

We will adjust the focus of our health services to better understand and meet community needs. This includes more investment in health services outside of our hospitals, connecting people's care and creating services that can react quickly to community needs.

#### Deliver eHealth for improved health information

We will develop online technology to improve our health care with better access to important medical history. We will improve people's experience of our services by using measures that instantly tell us about any problems. We will develop an online Health Directory for easy access to local health information and services.

#### Promote healthy communities in Northern NSW

We will continue to work to protect our community from vaccine preventable diseases and improve the up-take of vaccinations. We will invest in healthy lifestyle programs to reduce the impact of preventable diseases.

#### Plan our health infrastructure and technology for the future

We will plan for new or expanded hospitals and health services to meet the needs of our community now and in the future. Using new technology and treatments we will be able to look after more people.





Strategic Priority:

# Empowering Aboriginal Health



A Healthy Community Through Quality Care



# Empowering Aboriginal Health

We acknowledge the significant health differences between Aboriginal and non-Aboriginal people in NSW.

Aboriginal Health will be central to everything we do. Our organisation will work alongside Aboriginal communities, Aboriginal Medical Services and other service partners to improve the health and wellbeing of Aboriginal people in our region.

## Between 2019 - 2024 we will:

Work alongside Aboriginal communities, Aboriginal Medical Services and other service partners to put in place the Reconciliation Action Plan.

We will continue to work in partnership to provide culturally safe health care.

We will develop an Aboriginal health 'dashboard' to allow us to check our region's performance.

We will further develop our Aboriginal workforce, enhance employment and career opportunities and implement the:

- NNSW LHD Aboriginal Workforce Plan;
- Aboriginal Cadetship Program including the Aboriginal Nursing Cadetship.

We will strengthen the Aboriginal partnership agreement with our partners:

- Bulgarr Ngaru Medical Aboriginal Corporation Richmond Valley;
- Bullinah Aboriginal Health Service;
- Bulgarr Ngaru Aboriginal Medical Service Grafton;
- Rekindling The Spirit;
- North Coast Primary Health Network.





Strategic Priority:

# Integration Through Partnerships



A Healthy Community Through Quality Care



# Integration Through Partnerships

**Our valued partnerships are essential to providing truly integrated care. Integrated care is seamless, effective and efficient care that reflects the whole of a person's health needs.**

## Between 2019 - 2024 we will:

### Work with community as our partners in health

We will work with community, carers, clinicians and patients. We will develop a Community Engagement Plan that ensures we:

- Consult with communities on health issues that affect them;
- Receive feedback from communities about local health issues, service planning and decisions that affect them;
- Adopt a co-design approach to developing clinical services.

### Enhance collaboration and integrated care with our service partners

We will work with our partners to provide a more integrated health system.

### Progress regional planning with service partners

We will take into account the needs of the whole community in our planning and work with our partners.

### Promote eHealth for integrated care

We will continue to build integrated information technology systems that strengthen communication between health sectors. We will work together with North Coast Primary Health Network, General Practitioners and Aboriginal Medical Services to provide patient centred health care to our communities.







Strategic Priority:

# Effective Clinical and Corporate Accountability



A Healthy Community Through Quality Care



# Effective Clinical and Corporate Accountability

**Our Executive Leadership Team and Local Health District Board will deliver effective leadership and we will strengthen accountability for financial, clinical and corporate decisions and actions.**

## Between 2019 – 2024 we will:

### Further cultivate dynamic and responsible leadership

We will deliver effective leadership through our Local Health District Board and Executive Leadership Team. We will continue to strengthen accountability for financial, clinical and corporate decisions and actions. We will continue to improve consistency in access to resources.

### Effective governance and accountability

We will:

- Set timely budgets and deliver good financial management;
- Increase access to relevant and quality financial, corporate and clinical performance information that supports good decision-making;
- Align resources to invest in more community-based health services.

### Use resources wisely

We will implement new systems to ensure sound use of resources and quality auditing.

### eHealth for improved health intelligence

We will use eHealth information to learn more about what works, and improve our health care services.





Strategic Priority:

# Champions of Innovation and Research



A Healthy Community Through Quality Care

**Improving Patient Journey in Mothers for Elective Caesarian Section & High-Risk Pregnancy in NEMICHD**

Background: To reduce maternal and foetal morbidity and mortality, the program aims to improve the patient journey for elective caesarian section and high-risk pregnancy in NEMICHD.

Objectives: The program aims to improve the patient journey for elective caesarian section and high-risk pregnancy in NEMICHD.

Methodology: The program uses a patient-centered approach to improve the patient journey for elective caesarian section and high-risk pregnancy in NEMICHD.

Results: The program has successfully improved the patient journey for elective caesarian section and high-risk pregnancy in NEMICHD.

Conclusion: The program has successfully improved the patient journey for elective caesarian section and high-risk pregnancy in NEMICHD.

**Research engagement, barriers and needs of a large, rural public health organisation**

**Research idea**

Before embarking on RCT, researchers must:

- Identify current levels of research skills
- Identify the barriers, enablers and institutional elements towards engagement in high quality research

**Main project activity**

Conduct a comprehensive research needs assessment of NEMICHD

**Guidance Team**

- Dr. David Sutton, Executive Director Clinical Governance, Northern NSW LHD
- Anthony NSW LHD Research Strategic Advisory Committee

**Project Team**

- Dr. Alan Doolan

**Background**

There is a clear divide in terms of a range of health services in rural and remote areas.

**Why embed research?**

- A wide spectrum of primary research in health settings has many benefits, including:
  - Increasing knowledge of health and disease
  - Identifying new therapies and modes of drug delivery
  - Improving patient health outcomes and quality of life
  - Reducing the total care burden and adverse events
  - Providing more rapid access to new therapies

**Survey Results**

**Percentage engaged in research (Figure 2)**

70% of respondents engaged in research (range 0% to 100%) for both clinical and education. Respondents who research more often reported higher levels of engagement.

**Type of research engaged in (Figure 3)**

Quality needs assessment (n=100)

- 100% of respondents engaged in research
- 100% of respondents engaged in research
- 100% of respondents engaged in research

**Research barriers (Figure 4)**

- Lack of time and lack of funding (reported as the leading barrier)
- Research Ethics and Governance, and Culture were leading barriers reported as the variable barriers

**Research training opportunities (Figure 5)**

95% of respondents reported interest in:

- Research Methods
- Data collection tools & management
- Study opportunities

**Interest in further education (Figure 6)**

80% of respondents reported interest in:

- Interest in further education
- Interest in further education
- Interest in further education

**Key findings**

- Considerable proportion of respondents engaged in research
- Strong interest in doing more research
- Research engagement associated with associated level
- Major barriers were reported time and funding
- Strong interest in further education

**Future directions**

- Strategic investment in support and resources
- Focus on further education
- Provide research training



# Champions of Innovation and Research

**Our organisation will support a culture of innovation. We will establish a workforce that leads the way in research that translates into improving clinical practice.**

## Between 2019 - 2024 we will:

### Develop the NNSW LHD Research Strategic Plan

We will develop a Research Strategic Plan that sets out the direction for research in NNSW LHD.

### Promote a 'research active workforce'

We will establish a workforce that leads the way in research that translates into improving clinical practice.

We will establish a Research Development Program to develop skills and knowledge through face to face and web-based education, supported by database management and data analytics.

We will foster partnerships with tertiary and other education institutions and:

- Develop research, education and career development pathways;
- Undertake collaborative research with research partners;
- Showcase research with research partners.

### Establish a robust governance structure for research

We will provide robust governance of Research and Ethics.

### Develop and support a culture of innovation

We will support and encourage staff to promote and put forward ideas for innovation, eg. BIG IDEAS.

We will work with our partners and our community to develop evidence based and innovative models of health care.

### Redesign health services and deliver more integrated and responsive community care

We will redesign models of care and the way we provide services to be more integrated and responsive to community needs.





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Local Health District**

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Aboriginal Health Impact Statement endorsed 6 June 2019.

