



DRAFT Strategic Plan 2020-25



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Draft Strategic Plan 2020-25



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Acknowledgement

Northern Adelaide Local Health Networkrlu tampinthe Kurna miyurna yaitya yarta-mathanya Kurna yartarna-arra ngadlu warpulayinthe. Ngadlu tampinthe purkarna pukinangku, yalaka, tarrkarriya. Ngadlu tampinthe yaitya mathanya kuma parnaku tuwila yartangka.

The Northern Adelaide Local Health Network acknowledges the Kurna people as the traditional custodians of the land on which we proudly deliver health and wellbeing services. We honour Kurna Elders past, present and emerging. We recognise Aboriginal cultural authority, and the ongoing spiritual connection the Kurna people have to country.

Terminology

Throughout this document we use the term Aboriginal to refer to people who identify as Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander.



Message from the NALHN Governing Board Chair

This is the first strategic plan under the new governance arrangements for NALHN



The NALHN Governing Board is pleased to release the Draft NALHN Strategic Plan 2020-25 for consideration and feedback by our many stakeholders before finalisation and release in the new year.

The Plan articulates our vision, purpose, values and strategic imperatives and provides a bold and clear framework for action over the next five years. It is not set in stone and will change and adapt to new opportunities and new priorities that will inevitably emerge in the period 2020 - 2025. Many health and wellbeing issues have a timeframe of 20-30 years and so our strategic thinking needs to go well beyond the 2025 timeframe.

The NALHN Governing Board formally came into operation on 1 July 2019 as part of the Marshall Government's commitment to reform, strengthen and stabilise the public health system in South Australia through decentralising governance to Local Health Network boards thereby moving the locus of decision-making on health and wellbeing services (what services, who for and where delivered) closer to the communities being served.

Since early 2019, the new eight-member Board has been actively learning about northern health services, our environment and the population we serve. We are impressed with all that has been achieved by the previous NALHN management, clinical teams, support staff and community supporters and we commend all those who have contributed to these achievements. It is a solid foundation on which to build. To this the new board brings a wide range of skills and experience and total commitment to meeting the challenges ahead.

Within the Northern Adelaide area we see several major imperatives; first, to improve the health and wellbeing of the local community and reduce ill-health and the burden of disease and, secondly, to increase the range and level of services to improve local access and meet growing demand.

The former will require us to work closely with multiple services providers (General Practice, primary and community care, hospitals, etc) and many sectors of the community (education, local government, sporting bodies, etc). We are committed to doing this and look forward to strengthening existing relationships and developing new ones. Relative to much of Australia, the northern Adelaide area faces many real challenges in terms of housing, education, employment and other population needs that impact on physical and mental health and wellbeing. We do not have all the answers, but we have an abundance of expertise, energy and ambition to contribute to a collaborative approach across the region.

The latter will require us to attract and retain the highest quality staff, increase capital investment in technology and facilities, and innovate. We will need to expand our resource base through vigorous and effective advocacy; attract more grant funding for research, development and new services; and more effectively utilise and apply existing funding and resources. We will do this.

The Strategic Plan 2020-25 is a key instrument in the Board's governance of the NALHN services and, once resolved, it will guide the governance and the actions of NALHN towards our goal of optimal health and wellbeing throughout the life of all northern community residents.

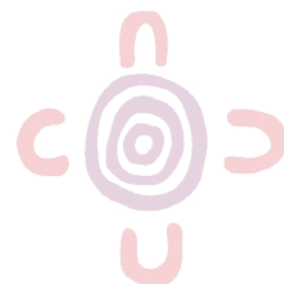
I commend this draft for your consideration and encourage your feedback during the consultation period.

Ray Blight

Governing Board Chair

Northern Adelaide Local Health Network

Message from the Chief Executive Officer



We are seeking your views as consumers, carers, partners and members of our community on this draft plan



I am pleased to present a draft of the Northern Adelaide Local Health Network (NALHN) Strategic Plan 2020-25, which sets out our vision and direction for the delivery of our health services to the communities of the north and north-east of Adelaide. Our vision is that our community has the best possible health and wellbeing throughout their life. We recognise that we play a leading role in enabling, protecting, guiding and supporting the health and wellbeing of our communities, delivering services to the fastest growing region in South Australia.

Our health care system is about people – those we serve every day, the many health care professionals who care for each person, and those that provide the services that support our clinical service delivery. We are proud of the services we currently deliver and will continue to provide high quality, compassionate and accessible health care tailored to the needs of our local communities.

We will constantly strive to deliver evidence-based, safe, reliable and sustainable services from beginning to end of life. In an era of rapid change and technological advances, and where the demand for health services is growing, we must be a dynamic and innovative organisation that responds to the needs of every person in our community.

We recognise that how we do our work drives the safety and quality of our services. We want to create great places for people to work and harness the talent embedded in our workforce. The Strategic Plan affirms the values we hold and how these values underpin how we behave and treat each other. Care and kindness will be at our core. We are committed to being a learning organisation and will continue to invest in strengthening our culture and supporting our workforce. We know that effective leadership and staff engagement is critical to NALHN's success.

In delivering on our vision, we have identified six strategic imperatives for us to focus on over the next five years:

- | | |
|----------------------|-----------------------|
| 1. Inclusive Culture | 4. Sustainability |
| 2. Service Design | 5. Exceptional People |
| 3. Digitally Smart | 6. Partnering |

We will collaborate with our diverse range of partners, including general practitioners and other health professionals, research, education, business, local government and local service providers to support integrated and coordinated health and wellbeing services throughout their life. We will work together with consumers to co-design our services, empowering individuals to make choices which promote health and wellness, and support each person to stay connected to their culture and community.

We would like your feedback on this draft Strategic Plan as this plan marks the beginning of the next phase of NALHN's journey in supporting our community to have the best possible health and wellbeing. I look forward to continuing to work with all our staff, health professionals, consumers, volunteers, partners and communities to deliver on our vision.

Maree Geraghty

Chief Executive Officer

Northern Adelaide Local Health Network



Our Vision, Purpose and Values



The strategic plan sets the Northern Adelaide Local Health Network's vision for the next five years and provides a clear framework for action

Our Vision

Our community has the best possible health and wellbeing throughout their life.

Our Purpose

To deliver exceptional health and wellbeing services that enhance the quality of life for our community.

Our Values

Values are at the heart of our organisation and inform our culture and how we work. In NALHN we believe that:

Everyone has a story.

Everyone matters.

Everyone contributes.

Everyone grows.

Everyone has a story

We are compassionate and will walk a mile in your shoes – patients, families and staff.

Everyone matters

We are welcoming, respectful and inclusive. In NALHN rank doesn't have its usual privileges.

Everyone contributes

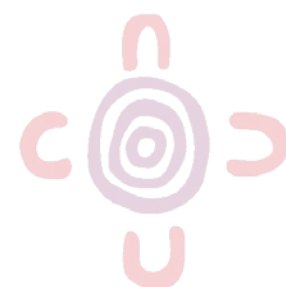
Everyone builds the culture and makes NALHN better. We listen and learn.

Everyone grows

We promote recovery, wellbeing, creativity and innovation. We are all on a growth journey – patients, families and staff.



Our Local Health Network



NALHN is one service providing a range of hospital, community and home-based services across multiple sites in the northern and north-eastern Adelaide region

We employ more than 5,000 staff and deliver services to more than 400,000 people in our community.

We provide a range of services: medical, surgical (both elective and emergency), obstetric, neonatal, paediatric, mental health, oncology, geriatric medicine, palliative care and rehabilitation. Increasingly these are provided across a range of hospital, community and home-based settings.

Our Local Health Network Sites and Services

Lyell McEwin Hospital

The major hospital in the north and north-east for emergency care, complex and multi-day surgery, medicine, obstetrics, paediatrics and outpatient services.

Modbury Hospital

A general hospital with emergency care, elective surgery, medicine, outpatient and sub-acute services, rehabilitation, geriatric and palliative care.

Northern mental health services

Across community and hospital settings, including adult and older persons' mental health services and statewide forensic mental health services.

Watto Purrunga Aboriginal Primary Health Care Service

With four sites including Muna Paeindi (Elizabeth Vale), Kanggawodli (Dudley Park), Maringga Turtpandi (Gilles Plains) and Wongganga Turtpandi (Port Adelaide).

Primary health, sub-acute and transitional care services

Including the GP Plus Health Care Centre Elizabeth, the Modbury GP Plus Super Clinic, and the satellite Gilles Plains GP Plus Super Clinic.





Our Community

NALHN celebrates the diversity in the community and in our workforce

Many South Australians experience a good to high level of health and wellbeing associated with the social, economic, behavioural and environmental determinants of health. But disadvantage and inequities persist, including in northern and north-eastern Adelaide.

Socioeconomic barriers, such as unemployment, housing stress, social isolation, drugs, alcohol and violence, can be a constant threat to people's health and wellbeing. Elements within the environment such as pollution, toxins and weather also affect health, as do specific risk factors such as smoking, physical inactivity, overweight and obesity, and unsafe alcohol consumption.

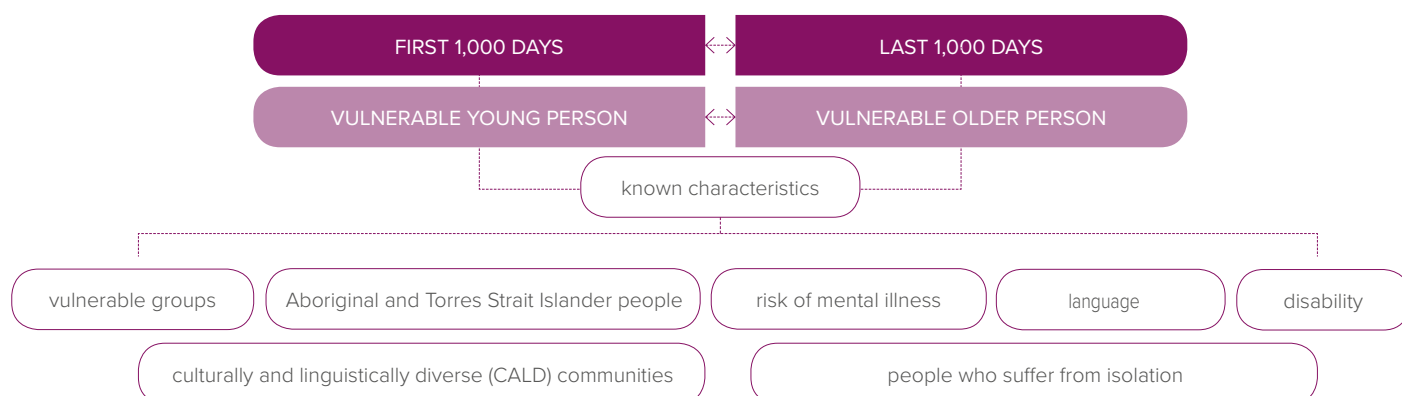
The community NALHN serves is a diverse one, with a range of health outcomes and cultural approaches to health. NALHN celebrates the diversity in the community and in our workforce. We work to break down barriers to health and wellbeing. We want to better understand the needs of individuals of different ethnicity, religious beliefs, socioeconomic status, family status, gender identity and sexual orientation. Our aim is to make good health and wellbeing accessible for all. Delivering compassionate, relationship-centred care to everyone is the central principle of our work and culture, as outlined in the NALHN Culture Framework.

Health and wellbeing are more than medical outcomes delivered by clinical services. The determinants of health are broad and addressing them requires collaboration across a range of sectors. It also requires the involvement of consumers, their carers and the broader community.



NALHN and our partners provide a range of services dedicated to growing and supporting the health and wellbeing of those in northern and north-eastern Adelaide. We also know that what happens to children in the first 1,000 days shapes the way their brains, bodies and emotions develop throughout life. Similarly, many of those we care for and care about are older people in their last 1,000 days.

Our aim is to deliver integrated healthcare: care that doesn't stop at the hospital door but is delivered where people need it, when they need it. Integrated care happens when everyone is involved.





Population and Capacity in Northern Adelaide Local Health Network

Population **406,300***

32% of metro population

Budget **\$793m****

24% of metro budget

Beds **505*****

20% of metro beds

*ABS, 2016, Statistical Area Level 2

**Financial 2019/20 Budget (Service Agreement)

***SA Health Inpatient Dashboard - Dec 2019

Northern Adelaide Local Health Network (NALHN)

Integrated Health Care



The picture represents many of the services NALHN and our partners provide, working together in the north and north-eastern Adelaide region to provide the right service at the right time supporting access for all.

Strategic Imperatives

The imperatives have been co-designed with our staff, Aboriginal people and diverse community



The NALHN Strategic Plan 2020-25 identifies six strategic imperatives to help us meet our purpose to deliver exceptional health and wellbeing services that enhance the quality of life for our community.

These initiatives build on our strengths, recognise where we can improve, and respond to the challenges of our region, our community and the broader healthcare sector.



Inclusive Culture

We are committed to supporting and building our personality in line with our values and determination to provide the best care, every time, by our exceptional staff.



Service Design

We deliver services tailored to meet the health needs of our population in the most appropriate, effective and efficient way.



Digitally Smart

We develop digitally smart programs and use the latest technology to maximise better health outcomes, reshape how our consumers, communities and partners use technology to interface with us and support staff.



Sustainability

We embrace sustainability by innovating, improving our efficiency, recognising and managing risk, and continually aligning, optimising and growing our resources and living within our means.



Exceptional People

We strive to be a workplace of choice that attracts and retains exceptional employees by fostering an inclusive work culture and environment where they feel empowered to grow, contribute and everyone matters.



Partnering

We create strategic collaborative partnerships to maximise and leverage opportunities to support our growing community.



The Culture Framework - Compassionate Relationship-Centred Care

Developing a values-based workforce

Supporting values-based recruitment through policy, training and toolboxing
From orientation and beyond every staff member can name, know, remember and live the NALHN values

Cultivating psychological safety

Psychological safety is a shared belief that the workplace is safe for interpersonal risk taking:

- Safe to express an opinion
- Safe to speak up for safety
- Safe to learn from mistakes
- Supportive of difference and diversity

Facilitating excellence in care

Better Me + Better You = Better Us
Nurturing safety to innovate and grow
Using data to inform practice
Continuous improvement supported by education and research

Providing transparent accountability

At all levels - organisational and personal commitment to transparency

- Open disclosure
- Engagement with consumers and carers through governance, co-design and responsive relationship "We talk to and with people not about them"



Strategic Imperative 1

Inclusive Culture



Core Goal

We are committed to supporting and building our personality in line with our values and determination to provide the best care, every time, by our exceptional staff.

What we will achieve

- 1. A values-based workforce in which all our staff know and embrace our core values, by:**
 - a. adopting values-based recruitment strategies
 - b. implementing sustainable behaviours and practices that are built on key principles and values
- 2. Psychological safety in which staff feel valued and are safe to learn, grow, speak up and achieve, by:**
 - a. pursuing a culture change program
 - b. prioritising team conversations about culture and how we work together
 - c. supporting staff to courageously embrace opportunities for learning and improvement
- 3. Excellence in care through partnership, learning, evidence, research, and continuous improvement, by:**
 - a. developing programs to ensure we provide exceptional, innovative, trustworthy and compassionate care to everyone
 - b. identifying and adopting contemporary clinical service models to encourage excellence in clinical care
 - c. redeveloping approaches to professional development to support personal growth across all clinical and non-clinical disciplines
 - d. enhancing our commitment to research and to evidence-based practice
- 4. Transparent accountability, through:**
 - a. establishing transparency across the organisation at all levels
 - b. putting in place open disclosure measures
 - c. resourcing communications across all media with our staff, partners and the community
 - d. seeking and responding openly to feedback
- 5. A statewide reputation for our spirit of learning, growth and excellence, embodied in an inclusive culture, through:**
 - a. delivering trusted and consistent excellence in care
 - b. engaging our partners and the community in our programs and services
 - c. Implementing our culture framework as illustrated on page 14



Strategic Imperative 2

Service Design



Core goal

We deliver services tailored to meet the health needs of our population in the most effective and efficient way.

What we will achieve

1. Effective and innovative care from beginning to end of life, by:

- a. developing a clinical services plan informed by the population health needs of the community that ensures value for care
- b. developing, delivering and evaluating contemporary, sustainable services and models of care in consultation with consumers, staff and stakeholders:
 - i. embedding co-design principles to meet our community's needs
 - ii. engaging our consumers, community and stakeholders, including general practitioners and health professionals, non-government organisations, community services, local and regional providers
- c. building self-sufficiency of our services, to reduce the number of people leaving our region for care in other metropolitan local health networks
- d. providing focussed care in the first 1,000 and last 1,000 days of life, including:
 - i. strengthening pregnancy and early childhood care through an early-intervention supportive approach
 - ii. designing our health service to detect and manage the complex needs of older people who often have multiple medical issues, physical and cognitive frailty, and functional impairment
 - iii. extending community outreach specialist palliative care services from the current weekday service to provide a 24-hour service, seven days a week
 - iv. developing the 'NALHN Better Care in the Last Days of Life' program to enable palliative care patients to be in their place of choice at the time of death

2. Excellent and compassionate health services delivered to our key population groups, by:

- a. working in partnership with specific communities, including Aboriginal and Torres Strait Islander people, LGBTQI people, veterans, people living with disability, people from culturally and linguistically diverse backgrounds, and vulnerable people
- b. reviewing and including:
 - i. improving end-of-life care for Aboriginal people by supporting specialist palliative care to work in partnership with NALHN Aboriginal health services
 - ii. building integrated-care management models for vulnerable consumer groups, focussing on uptake of care coordination, education and self-management

3. Integrated health services across the continuum of care, by:

- a. engaging with private, public and community sector partners to enhance care coordination that is adaptable to the needs of individuals
- b. delivering planned service improvements that ensure the right people are providing the right services in the right place at the right time
- c. strengthening out-of-hospital strategies, such as hospital in the home, through:
 - i. ongoing program review and reform
 - ii. partnering with consumers and their carers to co-design integrated hospital and home-based care
 - iii. partnering with community and primary providers
 - iv. increasing outpatient care at home through investing in programs which are better connected between the home and the hospital
- d. promoting best choices for health and wellness within the community, including self-managed care supported by a strong primary care presence with specialist support



Strategic Imperative 3

Digitally Smart



Core goal

We develop digitally smart programs and use the latest technology to maximise better health outcomes and reshape how our consumers, communities and partners use technology to interface with us and support staff.

What we will achieve

- 1. Excellent care and patient safety outcomes through digital and technological innovation and uptake, including:**
 - a. using smart technology to improve diagnosis and care, with a focus on personalised medicine and including telehealth for consultations as appropriate
 - b. developing information support systems to enable consented sharing of clinical data across care and health service providers, including general practitioners
 - c. adopting innovations to simplify, standardise and automate improvements in patient safety, outcomes and experiences, including in data and predictive analytics, flexible ICT systems, and intuitive and accessible consumer interfaces
 - d. introducing 'single source of truth' systems to create seamless digital storage, access and sharing of patient information to inform clinical decisions
- 2. Transparency and communication with consumers, by:**
 - a. working with consumers to ensure our information and technology are accessible and flexible for all our consumers, including those from culturally and linguistically diverse backgrounds
 - b. publishing high-quality data and research in relation to the use of new and advanced technologies
- 3. A digitally smart workforce, by:**
 - a. investing in training to develop a workforce skilled in data capture, reporting and analysis
 - b. developing staff capability in using data and information to make healthcare and management decisions




Photo: Anstey Hill Recreation Park

Photo Competition Winner:

Valerie Hughes, Nurse Consultant

Valerie works across both Modbury and Lyell McEwin Hospitals and enjoys walking through Anstey Hill Recreation Park in the mornings before work:

"As the sun rises on the quarry, the colours in the cliff side change, reminding me how blessed we are to live in this wonderful place"

Strategic Imperative 4

Sustainability



Core Goal

We embrace sustainability by innovating, improving our efficiency, recognising and managing risk, and continually aligning, optimising and growing our resources and living within our means.

What we will achieve

1. Resource efficiencies and generation through innovation, commercialisation and investment, by:

- a. creating a culture of innovation in service delivery and design
- b. redirecting investment where evidence supports improved, new or alternative practices
- c. exploring opportunities to collaborate with partners, including private hospitals, general practitioners, other health providers and local councils, on research, innovation and commercialisation
- d. exploring intellectual property opportunities in current and future activities
- e. developing a commercial model for training to external stakeholders and optimising internal training opportunities
- f. identifying the best use of our current physical footprint and infrastructure, exploring new commercial partnerships and business models

2. Efficient processes and administration to support safe and appropriate health services, including:

- a. developing a continuous improvement framework to achieve process and quality improvement
- b. designing services that balance demand with fiscal responsibility
- c. implementing earned autonomy to enable staff to make informed decisions at the point of service
- d. implementing a systems approach to reduce red tape, duplication and waste, including refining administrative processes and information gathering from patients
- e. improving business processes, including the implementation of the electronic food system and barcoding for activity capture

3. Best-practice financial management and business acumen, by:

- a. strengthening systems to track and monitor financial performance in real time
- b. building the financial capability of staff by rolling out enterprise-wide financial systems and education
- c. developing and continuously improving budgeting and reporting frameworks with alignment to activity and funding models
- d. supporting decision-making at the right level by the right staff
- e. supporting consistent application of local risk management frameworks

4. Care for the environment, through:

- a. developing a sustainability framework to minimise our environmental footprint
- b. embedding the consideration of environmental impacts within all of our decision-making



Strategic Imperative 5

Exceptional People



Core Goal

We strive to be a workplace of choice that attracts and retains exceptional employees by fostering an inclusive work culture and environment where they feel empowered to grow, contribute and everyone matters.

What we will achieve

1. A welcoming culture that values and empowers all staff, through:

- a. investing in a 'culture building' strategy that:
 - i. places care and kindness at the centre of the workplace
 - ii. acknowledges all people are unique and come from diverse backgrounds and experiences
 - iii. promotes a high standard of cultural safety and competency
 - iv. building our capacity as a learning organisation and that celebrates our achievements
- b. engaging our workforce through staff surveys and other forms of communication, responding to their views, concerns and recommendations with appropriate reforms and feedback
- c. providing workplace and wellbeing information at employee engagement centres

2. A world-class workforce known for its expertise and compassion, by:

- a. developing a workforce plan that:
 - i. is informed by our strategic imperatives
 - ii. aims to create a diverse, skilled and agile workforce to deliver world-class healthcare
 - iii. creates a culture of continuous professional growth
 - iv. promotes a culture of professional and personal development and accountability
 - v. considers contemporary workforce models and broader Australasian workforce research and evidence
 - vi. delivers work outcomes that are well-defined, focussed and responsive to change
- b. ensuring workforce requirements are at the forefront when planning new and expanding service models so that NALHN has the best and most appropriate staff to deliver services
- c. implementing learning, development and succession plans for staff that identify and support personal and professional goals
- d. strengthening employer branding by showcasing NALHN achievements and successes

3. A visionary, capable and supportive leadership, by:

- a. creating pathways to enable current and future leaders to gain the experience and skills necessary to succeed and realise their potential
- b. growing our leaders by implementing a new manager training program



Strategic Imperative 6

Partnering



Core Goal

We create strategic collaborative partnerships to maximise and leverage opportunities to support our growing community.

What we will achieve

- 1. The health and wellbeing of our community are strengthened through our partnerships across the NALHN region, by:**
 - a. sharing roles and responsibilities with our network partners, identifying gaps and reducing duplication, including with local government
 - b. identifying and developing key relationships with health service providers to support integrated and seamless primary, secondary and tertiary care
 - c. working with other service providers, including community and social service agencies, to support holistic wellbeing for our patients
 - d. establishing a vibrant health precinct that collaborates, identifies and secures investment to leverage opportunities for the economic benefit of our community
- 2. NALHN meaningfully engages with and responds to consumers, their carers and the community, by:**
 - a. working with consumers as partners in their own care to achieve best outcomes
 - b. embedding communication, engagement and co-design (including planning, delivery and evaluation) principles in all our work
 - c. working with specific communities, including Aboriginal and Torres Strait Islander People, LGBTQI people, veterans, people living with disability, people from culturally and linguistically diverse backgrounds, and vulnerable people, to meet their health and wellbeing needs
 - d. involving consumers within the governance of our network
- 3. NALHN is at the forefront of research, education and training that contributes to community health and wellbeing, by:**
 - a. developing our research program so it:
 - i. identifies opportunities for research, innovation, and best practice
 - ii. focusses on understanding and improving the social determinants of health in our community.
 - iii. develops partnerships with teaching and learning institutions across South Australia
 - iv. offers a flexible and adaptable engagement model with research partners
 - b. ensures the rapid uptake of best-practice models of care through a research translation approach
 - c. commences a collaborative capital infrastructure outline to ensure research capacity is located on the ground in NALHN
 - d. engages with the region's vocational, education and training sector and with local high schools
 - e. provides opportunities for local employment, including entry-level employment.



Our Commitment

We will hold ourselves accountable for the implementation of this strategic plan



The NALHN Governing Board has oversight of the delivery of this plan. Our community's constructive, ongoing feedback is also valuable. We will report each year on how we are progressing with the delivery of our strategic imperatives, through our annual public meeting.



Consultation

The draft NALHN Strategic Plan 2020-25 has been released to provide further opportunities for our consumers, community, partners and staff to provide feedback.

Your voice matters. We want to hear your views.

Feedback is open until Friday, 24 January 2020 through the yourSAy website <http://www.yoursay.sa.gov.au/nalhn-strategic-plan>.



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