



# Strategic Directions 2017-2021



**Health**  
Mid North Coast  
Local Health District

Home of Integrated Care

**Mid North Coast Local Health District**

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# A Message from the Chair of the Governing Board



The Governing Board is delighted to present the Mid North Coast Local Health District Strategic Directions 2017-2021. We are extremely proud of our District and look forward to working closely with our communities and staff to achieve the Strategic Directions. The Governing Board is confident this document provides an excellent framework within which to further enhance the contemporary, quality and safe health services we provide for Mid North Coast communities.

The Mid North Coast Local Health District (MNCLHD) includes the Local Government Areas of Bellingen, Coffs Harbour, Nambucca, Kempsey and Port Macquarie-Hastings. The Mid North Coast has an increasing ageing population and a higher than NSW average Aboriginal population.

Since 2011 the MNCLHD has seen the largest capital investment ever in health services for the region. Within that five-year period, MNCLHD has administered a total budget in excess of \$2 billion. Some of the services provided in that period include more than 500,000 attendances to Emergency Departments and over 50,000 surgical procedures.

Since the last strategic document the availability of services has continued to grow and expand. Through innovation and research, we look forward to preparing the District for future health service needs in a changing environment.

The development of this document provides a strategic framework to allow MNCLHD to work collaboratively with community and partners to ensure planning and service provision is aligned to the needs of the diverse population. MNCLHD is implementing integrated care, home-based treatment services, community services, innovation and research while continuing to maximise the efficiency of hospital based services.

Closer collaboration between the Clinical Networks has assisted in ensuring the hospitals and services are appropriately connected to meet population needs while making the best use of available resources, learning and sharing of knowledge skills and experience.

Closing the Gap is also a strong commitment made by the Governing Board and we aim to close the health disparities between the health of Aboriginal and non-Aboriginal people. The Governing Board, through the articulation of the CORE Values for NSW Health (Collaboration, Openness, Respect and Empowerment), will continue to work towards ensuring that the culture of our organisation embodies tolerance and respect.

**Warren Grimshaw AM**  
Chair



# Strategic Directions



## People, Patients and the Community

We deliver patient-centred care: informed by patients, their families and the community.



## Leadership, Workforce and Culture

We support the development of our workforce through learning and development, with a culture that supports everyone to be their best.



## Integrated Care

We have strong partnerships with healthcare providers across the Mid North Coast to ensure we can deliver truly integrated healthcare.



## Safety and Quality

The safety of our staff, patients and the community is at the core of everything we do. We use data, research and evidence to inform the delivery of quality care.



## Innovation and Research

We evaluate our outcomes against best practice. We collaborate with academic partners to ensure research is part of our culture.



## Value and Accountability

We drive value by delivering the best patient outcomes within a level of expenditure that is sustainable.



## Closing the Gap

We will continue to work towards closing the gap of health disparities between Aboriginal and non-Aboriginal people.

## NSW Health's Core Values

Collaboration

Openness

Respect

Empowerment



## People, Patients and the Community



### Strategic Statement

MNCLHD is committed to providing excellent health care at a time and place when people need it. MNCLHD will further strengthen engagement with our community and partners to make decisions supporting Healthy Communities.

### Purpose

- Population data analytics plays an important part in informing all planning activity
- Early intervention is a priority for improving the future health of the community
- To ensure the right services can be provided we must first understand community expectations and needs
- Patients should always feel respected, consulted and engaged in their care experience
- We ensure equity of access for all patients is maintained
- Strive to always deliver care that is consistent with patient and family wishes and expectations

### Priority activities

- Access accurate and valid data to inform planning and decision making
- Engage the community in delivering the objectives of the 2017-2021 Strategic Directions
- Engage with the community and provide information to assist them in making informed decisions supporting their health
- Enhance existing, and develop new, partnerships
- Enable shared decision making with our community, patients and families
- Promote Advance Care Planning

# Leadership, Workforce and Culture



## Strategic Statement

MNCLHD supports the development of our workforce through learning and development with a culture that supports everyone to be their best.

### Purpose

- The values of the organisation are clearly defined and embedded
- To enhance a culture of innovation and promote the benefits to future health care
- The values of the organisation are clearly demonstrated by the behaviour of staff
- Our staff are expected to work up to the top of their licence and/or professional potential
- We have the right staff and skill mix to deliver the services that are required
- We are a values-led organisation
- Learning and continuous development is our culture

### Priority activities

- Create opportunities for staff to articulate and demonstrate their alignment to the values of the organisation
- Support the contribution of staff from all levels of the organisation
- Encourage Network collaboration
- Inspire our people to work to their potential and institute recognition strategies
- Provide a model for continuous learning and development
- Maximise skills, time and resources with staff operating at the highest level of their professional/employment scope

# Integrated Care



## Strategic Statement

MNCLHD is a leader in the implementation of Integrated Care and, with a focus on connecting services we aim to improve the long-term health of the Mid North Coast communities.

MNCLHD will plan and invest in future health needs and contemporary models of care.

### Purpose

- We are a Preferred partner
- Understand community need
- Develop our conversation with communities about disease prevention and health promotion
- Embed the common understanding of our need to enhance community-based health care options
- Effect improved health outcomes evidenced by better improved chronic disease management
- To have a healthcare system that delivers truly integrated care

### Priority activities

- Work to improve the health outcomes of our community informed by need
- Use predictive analytics to direct service planning
- Work to better define the role of health services
- Improve the patient journey
- Ensure our health and community-based services are aligned with the needs of our community
- Connect care and maximise efficiencies to deliver the right care at the right time and in the right place

## Safety and Quality



### Strategic Statement

MNCLHD is committed to quality and safety being everyone's business.

### Purpose

- Ensure the community and staff embrace a culture of shared responsibility for safety and quality
- Maintain a commitment to excellence
- Everyone understands their responsibility in safety and quality
- Embed safety and quality across all aspects of the organisation
- Embed a system where we monitor what we do, measure outcomes and take necessary action

### Priority activities

- Engage all staff to create a positive safety and quality culture
- Build safety and quality into our research agenda
- Identify champions who will lead the workforce in delivering sustainable safety and quality
- Inform safety and quality practice across the system through the use of analytics
- We will continuously strive to improve the quality of services

## Innovation and Research



### Strategic Statement

MNCLHD undertakes research and uses evidence to inform the delivery of best practice. We believe in the ability of our staff to innovate and create solutions.

We work with partners in research that aligns to our local community needs.

### Purpose

- To support and engage with all staff to embed a culture of innovation and research
- To implement changes that are informed by research findings
- Understand how we identify appropriate evidence-based interventions
- Innovation is informed by research that demonstrates improved health outcomes for patients
- To establish a Research entity focused on improving health outcomes for our community
- To evaluate practices and projects to inform innovative responses

### Priority activities

- Use the findings of high quality research to improve everyday practice
- Establish incentives to encourage research aimed at improving models of care aligned with community needs
- Increase our engagement with University partners
- Increase the proportion of MNCLHD clinicians involved in research
- Develop and encourage a culture of innovation aligned to our values
- Incentivise research
- Showcase research and innovation
- Work collaboratively with our education partners
- Support staff to undertake post-graduate qualifications
- Evaluate practices and projects

# Value and Accountability



## Strategic Statement

MNCLHD provides services in a way which delivers the best outcomes and value for the community. We support the engagement of our workforce to be agile and respond to opportunities.

## Purpose

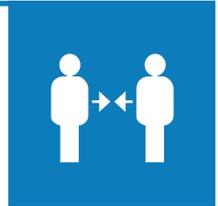
- To deliver high quality services to the community
- Our value proposition is shared with the community
- Promote transparency, accountability and values
- Remain flexible to changing needs
- Clarify health needs of the community and how we can add value
- Maximise the value of activity with healthcare partners

## Priority activities

- Identify and implement delivery models that provide more cost-effective outcomes and services
- Review procurement policies to increase agility and maximise efficiency mechanisms
- Benchmark our services
- Position MNCLHD to be a leader in sustainability and environmentally responsible services



# Closing the Gap



## Strategic Statement

Closing the Gap initiatives must be accomplished.

The disparity in the health outcomes between Aboriginal and non-Aboriginal people must be addressed.

## Purpose

- Our focus must be on intensifying efforts to embed a multi-strategic and whole of organisation approach to closing the gap and meeting the health needs of the whole community
- MNCLHD will work in partnership and collaboration with Aboriginal communities and Aboriginal Community-Controlled Healthcare organisations

## Priority activities

- Respect and appreciate the unique cultures of our communities
- Develop and promote strategies directly targeting the health needs of Aboriginal communities
- Provide culturally safe health services and facilities





