

# Care, connection, compassion for all

## Strategic Plan 2022-2026



### Our vision

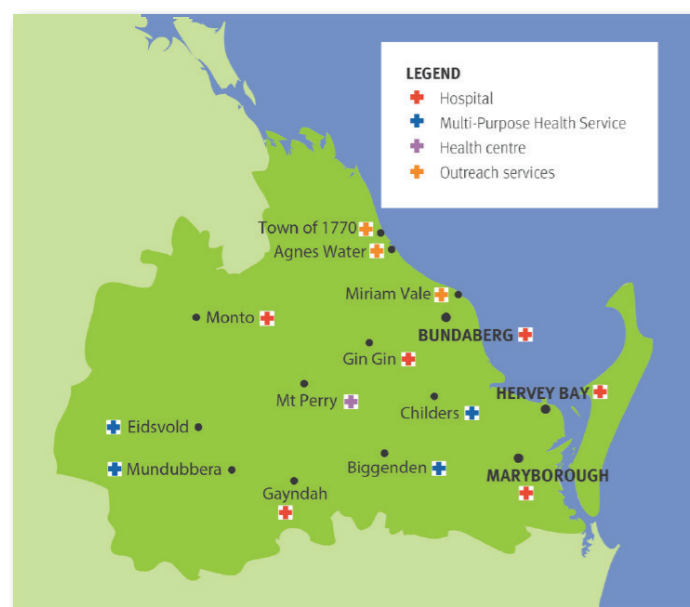
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### Our purpose

To compassionately care and connect with  
the Wide Bay community and our staff to  
provide excellence in regional health services

## Who we are

Wide Bay Hospital and Health Service (WBHHS) is responsible for the delivery of public hospital and health services including medical, surgical, emergency, critical care, acute inpatient, outpatient, mental health, oral health and a range of specialist, community and outreach services.



## Our values

- Collaboration**  
Collaborative teamwork
- Accountability**  
Act with integrity
- Respect**  
Value diversity
- Excellence**  
Be proud of all that we do
- Through patients' eyes**

## Our opportunities

- Harnessing the skill and experience of our staff to drive innovation and quality outcomes
- Effectively engaging with staff and community partners to co-design health services and health promotion strategies
- Strengthening collaborations with the education sector and our health stakeholders to deliver care without duplication
- Delivering health equity
- Working with community partners to enhance health literacy
- Developing new models of care including virtual care initiatives and leverage the innovative models which have arisen from the COVID-19 response
- Enhancing organisational culture through our values
- Attracting, recruiting, retaining and developing our skilled workforce to provide care which meets the Wide Bay's requirements

## Our challenges

- Providing a sustainable health service for the diverse needs of the Wide Bay region
- Rapidly ageing population with almost one third of our residents to be aged over 65 years by 2031
- High rates of smoking, risky drinking, obesity and hospital admissions from chronic disease
- High rates of mental health conditions
- Ageing health service infrastructure and technology
- Ageing health workforce combined with a competitive market to secure skilled professionals
- High levels of socio-economic disadvantage resulting in higher service demand and negative impact on health outcomes
- Not meeting community expectations that all health services are available at all locations

## Our contribution to the Queensland Government's objectives

The *Wide Bay Hospital and Health Service Strategic Plan 2022-2026* aligns to government objectives for our community.



**Health services when you need them**



**A plan for Queensland's future**



## Our commitment with First Nations peoples

WBHHS is committed to delivering health services that acknowledge the Traditional Custodians of the lands and waters on which we work and live. We pay our respects to Elders and leaders past, present and emerging.

## Our commitment to Human Rights

We respect, protect and promote human rights in our decision-making and actions.



For more information, scan the QR code or  
visit [www.widebay.health.qld.gov.au](http://www.widebay.health.qld.gov.au)

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### Optimise and transform

Enhance and transform health services  
to improve patient outcomes



### Equity and access

Services delivered are equitable and  
accessible to the community



### Embed technology

Increase access to virtual care through  
embedded technology



### Foster partnerships

Partner with diverse stakeholders to  
better serve the community



### Nurture and future-proof workforce

Strengthen our workforce to ensure  
care, connection and compassion for all

Objectives and strategies

- 1.1 Establish contemporary patient flow models
- 1.2 Improve wait time indicators for all elective surgery, specialist outpatients, endoscopy and emergency care
- 1.3 Measure and assess indicators including Patient Off Stretcher Time, lost Queensland Ambulance Service minutes, and Emergency Length of Stay
- 1.4 Enhance collaboration between facilities, resulting in best patient outcomes, and sustainable service delivery
- 1.5 Implement priorities of *Strategic Asset Management Plan* and *WBHHS Master Plan*
- 1.6 Improved infrastructure to meet service demand across Wide Bay
- 1.7 Ensure financial sustainability

- 2.1 Continue to engage with our community to improve understanding of sustainable service delivery models
- 2.2 Continuous accreditation and compliance with national safety and quality standards
- 2.3 Continue expansion of availability of subspecialty services
- 2.4 Scale up alternative models of care, including Hospital in the Home and mental health outreach services
- 2.5 Improve availability and utilisation of services for First Nations consumers
- 2.6 Improve availability and utilisation of services for consumers with disabilities

- 3.1 Scale up the use of technology to facilitate care closer to home
- 3.2 Optimise technology to support improved performance and decision-making
- 3.3 Implement information technology improvement strategies and increase access to business information systems at service delivery points
- 3.4 Develop a virtual care agenda that aligns with Queensland Health strategies
- 3.5 Implement contemporary virtual care strategies
- 3.6 Commence the implementation of iEMR

- 4.1 Implement collaborative, co-designed, community-based services to improve patient care
- 4.2 Consumer, community and stakeholder representation in health service design and improvement processes
- 4.3 Pursue mutually beneficial partnerships with private, Primary Health Network and non-government sector
- 4.4 Develop and implement a meaningful health literacy program for staff and consumers
- 4.5 Implement health literacy strategies
- 4.6 Effective collaborative partnerships that build capacity in clinical services, education, training and research

- 5.1 Build a workforce that is culturally-safe and responsive
- 5.2 Target and grow workforce capabilities, focusing on partnerships with other private and education providers
- 5.3 Foster a continuous improvement and learning environment
- 5.4 Expand WBHHS Wellbeing Program
- 5.5 Ongoing development of Regional Medical Pathway
- 5.6 Expand graduate intakes and implement targeted succession planning

Performance Measures

- Implementation of measurable evidence-based improvement strategies for patient flow
- Reduction in Patient Off Stretcher Time, lost Queensland Ambulance Service minutes, and Emergency Length of Stay
- Reduction in >24 hour Emergency Department stays to achieve zero
- % of elective surgery patients treated within clinically recommended times: ≥99% (Cat 1); ≥98% (Cat 2) and ≥98% (Cat 3)
- % of specialist outpatients seen within clinically recommended times: ≥98% (Cat 1); ≥95% (Cat 2) and ≥95% (Cat 3)
- End of year operating result is within allocated resources

- Maintain continuous accreditation and compliance with national safety and quality standards
- Increased number of patients and carers engaged in managing their health
- Increased number of services co-designed with consumers and community partners
- Increased availability of subspecialty services
- Increased utilisation rates across Hospital in the Home
- Improved patient experience measures
- Increased availability and utilisation of services for First Nations consumers
- Increased availability and utilisation of services for consumers with disability

- Increased availability and utilisation of virtual care models
- Increased care delivered in outpatients services will be delivered by telehealth
- Increased availability and utilisation of information solutions for staff and decision makers
- Successful iEMR business case development and implementation

- Increased consumer, community and stakeholder representation in health service design and improvement processes
- Increased and strengthened existing partnerships with private, Primary Health Network and non-government sector
- Increased utilisation of early detection and prevention services, including BreastScreen and smoking cessation

- Improved satisfaction results reflected in staff surveys
- Continued development of targeted succession planning
- Increased number of graduate intakes
- Increased partnerships with local high schools and universities to support the delivery of health service support education programs
- Improved staff engagement with internal and external education opportunities

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