

# Strategic Plan 2024 - 2028



## Our vision

Healthy, empowered and connected communities.

## Our purpose

Together, we deliver high quality, safe and equitable patient-centred care, locally.

### Our strategic objectives

To build healthy, empowered communities, Mackay HHS will work with our partners and communities to focus on delivering **Quality Care, Empowered People, building Healthy Communities, and being a Sustainable Organisation.**



### Our Opportunities

#### Supporting our workforce:

Enabling our people to work collaboratively and innovatively by celebrating and investing in our workforce and culture, with a focus on growing our workforce through partnerships with educational institutions.

#### Planning for growing needs:

Promoting innovation and alternative care models including care outside of hospital settings.

#### Partnering with others:

Building strong relationships with our community and strengthening partnerships across the whole community, including health system partners and consumers, to reduce duplication, support effective service navigation, and be informed by the consumer voice.

#### Building for the future:

Ensuring our ageing and future infrastructure requirements meet community needs as close to home as possible.

#### Committing to sustainability:

Embedding sustainability and actively reducing our environmental footprint.

#### Leveraging digital and emerging technology:

Focussing on new ways of working through digital transformation and emerging technologies to enhance outcomes and release time for direct patient care.

### Our Challenges

#### Workforce:

Attracting, developing and retaining skilled and diverse staff and leadership in regional settings amid sector competition, housing and accommodation shortages and evolving workforce expectations.

#### Geographical distance and growing community need:

Adapting to how we deliver person-centred care by innovating in how we partner to navigate travel and distance with increased demand, diversifying and ageing populations, increased health burden and increased service utilisation.

#### System and Partner Connectivity:

Evolving as a complex system by strengthening relationships and working to our strengths to deliver the most effective, efficient, and sustainable health services.

#### Infrastructure:

Ensuring ageing and future infrastructure requirements meet the needs of the community while minimising disruption to clinical services.

#### Staff and Community Confidence:

Ensuring and maintaining trust and confidence by providing health services that meet and adapt to staff and community expectations.





#### Sustainability:

Changing and adapting services to ensure they are safe, high quality, efficient and sustainable. Embracing environmental sustainability.

#### Digital Transformation:

Effectively managing digital transformation and the increasing prevalence of cyber threats by leveraging the latest digital and AI advancements in health.



	 <b>Quality Care</b>	 <b>Empowered People</b>	 <b>Healthy Communities</b>	 <b>Sustainable Organisation</b>
<b>Objectives</b>	<b>Excellent, person-centred, compassionate care for all.</b>	<b>A respectful, inclusive, empowering and caring place to work, learn and grow.</b>	<b>Informed, engaged and connected communities.</b>	<b>A responsible, resilient and proactive organisation.</b>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>➤ Provide evidence-based, high quality, safe, reliable and holistic clinical care.</li> <li>➤ Deliver co-designed, culturally appropriate care and communication that builds trust, ensuring patients and carers feel heard, valued and respected.</li> <li>➤ Continue to explore and implement appropriate alternative and flexible models of care, including virtual options.</li> <li>➤ Collaborate with our partners across the health ecosystem to build system capacity, strengthen connectivity and ensure continuity of healthcare.</li> <li>➤ Foster strong relationships with education and research partners to build a sustainable research culture that includes clinical trials and informs and improves care delivery.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prioritise the health, wellbeing and safety of our people in all that we do.</li> <li>➤ Recognise, reward and proactively acknowledge staff performance and initiative in meaningful ways.</li> <li>➤ Build a learning environment that invests in training, professional development, and career opportunities to attract, grow and retain local talent.</li> <li>➤ Collaborate with industry and educational partners to promote and attract talent to the region.</li> <li>➤ Build a united regional and rural hospital and health system culture that excels in teamwork and interdisciplinary collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Improve health equity for First Nations people by reducing inequities and working together with First Nations communities.</li> <li>➤ Partner with service providers to connect communities with responsive, equitable, and accessible services for our diverse populations including Australian South Sea Islander people.</li> <li>➤ Actively engage with our communities, including consumers and carers, to better understand their health needs and co-design appropriate solutions.</li> <li>➤ Help communities to own their health by collaborating with partners to increase health literacy, access to education and preventative health support.</li> <li>➤ Work with our partners and communities to innovate in ways that promote connection and health prevention.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Advocate, plan for and deliver health infrastructure and service solutions to meet community needs as close to home as possible.</li> <li>➤ Actively reduce our environmental footprint, including a focus on minimising single-use items, and proactively address our impact on climate change.</li> <li>➤ Explore and leverage digital and emerging technologies to improve clinical care and operational efficiency.</li> <li>➤ Continue to drive system improvement, efficiency, safety and quality by investing in sustainable data analytics and clinical and corporate informatics capability.</li> <li>➤ Optimise our systems and processes to ensure sound financial management, good governance, integrity and accountability.</li> </ul>
<b>Measured by</b>	<ul style="list-style-type: none"> <li>• Accreditation and clinical care standards met.</li> <li>• Improvement in service agreement access targets.</li> <li>• Increase in positive care experience with improved access to culturally safe care.</li> <li>• Increased uptake of alternative models of care.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved employee safety and wellbeing indicators.</li> <li>• Increase in employee engagement.</li> <li>• Reduced average days taken to recruit to vacant positions.</li> <li>• Decreased employee-initiated separation and increased retention rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to care and health outcomes for First Nations people.</li> <li>• Increase in availability and utilisation of services for diverse communities.</li> <li>• Increased consumer partnerships in planning, design, implementation, and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve positive financial results.</li> <li>• Reduced environmental impacts.</li> <li>• Delivery of infrastructure programs on time to meet community needs.</li> <li>• Improved digital health capability.</li> </ul>
<b>Alignment to Queensland Government Objectives</b>	<ul style="list-style-type: none"> <li>• Backing our frontline services</li> <li>• Honouring and embracing our rich and ancient cultural history</li> <li>• Keeping Queenslanders safe</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting jobs</li> <li>• Growing our regions</li> <li>• Investing in skills</li> </ul>	<ul style="list-style-type: none"> <li>• Honouring and embracing our rich and ancient cultural history</li> <li>• Keeping Queenslanders safe</li> <li>• Backing our frontline services</li> </ul>	<ul style="list-style-type: none"> <li>• Building Queensland</li> <li>• Protecting the environment</li> <li>• Growing our regions</li> <li>• Connecting Queensland</li> </ul>




## Acknowledgement of Traditional Custodians

We respect and honour Aboriginal and Torres Strait Islander Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

*Bowen – Juru People | Cannonvale – Ngaro People | Clermont – Wangan Jagalingou People | Collinsville – Birriah People | Dysart – Barada Barna People | Glenden – Wiri/Widi People | Mackay – Yuwi People | Middlemount – Barada Barna People | Moranbah – Barada Barna People | Proserpine – Gia People | Sarina – Yuwi People*

We also recognise Australian South Sea Islander people, their historical relationship with First Nations peoples and the contributions they have made in our community.

The Mackay Hospital and Health Service contributes to achieving the vision for Queensland’s health system, HealthQ32 and delivering the Queensland Government’s objectives for the community:

-  **Good jobs:** Good, secure jobs in our traditional and emerging industries
-  **Better services:** Deliver even better services right across Queensland
-  **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow



**Our commitment to Human Rights**  
We will respect, protect and promote human rights in our decision-making and actions.