

# Our Vision

Improving the health and wellbeing of our community

The Women's and Children's Health Network performs three roles in the health system:



## Lead

Imagining the future  
Exemplifying positive  
organisational culture  
change



## Partner

Together we do better  
Building strong,  
healthy relationships



## Deliver

Improving the experience  
Creating a foundation  
for high-quality, safe,  
sustainable care, services  
and learning



Government  
of South Australia

SA Health

# Strategic Management Plan 2018-2020

Our Purpose: Improving the health and wellbeing of our community

## Lead

Imagining the future

- Care for our staff so that we can care for our community
- Continue to strengthen person and family centred care
- Enable an innovative and productive culture to ensure we are delivering excellent care
- Ensure women, youth and children's safety
- Improve health outcomes for Aboriginal women, children and families
- Improve wellbeing and resilience of our young people
- Plan for the new Women's and Children's Hospital
- Work towards embedding a focus on the first 1000 days of life

## Partner

Together we do better

Build a caring, innovative, productive and safe workplace culture that enables an engaged, skilled workforce

Create a climate to foster research excellence and translation into practice

Embed collaboration, teamwork and partnership to lead quality service delivery for a range of complex needs

Encourage consumer and community engagement at all levels

Envision what excellence in care and continuous learning means

## Deliver

Improving the experience

### Key goals

Achieve ongoing accreditation under the National Safety and Quality Health Service Standards

Capitalise on service delivery benefits of modernised ICT infrastructure

Deliver greater efficiencies across outpatient services

Develop resourceful strategies for sustainment of current WCH site

Ensure that all of our services are financially sustainable

Implement recommendations from the Child Protection Systems Royal Commission

Implement successful CAMHS and CaFHS service model improvements



# Aboriginal Health

## Our Commitment: Improving Aboriginal health outcomes

### Lead

Imagining the future

- Drive successful implementation and evaluation of the Aboriginal Health Plan 2018-2022
- Embed an organisation-wide commitment to improve Aboriginal health outcomes
- Ensure a consistent approach to developing, delivering and evaluating organisation-wide cultural competency
- Implement the Aboriginal Workforce Strategy and monitor through the Aboriginal Workforce sub-Committee
- Implement the Reconciliation Action Plan and monitor through Reconciliation sub-Committee

### Partner

Together we do better

#### Key goals

The responsibility for improving Aboriginal health outcomes requires collaboration and partnership from staff and key stakeholders across all levels of the Women's and Children's Health Network.

The strategic priorities in the Aboriginal Health Plan 2018-2022 are:

Closing the Gap

Engaging Aboriginal people, families and communities

Monitoring and accountability

Tackling racism and discrimination

The first 1000 days

### Deliver

Improving the experience

#### Key goals

Develop a dedicated 'Birthing on Country' program

Develop an Aboriginal-specific response to the WCHN Consumer and Community Engagement Strategy

Develop and implement a 'zero tolerance' to racism and discrimination campaign

Embed defined Aboriginal health clinical indicators within divisional performance scorecards

Embed six actions relating to the needs of Aboriginal people within the National Safety and Quality Health Service Standards

Secure current Closing the Gap funded initiatives

# Allied Health, Complex, Sub-Acute and Spiritual Care

Our Commitment: Providing specialist multi-disciplinary care for children and young people with complex health and developmental needs

## Lead

Imagining the future

- Drive statewide innovation and excellence in Paediatric Rehabilitation, Palliative Care, Disability, Chronic Pain and Universal Newborn Hearing Screening
- Enable provision of specialist multi-disciplinary care to consumers with complex health and developmental needs

### Key goals

- Co-design planning and delivery of services with consumers
- Collaborate in innovative outpatient reform initiatives to reduce waiting times and improve patient flow
- Facilitate educational and developmental needs for children with complex needs
- Work with government and non-government sectors to improve access to services

## Partner

Together we do better

- Commence Lifetime Support Authority funded Brain Injury Rehabilitation Program
- Deliver a Home Equipment Centre service that more effectively meets the needs of consumers
- Deliver Paediatric Palliative Care education as part of the Quality of Care Collaborative
- Deliver the Closing the Gap Under 8s hearing screening project across SA

- Develop a Foetal Alcohol Spectrum Disorder model of care
- Develop innovative allied health-led models of care to support access and flow of consumers through the hospital
- Develop service models for Orthotics, RN Delegation of Care and Access Assistant Program as providers under the NDIS
- Embed Centre for Robotics and Innovation as part of WCHN business

## Deliver

Improving the experience

- Enhance the model of care for the management of clients with complex health and developmental needs
- Enhance the promotion of spiritual care to patients, families and staff
- Establish a bereavement hub for palliative care clients and their families
- Introduce SA Paediatric Chronic Pain Service

# Child and Family Health Service

Our Commitment: Supporting every child to have the best start in life

## Lead

Imagining the future

- Reinforce CaFHS as a specialised statewide service and an integral part of South Australia's child development system
- Respond holistically to a child's needs early in life
- Deliver statewide culturally safe and responsive community based services
- Demonstrate professionalism, resilience and flexibility

### Building relationships

#### Key goals

- Acknowledge and encourage families and communities to share their knowledge and skills as key partners
- Foster relationships with partners to support outcome for children and families

### Collaboration, teamwork and partnership

#### Key goals

- Develop effective and efficient interprofessional teams of nursing, allied health and cultural staff
- Instill a culture of teamwork to support outcomes

### Person and family centred care

#### Key goals

- Listen, understand and respond to parents/ caregivers and their children
- Ensure the child is at the centre of all decision making

### Research

#### Key goals

- Utilise research to ensure best practice in service delivery
- Contribute to the research and evidence base to improve outcomes for infants and children

## Partner

Together we do better

## Deliver

Improving the experience

Build the safety and quality literacy of staff to embed a culture of continuous quality improvement and excellence in care

Collaborate with consumers in service design and review

#### Key goals

Implement the enhanced model of care with a focus on children and families who need services most

Provide contemporary learning and development opportunities for staff in line with the enhanced model of care

# Child and Adolescent Mental Health Service

## including Child Protection Service

Our commitment: Caring for and improving the mental health and wellbeing of our community

### Lead

Imagining the future

- Advocate for mental health services for children, young people and women in the perinatal period across the network and across the state
- Advocate for child protection services within health across the network and across the state
- Be responsive and open to change and development
- Care for our staff so that they can care for our community
- Develop leadership in our staff
- Ensure we continue to consider the community context for our clients
- Keep our clients and their carers at the centre of our service

### Partner

Together we do better

#### Key goals

- Partner with our consumers and carers to ensure accessibility and relevance of our mental health services
- Work closely with our agency partners to deliver coordinated care centred on our clients and carers
- Work with our people and teams to build strong multi-disciplinary approaches to care
- Collaborate with our mental health and child protection partners to ensure a strong and leading voice for child adolescent mental health and child protection services
- Meet and benchmark with our interstate counterparts to ensure we are providing best practice within the national and international context

### Deliver

Improving the experience

#### Key goals

Develop and support appropriate training for our staff

Focus on our priority groups: Aboriginal and Torres Strait Islander people, children under Guardianship of the Minister and people from culturally and linguistically diverse backgrounds

Transform CAMHS to deliver the model of care and to meet recommendations from the 2014 CAMHS review

Work as one CAMHS across the state – accessible, consistent and ensuring continuity of care

Work positively to ensure we are working consistently within the network context

Work with Child Protection Services in the state and national context to maintain and develop service excellence

# Community Engagement

Our Commitment: Caring for and improving the health and wellbeing of our community

## Lead

Imagining the future

- Embed volunteering as a core aspect of service delivery
- Enable WCHN divisions to partner with community to co-design, plan and deliver services
- Guide organisational approach to consumer and carer engagement
- Mobilise consumer and community workforce
- Translate person and family centred care philosophy into practice
- Undertake inclusive co-design and co-creation for facility and major work projects

### Building relationships

#### Key goals

- Build and strengthen relationships with not-for-profit, government and non-government community organisations

### Improve health and wellbeing outcomes

#### Key goals

- Contribute to better community health and wellbeing outcomes through a responsive volunteer service

### Person and family centred care

#### Key goals

- Improve health outcomes through health literacy, informed consent and shared decision making

### Supportive governance structures

#### Key goals

- Develop robust and inclusive governance and systems to enable consumers, carers and families to effectively participate in their own care

## Partner

Together we do better

## Deliver

Improving the experience

### Key goals

Develop and implement WCHN Consumer and Community Engagement Strategy 2019-2024

Develop WCHN Child and Youth Engagement Framework

Develop WCHN Youth Volunteer Framework

Evaluate effectiveness of WCHN Consumer and Community Engagement Strategy 2015-2018

Expand the WCH Volunteer Guide Team

Introduce "lived experience" roles as part of the paid workforce

Maintain commitment to Friends of WCH Inc. Person and Family Centred Care Passion Projects through to 2020

## Corporate Services

### Our Commitment: Improving the health and wellbeing of our community

#### Lead

Imagining the future

- Drive collaborative decision making in policy design planning and practice
- Ensure physical and digital infrastructure supports achieving organisational mission
- Facilitate technology solutions to improve service delivery
- Guide translation of research into practice and foster innovation across the organisation
- Maintain high-level administrative systems in data intelligence, record management, emergency management and business continuity
- Translate person and family centred care philosophy into actions

#### Build a world class research organisation

##### Key goals

- Garner appropriate research and administrative support funding
- Identify funding opportunities
- Negotiate national and international research partnerships

#### Develop infrastructure to support clinical service delivery

##### Key goals

- Continue to provide community estate management
- Plan for new Women's and Children's Hospital site
- Sustain current WCH site

#### Innovative solutions

##### Key goals

- Collaborate with eHealth and the Australian Digital Health Agency to improve digital environment for delivering health services

#### Partnerships

##### Key goals

- Build and strengthen relationships with charity, government and non-government community partners for child adolescent mental health and child protection services

#### Supporting the organisation

##### Key goals

- Enhance emergency management and business continuity
- Ensure robust administrative support systems
- Maintain high level data intelligence
- Provide patient record systems and coding practice within the national and international context

#### Partner

Together we do better

#### Deliver

Improving the experience

#### Key goals

Deliver high-quality support services in Engineering, ICT, Medical Records, Paediatric Emergency and Admissions, Emergency Management and Business Continuity

Develop operational service profile and functional planning briefs for new hospital

Develop a plan to build research capacity of WCHN

Evaluate WCHN Consumer and Community Engagement Strategy 2015-2018

Lead the expansion of Telehealth Services in targeted clinical areas

Produce a sustainment plan for the existing Women's and Children's Hospital

Provide decision support information and analysis to assist clinical service management

Redevelop WCH Medical Day Unit by the end of 2018

## Finance

Our Commitment: Trusted stewardship, within the commissioning framework, for the acquisition, procurement and allocation of resources, to improve consumer outcomes and experiences

### Lead

Imagining the future

- Improve and coordinate the allocation of resources against performance targets
- Improve and coordinate the collection of revenue
- Improve the value for money proposition within the South Australian Health Procurement Framework
- Influence the South Australian Health Commissioning process

#### Building capability

##### Key goals

- Improve systems that ensure compliance but also facilitate improved performance in resource acquisition and management
- Improve understanding and awareness of funding models amongst managers and clinicians to increase and better manage resources available

#### Collaboration, teamwork and partnership

##### Key goals

- Engage clinicians and consumers in the need for improved revenue collection
- Engage clinicians in accepting the need for improved resource management and allocation
- Engage the funders of paediatric and women's health services in better aligning resourcing models with consumers' needs
- Engage users in value for money procurement outcomes

#### Innovative and effective resource models

##### Key goals

- Benchmark and learn from other peer organisations
- Promote evidence-based evaluation of programs in relation to access, efficacy, efficiency and effectiveness, in the context of risk, opportunity costs and competing value for money propositions

#### Supportive governance structures

##### Key goals

- Improve knowledge of roles and responsibilities of Executive Performance Accountability Committee, Finance Committee and Business Managers
- Improve processes for reporting and performance analysis
- Improve project governance across the organisation
- Increase transparency of decision making

### Partner

Together we do better

### Deliver

Improving the experience

#### Key goals

Achieve Level 1 rating in the South Australian Health Performance Framework

Demonstrate improved efficiency in national Independent Hospital Pricing Authority (IHPA) costing models

Demonstrate improvement in Service Level Agreement (SLA) Indicator performance

Improve performance ratings in Treasurer Instructions and various other Controls Assessments

Produce unqualified Annual Financial Statements

## Paediatric Medicine

Our Commitment: Caring for and improving the health and wellbeing of our community

### Lead

Imagining the future

- Drive health outcomes that are best for the patient
- Embed contemporary evidence-based models of care
- Encourage a culture of continuous learning

#### Key goals

- Create opportunities to leverage knowledge from other Local Health Networks, as well as national and international paediatric services
- Embed consumer voice in co-design of health services
- Engage experts to adopt a continuous improvement mindset through ongoing education and training
- Facilitate HealthPathways to ensure dissemination of best health information
- Streamline care and enable shared decision making through partnerships with Primary Health Networks, GP services and external government and non-government agencies

### Partner

Together we do better

#### Key goals

- Achieve excellent health outcomes through best practice with critical reflection
- Deliver HealthPathways to streamline services
- Design and implement state-of-the-art, consumer focussed WCHN Medical Day Unit
- Develop alternative models of care for new hospital
- Reduce length of stay and increase hospital admission avoidance
- Undertake outpatient reform

### Deliver

Improving the experience

## People and Culture

Our Commitment: Caring for the people who care for our community

### Lead

Imagining the future

- Build a stable, sustainable, culturally inclusive workforce
- Create a pathway to a new hospital site
- Enable a caring, innovative and productive culture

#### Collaboration, teamwork and partnership

##### Key goals

- Capture and document priorities for action via a communication strategy
- Engage staff through regular updates and forums
- Enhance networking opportunities
- "Expect respect" – Zero tolerance of disrespectful behaviour
- TeamSTEPS

#### Effective change management

##### Key goals

- Enable 'buy-in' for an effective, consistent change framework
- Equip managers with a toolkit to enable change
- Optimise change capability and sustainability
- Provide improved communication tools

#### Leadership excellence

##### Key goals

- Develop relevant leadership/managers' program to drive a positive culture and meet core organisational needs
- Enhance leadership competence to create a positive, vibrant work culture

#### Prioritising safety and wellbeing

##### Key goals

- Embed wellbeing initiatives through Staff Wellbeing Committee
- Increase attendance
- Reduce incidence of physical and psychological injury

#### Developing and valuing our people

##### Key goals

- Attract and retain high quality staff
- Create meaningful professional review and development processes
- Invest in human potential
- Live our Values
- Support team development
- Tailor learning to strategic priorities

### Partner

Together we do better

### Deliver

Improving the experience

Enhance reporting and analytics to better inform strategic priorities

Ensure effective delivery of HR systems

#### Key goals

Improve employee experience from recruitment to retirement

Simplify and improve information access

## Safety and Quality Team

Our Commitment: Delivering systems to support our people to improve the care that is delivered to our community

### Lead

Imagining the future

- Build a culture of patient safety and continuous quality improvement
- Drive the development of the WCHN Excellence in Care Strategy
- Guide organisational approach to meeting requirements of National Safety and Quality Health Service Standards
- Strengthen safety and quality systems to assist clinical leaders to look, learn and improve

#### Building capability

##### Key goals

- Ensure training programs meet the needs of staff and consumers
- Share and promote improvement work
- Ensure roles and responsibilities are known and understood

#### Consumer participation

##### Key goals

- Increase consumer opportunities to participate in safety and quality improvement
- Promote publication of safety and quality information

#### Safety and quality systems

##### Key goals

- Ensure systems are continually evaluated and improved
- Improve processes for reporting and acting on safety and quality information

#### Collaboration, teamwork and partnership

##### Key goals

- Facilitate understanding of requirements of National Safety and Quality Health Service Standards
- Build networks to promote safety and quality

### Partner

Together we do better

### Deliver

Improving the experience

#### Key goals

Achieve a 5% increase in patient incident reporting

Achieve a 5 point improvement in communication, teamwork, leadership and safety scores in the WCHN Your Voice Survey

Develop the WCHN Excellence in Care Strategy

Ensure 100% of improvement strategies are implemented within timeframes

Meet 100% of actions in National Safety and Quality Health Service Standards at organisation-wide survey

# Support Services Nursing and Midwifery

Our Commitment: Improving the health and wellbeing of our community

- Drive increased vaccination rates
- Enable full scope of practice

- Improve service delivery through evidence-based practice

- Lead infection prevention strategies
- Optimise patient access and flow

## Lead

Imagining the future

### Leadership excellence

Key goals

- Build professional leadership
- Enable advanced practice
- Ensure compliance with professional practice standards and codes
- Evaluate existing models of care and support development of new models

### Patient access and flow

Key goals

- Optimise patient access and flow through implementation of technology
- Support discharge, inter-professional collaboration, hospital avoidance strategies and contingency staffing

### Prevent healthcare acquired complications

Key goals

- Implement evidence-based practice across clinical areas
- Prevent healthcare acquired complications (HAC) by analysing incidence of HAC and implement best practice

### Protect against vaccine preventable diseases

Key goals

- Educate to ensure skilled staff administer vaccines
- Participate in vaccine research and implement evidence-based practice
- Protect against vaccine preventable diseases by providing accessible vaccinations for inpatient, outpatient and community settings

### Support and evaluate best practice in clinical care

Key goals

- Expand audit of nursing and midwifery key performance indicators
- Implement Best Practice Spotlight Organisation Guidelines
- Lead and support nursing and midwifery research

## Partner

Together we do better

## Deliver

Improving the experience

### Key goals

Achieve accreditation as a Best Practice Spotlight Organisation

Achieve low infection rates, high immunisation rates and prevention of healthcare acquired complications

Embed innovative evidence-based nursing and midwifery models of care that meet the needs of consumers and allow for a full-scope of professional practice

Meet optimal access and flow targets (e.g. hospital avoidance, NEAT, length of stay, supported discharge, consumer satisfaction, re-presentation rates, partnerships with government and community organisations)

## Surgical Services

**Our Commitment: Providing sustainable, high-quality surgical care driven by innovation and continuous improvement to enhance health outcomes for consumers**

### Lead

Imagining the future

- Drive statewide implementation of Paediatric Surgical Governance Framework
- Embrace and foster best-evidenced surgical techniques and technologies and invest in research to support excellent care
- Inform planning of new hospital site

#### Aboriginal health

- Key goals
- Strengthen relationships across WCHN to improve Aboriginal health outcomes

#### Consumer engagement

- Key goals
- Work with consumers to improve service coordination and delivery, optimise clinical outcomes and improve patient journeys

#### Our surgical team

- Key goals
- Attract and retain high-performing people
  - Ensure succession planning occurs across all skill levels
  - Inspire staff to continuously improve and develop
  - Value staff to encourage positive performance

#### Statewide paediatric surgical care

- Key goals
- Enhance skills exchange opportunities with Royal Adelaide Hospital to build a robust sustainable workforce
  - Leverage partnerships with other Local Health Networks to provide statewide paediatric surgical care
  - Strengthen relationships with primary health agencies in metropolitan and rural areas

#### WCHN staff

- Key goals
- Build inter-departmental cooperation to ensure timely clinical care delivery
  - Collaborate with key departments (e.g. Decision Support Unit) to ensure effective, data-based clinical decision making

### Partner

Together we do better

### Deliver

Improving the experience

#### Key goals

Achieve Australian Facilities Health Care Building Standards relating to operating theatre infrastructure

Enhance child friendly aspects of working environment

Implement Paediatric Governance Strategy

Manage operating theatre capacity to meet elective surgical targets and ensure consumers receive surgery within required time frame

Reduce Paediatric Outpatient Department surgical waiting list by improving access to paediatric specialist services

## Women's and Babies

### Our Commitment: An outstanding experience every time

#### Lead

Imagining the future

- Design innovative succession planning program
- Develop a positive vibrant work culture
- Ensure quality and safe practice
- Equip staff with resources to improve consumer satisfaction and health outcomes
- Promote a culturally safe environment

#### Develop workforce plans and innovative succession planning

##### Key goals

- Celebrate shared vision and successes
- Embed succession planning as a core management strategy
- Ensure workforce planning strategies meet service needs
- Promote multi-disciplinary training and teamwork
- Upskill staff in quality improvement methodologies

#### Enable leaders to develop a positive, vibrant work culture

##### Key goals

- Continue journey of divisional culture change
- Develop innovative workforce
- Develop future leaders
- Reduce absenteeism
- Support staff health and wellbeing and build resilience

#### Ensure quality and safe practice

##### Key goals

- Assess models of care to ensure safe and contemporary practice
- Benchmark against Women's Healthcare Australasia members
- Continue effective and efficient service redesign
- Expand the excellent Maternal Fetal Medicine Service
- Utilise evidence-based models and pathways to meet clinical, cultural and social needs with a continuity of care

#### Equip staff and units with the appropriate facilities and resources to improve consumer outcomes and satisfaction

##### Key goals

- Create opportunities for greater staff involvement in decision making
- Improve service flow by implementing women and baby centred models of care
- Participate in the scoping for the upgrade of a number of key areas in the division

#### Promote a culturally safe environment

##### Key goals

- Demonstrate respectful behaviours towards and by all
- Embed collaborative partnerships with shared decision making with consumers
- Expand Aboriginal Family Birthing Program to improve health outcomes, cultural care and model sustainability
- Respond to migrant health needs

#### Partner

Together we do better

#### Deliver

Improving the experience

Create opportunities for career development

Develop clear, measurable and visible KPIs for units and staff

##### Key goals

Ensure excellence in all aspects of patient care

Improve clinical safety and systems, particularly for vulnerable families

Increase team collegiality

Simplify and improve procedure and system review processes

Uphold our organisational values and demonstrate kindness

# Youth and Women's Safety and Wellbeing

Our Commitment: Improving the safety and wellbeing of young people and women

## Lead

Imagining the future

- Establish statewide influence to enhance health outcomes for youth and women who have experienced sexual assault, relationship violence and domestic and family violence

### Key goals

- Develop a statewide trauma aware workforce
- Embed evidence-based practice in delivering care
- Enact effective change management to ensure appropriate staff and 'right' services to meet evidence-based need
- Improve responses to Aboriginal consumers
- Promote opportunity and innovation
- Provide effective responses to Multi Agency Protection Service, Multi Agency Assessment Unit and Family Safety
- Support all Youth and Women's Safety and Wellbeing staff to maintain a culture of kindness, caring, diligence, professionalism and cultural respect
- Strengthen divisional value of Aboriginal cultural respect
- Work with Aboriginal Services and communities to enhance Aboriginal workforce
- Work with consumers and stakeholders to improve health outcomes for youth and women harmed through sexual assault, relationship violence and domestic and family violence

## Partner

Together we do better

### Key goals

Include both Aboriginal and non-Aboriginal consumers on Youth and Women's Safety and Wellbeing Consumer Engagement Committee

Provide training and support to all Local Health Networks and SA Ambulance Service to deliver improved responses to sexual assault, relationship violence, and domestic and family violence

Strengthen Women's Health Service and Metropolitan Youth Health models of care to better respond to domestic and family violence and youth relationship violence

Partner with other agencies to expand outreach services for the most vulnerable

Strengthen existing partnerships and explore new opportunities for collaboration with Aboriginal Health Division and Aboriginal Clinical Health Council

## Deliver

Improving the experience