

Strategic Plan

2024–2027





The artwork

On Country was created by Jenni McEwen, a proud Bundjalung woman from the Northern Rivers of NSW, who has lived on Darkinjung country for the past 45 years.

The artwork represents gathering on Darkinjung country, travelling on Darkinjung country and caring for Darkinjung country. The circles represent the diverse people from across the land. The large circle represents coming together as one in unity. The colours represent the landscape.

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Acknowledgement of Country

We pay our respect to those lands that provide for us. We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

We acknowledge and recognise all Aboriginal people who have come from their own country and who have now come to call Darkinjung country their home. We acknowledge our Elders who are our knowledge holders, teachers and pioneers. We acknowledge our youth who are our hope for a brighter and stronger future and who will be our future leaders.

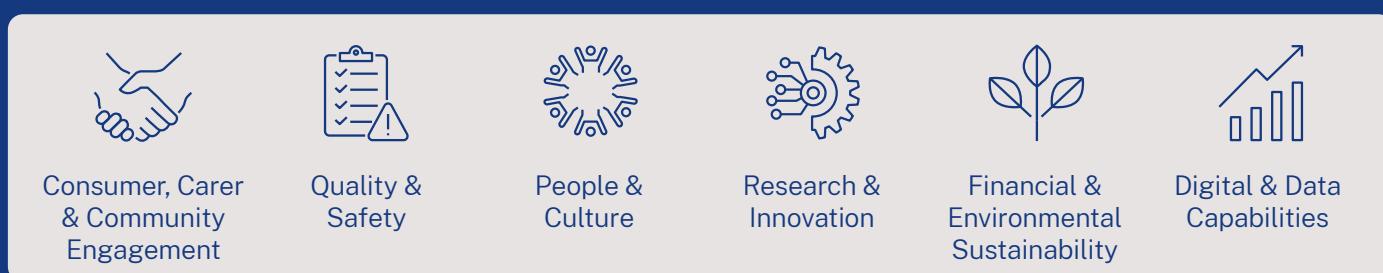
Trusted care. Better health for everyone.

We are unwavering in providing our community with care they trust and that matters most to them, and where all people can enjoy fulfilling lives.

Our strategic priorities



Our organisational enablers



Our goal

We will create 45,000 days of care in the community to reduce growing demand for an additional 20 beds each year.

Our vision

Trusted care. Better health for everyone.

We are unwavering in providing our community with care they trust and that matters most to them, and where all people can enjoy fulfilling lives.

Having the trust of our community is the highest bar we can set ourselves. It is the ultimate measure of whether we are successfully meeting community needs by:

- delivering care and outcomes that matter most to patients and community -no more, no less, and without harm.
- always creating positive experiences for people receiving care, regardless of their social, economic, or geographic situation.
- making smart and prudent choices as an organisation to deliver the best health outcomes for our community with the resources we have.
- giving our people the support they need to give their best in caring for our community.



Our goal

Our challenge

We know that the expected increase in demand for healthcare in our region over the next three years will require an additional 20 hospital beds every year. This will create more pressure on our hospitals and is 45,000 days of care we could develop to help people manage their health condition and stay healthy and well in the community, reducing the need for care in hospital.

Our opportunity

We have an opportunity to enhance how we provide care to support people with a more proactive approach to managing their health conditions. We can do this by strengthening and expanding the care we provide outside the hospital setting and optimising the care we provide in our hospitals.

This will enable us to improve patient outcomes and experiences and ensure timely hospital care is available to people when they need it.

How we will do this

Our strategic priorities will be at the heart of everything we do and guide us in making the changes we need to the way we deliver health care. Enhancing care in our community and clinics along with optimising our hospital care will be key priorities to help us reach our goal.

Enhancing care in our community and clinics

We will provide more:

- Acute care in the home
- Urgent care alternatives
- Rapid access clinics
- Proactive management of at-risk patients

Optimising our hospital care

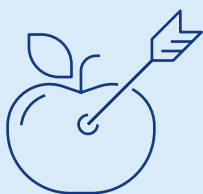
We will:

- Optimise length of stay
- Reduce readmissions and avoidable admissions
- Reduce care that delivers limited benefit

Our people will be supported and inspired to lead change and create a future where everyone can enjoy fulfilling, healthy lives.

United with a common purpose and supported by improvement capabilities, technology and collaborative ways of working we will align our efforts individually and across our teams and our health service to ensure success. We will support improvement initiatives and prioritise investments in new models of care and monitor our progress by measuring the impact of our actions.

Our goal



45,000 days

We will create 45,000 days of care for our community to reduce growing demand for an additional 20 beds each year.

Enhance care in our community and clinics



Why this is important

We can better meet the changing health needs and preferences of our community by rebalancing our current dependence on care delivered in the hospital setting. We can provide care in the community that will improve patient experience and outcomes, and ensure our acute capacity remains available for those who need it. Rebalancing the focus away from hospital care allows us to provide more financially and environmentally sustainable models of healthcare.

What this will look like

- More patients receive timely assessment and care and have convenient access through a range of community and home settings.
- Patients and clinicians have positive experiences of convenient and seamless care across different health and social care providers, enabled by technology and clinical collaboration.



Key action areas

Establish and scale new models of care and clinical collaboration, defined in the CCLHD Clinical Services Plan.

- New models of specialist and multidisciplinary team (MDT) outpatient services, delivered and developed in partnership with GPs.
- Enhanced care options outside the hospital setting, adopting new models of rapid access clinics, rapid response outreach services, and urgent care alternatives.
- Optimise community alternatives to hospital, such as Hospital in the Home, home-based rehabilitation and home-based renal dialysis.
- Enable more timely and accessible communication options for GPs and specialists to share advice, information, and foster clinical collaboration.

Integrate community care options into a seamless patient journey.

- Strengthen uptake, awareness, and reputation of community care options with our community and clinicians.
- Target the delivery of community services around the needs of community, GPs and our acute hospitals.
- Establish information systems and processes for managing capacity and flow, streamlining referrals, and sharing information across services.

Optimise care in our hospitals



Why this is important

Optimising the outcomes that we provide to our patients will deliver high quality and sustainable care. We can do more to adapt and reduce care that delivers limited benefit, and make that time, effort, and resources available for delivering greater benefit to our patients.

This will protect our ability to provide safe, quality, and timely acute care. It will give our people a better experience and greater satisfaction providing care and improve the environmental sustainability of our care

What this will look like

- Our community have timely access to high quality, planned and unplanned hospital care.
- We maximise the benefit we provide to our community, by reducing the time and resources we spend on avoidable or unnecessary care and reducing the carbon footprint of our care.
- Our community has equitable access to services across the region and reduced need for transfers between hospitals.



Key action areas

Optimise the outcomes and benefit we deliver to our patients.

- Establish clinically led processes to identify and reduce procedures, diagnostics and therapies that have been shown to offer limited or no benefit.
- Address unwarranted clinical variation, using clinical outcomes and peer comparison data.

Maximise efficiency of acute service capacity.

- Strengthen and scale our models of care for high volume, patient groups with long lengths of stay and people with conditions, such as frailty, or psycho-geriatric or rehabilitation needs.
- Enhance options to better manage patients in Gosford and Wyong hospitals who no longer require acute care.
- Establish service profiles and clinical networking to optimise capacity across Gosford and Wyong hospitals, including sharing expertise and making best use of our built capacity.
- Implement our Surgical Services Plan to ensure patients receive care within clinical urgency timeframes.
- Ensure timely access to emergency care services.
- Enhance emergency care models such as short-term and alternative options for specific patient groups.
- Expand rapid access clinics for prompt assessment and management of specific clinical conditions or specialties.

Enable people to live healthy and fulfilling lives



Why this is important

A sustainable health service cannot rely on treating illness and acute intervention alone. We need to have a greater focus on prevention, early intervention, and wellness, with a constant effort to ensure equity for our diverse population. Keeping people healthy and well offers the best outcomes and experiences for our community and helps ensure a sustainable health service.

What this will look like

- Prevention efforts are seamlessly integrated with a focus on priority groups, aligned with local and statewide programs, enhancing overall effectiveness.
- Prevention is effectively embedded into care pathways, with roles mobilised and prevention fully integrated into patient pathways, optimising health outcomes.
- Broader health determinants and risks are effectively addressed through partnerships, and prevention strategies are scaled successfully across populations.
- Prevention efforts are tailored to community needs and preferences through strong, ongoing community partnerships and broad engagement, ensuring they are responsive and relevant.
- Data insights drive continuous refinement of population health interventions and understanding of community need



Key action areas

Focus our efforts on these priority groups and ensure alignment with existing local and statewide programs.

- Aboriginal and Torres Strait Islander community
- Older adults
- Early childhood
- People with or at risk of poor mental health

Target and embed prevention efforts into key pathways of care for priority groups and the services frequently accessed:

- Stage implementation of wider responsibility and accountability for prevention:

Stage 1: mobilise existing roles with responsibilities for prevention.

Stage 2: embed a prevention element into services with regular interactions with target groups.

- Establish a model and process to support and coordinate an efficient prevention focus across roles and services to ensure prevention and early intervention are considered as a core element of patient pathways.

Enhance and scale our approach to population health:

- Partner to influence the wider determinants and environment impacting health and social care.
- Understand community needs, preferences and opportunities, through ongoing partnerships with community.
- Establish a strong understanding of the health needs of our community, and data insights into population health needs and the impact of initiatives.

Build trust and improve care with Aboriginal patients



Why this is important

We all have a responsibility to address the disparity in health outcomes between non-Aboriginal and Aboriginal people living on the Central Coast. We aspire to improve equity of access to high quality healthcare for Aboriginal people, ensuring patient-centred, culturally embedded health services that are based on values of collaboration, openness, respect and empowerment.

What this will look like

Implementation of our Aboriginal Health and Workforce Plan is creating meaningful and lasting impact.

- Our Aboriginal health workforce is growing and feels supported.
- First and ongoing contacts with Aboriginal people are culturally safe and appropriate.
- Everyone understands their role and responsibility in improving health outcomes for Aboriginal community members.
- We respond to community needs, using local knowledge and connections through partnerships with the Aboriginal community, organisations and our Aboriginal workforce.
- Services are evidence-based and co-designed for cultural safety and have strong connections with Aboriginal service providers.

Key action areas

- **Older People:** ensure older Aboriginal people, their families and carers have access to high quality, culturally safe services that meet their physical and cultural needs.
- **Youth:** support Aboriginal young people to be healthy, engaged in their communities, and able to make informed choices about their health and wellbeing.
- **Mothers and babies:** improve access to high quality, culturally safe, family health services and continuity of care that supports optimal health, development, and wellbeing.
- **Mental health:** create access to holistic, culturally safe services for improved mental health and social and emotional wellbeing.
- **Drug and alcohol:** prevent and minimise the harmful effects of alcohol and other drugs on individuals, families, and their communities.
- **Workforce:** build cultural understanding and respect and attract, develop and retain Aboriginal staff.

Our people feel valued, trusted and inspired to deliver their best

Why this is important

Our people embody our purpose and vision with passion and dedication. Recognising their immense value, we empower and uplift them in a culture of trust. We know that a skilled and nurtured team is essential for delivering the best care, experience and outcomes for our patients and community.

We will do this by amplifying our strengths:

- strong sense of purpose in caring for our patients and our community
- CORE values alignment in everything that we do
- team members supporting each other
- agility in response to healthcare challenges

and together, overcoming our challenges:

- addressing shortages and building our future workforce
- growing capabilities and adapting our practices to work in new ways
- building sustainable and resilient teams and services
- leading ambitious transformation of our health system.

What this will look like

Creating a great place to work and grow

We are a workplace that our people want to come to. We attract, retain, and develop our people to meet our future workforce needs.

- CCLHD is the place that new graduates and early career health workers want to join.
- We attract and retain our people by enabling them to participate in research and innovation projects and incorporating them into our practice and capability development.
- Improved cultural safety attracts Aboriginal peoples to want to have a career at CCLHD.



Growing our capabilities to work in new ways

Our vision relies on embracing new models of care, leveraging digital technologies, partnerships, building health literacy and self-management.

- We grow our capabilities through professional development and supported implementation of new service models.
- We build a culture of lifelong learning where our people are empowered to connect with their networks and engage in self-development.



Enabling our people to work at their best

When our people are engaged, enabled and energised they will be at their best and be resilient when faced with challenges.

- Our people are enabled to work to the top of their scope of practice, by safely introducing alternative work practices that best utilise our clinical workforce.
- Workforce planning approaches are implemented that support, right people, right place, right time, and right cost.
- Processes and systems are simplified to give our people more time to focus on our patients and community.

Our leaders inspiring and driving change

Our capable leaders will be critical to inspiring change and navigating to solutions.

- Our ways of working through our path to excellence are embedded.
- We evaluate our performance to improve our standards of care, and welcome feedback, new ideas and innovative ways of working.
- Our staff are aligned and supported through clear goals embedded in individual, team and organisational plans and reviews.

Key action areas

We will continue to support our people through the fundamental pillars outlined in the CCLHD People and Culture plan.

Leadership

Develop great leaders who inspire and grow teams to provide exceptional patient care and outcomes.

Culture

Build a culture based on trust, collaboration & innovation. Ensure cultural safety and respect for all people, every day.

Capability

Invest in people and teams to ensure that we have the knowledge and competencies to deliver on our path to excellence.

Staff Experience

Create a workplace where processes are easy, and we empower our people to be physically and psychologically safe.

Workforce Insights

Recruit and retain the right people with the right skills now and develop a pipeline to enable future services and models of care.

What has shaped our strategy?



Changing health needs of our community

Our community is experiencing higher rates of age-related, chronic, and long-term conditions and is seeking more personalised and convenient ways of receiving care, and greater involvement in decisions regarding their own health care. We need to ensure that all members of our community can benefit from care, especially those who are at a greater risk of poor health outcomes. We have a particular responsibility to address the unacceptable disparity in health outcomes for our growing Aboriginal and Torres Strait Islander community.

Adapting our care to meet changing needs

We are rethinking how we best deliver care to meet these changing and growing health needs. As we grow to meet increasing demand, we need to rebalance our traditional model of hospital-based health care towards managing conditions and keeping people well. For many conditions, better patient outcomes and experience can be delivered through care, support, or education, that is more proactive, community-based, technology enabled, and delivered in partnerships with patients and other providers.

Maintaining our capacity to provide trusted, safe, quality acute care

Providing acute hospital care will continue to be at the core of what we do. Increased demand and costs of acute care place strain on our people, services, and resources, and can impact patient care. We must ensure an accessible, sustainable, and high-quality hospital service remains available to those who need acute and emergency treatment.

Ensuring we have the clinical workforce to deliver our vision

Workforce shortages across a range of skill sets is a current and future challenge across the health system. New models of care, a changing disease burden, and the greater role of digital and data enablers require different capabilities and practices. We need to help our people build their capabilities, deliver their best, and attract the next generation to work with us.

Working with our Primary and Aged Care partners

Primary, Aged and Social Care sectors are experiencing significant pressures, which impacts on the health of our community and increases pressure on our services. We will work closely with our partners to manage this and support the development of health system reforms to establish a more integrated health system.

Ensuring we are financially and environmentally sustainable

We need to ensure that we operate in a financial and environmentally sustainable way, while using our resources wisely to deliver the new models of care, therapies and technologies that will reduce costs and improve outcomes. The health sector is a significant contributor of waste and emissions, and climate


50% reduction

The NSW Government has a target for 50% reduction in carbon emissions by 2030, and net zero by 2050.

How we will work

Using a quadruple aim to guide our decision making

We will use a quadruple aim to guide our decision making and support the delivery of high-value care by focussing on delivering health outcomes that matter to people, improving experiences of receiving and providing care, and achieving effectiveness and efficiency of care.

Organising our care around patient pathways

Focusing on our patients' journeys, rather than individual services, will help to us to design and deliver pathways of care that proactively meets the patients' needs.

We will partner with primary care providers and other sectors to connect our care and share expertise.

Collaborative clinical leadership, informed by data on quality, outcomes, and costs, will help to build consensus on new models of care.

Listening to patients to deliver the outcomes that matter

We will actively listen to and involve patients in their care to deliver outcomes and experiences that matter, and foster a compassionate environment where patients feel valued and understood.

We will co-design with consumers to ensure services meet patient's needs and preferences.

Understanding our population and our delivery of care

Data analysis will highlight opportunities to optimise care by identifying unwarranted clinical or cost variations, evaluating services, and monitoring patient outcomes and experience.

Together with our community and the Hunter New England Primary Health Network, we will build our understanding of the health needs and disparities of our community.

Learning, adapting, and innovating

- We will continue to embed quality improvement capabilities, supporting our people to identify opportunities for better outcomes and value.
- Our research capabilities will align with our improvement work, taking opportunities to deliver evidence into practice or to undertake translational research.
- We will build towards a learning system, with a culture of continuous learning, where regular outcome measurements inform the adaptation and refinement of care models and clinical practice.
- We will address barriers to implementing change and new ways of working, through collaborative leadership to manage risks and build capabilities.

Adopt a value-based care mindset

We will adopt a value-based mindset in everything we do, adapting some aspects of how we deliver care, how we work, and how we allocate resources. We will focus our resources on the things that deliver the greatest benefit and reduce those that deliver less benefit. We will always consider:

Do only what is needed, no more, no less; and do no harm.

Working together across the individual, service and system levels

Everyone has a role in delivering the strategy, creating value and achieving better outcomes:

- At a system level we will invest in models of care that deliver the best outcomes and create an environment that enables everyone to deliver their best.
- At a service level we will continually identify opportunities to improve the outcomes and experiences for our patients and community.
- At an individual level we will strive to partner with patients to deliver the outcomes that matter to them.



We prioritise our core principles in everything we do.

Organisational enablers

	Consumer, carer, and community engagement	We will connect with the diverse range of consumers, carers, and community, to ensure our care is designed around their voice, their needs, and embedded with kindness and compassion.
	Safety and quality	We will provide trusted care by improving care outcomes, experiences and value, with a focus on equity and care across different settings.
	People and culture	We will enable our people to deliver their best, through support across our five fundamental pillars: leadership, culture, capability, staff experience, and workforce planning.
	Research and innovation	We will build our research capabilities leveraging industry and academic partnerships. We will deliver sustained improvement and innovation by embedding enabling systems, structures and capabilities, supported by impact measures and an improvement culture.
	Financial and environmental sustainability	<ul style="list-style-type: none"> • We will be financially sustainable, by investing in models of care and technologies that reduce costs and improve outcomes, while embedding financial responsibility and maximising management of our resources. • We will deliver environmentally sustainable health care by reducing our carbon footprint and effectively managing our consumption, waste, and resources.
	Digital health	We will develop our digital health and data analytics capabilities to meet growing clinical, operational and organisational needs.

Our strategy roadmap to Future Health

The NSW Health Future Health Framework sets out an ambitious vision and outcomes for the health and care for NSW in 2032. This CCLHD Strategic Plan is the first of three ‘horizons’ that define our local priorities and pathway for delivering the outcomes of Future Health for the Central Coast.



Our local strategy roadmap

Delivering our strategy will require contribution from all areas of our health service. Embedded across our plans and reporting processes it will ensure that it is a core part of how we work.



Organisational enabling plans set out the work to develop the core organisational capabilities required to deliver our strategy.

10 year NSW Health vision

Future Health 2022-32

CCLHD Strategic Plans

2024-27

2027-30

2030-33

CCLHD Service wide plans

Clinical Services
Plan

Caring
for our
Community

Population
Health

Aboriginal
Health &
Workforce
Plan

Annual Priorities

Supported by service & individual annual planning processes

Supported by service plans

People & Culture Plan

Consumer, Carer, and Community Engagement Plan

Financial Sustainability Plan

Environmental Sustainability Plan

Strategic Research Plan 2022-2026

Digital Strategy 2021-2026

Patient Safety & Quality Plan 2024-2027

Data and Analytics Strategy 2024-2027

