

# Canberra Health Services

## Strategic Plan 2020–2023



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## Acknowledgement of Country



Canberra Health Services acknowledges the Ngunnawal people as traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and contribution to the life of this region.



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Our vision

# Creating exceptional health care together.



“We are proud of our role as the national capital’s major health service provider. We provide world class services in some areas and this plan will help us build on these successes to become better known as a state of the art, specialist provider.”

Dr Maya Latimer, Clinical Haematology

“Our Strategic Plan has been informed through review of current performance and consideration of emerging trends in healthcare. It enables us to identify important opportunities on which to focus our improvement efforts.”

Amanda Boers, Quality Safety Innovation and Improvement

“Our vision and values encompass what is required for great teamwork. We have the privilege of looking after the health of the community through the Pathology testing, we do. Our Strategic Plan provides us with a clear pathway to deliver on our vision of creating exceptional health care together.”

ACT Pathology Staff

“Consumers value safe, high quality, health care that is responsive to the needs of consumers, carers and our families. This includes access to timely care, being treated with dignity, respect, and encouraged and supported to be active in our care. We value health services that encourage and support consumers, carers and families to take part in improving the delivery of care, improving safety and quality of care, policy development, implementation and evaluation, research, and the design of facilities and services. We value Canberra Health Services commitment to working with consumers and carers to deliver safe, high quality care to Canberra and the region.”

Darlene Cox, Executive Director, Health Care Consumers Association

# Strategy overview

## Our vision

Creating exceptional health care together



Safe



Effective



Well-led



Accessible



Personal



Connected

## Our strategic priorities

### Personal health services

We will improve the experience of our consumers by listening, engaging and designing models of care that deliver the highest standards of safety and quality in a timely way.



### A great place to work

We will create the environment to attract, recruit, develop and retain the highest calibre talent. A culture of open and honest communication, in a supportive environment, will support our people to be their best and grow professionally.



### A leading specialist provider

We will assume our role as a specialist provider of tertiary health services that are appropriate for our catchment population across ACT and NSW. We will be leaders in key areas of research, education and clinical excellence.



### A partner to improve people's health

We will work in partnerships to tackle barriers to health care. Providing inclusive, culturally appropriate, psychologically safe, and respectful services.



Consumers

## Our enablers



Analytics



Technology



Governance and decision making



Partnerships



Sustainability

# Introduction

This is Canberra Health Services' (CHS) Strategic Plan for the next three years. It sets a clear path forward for the organisation to deliver against our vision of Creating exceptional health care together for our consumers, their families, and carers.

CHS is part of a broad system of healthcare across the Australian Capital Territory and New South Wales. So, we developed this plan in consultation with a wide range of partners, including consumer organisations, other service providers, and universities. There has also been extensive engagement within our organisation, involving every division.

## Background

CHS was formed following the division of ACT Health into two separate organisations from 1 October 2018. This was done with the aim of enabling our organisation to have a clear focus on operational effectiveness and efficiency, and to improve accountability for health service delivery. The change provided us with clarity of purpose, which is defined and will be operationalised through this document; our first, three-year strategic plan.

CHS works in partnership with the ACT Health Directorate, which has a system steward role for the ACT health system as a whole. This includes driving collaboration across the system with responsibility for outcomes, including the health of the ACT population. On the interaction of policy advice and operation of the publicly owned clinical service system, both the ACT Health Directorate and CHS work together to provide sound advice to Ministers.

### Services provided

Canberra Health Services provides a range of publicly funded acute, sub-acute, primary and community-based health services to people in the Australian Capital Territory and surrounding Southern New South Wales region.

These services are provided through:

- Canberra Hospital—a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services
- North Canberra Hospital—a general and teaching hospital that provides acute care, public health and hospital services
- University of Canberra Hospital—a specialist centre for rehabilitation, recovery and research with 140 inpatient beds, 75 day-bed places and additional outpatient services
- Clare Holland House—a hospice providing specialist palliative care through inpatient services, outpatient clinics, community based and specialist outreach services
- Community health centres—six centres providing a range of general and specialist health services to people of all ages
- Walk-in Centres—four centres providing free treatment for minor illness and injury, with a fifth to open by the end of 2020
- Community based health services—ranging from early childhood services, youth and women's health to dental health, mental health and alcohol and drug services.

### Our Vision, Role and Values

Our people in CHS defined an aspirational vision for the future: Creating exceptional health care together.

We defined our role to be a health service that is trusted by our community and our values:

- **Reliable:** We always do what we say
- **Progressive:** We embrace innovation
- **Respectful:** We value everyone
- **Kind:** We make everyone feel welcome and safe.

This plan sets a clear path forward to support our vision, role, and values.

# The people we serve

In 2018, CHS provided services for a catchment of just over 420,000 people living in the ACT as well as a further 200,000 people from the surrounding NSW area.

## ACT catchment

Population

**~420,000**

This is expected to grow to around 470,000 by 2026 indicating a growth rate of ~11.5%.



Aboriginal and Torres Strait Islander Peoples

**~6,500** 1.5% of population.

Life expectancy



Male  
**81.4**  
Years



Female  
**85.2**  
Years

Age profile

**~18%**

of the population is aged 14 and younger



**~13%**

of the population is aged over 65



## NSW catchment

Population

**~230,000**

This is expected to grow to around 247,000 by 2026 indicating a growth rate of ~7%.



Aboriginal and Torres Strait Islander Peoples

**~7,000** 3% of population.

Life expectancy



Male  
**79.2**  
Years



Female  
**84.5**  
Years

Age profile

**~17.5%**

of the population is aged 14 and younger



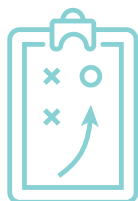
**~21%**

of the population is aged over 65



# Context for change

In developing our strategic plan, we reviewed our current performance, and considered emerging trends influencing the future of health care. This allowed us to identify important opportunities and challenges to focus on.



## Challenges

Similar to other health services worldwide, we face challenges in how we provide services and ultimately achieve our vision of Creating exceptional health care together. These can be summarised as follows:

### Workforce

We are experiencing challenges affecting our ability to attract, recruit and retain high quality talent. Additionally, we have identified a need to improve our workplace culture and decrease occupational violence.

### Infrastructure/assets

We continuously experience challenges in providing the requisite services to our catchment with ageing infrastructure and assets.

### Data

We use many systems which are fragmented and at times make it hard for our people to do their jobs, and do them well.

### Inequity

People in our community experience health inequity due to barriers in access to health services for under-served and lower health status cohorts.

### Demand, capacity and financial sustainability

We are experiencing higher demand for services as a result of population growth, ageing and increasing incidence of chronic conditions. This is driving our cost base. Capacity pressures and heightened consumer demand have led to challenges providing timely care. We are also experiencing challenges discharging or transferring our consumers to the next appropriate care setting.



## Opportunities

There are also important opportunities that CHS is well placed to embrace. These can be summarised as follows:

### Our team

Capitalise and build on our people's commitment and expertise.

### Infrastructure assets

Investing in infrastructure and health assets allows for modernisation across our sites and the ability to use current spaces in innovative ways.

### Data

Improved data and information provides an opportunity to optimise clinical services, operational performance, and personal health care approaches.

### Integration of care

Better integration of a person's care throughout their health care experience.

### Research

A robust research portfolio with strong academic and industry partnerships.

### Technology

The use of modern technology to connect and visualise health care data improves clinician-clinician and consumer-clinician communication and information sharing, as well as enabling more efficient workflows that improve the experience of our workforce and our consumers.



# Our strategic plan

## Exceptional care

We worked with our partners to define what our vision of creating exceptional health care together means.



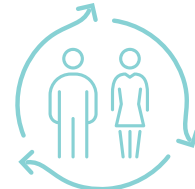
### Safe

People feel safe and are protected from avoidable harm.



### Effective

Our care, treatment and support is based on evidence and achieves the best possible outcomes.



### Accessible

Our services are inclusive and available to all people when they are needed.



### Personal

Our services treat people with compassion, kindness, dignity and respect. They are responsive to meet the needs of patients, families and carers.



### Connected

We work collaboratively with partners to better connect and integrate care, to improve the health of our communities.



### Well-led

Our leadership, management and governance assure the delivery of high-quality care, supports learning and innovation, and promotes an open and fair culture.

## Our Priorities and Enablers

We will realise our vision by relentlessly implementing our Strategic Priorities and engaging the Enablers that support them.



# Our strategic priorities

## 1 Personal health services

We will improve the experience of our consumers by listening, engaging and designing models of care that deliver the highest standards of safety and quality in a timely way.

### Our initiatives:

#### ➤ People-centred care

Care that is safe, improves outcomes and minimises dependence on the health system.

#### ➤ Timely care and patient flow

Improve flow in, through and out of CHS.

#### ➤ Innovation and improvement

Deliver continuous innovation and improvement through establishing a centre of exceptional care.

#### ➤ Co-design and engagement in care decisions

Ensure and grow structures for ongoing, meaningful engagement with consumers, families, carers and their representative organisations.



CHS will better serve our consumers by improving the timeliness of our care—across acute, sub-acute and community settings—by working better together as a team, with clear accountabilities at all levels of the organisation. We will strengthen how we work with partners to improve pathways for consumers into, across, and out of the system. Our care experience will be delivered to the highest standards of safety and quality.

We are committed to ensuring people are partners in their own care. We commit to co-designing any new care models with consumers, carers and community partners, and promoting autonomy and self-care in our approach to service redesign.

By 2023, we will deliver timely care through our acute, sub-acute and community environments, underpinned by the highest standards of care.

# Our strategic priorities

## 2 A great place to work

We will create the environment to attract, recruit, develop and retain the highest calibre talent. A culture of open and honest communication, in a supportive environment, will support our people to be their best and grow professionally.

### Our initiatives:

#### > Culture and leadership

Develop a positive workplace culture through building leadership capability and engaging the workforce—to ensure all team members are able to do enjoyable and meaningful work.

#### > Attraction, recruitment and retention

Plan strategically for future workforce needs and enhance employee attraction and retention.

#### > Safety and reduction in occupational violence

Enhance our existing culture and supporting strategies to improve workplace health and safety with a focus on preventing and minimising occupational violence.

#### > Workforce capability development

Invest in training and development programs to enable all team members to advance their capabilities for the future, while creating a reputation as a great learning organisation.

#### > Collaboration

Enable greater teamwork, communication and knowledge sharing through unit, team and interdisciplinary learning and collaboration.



Our people are the key to achieving our Vision. An engaged workforce drives better patient outcomes, increased enjoyment and meaning in our work, and helps to attract the best people—and keep them. We will strengthen our existing environment and planning structure to attract, recruit and retain the highest calibre talent. We will create a culture that fosters open, honest communication throughout the organisation. We will invest in the support and development of our team members at all levels from students to senior practitioners, to enable them to develop capability, grow professionally and deliver best practice.

By 2023, we will have a positive workplace environment by enhancing our culture, improving our attraction and retention, capability, safety and cross unit collaboration. We will have processes that ensure the system works for our people—not the other way around.

# Our strategic priorities

## 3 A leading specialist provider

We will assume our role as a specialist provider of tertiary health services that are appropriate for our catchment population across ACT and NSW. We will be leaders in key areas of research, education and clinical excellence.

### Our initiatives:

#### ➤ Establish the service profile

Clearly define CHS' service profile and role delineation in our clinical services plan, so that it aligns to population size and CHS capabilities.

#### ➤ Strengthen teaching and training

Deliver an innovative and collaborative educational environment for developing specialist expertise across disciplines, so that team members are inspired to join, contribute to, or return to our service.

#### ➤ Grow and embed research

Develop and implement a research strategy for CHS aligned to the priorities set out within this Strategic Plan, including translating research into practice, engaging partners and attracting funding.

#### ➤ Exemplar in key focus areas

Take a leading role in chosen clinical areas, where we can be a national exemplar.



We will strengthen our role as a specialist provider of tertiary health services that are appropriate for our catchment population across the ACT and NSW. We will excel in key areas of clinical service delivery.

We will provide clinical leadership, training and support to referring hospitals in our networks, and ensure people from our catchment have access to the right specialist care, in the right place, at the right time. We will also develop closer working relationships with our universities and surrounding regional hospitals as well as with the specialist providers we refer on to. We will increase our focus on research, education, clinical trials and related policy development.

By 2023, we will excel in key areas of clinical care, research and education.

# Our strategic priorities

## 4 A partner to improve people's health

We will work in partnerships to tackle barriers to health care. Providing inclusive, culturally appropriate, psychologically safe, and respectful services.

### Our initiatives:

#### > Integrated care

Proactive connecting and coordinating care, with a particular focus on mental health and chronic disease.

#### > Inclusive health

Tailor services to meet the specific needs of under-served groups, ensuring that consumers, families and carers can access the care they need to feel supported and respected.

#### > Committed to Aboriginal and Torres Strait Islander peoples

Proactive commitment to self-determination as the guiding principle in the delivery of programs and services, and working in partnership with Aboriginal and Torres Strait Islander peoples to address matters that are important to them.



CHS has an important role to play in improving the health of people living in our catchment area. This includes addressing challenges such as preventing and managing chronic and complex conditions, reducing health inequity and ensuring those with the greatest need can access our services. However, this is not something CHS can tackle alone. Much of the health inequity experienced in our region and beyond is driven by social determinants such as housing security and nutrition.

We are committed to working in partnership with consumers and other organisations to play our part in resolving these issues to help lift the health status of our communities. We will reduce barriers to accessing health care by ensuring the services we provide are inclusive, culturally and psychologically safe, meet or exceed required standards, and we provide them with compassion and respect.

By 2023, we will improve care for those with chronic illnesses and do our part to reduce health inequity for our community.

# Our enablers



## 1. Analytics

We will establish the foundations required to become an insight-driven organisation—one in which all team members have a clear understanding of performance drivers as well as opportunities to improve. This will include improving the quality, connectivity and utility of our data assets. We will build on our capabilities in business intelligence and clinical informatics to harness information and share learnings.



## 2. Technology

We will support exceptional health care with a safe, reliable, accessible, intuitive and integrated digital health environment. We will integrate technology and systems to improve workflow and care coordination both within and beyond CHS, to better capture data and improve the safety of our care. We will introduce new technologies at a safe and sustainable pace, and work with team members to support effective implementation and use.



## 3. Governance and decision making

We will redesign our governance processes to ensure accountability at all levels within CHS for delivering this plan. This involves designing a process to evaluate the success of the plan and to embed it across the organisation. We will also continue to work closely with the ACT Health Directorate and other partners to ensure our respective responsibilities are clearly defined and we are working in close collaboration.



## 4. Partnerships

We are committed to working closely with our partners to deliver the best outcomes for our population, our consumers, for our people and our teams. Successful delivery of our plan requires effective partnerships with other providers and stakeholders, the community, primary care, universities and other education institutions, government and the private sector. We will communicate transparently and openly with all partners on our Strategic Priorities, where we need help, and where we can help.



## 5. Sustainability

We are committed to creating a strategically, environmentally, structurally and financially sound health service. We will invest in our infrastructure and use our spaces in innovative ways to meet contemporary and future requirements. Our actions will be underpinned by financial discipline—which may, at times, mean taking hard decisions. We will focus on minimising waste, maximising efficiency, and achieving value for investment. We will ensure our activity is captured and reported in its entirety, to support appropriate financial flows from the Commonwealth.

# Holding ourselves accountable

This Strategic Plan sets a clear path forward for CHS to deliver on our vision. To ensure the plan generates meaningful change within our organisation, we use our Exceptional Care Strategy, Clinical Governance Framework, and annual Corporate Plans and Division Business Plans to translate our vision into every-day actions.

The Exceptional Care Strategy provides guidance for everyone involved with CHS about the role they play in achieving our collective vision of creating exceptional health care together. The Clinical Governance Framework articulates our governance structures and processes and defines staff roles and responsibilities to ensure integrated corporate and clinical governance at CHS. This ensures the safety of everything we do.

The Corporate Plan is the mechanism to step us towards our vision each year and direct the organisation's activities within our four strategic priority areas. It identifies key actions for focusing our efforts and investment. For initiatives that span multiple years, the Corporate Plan breaks these into annual deliverables—so we are clear on what needs to be achieved each year. And for other initiatives that can be delivered within a single year, the Corporate Plan is used to prioritise timing.

Annual Division Business Plans take the actions from the annual Corporate Plan and identify which CHS teams are going to do what. The plans provide a clear line of sight for each team's activities through to our vision. It also includes high-level details of each division's business as usual activities—the important work that teams are doing each day to provide high-quality health care to the community. Divisional Business Plans also cover key Government deliverables, including election commitments, Parliamentary Agreement commitments, and funded budget initiatives.

An important part of Division Business Plans is each division's annual budget. This is the funding commitment provided by CHS to each division to deliver against its plan.

Cascading through these documents are performance measures. These measures determine whether we are delivering the identified initiatives, and more importantly if they are having an impact and driving us towards achieving our vision.





**Canberra Health  
Services**

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