EXECUTIVE SUMMARY

Mater Health Services North Queensland (MHSNQ) will continue to be a Catholic private hospital service providing secondary and tertiary level services in North Queensland with a strong commitment to the provision of quality health care and health education services underpinned by the MHSNQ mission and values.

This Strategic Plan has been developed in consultation with the Board, the Executive, the Visiting Medical Officers (VMO’s) and senior MHSNQ staff to align the Mission and Values of the MHSNQ with long and short term goals and objectives for the health service.

In 2012 a detailed health services plan review was undertaken by MHSNQ and information from this review was also considered in the development of this Strategic Plan. The health services plan will be reviewed again in 2015-2016.

Key sections of this Strategic Plan are dependent on continuing strong and committed partnership arrangements with the tertiary health education sector.

The Strategic Plan outlines the key strategic priorities for the next five years commencing in January 2014, with an understanding that the Plan will be reviewed annually.

Over the next five years MHSNQ commits to the following four key strategic priorities:

Modernise and invest in infrastructure to support quality patient care

This will be achieved by:

- Consolidating all our acute services onto the MHSNQ Pimlico campus commencing with a major redevelopment project in 2014 including the enhancement and expansion of patient care facilities, support services and expansion of specialist medical suites
- Confirming a clear decision during 2014 for the future use of the MHSNQ Hyde Park campus
- Ensuring that we appropriately reinvest in our infrastructure and equipment to support quality patient care by defining and reporting against an equipment replacement program annually.

Provide integrated and accessible, safe, high quality health care services

This will be achieved by:

- Continuing to develop and enhance the services we provide in our existing specialty areas
- Exploring new service opportunities in healthcare for responding to community needs
- Focusing on professional development of our staff with a particular emphasis on our nursing workforce and in the key specialties of critical care and procedural areas
- Reviewing current models of care and where necessary modifying them through an agreed team approach to ensure that they are contemporary and based on the best available evidence.
Proactively seek to develop mutually beneficial partnerships and alliances to support the MHSNQ commitment to the health needs of the community

This will be achieved by enhancing existing and exploring new partnerships and strategic alliances with parties such as:

- Specialists and specialist groups
- James Cook University
- Townsville Hospital and Health Service
- Queensland Mater healthcare providers and other Catholic health services
- Other health, education providers and organisations including the Medicare Local.

Continue to improve organisational governance and accountability that supports the MHSNQ Mission

This strategy will be achieved by:

- Effective and efficient clinical services
- A robust clinical safety and quality framework and reporting system
- Strong and transparent business processes and systems
- Effective and appropriate communication and marketing strategies that promote our clinical services and encourage consumer engagement
- Contemporary technology and best practice business models.
MATER HEALTH SERVICES NORTH QUEENSLAND – MISSION AND VALUES

In 1945, the Sisters of Mercy established the first “Mater Misericordiae Hospital Townsville” in West End and transferred services to the main Townsville Pimlico Site in 1962 and finally purchased the Hyde Park site in 2007.

Underpinned by the example of the Sisters of Mercy Townsville Congregation, Mater Health Services North Queensland has provided private hospital and medical services to Townsville and the North Queensland region for over 60 years with a strong commitment to offering excellence in patient care. Our Mission and Values form the basis of our approach to our healthcare ministry.

Our Mission

Mater Health Services North Queensland Limited operates Catholic facilities inspired by the vision of Catherine McAuley, foundress of the Sisters of Mercy. Those who minister here strive to:

- Offer a healing ministry based on Gospel values,
- Achieve excellence in the provision of high quality health care, and
- Make God’s love and mercy a reality in their own lives and in the lives of all for whom they care.

Our Values

- Mercy Spirituality
- Compassion
- Excellence in Care
- Respect
- Justice.

This Strategic Plan is based on a combination of our History, Mission and Values and a commitment to being the key provider of private healthcare services in Townsville and North Queensland.
STRATEGY AREAS

The MHSNQ Board and Executive have identified four (4) key strategy areas to meet the evolving health needs of the community served by the MHSNQ. These are listed below and are briefly described in the following pages. Successful implementation of these key strategy areas will ensure that MHSNQ remains a viable business and a provider of quality secondary and tertiary health care and health education services, both now and into the future.

The Key Strategy areas are:

**Strategy 1 - Modernise and invest in infrastructure to support quality patient care**

Both of the MHSNQ facilities (Pimlico and Hyde Park) are ageing and require upgrading or replacement. Short and long term opportunities will be implemented to improve service delivery, patient flow, efficiency and effectiveness. Acquiring state-of-the-art equipment and infrastructure will improve clinical quality, enhance the ability to recruit and retain clinical staff and add revenue generating services for MHSNQ.

This strategy will be achieved by consolidating all acute services onto the MHSNQ Pimlico campus with a major redevelopment project commencing in 2014 including the enhancement and expansion of patient care facilities, support services and expansion of specialist medical suites. The consolidation will occur in two Phases commencing in 2014.

- **Phase 1:** In 2014 commence the major redevelopment project on the Pimlico campus with the key deliverables including:
  - Completing the refurbishment plan to relocate paediatric services to the Pimlico campus
  - Undertaking interim refurbishment of current maternity services facilities at Hyde Park campus prior to the permanent relocation of the service to the Pimlico campus
  - Finalising the scope of work, design solution and staging of the major redevelopment project for the Pimlico campus
  - Upgrades of clinical and general equipment following an asset and equipment review and a phased equipment replacement and acquisition program which is clearly defined and annually reviewed and communicated
  - Undertaking a range of engineering services upgrades to support ongoing functions at both Pimlico and Hyde Park campuses
  - Establishing a clear plan for the continued and future use of the MHSNQ Hyde Park campus.
Phase 2: In 2015 continue the major redevelopment project on the Pimlico campus with the key deliverables including:

- Completing works to enable the permanent relocation of maternity services to the Pimlico campus
- Completing other elements of the major redevelopment project including expansion of Operating Suite and Recovery Room capacity, Day Admission / Discharge facilities and Medical Suites and expansion of inpatient wards. Works will also address issues including administrative support services and car parking capacity.

Ensuring there is appropriate reinvestment in infrastructure and equipment to support quality patient care by defining and reporting against an annual equipment replacement program.
Strategy 2 - Provide integrated and accessible, safe, high quality health care services

MHSNQ will continue to be a Catholic private hospital service providing secondary and tertiary level services for the population of North Queensland and surrounds.

MHSNQ also recognises the importance of the ongoing provision of high quality healthcare services to further develop the existing partnerships with the tertiary education sector in Townsville.

MHSNQ is committed to continuing to provide the current extensive range of clinical services, and will explore opportunities to enhance access to those services. Additionally, as the community continues to grow, we will investigate opportunities to expand and develop service areas to meet the growing needs of the community.

This strategy will be achieved by:

• Continuing to provide, develop and enhance the services in the existing specialty areas of:
  – General Surgery
  – General Medicine
  – Orthopaedics
  – Cardiology and Cardiac Surgery
  – Neurology
  – Neurosurgery
  – Intensive Care / Coronary Care
  – Urology
  – Gastroenterology
  – ENT
  – Ophthalmology
  – Oncology / Haematology
  – Plastics
  – Respiratory Medicine
  – Vascular Surgery
  – Paediatrics
  – Obstetrics and Gynaecology.
• Exploring new opportunities for responding to increased community needs including the areas of:
  – Sub-acute care
  – Rehabilitation
  – Renal medicine
  – Emergency Department care
  – Mental Health services.

• Focusing on professional development of staff with a particular emphasis on the nursing workforce and in the key specialties of critical care and procedural areas including investment in:
  – Developing workforce capability and commitment in clinical services, leadership and management
  – Enhancing recruitment and retention
  – Actively engaging with clinicians with regards to decision making.

• Reviewing current models of care and where necessary modifying them through an agreed team approach to ensure efficiency and effectiveness in patient care that is contemporary and based on the best available evidence. This will include ensuring the provision of effective and efficient patient processes to improve ease of access for patient to MHSNQ services including:
  – Streamlining admission and discharge processes to enhance the patient experience
  – Supporting both referrals and adequate discharge processes to and from General Practitioners, specialist doctors and the hospital.
Strategy 3 - Proactively seek to develop mutually beneficial partnerships and alliances to support the MHSNQ commitment to the health needs of the community

Maintaining and building upon existing relationships and developing good community relations and strategic partnerships is essential for the MHSNQ to prosper and grow as a leading private teaching hospital providing secondary and tertiary level health services for North Queensland.

This strategy will be achieved by:

- Proactively maintaining and developing mutually beneficial strategic partnerships / alliances with parties such as:
  - Medical specialists and specialist groups
  - James Cook University
  - Townsville Hospital and Health Service
  - Queensland Mater healthcare providers and other Catholic health services
  - Other health and education provider organisations
  - Other agencies, for example the Department of Defence and the Medicare Local.

- Developing preferred provider arrangements for services provided by the MHSNQ

- Investigating public private partnerships with the public health sector for MHSNQ to provide specific specialty services for the Townsville community

- Investigating further collocation of Visiting Medical Officers medical suites on the hospital campus based on a mutually advantageous financial or purchasing arrangement

- Exploring marketing and philanthropic pursuits to support the MHSNQ Mission and Values and focus on the Strategic Plan

- Investigating opportunities for funding services or infrastructure enhancements through Commonwealth / State government programs

- Ensuring a patient centred approach through strengthening processes to seek and obtain feedback on care provided, for example patient / carer satisfaction surveys

- Engaging with the community in key aspects of MHSNQ planning, for example services / facilities / educational material / patient processes.
MHSNQ will identify and implement effective strategies to improve access to hospital services and will ensure services reflect the MHSNQ Mission and Vision and the needs of the community.

This strategy will be achieved by:

- A robust clinical safety and quality framework and reporting system including:
  - Maintaining MHSNQ accreditation status with relevant accreditation bodies
  - Meeting the National Patient Safety and Quality Health Service Standards
  - Strengthening the organisational framework and education programs to support a culture of safety and quality by:
    - Engaging with experts in clinical safety and quality to advise on and mentor staff through ongoing workshops and educational activities to build internal capability
    - Engaging with staff to build a culture of mutual respect and team work
    - Having effective clinical governance and risk management processes in place
    - Ensuring there is defined clinical responsibility and accountability for each service.

- Strong and transparent business processes and systems including:
  - Ensuring that accurate clinical information and business practice data is captured and maintained
  - Improving management’s ability to access timely clinical and financial data and information required to make real-time decisions that impact on business processes.

- Effective and appropriate communication and marketing strategies that promote clinical services and community engagement including:
  - Improving communication with General Practitioners about the services available and the direct costs to patients
  - Improving communication with patients about the services available at MHSNQ and care packages available for uninsured patients
  - Exploring opportunities with Visiting Medical Officers and health fund providers to minimise out of pocket expenses for patients to encourage patients to access MHSNQ services.

- Contemporary technology and best practice business models including:
  - Ensuring that data-driven decision making capabilities and systems are available to support service and business improvement.