

# Metro South Health | Strategic Plan 2021–2025

*This Strategic Plan was reviewed in June 2022 and remains current.*

## About this plan

This plan outlines the strategic objectives that Metro South Health (MSH) has identified to deliver on its purpose of Quality Healthcare Every Day and attain our vision To Be Australia's Exemplar Public Healthcare Service. MSH's strategic objectives are aligned with the Queensland Government objectives for the community – *Unite and Recover*.

The MSH strategic plan outlines how we are aligned with the Government's objective for the community of safeguarding our health, by providing equitable access to excellent care through healthcare innovation and collaboration. The plan identifies how we are backing our frontline services, through maintaining and developing our exceptional workforce as key to delivering great value care in collaboration with others. In delivering care for the future, MSH puts value in the significant efforts of our staff as researchers and innovators.

MSH acknowledges that the Government has significantly invested in planned new facilities to be delivered throughout Metro South over the coming years—including the Redland and Logan Hospital expansions and the Satellite Hospital program. This is consistent with the Government's objective for the community of building Queensland. MSH is also using Queensland Government funding from the Care for Queensland program to maximise the available care we provide.

The plan has been revised as Queensland enters the living with COVID-19 phase of the pandemic. We are continuing to respond to COVID-19 but also focussing on recovery, including care delayed by the pandemic.



Metro South Health recognises and pays respect to the traditional custodians of the land and waters—the Yugambeh, Quandamooka, Jaggera, Ugarapul and Turrbal peoples—and to Elders, past, present and emerging.

Our values:  
ICARE<sup>2</sup>



INTEGRITY



COMPASSION



ACCOUNTABILITY



RESPECT



ENGAGEMENT



EXCELLENCE

## Challenges

- Growth in public healthcare demand above population growth, arising from increasing burden of chronic and complex disease, ageing of the population, and declining private health insurance rates. MSH contains significant numbers of people at social disadvantage and this increases demand on our services.
- Public healthcare funding requires a growing proportion of State and Commonwealth budgets.
- Being responsive in innovating and adapting to meet the changing healthcare environment and the community's healthcare needs, especially given the multi-cultural nature of the population Metro South serves.
- Protecting the health and wellbeing of our health workforce who are on the frontline of the COVID-19 pandemic.

## Opportunities







- Maintaining and extending the growth in health literacy and engagement in the Queensland community as a result of the COVID-19 pandemic, to better prevent disease and maintain wellness.
- Significant funding commitments from the Queensland Government to upgrade and expand our hospitals, increasing our ability to provide great healthcare.
- Extensive digital healthcare systems in MSH enable better connected care, more care in non-hospital settings, and better patient outcomes.
- Experienced, skilled staff, with a commitment to care, training, and research, represent a great opportunity for us to improve our care and achieve our vision.

*We will respect, protect, and promote human rights in our decision-making and actions.*



**Our vision** | To be Australia’s exemplar public healthcare service  
**Our purpose** | Quality healthcare every day



Our Objectives	Provide Equitable access to Excellent Care	Deliver Great Value	Lead by Innovating and Collaborating	Maintain and Develop an Exceptional Workforce
Alignment to Government’s objectives for the community	Safeguarding our health 	Backing our frontline services  Building Queensland 	Safeguarding our health  Backing our frontline services 	Backing our frontline services 
Our Strategies	<p><b>C1</b> Ensure our care is safe, timely and of highest quality</p> <p><b>C2</b> Act as leader for change in health care and outcomes</p> <p><b>C3</b> Partner with patients, families and consumers to improve the delivery and experience of healthcare</p> <p><b>C4</b> Focus on preventive healthcare and respond to emerging public health challenges</p> <p><b>C5</b> Improve equity in health outcomes by closing the gap for Aboriginal and Torres Strait Islander peoples including by implementing our Health Equity Strategy</p>	<p><b>R1</b> Be responsible in the allocation of our resources</p> <p><b>R2</b> Maximise revenue to support sustainability</p> <p><b>R3</b> Minimise the provision of low-value care</p> <p><b>R4</b> Build the future healthcare facilities our community needs</p> <p><b>R5</b> Maintain and improve our facilities and equipment to ensure they are fit for purpose</p>	<p><b>P1</b> Use research and evidence to inform our care</p> <p><b>P2</b> Actively partner and work with others to ensure joined up care including by actively collaborating with the Department of Health’s reform agenda</p> <p><b>P3</b> Explore and implement different ways to deliver care through co-design and partnering for new solutions</p> <p><b>P4</b> Minimise our impact on the environment</p> <p><b>P5</b> Streamline our processes</p>	<p><b>W1</b> Ensure the safety, health and well-being of our workforce</p> <p><b>W2</b> Embed our ICARE<sup>2</sup> values</p> <p><b>W3</b> Ensure our workforce has opportunities and pathways to develop and be leaders in their fields</p> <p><b>W4</b> Educate and train tomorrow’s health team</p> <p><b>W5</b> Develop a workforce that reflects the diversity of our community</p>
Our Measures	<p><b>M.C1</b> Increase % of patients treated within clinically recommended timeframes</p> <p><b>M.C2</b> Reduce adverse event rates</p> <p><b>M.C3</b> Improve patient reported experience</p> <p><b>M.C4</b> Increase vaccination rates</p> <p><b>M.C5</b> Reduce gap in rates of diabetes potentially preventable hospitalisations between Indigenous and Non-Indigenous people</p>	<p><b>M.R1</b> Balanced or surplus financial operating position</p> <p><b>M.R2</b> Maximise own source revenue</p> <p><b>M.R3</b> Reduce admissions classified as “low-value care”</p> <p><b>M.R4</b> Increase capital project investment</p> <p><b>M.R5</b> Increase planned maintenance as % of total maintenance spend</p>	<p><b>M.P1</b> Increase % of pregnant women seen in community maternity hubs</p> <p><b>M.P2</b> Increase MSH staff Residential Aged Care Facility attendances aimed to reduce hospital admissions</p> <p><b>M.P3</b> Increase Hospital in the Home as % of all admissions</p> <p><b>M.P4</b> Increase research-related spend</p> <p><b>M.P5</b> Decrease growth in waste production</p>	<p><b>M.W1</b> Decrease Workcover % of time lost</p> <p><b>M.W2</b> Increase staff and student training hours</p> <p><b>M.W3</b> Increase participation rate of Aboriginal and Torres Strait Islander peoples in our workforce</p> <p><b>M.W4</b> Increase participation rate of peoples with disability in our workforce</p> <p><b>M.W5</b> Increase in rates of demonstration of ICARE<sup>2</sup> values from Performance Appraisal reports</p>

