



Government
of South Australia

SA Health

SA Health Strategic Plan 2017 to 2020

Early Actions



Strategic Objectives

From 2017 to 2020 SA Health will fulfil its roles of Lead, Partner and Deliver through the following strategic objectives:

1. Reshape governance structures to deliver our objectives and foster internal collaboration
2. Use evidence to inform clinical planning and policy to deliver safe and reliable care
3. Create strategic and business plans to implement the SA Health strategic plan
4. Cultivate a learning culture that is supportive and productive across SA Health
5. Increase the roles of consumers and communities in policy, design, planning, delivery and practice
6. Strengthen partnerships through a coordinated approach to relationship management
7. Facilitate wider translation of research into practice and transfer of innovation across our business

Approach to strategic actions

The following principles will guide the implementation of strategic actions:

Unified

As strategic actions, these initiatives do not sit with any one business unit or team. Design and implementation of these initiatives will involve a collaborative approach, involving people from across SA Health and, when appropriate, partners outside SA Health.

Flexible

The team that implements strategic actions will require a mind-set that is willing to adapt and change to achieve outcomes and suit the dynamic environment. A focus on the outcomes that are to be achieved supersedes the need to follow the predetermined steps – adjustments to methodology are progressively made to achieve goals and manage risks.

Nimble

A nimble approach to strategic action implementation requires defining clear outcomes and a high-level implementation plan, and then an adaptable approach and willingness to change during the planned implementation.

Each stage of an initiative is implemented based on careful planning of that stage, rather than waiting on a detailed plan of the full initiative or project. As subsequent stages are planned in more detail, they will be informed by the experience and learning of earlier stages.

1. Reshape governance structures to deliver our objectives and foster internal collaboration

Strategic Initiative	<i>New Strategic Governance Framework and Structures</i>
Target outcomes	<ul style="list-style-type: none"> + We act as one 'SA Health', each making our own contribution to achieve the vision of contemporary and sustainable health care and well-being for all South Australians + We are accountable for the delivery of SA Health-wide strategies and priorities as well as being responsible for the performance and outcomes at the local level + Leadership forums and discussions are more strategic and less reactive, with an eye for the whole of SA Health, not just major projects or individual Local Health Networks and SA Ambulance Service
Initial considerations	<ol style="list-style-type: none"> 1. Redesign SA Health governance arrangements to support SA Health's business priorities 2. Establish a SA Health Strategic Committee to drive more strategic and less reactive discussions, which is responsible for the whole of SA Health 3. Establish appropriate governance arrangements at the Department for Health and Ageing, Local Health Network and SA Ambulance Service levels which are linked
Timeline	31 December 2017
Responsibility	SA Health Portfolio Executive

Strategic Initiative	<i>Internal Consultation Protocols</i>
Target outcomes	<ul style="list-style-type: none"> + Internal partnerships are expected and valued to work across and through internal barriers to improve our performance + SA Health deliberately and systematically reaches out to its internal partners, in particular our people – the workforce that achieves our outcomes + Increased transparency and collaboration, systematic internal consultation and a consistent understanding of what good consultation means and how it works
Initial considerations	<ol style="list-style-type: none"> 1. Create internal partnering and consultation protocols (including consequences/action if protocols not followed); utilise the SA Public Sector <i>Better Together</i> – a joined up policy guide 2. Bridge the gaps in understanding the roles of each of the sectors and professions across SA Health to build stronger collaboration and cooperation
Timeline	31 December 2018
Responsibility	SA Health Strategic Committee



2. Use evidence to inform clinical planning and policy to deliver safe and reliable care

Strategic Initiative	<i>Clinical Services Plan</i>
Target outcomes	<ul style="list-style-type: none"> + Evidence and information underpins clinical service design + We continue to focus on safety and quality in all we do + Clinical and business risk are connected to strategy, and both inform decision making + Actions to address safety and quality issues identified are guided by evidence and led by clinicians + Leaders balance the accountability for individual care and for the provision of health and well-being to the whole South Australian community + Decisions are informed by evidence and information from both our State and other health systems + Consumers, families, carers and the community enjoy a consistent health care experience across SA Health and its practitioners, which will underpin a safe and quality experience + Application of evidence in practice occurs as a standard, with consistent practice across SA Health + An integrated approach to services is driven by methodical collaboration of disciplines and professionals, working together to achieve the best outcome
Initial considerations	1. Use contemporary evidence to develop a clinical services plan for the next five years
Timeline	31 December 2017
Responsibility	SA Health Strategic Committee

Strategic Initiative	<i>Decision Making Information Review</i>
Target outcomes	<ul style="list-style-type: none"> + Provide high value information and metrics to leaders (clinical and non-clinical) that will increase accountability and is evidence based across SA Health + Executives use key performance measures (including the Premier’s priorities and Commonwealth priorities) to track delivery of the strategic plan
Initial considerations	<ol style="list-style-type: none"> 1. Review information provided to decision makers (clinical and non-clinical) across SA Health: identify metrics that provide a well-rounded picture of SA Health performance and new metrics on performance areas such as partnering, culture and consumer satisfaction 2. Develop a Performance Framework which considers: <ul style="list-style-type: none"> + The information requirements of decision makers across SA Health + The ongoing enhancement of monitoring as new metrics become available (partnering, culture and consumer experience) + Consider the future needs of the organisation in relation to monitoring performance
Timeline	31 December 2018
Responsibility	SA Health Strategic Committee



3. Create strategic and business plans to implement the SA Health strategic plan

Strategic Initiative	<i>Strategic Thinking, Planning and Management</i>
Target outcomes	<ul style="list-style-type: none"> + Connect strategic planning across SA Health + The Department for Health and Ageing, SA Ambulance Service and each Local Health Network has their own strategic management plan informed by the SA Health strategic plan + Leaders across SA Health share information and knowledge about SA Health strategies, both in the workplace and in the community + Develop the strategic thinking and planning capability of leaders across SA Health + Ensure the SA Health strategic plan and risk frameworks are linked + SA Health’s own strategies, policies and service planning are aligned by and also seek to influence the National agenda
Initial considerations	<ol style="list-style-type: none"> 1. Design a strategic planning framework for SA Health, that connects the various elements/plans across SA Health 2. Create a strategic and business planning compendium - a user friendly, practical set of strategy and planning guides and resources for use by SA Health organisations to plan effectively and think strategically 3. Local Health Networks, SA Ambulance Service and business units of the Department for Health and Ageing prepare business plans linked to the SA Health strategic plan with consistent elements in each plan 4. Support for planning via facilitation and coaching in strategy and planning 5. Create a ‘connected’ risk framework that is relevant and considered across SA Health governance and decision making groups; use the strategic plan as a means of achieving this connection
Timeline	30 June 2018
Responsibility	SA Health Strategic Committee

Strategic Initiative	<i>Workforce Plan for SA Health</i>
Target outcomes	<ul style="list-style-type: none"> + Plan future health workforce requirements in a contemporary and sustainable system in South Australia + The future health workforce for our State is planned with a clear pathway to building required capability and capacity + SA Health has a structured and measured approach to improving the well-being of our workforce
Initial considerations	<ol style="list-style-type: none"> 1. Design a process to identify and plan for future health workforce requirements in a contemporary and sustainable system in South Australia, drawing on future health workforce work in similar jurisdictions 2. Support completion of workforce planning at Local Health Network level and SA Ambulance Service 3. Develop a work plan for the development of a workforce plan for SA Health
Timeline	30 June 2018
Responsibility	SA Health Strategic Committee



4. Cultivate a learning culture that is supportive and productive across SA Health

Strategic Initiative	<i>Building a Culture of Success</i>
Target outcomes	<ul style="list-style-type: none"> + Each team and its people have a clear understanding of the behaviours required to live the values and hold each other to account for those agreed behaviours; individuals provide feedback to their colleagues to support their contribution to our culture + We have regular conversations about how our behaviour (individually and collectively) impacts on safety, quality and performance + We will support and inspire our workforce to deliver consistent and reliable care in partnership with those they serve
Initial considerations	<ol style="list-style-type: none"> 1. Refresh values and define the culture required, and link as important to performance – create opportunities for each team to have discussions about values and behaviours to increase awareness and understanding 2. Provide a guide and tool-kit for each team across SA Health to discuss values and define their own 'non-negotiable' behaviours to live those values in their context; hold leaders to account for making this happen 3. Establish a governance process around culture and values, including metrics, to drive accountability
Timeline	30 June 2018
Responsibility	SA Health Strategic Committee



Strategic Initiative	<i>Management Development Program</i>
Target outcomes	<ul style="list-style-type: none"> + Improve and support the management capability development of clinical leaders + Improve and support the management capability of business and enabling leaders + Simultaneously address current business management gaps and build a future pipeline of senior leaders; invest in mid-level management and leadership skills development experiences for mid-level clinical and non-clinical leaders
Initial considerations	<ol style="list-style-type: none"> 1. Identify management development requirements for the business of SA Health 2. Invest in middle level management skills development for clinical and non-clinical staff 3. Define clear pathways for the development of current and future leaders to gain the experience and skills required to succeed in senior management roles 4. Provide exposure to the experience of managing strategic and high level operational business (clinical and non-clinical) to ensure development of future leaders across SA Health
Timeline	30 June 2018
Responsibility	SA Health Strategic Committee



5. Increase the roles of consumers and communities in policy, design, planning, delivery and practice

Strategic Initiative	<i>Healthy and Well Together</i>
Target outcomes	<ul style="list-style-type: none"> + SA Health engages with consumers, families, carers and the community effectively, utilising the existing networks and building new ones + SA Health understands the importance of early consumer and community engagement and is committed to a consistent and genuine approach working with them + We enable consumers, families, carers and the community to be actively involved in their own health and well-being + Reliable and clear information is provided to the community and stakeholders about our performance + We will focus on strengthening participation of Aboriginal communities to empower them in the design of services that are delivered to Aboriginal communities and broader policy decisions that impact them + We will enable vulnerable groups to have a stronger voice in decisions that impact them + We work with consumers at all stages of policy, planning and service design and delivery
Initial considerations	<ol style="list-style-type: none"> 1. Develop a <i>Healthy and Well Together</i> policy and framework that is used across SA Health as a guide to engagement and consultation with consumers and communities: this is informed by the International Association for Public Participation (IAP2) and SA Government's <i>Better Together</i> principles 2. Compendium of tools and resources and supporting professional development that enables consistent engagement of consumers and communities by SA Health 3. A model for co-design will be established to drive this approach across SA Health 4. Promotion of an understanding of the views of consumers, families, carers and communities across SA Health will enable a better understanding of their expectations
Timeline	31 December 2018
Responsibility	SA Health Strategic Committee

6. Strengthen partnerships through a coordinated approach to relationship management

Provides guidance and support to strengthening and managing partnerships consistently across SA Health.

Strategic Initiative	Partner Relationship Management System
<p>Target outcomes</p>	<ul style="list-style-type: none"> + As one 'SA Health', we understand the priorities of our partners and will seek to have a coordinated approach to how SA Health seeks to work with them + SA Health will learn more about our partners in a structured way, so that we can understand their priorities and business drivers + Collaborate with others, recognising the social determinants of health, and that where you are born, raised and live influences your chances of being healthy later in life + Stronger connections and understanding with primary health providers, both direct and through the Primary Health Networks and their networks + Work closely with the primary health sector in adopting whole of population strategies, based on a clear understanding of the community's current and future health needs + A consistent, coordinated approach and coherent strategy for engagement and working with our partners – internal and external; we recognise that they view us as one organisation + SA Health thinks in terms of the whole of our State and community, and works collaboratively with other arms of government to achieve our vision
<p>Initial considerations</p>	<ol style="list-style-type: none"> 1. Identify groups of external partners and define each for a shared understanding across SA Health: patients, families and communities; workforce; research bodies; education and training providers; Aboriginal communities; industrial partners; private providers; NGOs; Primary health; governments – Commonwealth, State and local 2. Develop a partnership strategy to provide guidance and support to strengthening and managing partnerships consistently across SA Health, both internal and external 3. Design SA Health protocols, utilising SA Public Sector <i>Working Together</i> resources and existing successes in SA Health so that internal partnering and consultation is structured and becomes business as usual 4. Define what co-design means, and how it will work to establish a common understanding of the term across SA Health; use the <i>Better Together</i> resources and better leverage existing networks to inform decisions 5. Consider how Commonwealth/State agenda are integrated into earlier stages of SA Health decision making and planning 6. Look at early opportunities to effectively partner across the health and well-being sector to deliver initiatives or drive change through collaborative approaches
<p>Timeline</p>	<p>31 December 2018</p>
<p>Responsibility</p>	<p>SA Health Strategic Committee</p>

7. Facilitate wider translation of research into practice and transfer of innovation across our business

Strategic Initiative	<i>ChILI (Continuous Improvement, Learning and Innovation)</i>
Target outcomes	<ul style="list-style-type: none"> + Embed the culture for a learning health and well-being system, where innovation and continuous improvement is prioritised and achievement is shared and replicated across all parts of our health system + Continue a process and dialogue for clinical reform to focus on improvement practices through reduced outpatient waiting times, unplanned re-admission rates and clinically unnecessary or avoidable hospitalisations + Positive results and improvements in practice will be shared across SA Health + Data and information is gathered and shared across SA Health, and with research and education partners, and the Commonwealth + Innovation will be championed through engaging our clinicians in the use of data, evidence, research and collaborative enterprise + To increase value, a systematic means of translating learning and innovation into practice will ensure learning and improvements are leveraged across SA Health and the State
Initial considerations	<ol style="list-style-type: none"> 1. Develop a Strategic Innovation Framework that embeds innovation as business as usual at all levels of all organisations across SA Health (this might include an identifiable function within the organisation appropriately staffed and positioned to lead this work across the system and embedding the function within the performance management, clinical service planning and redesign processes of SA Health) 2. Use SA Health awards as an opportunity – continue to support and create additional prizes of investment in pilots and innovation projects; assess the entries and winners to see how innovation and better practice can be adopted across the State.
Timeline	30 June 2018
Responsibility	SA Health Strategic Committee





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For more information

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Public - I1-A1



www.ausgoal.gov.au/creative-commons

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