Strategic Action Plan

Continuing the Mission of the Sisters of the Little Company of Mary

Calvary
Public Hospital Bruce

Strategic Action Plan
2017 - 2020

Continuing the Mission of the Sisters of the Little Company of Mary
Everyone is welcome.

You matter. We care about you.

Your family, those who care for you, and the wider community we serve, matter.

Your dignity guides and shapes the care we offer you.

Your physical, emotional, spiritual, psychological and social needs are important to us.

We will listen to you and to those who care for you. We will involve you in your care.

We will deliver care tailored to your needs and goals.

Your wellbeing inspires us to learn and improve.

Continuing the Mission of the Sisters of the Little Company of Mary
Our Mission

We bring the healing ministry of Jesus to those who are sick, dying and in need through “being for others”:

- in the Spirit of Mary standing by her Son on Calvary;
- through the provision of quality, responsive and compassionate health, community and aged care services;
- based on Gospel values; and
- in celebration of the rich heritage and story of the Sisters of the Little Company of Mary.

Our Vision

As a Catholic Health, Community and Aged Care provider, to excel, and to be recognised, as a continuing source of healing, hope and nurturing to the people and communities we serve.

Our Values

Our Values are visible in how we act and treat each other. We are stewards of the rich heritage of care and compassion of the Little Company of Mary. We are guided by these values:

- **Hospitality** demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our Services by promoting connectedness, listening and responding openly.

- **Healing** demonstrates our desire to respond to the whole person by caring for their spiritual, psychological and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.

- **Stewardship** recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively now and for the future. We are responsible for: striving for excellence, developing personal talents, material possessions, our environment, and handing on the tradition of the Sisters of the Little Company of Mary.

- **Respect** recognises the value and dignity of every person who is associated with our Services. It is our responsibility to care for all with whom we come into contact with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.
Calvary is a complex organisation operating in various sectors within health care. All our actions are linked to the four strategic aims and resultant goals outlined here. This guides the discernment of our actions and investments and challenges us to think about what is important and thereby provide balance. In 2016-2020 our plans have a strong theme of growth, innovation and integration. However it is important that Calvary remain balanced in its focus and decision making, so as to assure the delivery of our mission long into the future.

**Goals**

- **Person and Family Centred Care**
  - Be the thought leader in palliative and end of life care, influencing how the sector thinks about and approaches this.
  - Engage those we care for and their families in shared decision-making respecting the values, needs and preferences of the individuals.
  - Promote a culture that embraces, expects and rewards the delivery of person and family centred care.

- **Sustain**
  - Renew and grow in a sustainable way at a group level.
  - Develop, attract and retain the capability for today and the future, leveraging on size and systems.
  - Invest in leadership capability and formation.

- **Improve**
  - Build confidence that we are delivering our services in line with our mission and our Catholic identity.
  - Leverage size and influence with Catholic health providers, as well as suppliers and funders.
  - Delivery of highly reliable, compassionate care in every instance.
  - Create pathways to recruit, develop, integrate and engage excellent staff and clinicians.

**Actions**

- Continue to drive the palliative and end of life care strategy. Publically promote Calvary’s approach to end of life care.
- New engagement tools developed and deployed. Develop tools and resources from best evidence to inform decision making.
- Develop and implement person centred service delivery culture programs.
- Create a Calvary group service development plan.
- Calvary shared services developed and implemented.
- Calvary Leadership Capability Framework implementation.
- Engage in setting industry standards for ethical training and implement within Calvary. Introduce a new framework for mission development, monitoring, evaluation and learning.
- Maximise relationship management; framework developed.
- Staff and clinician engagement in high reliability concepts and initiatives.
- Staff and clinician engagement model developed and deployed.
Implementing the Strategy

The strategic objectives of Calvary for 2016 - 2020 build on those of the previous period, while recognising the wide range of care settings and services offered and the changing models of care. Palliative and End of Life Care remains a key focus area, true to our mission and identity.

Given the organisation has achieved year on year financial stability, the strategy for this next era of Calvary has a theme of growth, expansion and integration whilst staying focused on the foundations and deepening the culture, leadership and clinical engagement bonded by our quest for high reliability in all that we do.

Grow, Integrate, innovate
Grow, integrate and innovate within our ‘circle of competence’ within the environment we operate.

Goals
• Develop close linkages between streams and develop the one Calvary.
• Leverage economies of scale and investments in core systems and technology.
• Influence government better to serve the communities where Calvary is present and within Calvary’s areas of expertise and competence.
• Focus capital investment building a stronger presence in the communities where we serve.
• Invest in complementary, new lines of business to enhance the care we can offer.
• Invest in research and establish Calvary as a thought leader in integrated care.
• Accelerated investment in a fully implemented integrated system - a digital environment putting the people we serve in the centre.
• Actively explore growth opportunities for quality aged, palliative and end of life, hospital and community care services.

Actions
• External marketing and internal communications plan developed and deployed.
• Develop blueprints for Calvary systems to enable rapid transition and scalability necessary for growth.
• Investment in specific capability in: lobbying, government influence and advocacy. Leverage networks and build alliances.
• Growth plan developed and implemented by region.
• Service development plan developed and implemented.
• Invest in validation of integrated care pilots and demonstrators using recognised research models.
• Engage the whole health and social care structure of the community through the use of alliance. Initially connect, then coordinate and eventually integrate care.
• Seek out and qualify acquisition/merger/alliance targets and pursue.
Calvary Bruce Public Hospital Strategic Aim

Improving the health and wellbeing of our community working with them to provide high quality public health services with compassion, care, innovation and skill with a focus on efficacy and integrity.

Our Aspirational Goal

To be recognised as an organisation of choice for our patients, their families and carers and employees.

Our Mission - Being for Others

Is to continue to provide quality, compassionate healthcare to the most vulnerable, including those reaching the end of their life.

Calvary Public Hospital Bruce management and staff are committed to delivering on our strategic aims and goals as we evolve our health services to better meet the needs of our community. This plan will be monitored by CPHB quarterly to allow for identification and assessment of changes in the internal or external environment impacting on CPHB’s Strategic Plan. Accountability for implementing, monitoring and reviewing this Strategic Plan lies with the Executive Team.

Patient and Family Centred Care

We will provide responsive, accessible, integrated and patient centred quality care

Local Action

Continuous improvement of the quality and safety of care so as to enhance the patient experience

Encourage patient and carer responsibility for, and partnership in, health outcomes

Embed consumer, carer and family engagement strategies across the organisation

Measures of Success

• Reduced acute presentations for preventable illnesses

• Reduced potential preventable hospitalisations

• Compliance with NSQHS Standards

• Increased number of people positively engaging with CPHB through social media, traditional media, website and other feedback mechanisms

• Increased number of community members/consumers/carers engaging with/participating on committees, service planning groups, hospital departments and service evaluation forums
**Sustain**

We will focus on our people as the basis for us to sustain our ability to provide quality services to our community and other people in need. We will be an employer of choice and actively foster cooperation, accountability, collaboration and respect.

### Local Action

- Develop and maintain workforce capability, planning and practice
- Ensure a culture of respect, individual responsibility, tolerance and teamwork
- Promote a culture of recognition
- Enrich internal and external relationships with complementary and collaborative organisations

### Measures of Success

- Reduced vacancy rates for critical roles
- Increase level of staff development activities Year on Year
- Workforce strategies established for employee engagement and communications
- Decreased turnover and improved staff engagement
- Improved Workplace Health and Safety performance
- Implementation of the Calvary Leadership Capability / Development Framework
- Innovative projects and initiatives with key stakeholders

**Improve**

Enhanced community and consumer engagement in all we do will guide and inform the improvement of the design and delivery of consistently high quality and safe care.

### Local Action

- Proactively develop service links with other organisations that benefit patient care
- Integrate clinical services, research and education to support better health outcomes
- Review service models and use innovative solutions to eliminate inefficiencies
- Invest in and create structures to support evidence-based innovative models and practice
- Maintain and foster partnerships with education providers

### Measures of Success

- Meet or exceed National Elective Surgery Waiting List targets
- Meet or exceed the recommended National Emergency Access Target
- Increased consumer satisfaction with health care services
- Increased relative utilisation of ambulatory or hospital-alternative care settings
- Improved organisational culture and satisfaction through staff satisfaction surveys
- Minimum 2 improvement initiatives per Executive portfolio
- Workforce and succession plans established
- Innovative education partnerships established
### Improve - contd....

| Ensure data collection, integrity and analysis supports the maximisation of financial and clinical outcomes | • Achieve annual Performance Plan targets
|                                                                                       | • Establish Activity Base Management (ABM) across the organisation
| Enhance communication with the general community and promote the work of CPHB          | • Compliance with NSQHS Standards and legislative requirements

### Grow, Integrate and Innovate

We will operate so as to ensure our viability and sustainability, and we will pursue innovative preparations for the challenges facing Calvary and the broader sphere of public health and hospital services.

### Local Action

| Plan for appropriate infrastructure development to meet evolving needs | • Increased own source revenue
| Provide an efficient governance framework that ensures all compliance requirements are met | • Effective organisational structure
| Establish the business model and change management strategies that support the evolution to, and sustenance of, an activity based management model | • Services priorities aligned with organisational strategic priorities and infrastructure and clinical services plans
| Create strong links between operational plans and future decisions, underpinned by balanced risk management | • Balanced budget position
| • ABM established and operational
| • Improved staff engagement in efficacy strategies
| • Clinical engagement in activity based management model implementation, monitoring and targets
| • Demonstrated improved service outcomes and cost effectiveness

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**About Calvary**

Founded in 1885 by the Sisters of the Little Company of Mary, Calvary is a charitable, not-for-profit, Catholic health care organisation. We’re responsible for over 12,000 staff and volunteers, 15 Public and Private Hospitals, 15 Retirement and Aged Care Facilities and a national network of Community Care Centres.

Mary Circuit, Bruce, ACT 2617
The **Strategic Framework** represents the organization's **strategy**. It clarifies how individual efforts and team operational plans can be connected to achieve the best outcome. Our Strategic Framework articulates the Executive’s and shared understanding about the approach that will guide Calvary Public Hospital Bruce over the next three years. It is meant to provide coherence across the organisation while honoring the diversity of program goals and structures.
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