

G. THE STRATEGIC DIRECTIONS STRATEGY MAP

Against this backdrop, SWSAHS has utilised the *Balanced Scorecard* management theory as a strategic framework to conceptualise the future direction for SWSAHS. This direction is expressed succinctly in the form of a **Strategic Directions Strategy Map to 2007** (see page 11).

The Strategic Directions Strategy Map translates SWSAHS's purpose and vision into ten inter-related **Focus Areas for Action** over the next three years. These Focus Areas for Action summarise the key priorities for SWSAHS identified by stakeholders during the strategic directions consultation process. They are: -

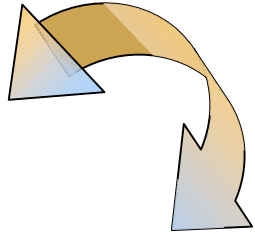
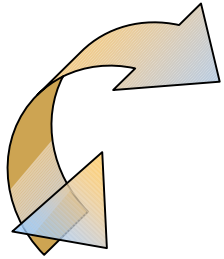
- Accessible Health Care
- Collaboration & Community Participation
- Workforce Capability
- Continuous Learning
- Leadership & Direction
- Information Management
- High Quality Clinical Care
- Health Care in the Community
- Population Health
- Financial Sustainability



OUR CUSTOMERS & COMMUNITIES

**Focus 1:
Accessible Health Care**

**Focus 2:
Collaboration & Community
Participation**



OUR PURPOSE
To enhance health & deliver high quality health services in partnership with our diverse & growing communities.

OUR VISION
For Our Communities
Vibrant communities who enjoy & value good health & who work with us to improve health for everyone.

For Our Organisation & Staff
An energetic & progressive team delivering innovative health Care & inspiring pride & confidence through a determined pursuit of excellence.

OUR VALUES
Justice Respect Integrity Conviction
Reflectiveness Flexibility

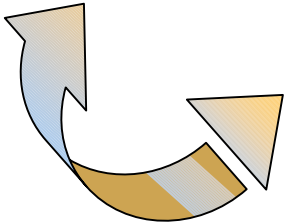
LEARNING & GROWTH

**Focus 3:
Workforce
Capability**

**Focus 4:
Continuous
Learning**

**Focus 5:
Leadership &
Direction**

**Focus 6:
Information
Management**

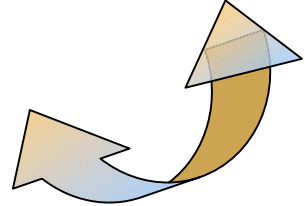


SERVICE & CARE PROCESSES

**Focus 7:
High Quality
Clinical Care**

**Focus 8:
Health Care in
the Community**

**Focus 9:
Population
Health**



FINANCING

**Focus 10:
Financial Sustainability**

a) **PERSPECTIVES**

The Strategic Directions Strategy Map configures the ten Focus Areas for Action in terms of four overarching and interdependent **Perspectives**, as defined by the Balanced Scorecard management theory. These Perspectives, together with their respective Focus Areas for Action, provide the strategic platform for SWSAHS to 2007.

Perspective 1: Our Customers and Communities

This perspective concerns our ultimate deliverables to our customers and communities. This includes our capacity as an organisation to effectively meet the health needs of our customers and communities through access to quality health services. This perspective also emphasises that customer and community outcomes require strong and enduring partnerships with key stakeholders, and emphasises their involvement in all aspects of health service planning, delivery and evaluation.

Perspective 2: Learning and Growth.

Learning and Growth recognises that service delivery systems and processes will only succeed if adequately skilled and motivated employees, supplied with accurate and timely information, are driving them. It also recognises that continuous learning through innovation and research, coupled with solid leadership and direction, are equally important service delivery drivers.

Perspective 3: Service and Care Processes

This perspective focuses on the internal service and care processes which lead to quality patient, customer and population outcomes. The key processes identified as essential to this end include the delivery of high quality clinical care, strengthening health care in the community, and improved population health outcomes.

Perspective 4: Financing

Financing reflects the organisation's ability to deliver maximum value to our customers and communities through cost efficiencies. In particular, it emphasises the need for financial sustainability and hence viability.

b) FOCUS AREAS FOR ACTION

1. Accessible Health Care

No one in SWS should be disadvantaged from achieving and maintaining good health. Improving health requires that people have access to the health services they need.

Therefore, an important priority for SWSAHS over the next three years is to ensure that the residents of SWS have equal access to the health services they need.

2. Collaboration and Community Participation

It is well known that, engaging individuals and communities in decisions about their own health leads to better health outcomes. Both the NSW Health Council Report and the IPART Report affirmed the importance of community involvement in the planning, delivery and evaluation of health services.

The pursuit of better health outcomes is not just the responsibility of individuals or of the wider health system. Indeed, a wide range of social, cultural and environmental issues outside the immediate control of the health system influence the health and well being of individuals and communities.

By strengthening our partnerships with our local communities and with other service providers including general practitioners, we can work together to effectively advance the health and wellbeing of the communities we serve.

3. Workforce Capability

There is a strong correlation between human resource management practice and organisational performance. Consequently investing in our workforce and ensuring that the organisation has the right volume and mix of skills is essential to the fulfilment of our purpose and vision.

However, there is a shortage of doctors, nurses and allied health staff across the State. This shortage is expected to worsen in the future. Becoming an employer of choice, by building the kind of work environment that will attract skill and expertise to our Area, and entice people to stay, is therefore an important strategic priority for SWSAHS.

4. Continuous Learning

An organisation's ability to develop and apply its knowledge is essential to its development and sustainability. Building a successful future in SWSAHS is therefore dependent upon our capacity to transform our local knowledge, discoveries, talents and creative energies into a sustainable benefit for our staff and communities.

Over the next three years, SWSAHS will invest in building its knowledge base through research, and encourage growth through innovation, thereby enhancing the organisation's service, academic and research capabilities.

5. Leadership and Direction

Strengthening the capacity and capability of our organisation is critical to the successful pursuit of our vision. This requires strong and enduring corporate governance arrangements.

Corporate governance is about the ways in which management ensures that the organisation functions properly and ethically. The requirement of accountability is essential to good governance. It is about accepting responsibility for achieving defined outcomes honestly, efficiently, effectively and with minimum cost.

Over the next three years, SWSAHS will continue to build and strengthen corporate governance systems and structures across the Area Health Service as a whole.

6. Information Management

A myriad of benefits may be obtained from strategic investment in structured information management systems. Indeed, information systems are critical to effective health service provision and patient management, as well as system efficiencies.

Over the next three years SWSAHS will ensure that staff at all levels of the organisation, have access to technological support and timely and appropriate information to deliver high quality health services to the people of SWS.

7. High Quality Clinical Care

The Health Council Report and the IPART Report have identified the need for structures and processes to enable Area Health Services to be accountable for continuously improving the quality of clinical services and safeguarding high standards of care. These structures and processes are collectively referred to as 'clinical governance'.

Fostering a culture that promotes high quality health care through safety and compliance, clinical review, best practice and clinical risk management is fundamental to the pursuit of effective clinical governance. Over the next three years, SWSAHS will strategically invest in enhancing the governance of its clinical services to ensure that patients and consumers receive reliable, appropriate, high quality and evidenced based clinical care.

8. Health Care in the Community

Primary health care providers are the most visible and utilised part of the health care sector, and generally the first point of contact for people seeking help with their health. A strong and vital primary health care system is therefore essential to the pursuit of better health outcomes in SWS.

In addition, the evolution of health care service delivery in the face of growing demand, new technologies and new approaches to health care, means that health services are increasingly being provided at many different sites, including the home. The challenge for SWSAHS is to ensure that with greater choice in the setting where care is delivered, care is integrated, safe, of high quality and appropriate to the needs of patients, consumers and their carers.

9. Population Health

In 2003, the IPART Report strongly advocated for an increased emphasis on prevention and early intervention, especially initiatives to target priority populations and needs. Over the next three years, SWSAHS will invest strategically to improve population health. SWSAHS will take action to address social and environmental conditions conducive to better health; reduce individual behavioural health risk factors detrimental to health; and advocate for unmet needs and inequalities in population health.

In addition, Aboriginal and Torres Strait Islander health is a paramount priority for SWSAHS. New solutions are needed to improve Aboriginal and Torres Strait Islander health, applying a 'whole-of-life' view of health and cultural understanding. By working in partnership, SWSAHS will facilitate the practical exercise of self-determination which is essential to Aboriginal health.

10. Financial Sustainability

SWSAHS receives funding from the NSW Department of Health to deliver health services to, and promote and protect the health of the residents of SWS. SWSAHS is responsible for ensuring that these resources are used optimally and fairly to delivery health services to the people of SWS.

The attainment of SWSAHS's full resource entitlement as a proportion of the total State Budget, is an important strategic priority for SWSAHS over the next three years.