

Strategic Direction 2023

Our Mission	<p>Established by the Catholic Diocese of Lismore in 1921, we work together as a community, together in faith, hope and charity, providing quality health care marked by compassion and respect, in the spirit of Jesus Christ.</p>			
Our Vision	<p>Conscious that human life is a precious gift from God, we seek to provide whole of life health services of the highest quality, to support and enrich individual and community life, in accordance with the teaching of the Catholic Church.</p>			
Our Values	<p>We commit to offering a range of high quality health and aged care services that will meet our patients' and residents' future needs. Our values of Compassion, Respect and Teamwork will enable us to deliver this Strategic Direction. These values empower our actions in the spirit of St Vincent and enable healing.</p>			
Our Strategic Pillars	SUPPORT AND DEVELOP OUR PEOPLE	WORK TOGETHER WITH OUR COMMUNITY AND STAKEHOLDERS	MANAGE A SUSTAINABLE PORTFOLIO	DEVELOP OUR SYSTEMS
Our Goals	<p>To grow the existing and emerging workforce and ensure that our people feel valued, engaged, informed and consumer focused. For our people to embody our values.</p>	<p>To fully engage with all our stakeholders through improved communications and establishing partnerships which promote and deliver health and wellbeing benefits to our community.</p>	<p>To develop an optimal portfolio of health and aged services which deliver sustainable financial outcomes</p>	<p>For our systems to enhance our consumer experience, increase our staff engagement and development, and improvement of clinical governance and risk management.</p>
Our Strategic Priorities	<ul style="list-style-type: none"> ▪ Create more innovative employment attraction and retention initiatives ▪ Promote the employee assistance program (EAP) ▪ Continued integrated nurse recruitment through post graduate programs across the campus ▪ Development of succession planning for the management team and key personnel through the workforce plan ▪ Continue to enhance the delivery and content of the mandatory training program ▪ Embed a communication system that supports the vision and core values of the organisation ▪ Develop initiatives to strengthen our culture of inclusiveness and to increase the diversity of our workforce 	<ul style="list-style-type: none"> ▪ Develop a marketing plan which: <ul style="list-style-type: none"> – Targets those with private health insurance, veterans and the broader community – Promotes new and existing services – Promotes plans and the progress of new facilities and infrastructure projects – Creates processes and approaches that make it easy for doctors to refer to and use the hospital ▪ Integrate pastoral care as a principle in all hospital departments ▪ Implement best practice chaplaincy, pastoral and spiritual care ▪ Continue implementing delivery strategies that care for the whole person by promoting human dignity, compassion and inclusion 	<ul style="list-style-type: none"> ▪ Present concept designs and costings to the Board for assessment and determine preferred options ▪ Quality standards and compliance met across all service areas ▪ Continue to monitor the industry environment to ensure that services delivered by the organisation support the needs of consumers ▪ Meet or exceed financial targets, benchmarks, ratios and budget forecasts 	<ul style="list-style-type: none"> ▪ Continue to develop quality and risk management governance systems that underpin growth and development ▪ Continue to review and enhance the operational systems across the campus ▪ Enhance the existing quality system in line with strategic objectives ▪ Renew and further develop the ICT service strategy ▪ Continue to update systems and processes to meet changing industry expectations, legislation and standards
Strategic Performance Measures	<p>Throughout the life of the strategic direction statement, progress will be monitored using the following indicators:</p> <ul style="list-style-type: none"> ▪ Activity for hospital and aged care services (admissions and bed/resident days) ▪ Labour hours & cost per bed/operation/resident day ▪ Average length of stay ▪ EBITDA ▪ Staff turnover ▪ Workplace injuries ▪ Patient satisfaction ▪ Insurance notifications ▪ Complaints reported and actioned ▪ Complications against benchmark data 			