

Our **Strategic Plan**

2023-26

Exceptional
care, **always**



BURNSIDE
HOSPITAL

Strategic Pillar 1 - Growing to Meet Current & Future Needs

Targeted | Collaborative | Sustainable

We thrive in a changing health care landscape by evolving and growing our services through diversification, innovation and partnership.

What We Will Do

- ✓ Continue to pursue the development of an innovative and multi-dimensional health precinct offering
- ✓ Explore opportunities to deliver greater health and ancillary services through growth strategies
- ✓ Expand and refine our service offering to align with commercially sustainable in-demand services
- ✓ Invest in initiatives that deliver new capacity and greater efficiencies within our services and theatres
- ✓ Fortify the VMO operating model to expand overnight capacity and better support VMO business operations within the hospital
- ✓ Explore opportunities to expand the Hospital's support of the public sector through public-private partnerships.

What We Will See

- ✓ Increased diversity in our service offering
- ✓ Improved financial sustainability and viability
- ✓ Increased opportunity to reinvest
- ✓ Our organisation functions at its full strategic and operational potential
- ✓ Increased engagement with referral partners
- ✓ Increased engagement with referral partners.

Strategic Pillar 2 - An Extraordinary Place to Work

Valued | Empowered | Supported To Grow

We offer an extraordinary place to work where employees, VMOs and volunteers are valued, empowered and supported by a culture of care and growth.

What We Will Do

- ✓ Enhance and celebrate our values-based workplace and recognised culture of care through our on-boarding and recognition programs
- ✓ Continue to improve education, training, development, attraction and recruitment opportunities through co-design with our workforce and education partners
- ✓ Establish a formal leadership development program
- ✓ Evolve our approach to attraction, recruitment and retention to ensure that we meet current and emerging workforce preferences and expectations
- ✓ Formally capture skills, experience and ambitions of our workforce to support workforce alignment, top of scope working and adaptability.

What We Will See

- ✓ Our people are highly satisfied with their jobs and report that they would recommend Burnside Hospital as an extraordinary place to work
- ✓ Increased job applications and retention rates in all employee groups
- ✓ Increased opportunities for staff learning and growth
- ✓ Reduced absenteeism and turnover rates
- ✓ More leaders appointed from within our organisation.

Strategic Pillar 3 - Exceptional Service & Patient Experience

Caring | High Quality | Community Aligned

We deliver exceptional care and quality services, providing our community with a safe, seamless, patient-centered experience.

What We Will Do

- ✓ Develop a Clinical Service Delivery Framework to guide the evolution and ongoing viability of our service offering
- ✓ Build systems and processes to support activity-based costing, understanding of cost drivers and identification of initiatives to increase efficiency
- ✓ Develop a strategy and implementation plan to build our virtual care service offerings to offer greater options and choice to the community
- ✓ Invest in a progressive modernisation program for our physical assets to promote positive experiences
- ✓ Continue to improve the quality and consistency of our patients' experiences of their care
- ✓ Continue to build and nurture through partnership, education, marketing and support.

What We Will See

- ✓ Patients continue to report that they have choice in their care, receive timely and comforting services and have confidence and trust in the services they receive
- ✓ Our physical assets are modern, efficient and positively impact patient, family and staff experiences
- ✓ Our patients are given opportunities to choose how and where they access our services.

Strategic Pillar 4 - Invest In Data & Digital Technology

Innovative | Connected | Enabling

We integrate data and digital technology across our business to transform our systems, services and experiences for patients, employees, VMOs, and partners.

What We Will Do

- ✓ Continually and efficiently invest in the ICT Environment to ensure our systems continue to operate within a high security environment
- ✓ Develop a digital transformation master plan that sets our ambition for digital integration and innovation, and guides our technological investment
- ✓ Establish an innovation forum for staff and partners to rapidly test new ideas for digital adoption
- ✓ Invest in a data analytics function and hub to deliver internal analytics capability in identified business areas
- ✓ Explore opportunities to better connect points of care through easy to implement digital tools and solutions.

What We Will See

- ✓ System downtimes are minimized and integrity of ICT security is maintained at a continuous high level
- ✓ We have actions and timelines to transform our digital capability in the short, medium and long term
- ✓ Our staff and partners are actively shaping the digital transformation of Burnside
- ✓ The collection and analysis of data is integrated in our everyday practice, and is efficient and effective in identifying areas for operational improvement
- ✓ Our care and people are better connected.

Strategic Pillar 5 - Connected To Our Community

Responsible | Adaptive | Supportive

We are known and valued for the growing contribution we make to the health and wellbeing of our community.

What We Will Do

- ✓ Grow philanthropy to support investment in our services, research, teaching and innovation
- ✓ Redefine and increase the role of the Burnside Hospital Foundation in supporting targeted initiatives
- ✓ Pursue new financial partnerships and sponsorships to strengthen our service
- ✓ Continue to invest in strategic marketing activities to build our brand visibility and community connection
- ✓ Develop an Environment, Social and Governance Strategy that outlines our commitment to delivering sustainable health care
- ✓ Value our stakeholders through respectful relationships.

What We Will See

- ✓ Continued growth in our funding base through targeted philanthropic support
- ✓ Growth and diversification of our commercial funding sources
- ✓ Reduced impact of our services on the environment
- ✓ Increased brand awareness in the community
- ✓ New partnerships.



Our Purpose & Vision

Our Purpose

Exceptional care, always.



Our Vision

Our vision is to be the trusted hospital of choice for our patients, people, partners and the community.



Our Approach

- ✓ We care with empathy and respect
- ✓ We strive for exceptional outcomes
- ✓ We prioritise safety, well-being and our environmental impact
- ✓ We embrace new ideas and technology
- ✓ We invest in continuous learning and professional growth
- ✓ We work together as a team and value diversity



The Burnside Hospital's Strategic Plan has been developed by the organisation to establish the direction and framework for the four year period with the intent to inform the community and key stakeholders of the goals and objectives.