



THE BURNSIDE HOSPITAL  
STRATEGIC PLAN

Safe contemporary care for every patient, every time.





The Burnside Hospital is a private, community, not-for profit hospital established following the gift of the property "Attunga" to the Burnside City Council in 1944. Located three kilometres from the central business district of Adelaide, Burnside Hospital was incorporated in 1948 and in 1956 the hospital adopted an acute care health care role which endures to this day.

There is a formal relationship between the City of Burnside and the hospital with a deed of gift, a constitution and a lease. The Board of Directors of Burnside Hospital is responsible for overseeing the strategy and direction of the Burnside Hospital.

In the early years a significant proportion of our patients came from within a five kilometre radius of the hospital, however

approximately half of our patients now come from the wider metropolitan area, together with many from rural South Australia, interstate and overseas.

Our community may have widened but our sense of what matters to the wider community we now serve – a quality and values driven organisation that strives to place the patient at the centre of everything we do – has become deeply embedded in our organisational culture.

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

This new plan builds upon previous plans and incorporates some of the forces and

challenges shaping the Burnside Hospital within the context of current and future directions of healthcare within Australia.

The Burnside Hospital is pleased to present to you our new Strategic Plan and we trust that it will instil confidence in our future and certainty in our sustainability to enable us to continue to provide high quality care to our patients.



FRANK KITE  
Chairman, Board of Directors



HEATHER MESSENGER  
Chief Executive Officer





# Our Vision

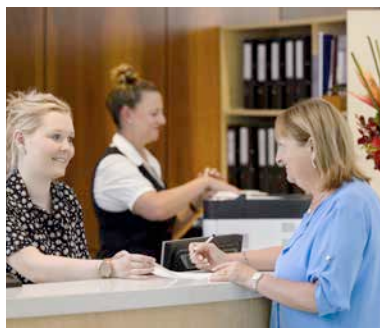
To sustainably serve current and future generations of the Burnside and broader South Australian communities by delivering excellent outcomes for patients.



# Our Mission

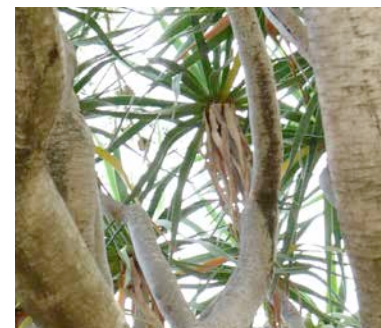
To honour the intent of the Deed of Gift of Mr Otto von Rieben by successfully providing safe, contemporary care for every patient, every time in current well equipped facilities.





# Our Values

The key values of respect for the individual, teamwork and high quality service are fundamental to the Hospital achieving our primary goal of excellence in patient care and associated services.



#### We value

- Observing the rights of our patients, focussing on respect for their privacy, dignity and individual needs
- The professional relationship with our visiting clinicians
- Providing high quality care and services
- Delivering service excellence through a collegial approach
- Managing available resources effectively and efficiently
- The right of staff to enjoy a safe and healthy workplace
- The continuing education and development of individuals





### RESPECT

We demonstrate this by

- Respecting the rights of our patients and staff
- Treating people with care, kindness and courtesy
- Encouraging staff to express their opinions and ideas
- Responding to our patients' and staff's needs

### CARE

We demonstrate this by

- Providing individualised care for our patients
- Being responsive to the needs of our patients and their families
- Treating each other as individuals
- Participating in our community





## INTEGRITY

We demonstrate this by

- Being honest and fair in all of our dealings with patients, their families and staff
- Being consistent in the way in which we interact with our patients, their families and staff
- Being open and transparent in all of our dealings with patients, their families and staff
- Complying with all of our professional and legal requirements

## COLLABORATION

We demonstrate this by

- Providing opportunities for our staff to actively participate within the organisation
- Valuing the input of staff
- Providing feedback
- Exploring new opportunities to share ideas and information

## INNOVATION

We demonstrate this by

- Providing an environment which is open to question and change
- Encouraging staff to question, explore and identify new opportunities
- Support staff in their endeavours to introduce new ideas
- Recognising new ideas





#### THE SIX STRATEGIC PILLARS

## 1. Community

### GOALS

- Engage with the wider South Australian community to grow the hospital's brand
- Participate in health promoting activities both within and outside the hospital
- Develop a marketing plan that incorporates all existing and potential new referral pathways
- Establish a mechanism for the involvement of consumers in the business
- Establish good corporate citizen guiding principles and strategy
- Maximise the opportunity for volunteers to connect with the hospital

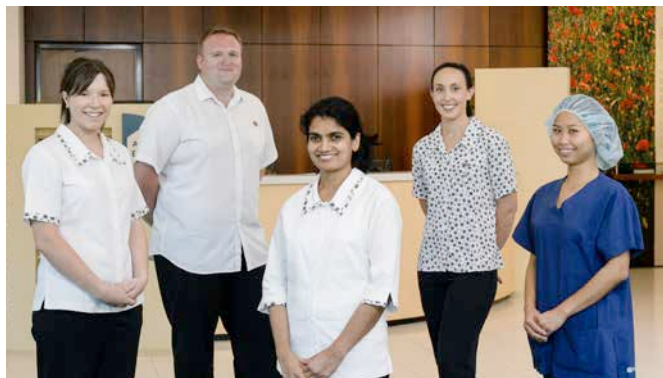
## 2. Governance

- Oversee the development and implementation of the quality, safety and risk frameworks
- Ensure the participation of consumers in the development of future plans for the operation of the hospital
- Support the development of a marketing plan that encourages participation of all stakeholders in the business
- Provide oversight and direction of the potential clinical growth
- Pursue the facility master planning options in context with the planned clinical growth
- Ensure that organisation structure and leadership models exist to achieve the goals
- Continue to evaluate all aspects of the hospital's business
- Provide a facility wide risk management framework
- Continually evaluate the governance framework

## 3. Care

- Ensure that clinical service provision is evidence based
- Continue to improve the quality of care to all patients and their families
- Deliver the model of care for patients that is articulated and evaluated
- Ensure that a robust safety and quality program is embedded across the hospital
- Deliver a clinical risk profile for the hospital
- Provide opportunity for innovation by supporting staff to engage, enquire and change practice
- Make research and benchmarking data from various sources available and evaluated
- Inform future clinical development by utilising available resources
- Incorporate formal mechanisms to include visiting medical officers in monitoring and evaluating practice by way of structured clinical audits
- Incorporate horizon scanning with regard to new medical technologies and treatments
- Incorporate patient feedback mechanisms to ensure continued improvement meets expectations





## 4. People

- Ensure that leadership embraces a safe, flexible and highly skilled workforce that enables the development of a team approach
- Develop a plan to ensure that the workforce is available, adaptable and ready for change
- Develop new roles and opportunities for staff in order to meet patient care demands
- Develop strategies to equip leaders to maximise the generational workforce opportunities
- Ensure that strategies are in place that make Burnside Hospital a destination employer
- Develop a strategy for career development and advancement within the organisation



## 5. Partnerships

- Continue to embrace visiting medical officers to facilitate identification and participation with the hospital thereby improving care and referrals
- Continue to improve relationships with all key stakeholders such as local residents, suppliers and council
- Ensure that the supporting on site clinical partners such as pathology, radiology and allied health continue to embrace the direction of care
- Engage with the education sector to provide opportunities for staff and to maximise exposure to the next generation of worker



## 6. Sustainability

- Ensure the financial viability of the hospital
- Develop a clinical master plan that reflects growth and can be supported by staff
- Develop a future building master plan to support the clinical activity of the hospital
- Ensure overall achievement and improvements in efficiencies within the operation of the hospital
- Manage the risk associated with the clinical profile of the hospital
- Manage the development and implementation of the information systems required to maintain an efficient and effective hospital
- Ensure ongoing evaluation and implementation of new medical technologies occurs within a structured framework



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