

Waitaki District Health Services Strategic Plan 2018-2030



Waitaki Rohe Hauora

Our Purpose:

“To champion and provide trusted, quality health services within our community”

Our Vision:

“To become a progressive, positive, and caring organisation delivering a responsive, accessible and modern health service”

Our Values:

- **People-focused:**
Our organisation equally values our staff, patients and whanau
- **Caring:**
Our organisation values empathy, kindness, respect and openness.
- **Engaged:**
Our organisation values engagement among staff, with patients and their whanau and the community to work as a team to achieve the best outcomes.
- **Integrity:**
Our organisation practices from a base of strong moral principles, transparency and trust worthiness.
- **Respect:**
Our organisation operates from a platform of mutual respect, showing courtesy, consideration, and empathy.
- **Resilience:**
Our organisation equips people with the tools, equipment and skills to carry out their duties, and respond to change.

Strategic Imperatives:	Key Strategic Activities:	Key Partners:	Key Resources:	Key Opportunities:
1. Our People	a. Review and hold staff and community forums. b. Enhance our Human Resources capabilities in order to: <ul style="list-style-type: none"> • prioritise the recruitment and retention of staff; • develop a staffing plan, including a succession plan; • develop a workforce development plan including RHM Fellow and leadership; 	<ul style="list-style-type: none"> • Staff. • The community. • Recruiting agencies and networks. • Unions and professional organisations. • The Otago Polytechnic. • Dunedin School of Medicine. • University of Otago. • Health Workforce NZ. • Suppliers and contractors. • SDHB 	<ul style="list-style-type: none"> • Appropriate and modern IT. • Appropriate equipment and suppliers to enable clinical and non-clinical staff to carry out their roles. 	<ul style="list-style-type: none"> • An aging workforce providing the opportunity to bring in younger staff and review what staff are needed. • Encouraging staff to train and develop skills to meet the needs of both the hospital and community-based services by providing the appropriate resources, including funding. • Providing clear career pathways. • Investigating and, where possible, providing what is

	<ul style="list-style-type: none"> ensure performance reviews are carried out on a regular basis CME; Explore collective agreement options. <p>c. Become more in touch with the community and staff.</p> <p>d. Investigate ways to get community feedback and implement them.</p> <p>e. Carry out regular staff surveys.</p>			<p>needed to attract staff, including partners/spouses/families and promoting the area's lifestyle opportunities.</p>
2. Advocacy	<p>a. Work with <i>Safer Waitaki</i> to utilise its resources.</p> <p>b. Connect with networks outside the area.</p> <p>c. Grow awareness of projects within the community and be involved where it may affect or provide resources for the hospital.</p>	<ul style="list-style-type: none"> Southern DHB. ACC. Alliance South. Community Networks. Patients and the community. Ministry of Health. Professional bodies and organisations. Dunedin School of Medicine. Safer Waitaki. RHAANZ, MZRHN, RAG, NZNO, relative unions and professional organisations 	<ul style="list-style-type: none"> The WDHSL structure and Board of Directors. The hospital management. The staff senior team. Local Members of Parliament. Media and social media. The hospital website. RHAANZ, MZRHN, RAG, NZNO, relative unions and professional organisations 	<ul style="list-style-type: none"> The Southern DHB Dunedin Hospital rebuild. The Southern DHB Primary Community Strategy and Action Plan. Meeting with the new Minister of Health. Meeting with Members of Parliament. GETZ.
3. Effective Communication	<p>a. Provide training on effective communication.</p> <p>b. Develop systems of communication.</p> <p>c. Hold regular forums with stakeholders.</p> <p>d. Better utilise social media including Facebook and Website.</p> <p>e. Establish a suggestion box.</p> <p>f. Promote the hospital and health services.</p> <p>g. Improve internal communication between clinicians.</p> <p>h. Encourage active listening.</p> <p>i. Provide the resources needed.</p> <p>j. Support professional networking.</p>	<ul style="list-style-type: none"> Waitaki District Council. General Practitioners. Safer Waitaki. Southern DHB. Community NGOs. The Community Other Rural Hospitals. PHOs. Staff. Media. WDHS Trust and other charitable trusts. Educational Institutions. 	<ul style="list-style-type: none"> Dedicated funding. Appropriate and modern IT platforms. Internal and external expertise. Social media. Contributions from staff. 	<ul style="list-style-type: none"> Enhancing the WDHS Website. Seeking bequests, grants and donations. Utilising publications and encouraging staff to publish. Attending the Waitaki Girls' High School and other career forums. Attending conferences. Forming strategic alliances with partners and other institutions

<p>4. Provide the necessary infrastructure</p>	<p>a. Develop and regularly review policies and procedures in place for acquisition and maintenance of assets.</p> <p>b. Formulate and review an appropriate infrastructure plan.</p> <p>c. Have risk mitigation practices in place.</p> <p>d. Ensure infrastructure is service orientated.</p>	<ul style="list-style-type: none"> • Staff. • The community. • Waitaki District Council. • Suppliers and contractors. 	<ul style="list-style-type: none"> • Providing and attracting funding. • Appropriate and modern IT platforms. • Internal and external expertise. • Staff and stakeholder feedback. • Having the right people, in the right places / positions as and when needed. 	<ul style="list-style-type: none"> • Achieving efficiencies. • Exploring new ways of generating revenue. • Reducing costs.
<p>5. Sustainability</p>	<p>a. Review the Emergency Department.</p> <p>b. Review the provision of maternity services.</p> <p>c. Ensure adequate medical staffing.</p> <p>d. Provide sustainable funding.</p> <p>e. Investigate the Rural Adjuster to ensure correct funding is being passed on by the Southern DHB.</p> <p>f. Develop relationships within the community, with other health providers and nationally.</p> <p>g. Develop an IT plan.</p> <p>h. Investigate equipment and hospital layout.</p> <p>i. Review outpatient clinics.</p> <p>j. Regularly assess the community's needs and if they are being met.</p>	<ul style="list-style-type: none"> • Southern DHB. • ACC. • Other southern rural hospitals. • Alliance South • Maternity section 88. • Minister of Health and Ministry of Health. • Local Members of Parliament. • Referrers of patients for health care. • St John Ambulance. • Dunedin Hospital. • GPs, private physiotherapists, optometrists, Allied Health providers and consultants. • Mental Health. 	<ul style="list-style-type: none"> • Ensuring accurate data is available for measurement and support of funding or other requests. • Linking with Southern DHB activities and resources, such as Alliance South. • The hospital and ancillary buildings. • Patient transport. • Telehealth. 	<ul style="list-style-type: none"> • Co-location possibilities. • The Southern DHB Dunedin Hospital rebuild.