



St Andrew's
Hospital

Strategic Plan 2018-2021



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As on previous occasions, St Andrew's Hospital comes with my highest recommendation. The nursing staff are superb, most helpful and keep you well informed of what is happening and go out of their way to do this. This also applied to the administration staff and other employees. Great work!

Neville (PATIENT)

Everything was excellent! As a retired rural hospital CEO and Director, I think I have a pretty good insight into and appreciation of, how it all works. Brilliant.

Richard (PATIENT)



Foreword

The Australian healthcare sector faces some enormous challenges now and in to the future that requires providers to carefully consider their strategic objectives.

As a major provider of health care in South Australia, St Andrew's has once again adopted a meticulous process to identify and consider these challenges. We have sought opinion, researched clinical best practice and health advances, monitored health care trends and government policy and partnered with key stakeholders to help us determine our strategy.

We have empowered our staff and harnessed their collective experience to have input into our Strategic Plan. Our Executive together with the Board have then developed the Plan. We are confident the broad strategic objectives we have established and committed to will guide us well. Of course with any plan there is the need for flexibility and we are also confident that we can continue to adapt to any unforeseen challenges.

The 2018 - 2021 Strategic Plan is an extension of the success of our last plan who's achievement, of which we were so proud, included:

Consistent attainment of outstanding clinical indicator results and being identified as an exemplar in patient satisfaction

The successful completion of our new building, the Eastern Clinical Development (ECD)

The ECD receiving a high commendation in the European Healthcare Design Awards and winning the Master Builders SA Award for Excellence

Status as a self-insured employer achieved

The introduction and expansion of clinical services

The introduction of technology to improve patient outcomes

The upgrade of our patient accommodation and infrastructure

The celebration of our success with our staff

Fostering of a positive, vibrant and high performance work culture

Increase of our brand recognition

Operating as an efficient organisation and improving our environmental and social sustainability

As Australia's largest stand alone independent private hospital, we recognise our need to collaborate and partner with key stakeholders within the healthcare industry, including health insurance funds, government, universities, home based care providers, external clinical and allied health providers, General Practitioners and most importantly the community.

Our focus on providing outstanding patient centred care will always be our priority and, to do this, we need to invest in first class facilities, technology and equipment whilst ensuring we are a high performing hospital achieved through organisational and individual excellence.

The 2018-2021 Strategic Plan is ambitious and sets out a clear vision for the next three years. Underpinning this plan will be our annual business plans that will specifically identify the actions required to ensure the success for which we strive.

Mission

Medical and Surgical Excellence.

Vision

St Andrew's will be known as the best private hospital in Australia, with a culture where relationships matter.

We will achieve this by creating an environment that promotes:

- Quality healthcare supported by exemplary customer service
- Best practice patient care and support
- Partnerships with patients, carers and consumers that facilitate a service responsive to their needs
- A positive culture based on teamwork that allows us to attract and retain the best staff
- Sound business and financial practices to maintain a stable base for future growth
- A strong affiliation with the uniting church and its agencies
- Innovation and creativity in all our pursuits
- Ensuring up-to-date facilities and equipment.

Values

We Care,
We Create,
We Deliver.

Message from the Chair



As we look towards the future, we see the paradigm of health care shifting. Driven by the need for choice, consumers are taking greater control over their own health and wellbeing, choosing how and who provides their healthcare in an increasingly competitive environment.

At St Andrew's Hospital, we understand that the quality of care is important to our patients, and so is the provision of more information on treatment options, health outcomes and transparency in the cost of the healthcare they may need. Access to the right care is also important and we know that some services may need to extend past the hospital walls into patients' homes for convenience and comfort.

Technology will of course continue to advance, providing many opportunities for innovative medicine, less invasive surgery procedures, providing efficiencies in patient care, and most importantly improved health outcomes.

In our new three-year Strategic Plan, St Andrew's Hospital plans to adapt with our changing environment, consumer expectations and best practice in health care.

We will harness our strengths and strong business foundations to change with consumer expectations and the health care industry.

We believe our hospital is in good stead to become Australia's best private hospital where patient outcomes and relationships matter.

"Access to the right care is also important and we know that some services may need to extend past the hospital walls."

David Whitbread
Chairman

A message from the Chief Executive Officer



St Andrew's Hospital is highly regarded within South Australia and Australia, and we pride ourselves on our excellent relationships with our patients, private health funds, visiting medical specialists, and of course our staff.

Over the last three years, we have been working collaboratively with all our health care partners to provide more specialist services for more patients.

We have built new clinical facilities, extended our medical and surgical services, introduced innovative technology and have continued to invest in staff training and development to ensure we remain at the forefront of providing quality patient care.

We are committed to outstanding patient centred care and excellent customer service. That is why over the next three years we will continue to move from strength to strength.

We will offer extended services outside of the hospital to our patients to complete their health care journey; we will continue to invest in first class facilities and technology, so our patients benefit from excellence in medicine and surgery; and most importantly they can recover in comfort. We will build a stronger market presence as South Australia's private hospital of choice for new and existing patients and staff.

There are exciting times ahead and I look forward to working with our staff and health care partners to provide excellent medical and surgical care, that will no doubt be highly sought after locally, nationally and internationally.

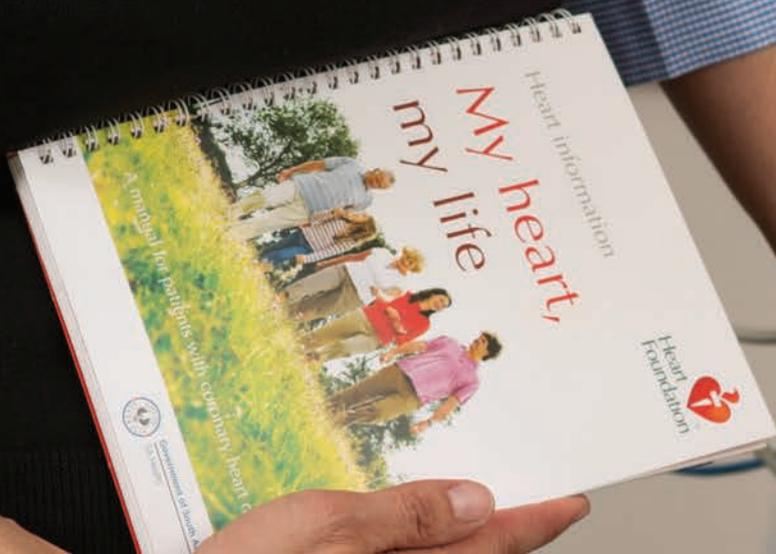
"We are committed to outstanding patient centred care and excellent customer service."

Stephen Walker
Chief Executive Officer

Goal 1

All the staff were exceptional. Very helpful and friendly and kept me posted regarding my daughter's progress. I was very impressed. Mary (PATIENT)

I would like to congratulate St Andrew's on their caring nursing. The nurses I encountered by day and night were very efficient and always asked if I was comfortable and needed anything. Ron (PATIENT)



Our patients experience outstanding patient centred care.

Objective	What does success look like
<p>1.1 Explore opportunities to provide our patients with extended services outside of hospital to enhance the continuum of care.</p>	<p>Patients are given the choice of home based care.</p>
<p>1.2 Ensure patients are highly satisfied with their hospital experience.</p>	<p>Patients and specialists choose St Andrew's as their preferred hospital.</p>
<p>1.3 Provide outstanding patient safety and quality.</p>	<p>All patient safety and quality indicators are better than industry standards.</p>
<p>1.4 Provide exceptional customer service.</p>	<p>St Andrew's is recognised by patients as friendly, respectful, kind and helpful.</p>
<p>1.5 Provide a diverse range of clinical services.</p>	<p>All clinical services provided are evidence-based and contribute positively to the performance of the hospital.</p>
<p>1.6 Transparently display our clinical performance.</p>	<p>Consumers and specialists can easily recognise and compare the clinical performance of St Andrew's.</p>

Goal 2



We will continue to invest in first class facilities, technology and equipment.

Objective	What does success look like
2.1 Continue to invest in new hospital infrastructure and improving patient facilities.	St Andrew's infrastructure is safe and efficient, providing excellent patient accommodation.
2.2 Optimise our utilisation of facilities, technology and infrastructure.	The efficient acquisition and use of our facilities and technology is fully realised.
2.3 Accelerate our investment in digital technologies and supporting hardware.	The monitoring of patients' care and the collection and identification of data is undertaken efficiently and effectively.
2.4 Have timely and accurate data that identifies organisational performance.	Organisational performance issues are quickly identified and resolved.

Goal 3



St Andrew's is a high performing hospital achieved through organisational and individual excellence.

Objective	What does success look like
3.1 Enhance and build upon our positive organisational culture.	A high level of job satisfaction is enjoyed by all and our positive culture is widely recognised.
3.2 Staff are engaged with and aligned to the strategic direction of the organisation.	St Andrew's organisational objectives are communicated to, and embraced by all.
3.3 Attract and maintain a skilled workforce with the right expertise.	The skills, knowledge and professional expertise at St Andrew's is recognised and highly regarded.
3.4 Foster a culture of continuous learning and development.	Learning and professional development is widely embraced.
3.5 Provide outstanding leadership.	The St Andrew's team is empowered and motivated to work to the best of their ability.
3.6 Embed a culture of safe work practices and injury prevention.	Safety and wellbeing is inherent in the way we work.

Goal 4



To ensure St Andrew's is well-known and recognised within the wider community and amongst our peers.

Objective	What does success look like
4.1 Develop and enhance our relationship with education providers and researchers.	Increased research and training opportunities enhances our service provision.
4.2 Strategically position St Andrew's as the first choice for consumers, medical specialists and general practitioners.	St Andrew's is widely recognised as the preferred private hospital.
4.3 Build collaborative and positive relationships with the health insurance funds.	Health insurance funds regard St Andrew's as a trusted partner providing excellent patient care.
4.4 Consider opportunities and relationships with national and international healthcare organisations.	St Andrew's reputation is recognised nationally and internationally.
4.5 Support and work collaboratively with our Foundation.	The Foundation is supported to deliver its strategic objectives.
4.6 Promote St Andrew's as an exemplar healthcare provider.	St Andrew's is recognised by the South Australian community as a leading private hospital.

Goal 5



St Andrew's will be financially, environmentally and socially sustainable.

Objective	What does success look like
5.1 Insist on outstanding organisational performance, efficiency and effectiveness.	All identified Performance Indicators meet our high standards.
5.2 Reduce our carbon footprint.	St Andrew's reduces its negative environmental impact by efficient use of its energy sources and the minimisation of waste.
5.3 Support the South Australian business community.	St Andrew's builds strong relationships with local businesses and is widely recognised as proudly South Australian.
5.4 Engage in social support and community programs.	St Andrew's is recognised as a strong supporter of community projects and endeavours.
5.5 Ensure sound organisational governance.	Excellent governance systems and processes are in place.

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