

Strategic Plan
2024-27



'The Hospital with Heart'



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Acknowledgement *of* Country

St Andrew's Toowoomba Hospital respectfully acknowledges the Traditional Custodians of this land, the Jagera, Giabal and Jarowair people. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing connection to land and waterways.

MESSAGE FROM BOARD CHAIR AND CHIEF EXECUTIVE

Health Service *for Toowoomba Community* 2024-27

We are in challenging times in the Private Health Industry.

The Australian Private Hospital Sector is currently navigating the most challenging economic time in living memory. It's even harder for us here at St Andrew's as an independent standalone hospital without access to group negotiating and buying power. To successfully navigate these difficult times, we need to ensure our services are focused and our capital investments and growth plans are disciplined and aligned with our Strategic Plan.

The Strategic Plan for 2024–27 builds on the opportunities before us and with prudent financial management aligns our services to the demands of our community. At its heart lies our North Star: *A trusted Centre of Excellence providing Holistic Healthcare and Hope to the Darling Downs and beyond, whose people and services are valued and grow with our community's health needs.*

The Strategic Plan is key in shaping our direction for the next 3 years. Now with its launch and the support of the Board of Governors, we'll work together to strengthen and empower our wonderful hospital and to ensure the people of the Darling Downs and beyond receive the excellence in healthcare they deserve. I ask you to join me and the Board in prayerful support of this plan and St Andrew's as we move forward together in this God's hospital.

Thank you.



John Rowe
Chairman, Board of Governors
St Andrew's Toowoomba Hospital



Linda Jorgensen
Chief Executive Officer
St Andrew's Toowoomba Hospital



Our Purpose

Trusted Centre of Excellence providing holistic healthcare and hope to the Darling Downs and beyond, whose people and services are valued and grow with our community's health needs.



Our values are at the HEART of everything we do, and we deliver them with COMPASSION

OUR VALUES

Honest

Excellence

Accountability

Respect

Trust

♡ Compassion

Our Values

Support our faith based heart

The engagement with Pricewaterhouse Coopers in 2023 for St Andrew's crucial project emerged from a deep-seated commitment to ensuring that our hospital's values remain both relevant and true to our Christian foundation. As a hospital rooted in Christian principles, it is essential that every aspect of our operations, from patient care to internal governance, reflects our faith-based mission. Recognizing the importance of this alignment, we sought the expertise of PWC to guide us through a comprehensive evaluation and enhancement of our organizational values.

The process was collaborative from the start, involving extensive consultations with our staff, who are the heart of our hospital. Their insights and experiences were invaluable in shaping the values that guide our work. Through workshops, discussions, and feedback sessions, our team contributed to defining the values that resonate with our collective identity and purpose.

PWC played a pivotal role in facilitating this process, helping us articulate these values in a way that not only supports our operational goals but also honors our Christian heritage. The values we have now—honesty, excellence, accountability, respect, trust, and compassion—are more than just words; they are a reflection of our commitment to living out our faith in every interaction and decision.

This alignment of our values with Christian principles underscores the essence of our mission: to provide holistic healthcare that nurtures both the body and the spirit. We have reaffirmed that our hospital's operations are not only effective and efficient but also deeply ethical and spiritually grounded. This process has strengthened our resolve to serve our community with the love, compassion, and integrity that are central to our Christian faith, ensuring that these values guide us in every aspect of our work.

SATH's Christian heart is embodied in our North Star: to be a trusted center of excellence, offering holistic healthcare and hope to the Darling Downs and beyond. This hope is anchored in faith, reflecting our commitment to providing exceptional care guided by Christian value.





Serving our Community

St Andrew's is the only stand-alone not for profit hospital in Toowoomba, renowned for exceptional cancer care and commitment to servicing both local catchment and the darling downs region that provides specialized health services to our patients.

A main characteristic sets us apart from the other hospitals within Toowoomba:

St Andrew's Toowoomba Cancer Care:

At St Andrew's, we constantly seek breakthroughs to improve patient outcomes and advance healthcare. We are at the forefront of a patient centered experience with Cancer Care supported by our onsite services, which include Xray, Radiation therapy, pathology and pharmacy.

St Andrew's catchment reflects our important role in providing specialized health services for regional and rural demographics. In addition to our clinical care, we are also prioritizing the training and education of the next generation of healthcare professionals through our comprehensive programs.

St Andrew's collaboration with University of Southern Queensland, Darling Downs Hospital Health Service, and Darling Downs health innovation and research collaborations further strengthens our commitment to training, education and service offers to the community.

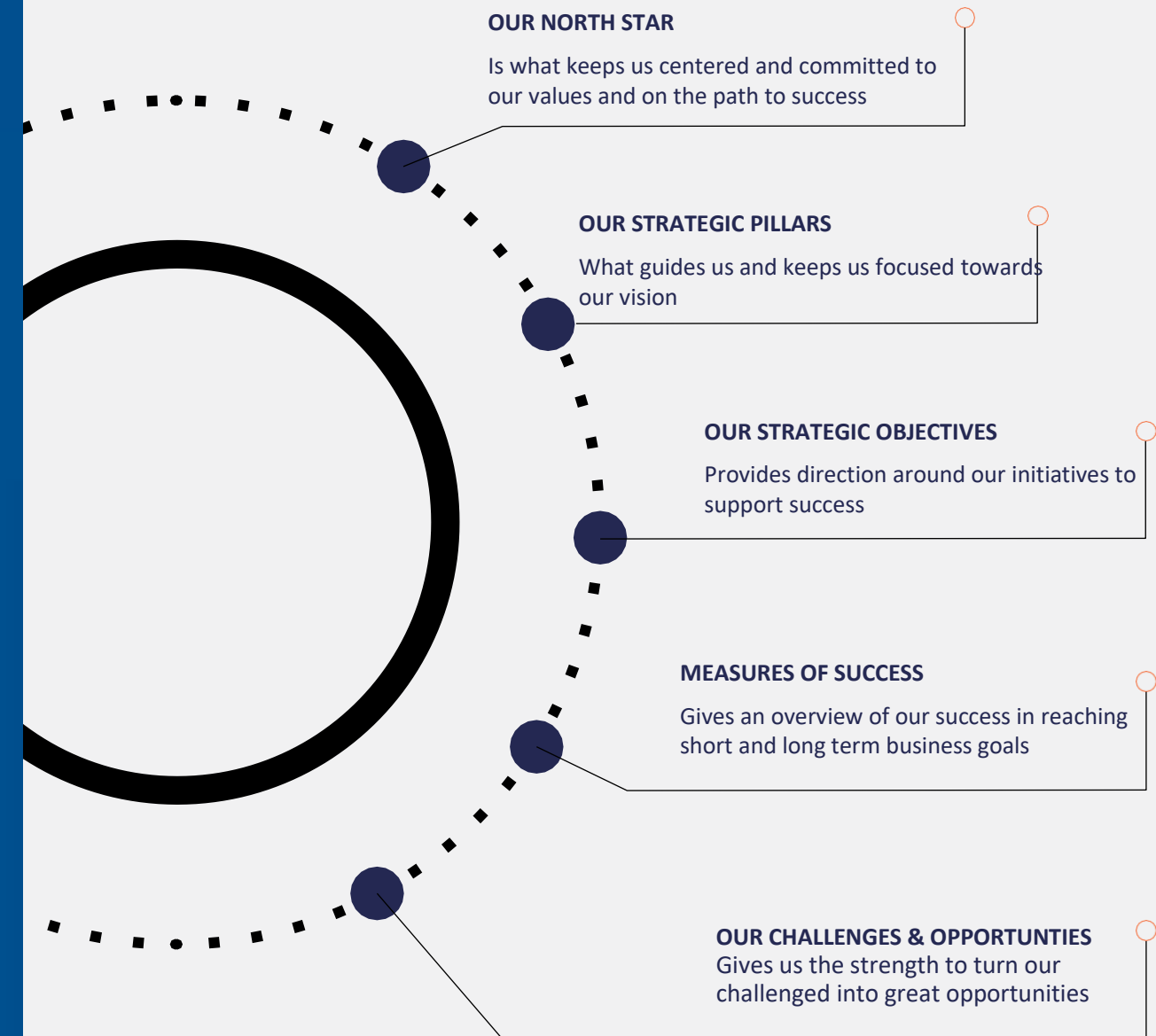
Our Strategic Plan

St Andrew's Strategic Plan is built on four strategic pillars:

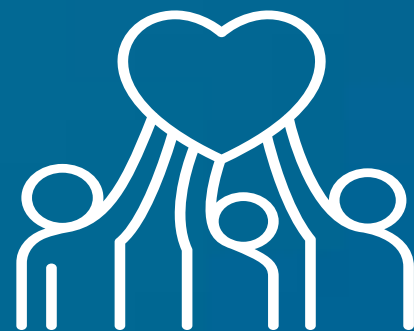
- People Culture & Leadership
- Exceptional Experience
- Transformation to operational excellence
- Growth and innovation

These pillars represent the focus areas that guide us towards delivering our purpose. We have identified a vision for the future for each strategic pillar through our ambition statements.

By building on these foundations, we will continue to deliver high-quality and innovative care to our patients, while providing the best working experience for our people. These pillars will help us drive innovation and deliver evidenced-based care, making a critical difference in the lives of our patients, communities and staff, and will transform our services to improve health outcomes.



Our Strategic Pillars



People, Culture & Leadership

The Heart of Operational Success



Exceptional Experience

Deliver Exceptional Patient Care and Quality Outcomes



Transformation to Operational Excellence

Align Key Business Drivers to Best Practice



Growth & Innovation

Communities' Hospital of Choice

People, Culture & Leadership

STRATEGIC OBJECTIVES

1. Build a destination workplace that grows careers, leaders and culture that makes a difference.

Embed our People Strategy Initiatives.

2. Staff are our greatest assets therefore we will strengthen our commitment, empower our people and foster open communication building an inclusive staff diversity profile.

Continuous commitment to WHS for staff and student.

3. Create an environment of continuous learning through structured education programs and career development pathways.

4. Launch a communication platform for our staff, VMOs, community.

Support out VMOs through growth & development

The heart of operational success

At St Andrew's, we firmly believe that our people are the driving force behind our success. Our Staff and VMOs spent time to Invest and Empower St Andrew's to support the transformation of the organization resulting in new Values and the North Star. For our people our values are at the HEART of everything we do.

We understand that our staff members and volunteers play a crucial role in shaping the future of our organization. By prioritizing People, Culture and Leadership, we aim to build a resilient and dynamic organization capable of achieving sustained success and delivering exceptional care to our patients. In order to foster a thriving organization culture that attracts, retains, and develops exceptional talent, we ensure our organization is supported by a pathway for growing our own and to assist in mitigating the workforce challenges.

We offer various opportunities for career progression through leadership development, succession planning and continuous learning to support our staff to reach their full potential.

At St Andrew's, we value the dedication and commitment of our staff and volunteers. By investing in their wellbeing and safety we can make a positive impact on their lives increasing their satisfaction and our ability to retain.

St Andrew's firmly believe it is important to recognize the contributions of our staff that go above and beyond and consistently contribute to the success of our organization whilst upholding our values.

Our VMOs are an important part of our team at St Andrew's and their continued contribution is valued. Our VMOs wellbeing is prioritized and we aim to support and grow our VMOs from onboarding through to retirement to support the Darling Downs region to ensure continuity of services.



MEASURE OF OUR SUCCESS

Launch of the new values

Achieving improved Employee Engagement Survey and measuring VMO satisfaction with actions to improve to follow.

Improved culture to workplace health and safety with a reduction in total recordable injury frequency rate (TRIFR).

Increased partnerships with universities.

Nursing career progression pathways established.

VMO career cycle and pipeline identified.

Deliver exceptional patient care and quality outcomes

With a focus on patient engagement, personalized care and seamless access to care, we will lead the way in the delivery of our core services to the community.

A culture of applying best practice is essential to achieving our goals.

Our patients will benefit from specialist care that is patient centered with St Andrew's enhancing its feedback mechanisms to allow us to continuously gather and analyze that will further refine our services.

STRATEGIC PILLAR

Exceptional Experience

STRATEGIC OBJECTIVES

Build on patient and family experience through patient journey feedback with tangible actions.

Delivery of models of care focusing on our core services in line with evidence-based practice which result in quality patient outcomes.

Deliver excellence in the provision of services

Optimise our data collection to positively influence patient outcomes



MEASURE OF OUR SUCCESS

Delivery of excellence in all services. Achieving improved completion rate and patient satisfaction rate.

Improved quality outcomes, demonstrated in hospital acquired complication rate.

Transformation to Operational Excellence

STRATEGIC OBJECTIVES

1. Financial sustainability to support growth and innovation.
2. Improve operational and clinical outcomes through investment in data and IT infrastructure.
3. Sustainable relationships with public and private partnerships.
4. Working towards digital platforms that support efficiencies, financial improvements, quality and safer care.
5. Embedded Governance, Risk and Compliance frameworks that underpins operational excellence

Align Key Business Drivers to Best Practice

We are dedicated to embedding best practices throughout our organization, ensuring outstanding patient outcomes and pathing the way for our financial sustainability.

We are on the path of continual growth and will develop our capabilities through key transformational initiatives that set new benchmarks for excellence along with enabling us to compete more effectively, become more efficient, and complete a strategic pivot.

St Andrew's will prioritize governance and commit to uplift our response to risk mitigation.



MEASURE OF OUR SUCCESS

Aligning to core services

Positive operating EBITDA

Asset management to support reliability and financial forecasting with

ROI >90% of key personnel trained in emergency response

Delivery of IT strategic plan through timeline

Communities' Hospital of Choice

We believe that it is essential to enhance our collaboration with strategic partners to support the long-term sustainability of our organisation and to support the focus on meeting the ever-evolving needs of our patients.

Through these partnerships we will enrich the care we provide and lead to a more positive St Andrew's experience.

St Andrew's has a responsibility to build the capability and capacity of services to effectively increase our growth and market share.

We remain committed through innovation to the social responsibility and to contribute to the sustainability of our practices to reduce our imprint and contribute to health prevention.



MEASURE OF OUR SUCCESS

Strategic partner with a larger provider or community

Increase in multiday admissions >15 per week.

Increase In patient programs aligned to core services, >12 participants of each core service per week

Sustainability Strategic Plan

Business development plan, recruitment of additional VMOs for 3-year pipeline linked to core services

STRATEGIC PILLAR

Growth & Innovation

STRATEGIC OBJECTIVES

1. Build a health precinct for our community.
2. Increase market share in core specialties,
3. Strategic partnerships that support the hospital to meet the ongoing capital investment needs, whilst providing access regionally.
4. Develop a Green Plan 360 focusing on SDG12 Responsibility consumptions and production translating into a local action to deliver a more sustainable, prosperous future for all.
5. Collaborate with partners and support VMOs to provide streamlined and quality healthcare to the community.

Challenges & Opportunities

Our Strategic Plan 2024–2027 will enable us to respond effectively to challenges and to take advantage of opportunities.

AGED INFRASTRUCTURE & EQUIPMENT

- Established in 1966 St Andrew's has old and ageing infrastructure that requires upgrades to improve safety and meet new legislation and standards as released. To achieve this, we intend to capture an overall property plan and prioritise the upgrades based on safety. In addition, St Andrew's will prioritize a full asset register capturing preventive maintenance to identify and plan for equipment replacements and decommissioning through a stage approach.

ECONOMIC UNCERTAINTY AND FINANCIAL SUSTAINABILITY

Global economic uncertainty and the rising costs of healthcare, in context within the private health industry has created unprecedented times. To ensure that St Andrew's can continue to maintain the high-quality of services it is known for we are working through strategic partnerships that will enable us to have improved financial outcomes allowing us to reinvest.

REPUTATION

St Andrew's has had a challenging last several years resulting in a reduced market share. The last 18month period in particular has impacted this further due to cultural instability. This combined with the broader private hospital industry challenges has had impact on our reputation. To combat this St Andrew's will launch their new values and execution of our strategic plan along with rebranding of the organization.

MANUAL PROCESSES & DATED TECHNOLOGY

St Andrew's efficiencies are impacted significantly with a large number of data collation, analysis and system management being manual. The ongoing time is labour intensive with inaccuracies limiting our ability to be well informed to make data led decisions consistently.

In addition, St Andrew's faces the need for technology advances in the next 18months that rise to significant cost to the organization. The change will challenge us from a financial and resourcing perspective however necessary for the ability to be left behind from an industry perspective.

WORKFORCE

Industry wide there has been significant impact on the vacancies within roles, particularly nursing. With there being over 4000 nursing registrations across the Toowoomba region St Andrew's opportunity is to be become a workplace destination to support people in their careers.

Through investing in our people by way of programs, training and opportunities St Andrew's will focus on ensuring the correct skills mix, building capability and having robust teams that will bring forth the success of the organization.

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