



TO 2010

NSW
INSTITUTE OF RURAL
CLINICAL SERVICES
AND TEACHING



INDEX

Message from the Chair and Executive Committee	3
Vision and Goals of NSW Health.....	4
NSW Health's vision:	4
NSW Health's goals:.....	4
The Seven Strategic Directions:.....	4
Vision and goals of the NSW Institute of Rural Clinical Services and Teaching (IRCST)	5
Our Vision	5
Five Strategic Directions	5
Our Guiding Principles:	5
Where we want to be in 2010	6
Celebrating our Achievements	7
The Planning Process	8
<i>Five Strategic Directions</i>	
1. To provide information and advice on rural and remote health issues	9
2. To positively influence those whose decisions affect rural and remote health in NSW.....	10
3. To promote of excellence in rural and remote clinical services and practice	11
4. To demonstrate Initiatives to support a sustainable rural and remote health workforce	12
5. To be an effective efficient accountable and well-respected organisation	13

Message from the Chair and Executive Committee

We are pleased to present the NSW Institute of Rural Clinical Services and Teaching Strategic Direction document to 2010. This document forms the overarching framework for the next three years outlining our vision, objectives and strategic initiatives for the next 3 years. This Plan aims to build on the strengths of our achievements to date and further develop the capability of the Institute into the future.

The Institute will work to assist the NSW Department of Health and the Rural Area Health Services in gaining improvements in the State's seven strategic areas through the work and the support we offer to rural and remote workforce through research and projects targeting models of care and our workforce.

In achieving our vision the Institute will regularly review our processes and use of resources to ensure the effective operation and distribution across rural and remote NSW. The plan will support sound decision making in financial, operational and project management.

As an Executive Committee, we are committed to achieving our vision - contributing to an effective and sustainable rural and remote health system. We invite our rural and remote community, our rural and remote clinicians and staff, and our key partners to join with us in achieving our vision and goals.

Austin Curtin (Chair)

Jeanne Madison

Ros Bauer

Susan McAlpin

Chris Crawford

Kathy Meleady

Peter Davis

Frank Moloney

Jan Dent

Lee Simpson

Patricia Doolan

Helen Snodgrass

Marianne Gaul

Yogendra Narayan

Brian Kelly

Linda Cutler

David Lyle

Vision and Goals of NSW Health

NSW Health's vision:

Healthy People - Now and in the Future

NSW Health will focus its efforts on delivering high quality health services that are responsive to the needs of health consumers and the community, and will ensure that its services can adapt to meet future challenges.

NSW Health's vision reflects this focus and is supported by the four goals shown below.

NSW Health's goals:

- To keep people healthy
- To provide the health care that people need
- To deliver high quality services
- To manage health services well

NSW Health has identified Seven Strategic Directions that will guide the development and delivery of health services over the next five years and into the future.

The Seven Strategic Directions:

1. Make prevention everybody's business
2. Create better experiences for people using health services
3. Strengthen primary health and continuing care in the community
4. Build regional and other partnerships for health
5. Make smart choices about the costs and benefits of health services
6. Build a sustainable health workforce
7. Be ready for new risks and opportunities

Vision and goals of the NSW Institute of Rural Clinical Services and Teaching (IRCST)

Our Vision

To contribute to a sustainable and effective rural and remote health system

Five Strategic Directions

1. To provide information and advice on rural and remote health issues
2. To positively influence those whose decisions affect rural and remote health in NSW
3. To promote excellence in rural and remote clinical services and practice
4. To demonstrate Initiatives to support a sustainable rural and remote health workforce
5. To be an effective, efficient, accountable and well-respected organisation

Our Guiding Principles:

The IRCST will:

- ✚ Liaise, collaborate and form effective partnerships with key stakeholders, for example health professional organisations, academic institutions, services in rural and remote areas, and rural organisations, to ensure genuine interchange of ideas
- ✚ Adopt a multi agency approach in order to maximize liaison with state government agencies to facilitate an improved level of coordination of health services in rural and remote NSW
- ✚ Use sound information and evidence on which to base decisions
- ✚ Work toward building a research culture in rural and remote NSW
- ✚ Demonstrate integrity, respect and commitment
- ✚ Promote creativity and innovation
- ✚ Listen, learn and share knowledge

Where we want to be in 2010

NSW Health: striving to protect, promote maintain and improve the health of the people of NSW

What we are striving for in 2010 is a health system that:

- ◆ Has a greater focus and investment in improving health and preventing illness while continuing to treat illness effectively paying particular attention to reducing the health gap for communities that experience multiple disadvantage
- ◆ Is focused on quality and safety, providing patients with ready access to safe and satisfactory journeys through NSW health services and ensures patients and their carers are informed and involved in healthcare decisions and treated with respect
- ◆ Helps people to access most of the healthcare they need through an integrated network of primary and community health services across the public and private health systems
- ◆ Has a greater focus on healthy ageing strategies integrating services across different levels of government and the private sector
- ◆ Engages more effectively with other government and non-government agencies and the broader community, to provide a more integrated approach to planning, funding and delivering health services to local communities and regions
- ◆ Makes the most effective use of the finite resources available and manages costs, services and infrastructure effectively to meet the State's healthcare needs while maintaining financial sustainability
- ◆ Has a valued, skilled workforce that is well planned, trained organised and deployed creatively to focus on the changing needs of health consumers, carers and the wider population
- ◆ Is alert and capable of readily adapting to the changing needs of the community and is quick to anticipate and response to new issues as they emerge

NSW Institute of Clinical Services and Teaching: contributing to an effective and sustainable rural and remote health system

We will have made significant gains in achieving our outcomes under our five strategic directions.

We will have:

- ◆ Added to the rural evidence base
- ◆ Created clinician networks which provide sustainable support to rural and remote staff directly involved in health service delivery
- ◆ Provided a wide range of information to our key partners and staff across rural and remote NSW
- ◆ Increased our number of effective partnerships in order to maximize our impact on improving rural and remote health service delivery
- ◆ Influenced the introduction of models of care to rural and remote NSW to reflect local needs and circumstances
- ◆ Continued to build capacity in rural and remote NSW health care providers.

These gains will be delivered because:

- ◆ We work collaboratively with our key partners both inside and outside of NSW Health
- ◆ We have sound processes which support us to be an efficient, accountable and well respected organisation who uses their resources effectively
- ◆ We are able to work across rural and remote NSW as a facilitator and innovator in health service delivery with the assistance of the Rural Area Health Services
- ◆ We use evidence to support our decision making
- ◆ Our operational plan is closely linked to achieving our strategic direction and that of NSW Health

Celebrating our Achievements

As a new organisation, the Institute has come a long way from the initial planning and setting up of the Executive Committee and governance structure to the compositions of their first business plan and achievement of many of the strategies in that plan.

Key Achievements include:

<p>NSW Rural Stroke Services Report 2006 A baseline report of stroke services across rural and remote NSW 3 abstracts accepted and presented to Smart Strokes conferences 06 and 07</p> <p>Rural Research Capacity Building Program- Developed and implemented for health professionals wanting to learn more about research and conduct their own research project. 24 individuals commenced in Sept 06 and a further 24 selected for the program for Sept 07 working on a wide range of research questions.</p> <p>Co-convener with the NSW Primary Health Care Collaboration of the NSW Rural Research Colloquium held in Tamworth May 2007 The rural researchers funded by the Institute displayed 3 posters and an abstract on the evaluation of the Rural Research Capacity Building Program was presented at the Colloquium</p> <p>Website development Was developed and is regularly updated. www.ircst.health.nsw.gov.au</p> <p>Clinician Networks - currently 320 clinicians on the stroke distribution list and 168 clinicians enrolled in REHABCONNECT. These networks provide electronic access to rural and remote clinicians and are used as a source of information and peer input to emerging issues.</p>	<p>Chair in Rural Pharmacy established at and in partnership with Charles Sturt University, Wagga Wagga, NSW</p> <p>Biennial NSW Rural Allied Health Conference convened in October 2007 at Dubbo NSW. The first time held at a rural venue.</p> <p>NSW Rural Stroke Model Development Existing stroke models were reviewed and models were developed based on the evidence gained and in response to local needs. Several of these models are being implemented and will be evaluated at the end of 2009.</p> <p>Achieving through partnerships:</p> <p><u>Rehabilitation Education</u> provided across rural and remote NSW utilising videoconferencing technology linking 10 rural sites with Royal Ryde</p> <p><u>Stroke Education</u> provided through partnership with Greater Metropolitan Clinical Taskforce to almost 1000 clinicians and 200 GP's</p> <p>27 research and service improvement projects funded across rural and remote NSW - see our website for details on all of the funded projects www.ircst.health.nsw.gov.au</p>
--	--

The Planning Process

The first IRCST Business Plan was developed for the establishment phase of the Institute and the development and maintenance of relationship building across rural and remote NSW to support and enable the ongoing work of the Institute. This plan builds on the firm foundations that have been achieved during the set up phase of the organisation and will aim to add to the early program development and relationships that have developed since that initial plan was formulated in 2005.

The Institute will continue to give priority to the establishment of strong networks with external organisations, Aboriginal people and the Staff of rural and remote NSW health services. It is recognised that these networks are essential for the improved delivery of rural and remote health services. This is particularly important given, the variance in health status between Indigenous and non-Indigenous peoples and the variance between the health status of Indigenous and non-Indigenous people in metropolitan areas and those in rural and remote areas.

The 2005 -2007 Business Plan was reviewed by the Executive Committee in a facilitated day long workshop in May 2007. The Five Key Result Areas were ratified and considered as valid in 2007 as when developed in 2005. It was agreed they would then form the key strategic directions for the Institute to 2010.

The goals and directions defined in the business plan were critically evaluated and decisions made as to their deletion or continuation. Many were deleted as they had been achieved in entirety and in many cases were linked to the development phase of the Institute and were no longer pertinent.

The "Fit for the Future - NSW Health Plan towards 2025" and a "NSW State Plan towards 2010" were both read and considered prior to the workshop to align the Institute's planning with the NSW Department of Health and NSW Government and therefore assist in achieving their organisation goals.

Strategies were then developed to guide the actions of the Institute over the next three years and formulated into a business plan. The decision was made to separate the strategic document from the operational document to facilitate clarity of expectation and action both for the Executive committee and the IRCST Staff.

The Executive Director developed a draft Strategic Document and a draft Business Plan and circulated for comment. The Feedback was considered by both the Chair and Executive Director and amended in line with feedback.

The Final Drafts were then submitted to the Executive committee for their ratification and then forwarded to the Minister for Health, Ms. Reba Meagher for her approval through the Deputy Director Strategic Development and the Director General for Health.

Strategic Direction Number 1

The Institute is considered a leading provider of information and advice on rural and remote health issues.

The Institute is widely acknowledged and respected as a lead organisation on rural and remote health in NSW and accessed as a resource for information and advice. The Institute will work toward establishing a stronger, more accessible evidence base for rural and remote health practice; current trends; emerging problems; and solutions.

What we will do:

We will implement initiatives that establish us as an organisation that is viewed as an integral part of the health system in rural and remote NSW.

The Institute will be a key resource in NSW for rural and remote health information.

We will set a rural research agenda and ensure that our initiatives support the achievement of priority projects contained in that agenda.

We will ensure that Information on rural research initiatives is collected, analysed, and widely disseminated.

We will contribute to work in other key health areas.

Measuring Success

We will maintain our website regularly and aim for an increase of 50% hits on our website by 2010.

A research direction statement will be developed consistent with our strategic direction and our research and other funded initiatives will be consistent with these directions.

Strategic Direction Number 2

The Institute will positively influence those whose decisions affect rural and remote health in NSW.

The Institute's positions are informed by sound research and evidence and the views of rural and remote health professionals, services and communities. Government policies and funding priorities are informed by the Institute's position on rural and remote health matters. The Institute has strong connections and partnerships with other organisations, including Aboriginal organisations.

What we will do:

We will be a key source of information on rural and remote health issues across NSW.

We will actively communicate with rural and remote health professionals, services and communities.

We will work to ensure that our activities are supported by rural and remote health professionals, services and communities.

We will provide advice and comment to NSW Government agencies regarding rural and remote health at their request.

We will work in partnership to gain credibility with Aboriginal organisations.

We will advocate and provide input to Rural and Remote Health Planning in an attempt to influence allocations of Government funding toward effective rural and remote healthcare initiatives.

We will be approached by NSW Health and State Government for our input on a regular basis in relation to health issues.

We will undertake joint activities, submissions and/or publications with other organisations on issues of common interest and have many partnership projects in place with other appropriate organisations and be widely recognised as a collaborative player.

We will participate in relevant meetings, and conferences of other organisations at their invitation.

Measuring Success

We will report on the number and the outcomes of the research and service improvement projects, especially those that have been enhanced by or involve partnerships.

We will ensure that where appropriate, our initiatives are evaluated against their proposed outcomes.

Strategic Direction Number 3

The Institute will promote excellence in rural and remote clinical services and practice.

The Institute will facilitate and establish fora involving rural and remote clinicians to exchange knowledge and develop new approaches. The use of evidence based practice and rural specific data to inform better practice will be promoted across NSW. We will work to develop and/or identify effective service delivery models that reflect local needs and circumstances across rural and remote NSW. We will promote greater primary health care capacity in rural and remote NSW.

What we will do:

We will work to ensure that rural and remote clinicians' views are incorporated into the agenda of the Institute.

We will support activities that result in the improvement in service delivery models in rural and remote NSW while ensuring that the outcomes meet the needs of the policy makers, clinicians and our community.

We will use evidence based practice in our activities and those we fund.

We will promote the use of evidence based practice across health services in rural and remote NSW.

We will support initiatives to build greater primary health care capacity in rural and remote NSW.

Measuring Success

We will initiate and promote fora in order to provide education and gain information to utilise in our other activities.

The Biennial NSW Rural Allied Health Conference and the Biennial NSW Rural Multidisciplinary Conference will be convened and evaluated by the Institute.

Our Rural Health Scholarship Program will focus on sponsorship of an individual(s) to attend a national or international conference.

The number of occasions the Institute has input/or can demonstrate influence on a model of care or change in service delivery framework.

Strategic Direction Number 4

The Institute has demonstrated initiatives to support a sustainable rural and remote health workforce.

Effective networks will be identified or developed to address the needs of and support service providers. The Institute will support evolving health workforce and role design models that reflect local needs and circumstances. Lifetime opportunities for rural and remote based training and careers will be promoted by the Institute. Better distribution of undergraduate and postgraduate positions in rural and remote areas will be achieved as well as an increase in rural and remote health research capacity. The Institute will provide input into the development of employment packages to attract and retain health professionals in rural and remote and remote areas.

What we will do:

We will insure that an increasing number of rural and remote health professionals have the opportunity to participate in clinician networks, which will deliver improvements to the delivery of rural and remote health services.

We will facilitate or develop initiatives that implement strategies, which positively impact on rural and remote health workforce deficits and quality of care.

We will develop and implement strategic directions for the education, training and development of the rural and remote health workforce.

We will work to increase the number of skilled health professionals within the workforce in rural and remote NSW.

We will gain a measurable increase in funding for rural and remote health related research initiatives.

We will develop specific strategies to enhance recruitment and retention of health professionals across rural and remote NSW.

Measuring Success

We will increase the number of clinician networks that are established/sustained across rural and remote NSW.

We will measure the number of mentoring and/or education programs we facilitate or administer through rural and remote NSW.

Rural Research outcomes will be widely promoted through the web site and other appropriate avenues.

Strategic Direction Number 5

To be an effective efficient accountable and well-respected organisation

The Institute will have sound, clear governance and accountability. A cost-effective infrastructure capable of supporting the organisations operational needs will be in place and processes regularly reviewed to ensure compliance with NSW Department of Health guidelines.

What we will do:

We will ensure that all requests for information or feedback from stakeholders are responded to in agreed timeframes.

The Institute's Executive Committee and Staff will operate to ensure that positive comments in relation to organisation's governance are received.

The Executive Committee will be appointed by the Minister in line with the Premiers' guidelines and perform within the code of conduct.

The Institute will ensure that effective agreements between all relevant parties to an appropriate infrastructure are completed in a timely fashion.

Our regular reporting and consultation processes will be well established and address issues which arise.

The Institute will ensure that required reports are delivered on time.

We will operate within our budget and use our resources in an effective and efficient manner.

Measuring Success

Budget

Measure our performance to budget and achieve all project outcomes within budget and timeframes.

The Executive Committee

The Institute Executive Committee membership will be representative of a broad knowledge base and geographic distribution across NSW.