



NSW Institute of Rural Clinical Services and Teaching

BUSINESS PLAN 2008 - 2010

www.ircst.health.nsw.gov.au

KEY RESULT AREA 1: The Institute is considered a leading provider of information and advice on rural and remote health issues

- 1.1 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
- 1.2 A stronger, more accessible evidence base for rural and remote health practice; current trends; emerging problems; and solutions

	Strategies	Performance Measure	Responsibility	Timeframe
1.1A	Implement a Communications Plan to promote IRCST to other health organisations, other relevant agencies and the wider community	Number of hits on website Number of Media releases	ED	Monthly
1.1B	Develop electronic Rural Initiatives Register of programs, projects and service models	Rural Initiatives Register established and widely promoted via our website	ED	Dec 2008
1.1C	Improve availability of rural health information, including on our website as well as approaching other key health information providers in regard to rural content on their sites	Number of sites which assist in improving access to rural health information	ED	Dec 2009
1.1D	Promote and regularly update web-based directory of national and state rural health organisations and individuals	Web-based directory updated on links page	ESPO	Six monthly reporting in June and Dec
1.1E	Develop and implement procedures to handle queries from health professionals, researchers, students and the public	Procedures and recording process established	ESPO	Report six monthly June and Dec
		Reports on queries and their outcomes	ESPO	As above
1.2A	Evaluate Rural Health Information Advisory Group	RHIAG reviewed to ensure it meets terms of reference	ED	June 2008
1.2B	Liaise with research organisations and other stakeholders to undertake priority projects from the Institute's 'Rural Research Agenda'	Number of research and service improvement projects funded by the Institute and their outcomes	ED	ongoing
1.2C	Develop a 'Rural Research Agenda' for IRCST, in consultation with the Rural Health Information Advisory Group and other stakeholders, to address identified gaps	Research Directions Statement developed identifying the key themes in research supported by the Institute	ED and RRCBPPO	Sept 2008
1.2D	Maintain information as to key research initiatives	All research projects, progress and outcomes	RRCBPPO &	ongoing

	Strategies	Performance Measure	Responsibility	Timeframe
	and disseminate results when available	posted on the web as they become available	ESPO	
1.2E	Review support for biostatistician trainee	Evaluation of position to be undertaken and decision made in regard to funding	ED	June 2008
1.2F	Evaluate the Rural Research Capacity Building Program – recurrent status dependent on the evaluation findings	Evaluation framework developed Data Collection for Evaluation Preliminary Findings Written up	RRCBPPO	August 2007 Sept 2007 –Sept 2009 March 2009

Please note the following abbreviations:

ED – Executive Director

PO – Project Officers

RAHPO – Rural Allied Health Project Officer

RRCBPPO – Rural Research Capacity Building Program Project Officer

ESPO–Exec Support Project Officer

KEY RESULT AREA 2: The Institute will positively influence those whose decisions affect rural and remote health in NSW

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

	Strategies	Performance Measure	Responsibility	Timeframe
2.2A	Target reviews and respond to enquiries that are relevant to IRCST goals and develop informative submissions on these	Input by Institute to external groups seeking input with a rural perspective	ED & PO's	ongoing
2.3A	Develop partnership projects, as appropriate, with other organisations involved in rural and remote health	Number of partnership projects	ED and PO's	Ongoing – report six monthly
2.3B	Meet regularly with other organisations to discuss issues of common interest	ED involvement in external committees	ED	Ongoing – report quarterly
2.3C	Establish access to key advisory and decision-making groups through the Director, PH&C partnerships and Statewide Services Development Branch in order to provide advice on issues relating to healthcare in rural and remote communities	Regular requests from and opportunities to provide input to key planning and policy development processes	ED	ongoing

KEY RESULT AREA 3: The Institute will promote excellence in rural and remote clinical services and practice

- 3.1 Facilitate and establish forums involving rural and remote clinicians to exchange knowledge and develop new approaches
- 3.2 The use of evidence based practice and rural specific data to inform better practice
- 3.3 Effective service delivery models that reflect local need and circumstances across rural and remote NSW
- 3.4 Support initiatives to build greater primary health care capacity in rural and remote NSW

	Strategies	Performance Measure	Responsibility	Timeframe
3.1A	Identify priority areas for forum discussions through existing consultation processes and conduct for a in diverse and accessible locations for rural participants	<ul style="list-style-type: none"> - Number of forums held linked to projects - Biennial Rural Allied Health Conference - Outcomes and post conference proceedings posted on website - NSW Health Awards sponsorship program - Brief NSW Dept of Health Divisions and other appropriate organisation of recommendations & - outcomes of fora and projects 	PO's	Ongoing 2007,2009,2011
3.1B	Establish an interdisciplinary rural and remote health conference	Conference held and viewed as a success based on satisfaction survey and performance to budget	ED	2008, 2010
3.1C	Reflect forum outcomes in subsequent implementation of new approaches	Identify initiatives that arise from forum outcomes	ED & PO's	ongoing
3.2A	Identify existing work in relation to evidence based practice, specifically in rural and remote settings	Investigate possibility of making a portion of website interactive, for example a BLOG and make a recommendation to the EC	ESPO	June 2008
3.2B	Establish annual Rural Health Scholarship to attend a national or international conference	Scholarship guidelines established and selection process developed Scholarship awarded	ED	Dec 2008
3.3A	Identify and analyse effective service delivery models that are already in place	Identify effective service delivery models which are developed as a results of projects funded by the institute Evaluate the potential for roll out in rural areas in line with clustering project, expectation and disseminate findings	ED & ESPO	Annually linked to project completion

	Strategies	Performance Measure	Responsibility	Timeframe
3.3B	Initiate research into new ways of delivering health care given local needs and circumstances	Support rural research topics & projects related to this area	ED	ongoing
3.3C	Identify priority services for initial review and support	<p>Services are selected - to date suggestions</p> <ul style="list-style-type: none"> - High volume after hours services in rural and remote NSW – obstetrics & orthopaedics - Aboriginal health – Indigenous foot project + Youth development (walking track initiative) - Management development <p>Appropriate projects are developed in order to facilitate improvements in these areas.</p>	Exec Committee	Quarterly review at EC meetings
3.3D	Adopt a wellness model trial within a rural/remote health facility e.g. gym? partner with University exercise science grad for a 1 year trial	<p>Identify a partner</p> <p>Wellness model trial completed</p>	New – will need refining and a PO	Dec 2009
3.4A	Contribute to NSW Health's rural implementation of integrated primary health care centres and other rural service delivery initiatives and/or rural health service models	<p>Monitor the Health One Initiatives</p> <p>Supply information on request on rural health service developments</p>	ED	ongoing
3.4B	Support new ways of delivering primary health care given local needs and circumstances	Facilitate the implementation of the Indigenous Foot Project and fund other projects to assist in this area	Rural Allied Health Project Officer Others as identified	Quarterly reporting to EC

KEY RESULT AREA 4: The Institute has demonstrated initiatives to support a sustainable rural and remote health workforce

- 4.1 Evidence of effective networks to address the needs of service providers
- 4.2 Evolving health workforce and role design that reflect local need and circumstances
- 4.3 Lifetime opportunities for rural and remote based training and careers
- 4.4 Better distribution of undergraduate & post-graduate positions to rural and remote areas
- 4.5 The Institute has demonstrated initiatives to support a sustainable rural and remote health workforce
- 4.6 Employment packages to attract and retain health professionals in rural and remote areas

	Strategies	Performance Measure	Responsibility	Timeframe
4.1A	Identify existing networks and disseminate information about them	Number of networks promoted and/or formulated by the Institute	PO's	Ongoing – report annually June
4.1B	Identify any obvious gaps in existing networks and assess potential contribution of additional networks in rural areas	In line with projects, initiate networks where there is identified need	ED & PO's	Ongoing – report annually June
4.1C	Encourage and support existing networks to address rural and remote issues and meet identified needs, in conjunction with the NSW Rural Health Priority Taskforce	As above	ED & PO's	As above
4.1D	Facilitate the establishment of additional networks	Number of new networks	ED & PO's	Ongoing report annually August
4.2A	Identify and support innovative job designs, based on appropriate models of care, to relieve workforce shortages and improve care	Number of Job design improvements developed as an outcome of research or funded projects supported by the Institute Generic Rural Allied Health Assistant role defined, career pathway developed and implemented in rural and remote NSW	ED & PO's ED and RAHPO	Ongoing report annually – November Dec 2009
4.2B	Engage the NSW Department of Health's Workforce Leadership and Development Branch and the Area Health Service Directors of Workforce Development in developing workforce design initiatives	Meet regularly with Workforce Leadership Branch Provide Input based on evidence and information gained through projects and research	ED	Minimum of quarterly updates
4.3A	In conjunction with the NSW Department of Health, review coordination, support and	Identify mechanism for this to occur Document and analyse existing processes in	ED ED	Sept 2008 June 2010

	Strategies	Performance Measure	Responsibility	Timeframe
	resources for rural clinical placement, training and supervision of undergraduates and new graduates	order to identify opportunities for improvement		
4.3B	Identify and develop continuing professional education, supervision and networking opportunities to support rural health professionals at all stages of career and allow movement between Rural and Metropolitan centres as appropriate	Mentoring Project for Cancer Professionals completed with outcomes posted on Web. Identify the key success factors and materials of above project that have potential to be used across the board in rural and remote NSW	ED & PO's	Feb 2009
4.3C	Explore development of rural specialties that recognise unique challenges in clinical practice and delivery	Facilitate development of community based Rehabilitation model for rural and remote NSW	ED and PO's	Dec 2008
4.3D	Explore training opportunities within the private sector	Identify disciplines where this would be possible Feasibility study to be conducted	ED	June 2009
4.3E	Identify a suite of strategies or initiatives to support managers on all levels (clinician to manager, middle manager up etc).	Document existing programs and evaluate their success Develop and/or identify an effective approach to assist with management development across rural and remote NSW	ED & PO	December 2009
4.4A	In conjunction with existing work in this area, review current distribution of graduate and postgraduates and target areas for improvement	Document existing distribution patterns Identify further opportunities for Institute Involvement to gain improvement	ED & PO	March 2009
4.4B	Review capacity and identify opportunities to undertake training in rural and remote areas from undergraduate to postgraduate level	Identify process for this to occur Document and analyse the criteria for various disciplines and their related placements, list existing locations and explore potential for additional locations, which meet the criteria Important due to increase in new graduates in Medicine and other disciplines.	ED & PO	Dec 2008
4.4C	Work with training organisations to develop targeted programs for rural and remote health practitioners	Where information and evidence gathered identifies need, work with training organisations to provide programs in an appropriate location	ED	Dec 2009 and ongoing

	Strategies	Performance Measure	Responsibility	Timeframe
4.5A	Identify and promote rural and remote based education programs with research capability	Develop a list on the links page of organisations offering such programs	ED and ESPO	June 2009
4.5B	Promote rural and remote research opportunities to research organisations and funding bodies	Circulation of research grants, information to research group	ED and RRCBPPO	Occurs monthly
4.6A	Identify factors to increase appeal of rural and remote area employment packages, focusing on priority 'areas of need' initially – work closely with appropriate NSW Health Divisions in this area	Provide Information to Workforce and Leadership Branch in regard to the Country Career webpage	ED	Ongoing
		Undertake a literature search on existing information in this field	ED	December 2008
		Form a panel of rural specialists and identify items, which would assist in attracting specialists to a rural setting	ED	March 2009

KEY RESULT AREA 5: The Institute is an effective, efficient, accountable and well-respected organisation

- 5.1 Sound, clear governance and accountability
- 5.2 A cost-effective infrastructure capable of supporting the organisation's operational needs

	Strategies	Performance Measure	Responsibility	Timeframe
5.1	Monitor and review human resources, operational, reporting and financial management processes	Provide report to Executive Committee regarding human resources, operational, reporting and financial management processes	ED	May 2008 May 2009
5.2	Ensure IRCST membership is representative of diversity in rural and remote health practice	Membership processes are implemented in line with NSW Department of Premier's and Cabinet Guidelines	ED	August 2010 and when necessary
5.3	Ensure open easy access to our contact details and publicise achievements and other appropriate information	The Website is updated regularly and reflects the current status of all projects and programs run by the Institute Submitting Abstracts & Posters to appropriate conferences and other fora promoting the Institute and demonstrating the initiatives, which assist us in achieving our visions	ED & ESPO ED & PO's	Ongoing – report at Exec Committee six monthly Ongoing and report at each Executive Committee meeting