



ACT
Government

ACT Health

ACT Health Directorate

Strategic Plan: 2020–25



Acknowledgment of Country

ACT Health Directorate acknowledges the Traditional Custodians of the land, the Ngunnawal people. The Directorate respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. It also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

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Message from the Director-General



In the ACT Health Directorate, we are a team of dedicated people who are passionate about the health and wellbeing of our community.

The ACT Health Directorate is the primary source of advice to Government on health policy and administers the Government's legislative program on health matters. We advise on how best to maintain, protect and improve the health of Canberrans and ensure our system is integrated, collaborative and sustainable.

As stewards of the public health system we work to plan for our community's future needs, commission services that meet these needs, and monitor and evaluate performance to ensure the community receives quality, safe and effective care. We also contribute to reducing demand on our public health system through our effective health promotion, prevention and protection activities.

We work closely with our partners within the health and human services sector, both within the ACT Government and across State, Territory and the Commonwealth Governments to achieve our goals.

We are working closely with educational and research institutions to enable innovation and lead practice across the spectrum of healthcare domains and we actively engage with our partners to understand system pressures and community needs.

Healthcare is complex and the demands on the health system grow each year. We are working to evolve, innovate and collaborate to ensure that we improve the way in which our public health system serves the community, and the way we promote and protect the community's health.

Our Strategic Plan 2020–25 positions us to deliver on the ACT Government's Health and Wellbeing Strategic Framework for 2020–30 and seeks to address the challenges faced by the public health system in collaboration with our partners and the community. Our plan is ambitious and provides a clear agenda, and makes a firm commitment to bring about positive and lasting change.

I am proud to lead this vibrant organisation and look forward to realising the goals we have identified here over the next five years.

A handwritten signature in blue ink, appearing to read 'Michael De'Ath', with a stylized flourish at the end.

Michael De'Ath
Director-General
ACT Health Directorate

Our commitment to First Australians

There is no single way to best define cultural integrity.

ACT Health Directorate defines cultural integrity as a combination of acknowledging Australia's history through respect and trust, demonstrating genuine commitment, leadership that drives success, the celebration of cultures and diversity and the delivery of accessible and equitable services.

This document states ACT Health Directorate's commitment to create a health organisation that:

- » supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities

- » supports Aboriginal and Torres Strait Islander peoples having comparable health and wellbeing outcomes with the wider community

- » meets the health and wellbeing needs of Aboriginal and Torres Strait Islander peoples to have quality life outcomes

- » engages in partnerships and grows together with Aboriginal and Torres Strait Islander staff, families and communities

- » responds to past impacts by demonstrating respect for Aboriginal and Torres Strait Islander histories, cultures, and knowledge

- » Embraces cultural differences while recognising the many inter-dependencies across our diverse communities.

The ACT Health Directorate's leadership team acknowledges the Directorate's responsibility to fulfil the *ACT Aboriginal and Torres Strait Islander Agreement 2019–2028*.



Our vision

A HEALTHIER CANBERRA

Our purpose

To provide strategic leadership, direction and action that improves the health of our community and ensures our public health system meets our community's needs, now and into the future.

Our values

The Directorate's values guide the way that we work with one another, how we work across Government and with our community stakeholders and partners.

They define us as an organisation and are at the centre of everything we do.

Our values are:



Respect

We show respect when we value diversity and listen to the views and contributions of our colleagues and partners



Integrity

We demonstrate integrity by being apolitical, honest, dependable, and accountable for our actions. We recognise achievements, don't shirk from uncomfortable conversations and are consistent in our dealings with others



Collaboration

By collaborating we better understand the needs of our community. We work together in partnership with our community and key stakeholders to improve the quality of health and wellbeing of Canberrans



Innovation

Innovation creates value and positive change in our teams and organisation, and we will do this by being curious and courageous

Our role

The ACT Health Directorate oversees Canberra’s public health system.

As public health system stewards we plan for our community’s future needs and work to ensure that the system meets them.

We drive innovation and collaboration that improves system performance and work to reduce demand through effective health promotion, prevention and protection activities.

We work to ensure that the public health system delivers value for the community and carefully consider the best way to allocate resources and improve health outcomes. Our work is evidence-informed and supported by evaluation.



Our stewardship role means that we have been entrusted by the community with the careful and responsible management of the ACT public health system

Our key functions are to:

- » Provide strategic leadership and policy advice and oversee the public health system

- » Lead engagement and negotiation with other jurisdictions on health funding agreements and national policy initiatives

- » Administer the ACT Government’s legislative program on health matters

- » Engage with our partners and stakeholders to ensure health outcomes and impacts are considered in all government policy and health services planning

- » Support and enable clinical excellence, safe high-quality care and research across the public health system

- » Deliver a range of health prevention, promotion and protection services

- » Implement innovative digital technologies across the public health system and support ICT solutions that enable person-centred care and make it easier for clinicians to do their work

- » Conduct public health system planning and evaluation for sustainable services, workforce and infrastructure that supports effective resource allocation, innovation and safe, high-quality care

- » Commission value-based care that improves health outcomes and monitor and evaluate public health system performance to ensure it meets community expectations and performance criteria





Commissioning is a holistic approach to engaging with service partners, consumers and the community to achieve health outcomes. It involves a cycle of:

- Policy setting
- Planning
- Ensuring sustainable resourcing
- Engagement of services (through agreements, contracts or grants)
- Monitoring and collaborating with service providers to ensure achievement of outputs and outcomes
- Evaluation of performance

Context



The ACT Government's Statement of Ambition highlights that as the nation's capital, with our integrated governance arrangements, the ACT is uniquely positioned to coordinate and integrate responses and progress issues across government

The ACT Health Directorate has a key role in championing health issues across Government and the community and enabling opportunities for innovation and collaboration.

We operate within the national health system and depend on strong relationships with the Commonwealth Government and other jurisdictions, particularly our regional partners. We have a diverse community that is growing and becoming older. In coming years, we need to ensure we are well positioned to accommodate this growth while continuing to improve and protect our community's health and ensure safe effective and high-quality services are available and accessible.

Digital services are transforming how communities engage with governments across the world. The ACT Government has committed to the Digital Health Strategy 2019–29 which sets a clear road map for transforming how we use technology to improve health outcomes and support person-centred care.

Health costs continue to put pressure on government budgets and there is a need to work with our partners and our community to develop shared priorities for expenditure and manage demand on services. In doing this we need to ensure the Government's investments and expenditure are making a difference and improving the health of our community.

Priority groups

We are lucky to be one of the healthiest communities in one of the world's most liveable cities. Whilst the ACT community generally experiences good health, some population groups are at increased risk of poor health as a result of a range of socio-demographic factors and pre-existing conditions.

The ACT Government has established clear priorities that the Health Directorate needs to address in areas such as wellbeing indicators, family safety, climate change, active travel, social inclusion and diversity.

This plan focuses our Directorate's work towards these important issues and takes into account the following population groups we know we need to focus on to improve equity in health outcomes.

- Aboriginal and Torres Strait Islander Peoples
- Children, particularly in their first 1000 days
- Older people
- People with complex needs
- People with chronic conditions
- People on lower incomes
- People with disability
- LGBTIQ+ community
- People who are culturally and linguistically diverse
- People experiencing family and domestic violence
- Carers

Our health system partners and stakeholders



Our health system is complex and is made up of many interrelated parts.

As stewards of the ACT public health system, we engage and collaborate across the health system as a whole. In doing this, we recognise the essential role of:

- » healthcare consumers whose engagement is essential to improving our health system and health outcomes

- » families and carers whose support for healthcare consumers plays a significant role in our health system

- » public hospital related services including, those provided by Canberra Health Services at the Canberra Hospital and the University of Canberra Hospital, Calvary Public Hospital Bruce, Clare Holland House, Queen Elizabeth II Family Centre, and the ACT Ambulance Service

- » community-based services (government and non-government) that care for people in a variety of community settings, and have a crucial role in improving and maintaining health and wellbeing

- » private healthcare professionals such as General Practitioners, allied health professionals, nurses, midwives, and medical specialists who provide services to our community, in the private system, independently and in collaboration with the public health system

- » private hospitals and health facilities that provide care and services to our community and work closely with the public health system

- » tertiary research and education sector partners, including universities, colleges and vocational training institutions who support innovation and play an essential role in developing our future workforce

- » peak groups representing healthcare consumers, carers and service providers, and community interests

- » health professional organisations, regulators and unions, who represent our workforce and advocate and advise on their behalf

- » Capital Health Network, the ACT Primary Health Network that plans and commissions primary care services in the ACT

- » other directorates in the ACT Government that we collaborate with to achieve health outcomes and particularly the directorates that are part of the human services cluster

- » Commonwealth, State and Territory Health Ministries

- » NSW Health Local Health Districts, particularly Southern NSW and Murrumbidgee

Our strategic objectives



Our strategic objectives are:



Healthy community

We want to ensure that the health of everyone in our community improves



Safe, responsive, sustainable public health system

We want to ensure our public health system works for our community, now and into the future



Trusted, transparent and accountable

We want to be a trusted source of information and advice to the community and our stakeholders



High performing organisation that values our people

We want to value and invest in our people and ensure our governance systems and business processes enable us to deliver for the community

Our strategic objectives

Objective



Healthy community

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Safe responsive sustainable public health system

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Performance indicators		
Strategies	<p>Advise, advocate and collaborate</p> <ul style="list-style-type: none"> 1.1 Provide robust, evidence informed advice to Ministers 1.2 Drive system-wide policy and strategy that sets clear priorities for safety, quality, expenditure and activity 1.3 Engage effectively in national and inter-jurisdictional forums, maintaining the ACT's status as a policy innovator 1.4 Influence cross-government forums and collaborate with other directorates to improve health outcomes 1.5 Engage with communities and enable healthier choices and protective behaviours through improved health literacy and health promotion <p>Understand our communities' needs</p> <ul style="list-style-type: none"> 1.6 Work with priority communities, and other stakeholders to co-design initiatives that improve health and wellbeing 1.7 Engage with, listen and respond to consumer and carer advocacy groups to understand the needs and perspectives of these groups and the individuals they represent 1.8 Engage with industry sectors, stakeholders and the community to understand and address system and environment pressures that prevent healthy behaviours 	<p>Commission services that deliver value</p> <ul style="list-style-type: none"> 2.1 Establish integrated planning, funding and performance monitoring frameworks that drive coordinated, high-quality health service delivery 2.2 Deliver health workforce, service and infrastructure planning that identifies future priorities and supports service planning in delivery organisations 2.3 Encourage innovative integrated models of care and service delivery and expand care in the community <p>Deliver high-quality services</p> <ul style="list-style-type: none"> 2.4 Ensure our regulatory services remain responsive and risk based and facilitate regulatory compliance through co-design and engagement 2.5 Embed and utilise accurate and responsive health data and analytics that inform planning, decision making and service delivery 2.6 Deliver high quality person-centred digital solutions that enable safe, timely and effective care, improve collaboration and innovation, and are on time and on budget 2.7 Drive a dynamic and innovative health and medical research environment that translates research into better health outcomes <p>Engage with our partners</p> <ul style="list-style-type: none"> 2.8 Work with our community partners to understand system pressures, demand trends and improve coordination across the territory 2.9 Maintain our strong relationships with the ACT's education institutions to support our research and innovation agenda, and future workforce requirements 2.10 Work with the NSW Health Ministry to coordinate delivery of quality services across the region

Objective



Trusted, transparent and accountable

We want to be a trusted source of information and advice to the community and our stakeholders



High performing organisation that values our people

We want to value and invest in our people and ensure our governance systems and business processes enable us to deliver for the community

<p>Performance indicators</p>	<ul style="list-style-type: none"> 3.1 Quality and availability of public health system performance data increases 3.2 Engagement with our internet and intranet, and social media channels increases 	<ul style="list-style-type: none"> 4.1 Directorate Climate Survey results improve 4.2 Budgets achieved within agreed variance 4.3 Organisational risk maturity reaches agreed target 4.4 Increased utilisation of digital business systems that improve productivity and support decision-making
<p>Strategies</p>	<p>Increase transparency</p> <ul style="list-style-type: none"> 3.1 Monitor and report on health system performance with high quality data and analysis 3.2 Improve and diversify how we engage and communicate externally and to our people about our activities and successes 3.3 Systematically align our budget indicators with our strategic plan 3.4 Continue to implement the Open Access Scheme, and actively publish and release documents and information to the community <p>Improve accountability</p> <ul style="list-style-type: none"> 3.5 Embed public health system governance and oversight arrangements that support decision making and clearly articulate roles and responsibilities 3.6 Refine and further develop our performance indicators and evaluation mechanisms. <p>Engage with integrity</p> <ul style="list-style-type: none"> 3.7 Follow whole of government engagement guidelines and demonstrate how our engagement impacts on our decisions 3.8 Work with advisory and stakeholder forums to ensure they are well supported and effectively utilised 	<p>Value our people</p> <ul style="list-style-type: none"> 4.1 Embed the ACT Health Directorate values and a positive, safe culture that promotes wellbeing and work life balance 4.2 Improve our learning and development framework and support skill development and capability growth across the organisation 4.3 Review our workforce profile and capabilities, and plan effectively for retention and succession 4.4 Promote inclusion, increase diversity and facilitate opportunities for collaboration and innovation <p>Drive financial management strategies</p> <ul style="list-style-type: none"> 4.5 Improve financial literacy through modern fit for purpose financial reporting systems and processes <p>Governance and risk management</p> <ul style="list-style-type: none"> 4.6 Embed modern risk management practices into core business and systematically monitor our risks at key governance forums 4.7 Ensure our governance committees are high functioning and provide appropriate oversight of our business <p>Modern digital information systems</p> <ul style="list-style-type: none"> 4.8 Improve our business intelligence platforms to support evidence and data driven decision making 4.9 Increase digitisation to improve collaboration, information availability and productivity

Monitoring and evaluation

We will drive implementation of this plan through our business planning processes, monitor our progress through our governance forums and report on our progress against the plan each year through our annual report.

We will review this plan mid-way through its term and as required should significant developments occur.





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