

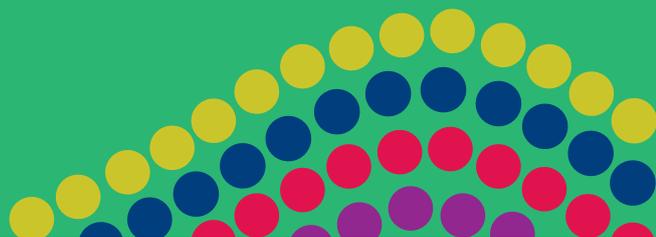
strategy
2026

Realising Potential

Creating together



Women's and Children's Health Network
Strategy 2026



Government of South Australia

Women's and Children's
Health Network





version 2.2

We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, air, waters and culture. We pay our respects to their Elders past, present and emerging.

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From the CEO

I am pleased to present the Strategic Plan 2020 – 2026 for the Women’s and Children’s Health Network (WCHN).

Strategy 2026: Realising Potential, Creating Together encapsulates everything we want to achieve across our Network and for the community we serve.

By working together across our health services our staff will realise their potential, help our consumers realise theirs and in doing so, ensure that our Network becomes a leading health care provider for women, babies, children, young people and their families.

The next six years will be among the most pivotal in our Network’s proud 140 year history of caring for families and I acknowledge that this Strategy is being released in the midst of an unprecedented international pandemic response.

This response will no doubt have an impact on the way we deliver services now and into the future as we prepare for a new facility; and enter into an era of healthcare that places greater focus on supporting overall community wellbeing.

The new governance structures across SA Health, including our new Governing Board, has also brought with it greater collaboration throughout the COVID-19 pandemic.

This Strategy is a roadmap to guide us through these changes and ensure as a Network we are operating at our peak.

Strategy 2026 outlines four key priorities, which set out achievable objectives for all staff.

- To improve the health and wellbeing of families and communities
- To make meaningful gains in Aboriginal Health
- To provide leading healthcare for women, babies, children and young people
- To create one health network

For each of these priorities we have clear objectives for what we want to achieve for our staff and our community.

To support and guide us towards reaching these goals, we have identified 10 network wide enablers. These are the tools we will use to make our priorities our reality.

- **Effective communication**
- **Engaging with our consumers and the community**
- **Providing strong culture and leadership**
- **Supporting an engaged and capable workforce**
- **Enabling technology**
- **Supporting research**
- **Maintaining and developing productive partnerships across the health sector**
- **Providing contemporary infrastructure**
- **Ensuring we are financially sustainable**
- **Striving for continuous improvement and innovation**

Throughout it all, we are guided by our Network wide values of Compassion, Respect, Equity, Accountability, Together for Excellence as we CREATE. Together.

Our Strategy is a true reflection of who we are as a Network, with contributions from staff, consumers and stakeholders vital in its development.

We are still coming to terms with what impact the COVID-19 Pandemic will have on this Strategy and our future planning and this will be reviewed at the end of 2020 as a living document.

It has been inspiring to be a part of the development of this strategy and I'm confident we are well on our way to achieving our vision of being a leading and respected health network for women, babies, children, young people and their families.

I look forward to working with you all to achieve our mission and vision for the next six years and realise our potential.

Lindsey Gough
Chief Executive Officer



From the Board Chair

On behalf of the Women's and Children's Health Network Governing Board, I am proud to endorse Strategy 2026: Realising Potential, Creating Together.

Strategy 2026 is a bold look at our vision for the future and outlines the plan to help us realise our goals.

From the outset, the Board has been closely involved in the planning of this strategy alongside clinicians, consumers and the community.

The result is a representative and inclusive document that showcases WCHN's unique role as a leading healthcare organisation for South Australian women, babies, children, young people and their families.

I'm particularly proud of the commitment to Aboriginal Health that's evident throughout this document.

Improving the health and wellbeing of Aboriginal communities is a key priority for our Board which includes two Aboriginal Health experts.

We are also passionate about delivering world-class healthcare and to guide our Network towards the biggest investment in our history – the new Women's and Children's Hospital.

Having worked at the Adelaide Children's Hospital as the CEO during the transition to the Women's and Children's Hospital 25 years ago, I have a keen understanding of the challenges ahead as we plan for a new WCH.

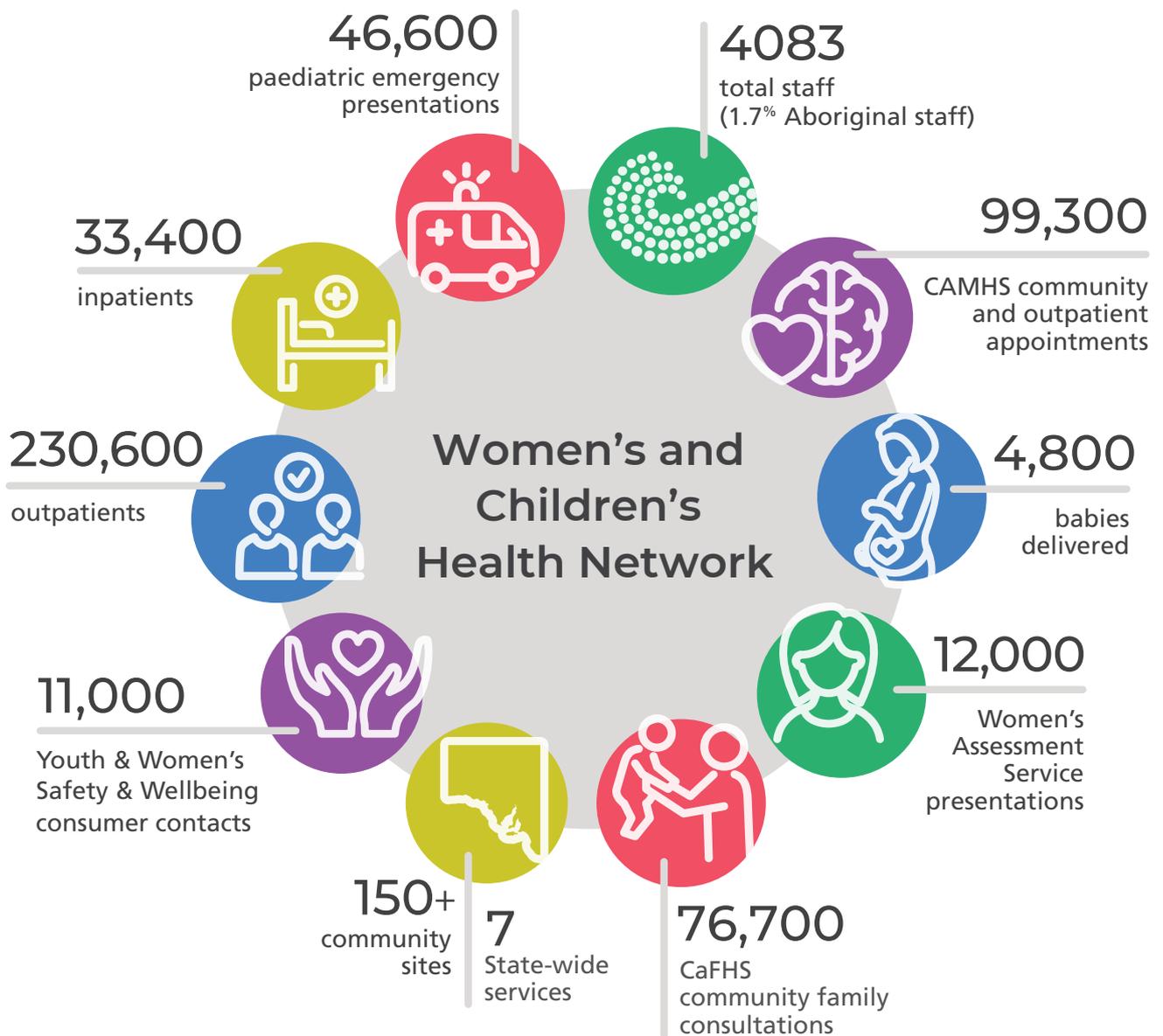
I am confident that we have the right people here at WCHN to ensure we deliver world-class care now and into the future.

I commend Strategy 2026: Realising Potential, Creating Together, our roadmap to help us navigate our future and deliver our Network as an organisation operating at its peak.

We, as a Governing Board, look forward to taking this journey with you.

Jim Birch
Chair of the Women's and Children's Health Network
Governing Board

Our Network



State-wide services: Child and Family Health Service, Child and Adolescent Mental Health Service, Yarrow Place Rape and Sexual Assault Service, Disability Services, Metropolitan Youth Health, Women's Health Service, Women's Safety Strategy

Mission

To improve the health and wellbeing of families and communities by providing integrated care and support

Vision

To be a leading and respected health network for women, babies, children, young people and their families

Values

Compassion, Respect, Equity, Accountability, Together for Excellence



Our Story starts with our consumers and communities who are at the centre of everything that we do.

Our focus for the years ahead is to:

- Provide outstanding care and service
- Enhance our culture and leadership
- Design and deliver a new Women's and Children's Hospital
- Strengthen partnerships, expand innovation
- Through research, education and learning, inspire others, share specialist knowledge and deliver excellence in everything that we do
- Deliver an integrated WCHN

Our Way is underpinned by our agreed ways of working together that enable us as an organisation to:

- Share a common purpose and direction
- Use innovative and new ways to deliver our service
- Educate and support people to excel in the care that they give
- Grow and develop our current and future leaders
- Ensure that we have consistent behaviours and ways of working
- Implement processes and systems that are efficient and effective

Our Strategic Priorities



**Improved health
and wellbeing
of families and
communities**



**Meaningful gains
in Aboriginal health
and wellbeing**



**Provide leading
healthcare for
women, babies,
children and
young people**



**Create
one health
network**

Key Enablers

Effective communication

Consumer and community engagement

Culture and leadership

Engaged and capable workforce

Enabling technology

Research

Productive partnerships

Contemporary infrastructure

Financial sustainability

Continuous improvement and innovation

Four Strategic Priorities



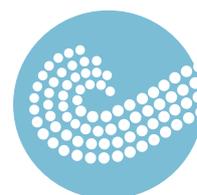
Improved health and wellbeing of families and communities



Meaningful gains in Aboriginal health and wellbeing



Provide leading healthcare for women, babies, children and young people



Create one health network

What will be achieved for families and communities

<ul style="list-style-type: none"> A healthy start to life A better quality of life Equitable access to care Improved outcomes for vulnerable children and young people and marginalised communities Being champions for improved health and wellbeing A population health approach 	<ul style="list-style-type: none"> Measurable improvements in Aboriginal health Improved access to services Culturally safe and respectful services 	<ul style="list-style-type: none"> Safe and high quality Person and Family Centred Care Evidence informed practice Positive experiences High quality research, education and teaching that improves the health and wellbeing of our communities 	<ul style="list-style-type: none"> Flexible and responsive services Co-ordinated and consistent care Equity of access Strong primary healthcare A smooth healthcare journey across services
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What will be achieved for our workforce and organisation

<ul style="list-style-type: none"> Work that makes a difference Greater health and wellbeing Engaged and satisfied staff Work/life balance 	<ul style="list-style-type: none"> Empowered Aboriginal workforce Respect of culture Zero tolerance to racism in our workplace Culturally competent and respectful workforce 	<ul style="list-style-type: none"> Culturally and clinically safe workplace Pride in our work Shared and continuous learning to improve what we do High quality research, education and teaching to enhance the capabilities of our people 	<ul style="list-style-type: none"> A united team regardless of location Skilled and collaborative interprofessional teams Consistent support and supervision We will be role models for our values
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Strategic Priority **1**

**We create improved health
and wellbeing of families and
communities**

What will we do?	We will deliver prevention and early intervention initiatives in partnership with consumers, government and non-government agencies
What does this mean?	We will prioritise areas where intervention is most likely to lead to improvements in health and wellbeing
How will we do it?	<ul style="list-style-type: none">• Work with Wellbeing SA and other agencies to develop and implement a First 1000 days of life strategy• Develop and implement a strategy for health promotion, education and prevention• Provide equitable access to effective services for women, babies, children and young people experiencing vulnerability, and those with disabilities• Address the health consequences for children and young people who have experienced abuse and neglect; and for women, children and young people who have experienced family, domestic and sexual violence• Work with the Department for Child Protection and other agencies to help reduce child removals and increase child safety
What will success look like in 2026?	<p>For families and communities</p> <ul style="list-style-type: none">• A healthier start to life• Reduced lifestyle risk factors including obesity, smoking, substance abuse, domestic family and sexual violence• Timely and co-ordinated care for children in Out of Home Care, in partnership with other agencies• Maintained high immunisation rates• A reduction in the number of babies with low birth weight• Increased access to and improved practices of mental health services and specialist child protection services• Women, children and young people are accessing trauma responsive services• Improved health literacy• Faster access to and improved effectiveness of facilities for women, babies, children and young people experiencing vulnerability, and those with disabilities• A reduction in the impact of family, domestic and sexual violence on health outcomes <p>For our workforce and organisation</p> <ul style="list-style-type: none">• High engagement and satisfaction levels• Ensuring the health and wellbeing of our staff• A highly skilled and sustainable workforce

Strategic Priority **2**

We create meaningful gains in Aboriginal health and wellbeing

What will we do?	We will provide holistic support for Aboriginal communities to improve their health and wellbeing
What does this mean?	We will prioritise and respond to the needs of Aboriginal people accessing healthcare. We want all staff and stakeholders to make a difference
How will we do it?	<ul style="list-style-type: none">• Implement the Aboriginal Health Strategy and Plan, Aboriginal Workforce Plan and next iteration of the Reconciliation Action Plan• Develop and implement zero tolerance to racism in the workplace and in the delivery of healthcare services• Strengthen partnerships and empower Aboriginal communities and Aboriginal Community Controlled Organisations, in support of self-determination• Create a culturally safe, responsive and respectful environment with Aboriginal consumers• Explore the value of Aboriginal healers in complementary health practices• Incorporate and consult Aboriginal community representatives as trusted allies in all services• Build on the strengths of the Aboriginal peoples' connection to culture, land and family
What will success look like in 2026?	<p>For families and communities</p> <ul style="list-style-type: none">• A measurable improvement in Aboriginal health and wellbeing outcomes• Increased access to and uptake of services• A culturally safe and welcoming environment• Experience a more individualised and more culturally appropriate health service• Child abuse, neglect and family violence experienced by Aboriginal women, children and young people are recognized as health issues and those affected are accessing trauma responsive and culturally sensitive care• A reduction in child abuse and neglect, and family violence in Aboriginal communities, through partnerships with other agencies• Healthcare providers understand the impact of dispossession and intergenerational trauma, and are trauma responsive• An increase in Aboriginal engagement and satisfaction with services• Engagement in research for Aboriginal Health <p>For our workforce and organisation</p> <ul style="list-style-type: none">• A culturally competent and respectful workforce• A culturally safe workplaces• Increased attraction, retention and development of the Aboriginal workforce within WCHN• Aboriginal signage and artwork throughout the Network

Strategic Priority **3**

We create leading and respected healthcare for women, babies, children and young people

What will we do?	We will continuously improve our clinical care to ensure we deliver the right care and services in partnership with consumers and their families
What does this mean?	We will provide sustainable healthcare that meets or exceeds the benchmarks set by recognised leaders in healthcare for women, babies, children and young people
How will we do it?	<ul style="list-style-type: none">• Increase staff understanding of the patient journey seen through the eyes of the consumer and their family• Reduce preventable harm to consumers and staff• Ensure safety and quality systems are fit for purpose to support the work of clinicians• Build a culture of continuous improvement by partnering with consumers to Look, Learn and Improve• Building workforce capability by creating a culture of workforce learning and providing opportunities to develop and support staff, managers and leaders• Learn from others through benchmarking and apply evidence-informed practice• Collect and provide meaningful data to our clinicians and staff• Ensure facilities and services meet or exceed the National Safety & Quality Health Service standards• Work with the health professional bodies• Embed policies that support clinical excellence
What will success look like in 2026?	<p>For families and communities</p> <ul style="list-style-type: none">• An enhanced consumer experience and health outcomes• Reduction in healthcare related harm• More active involvement by consumers and families in their health and health care• Research and innovation informing improved consumer outcomes• Consumers are able to navigate the system, improving efficiencies and timeliness <p>For our workforce and organisation</p> <ul style="list-style-type: none">• We will be recognised and respected leaders in the provision of sustainable healthcare to women, babies, children, young people and their families• Positive relationships with peers, who come to WCHN for expertise• Thriving partnerships with other services providing care to our communities• Staff are trained and supported in providing healthcare• Culturally and clinically safe workplaces• Improved engagement with consumers• Continuous learning and sharing of knowledge• Productive use of health resources• We will showcase, recognise and celebrate our achievements

Strategic Priority **We create one health network**

What will we do? We will act as one statewide health network with our consumers to improve health outcomes

What does this mean? We will provide integrated and seamless statewide health services across diverse communities, including other states, giving our consumers the ability to access, navigate and receive appropriate health services in a timely manner

How will we do it?

- Implement the Clinical Services Framework
- Implement better ways of working in the future
- Improve connections between services and staff
- Better ways to support the consumer journey through our services
- Support care closer to home
- Increase access to services in the community and ambulatory hospital setting
- Enhance partnerships with the Local Health Networks, other agencies and providers to develop a shared vision for integrated care
- Ensure access to relevant care in rural and remote communities
- Appropriate distribution of resources across our services

What will success look like in 2026?

For families and communities

- Greater access to appropriate services closer to home
- Co-ordinated and consistent care
- Equitable access to appropriate and timely care in the right setting
- A coordinated approach including integrated data systems and processes

For our workforce and organisation

- Collaboration and teamwork
- Sustainability of services
- Increased use of digital platforms for clinical support and consumer consultations
- A workforce performing as 'one team' to deliver care, regardless of location
- A sense of belonging and connection to our values



How
we will
make this
possible

Enablers



Effective communication

What will we do?

We will support staff and consumers by providing clear, concise communications across the Network, that reflect our role as a leading and respected healthcare organisation

How will we do it?

- Implement the Clinician; Communications; and Consumer and Community Engagement Strategies
- Ensure clinical communication systems are fit for purpose and support effective and timely clinical communication within and across teams and beyond WCHN
- Promote achievements, celebrate milestones and foster pride in our network by facilitating events that enhance the consumer and staff experience
- Streamline all staff communications to reduce email traffic
- Increase face to face engagement and embrace technology to promote Network wide dialogue
- Encourage staff to speak up for safety

Consumer and community engagement

What will we do?

We will strengthen meaningful consumer and community engagement

How will we do it?

- Put consumers at the centre of everything that we do, and empower and involve consumers in all aspects of their care
- Embed genuine partnerships with consumers at every stage of the design and decision making process
- Implement our Consumer and Community Engagement Strategy and Framework
- Provide education for staff and consumers to optimise consumer engagement
- Partner with philanthropic organisations to maximise support, fundraising and sponsorship



Culture and leadership

What will we do?

We will strengthen our leadership capability to enhance our culture

How will we do it?

- Role model the CREATE. Together values at every level
- Instill a culture of accountability and performance
- Develop and support great leaders for the future at all levels of our organisation
- Have fun and embrace a culture of celebration for our teams and individuals

Engaged and capable workforce

What will we do?

We will provide opportunities to enhance the capability of our workforce to create high performing interprofessional teams, support continuous improvement and optimise staff wellbeing

How will we do it?

- Support clinicians and staff with continuous improvement, to be a positive influence and take ownership of issues within their control
- Attract, retain and develop the capability and capacity of our workforce
- Continue to engage, support and recognise volunteers and consumer representatives
- Enhance our employee wellbeing programs
- Partner with the tertiary sector to support, train and mentor students
- Support an engaged, diverse and sustainable workforce



Enabling technology

What will we do?

We will deliver a digitally enabled healthcare network

How will we do it?

- Deliver a digital health strategy and implementation plan.
- Partner with the Department for Health and Wellbeing to deliver upgrades to the Electronic Patient Administration System and Electronic Medical Record
- Design and implement a digitally enabled new Women's and Children's Hospital and Health Network
- Deliver a sustainable biomedical technology plan
- Enhance digital workforce capability and capacity at WCHN
- Support consumers to use technology in their care

Research

What will we do?

We will increase our capacity to lead research

How will we do it?

- Develop, deliver and evaluate a research strategy with clinicians, stakeholders and education sectors
- Expand research, its evaluation and application to care
- Partner with other organisations with similar research goals
- Leverage research to improve services and deliver innovative approaches to support better ways of working
- Support an interprofessional approach to research



Productive partnerships

What will we do?

Strengthen partnerships with providers and stakeholders wherever we provide care

How will we do it?

- Partner with local and statewide providers of health and related services
- Enhance relationships with other providers to deliver coordinated care and services
- Enhance partnerships with national and specialist referral centres
- Partner with tertiary and academic institutions
- Work with other agencies to identify and support women, babies, children and young people at risk of significant harm
- Work with other agencies to reduce the impact and protect those experiencing child abuse and neglect; and family, domestic and sexual violence

Contemporary infrastructure

What will we do?

We will deliver an effective capital asset program that supports our service delivery

How will we do it?

- Ensure all facilities and assets are fit for purpose across the Network
- Complete the current sustainment work program for the Women's and Children's Hospital
- Progress the development and delivery of the new Women's and Children's Hospital



Financial sustainability

What will we do?

We will deliver productive and sustainable services and financial performance

How will we do it?

- Partner with clinicians and stakeholders to prioritise service development and deliver sustainable high quality services
- Deliver efficiency and improvement strategies, and ensure productivity equal to or better than national and sector benchmarks
- Build financial literacy, planning, analysis and reporting capability across the Network
- Partner with the Department for Health and Wellbeing and Government partners to maximise financial outcomes
- Invest in the enhancement of services and assets
- Manage contractual partnerships with health and related care providers to deliver agreed outcomes and value for money
- Explore entrepreneurial opportunities and additional revenue streams

Continuous improvement and innovation

What will we do?

We will embed a culture of continuous improvement and innovation in everything we do

How will we do it?

- Build continuous improvement into all processes across the Network
- Educate and develop the capabilities of our workforce and consumers to support improvement
- Have a forward program of work to prioritise improvement projects
- Adopt an Innovation methodology and framework to enhance care outcomes and efficiency







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