

Our Strategic Plan, Vision and Values



How staff feedback shaped :

- Our five-year Strategic Plan
- Our Vision
- Our Values



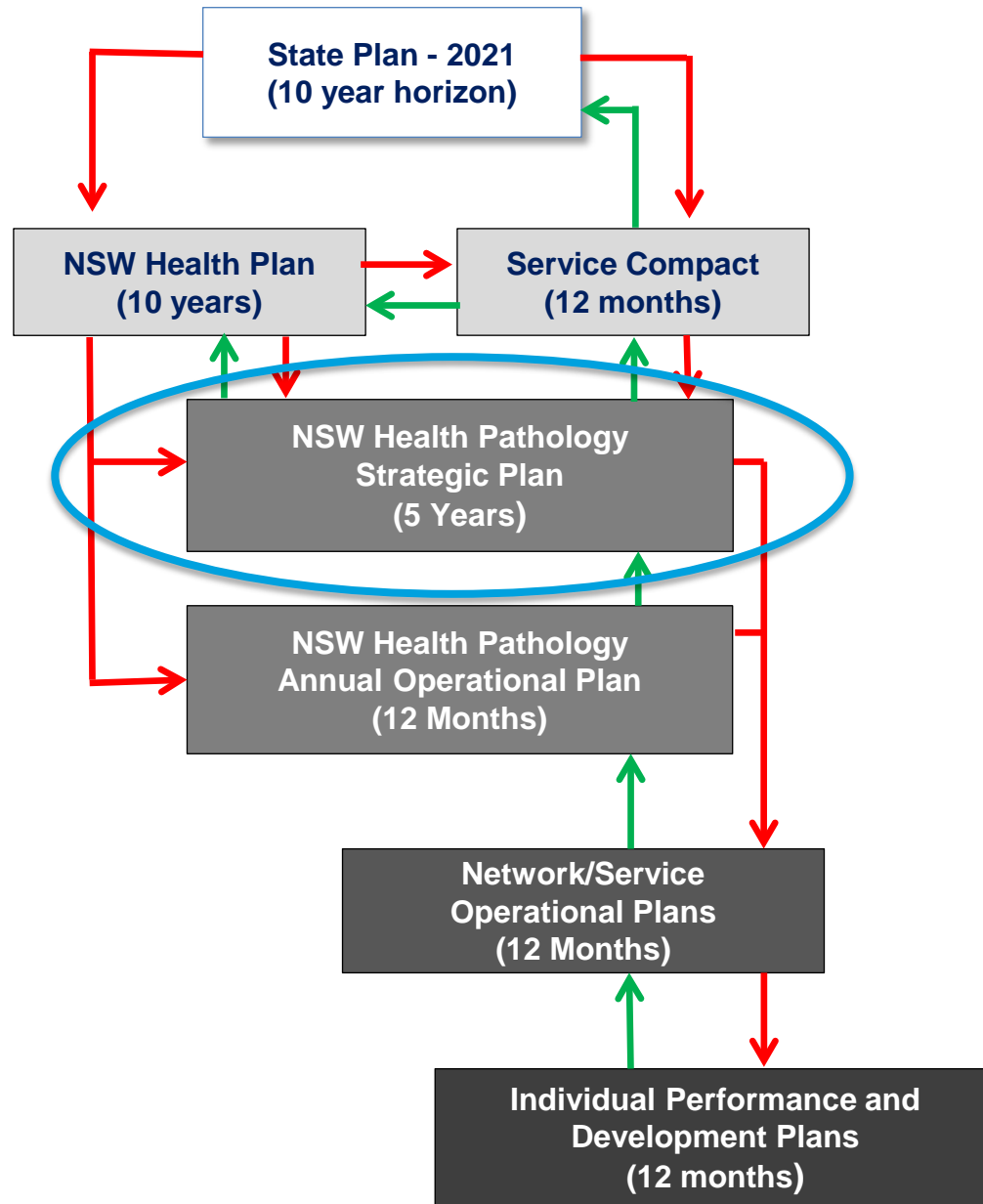
CREATING OUR STRATEGIC PLAN



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NSW Health Pathology Planning and Accountability Framework



State
Ministry of Health
NSW Health Pathology
Network
Individual

The Journey.....

- Two initial workshops with the Executive
- 92 face-to-face workshops with staff
 - Held over 6 months
 - Involved over 1250 staff (27% of our workforce)
- Amended draft strategic plan
- Shared with staff for final comments
- Endorsed by Executive Leadership Team and Board

Creating our vision

We started with this draft vision:

‘Sustainable integrated publicly owned pathology services across NSW’



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Creating our vision

- Key themes from staff feedback
 - Leadership
 - Excellence (service and outcomes)
 - Customer focus
 - Research and innovation
 - Staff important



Our Vision

*Leading through innovation and
collaboration to deliver excellence
in service and outcomes*



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We will work to achieve our vision by:

- Strengthening our people, culture and capabilities
- Building stronger, more collaborative relationships with our partners
- Managing our resources as effectively and efficiently as possible
- Focusing on the needs of patients and customers

Determining our priorities

- Staff asked to identify:
 - Risks, issues and challenges for NSW Health Pathology
 - Risks, issues and challenges for their network, service or laboratory
 - Any recommendations / actions to address those

Strategy Map

Patients, Clinicians, LHDs and External Customers

To achieve our vision, the key outcomes we must deliver are:

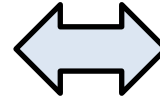
- Appropriate and timely access to services in rural, regional and metropolitan areas
- Quality, safe patient-centred pathology services
- Quality forensic and analytical science services
- Innovative models of service delivery and practice



Partnerships, Networking and Processes

To deliver the key outcomes, we need to excel in:

- Developing and maintaining strong clinical, scientific and research links
- Designing and participating in education, teaching and training opportunities to support and enhance services
- Working constructively with all key stakeholders
- Delivering consistent, integrated and transparent business processes and systems
- Driving continuous quality improvement



Resource Accountability

To deliver our key outcomes, we need to excel in:

- Developing and implementing appropriate performance reporting
- Developing and implementing transparent consistent costing/pricing practices
- Managing our resources well
- Planning for the future



Our People, Culture and Capability

To manage our services appropriately and achieve our key outcomes, we need to excel in:

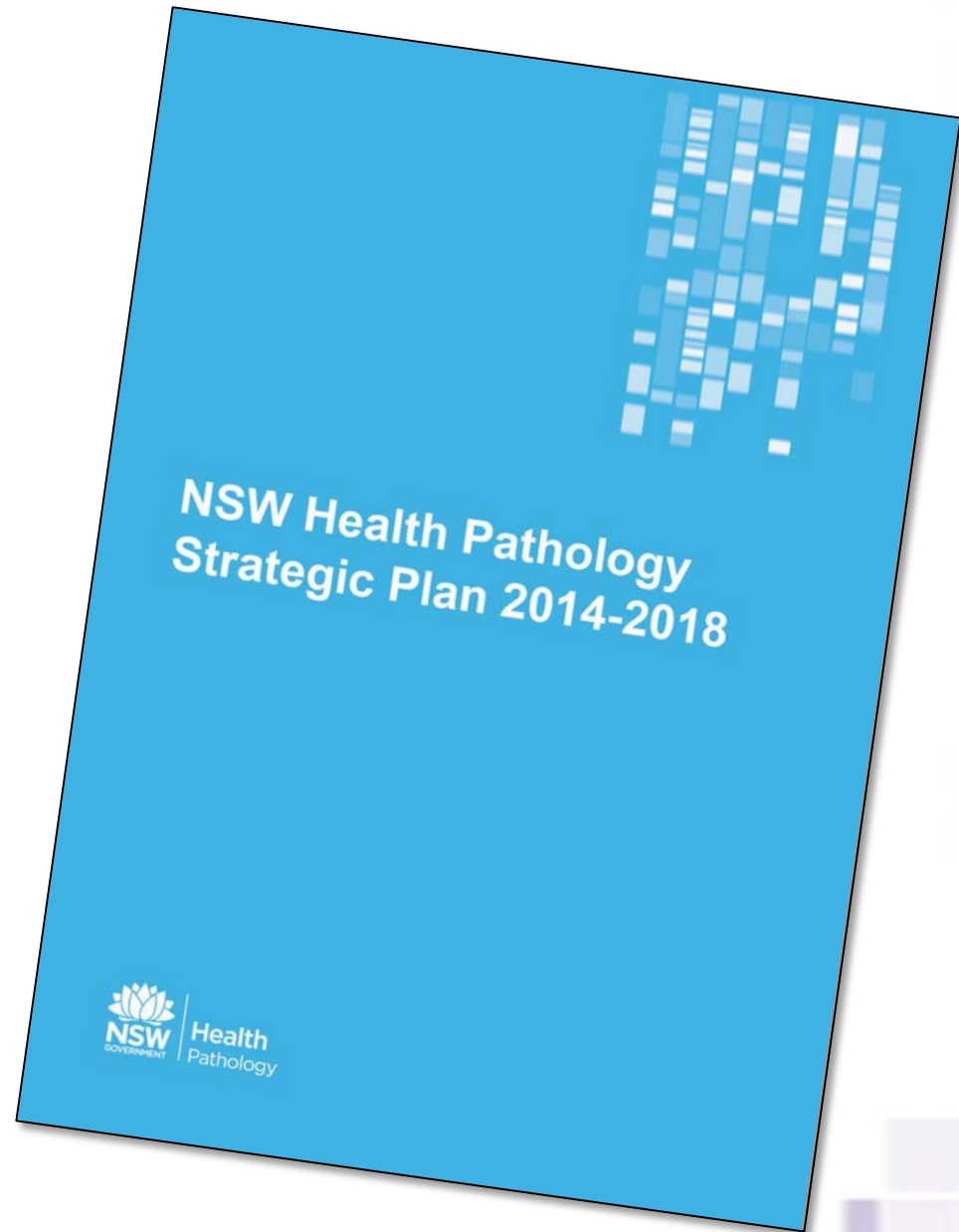
- Attracting, recruiting, retaining and developing quality, competent staff
- Leading research and translating outcomes into practice
- Effectively communicating, consulting and collaborating
- Creating a positive culture aligned to our values
- Ensuring a safe working environment

Strategic Initiatives

- Several new initiatives added based on staff input:
 - Defining, promoting and embedding our Values
 - Recognising pathology as a critical to the patient journey
 - Developing a proactive planning approach and performance framework
 - Introducing programs to recognise and reward staff
 - Addressing accountability, competency and performance management
 - Focus on customer service
 - Streamlining decisions and business processes
 - Promoting a healthy and safe workplace

The final product

- Officially launched 9 July via staff information sessions at each of our networks
- More sessions held via executive team road show
- Copies share with customers and key stakeholders
- Featured on the NSW Health Pathology intranet
- Housed on the NSW Health Pathology intranet



DEFINING OUR VALUES



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Why are values important?

- Clarify the behaviour we expect at work
- Raise awareness of the impact our behaviour has on others
- Set a framework for decision making
- Manage expectations across our organisation
- YourSay 2013 results show we need to:
 - strengthen values-based culture
 - better manage unacceptable behaviour

Defining our values

FOCUS	COLLABORATION	STRENGTH	UNDERSTANDING	INFLUENCE
FUN	INNOVATION	HARMONY	COMPASSION	SECURITY
INTEGRITY	EXCELLENCE	FLEXIBILITY	RESPONSIBILITY	CREATIVITY
DIGNITY	OPENNESS	LEARNING	TRANSPARENCY	CARING
SAFETY	RECOGNITION	TRUST	ACHIEVEMENT	DISCOVERY
RESPECT	DEDICATION	EQUITY	COMMITMENT	
EMPOWERMENT	COURAGE	TEAMWORK	HONESTY	

Defining our values

- 600+ Excellence
- 500+ Teamwork
- 400+ Respect, Integrity
- 300+ Safety, Commitment, Innovation
- 200+ Learning, Dedication, Responsibility,
Trust, Transparency
- 100+ Caring, Honesty, Collaboration, Compassion,
Recognition, Focus, Achievement, Flexibility

Our values are...

Respect

Integrity

Teamwork

Excellence

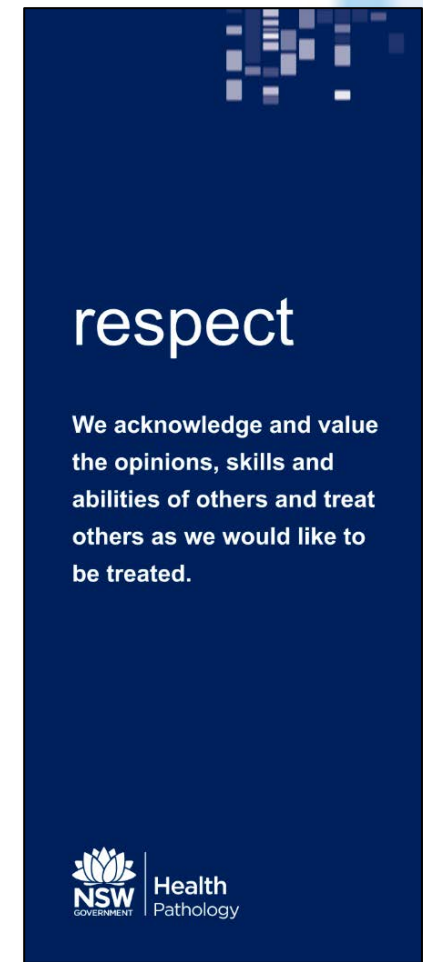
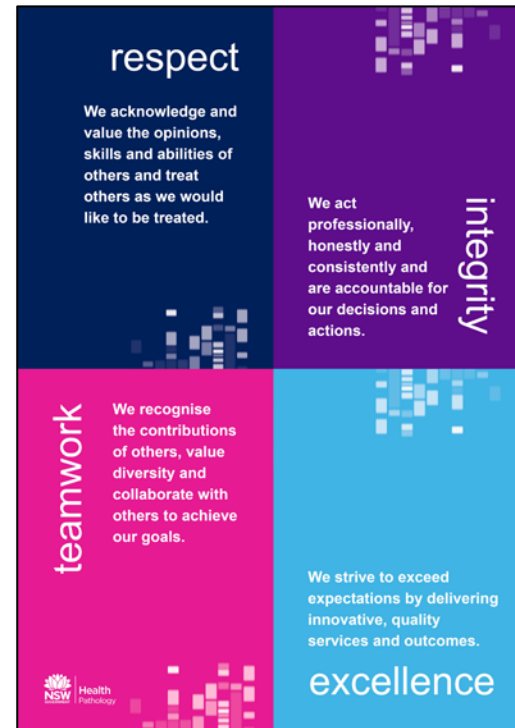


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Promoting RITE

- Posters
 - Values only
 - Vision and Values
- Banners
- Trading cards
- Graphic icon



Embedding RITE

- Will be part of day-to-day operations:
 - Recruitment, orientation and induction
 - Recognition and reward
 - Health, safety and wellbeing
 - Performance and career development
 - Separation
- Reinforced in day-to-day processes:
 - Team discussions and activities
 - Becoming part of our normal vocabulary

Relationship to CORE

- Applies to all of NSW Health
- As part of the NSW Health system we will respect and honour CORE
- But important to also determine the values that shape and drive us

CORE = as part of NSW Health

RITE = uniquely us

Questions or comments?

If you have questions or want more information, please contact:

- Your manager,
- Your Network Director, or
 - Dr Sue Carter, NSW Health Pathology's Manager of Statewide Planning and Performance (re the Strategic Plan)
 - Martin Sainsbury, NSW Health Pathology's Director of Workforce & Culture (re the RITE values)