

FINAL

ROYAL DISTRICT NURSING SERVICE 2005-2010 YEAR STRATEGIC PLAN

STRATEGIC OUTCOMES 2007-2008

Preamble

The long term viability of any organisation depends almost completely on its ability to take advantage of changing environments quickly and effectively, while keeping its focus on its core business. RDNS' long history contains many periods of change and growth, and it is now poised to step into another one.

Key factors likely to affect our operating environment in the next five years are:

- **Continuing growth in demand for health and community care services to the aged and disabled**
- **Workforce shortages placing pressure on all services**
- **Increasing demand for integrated service provision and partnerships which address population health issues**
- **An increasing role for community agencies in chronic illness transition management, and in hospital avoidance**
- **Need to demonstrate effectiveness and value for money in an increasingly competitive environment**
- **Availability of new technologies**

RDNS believes that its best future lies in deploying its resources and developing its capabilities not only to meet these challenges, but to turn them to advantage. While pursuing excellence and value for money in its core business, it must also develop new services. There is great scope to take advantage of dramatic improvements in mobile information management, sophisticated diagnostic and home monitoring devices, coordinated health data bases and integrated call centres, with increasing use of Web based services and education.

FINAL

OUR MISSION (from the Board Charter)

To provide home and community nursing and allied health care to clients and carers which will support them in maximising their health and quality of life.

OUR VISION (from the Board Charter)

To be the first choice of clients, carers, community groups, provider partners and purchasers for the quality of our services and for our commitment to optimising health outcomes by being effective, responsive, flexible, innovative and cost-efficient.

OUR OBJECTS (from the RDNS Constitution)

- 1 To provide skilled nursing and health care to people in the community based on the principles of primary health care.
- 2 To promote, restore, maintain and palliate health status.
- 3 To provide multi-disciplinary health education and wellness strategies to the community.
- 4 To expand and develop the role and function of the Association as the Board may determine.
- 5 To work collaboratively with health care providers and other community organisations to support people to live in the community.
- 6 To do all such other things as may be incidental to the attainment of such objects.

OUR VALUES (from the Foundation and Service Board Charters)

Excellence	Innovation	Inclusion
<ul style="list-style-type: none">• Building on strengths to strive for excellence• Investing in continuous improvement• Maintaining professionalism• Sustaining health and wellbeing	<ul style="list-style-type: none">• Listening to supporters, staff and others• Encouraging curiosity and creativity• Demonstrating flexibility and responsiveness• Working with others	<ul style="list-style-type: none">• Respecting openness, honesty and advocacy• Appreciating diversity and difference• Having compassion, loyalty and commitment• Practising access and equity

FINAL

GOALS FOR 2010

1. RDNS is regarded as a benchmark in the community and the health industry for its expertise in providing flexible, highly cost effective rapid response services in the community.
2. Interchange of data from staff in people's homes with the RDNS client data, scheduling and clinical support system and with clients' GPs and hospitals is immediate, simple and cost effective.
3. *RDNS Direct* is one of the pre-eminent SA providers of 24/7 contact centre co-ordination and health advice services to State and national agencies.
4. RDNS is the pre-eminent provider of community based nursing, integrated home support care and allied health services to all fee for service purchasers.
5. Clinical governance in RDNS is regarded as a national quality standard for nursing in the community.
6. The RDNS brand has high recognition and support across the community.
7. RDNS is regarded as a best practice benchmark for workforce policies and practices that retain and attract staff
8. State and Commonwealth Departments regard RDNS as a responsive provider and innovative partner in the development of new services.

FINAL

STRATEGIC DIRECTIONS	KEY RESULT AREAS	OUTCOMES 2007/2008
1. BUILD A BROADER BUSINESS AND CLIENT BASE	<ol style="list-style-type: none">1. Develop and implement a clearly defined growth strategy2. Provide new health and community collaborative services in conjunction with key stakeholders and models of care that respond to client needs and expectations which demonstrate value for money3. Predict and proactively plan for change in the health, community and aged care environment	<ol style="list-style-type: none">1.1 Strategy results are reported to the Board1.2 Innovative service models to reflect population needs are developed with identified partners.1.3 An intelligence system is developed to gather and analyse information on private and public market trends and opportunities.1.4 A feasibility study is undertaken on RDNS becoming a mainstream community mental health provider

FINAL

2. ENHANCE OUR VIABILITY AND SUSTAINABILITY	<ol style="list-style-type: none">1. RDNS is responsive to client needs, funder expectations and growth opportunities2. RDNS promotes innovation and continuous improvement3. Use technology to underpin care delivery to increase the effectiveness of all operations and analyse information4. Increase awareness of RDNS' services and contribution to community	<ol style="list-style-type: none">2.1 Demographic changes, community needs and health policy initiatives are taken into account in developing new and improved service programs2.2 Continual reviews undertaken of cost structures resulting in a clear understanding of business drivers and outcomes2.3 Identification of enhancements to the RDNS ICT system to interface with internal and external stakeholder systems2.4 Increased recognition and understanding of government, public and media of the role of RDNS in the health, community and aged care system is evident2.5 Identification of an effective and responsive mobile clinical information system2.6 Clinical governance framework review recommendations are fully implemented.
--	--	---

FINAL

3. VALUE AND INVEST IN A SAFE AND HIGHLY SKILLED AND STABLE WORKFORCE	<ol style="list-style-type: none">1. Ensure a culture that reflects organisational values2. Build internal capability of organisation3. Apply safe and efficient employment practices and conditions which balance client, staff and operational needs	<ol style="list-style-type: none">3.1 Continuing Professional Development (CPD) Strategy is extended to cover all staff through effective leadership, mentoring, management, education, relationships and communication3.2 An external evaluation of customer service is commissioned and approved, and internal improvement strategies and training implemented3.3 Implementation of priority recruitment and retention measures and a new succession planning policy is developed3.4 Quality and Employee Safety and Rehabilitation Plan outcomes for 2007-2008 are achieved
--	--	---