



HealthShare

# Strategic Plan 2020-2024

## Partnering for patients

# Diversity, collaboration and service ‘interwoven’

We acknowledge the Traditional Owners of this land and the many Aboriginal tribes of New South Wales. We pay our respect to Elders past, present and emerging and acknowledge Aboriginal people’s connection to Country, culture and heritage.

The richly symbolic ‘Interwoven’ (2014) by artist Jessica Birk was commissioned to illustrate HealthShare NSW’s commitment to Closing the Gap in Aboriginal employment.

It illustrates the many services HealthShare NSW provides to the public health system, and explores the Aboriginal connection to service through caring for Country and people.

The panel on the left represents the diversity of the state’s Aboriginal and non-Aboriginal people – our different nations, languages and families.

The centre panel illustrates the varied landscape of the state, from the sharks and pipi shells found on the coast, to the goanna and berries found inland. The message stick represents

communication and the songlines weave everything together, representing the importance of collaboration.

On the right, the mountain ranges and rivers represent unification of land, sky and water and the importance of the people of the state working together, while the silhouetted eagle flying overhead represents leadership and direction.

Since the creation of this beautiful work, HealthShare NSW has achieved 4 per cent Aboriginal employment, far exceeding the NSW Government target of 2.6 per cent.

Its messages of diversity, collaboration and service will continue to show us the way.



# Who we are

HealthShare NSW supports NSW Health to deliver clinical care and help drive system-wide improvements.

We are the largest government shared services organisation in Australia.

We play an increasing role in caring directly for public hospital patients, providing them with clinically appropriate transport, nutritious hospital meals, and a clean and comfortable hospital experience.

We support all NSW Health’s doctors, nurses, allied health and administrative teams by ensuring they have the supplies and equipment they need to do their jobs.

From statewide procurement to supply chain arrangements, payroll and human resources support, to hospital and linen cleaning, non-emergency patient transport services and food services, we make sure we reduce wastage and create a positive experience for all NSW Health staff.

We partner with local health districts and speciality health networks to make sure our patients have the best experience of the care we can deliver together. We partner with suppliers across the state and around the globe to work towards economically and environmentally sustainable practices to support the whole of NSW Health.

We deliver these services to achieve the outcomes that patients need, and to ensure that all staff, patients and the NSW community get the best use of the resources available to NSW Health.



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# Our culture

We're growing a positive and constructive culture that helps our people do their best work. At HealthShare NSW we call this 'blue' culture, which is built on achievement, innovation, collaboration and valuing our people and their safety.

Our CORE values of Collaboration, Openness, Respect and Empowerment underpin everything we do, from the products and services we offer to the way we interact and support patients and staff.



**Positive culture in a workplace starts with caring. We all need to work together to create the type of culture we want.**



**Tyson Tuamtong**  
EnableNSW Equipment  
Centre Site Manager  
Patient Support Services



# Foreword



Over many years, HealthShare NSW has evolved from a disparate group of services, to an aligned state-wide service model leveraging economies of scale to drive improvements and deliver value.

Our remarkable people make this possible, bringing an extraordinary level of commitment, skill and compassion to the work that they do.

Through them we touch the lives of health workers and patients every day by delivering the services that keep our public hospitals and health facilities running.

And it is because of their humanity, adaptability and resilience that we have been able to not just survive, but strengthen as an organisation through bushfires, floods and the enormous challenges of COVID-19.

Our relationships with our colleagues across the health system have also strengthened, and we are now seen as partners in a complex, interconnected flow of patient movement, wellbeing and care.

It is through these partnerships that we have a unique opportunity to use our size and scale to drive improvements for our system over the next four years. Improvements that make it easier for health workers to do their jobs, and enhance the experience of patients receiving care.

To support these changes we will need to focus strongly on data, and on using it to deliver insights to the system that inform decision making and service design.

Equally, we have identified sustainability as a key focus, not only to reduce our environmental footprint, but also as a key driver of value as we seek to lessen our consumption of resources and adopt more efficient practices.

Ultimately though, our people, patients and health system partners are at the core of this Strategic Plan – and more than 800 of them contributed their ideas and insights to help us develop it.

Thanks to them we have a Plan for the next four years that builds on our achievements of the past, but reflects the opportunities of the future.

I invite you to join us on the journey.

**Carmen Rechbauer**  
Chief Executive



It is stating the obvious that this Strategic Plan has been developed during an extraordinary time for our state, the country and the world.

HealthShare NSW has played a critical role not only in NSW Health's COVID-19 response, but in providing critical services during the devastating floods and bushfires which ravaged NSW.

I'm enormously proud, as are my fellow Board members, of the special contribution our people make to keep our health system running each and every day, including in times like these, when the need is greater than ever.

The meals patients are given, the cleanliness of their hospital rooms, the linen on their beds, the timeliness of their transport – all these things have the potential to change how patients feel and experience the care they receive.

The attention we pay to getting the payroll right, to making sure suppliers are paid on time, and to making our warehouse and procurement processes smooth and reliable are the 'back of house' tasks so important to frontline hospital staff, letting them focus on caring for patients.

Our Strategic Plan supports us in this work, and will help us focus on our deliverables and measure our success over the next four years.

This four-year Strategic Plan has been developed based on wide consultation within HealthShare NSW and with our local health district and hospital partners.

Notwithstanding the challenging times which surely lie ahead of us, I feel that this Plan sets us up well for the future and, with the support of our people, will help us achieve the high standard and quality of services that we pride ourselves on.

**John Roach PSM**  
Board Chair

# Every year we make sure...

**19,000**

people with a chronic health condition or disability in NSW get the help they need

**17,000**

people with a chronic health condition or disability have their equipment repaired

**3 million**

different medical and surgical consumables worth \$220 million are managed

**170,000**

NSW Health employees get paid

**231,000**

telephone enquiries regarding payroll, recruitment and supply chain enquiries are responded to

**197,000**

email queries assisting NSW Health staff are responded to

**2.6 million**

supplier invoices for NSW Health are processed, worth \$10.5 billion

**51.2 million**

clean bed sheets are supplied to NSW public hospitals

**24 million meals**

are served to NSW public hospital patients

**400**

metropolitan and regional Health sites get medical and surgical consumables delivered every day

**80,000**

ambulance medical kits are restocked

**240,000**

patients are transported a combined distance of

**8.2 million km**

# Our achievements

Our 2017-2020 Strategic Plan united our organisation around shared goals and embedded a culture of accountability and achievement under four pillars.



## Our People are Safe and Well

**11%** decrease in Lost Time Injury Frequency Rate

**62%** safety maturity rating up from **36%** (reactive) **(proactive)**

**40+** ErgoAnalyst controls implemented reducing risks associated with hazardous manual tasks



## Our People are Valued

**66%** employee engagement increased from **64%** (People Matter Employee Survey)

**68%** employee response rate increased from **40%**

improved our blue constructive culture by **5** percentage points



Achieved or exceeded NSW Government **diversity targets**



## Our Customers are Engaged

**14%** increase in customer engagement

**19%** increase in customer satisfaction

Introduced **customer journey maps**, **personas** and **empathy maps**



## Our Services are Competitive



**Make Ready Service** to clean and re-stock ambulances established

**2.7%**

reduction in costs by Linen Services



Moved services online including **iExpenses**, **eInvoicing** and the **Supplier Portal**

**8,200**

hospital beds have My Food Choice, providing greater choice of meals



**New IT system** for the Isolated Patient Transport Accommodation Assistance Scheme introduced

**84%**

reduction in on-scene cancellations and **25%** reduction in patient waiting times in Patient Transport Service pilot



**17,876** EnableNSW consumers transferred to the National Disability Insurance Scheme

# What you do matters

When bushfires ravaged NSW in 2019–2020 it mattered to patients that our people were there to support hospitals in affected areas, despite many staff being personally impacted.

We made sure critical medical and emergency supplies, linen and hundreds of thousands of face masks got to where they were needed. We helped hospitals around the state re-open their doors. In the worst hit areas, we helped with evacuations and repatriations of people from hospitals and residential aged care facilities.

Every day it matters to paramedics that their ambulances are clean, stocked and ready for those critical times when our community calls. It means that paramedics can focus on clinical care and get back on the road faster and student paramedics can engage in training while they study.

Every week it matters to staff across the entire system that, despite a rapid shift to working from home arrangements, payroll services have continued to be seamlessly delivered.

It matters to us all that we have taken action to:

- save 205 million litres of water per year, reduce energy usage to 207kWh per tonne and decrease carbon emissions by 22,600 tonnes in our linen services
- halve food wastage at the sites where My Food Choice has been implemented
- introduce 100 per cent recycled and recyclable water bottles to hospitals
- recycle old batteries and scrap metal from unusable equipment
- reuse old foam mattresses as carpet underlay
- refurbish and redistribute equipment to those who need it.



**To our people, you are remarkable. Thank you for your commitment, skill and compassion.**

Carmen Rechbauer, Chief Executive





**“**

**We want our local health districts to be successful, and to be part of that success.**

**”**

**John Roach PSM, Board Chair**

We need to deliver health outcomes that matter to patients and the community. We need to support people with chronic health conditions or disability in the NSW community to live as well as possible. We need to be sustainable and make the best use of the resources we have.

At HealthShare NSW, we need to understand what our staff and our partners need from us. We know patients will have the best experience of care when staff have a great experience of providing that care. We can all help make those experiences a success.

The resources we procure must meet the needs of those who require them.

The services we provide must focus on positive human experiences and support principles of partnership.

The solutions we have already delivered show us what we can do, and we can do more by asking ‘what matters to you?’

Our Vision

# Partnering for patients

Our vision for HealthShare NSW is to connect with and understand the needs of our people, patients, NSW Health staff and the community.

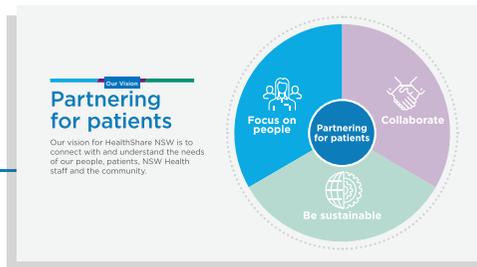






# Focus on people

We will be a safe and constructive organisation that delivers excellent experiences for our people, patients and customers based on shared human needs.



Focus on people

Be sustainable

Collaborate

Support and care for patients

Nurture a safe, constructive culture for our people to thrive

Provide seamless support for NSW Health staff



## Support and care for patients



### Why it's important

NSW Health exists to care for patients and improve health outcomes for the people of NSW.

The way a patient experiences care is critical, as growing evidence shows a direct correlation between a patient's experience and their health outcomes.

Through our many services we interact with over 25,000 patients every day, which gives us the opportunity to help elevate the human experience within NSW Health.

Ensuring patient safety is an important component of improving the patient experience. The National Safety and Quality Health Service Standards provide a nationally consistent statement of the level of care patients can expect from health service organisations. By complying with these Standards, we demonstrate our ability to be a trusted service partner and care provider.

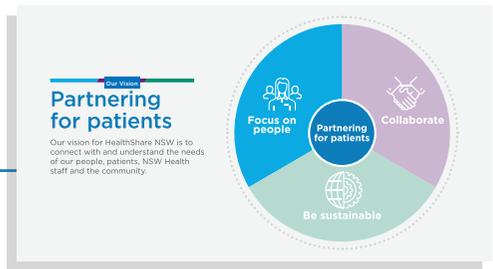


### What our success looks like

We will authentically engage with patients through a variety of forums to gain their perspectives and insights into the improvement and redesign of service delivery. We are focused on increasing consultation with patients, and on ensuring they are at the heart of everything we do.

We will measure our success by:

- developing patient experience measures, and then improving these outcomes year on year
- ensuring that 90% of incidents and complaints are reported within 24 hours
- when serious incident investigations result in recommendations for us, ensuring we implement 90% of them within the timeframe identified.



# Nurture a safe, constructive culture for our people to thrive

## Why it's important

When we achieve, it's because of the effort and dedication of our 7,500 employees. To deliver on our vision and enable our people to thrive, we must continue to promote an environment that understands our shared human needs - that is to be safe, diverse and inclusive.

The employee experience is critical to this. Enhancing the employee experience:

- helps us achieve all our other strategic objectives
- supports the NSW Premier's Priority to build a world-class public service
- promotes NSW Health's CORE values and HealthShare NSW's 'blue' culture.

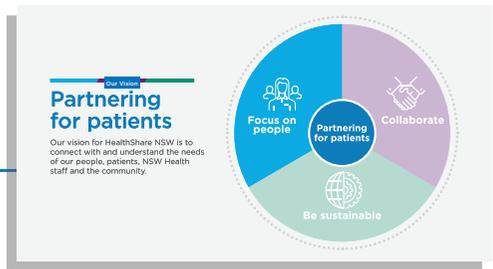
## What our success looks like

We will continue to grow our culture and support the wellbeing and diversity of our workforce by living NSW Health's CORE values.

We will continue our leadership, talent and succession programs to support leader capability development and growth opportunities. This will nurture a safe, constructive culture for our people.

We will know we are succeeding in enhancing employee experience and safety by:

- achieving and improving employee engagement and wellbeing scores to 70% (as measured by the People Matters Employee Survey (PMES))
- increasing the PMES response rate from 68% to 75%
- reducing the Total Recordable Injury Frequency Rate by 20%, down to 47.8
- achieving the NSW Government's diversity targets.



## Provide seamless support for NSW Health staff



### Why it's important

We provide services to 170,000 NSW Health employees. Our aim is to be a valued and trusted support for these employees and a partner to the NSW Health agencies that employ them.

By providing seamless, quality support, we can reduce the administrative load placed on NSW Health employees and agencies so they can focus on patient care.

We understand our customers' needs vary and they expect services that are competitive and innovative. By focusing on innovation and continuous improvement, we will meet our customers' needs and drive the adoption of new technologies to deliver efficient, high-value services.

Delivering on this commitment will enhance our customers' experience, engagement and satisfaction with our services.



### What our success looks like

We will understand our customers and their requirements, proactively address issues, collaborate on service delivery initiatives and continue to leverage best practice experience tools to help support this.

We will continue delivering customer service training to our frontline staff and enhance our use of knowledge management to empower customers and proliferate self-serve opportunities.

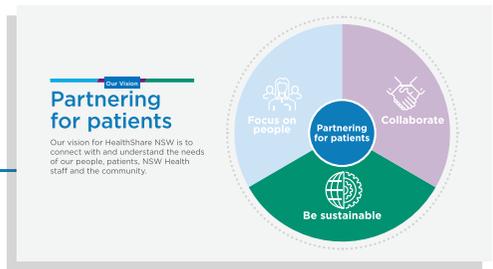
We will measure our success in enhancing customer experience through:

- increasing satisfied customers from 61% to 70%.



## Be sustainable

We will be an adaptable and resilient organisation that supports the health system to deliver better value care, reduce its environmental impact, and deliver services in times of need.



Focus on people

Be sustainable

Collaborate

Provide value-for-money health services

Reduce NSW Health's environmental footprint

Future-proof the organisation to be adaptable and resilient



## Provide value-for-money health services



### Why it's important

We were established to provide consistent, quality support services that leverage economies of scale.

Providing value for money is at the core of the shared statewide service model.

We are responsible for statewide procurement as stewards of the supply chain for key products and services used by NSW Health.

We can use the collective purchasing power of NSW Health to generate savings that can be reinvested into frontline clinical services.



### What our success looks like

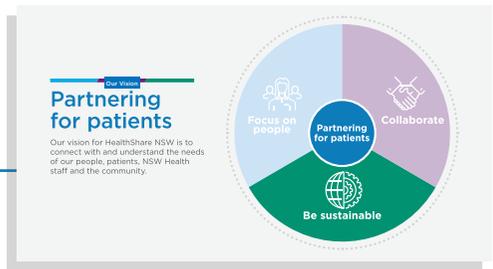
We will implement optimal service delivery models and understand the value of our services.

We will continue to develop the skill sets of our staff and offer cost-benefit solutions where they meet statewide needs.

By collaborating with other NSW Health agencies, and shared service providers, we can further enhance the benefits that we can realise for the state.

Our success in providing value-for-money services will be measured through:

- delivering value for money as agreed with the NSW Ministry of Health
- developing cost to serve measures, and then improving these outcomes year on year
- developing a new procurement model delivering increased system benefits.



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Reduce NSW Health's environmental footprint

Future-proof the organisation to be adaptable and resilient



# Reduce NSW Health's environmental footprint

## Why it's important

Our employees, patients and the communities in which we operate expect us to be environmentally sustainable. In response to this, the NSW Government has committed to being carbon neutral by 2050.

HealthShare NSW has a significant environmental footprint and we consider this when designing and improving our services.

Through our statewide procurement function, we can influence a large number and range of suppliers and make sustainable practice a condition of doing business with us.

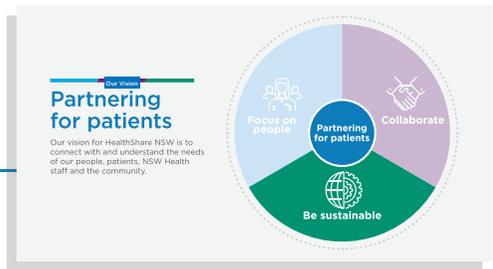
## What our success looks like

We will develop a sustainability plan that identifies key measures we will use to track and manage our sustainability performance. Sustainable practices will be part of our everyday business.

Sustainability impacts will be a key consideration when we look at service enhancements, and we will play a role in driving sustainability initiatives for NSW Health more broadly, becoming a leader for the sector.

Our success in reducing our environmental footprint will be measured through:

- improving our average sustainability maturity rating from Level 1 to Level 4, as measured by the Sustainability Advantage Diagnostic.



Focus on people

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Collaborate

Provide value-for-money health services

Reduce NSW Health's environmental footprint

Future-proof the organisation to be adaptable and resilient



## Future-proof the organisation to be adaptable and resilient



### Why it's important

We operate in a dynamic environment with employees working across multiple service lines at more than 170 sites.

We must ensure continuity of service while negotiating rapid changes in technology, a changing and ageing workforce, increasingly complex services, tightening fiscal conditions, and evolving consumer expectations.

As demonstrated in our response to the 2019-20 bushfires and COVID-19, we also play a critical role in supporting the NSW Health system in times of crisis.

This means we must be adaptable, responsive and reliable now and into the future.



### What our success looks like

We will review and assess our structures, business lines, continuity plans and disaster preparedness.

We will continue to develop capability in emergency management to support NSW Health during times of crisis.

We will develop a future of work strategy and roadmap to help us respond to opportunities presented by the emergence of new technologies.

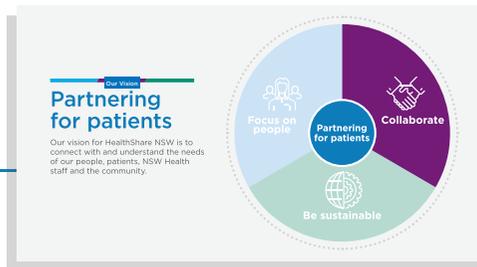
These initiatives will support our operational sustainability into the future.



## Collaborate

We will be a trusted, transparent, and data-driven organisation that supports the health system to deliver care in a timely and innovative way and drives system benefits and change.





Focus on people

Be sustainable

Collaborate

Support the timely delivery of care

Use data insights to connect and innovate

Drive system-wide improvements and change



## Support the timely delivery of care

### Why it's important

The timely delivery of clinical care to patients is often dependent on support services provided by HealthShare NSW.

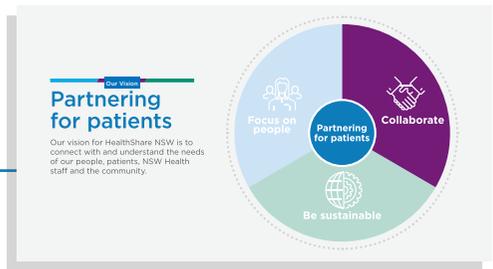
New efficiencies will support the human experience of both receiving and giving care by reducing wait times for patients and freeing up time for clinical care, which in turn enhances the patient experience.

The provision of timely support services also leads to lower costs for NSW Health.

### What our success looks like

We will measure our success in this area by:

- developing an alternative delivery model to the existing Bulk and Ward linen trolley models, providing a more customer centric and sustainable linen delivery system
- implementing our automatic task allocation system across all sites where we deliver cleaning services
- increasing the proportion of non-emergency patient transports being booked the day prior from 63% to 90%
- increasing the proportion of meals served where patients have a choice from 72% to 87%
- improving wait times for aid and equipment by 10%
- responding to 95% of payroll enquiries within 24 hours and closing 95% of cases within three working days
- ensuring at least 80% of small business payments are completed within five working days
- completing 90% of Make Ready Service cleans within agreed schedules.



Focus on people

Be sustainable

Collaborate

Support the timely delivery of care

Use data insights to connect and innovate

Drive system-wide improvements and change



# Use data insights to connect and innovate

## Why it's important

Technology is changing how healthcare can be delivered. It is also transforming the expectations of patients.

In a world of digital self service, where online banking, shopping and transport tracking is the norm, we need to ensure our technology and data allows this self service capability to inform decision making across NSW Health.

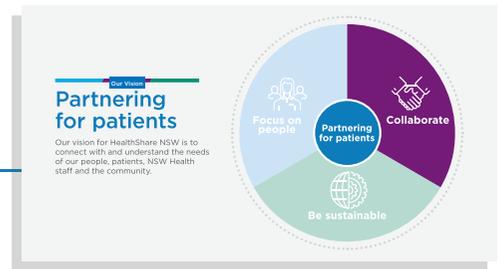
Technology is rapidly increasing the volume of data that is created and available to us. There is immense value in this data, which can be used to generate efficiencies, and improve services for patients and employees.

We must better leverage this data and embed digitally enabled delivery models to deliver on our vision.

## What our success looks like

We will develop a digital roadmap for the organisation that will outline a series of transformation initiatives to support streamlined service delivery, including:

- enhancing our procure-to-pay processes and digitising our reconciliation flow. This will provide us with greater insight into NSW Health's procurement spend, which will lead to greater efficiencies
- providing simplified access to meaningful information and insights to enable greater connection, innovation and more informed decision making.



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Support the timely delivery of care

Use data insights to connect and innovate

Drive system-wide improvements and change



## Drive system-wide improvements and change

### Why it's important

HealthShare NSW provides high quality shared support services across NSW Health. This approach builds specialised capability and expertise which is leveraged across the state, enabling healthcare facilities to focus on delivering clinical care.

We work as a single, cohesive team with our partners in healthcare facilities, ensuring we blend non-clinical and clinical services seamlessly to improve patient outcomes.

Through delivery of consolidated services, we leverage economies of scale and share best practice. Through collaboration with the Ministry of Health, pillar agencies, statewide entities and local health districts, we can identify opportunities to drive system improvements and change across the range of shared services we deliver.

In alignment with the NSW Health strategy, our transformation focus is through automation, digitisation and analytics.

### What our success looks like

We will collaborate with our NSW Health partners to identify opportunities for system benefits and support initiative implementation across our areas of expertise.

We will design and implement agreed new service delivery models that provide enhanced system benefits.

Our success will be measured through the implementation of flagship programs to drive system-wide benefits, including:

- redesigning food service delivery to enhance the patient experience. An on-demand food service delivery model to meet individual requirements. It will deliver improved patient care and efficiencies and reduce system waste
- implementing a new supply chain model. Providing increased visibility and valuable insights for stock management decision making
- enhancing patient transport services in partnership with local health districts. Improved demand and capacity management to deliver enhanced timeliness for patients and maintain high patient safety standards.



HealthShare

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