



North Eastern Community Hospital &  
Aged Care

# Strategic Plan 2021 - 2026



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# 1. Background

North Eastern Community Hospital Inc. (NECH) is a not-for-profit community owned organisation that incorporates acute care and aged care under one roof. As a not-for-profit organisation, we return all profits to the communities we serve by updating equipment, upgrading our facilities and technology, developing new services, and investing in our staff.

Established in 1973 on the initiative of a small number of medical practitioners and two local councils, located in Campbelltown, 10km north east of the city of Adelaide, the North Eastern Community Hospital is a not-for-profit community owned private hospital and aged care facility that houses 60 acute bed licences, 6 Day Surgery chairs and an aged care facility of 84 licensed beds. Other facilities include private room accommodation, two operating theatres and two special procedure suites.

The hospital specialises in:

- Aged Care
- Dental
- Gastroenterology
- General Medicine
- General Surgery
- Geriatric Medicine
- Gynaecology
- Home Care and community nursing
- Medical (non-surgical inpatient care)
- Obstetrics
- Ophthalmology
- Orthopaedics
- Plastic Surgery
- Sleep studies

Radiology and pathology services are offered on-site by private providers and include modalities such as MRI, CT etc.

NECH is governed by a Board of Directors comprising of voluntary community elected representatives.

The governing body:

- Provides leadership to develop a culture of safety and quality improvement, and satisfies itself that this culture exists within the organisation
- Provides leadership to ensure partnering with patients, carers and consumers

- Sets priorities and strategic directions for safe and high-quality clinical care, and ensures that these are communicated effectively to the workforce and the community
- Endorses the organisation's clinical governance framework
- Ensures that roles and responsibilities are clearly defined for the governing body, management, clinicians, and the workforce
- Monitors the action taken as a result of analyses of clinical incidents
- Reviews reports and monitors the organisation's progress on safety and quality performance
- Ensures that the organisation's safety and quality priorities address the specific health needs of Aboriginal and Torres Strait Islander people

With an aging population, the need for health services has dramatically increased, equally, the market has changed considerably over the years and it is the commitment of North Eastern Community Hospital to ensure its strategy going forward is to deliver services that remain relevant to the community.

## 2. Our Symbol

Our organisations' symbol the 'Adelaide rosella' was chosen as it is a local inhabitant therefore representing our connection with local community. The colouring of the bird symbol heralds from the earliest considerations when it came to the names being considered for North Eastern Community Hospital Inc. One proposed name was 'Paradise' referring to the nearby suburb. The decision was made to combine these two elements by having the Adelaide rosella in the colours of the Bird of Paradise flower.

### **Creative Approach of our culturally inspired cover page artwork by local Aboriginal/Italian man Pat Caruso -**

The overall visual illustrates the Metro landscape of Adelaide from the hills through the plain, across to the ocean. This represents the catchment area for the hospital and the reach of its services. The symbol of the Rosella leads this art piece as it is the most identifiable icon of the hospital, and the landscapes are falling under the shelter of the wingspan of the Rosella, further signifying the care and safety provided by NECH. Almost symbolic of a mother's care.

The circles and travel icons symbolise the people and their movements across the landscape, and the varying sizes and shapes identify various community groups within this service model, in particular the First Nations People. The travel lines also represent the connection between families and their networks who have used NECH services and aged care.

## 3. Vision

We are a trusted provider of care at the centre of health and wellbeing for people in our community.

## 4. Strategic Objectives

**Delivering Quality Health and Aged Care** - all patients/residents will receive the best quality contemporary care.

- Undertake an NECH brand uplift
- Exceed standards in aged care
- Best practice clinical governance – evaluation of new structure

**Connecting with Community and Families** - we will provide services to our patients/residents that are relevant and community focused.

- Design a consumer engagement strategy
- Engage consumers in co-designing their services

**Investing in our People** - we will continually strengthen the recruitment, retention and professional development of highly effective staff and volunteers.

- Provide a safe workplace that promotes wellbeing and diversity
- Value and grow our workforce
  - Continually develop and continued refinement of a sustainable workforce plan
  - Invest in quality and relevant professional development opportunities for our staff
  - Refine a volunteer strategy to recognize and leverage the importance of volunteers to our organisation

**Achieving Organisational Sustainability** - we will effectively deploy our financial and operational resources to support our strategic goals.

- Capital investment and growth
- Ensure financial viability
- Explore partnerships and build alliances
- Pursue innovation to maintain our responsiveness to changing external conditions
- Develop positive environmental footprint
- Explore social/ethical sustainability

## 5. Key Performance Indicators – Refer NECH Operational plan

[I:\WExecutive\WNECH Operational Plan 2021-2024 FINAL.docx](#)

## Hospital

1. Both Gastro procedure rooms at 90-95% occupancy by June 2020
2. Both theatres at 90-95% occupancy by June 2021
3. Build an Ophthalmology service
4. The build of 2 more theatres by December 2023
5. 800 babies per year by December 2024
6. Be famous for Gastroenterology, Orthopaedics, Obstetrics, Ophthalmology, Gynaecology and General (GOOOGG)
7. Be a leader in training and education of all our stakeholders
8. Continue and strengthen our progressive agenda on all areas of diversity
9. Be agile and flexible to seize new opportunities and threats

## Aged Care

1. 84 beds at 98% occupancy by June 2020
2. Build a world class 23 bed Memory Unit by August 2020
3. Build a substantial Home Care program by December 2023
4. Be famous for healthy attractive looking food

## 6. Values

### Collaboration:

We are well connected, and we connect well. Our core strength is community. We work together to make a positive contribution to all whom we serve and support.

### Compassion:

We deliver quality care because we care. Everyone in our hands is also in our hearts.

### Innovation:

We are resourceful. We seek and find new ways to do what we do best. We embody resilience, embrace change, and respond with ease to challenge.

### Respect:

We respect diversity and we believe diversity makes us strong.