



Strategy, Planning and Service Development Guideline

1. Purpose

This guideline supports the WA Country Health Service (WACHS) [Strategy, Planning and Service Development Policy](#), effective April 2017. It documents in more detail, the WACHS approach to developing integrated strategic, operational, business plans and clinical/health services plans which align with each other, including monitoring and evaluation requirements.

2. Guideline

The guideline should be read subsequent to the reading the WACHS Strategy, Planning and Service Development Policy.

2.1 Stakeholder consultation in all levels of strategy development and planning

- WACHS is to engage and consult with relevant internal and external key stakeholders, including community, consumer, carer and other service providers and Aboriginal representatives, during strategy development, service planning and service development processes to ensure all stakeholder views are considered. Consultation is to be appropriate to the scope and complexity of the strategy, planning and service development.
- Specific targeted consumer, carer and community consultations is to occur at a regional, district, speciality, health campus or local level in planning in accordance with Standard 2 - Partnering with Consumers - National Safety and Quality Health Care Standards (NSQHS) (first and second editions).
- Consultation and communication may include but is not limited to:
 - District Health Advisory Councils
 - local Health Advisory Councils
 - carers (or persons or organisations that represent carers)
 - WACHS staff
 - Aboriginal Health planning forums
 - Aboriginal elders
 - clinical advisory groups
 - the Statewide Aboriginal Health Network
 - local governments and other government agencies
 - private or not-for-profit health providers
 - WA Primary Health Alliance (WAPHA)
 - Rural Health West
 - community groups
 - private businesses.

2.2 WACHS strategy development and strategic planning guidelines

- The WACHS Board is accountable for WACHS Strategy development. The Board determines the overarching WACHS Strategic Directions and Plan and endorses Service Strategies.
- WACHS' priority clinical or service related strategy documents and/or Strategic Plans describe the vision, purpose, overarching aims or goals and the key strategies and actions to achieve priority strategic directions over three to five years.
- Endorsed Strategic Plans and Service Strategies or Plans are available via the WACHS [Publications](#) internet page.
- Strategic planning processes and service strategy development should consider the following when determining the key priorities to improve health outcomes for country people in Western Australia (WA):
 - the wider political and fiscal context
 - national and state health policies and strategic directions, including the WA Clinical Services Framework (CSF)
 - contemporary literature, data and evidence
 - emerging statewide and regional issues.
- Strategic planning processes and service strategy development should consider the questions:
 - Where are we now?
 - What is our overall longer term vision?
 - Where are our overarching longer term directions, high level strategies or key outcomes that we want to achieve?
 - When do we want to achieve them?
 - What is the cost and funding impact – is this sustainable?
- Implementation of the WACHS Strategic Plan is through the annual or bi-annual WACHS-wide Operational Plan, which is published on the WACHS intranet once endorsed.
- Implementation of WACHS Service Strategies are via regions overseen and monitored by regional and central implementation governance committees including the Executive Sponsor. An annual or bi-annual review of progress and value to WACHS, the consumer and the community is to be undertaken.
- Use of project management tools and approaches is recommended for the development of service strategy documents and the implementation of the endorsed strategy initiatives and projects.

2.3 Operational Planning Guidelines

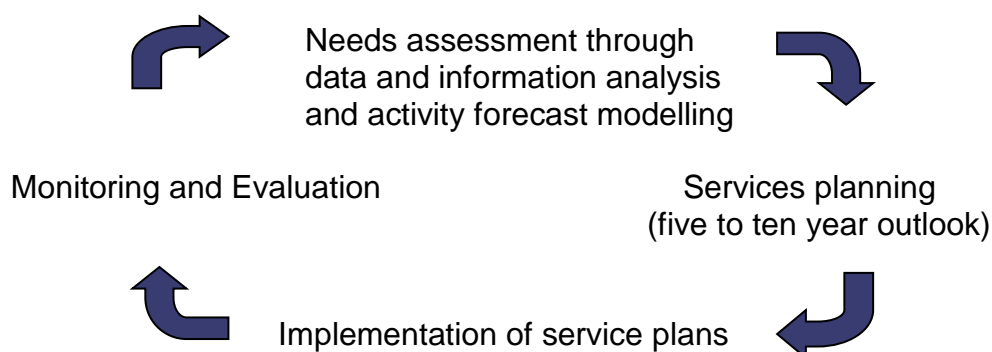
- The annual WACHS-wide Operational Plan sets out the key actions and deliverables to implement the WACHS Strategic Plan (WACHS Strategic Directions).
- Annual Regional Operational Plans (sometimes referred to as Regional Action Plans or Regional Strategic Action Plans) set out the key actions and deliverables aligned to the WACHS Strategic Plan and local strategic priorities.

- Operational Planning processes should consider the questions:
 - How does our work support the delivery of WACHS' Strategic Priorities or Directions?
 - What strategic directions and priorities are we accountable for implementing?
 - How do we get there?
 - Who will be accountable and lead how we get there?
 - Who else do we need to collaborate with to help us get there?
- The deliverables in all operational plans should ideally be SMART.
 - S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-referenced.
- Monitoring of progress and achievement of WACHS-wide and Regional Operational Plans is through WACHS Executive Group, WACHS Executive Sub-Committees, Regional Executive groups and Performance Development Agreements.
- Use of project management tools and approaches is recommended for the implementation of more complex operational plan initiatives and projects.

2.4 Health or Clinical Service Planning and Implementation

- Regional service planning underpins and facilitates implementation of service focussed Strategy documents (such as the WACHS Cancer Strategy and Statewide Telehealth Strategy), providing more evidence and detail down to the regional or district level and the capabilities required to deliver on strategy and the WA Clinical Services Framework.
- Health service planning and implementation planning considers the questions:
 - What is the strategic policy and political context for planning?
 - What is the current state of health service delivery? (e.g. services, service delivery models, priority health needs of the population, technology, workforce, facilities, current activity volumes, other providers?)
 - What are the service gaps and needs?
 - What is the desired future state?
 - How will we get there?
 - What funding is required and how will this be sustained?

Figure 1: Service Planning Cycle



The WACHS [Health Services Planning Policy](#) provides more detailed WACHS health services planning information. A more detailed health service planning guideline is under development. In summary:

- any health/clinical services plans need to be aligned with the current WA Health Clinical Services Framework (CSF), WACHS strategic priorities, and other state or national strategic policies, strategic plans or frameworks.
- service planning projects should use project management approaches and tools to guide processes and ensure planning project deliverables are monitored and achieved.
- needs to engage all relevant internal and external stakeholders to ensure plans are developed that are consumer centred; based on priority needs; identify partnership opportunities; and minimise the risk of service duplication.
- service plans are the first element of health facility planning, design and construction. In Western Australia, all facility planning and infrastructure business cases must be preceded and informed by comprehensive evidence based regional or district services planning.
- clinical/health service plans become out of date within a few years and should be reviewed regularly, resources permitting.
- WACHS service planning should link to and be informed by regional Aboriginal Health Plans developed by Regional Aboriginal Health Planning Forums.

2.4.1 Implementation of Regional Service Developments

- Implementation plans or work plans step out what and how new service developments will occur, by when and who is accountable.
- A project management approach is recommended towards implementation tailored to the complexity of the initiative.
- Regional governance via working groups or such-like will support oversight and monitoring of implementation that can report up to WACHS wide working parties (governance groups) and the relevant Executive Sub-Committee(s).

2.5 Business Support Planning

The following are critical to enabling the implementation of service Strategy documents, clinical/health service plans and overarching strategic plans.

2.5.1 Information Management and ICT Planning

- The WACHS [Information Governance Executive Sub-Committee](#) (IGC) is the main advisory body to the WACHS Executive and WACHS Chief Executive (CE) on Information Management and Information and Communications Technology (ICT) matters pertaining to WACHS and the broader reform agenda of WA Health.
- WACHS ICT planning is in conjunction with the [Health Information Network \(HIN\) eHealthWA Program of Works](#).

2.5.2 Workforce Planning

- Workforce planning considers WACHS future needs for medical, nursing, allied health and non-clinical staff.
- WACHS workforce planning should align with WACHS Strategic Plans and clinical services planning, the *WA Health Workforce Strategy 2014-2024* and WA and WACHS Aboriginal Health workforce planning.
- Workforce planning is undertaken at the whole of WACHS and regional levels and is governed by the WACHS [Workforce Executive Sub-Committee](#).

2.5.3 Financial and Budget Planning

- All Service Strategies are to be costed (current and additional funding/costing impact of Service Strategies) prior to Board endorsement.
- The activity changes that may occur through Service Strategy implementation are to be captured during annually activity review and modelling processes between regions, business performance and planning.
- The WACHS budget is planned, developed, allocated, monitored and reviewed through the governance of the WACHS [Finance and Performance Executive Sub-Committee](#).
- The WACHS Resource Allocation Model and activity based funding (ABF) is used to allocate funds across WACHS regions. This is based on services costing, and informed by services planning, the CSF, activity, population and geographic considerations, the service delivery models planned for the future and their associated workforce and other service delivery costs.

2.5.4 Infrastructure Planning

- The [Infrastructure Steering Group Executive Sub-Committee](#) monitors and reviews budget allocation and expenditure of the WACHS Capital Works Program.
- The WACHS ten year Capital Investment Plan (CIP) identifies the priority infrastructure development projects for the next ten years.
- The WACHS Capital Expenditure Plan (CEP) identifies the funded capital works projects over the next four years. The CEP is reviewed annually as part of the mid-year budget review.
- The CEP and CIP are to be reviewed every three years in line with CSF.
- Capital plans are informed by speciality Service Strategies (e.g. renal, maternity), regional and district services plans, the current, activity modelling, benchmarks and service developments.

2.5.5 Safety and Quality Planning

- The WACHS [Health Care Safety and Quality Executive Sub-Committee](#) monitors and reviews WACHS' Safety and Quality plans.
- The WACHS Safety and Quality Plan identifies patient safety and quality priorities informed by international, national and local analysis of patient safety risks and quality issues including those described in the current WA Strategic Plan for Safety and Quality in Health Care.

2.6 Monitoring and Evaluation of service developments

- WACHS recommends a program logic approach to monitoring and evaluation of the service developments detailed in service focussed plans and strategy documents in line with [Department of Treasury Program Evaluation guidelines and toolkit](#).
- More information, tools, templates and advice can be accessed on the WACHS Monitoring and Evaluation intranet page and via the WACHS Planning and Evaluation team.
- Service evaluations should consider the requirements for ethics approval via the WACHS [Human Research and Ethics Committee](#).

3. Definitions, Roles and Responsibilities, Legislation, Compliance, References, Related Standards, Forms, Policy Documents and WA Health Policies and Policy Framework

Please refer to the WACHS [Strategy, Planning and Service Development Policy](#).

4. Evaluation (Compliance with this Document)

Monitoring of compliance with this document is to be carried out by the WACHS Strategy and Service Development Executive Sub-Committee and other relevant sub-committee names under section 2.5.

This document can be made available in alternative formats on request for a person with a disability

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