



**ACI** NSW Agency  
for Clinical  
Innovation

# Strategic Plan

2015 - 2018

**Collaboration.  
Innovation.  
Better Healthcare.**

# Foreword

In the first half of 2015 the Agency for Clinical Innovation developed a new Strategic Plan for 2015 - 2018. This process provided an opportunity to reflect on the impact of the changes made internally to the structure of the organisation in 2012 as well as our activities in the NSW health system over the past three years.

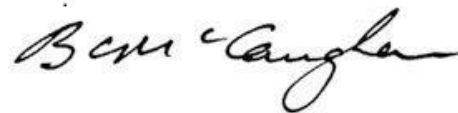
A primary focus for the ACI is our partnerships in the NSW health system. As part of the strategic planning process we consulted with our colleagues in the local health districts, speciality health networks, pillars and Ministry of Health seeking feedback on our current work and importantly, to discuss first hand their priorities for working with the ACI over the next three years. We also sought feedback from our staff and co-chairs in sessions at their forums on the network, taskforce and institute strategic priorities for the ACI.

The change in style and content from our *Strategic Plan for 2012-15* is a reflection of the growth and maturity of ACI. More than ever we are conscious of the importance of continuing to develop the working relationship between the ACI networks,

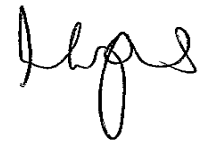
taskforces and institutes and the local health districts and other pillars through alignment of priorities and good communication. This is reflected in our strategic themes for the next three years – effective partnerships, operational agility, leading system improvement and an inspiring place to work and innovate.

The *Strategic Plan for 2015-18* was endorsed by the Board of the ACI at a meeting on 18 June 2015.

This is an exciting time for the ACI and our clinical networks as we move into the next phase of our activities. We would like to warmly thank all who have contributed to the development of the *Strategic Plan for 2015-18* and look forward to working with you over the next three years to realise its successful implementation.



**Professor Brian McCaughan AM**  
Chair



**Dr Nigel Lyons**  
Chief Executive

...leading to our vision.	<b>Our Vision</b>	<b>Better Healthcare: Better Outcomes</b>			
	<b>Strategic Themes</b>	<b>Effective Partnerships</b>	<b>Operational Agility</b>	<b>Leading System Improvement</b>	<b>An inspiring place to work and innovate</b>
	<b>Result Statements</b>	Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes.	We are a flexible and responsive organisation with a culture which inspires action in response to significant and emerging issues.	We are valued for our role in building capability resulting in measurable changes in health outcomes.	Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare.

...the outcomes of which will exceed the expectations of our partners, patients and community...	<b>Our Strategy Map</b>				<b>Performance Measures</b>		<b>Strategic Initiatives</b>	
	Our clinicians, patients, health care partners and the community	Connecting people with ideas to make a difference	Valued partner in improving healthcare	Better health outcomes for all	<ol style="list-style-type: none"> <li>Website and social media usage.</li> <li>Satisfaction score – access to ideas to make a difference.</li> <li>Partner experience – improving healthcare.</li> <li>Percentage of projects with improved clinical outcomes.</li> <li>Percentage of projects which have undertaken health impact assessment for priority populations.</li> </ol>	<ol style="list-style-type: none"> <li>Review and evaluate partnerships through a rolling annual cycle.</li> <li>Ensure all ACI projects and activities seek to close the gap in health outcomes for Aboriginal people and improve the health outcomes of other priority populations.</li> </ol>		
...to facilitate quality health care...	Our processes	Effective partnerships	Operational agility	Leading system improvement	<ol style="list-style-type: none"> <li>Partner experience – collaboration.</li> <li>Partner experience – strategic priority alignment.</li> <li>Agility assessment score.</li> <li>Percentage of projects with identified health outcome measures.</li> <li>Redesign capability development score.</li> </ol>	<ol style="list-style-type: none"> <li>Establish relationships and work programs with Primary Health Networks.</li> <li>Work in partnership with e-health to provide clinical leadership and expertise to inform the ICT agenda and activities.</li> <li>Align work programs with LHDs and other service providers to work together on agreed priority programs.</li> <li>Align work programs with our Pillar partners to demonstrate a co-ordinated approach to delivery of programs in the LHDs.</li> <li>Respond to changes in policy and mode of service delivery.</li> <li>Implement a comprehensive strategy for organisational agility designed to make time, space and resources available to support rapid responses to changing system needs.</li> <li>Develop an approach for defining and collecting health outcomes and an assessment of value-based healthcare.</li> <li>Enhance and progress the ACI's strategy for reducing unwarranted clinical variation.</li> <li>Promote and undertake research in large system changes.</li> <li>Implement a model for consumer co-design.</li> <li>Continue to build local capability in redesign, innovation and sustained improvement.</li> </ol>		
		Demonstrate a culture and practice of collaboration	Demonstrate responsiveness and flexibility in the way we work	Develop and support a health outcomes approach				
...and invest in our people and the tools they need...	Our consumers, clinicians and staff	An inspiring place to work and innovate			<ol style="list-style-type: none"> <li>Staff, network executive and working groups engagement.</li> <li>Staff, network executive and working group experience – invest in our people.</li> <li>Staff, network executive and working group experience – ACI culture.</li> <li>Staff, network executive and working groups experience – satisfaction with communication and involvement.</li> </ol>	<ol style="list-style-type: none"> <li>Utilise the Performance and Professional Development Framework to identify and further develop capability, foster career progression and promote workforce planning.</li> <li>Develop strategies to identify new models to broaden clinical engagement.</li> <li>Implement and evaluate the Reward and Recognition program.</li> <li>Develop and implement programs to promote exchange of knowledge and shared learning.</li> <li>Implement the Marketing and Communication Plan.</li> </ol>		
		Attract and encourage skilled people keen to make a difference	Invest in our people	Promote a vibrant learning culture	Strengthen communication and involvement			
...we will maximise the use of our financial resources...	Our financial stewardship	Optimise use of our resources			<ol style="list-style-type: none"> <li>Net result.</li> </ol>	<ol style="list-style-type: none"> <li>Develop and align planning cycle and business processes.</li> <li>Review program allocation annually.</li> </ol>		

**Purpose:** The ACI works with clinicians, consumers and managers to design and promote better healthcare for NSW

**Core Values:** Collaboration Openness Respect Professionalism Innovation

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Better Healthcare.**