



2018 - 2021



SOUTH WESTERN SYDNEY LOCAL HEALTH DISTRICT

STRATEGIC PLAN

Leading care,
healthier communities



SUMMARY

Our Values

The CORE values are fundamental to provision of health services across NSW and are the foundation stones for building trust. They underpin all activities of the District and define how staff and services work together and collaborate with patients, carers, the community and service partners in delivering health care and improving the health of the community.



OPENNESS

Services are transparent and open and explain the reason for decisions



EMPOWERMENT

Staff, patients, carers and the community can make choices and influence outcomes. Systems and processes will enable participation, supply necessary information, support delegation and ensure accountability



COLLABORATION

Working as one team with patients, carers, the community and other service partners



RESPECT

Everyone involved in patient care or a health project can contribute and their views will be heard, valued and respected

Transforming Your Experience

Our Strategic Plan is also consistent with our Transforming Your Experience Strategy.

Transforming Your Experience is SWSLHD's five year strategy to positively transform how our patients, consumers, staff and communities experience our organisation. The Strategy provides us with a clear direction for working together to deliver safe and quality health services and build the health of our communities - now and into the future.

Your Local Health Service

Our services are provided across 15 Clinical Streams and Services.

- Aged Care and Rehabilitation
- Cancer Services
- Cardiovascular Services
- Complex Care and Internal Medicine
- Critical Care
- Drug Health
- Gastroenterology and Liver
- Medical Imaging
- Mental Health
- Oral Health
- Paediatrics and Neonatology
- Population Health
- Primary and Community Health
- Surgical Specialties
- Women's Health

SWSLHD employs 15,690 staff. Two thirds of our staff provide direct clinical care to patients, consumers and carers.

On a typical day in 2016/17, in SWSLHD hospitals and health services there were:



30
babies
born



582
adults
admitted
to hospital



74
children
admitted
to hospital



3,930
patients and
their families
seen in clinics



120
operations



743
presentations
to Emergency
Departments



194
ambulance
arrivals



158
dental clinic
appointments



813
mental health
services provided



294
patients and
consumers
requiring the
support of
interpreters

Our Principles

The principles guide how services will be managed and developed into the future.

- Health services across the District will be of a consistently high quality, with a focus on safety
- Essential services will be expanded to improve accessibility for residents across the District and integrated across hospitals, community and primary health settings. Networks to centres of excellence and tertiary services will increase access to expertise when required and support timely care
- All residents have equity in access to health care services. People who are disadvantaged will be provided with assistance to access services where necessary
- Patients, communities, staff and service providers will be treated with courtesy, dignity and respect. Communication and collaboration will be fundamental to engagement
- Health care will be patient and family centred and responsive to the culture, diversity and needs of individuals, families and communities
- Individuals and communities will be actively engaged in health care and programs. They will be provided with information and supported to make informed choices about their health. Autonomy in decision making will be respected
- Population health programs and strategies will be developed with communities and other agencies to improve the health of local communities. Strategies will be multifaceted to increase effectiveness and sustainability
- Collaboration and teamwork will occur within all health services and include patients, community members and service partners. New partnerships and opportunities to improve health and health care will be explored and developed
- The workforce is valued and empowered and will be consulted and included in the development and implementation of initiatives. Personal and professional development opportunities will be provided to enable staff to develop their careers and students will have access to teaching and training of the highest standard
- A strong, effective, shared leadership culture will support the delivery of organisational change in response to a changing environment
- Innovation and research will be encouraged in the development and assessment of models of care, health care practices and technology, with the results of research translated into practice for the benefit of the community
- Robust data and information systems will enable timely, informed decision making
- Services will be provided in an efficient, sustainable and cost effective manner to deliver best value care and will be evaluated and remodeled as required
- Services will be provided in a safe and healthy environment
- Environmental sustainability will be fundamental to the design and delivery of clinical and non-clinical services and infrastructure

Our Strategic Directions

SWSLHD has identified six Strategic Directions to guide the development of our organisation and our services over the next four years. We are implementing 120 strategies within the framework of these Strategic Directions. The detail of these strategies is contained in our full Strategic Plan. Additional information on Key Priority Areas and Performance Indicators is provided overleaf.



Safe, Quality Care

Our services will be delivered based on the latest clinical evidence and reflect consumer experiences and needs. We will ensure that our health services are consistently safe and of the highest quality.



A Healthy Community

Our community will understand how the choices they make impact on their health and will be empowered to make healthy choices. Personal and community safety will be embedded within our programs and services.



Collaborative Partnerships

Our consumers, patients, carers, other service providers and the broader community will be integral to the planning, design and evaluation of our health services and programs.



A Healthcare System for the Future

Our healthcare system will provide innovative and responsive care through investment in new facilities, new services and emerging technologies.



Our People Make a Difference

Our people are our most important asset. Demonstrating a positive workplace culture, which reflects the CORE values, and where compassionate care is at the forefront, is fundamental to being a leader in health care and an employer of choice.



A Leader in Research and Teaching

Our reputation in research and teaching will enable us to attract leading academics and researchers and will help foster a culture of continuous learning and reflection for students and staff across all services and disciplines.

Key Policies >

NSW Premier's Priorities

NSW State Health Plan to 2021

SWSLHD Strategic and Healthcare Services Plan to 2021

Transforming Your Experience

Core Values >

Collaboration

Openness

Respect

Empowerment

Strategic Directions >



Safe, Quality Care:

- Consistently safe
- Outstanding quality
- Appropriate, timely care
- Evidence based and patient-centred care
- Cultural safety
- Accountability and governance



A Healthy Community:

- Healthy people and communities
- Safe, healthy environments
- Knowing the needs of the community
- Prevention and early intervention



Collaborative Partnerships:

- Consumer, patient and carer involvement
- Genuine engagement and communication
- Strategic partnerships
- Funding opportunities



A Healthcare System for the Future:

- Building and adapting for the future
- Networked and integrated services
- Agile and innovative care
- Responsive to community diversity



Our People Make a Difference:

- Workforce for the future
- Culture of respect and compassion
- Employer of choice
- Effective leadership and empowered staff



A Leader in Research and Teaching:

- Delivering research innovation
- Acknowledgement and recognition of research
- Continuous education, teaching and training

Safe, Quality Care:

- Accreditation of all facilities, services, training and education programs within SWSLHD
- Reduction in healthcare acquired injuries (pressure injuries, falls, hospital acquired infections)
- Improvement in Patient Experience survey results

A Healthy Community:

- Decrease in adult and child overweight and obesity rates
- Decrease in overall smoking rates and rates of women smoking during pregnancy - Aboriginal and non-Aboriginal
- Increase in BreastScreen participation rate (all, Aboriginal, Culturally and Linguistically Diverse)

Collaborative Partnerships:

- Increase in the diversity in membership of Consumer and Community Networks
- Increase in the value of donations, including campaign specific donations
- Increase in the number of successful grant applications

A Healthcare System for the Future:

- Increase in outpatient activity (occasions of service)
- Decrease in potentially preventable hospitalisations
- Decrease in unplanned hospital readmissions within 28 days

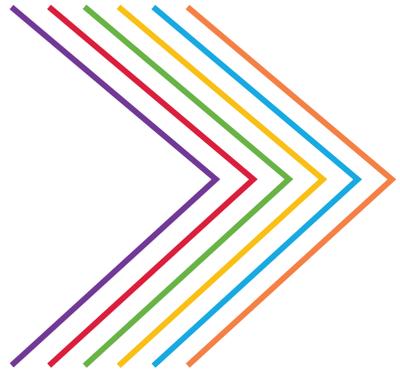
Our People Make a Difference:

- Improvement in Response Rate and Staff Engagement Index from the People Matter Employee Survey
- Increase in the proportion of staff identifying as Aboriginal
- Increase in the proportion of staff with a Professional Development Plan

A Leader in Research and Teaching:

- Increase in number of Academic Units
- Increase in number of people enrolled in clinical trials
- Decrease in the number of days taken to approve research projects

Leading care, healthier communities





WESTERN NSW LHD

NEPEAN BLUE MOUNTAINS LHD

WESTERN SYDNEY LHD

SOUTHERN LHD

ILLAWARRA SHOALHAVEN LHD



Our District

Hospitals

- H1** Bankstown-Lidcombe Hospital
- H2** Bowral & District Hospital
- H3** Camden Hospital
- H4** Campbelltown Hospital
- H5** Fairfield Hospital
- H6** Liverpool Hospital

Major Community Health Centres and Integrated Health Hubs

- 7** Bankstown
- 8** Bowral
- 9** Cabramatta
- 10** Fairfield
- 11** Hoxton Park
- 12** Ingleburn
- 13** Liverpool
- 14** Miller
- 15** Narellan
- 16** Oran Park
- 17** Prairiewood
- 18** Rosemeadow
- 19** Tahmoor

Affiliated Health Organisations

- 20** Braeside Hospital
- 21** Karitane
- 22** Karitane @ Camden
- 23** Scarba - South Western Sydney
- 24** Service for the Treatment & Rehabilitation of Torture & Trauma Survivors (STARTTS)

Area Population



Want to Learn More?

To learn more about South Western Sydney Local Health District and our plans for the future, go to the SWSLHD website:

www.swslhd.nsw.gov.au

South Western Sydney Local Health District

Liverpool Hospital Eastern Campus
Locked Mail Bag 7279
Liverpool BC NSW 1871

Tel. (612) 8738 6000

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SUPPORTED BY
SWSLHD
CONSUMER & COMMUNITY
PARTICIPATION

