“Closing the Gap” is everyone’s business.

In consultation and partnership with the local Aboriginal communities, South Western Sydney Local Health District will make its services and facilities culturally safe.

We are committed to achieving equitable outcomes for Aboriginal people.
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Foreword

The South Western Sydney Local Health District (SWSLHD) vision of Leading care, healthier communities underpins this Strategic Plan and drives the priorities of our organisation. The Strategic Plan ensures we focus our resources in areas where we can achieve the greatest value in terms of the way we prevent illness and how we provide health care.

SWSLHD released a new Strategic Plan in 2018. Upon release, it was agreed that a Mid-Point Review would be undertaken. The rationale of the Mid-Point Review is to ensure that the Strategic Plan reflects the key areas of work for the LHD and 2020 and beyond health environment. Facilities and services have two year operational plans and this mid-point review will guide the development of actions for the 2020-2022 operational plans.

The six Strategic Directions identified in the Strategic Plan continue to provide a robust framework in which we articulate our highest priorities. The revised plan reflects the updated Ministry of Health Annual Strategic Priorities and revised Premiers Priorities. The revised plan also reflects new SWSLHD Directions (such as the new Research Strategy, Service Sustainability, Virtual Care, Redevelopment focus, Surgical and Procedural Plan, Diabetes Framework, Mental Health and Suicide Prevention Plan and Finance and Corporate initiatives). The revised plan also includes implementation of the learnings from the COVID-19 pandemic.

The Strategic Plan recognises and builds upon the extensive work undertaken by SWSLHD since 2011. As a District we have invested strongly in identifying priority local issues, in partnership with our community, staff and stakeholders and have implemented a range of plans and initiatives to address these issues. The foremost of these programs is Transforming Your Experience. Transforming Your Experience has been implemented across the District to ensure that we positively transform how our patients, consumers, staff and communities experience our organisation. Transforming Your Experience is embedded within this Strategic Plan.

The coming years bring exciting times for SWSLHD. Our District continues to grow rapidly as a result of extensive housing development in the South West Priority Growth Areas. Preparation for the larger population is well underway with four significant redevelopment projects in progress across the District. These projects have brought great opportunities to improve access to health services locally and the way in which health care is delivered to our local residents.

We'd like to thank the many consumers and carers, staff and our partner organisations who have provided input into the Strategic Plan and look forward to working collaboratively to achieve our vision.

Mr Sam Haddad
Chair
South Western Sydney Local Health District Board

Ms Amanda Larkin
Chief Executive
South Western Sydney Local Health District

Ms Sharon Smith
Chair
South Western Sydney Local Health District Consumer and Community Council
Introduction

This Strategic Plan sets out the direction for the District, consistent with our vision of Leading care, healthier communities.

The SWSLHD Strategic Plan builds upon priorities articulated in the SWSLHD Strategic and Healthcare Services Plan to 2021 and the range of other plans which have been developed since the District was established. Our consumers, community, staff and stakeholders have all made significant contributions to the development of these plans, ensuring that our current priorities reflect the views of our community.

This Plan outlines the health of our community and describes our workforce, our budget and the high volume of activity which is currently provided. Challenges and opportunities for the coming years are identified.

Six Strategic Directions frame future development directions for SWSLHD. A number of priority actions have been identified within each of these Strategic Directions and are closely tied to clear performance indicators to enable our success to be measured.

Implementation of the SWSLHD Strategic Plan will be led by the SWSLHD Executive Leadership Team, reporting to the SWSLHD Board. Responsibility is shared across all members of the organisation.
Our Strategic Directions

**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.
Our Vision

Leading care, healthier communities
Our Mission

Our mission is to promote the health of the residents of the District and patients using our health services through the delivery of high quality healthcare.

We do this by providing health services that are population based, patient-centred and involve families and carers.

We use evidence to inform health practices; and consult, communicate, engage and collaborate with patients, local communities, agencies and care providers to improve the way we plan and provide health care services and programs.

We strive to deliver services that are respectful of personal dignity and autonomy; and sensitive to the needs of people from different cultures.

We emphasise learning and reflection and are committed to continuous quality improvement and innovation in delivering efficient and sustainable health care.

Our culture enables excellence and accountability, values our people and supports positive leadership and teamwork.

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.

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

OPENNESS
Services are transparent and open and explain the reason for decisions

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

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
Our Principles

The following 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
Transforming Your Experience

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.

Transforming Your Experience has been developed together with our patients, consumers, staff and the broader community. Over 1,200 people were involved in developing the Strategy, providing input on the things they believe are fundamental to a positive experience of and within our organisation.

The Transforming Your Experience Strategy has four key focus areas which are the current priorities for SWSLHD:

1. **Consistent delivery, quality and safe care**
   - Our culture and systems will ensure our care is always safe and of the highest quality

2. **Personalised, individual care**
   - We will provide consistent, high quality, person-centred care

3. **Respectful communication and genuine engagement**
   - We will engage patients, staff and communities by listening, respecting and responding

4. **Effective leadership and empowered staff**
   - We will develop, empower and enable all staff and support shared leadership
This patient experience story highlights the exceptional quality of care which we are striving for across all our services and facilities.

My son came to Campbelltown Hospital today and was admitted straight away and seen, for which we are very grateful. There was a less than satisfactory moment during our visit however I don’t write to you about this. It was picked up by the Nurse Manager, who was doing his rounds and visiting patients and parents. He was very polite and whilst my concerns were more to do with customer service, he was interested and assured me that he would follow up informally.

My second positive experience was that literally passing the Nurse Manager as he walked out of the curtains around to my son was the Director of Emergency Medicine who examined my son and explained what the suspected diagnosis was, and outlined what would happen next.

I must particularly note two other positive experiences. The first was the attention provided by a surgical registrar named Kristy. She examined my son in detail several times and said my son would need to be reviewed by a urology registrar. She rang him and said this could be some time. I understood this.

I was surprised that in less than five minutes a male doctor attended. He examined my son, ruled out what Dr Kristy wanted to check and told me his suspected diagnosis and went on his way.

I would like to just highlight with you that the presence of senior management on the floor gave me the impression that this is a team that has their stuff together. Having them see us personally gave great reassurance.
Our Community

South Western Sydney covers an area of 6,243km² across the Local Government Areas of the former Bankstown (now part of Canterbury-Bankstown), Fairfield, Liverpool, Campbelltown, Camden, Wollondilly and Wingecarribee.

In 2016, there were 966,450 people living in South Western Sydney, making up 12% of the NSW population. Over the next fifteen years the population is expected to increase by 318,150 people, meaning 1,284,600 people will call the District home. This rapid population growth is due mainly to development in the South West Priority Growth Areas and extensive in-fill development.

More people are also expected to work in South Western Sydney as development commences on major infrastructure projects such as the Western Sydney Airport and associated aerotropolis.

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**Expected Population Growth in South Western Sydney LHD and NSW, 2016-2041**

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At a Glance

The population of South Western Sydney is as diverse as it is large.

- **20,000** people are Aboriginal
- **43%** were born overseas
- **21%** are children aged 0 - 14
- **45%** speak a language other than English at home
- Arabic and Vietnamese are the most commonly spoken languages
- **24,426** social housing dwellings
- **1.6%** are adults aged over 85
- **3** average number of people per household
- **19%** are single parent families
- **7** in every **1,000** women reported a domestic violence assault and **2** in every **1,000** children
- **2,118** children and young people 0-17 years of age are living in out of home care
Life expectancy at birth:

85 for women
81 for men

The main causes of death for SWSLHD residents are cancer and circulatory disease.

Reflecting patterns across Australia, our community is experiencing ill-health and chronic disease at a high rate. Much of this disease is preventable through lifestyle modification.

- 59% of adults are overweight or obese
- 6.9% of adults are known to have diabetes
- 28% of children aged 5 – 15 were overweight or obese
- 26% of adults have high blood pressure
- 52% of adults participate in adequate physical activity
- 6% of adults eat enough vegetables
Many hospitalisations are potentially preventable. Each day in SWSLHD 68 people are hospitalised for a potentially preventable reason. There are also:

- **67** hospitalisations due to injury and poisoning
- **26** hospitalisations attributable to falls
- **14** hospitalisations attributable to alcohol consumption
- **13** hospitalisations attributable to smoking
- **4** hospitalisations attributable to diabetes
Our Organisation

SWSLHD is a large and complex organisation, providing a range of health services to the community. 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 is one of the largest employers in South Western Sydney. Our workforce comprises:

- **15,690** staff
- **10,523** staff involved in direct patient care
- **6,941** nurses and midwives
- **1,422** allied health staff
- **1,765** doctors
- **270** Aboriginal staff
SWSLHD has an annual budget of $1.8 billion which is used to provide a wide range of services across hospital and community settings.

On a typical day in 2018/19, in SWSLHD hospitals and health facilities there were:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babies born</td>
<td>32</td>
</tr>
<tr>
<td>Hospital admissions</td>
<td>658</td>
</tr>
<tr>
<td>Occasions of service</td>
<td>4,944</td>
</tr>
<tr>
<td>Operations</td>
<td>124</td>
</tr>
<tr>
<td>Presentations to Emergency Departments</td>
<td>824</td>
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<tr>
<td>Community health occasions of service</td>
<td>1,017</td>
</tr>
<tr>
<td>Patients and consumers requiring interpreters</td>
<td>352</td>
</tr>
</tbody>
</table>
The System in Which We Work

Community, Consumers, Patients and Carers

South Western Sydney Local Health District
- Hospitals
  - Bankstown-Lidcombe Hospital
  - Bowral and District Hospital
  - Campbelltown and Camden Hospitals
  - Fairfield Hospital
  - Liverpool Hospital

- Major Community Health Centres and Integrated Health Hubs
  - Bankstown
  - Bowral
  - Cabramatta
  - Fairfield
  - Hoxton Park
  - Ingleburn
  - Liverpool
  - Miller
  - Narellan
  - Oran Park
  - Prairiewood
  - Rosemeadow
  - Tahmoor

Other Stakeholders and Health Service Partners
- Consumer and Community Participation groups
- South Western Sydney PHN
- General Practitioners and other primary care providers
- Non Government Organisations
- Aboriginal Community Controlled Health Services
- Research Organisations and Institutes
- Local Government
- Other State and Federal government agencies
- Residential Aged Care Facilities
- Private hospitals and private health practitioners
- Other Local Health Districts and Specialty Networks
- Office of Preventative Health
- Affiliated Health Organisations
  - Brasile Hospital
  - Karitane
- NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors
- South Western Sydney SCARBA

Statewide Health Service
- NSW Ambulance
- NSW Health Pathology
- Health Protection NSW

Shared Services
- HealthShare NSW
- eHealth NSW
- Health Infrastructure

NSW Ministry of Health

Pillars
- Agency for Clinical Innovation
- Bureau of Health Information
- Cancer Institute NSW
- Clinical Excellence Commission
- Health Education and Training Institute

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The Future of Health in South Western Sydney

Opportunities

The rapid growth of South Western Sydney brings with it unique opportunities for SWSLHD.

Infrastructure development in housing, transport, employment and support services across the District offers new opportunities for cross sector partnerships, enabling a collaborative focus on key issues for the local community. We will leverage these partnerships to provide new and better services and to build the reputation of SWSLHD as a leader in health care delivery and research.

The great diversity of our population provides an opportunity to reflect on the way we do our business and to lead Australia in the delivery of culturally safe and appropriate health care.

We will contribute to the employment and education of our community as we expand our services within the South West Priority Growth Areas and the more established areas of the District, in recognition of the role employment and education play in addressing the social determinants of health.

Challenges

The environment in which we work is constantly changing, requiring continuous review of our priorities for investment and service development. Managing our budget and delivering a quality service within the changing political and funding environment is an ongoing challenge. Contemporary and robust corporate and information systems are fundamental to support informed decision making.

Demand for our services is great and continues to grow at a rapid rate. Factors influencing local demand include population growth, population ageing, low levels of health literacy, high rates of chronic disease, low rates of private health insurance and lower levels of local private health service providers. The immediate expansion of services and facilities, particularly in the South West Priority Growth Areas and the redevelopment of ageing infrastructure across the District is required to meet this demand and to continue to provide safe, high quality services for our residents. Concurrently, there is a need to balance investment in primary prevention with the very real need to provide care to people who are acutely and chronically unwell.

Attracting highly skilled clinicians in the growing south west is a priority of the LHD. We must compete with similar services to attract talented staff and provide unique opportunities to ensure that we can retain them. In addition, we must ensure that our staff receive continuous professional development to enable us to respond to new ways of delivering health care, as a result of advancements in technology and models of care.
Our Strategic Directions

SWSLHD has identified six Strategic Directions to guide the development of our organisation and our services over the next four years. The following sections provide detailed information on the priority strategies which will be implemented between 2018 and 2021 to support the District to achieve its vision of **Leading care, healthier communities**. Strategies are presented according to Key Priority Areas within each Strategic Direction. Measures of success are identified so we can monitor our progress.

### Safe, Quality Care
- Consistently safe and outstanding quality
- Appropriate, timely care
- Networked and integrated services
- Evidence based and patient-centred care
- Governance and risk

### A Healthy Community
- Healthy people and communities
- Safe, healthy environments
- Knowing the needs of the community
- Prevention and early intervention
- Culturally safe and responsive to community diversity

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

### A Healthcare System for the Future
- Agile and innovative care
- Deliver infrastructure for impact and transformation
- Financial and service sustainability

### 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
- Continuous education, teaching and training
- Driving research and translation
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.

Consistently safe and outstanding quality
- Promote and support safe and quality care through improved monitoring and reporting
- Extend capability in evidence-based genomics and precision medicine

Appropriate, timely care
- Enhance surgical and procedural services across SWSLHD
- Support the provision of high quality end of life care
- Reduce the incidence of cancer in the community and improve outcomes for people with cancer and their families

Evidence based and patient-centred care
- Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences
- Drive outcomes through evaluating new initiatives to ensure effectiveness

Networked and integrated services
- Ensure contemporary ways of working through developing innovative and networked models of care
- Integrate care for people with chronic disease in partnership with the South Western Sydney PHN

Governance and risk
- Address ethics issues arising through clinical practice
- Further develop risk maturity throughout the organisation
- Ensure legislative compliance across the organisation and raise awareness of the related obligations
• Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines
• Ensure robust and efficient processes for the review of incidents and communication of the outcomes

How will we know if we’ve been successful?

• 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
• Decrease in potentially preventable hospitalisations
• Decrease in unplanned hospital readmissions within 28 days
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.

Healthy people and communities

- Improve health literacy of consumers to support their engagement with Health Services
- Reduce the harm from substance use and improve access to treatment
- Reduce the impact of alcohol within our communities
- Promote health, wellbeing, capacity and resilience in the first 2000 days
- Strengthen and integrate the response to violence, abuse and neglect
- Support families with vulnerabilities

Knowing the needs of the community

- Better engage with and obtain quality information about the health status, behaviours and views of our communities

Safe, healthy environments

- Improve the health and social outcomes of communities with a high proportion of social housing tenants
- Enhance the capacity of agencies and professionals to design and build streets, neighbourhoods and places that improve health and wellbeing outcomes
- Build capacity in locally disadvantaged communities to improve health and wellbeing

Prevention and early intervention

- Improve prevention, testing and treatment of blood-borne and sexually transmissible infections
- Improve breast screening participation rates including participation of Aboriginal women
- Reduce overweight and obesity
- Enhance the mental health and wellbeing of our communities and build individual and community resilience
- Reduce the impact of smoking

Culturally safe and responsive to community diversity

- Close the gap in health outcomes and life expectancy in Aboriginal people
• Ensure safe, high quality services and opportunities for people with a disability and their carers
• Build capacity and develop systems that are responsive to NDIS implementation
• Foster an equity approach to address the needs of all clients and communities
• Improve cultural safety for people from diverse cultures

How will we know if we’ve been successful?

• 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 Breast Screen participation rate (all, Aboriginal, Culturally and Linguistically Diverse)
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.

Consumer, patient and carer involvement

• Strengthen and diversify the engagement and collaboration with our consumers and community
• Build staff capacity to understand and initiate consumer participation approaches

Genuine engagement and communication

• Enhance communication tools used to share information with internal and external stakeholders
• Foster effective communication with patients, consumers and staff

Strategic partnerships

• Progress work with councils to collaboratively address priority health, social and built environment issues
• Foster strategic partnerships with other government departments, education providers and key stakeholder organisations to ensure progress on shared priorities
• Foster international and local corporate and industry partnerships

Funding opportunities

• Strengthen the SWSLHD philanthropy program to facilitate fundraising collaborations with the local community, consumers and staff
• Support clinicians and services to obtain grant funding

How will we know if we’ve been successful?

• 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

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

**Agile and innovative care**
- Deliver an integrated digital strategy to support diverse ways to deliver care
- Foster and facilitate an innovation culture
- Enhance Information Management to enable predictive and proactive insights
- Strengthen innovative approaches to deliver interpreting services
- Strengthen health system approaches in accordance with learnings from the pandemic response

**Deliver infrastructure for impact and transformation**
- Plan for future focussed health neighbourhoods to meet the needs of the growing and diverse SWS community
- Deliver infrastructure that is underpinned by research and develops the evidence base for best practice approaches

**Financial and service sustainability**
- Promote sustainable funding strategies for future growth
- Drive clinical service sustainability and value based care approaches
- Drive value in procurement
- Strengthen partnerships with Health Service Providers to deliver value based outcomes
- Enhance the effectiveness and cross district alignment of corporate services

**How will we know if we’ve been successful?**
- Increase in outpatient activity (occasions of service)
- Telehealth Service Access: Non-admitted services provided through telehealth (%)
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.

Workforce for the future
- Improve the efficiency of recruitment processes
- Plan for our future workforce
- Support the continuity and development of our workforce
- Improve support for staff commencing new positions

Effective leadership and empowered staff
- Improve change management to drive organisational outcomes
- Strengthen the support for our volunteers

Culture of respect and compassion
- Improve approaches to addressing workplace conflict
- Keep people safe at work
- Increase awareness of mental health issues and reduce stigma in the workplace

Employer of choice
- Enhance recruitment and retention of our aboriginal workforce
- Showcase SWSLHD as an employer of choice

How will we know we’ve been successful?
- 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

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.

Continuous education, teaching and training
- Support staff to access training and education
- Strengthen staff education and training structures
- Enhance partnerships with education providers to enhance student experiences

Driving research and translation
- Enhance our vibrant research culture
- Develop agile response systems to support research
- Build strategic collaborations in research
- Community and consumer partnerships in research
- Build evidence knowledge and translation
- Drive the expansion of clinical trials across the District
- Collaborate with the Liverpool Innovation Precinct to revitalise the Liverpool city centre and attract investment in health, education and research and develop similar partnerships associated with Campbelltown and Bankstown-Lidcombe Hospitals

How will we know we’ve been successful?
- Increase in number of Academic Units
- Increase in number of people enrolled in clinical trials
- Decrease in number of days taken to approve research projects
SWSLHD Strategic Plan

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 and outstanding quality
- Appropriate, timely care
- Evidence based and patient-centred care
- Networked and integrated services
- Risk and governance

A Healthy Community:
- Healthy people and communities
- Safe, healthy environments
- Knowing the needs of the community
- Prevention and early intervention
- Culturally safe and responsive to community diversity

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

A Healthcare System for the Future:
- Agile and innovative care
- Deliver infrastructure for impact and transformation
- Financial and service sustainability

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:
- Continuous education, teaching and training
- Driving research and translation
Impact

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)
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• Decrease in potentially preventable hospitalisations
• Decrease in unplanned hospital readmissions within 28 days

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 Breast Screen 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)
• Telehealth Service Access: Non-admitted services provided through telehealth (%)

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

SWSLHD Vision

Leading care, healthier communities