

**SWSLHD**  
**Camden and Campbelltown Hospitals**  
A Facility of South Western Sydney Local Health District  
**Operational Plan**  
**2018 – 2020**

*Leading care, healthier communities*



**Health**  
South Western Sydney  
Local Health District

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## Introduction

The Camden and Campbelltown Hospitals (CCH) Operational Plan aims to highlight the local actions that will be undertaken in the next two years to achieve the vision of ‘*Leading care, healthier communities*’ and the directions of the SWSLHD Strategic Plan.

The six strategic directions are:

- Providing **safe and quality care** using robust governance processes and structures across the organisation
- **A healthy community** through the integration of care to manage the needs of complex patients
- **Collaborative partnerships** through the utilisation of external service providers to support the health service
- **A healthcare system for the future** through investing in infrastructure and new technologies the meet future population demands
- **Our people make a difference** and in turn workforce development and succession planning need to be strengthened
- **A leader in research and teaching** by increasing the resources at CCH to support the education and development of staff.

With the recent NSW Government investment of \$632 million towards stage 2 of the Campbelltown Hospital Redevelopment in the 2017-2018 State Budget, this will bring world-class health care to the south west community. Stage 2 will enhance paediatric services, provide more space for the emergency department with an increase in the number of treatment spaces as well as the number of beds in the Emergency Short Stay Unit. Other enhancements will be seen in the Diagnostic services, increase number of beds in the Inpatient facilities, and refurbishments across the facility. Further, the Campbelltown Hospital car park expansion will address the projected increase in parking demand driven by population growth and significant service expansion under the Redevelopment Project. This Plan will ensure that service and workforce planning is enhanced to maintain the safe and quality care that is delivered.

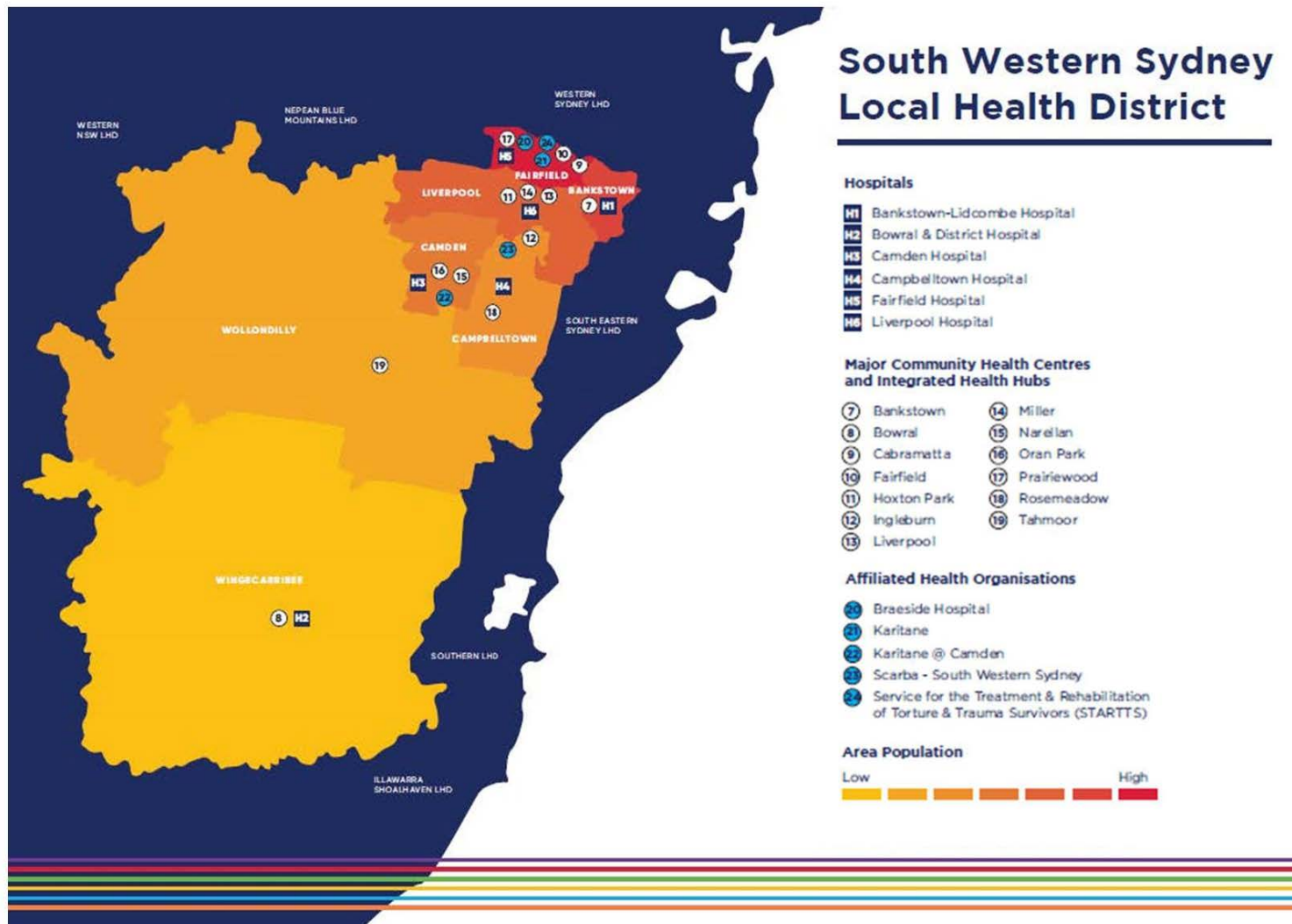
The redevelopment will see a doubling of the current workforce in the next five years, which can impact the Facility’s culture. CCH is committed to maintain a positive culture in the workplace by ensuring that the Plan considers the District’s ‘*Transforming Your Experience*’ four focus areas which are:

- Consistent delivery, quality and safe care
- Personalised, individual care
- Respectful communication and genuine engagement
- Effective leadership and empowered staff

Finally, the Plan considers the community profile and the subsequent challenges in the provision of care, including:

- Unprecedented population growth
- A population with low socio-economic status, growing Culturally and linguistically diverse population, low health literacy, and complex health issues
- Insufficient and ageing workforce

## Map of South Western Sydney Local Health District



## Values Framework

# Our Vision

Leading care, healthier communities

## 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.

### 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.



#### 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

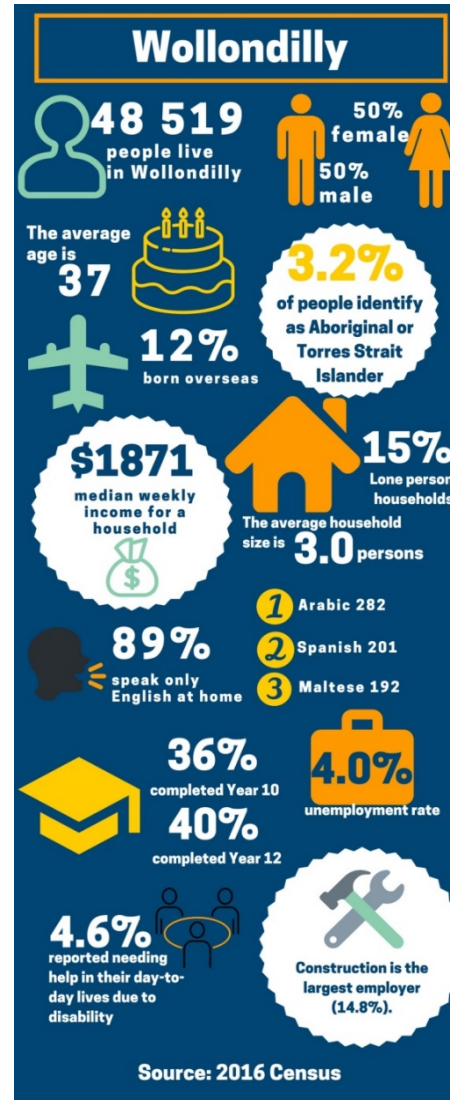
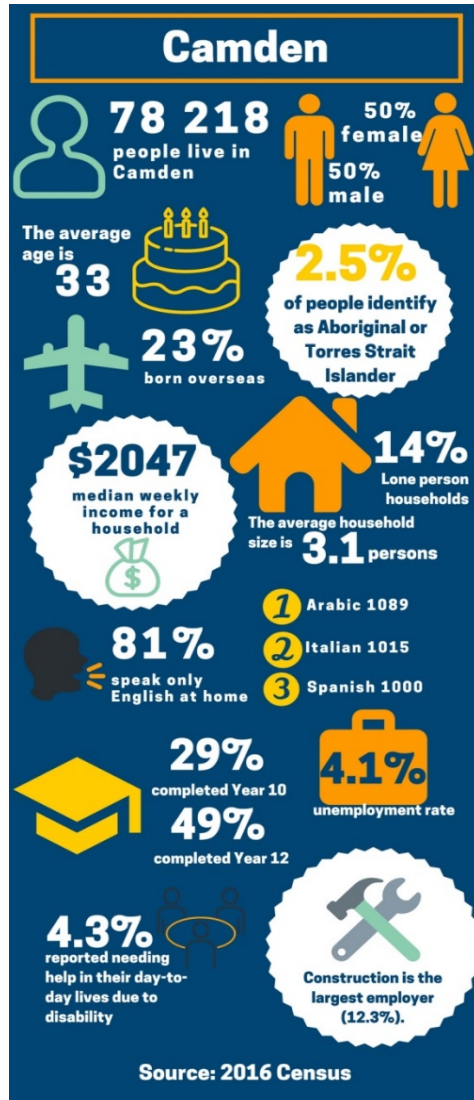


#### EMPOWERMENT

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



## Community Profile



## Facility Profile

**Campbelltown Hospital** is a major metropolitan group B1 hospital, operating under a common executive management structure and with networked services with Camden Hospital, providing a range of services at mainly role delineation level 5. It is a teaching campus for the Western Sydney University Medical School.

Campbelltown Hospital provides services in:

- Emergency Medicine
- Cardiac Diagnostics
- Surgical sub-specialties including general, ENT, ophthalmology, orthopaedics, breast and urology;
- Medical care within a general medicine model with sub-specialty care including endocrinology, gastroenterology, neurology, immunology, haematology, aged care, renal medicine, respiratory, oncology, cardiology and rheumatology
- Inpatient paediatric medical and surgical care
- Adult and Paediatric Ambulatory Care Services
- Cancer therapy including radiation oncology, chemotherapy, palliative care, haematology outpatients and care coordination
- Intensive Care Unit/High Dependency Unit (ICU/HDU)
- Women's Health Services including antenatal, birthing, postnatal, Feto-Maternal Assessment Unit and Early Pregnancy Assessment Unit
- Mental Health
- Drug Health
- Rehabilitation
- Aged Care
- Imaging – MRI, CT, ultrasound and general radiography
- Allied Health Services
- University Clinics
- Outreach case conferencing service is provided to GPs across Campbelltown/Camden

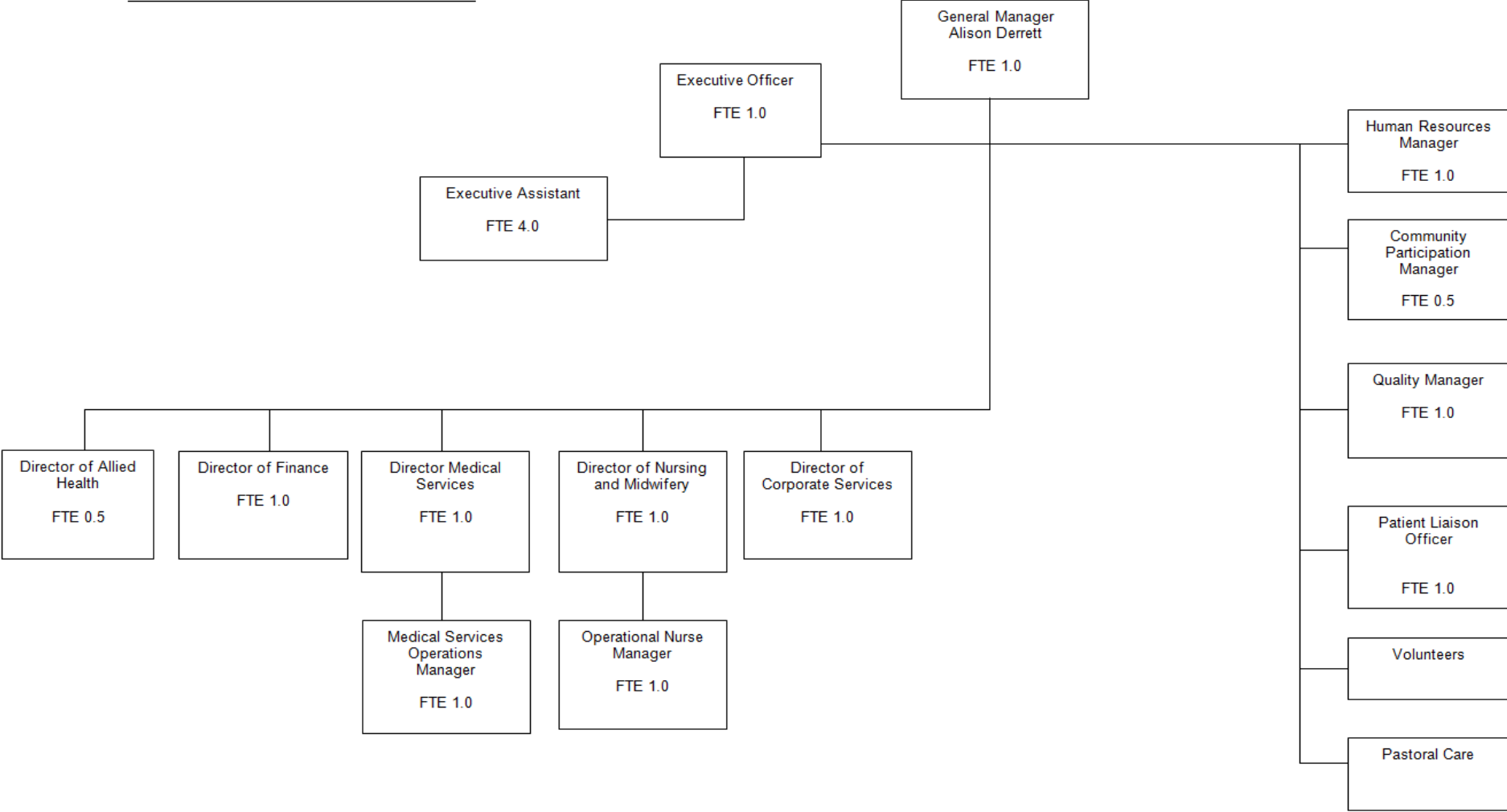
**Camden Hospital** is a District Group C1 hospital administered under a joint management structure with Campbelltown Hospital, providing acute services at mainly role delineation level 3. It also has a significant role in providing sub-acute palliative care and rehabilitation for residents of SWSLHD. Karitane also operates an inpatient and ambulatory service from Camden Hospital.

Camden Hospital provides clinical services in:

- Emergency Department (on ambulance bypass networked with Campbelltown)
- General Medicine and sub-specialty medicine on consultation
- Palliative Care
- Rehabilitation
- Medical Transit Unit
- Karitane
- University Medical Clinics
- Midwifery Group Practice antenatal clinics
- Allied Health Services
- Drug Health Harm Reduction Outreach Service

# Camden and Campbelltown Hospital’s Organisational Chart

## CURRENT ORGANISATIONAL CHART





## Strategic Directions

 <p><b>Safe, Quality Care</b></p> <ul style="list-style-type: none"> <li>• Consistently safe</li> <li>• Outstanding quality</li> <li>• Appropriate, timely care</li> <li>• Evidence based and patient-centred care</li> <li>• Cultural safety</li> <li>• Accountability and governance</li> </ul>	 <p><b>A Healthy Community</b></p> <ul style="list-style-type: none"> <li>• Healthy people and communities</li> <li>• Safe, healthy environments</li> <li>• Knowing the needs of the community</li> <li>• Prevention and early intervention</li> </ul>
 <p><b>Collaborative Partnerships</b></p> <ul style="list-style-type: none"> <li>• Consumer, patient and carer involvement</li> <li>• Genuine engagement and communication</li> <li>• Strategic partnerships</li> <li>• Funding opportunities</li> </ul>	 <p><b>A Healthcare System for the Future</b></p> <ul style="list-style-type: none"> <li>• Building and adapting for the future</li> <li>• Networked and integrated services</li> <li>• Agile and innovative care</li> <li>• Responsive to community diversity</li> </ul>
 <p><b>Our People Make a Difference</b></p> <ul style="list-style-type: none"> <li>• Workforce for the future</li> <li>• Culture of respect and compassion</li> <li>• Employer of choice</li> <li>• Effective leadership and empowered staff</li> </ul>	 <p><b>A Leader In Research and Teaching</b></p> <ul style="list-style-type: none"> <li>• Delivering research innovation</li> <li>• Acknowledgement and recognition of research</li> <li>• Continuous education, teaching and training</li> </ul>

## Operational Plan Reporting and Monitoring Framework

### SWSLHD Strategic Plan 2018 – 2021 – Applicable Strategies for Camden & Campbelltown Hospitals

ID	STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	EXECUTIVE SPONSOR (ELT)	LOCAL LEAD	TIMEFRAME
1.1	Safe, Quality Care	Consistently safe	Implement the <i>Safety Essentials</i> program across all facilities and services	<ul style="list-style-type: none"> <li>Communicate Safety Essentials to all staff</li> <li>Develop an implementation plan which includes a standard data collection and reporting system</li> <li>Undertake a phased implementation</li> </ul>	Director Clinical Governance	Quality Manager	Dec-21
1.2	Safe, Quality Care	Consistently safe	Implement the <i>Feeling Safe in the Emergency Department</i> project to enable better care of patients with a mental health condition in Emergency Departments	<ul style="list-style-type: none"> <li>Implement Phase 2 of the 'Feeling Safe in the Emergency Department' project</li> <li>Commence Phase 3 of the 'Feeling Safe in the Emergency Department' project.</li> </ul>	Director Nursing & Midwifery	Director of ED & NM ED	Dec-19
1.3	Safe, Quality Care	Consistently safe	Develop and implement a <i>Surgical and Procedural Care Plan</i> which identifies the future location of services, expertise and equipment to improve patient safety	<ul style="list-style-type: none"> <li>Participate in the Vision Workshop - Surgical and Procedural Services to 2031</li> <li>Identify surgical services that are in line with the needs of the Macarthur community and the hospital's redevelopment</li> <li>Increase access to Ophthalmology services at Campbelltown Hospital.</li> </ul>	Director Operations	Director of Medical Services Director of Surgery	Jun-19
1.4	Safe, Quality Care	Consistently safe	Expand the use of electronic data management systems such as eMR2 and eMeds prescribing across the District to improve point of care clinical documentation	<p>In the next 5 years:</p> <ul style="list-style-type: none"> <li>Implement Cerner Maternity</li> <li>Implement Barcode/Scanner and Vital-Link</li> <li>Implement Cerner ICU</li> <li>Implement ICC for the CCU.</li> </ul>	Chief Information Officer	General Manager	Dec-20
1.6	Safe, Quality Care	Outstanding Quality	Implement the R.E.A.C.H. program across all relevant units to strengthen responsiveness to patient, carer and family concerns about deteriorating patients	<ul style="list-style-type: none"> <li>The R.E.A.C.H. program has been implemented across all relevant units.</li> <li>Evaluation of the Program has been undertaken and improvements identified.</li> <li>The implementation of R.E.A.C.H has been assessed at the facility ACHS Periodic Review 2018</li> </ul>	Director Clinical Governance	Quality Manager	Dec-20

ID	STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	EXECUTIVE SPONSOR (ELT)	LOCAL LEAD	TIMEFRAME
				<ul style="list-style-type: none"> <li>Monitoring of R.E.A.C.H calls by the Resuscitation Committee</li> </ul>			
1.8	Safe, Quality Care	Outstanding Quality	Expand SWSLHD Centres of Excellence to strengthen clinical care through delivering services linked to research, teaching and education	<ul style="list-style-type: none"> <li>A research clinical lead is identified for each department</li> <li>Include research in the Facility's orientation</li> <li>Identify and plan for focus areas for CCH with key partners such as Western Sydney University (WSU).</li> </ul>	Chief Executive	General Manager & Director of Medical Services	Dec-21
1.9	Safe, Quality Care	Appropriate and timely care	Review models of care in Emergency Departments to improve responsiveness to weekend demand and improve consistency of service systems across the District	<ul style="list-style-type: none"> <li>Models of Care (MoC) to be identified and reviewed in Whole of Health (WoH) structure</li> <li>Plan and implement Paediatric MoC in ED.</li> </ul>	Director Operations	Director of Medical Services & Sustainable Access Manager	Jun-20
1.10	Safe, Quality Care	Appropriate and timely care	Invest in new technologies and models of care to reduce waiting time for elective surgery and improve the delivery of high quality, safe clinical care	<ul style="list-style-type: none"> <li>New MoC including robotics and other technologies to be incorporated as part of the priorities of the hospital's redevelopment.</li> </ul>	Director Operations	Director of Medical Services	Dec-21
1.12	Safe, Quality Care	Appropriate and timely care	Increase the accessibility of support provided to people and their families at end of life, including inpatient, community based and bereavement support services	<ul style="list-style-type: none"> <li>Identification of current support services provided by services to people and their families at end of life.</li> <li>Identify gaps in the provision of support services for people and their families at end of life</li> <li>Implement an action plan to address the gaps.</li> </ul>	Director Operations	Director of Allied Health	Dec-21
1.14	Safe, Quality Care	Evidence based and patient-centred care	Implement systems to capture patient reported outcomes in relation to physical and psycho-social needs to inform clinical decision making	<ul style="list-style-type: none"> <li>Develop a framework to capture patient reported outcomes in relation to physical and psycho-social needs for MoC</li> <li>Develop a system to monitor all MoC developed in CCH have included physical and psycho-social needs to inform clinical decision making.</li> </ul>	Director Clinical Governance	Quality Manager	Dec-21

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1.15	Safe, Quality Care	Evidence based and patient-centred care	Expand the use of real time consumer experience monitoring systems to improve the way feedback is captured	<ul style="list-style-type: none"> <li>Implement the 'My Experience Matters' survey across all of Camden Hospital.</li> <li>Pilot the 'My Experience Matters' survey in two wards in Campbelltown Hospital.</li> </ul>	Director Clinical Governance	General Manager & Community and Consumer Participation Manager	Dec-18
1.16	Safe, Quality Care	Evidence based and patient-centred care	Implement the <i>You Say, We Did</i> program to provide evidence of changes implemented as a result of consumer feedback	<ul style="list-style-type: none"> <li>Review current communication channels used for the 'You Said, We Did' program e.g. staff emails, facility newsletter etc.</li> <li>Identify multi-modal communication channels across Camden and Campbelltown Hospitals</li> <li>Implement new means of communicating the 'You Said, We Did' program.</li> </ul>	Director Clinical Governance	General Manager	Jun-20
1.17	Safe, Quality Care	Evidence based and patient-centred care	Develop and implement a procedure for open visiting hours in appropriate clinical settings in order to better meet the support needs of patients, families and carers	<ul style="list-style-type: none"> <li>Develop a procedure in consultation with all Nursing staff to provide open visiting hours for holistic patient care</li> <li>Implement the procedure for open visiting hours.</li> </ul>	Director Nursing & Midwifery	Director of Nursing & Midwifery	Jun-19
1.18	Safe, Quality Care	Evidence based and patient-centred care	Invest in the delivery of a broad range of support services which recognise the psycho-social needs of people to achieve and maintain health or recover from injury, with a focus on implementing the <i>Arts and Health Strategic Plan</i>	<ul style="list-style-type: none"> <li>Implementation of the action plan from the partnership between the hospital's redevelopment and the Arts Centre</li> <li>Implement culturally appropriate environment for the Aboriginal population, through the partnership of the hospital's redevelopment with Tharawal.</li> </ul>	Director Allied Health	General Manager*	Dec-21
1.19	Safe, Quality Care	Cultural safety	Improve cultural safety for people from diverse cultures through offering opportunities for staff to complete <i>Respecting the Difference</i> and other cultural competency training	<ul style="list-style-type: none"> <li>90% of staff have completed the 'Respecting the Difference' face-to-face training by 2019</li> <li>Less than 0.5% unknown Aboriginality status</li> <li>Increase the percentage of staff who have completed the cultural competency training</li> </ul>	Director Workforce	General Manager & Human Resources Manager	Dec-21

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1.20	Safe, Quality Care	Cultural safety	Enhance the Aboriginal Liaison Officer program across the District to improve the way hospitals meet the needs of Aboriginal people and communities	<ul style="list-style-type: none"> <li>Recruit to the male Aboriginal Liaison Officer position.</li> </ul>	Chief Executive	Director of Allied Health	Dec-21
1.21	Safe, Quality Care	Accountability and governance	Implement the <i>Enterprise Risk Management Policy Framework 2017</i> to further develop risk maturity and reduce exposure to risk	<ul style="list-style-type: none"> <li>Review the 'Enterprise Risk Management Policy Framework 2017' and identify the gaps in risk management in the processes of CCH.</li> </ul>	Chief Executive	General Manager	Jun-21
1.22	Safe, Quality Care	Accountability and governance	Review the capabilities of the Risk Management Information System to determine suitability to meet future risk management, clinical governance and internal audit requirements	<ul style="list-style-type: none"> <li>Increase the number of facility managers trained to use bow-tie analysis to maintain governance over risks</li> <li>Implement the bow-tie analysis to be used for all risks that are due for review</li> <li>Implement the IT system which is currently under review by LHD to monitor organisational risks.</li> </ul>	Chief Executive	Quality Manager	Jun-19
1.23	Safe, Quality Care	Accountability and governance	Implement the Legislative Compliance Policy Framework 2017 to ensure processes are in place to support and enhance staff awareness of statutory and organisational reporting requirements	<ul style="list-style-type: none"> <li>Review the 'Legislative Compliance Policy Framework 2017' and identify gaps in current legislative processes in CCH</li> <li>Develop a strategy to enhance staff awareness regarding the legislative compliance policy framework</li> </ul>	Chief Executive	Quality Manager	Dec-20
1.24	Safe, Quality Care	Accountability and governance	Embed a District-wide Policy Framework to ensure the development and implementation of consistent policies, procedures and guidelines across all facilities and services	<ul style="list-style-type: none"> <li>Review the current policies, procedures and guidelines in CCH against the LHD policy framework.</li> <li>Implement the changes required to ensure that CCH procedures and guidelines are being developed in line with LHD &amp; Ministry policies.</li> </ul>	Chief Executive	Quality Manager	Dec-20
2.30	A Healthy Community	Prevention and early intervention	Implement the <i>Child Protection in Your Hands Strategy</i> to support staff to identify the caring responsibilities of adult patients and incorporate stressors and risk issues in care planning to improve child safety	<ul style="list-style-type: none"> <li>CMOs to complete Part 2 of the Mandatory Child Protection Education training</li> <li>90% Child Protection Ministry of Health (MoH) target is met</li> <li>Plan and implement Paediatric MoC that decreases the Length of Stay of children in ED.</li> </ul>	Director Clinical Governance	General Manager	Dec-21



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2.31	A Healthy Community	Prevention and early intervention	Collaboratively implement the <i>SWS Childhood Overweight and Obesity Action Plan 'Growing Healthy Kids'</i>	<ul style="list-style-type: none"> <li>Review the SWS Childhood Overweight and Obesity Action Plan, and identify gaps in CCH services</li> <li>Develop a local action plan to address the gaps</li> <li>Collaboration with Metabolic Clinic / Paediatric Eating Disorders Clinic and Allied Health and expand the current Paediatric Eating Disorders Clinic.</li> </ul>	Director Population Health	Director of Medical Services/Director of Paediatrics	Dec-21
2.32	A Healthy Community	Prevention and early intervention	Embed into clinical practice the identification of modifiable risk factors and referral to appropriate support services, with an initial focus on smoking and high body mass index	<ul style="list-style-type: none"> <li>Work with informatics team to implement the inclusion of BMI calculation and smoking history as new clinical parameters in the triage form.</li> </ul>	Director Operations	Director of Nursing and Midwifery/Director of Medical Services	Dec-21
2.35	A Healthy Community	Prevention and early intervention	Develop an integrated network of drug and alcohol treatment intervention services to reduce the harm from substance use and increase access to treatment	<ul style="list-style-type: none"> <li>Commence a stream meeting with the Drug and Alcohol Executive team and review issues related to CCH</li> <li>Identify the top issues and develop an action plan regarding D&amp;A treatment interventions.</li> </ul>	Director Operations	General Manager	Dec-21
3.44	Collaborative Partnerships	Consumer, patient and carer involvement	Increase the number and diversity of people participating in formal Consumer and Community Participation processes to better represent the views of the local community	<ul style="list-style-type: none"> <li>Community representatives and staff to attend two external community events and two interagency networks to promote community participation opportunities.</li> <li>Update Camden and Campbelltown Hospital webpage and Facebook page for MCRN about meetings, consultations and projects.</li> <li>Conduct one Open meeting of Macarthur Community Representative Network in the Macarthur Region in a community setting.</li> </ul>	Chief Executive	Community and Consumer Participation Manager	Dec-18
3.45	Collaborative Partnerships	Consumer, patient and carer involvement	Increase the involvement of children and young people as partners in care, consistent with the <i>Charter on the Rights of Children and Young People in Healthcare Services in Australia</i>	<ul style="list-style-type: none"> <li>Undertake a gap analysis of CCH services and their involvement of children and young people in care consistent with the 'Charter on the Rights of Children and Young People in Healthcare Services in Australia'</li> <li>Develop an action plan to address the gaps identified.</li> </ul>	Director Clinical Governance	Quality Manager	Dec-21

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3.46	Collaborative Partnerships	Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their clinical and non-clinical practice	<ul style="list-style-type: none"> <li>Hold an awareness campaign to raise staff awareness about consumer participation</li> <li>Promote Gold Tick process to all staff via meetings, hospital newsletter etc.</li> <li>Community Representatives to co present and deliver an annual education presentation to staff on community participation.</li> </ul>	Chief Executive	Community and Consumer Participation Manager	Dec-21
3.48	Collaborative Partnerships	Genuine engagement and communication	Implement a core District wide communication program to support effective communication with patients and staff	<ul style="list-style-type: none"> <li>Implement Core Chat</li> </ul>	Director Workforce	Human Resources Manager/General Manager	Dec-20
3.52	Collaborative Partnerships	Strategic partnerships	Build on partnerships with the NSW Ambulance Extended Care Paramedic Program	<ul style="list-style-type: none"> <li>Continue partnership through the quarterly Memorandum of Understanding meeting with the NSW Ambulance and the NSW Police.</li> </ul>	Director Operations	General Manager	Dec-21
3.56	Collaborative Partnerships	Strategic partnerships	Establish innovative partnerships models with the private sector to reduce the cost of providing and replacing high end technology	<ul style="list-style-type: none"> <li>Ensure leased equipment &amp; maintenance service contracts register is up-to-date to enable a district wide view of supplier contracts and dates for contract renewal.</li> <li>Ensure high value equipment life cycle information is correctly reflected in the asset register or lease register to highlight equipment reaching end of life within the next 2 years to enable preparation of future procurement/replacement</li> <li>Ensure high value equipment &amp; service procurement pathways and policies are understood within the facility</li> <li>Consider alternative high end technology options once current equipment has reached their end of life date.</li> </ul>	Director Finance	Director of Corporate Services/Director of Finance	Dec-21
3.57	Collaborative Partnerships	Funding opportunities	Widely promote South West Giving to facilitate fundraising from the local community, consumers and staff	<ul style="list-style-type: none"> <li>Acknowledge existing fundraisers such as: <ul style="list-style-type: none"> <li>Paul Wakeling Automotive</li> <li>Kids of Macarthur</li> <li>24 Hour Fight Against Cancer</li> <li>Rotary Clubs</li> </ul> </li> </ul>	Chief Executive	General Manager*	Dec-21

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				<ul style="list-style-type: none"> <li>○ Campbelltown Auxiliary</li> <li>○ Camden Auxiliary</li> </ul>			
4.61	A Healthcare System for the Future	Building and adapting for the future	Commence the redevelopment of Campbelltown Hospital to enhance the availability of local services and the integration of education and research with the provision of health services	<ul style="list-style-type: none"> <li>• Complete the planning stages of the redevelopment such as the schematic designs</li> <li>• Commence the Car park works</li> <li>• Commence major works in mid-2019</li> </ul>	Director Operations	General Manager & Director of Medical Services	Dec-21
4.67	A Healthcare System for the Future	Building and adapting for the future	Invest in the development of a public robotic surgery program to enable access to state-of-the-art surgical techniques which reduce the amount of time patients spend in hospital	<ul style="list-style-type: none"> <li>• Participate in the LHD Vision Workshop - Surgical and Procedural Services to 2031</li> <li>• Implement the priorities of the redevelopment within the Strategic Surgical Plan Framework</li> <li>• Assess the feasibility of introducing robotic surgery into the hospital's redevelopment</li> </ul>	Director Operations	Director of Medical Services	Dec-21
4.68	A Healthcare System for the Future	Building and adapting for the future	Implement existing plans addressing future healthcare development, including the SWSLHD Cancer Plan and SWSLHD Advance Care Planning, End of Life and Palliative Care Plan	<ul style="list-style-type: none"> <li>• Increase the number of staff who have been trained in Advanced Care Planning</li> <li>• Review the LHD Cancer, Advance Care, End of Life and Palliative Care Plans and identify priorities that relate to CCH</li> </ul>	Director Operations	Director of Medical Services & Director of Nursing and Midwifery	Dec-21
4.69	A Healthcare System for the Future	Building and adapting for the future	Expand existing Wi-Fi capability and incorporate digital readiness into new health care facilities	<ul style="list-style-type: none"> <li>• Ensure expansion of Wi-Fi across CCH facilities is considered and included as an integral requirement of redevelopment.</li> </ul>	Chief Information Officer	Director of Corporate Services	Dec-21
4.72	A Healthcare System for the Future	Networked and integrated services	Develop Emergency Department avoidance strategies in collaboration with the residential aged care and primary health sector to improve community based management of chronic disease and end of life care	<ul style="list-style-type: none"> <li>• Trial the expanded Community Geriatrics Program in winter 2018</li> <li>• Evaluate the Community Geriatrics Program trialled in winter 2018.</li> <li>• MoC to be developed as part of the WoH structure.</li> </ul>	Director Operations	Director of Geriatrics & Director of Medical Services	Dec-21
4.73	A Healthcare System for the Future	Networked and integrated services	Extend the hours of operation of designated ambulatory services to improve access and flexibility to meet consumer needs	<ul style="list-style-type: none"> <li>• In consultation with key stakeholders, implement the extended hours of operations in outpatients.</li> </ul>	Director Operations	Director of Medical Services	Dec-21

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4.74	A Healthcare System for the Future	Networked and integrated services	Increase access to acute or post-acute services delivered in community or ambulatory settings to provide more accessible services to the community and reduce the need for Emergency Department presentations and inpatient admissions	<ul style="list-style-type: none"> <li>Participate in the LHD Integrated Care for People with Chronic Conditions (ICPCC) workshop</li> <li>Set up a local Committee to oversee the implementation of ICPCC in CCH</li> <li>Identify a process for CCH to manage the PFP patient list (which will replace CDMP alerts), completing the CCoPS, and which roles are responsible for providing the interventions.</li> </ul>	Director Operations	General Manager*	Dec-21
4.76	A Healthcare System for the Future	Agile and innovative care	Implement evidence based models of care in priority clinical areas identified through the Leading Better Value Care initiative to improve health outcomes, improve the experience of care and provide efficient and effective care	<ul style="list-style-type: none"> <li>Adopt LBVC initiatives, including redesign and embedding of PROM &amp; PREM measures.</li> <li>Implement and evaluate the High Risk Foot Care initiative</li> <li>Develop a monitoring system for unwarranted clinical variation</li> <li>A decrease in the number of falls in the hospital</li> </ul>	Director Finance	Director of Allied Health	Jun-19
4.80	A Healthcare System for the Future	Responsive to community diversity	Grow the use of telehealth models of care to support people living in rural areas of the District and beyond to access specialist expertise	<ul style="list-style-type: none"> <li>Implement and grow the Rehab in the Home model using tele-health</li> <li>Develop tele-health models of care in collaboration with rural communities and Medical and Nursing Specialists.</li> </ul>	Chief Information Officer	General Manager	Dec-21
4.83	A Healthcare System for the Future	Responsive to community diversity	Develop services to provide improved access, care coordination and self-management of chronic and complex conditions, with a focus on clients from a CALD background	<ul style="list-style-type: none"> <li>Participate in the LHD Integrated Care for People with Chronic Conditions (ICPCC) workshop</li> <li>Set up a local Committee to oversee the implementation of ICPCC in CCH processes</li> <li>Identify a process for CCH to manage the PFP patient list (which will replace CDMP alerts), completing the CCoPS, and which roles are responsible for providing the interventions.</li> </ul>	Director Operations	General Manager	Dec-21
5.87	Our People Make a Difference	Workforce for the future	Strengthen the professional development review process and increase uptake of professional development plans to support staff to achieve their career goals and meet the needs of the community	<ul style="list-style-type: none"> <li>Develop effective multi-modal communication about the importance of professional development plans (PDP)</li> <li>Monitor the number of PDPs completed against each directorate and costs centre's monthly targets.</li> <li>80% of all facility PDPs completed</li> </ul>	Director Workforce	Human Resources Manager	Dec-18

ID	STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	EXECUTIVE SPONSOR (ELT)	LOCAL LEAD	TIMEFRAME
5.88	Our People Make a Difference	Workforce for the future	Build the Nurse Practitioner workforce across hospital and community settings to provide more timely and responsive expert clinical care	<ul style="list-style-type: none"> <li>Identify Nurse Practitioner requirements across services</li> <li>Establish positions in consultation with DoF and DMS.</li> </ul>	Director Nursing & Midwifery	Director of Nursing and Midwifery	Jun-20
5.89	Our People Make a Difference	Workforce for the future	Develop a SWSLHD Volunteer Program to coordinate the engagement and support of volunteers	<ul style="list-style-type: none"> <li>Implement the LHD Volunteer Program</li> <li>Review current structures for the coordination of CCH volunteers</li> <li>Maintain the engagement and coordination of volunteers</li> </ul>	Director Workforce	Human Resources Manager	Dec-20
5.91	Our People Make a Difference	Culture of respect and compassion	Review the SWSLHD On-Boarding Program to ensure alignment with Transforming Your Experience	<ul style="list-style-type: none"> <li>The CCH Facility orientation has incorporated the principles of and is in line with Transforming Your Experience.</li> </ul>	Director Workforce	Human Resources Manager	Dec-18
5.92	Our People Make a Difference	Culture of respect and compassion	Develop and implement a District wide coaching and mentoring program to support staff development	<ul style="list-style-type: none"> <li>Implement the LHD coaching and mentoring program, and ensure staff participation.</li> </ul>	Director Workforce	Human Resources Manager	Jun-20
5.94	Our People Make a Difference	Employer of choice	Develop and implement a SWSLHD Workplace Safety and Wellbeing Program to support the physical, mental and emotional health and wellbeing of staff	<ul style="list-style-type: none"> <li>Implement the LHD Workplace Safety and Wellbeing Program</li> <li>Increase staff participation with the CCH Wellbeing programs</li> </ul>	Director Workforce	Human Resources Manager	Jun-20
6.110	A Leader in Research and Teaching	Acknowledgement and recognition of research	Expand the research profile of SWSLHD through the establishment of new research institutes in priority areas including Robotics and Automation in Health, Innovation in Medical Technology, Cancer and Cardiovascular Disease and strengthen the roles of existing Research Institutes	<ul style="list-style-type: none"> <li>Review funding opportunities for the employment of dedicated Research Nurses and Statisticians and other support staff</li> <li>Establish research priorities for CCH</li> <li>Work in partnership with the WSU to establish a research institute.</li> </ul>	Chief Executive	Director of Medical Services	Jun-20



ID	STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	EXECUTIVE SPONSOR (ELT)	LOCAL LEAD	TIMEFRAME
6.113	A Leader in Research and Teaching	Continuous education, teaching and training	Investigate opportunities to increase the number of undergraduate student placements and post graduate fellows across all disciplines	<ul style="list-style-type: none"> <li>• Maintain and increase the number of FAB facilitators available to support nursing students</li> <li>• Identify current and new partnerships that will ensure opportunities to increase</li> <li>• Increase the number of students in placements at CCH.</li> </ul>	Director Workforce	Director of Nursing and Midwifery/ Director of Medical Services/ Director of Allied Health	Dec-19

## Camden &amp; Campbelltown Hospitals Specific Initiatives July 2018 – June 2020

ID	STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
1.1	Safe, Quality Care	Implement Data Integrity Project to improve quality of data inputted into clinical information systems	<ul style="list-style-type: none"> <li>Undertake open space sessions to assist in the solutions required to address data integrity</li> <li>Develop Handbook for Staff regarding data integrity</li> <li>Undertake regular audits in outpatients to ensure data is regularly reviewed</li> <li>Deliver staff education regarding data integrity</li> </ul>	Director of Corporate Services	Business Manager, Outpatient Services	June 2019
1.2	Safe, Quality Care	Implement education and training to all nursing staff for reduction in Nursing Sensitive Indicators	<ul style="list-style-type: none"> <li>Develop and roll out education package related to Pressure Injury Management</li> <li>Undertake audits for all Nursing Sensitive Indicators e.g. falls, pressure injuries</li> </ul>	Director of Nursing and Midwifery Services	CNC Wound Care	Dec 2018
1.3	Safe, Quality Care	Up-skill Special Care Nursery nursing staff to progress from Level 3 to Level 4 capability	<ul style="list-style-type: none"> <li>Develop an education plan to support staff training</li> <li>Implement the education plan with the SCN staff</li> <li>Develop a staffing plan to ensure that the recruitment to the unit is regularly monitored</li> </ul>	Director of Nursing and Midwifery Services	Nurse Manager Women's and Children's Health	Dec 2018
1.4	Safe, Quality Care	Committee Review	<ul style="list-style-type: none"> <li>Review and amend current Committee Map according to the new strategic directions, ACHS Standards, and TYE</li> <li>Develop a Committee map procedure</li> <li>Upload the new Committee structure and tools on Facility intranet and promote it in meetings and Facility newsletter</li> <li>Train Chairs and Secretaries of each Committee about the new Committee structure</li> </ul>	General Manager	Executive Officer	Dec 2018

ID	STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
3.1	Collaborative Partnerships	Partnership with the legal service	<ul style="list-style-type: none"> <li>Evaluate the current Memorandum of Understanding</li> <li>Implement the recommendations in line with the outcome of the evaluation</li> </ul>	General Manager	Executive Officer	Dec 2018
3.2	Collaborative Partnerships	Enhance Community Engagement	<ul style="list-style-type: none"> <li>Undertake a community engagement/staff event to recognise: <ul style="list-style-type: none"> <li>Multicultural Awareness Week in September</li> <li>Carer's Week in October</li> <li>International Disability Day in December</li> </ul> </li> <li>1 community event to raise the profile of Macarthur Community Representative Network</li> </ul>	General Manager	Community and Consumer Participation Manager	Dec 2018
3.3	Collaborative Partnerships	Partner with local Councils to ensure that CCH is part of the planning of the City of Campbelltown	<ul style="list-style-type: none"> <li>Participate in the Re-imagining Campbelltown CBD forum</li> <li>Attend Council forums to promote the CCH redevelopment.</li> </ul>	General Manager	General Manager	June 2019
4.1	A Healthcare System for the Future	Ensure appropriate ownership & monitor the delivery of Roadmap Strategies to drive efficiency ensuring financial sustainability for the future	<ul style="list-style-type: none"> <li>Submit productivity, revenue and expense Roadmaps to PMO</li> <li>Establish measures and milestones, project ownership etc.</li> <li>Monitor &amp; report on a monthly basis</li> </ul>	Director of Finance	Roadmap owner	June 2019
5.1	Our People Make a Difference	Review of Corporate Services structures and functions.	<ul style="list-style-type: none"> <li>Review the structures and functions of General Services and SAPS</li> <li>Review and implement recommendations from SWSLHD Security Review and HealthShare Cleaning Review</li> </ul>	Director Corporate Services	Manager General Services, Manager SAPS and Management Graduate	June 2019
5.2	Our People Make a Difference	Develop a Support Framework for Junior Medical Officers(JMO)	<ul style="list-style-type: none"> <li>Implement the support framework for JMOs</li> <li>Evaluate the framework and ensure increasing engagement with JMOs</li> </ul>	Director of Medical Services	JMO Manager	June 2019

ID	STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
5.3	Our People Make a Difference	Implementing TYE strategies to enhance workplace culture	<ul style="list-style-type: none"> <li>Develop an Executive Leader Rounding (ELR) schedule</li> <li>Report monthly on all ELRs</li> <li>Develop effective feedback mechanisms to staff</li> </ul>	General Manager	TYE Coach	Dec 2018
5.4	Our People Make a Difference	Acknowledge CCH Volunteers	<ul style="list-style-type: none"> <li>Organise a Volunteer Appreciation event</li> </ul>	General Manager	Executive Officer	Dec 2018

## Appendix – SWSLHD Role Delineation Levels

	Service	B'town Lidcombe	Bowral	Braeside	Camden	Campbell town	Fairfield	Liverpool
<b>Core Services</b>								
	Anaesthetics and Recovery	5	3	NPS	1	5	3	6
	Operating Suites	5	3	NPS	1	5	3	6
	Close Observation Unit	NPS	3	NPS	NPS	NPS	NPS	NPS
	Intensive Care	5	NPS	NPS	NPS	5	4	6
	Nuclear Medicine	5	4	4	4	4	4	6
	Radiology / Interventional	5	4	4	3	5	3	6
	Pathology	5	3	4	2	5	4	6
	Pharmacy	5	3	4	4	5	4	6
<b>Clinical Services</b>								
<b>ED</b>	Emergency Medicine	5	3	NPS	2	5	3	6
<b>Medicine</b>	Cardiology / Interventional	4	3	NPS	NPS	4	3	6
	Clinical Genetics	NPS	NPS	NPS	NPS	NPS	NPS	6
	Dermatology	3	3	NPS	NPS	3	NPS	6
	Endocrinology	5	3	NPS	NPS	5	3	6
	Gastroenterology	6	3	NPS	NPS	5	3	6
	General and Acute Medicine	6	3	NPS	NPS	5	3	6
	Geriatric Medicine	6	4	NPS	NPS	5	3	5
	Haematology	3	NPS	NPS	NPS	3	NPS	6
	Immunology	4	2	NPS	NPS	5	NPS	6
	Infectious Diseases	5	2	NPS	NPS	5	2	6
	Neurology	5	3	NPS	NPS	5	3	6
	Medical Oncology	5	3	NPS	NPS	5	1	6
	Radiation Oncology	4	NPS	NPS	NPS	5	NPS	6
	Palliative care	3	3	6	6	3	3	6
	Rehabilitation	5	2	6	5	2	4	6
	Renal Medicine	5	2	NPS	NPS	4	3	6
	Respiratory and Sleep Medicine	5	3	NPS	NPS	5	3	6
	Rheumatology	5	2	NPS	NPS	5	2	6
Sexual Assault Services	3	1	NPS	NPS	3	1	4	
Sexual Health and HIV Medicine	NPS	1	NPS	NPS	2	NPS	4	
<b>Surgery</b>	Burns	2	2	NPS	NPS	2	2	4
	Cardiothoracic Surgery	NPS	NPS	NPS	NPS	NPS	NPS	6
	Ear, Nose and Throat	5	NPS	NPS	NPS	4	NPS	6
	General Surgery	5	3	NPS	NPS	4	3	6
	Gynaecology	5	3	NPS	NPS	5	3	6
	Neurosurgery	4	NPS	NPS	NPS	NPS	NPS	6
	Ophthalmology	5	3	NPS	NPS	3	NPS	6
	Oral health	3	3	NPS	3	3	3	4
	Orthopaedic Surgery	5	3	NPS	NPS	5	3	6
	Plastic Surgery	5	NPS	NPS	NPS	NPS	NPS	6
	Urology	5	NPS	NPS	NPS	5	NPS	6
	Vascular Surgery	4	NPS	NPS	NPS	NPS	NPS	6



	Service	B'stown Lidcombe	Bowral	Braeside	Camden	Campbell town	Fairfield	Liverpool
Child and family Health Services	Child and Family Health	4	2	NPS	5	5	5	6
	Child Protection Services	3	3	NPS	1	4	4	4
	Maternity	4	3	NPS	1	4	3	6
	Neonatal	3	2	NPS	NPS	3	3	5
	Paediatric Medicine	4	3	NPS	NPS	5	3	4
	Surgery for Children	3	2	NPS	2	3	3	4
	Youth Health	4	2	NPS	NPS	4	3	4
Mental Health and Drug and Alcohol Services	Child/Adolescent Mental Health (I/P)	3	NPS	NPS	NPS	5	NPS	3
	Child/Adolescent Mental Health (Community)	3	3	NPS	NPS	3	3	4
	Adult Mental Health (Inpatient)	5	1	NPS	NPS	5	NPS	5
	Adult Mental Health (Community)	4	4	NPS	NPS	4	4	4
	Older Adult Mental Health (I/P)	2	NPS	2	NPS	NPS	NPS	1
	Older Adult Mental Health (Community)	4	2	2	3	2	2	4
	Drug and Alcohol Services	6	4	NPS	3	6	6	6
Community Based	Aboriginal Health	4	2	2	4	4	4	6
	Community Health	4	4	NPS	4	4	4	4

## Notes:

- NPS - No Planned Service
- Role delineation levels are guided by *NSW Health Guide to the Role Delineation of Clinical Services 2018* accessible via <https://www.health.nsw.gov.au/services/Publications/role-delineation-of-clinical-services.PDF>
- Role delineation levels may be updated in line with 2018 review.