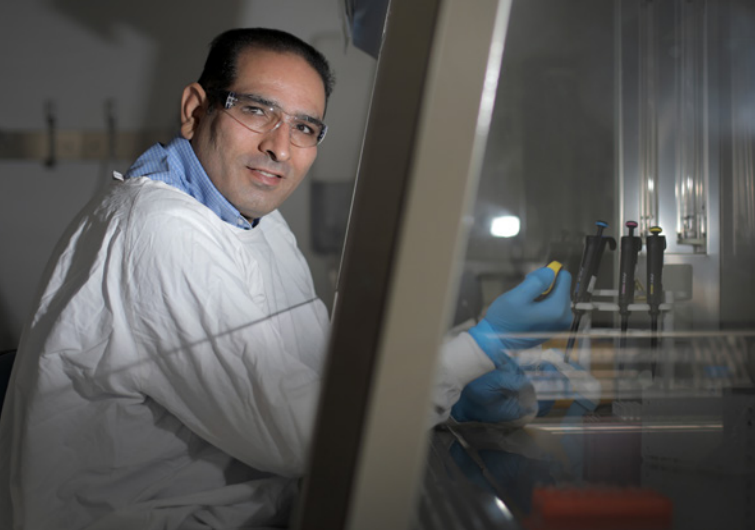




South Western Sydney
Local Health District



Inspire South West Sydney
Driving Impact Through Innovation



Acknowledgment

South Western Sydney Local Health District (SWSLHD) acknowledges the Traditional Custodians of the ancient and sacred land that falls within the District's boundaries – the peoples of the Darug, Dharawal and Gundungurra Nations.

We also acknowledge that all the health facilities across the District are built on their traditional lands, and we pay our respects to Aboriginal Elders past, present and emerging and extend that respect to all Aboriginal peoples.



Table of Contents

Foreword	3
Introduction	6
Leveraging Our Strengths	8
Our Vision	9
Courageous leadership	10
Strengthening innovation capability	13
Enabling systems and processes	14
Sustaining momentum	17
Key Actions	18
Governance	20

Foreword

A thriving, healthy and well community needs a contemporary, person-centred and ever-evolving healthcare service, one where excellence is at the forefront, innovation thrives, curiosity is valued and solutions are sought.

To achieve this, we must seek new information and perspectives, new technology, new models of care and approaches, and new expertise. We must then apply these to improve or create new ways of providing health care, experiences and information.

A culture of innovation is about intentional practice; it is expertise honed and opportunity harnessed. But innovation can only happen successfully with sustained effort and support, with clear and transparent systems and processes, and where change is truly valued.

This strategy **Inspire South West Sydney: Driving Impact Through Innovation** outlines the foundations our District must have in place to enable ideas to surface, be examined and tested, scaled and systemised. It highlights how we will ensure any degree of change, from continuous improvements through to transformation programs, will be enabled to realise its intended benefits.

Our community is at the heart of everything we do, and innovation is no different. Our diverse communities have particular needs, our services cover every stage of life. We need to understand our community, involve them in the design of healthcare. Their insights will guide us.

Our District workforce has expertise across clinical, community, corporate, operational and technical realms. We need to harness this collective knowledge, give support to ideas and each other, creating a thriving innovation ecosystem.

Our community is diverse and growing, people are living longer and experiencing more complex health issues and co-morbidities, yet health resources are finite. It has never been more important for us to find efficient and effective ways to delivery safe, high-quality, healthcare that meets the different and ever-changing health needs of the community,

We must inspire and create innovation that delivers impact: for our workforce, for our community, for our health services.



Sonja Stewart
Board Chair, SWSLHD



Sonia Marshall,
Chief Executive, SWSLHD

Opportunities



Actions



**Courageous
Leadership**



**SWSLHD
Leadership Strategy**

**Strengthening
Innovation
Capability**



OpenIdeas

**Enabling Systems
and Processes**



Pilot2Scale

**Sustaining
Momentum**



**South West
Ideas Challenge**



**Strategic
Communications
Approach**

Impact



Purpose

Horizon 1 (1-2 years)

- Staff are engaged to participate in innovation activities
- Increased number of ideas, projects and pilots submitted and implemented
- Clear and coordinated governance mechanisms are in place to support innovation

Horizon 2 (2-5 years)

- Improved patient outcome and experience measures
- Improved consumer and community engagement within innovation activities
- Innovation projects are recognised through grants and awards for projects/initiatives
- Improved PMES results related to innovation

Long Term (5-10 years)

- Improved equity of access, health outcome and experience measures for all communities across the District
- Improved organisational sustainability through increased operational efficiency, employee attraction and retention and reducing our carbon footprint.
- Recognition as an innovative workplace and employer

Our consumers are provided the best health outcomes and experiences

Innovation is designed and delivered for our community, with our community

Our staff feel empowered with the tools and capability to make meaningful change

We attract and retain talented, passionate and innovative staff

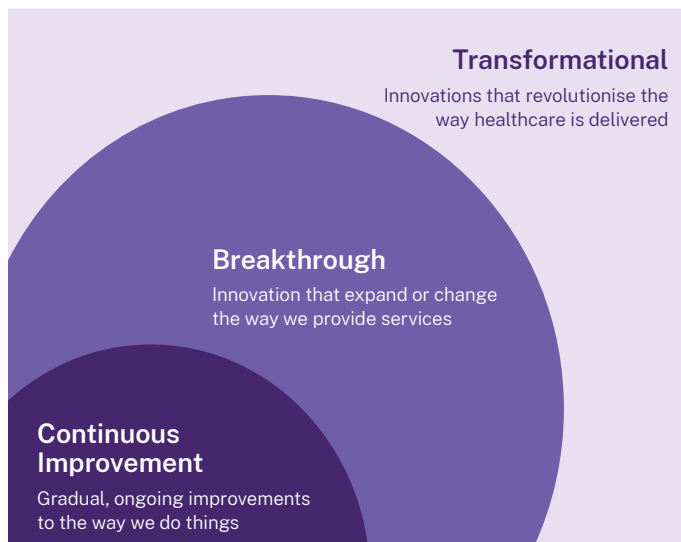
Introduction

Innovation, as defined by the World Health Organization (WHO), encompasses the ‘introduction of new ideas, devices, or methods that add value to health services, systems, or outcomes’. Within healthcare, successful innovation must improve patient outcomes, streamline processes or enhance overall healthcare delivery.

This Strategy seeks to better define what ‘innovation’ looks like at South Western Sydney Local Health District (SWSLHD), and outlines how we as a District will embed innovation within daily operations, creating an environment that encourages creativity and curiosity across all levels of the organisation. By developing a framework for innovation, we will support and scale great ideas and projects across all healthcare settings.

We recognise the complex challenges our District is facing and the importance of finding and creating solutions to overcome them.

By implementing systematic approaches to innovation, we can empower our staff and teams to tackle these challenges, ensuring we deliver modernised healthcare and, ultimately, better outcomes for our patients and communities.



Spectrum of Innovation (Adapted from Creative Realities Innovation Management Collaborative)

Types of healthcare innovation

Healthcare innovation is a concept that encompasses a spectrum of improvements ranging from refining existing processes and systems, to disruptive and transformational system change. Supporting innovation across the entire spectrum ensures services are continually evolving to meet the diverse needs of our community and that we are delivering safe, high-quality, high-value care.



INNOVATION IN ACTION

Pacemaker Remote Monitoring

Bankstown Hospital

Bankstown Hospital Cardiology have introduced a remote cardiac device monitoring service to support pacemaker follow-up. This allows patients to have their pacemakers and loop recorders monitored and interrogated remotely, eliminating the need for in-person visits. By leveraging advanced technology, continuous and accurate monitoring of these devices is now possible.

Approximately 50 patients are currently benefiting from this system, however this number is rapidly increasing. This has significantly reduced the need for in-person follow-ups, with appointments that were previously every six months now extended to yearly. Additionally, remote monitoring enables clinicians to detect important arrhythmias earlier than before, allowing the treating cardiologist to take appropriate action sooner.



INNOVATION IN ACTION

Special Care Nursery Transdisciplinary Model

Campbelltown Hospital, Allied Health

An Allied Health Coordinator role has been introduced in the Special Care Nursery at Campbelltown Hospital to deliver a transdisciplinary model of care for babies and their families.

Unlike traditional multidisciplinary models where professionals from different disciplines work in parallel, the transdisciplinary model encourages cross-disciplinary collaboration and role-sharing. Led by the coordinator, the model allows for more flexible and responsive care delivery, where interventions are streamlined and expertise is shared among

team members.

Since establishment in March 2024, 52 babies have received care through the model. Parents have reported improved confidence in knowing how to meet their baby's needs and support their development. The coordinator role not only enhances the quality of care delivered, but also increases the efficiency of resource utilisation-reducing duplication and providing seamless care to babies and their families. The model supports the development of skill mix within the allied health team, increasing staff capability, succession planning and professional growth.

Principles

The following key principles form the foundation of **Inspire South West Sydney: Driving Impact Through Innovation** and will help us embed a culture of innovation:

- Establish shared values regarding the importance of thinking differently
- Demonstrate leadership advocating for and promoting new ideas
- Provide focused investment, including the development of capability, tools, education and training
- Provide clarity around risk appetite and risk management
- Promote innovation and recognise success
- Encourage collaboration with partners and networks
- Accelerate innovation, providing support to reduce and navigate barriers
- Provide meaningful benefit to our community and workforce
- Use a solutions-focused approach to address contemporary and complex issues
- Review progress, recognising when to scale and maximise successful initiatives, and when to retire or reassess an approach

Strategic alignment

Innovation is a thread throughout NSW Health and SWSLHD strategic plans.

A key outcome of the NSW Future Health: Strategic Framework is ensuring research and innovation inform and advance service delivery, while “lead research and innovation” is a strategic direction in the SWSLHD Strategic Plan 2022-2027 Framework. Further work developing the SWSLHD Research Strategy and the NSW Research and Innovation Strategy will further expand and embed on these strategic imperatives.

Our District has built a strong and collaborative foundation of innovative practice, from cutting-edge medical research and advanced technologies to community-driven healthcare initiatives.

While remarkable progress has already been made, there is more we can do to highlight our successes, work cohesively towards our goals and embed a culture of creative thinking. By supporting innovation within our District, we can drive even greater improvements in care delivered by our District and for our region.

The opportunities for innovation and growth for south west Sydney has never been greater and will continue to build through strategic partnerships. The establishment of precincts across the District, such as the Liverpool Innovation Precinct (LIP) and Campbelltown Health and Education Precinct (CHEP) provide opportunities for our health facilities and services to drive local growth and opportunity such as education, amenity and placemaking.

Innovation with our community, for our community

Our community is at the centre of everything we do. We must partner with them to achieve meaningful change that results in real impact. Consultation with a range of community members has highlighted key opportunities for innovation.

Our community has emphasised the importance of:

- Locally focused healthcare.
- Continuous improvement of the care we deliver, though co-design with our consumers and carers.
- Personalised, accessible and high-quality care that applies person-centred approaches and reduces barriers to accessing services.
- Modernising care through digitisation and technology, using digital tools to enhance healthcare delivery and accessibility.
- Data-driven and evidence-based decision making.

Through the innovation strategy, we are committed to delivering healthcare services that not only meet, but exceed these expectations.

Leveraging Our Strengths



One of the largest employers in the region



Diverse and rapidly growing community



World-class research legacy and powerful partnerships



Culture of continuous improvement and a focus on innovative care delivery models



Collaborative approach to better health outcomes across our broad partner network



Commitment to delivering person-centred, safe and high-quality care



Growth corridor attracts capital investment and enables the establishment of precincts



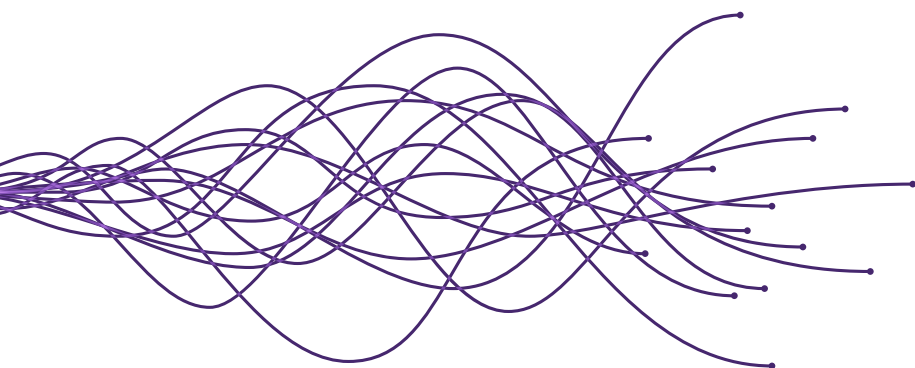
Close partnerships with educational and academic institutions



Future Centre for Robotics, Medical Devices and Health Technologies



Emerging digital health opportunities



Vision

Every person within our organisation feels empowered to think differently, explore new ideas and create locally-focused solutions with the potential for great impact.

By building upon a culture of innovation, we will create solutions that transform healthcare delivery, enhance patient outcomes and experiences, and inspire change for our community and beyond.

Key Opportunities



Courageous leadership



Enabling systems & processes



Strengthening innovation capability



Sustaining momentum

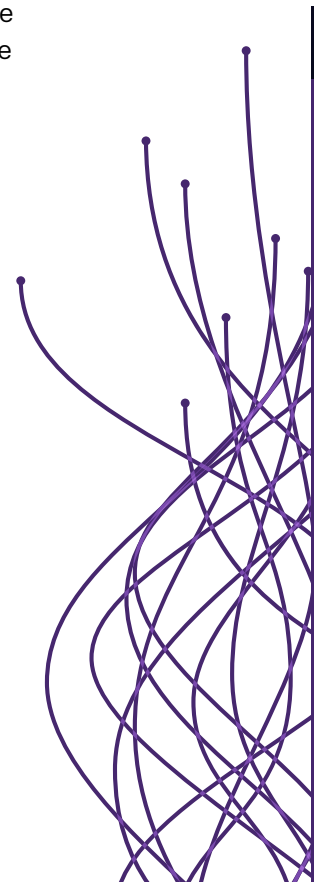
Courageous leadership



High quality innovation stems from an ability to continually reassess and reimagine the way we operate so that we can do things more efficiently and effectively and maximise the value we provide to the communities we serve.

If we are to be an innovative organisation, we need leaders that are capable of anticipating change and are willing to challenge the status quo to create a culture that enables us to better address the complex strategic challenges we face. This means:

- Setting clear priorities for innovation so that we can focus our limited time and resources on the things that have the potential to create the most positive impact.
- Championing continuous improvement by advocating for changes to processes, policies and behaviours that currently inhibit our ability to innovate.
- Working with, and through, others to create transformational change that is customer-centric and scalable across teams, the organisation, and the NSW Health System.
- Creating psychologically safe workplaces where people feel empowered to share ideas, engage in feedback-rich dialogue and take controlled risks in the name of experimentation.





INNOVATION IN ACTION

Improvement Science Collaborative

SWSLHD Clinical Governance Unit

The SWSLHD Improvement Science Collaborative was established in 2021, promoting a patient-safety focused, grassroots approach to quality improvement. The Collaborative aimed to address challenges in patient care and safety by building the capability and skills of local multidisciplinary teams in quality improvement.

The Collaborative shifted the focus to a grass-roots approach to quality improvement, empowering frontline staff to identify issues and design solutions. The program offered

intensive coaching and continuous support and has expanded beyond nursing and midwifery to include diverse multidisciplinary teams.

The Collaborative has led to a cultural shift in quality improvement, empowering staff to drive meaningful change in patient care. Initially focused on falls prevention, the program's success allowed it to scale to other areas across the district. The program has demonstrated increased staff engagement and investment, with participants reporting improved confidence in leading and sustaining quality improvement.



INNOVATION IN ACTION

Fluid Efficiency Project

District Procurement and Liverpool Hospital

The Liverpool Fluid Efficiency Project was designed to reduce manual handling of fluids by store and departmental staff at both the dock and point of use. The team trialled a managed service where fluids were delivered directly from the OneLink Warehouse to specific ward trolleys, identifying cost-saving opportunities and improved utilisation of delivery services.

By sourcing fluids from the OneLink Warehouse, previously available only through direct suppliers, the Procurement Team could negotiate better pricing and streamline delivery to the wards.

The project reduced dock congestion, eliminated double handling of pallets, and minimise manual handling risks. It also simplified administrative processes, as mixed invoices were no longer necessary, increasing overall efficiency at Liverpool Hospital.

Strengthening innovation capability



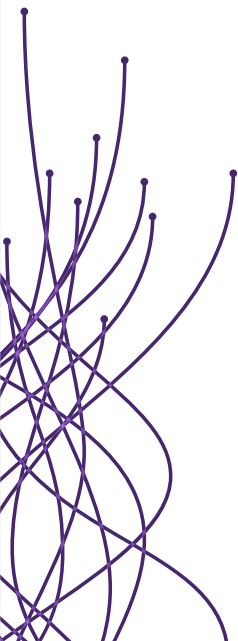
Our workforce of the future will require the skills and resources to adapt to the changes and challenges facing our health systems.

We will build upon our existing strengths in quality improvement, redesign and research to develop innovation capacity and capability within our teams, supporting and recognising their role of staff in driving change within the District. Through targeted education and training in collaboration with our university and industry partners, we will equip our workforce with the necessary skills and knowledge to think differently, creating meaningful change that positively impacts our community.

Translational research is a core component in ensuring meaningful change reaches our community, and the district will support staff in implementing evidence-based findings into practice, while continuously evaluating the impacts of these changes to drive innovation.

We recognise the importance of dedicated resources, both clinical and non-clinical, in supporting innovation. We will explore funding and resourcing opportunities that empower staff from across the District to explore new ideas and approaches.

We will explore a centralised hub for employees seeking to enhance their capabilities or engage in collaborative projects. By providing easily accessible information and resources, we will support collaboration and knowledge-sharing, accelerating the scaling of successful ideas. Through these activities, we are dedicated to building a workforce that is not only capable but empowered to lead transformative change within SWSLHD and beyond.



Enabling systems and processes

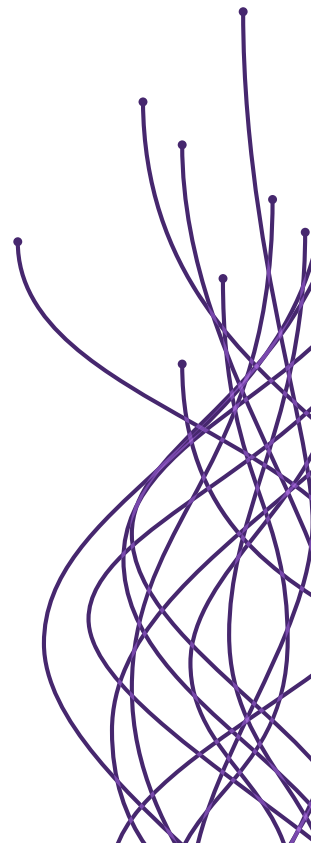


Our workforce has consistently communicated to us the importance of streamlined systems and processes to support and embed innovation within the District. Through simplifying administrative procedures, reducing red tape and minimising barriers to innovation, we will create an environment where the implementation of new ideas can thrive.

Access to accurate and reliable data is central to informed decision-making and identifying opportunities for change. By leveraging data-driven approaches, we will identify emerging trends, anticipate future challenges, drive evidenced-based initiatives and maximise opportunities for improvement. Furthermore, we will establish and communicate clear guidelines and frameworks for evaluating, prioritising and identifying projects and initiatives on which to focus our efforts. Through transparent and systematic processes, our innovation activities will be identified

and align closely with the strategic goals and objectives of the District, optimising their impact and value.

We will empower our workforce by establishing systems that enable shared learning and knowledge-exchange, supporting our teams to build upon past successes and drive sustained innovation across SWSLHD.





INNOVATION IN ACTION

Refugee Camp in My Neighborhood

Refugee Health

The Refugee Camp in My Neighbourhood is an immersive educational program that simulates the refugee experience for participants, allowing them to understand the challenges faced by refugees arriving in Australia. Held at Liverpool Hospital in June 2024, the learning experience was run by guides with lived experience and NSW Refugee Health Service staff.

By providing a firsthand experience, the Refugee Camp in My Neighbourhood program challenges perceptions of refugees and fosters a greater appreciation for cultural diversity. The program plays a crucial role in combating discrimination and promoting culturally responsive practice, directly addressing the barriers faced by refugee communities in Australia. Through this immersive educational approach, the project has generated ongoing positive change, contributing to a more empathetic and inclusive health care system.



INNOVATION IN ACTION

Corporate Workforce Modelling

Corporate Services, Campbelltown Hospital

The Corporate Workforce Planning project developed tailored workforce planning tools for corporate services departments. These tools used a data-driven approach to calculate necessary staffing levels to meet service demand effectively.

The project introduced staffing calculators, marking a departure from existing methods and offering a novel way to determine

adequate staffing levels to maintain required service standards amidst fluctuating demand.

This initiative established the first overarching framework for calculating staffing levels in corporate services, ensuring alignment with service demand and enabling strategic resource management. The workforce planning tools enhance resourcing decisions, transparency in service delivery standards, and provide a solid foundation for ongoing process improvement initiatives.

Sustaining momentum



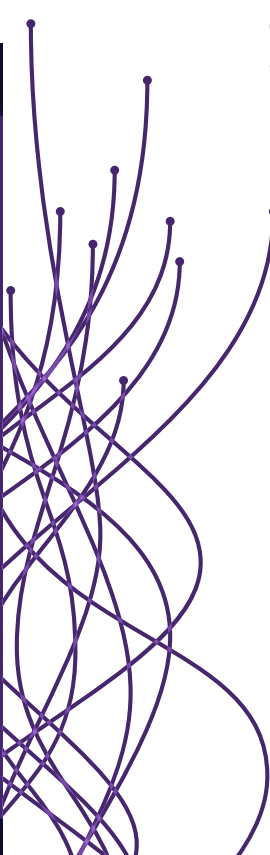
Our District will highlight and acknowledge innovation, creativity, and transformational thinking.

Central to this will be our ability to use maximise systems that recognise and reward innovation and its outcomes. We will also explore opportunities to create new, purpose-built mechanisms for highlighting innovative ideas and initiatives at a grassroots level. Celebrating and sharing the successes of our teams not only recognises their contributions but also inspires others to embrace innovation and share learnings.

We will highlight the value of thinking differently and encouraging active engagement. Through a targeted communication and engagement approach, we will create a culture where innovation is celebrated as essential

to our District's ways of working. By actively engaging with staff, consumers, the community, and partners, we will gain understanding that will help shape our projects and initiatives, ultimately creating an even better impact.

SWSLHD will be promoted as an innovative workplace of choice, supporting us to attract and retain our talented and skilled workforce. Through highlighting our commitment to innovation, we will position our District as a dynamic and forward-thinking organisation that offers meaningful opportunities for professional growth and development.



Key Actions



Leadership Strategy

Courageous leadership
Strengthening innovation capability

Lead: Director, Organisational Development, Diversity & Culture

Innovation, creativity and curiosity will be embedded within the SWSLHD Leadership Strategy. This involves clearly defining and promoting these values, identifying and providing education and training opportunities (such as mentorship programs and secondments) and supporting access to external opportunities for innovation leadership capability development.



OpenIdeas

Enabling systems and processes
Sustaining momentum

Lead: Director, Strategy & Partnerships

The 'OpenIdeas' portal will provide a way for any staff member to submit an improvement idea. Ideas will then be assessed and prioritised using an evaluation matrix, to ensure fairness and transparency in decision making. The initiators of supported projects will be connected with subject matter experts to refine and implement their ideas (including improvement science support where required). The portal will then be used to close the feedback loop, providing updates on the status and outcomes of idea submissions.



Pilot2Scale

Courageous leadership
Strengthening innovation capability
Enabling systems and processes

Lead: Director, Strategy & Partnerships

The Pilot2Scale initiative is designed to identify successful projects or pilots grown within and outside our organisation, and expand them across the District. The program will leverage the clinical stream structure and a networked approach to establish systems and processes for pilot/project evaluation and selection, provide intensive support in areas such as resourcing, redesign, business case development and grant writing to facilitate the growth and sustainability of these projects.



South West Ideas Challenge

Courageous leadership
Strengthening innovation capability
Sustaining momentum

Lead: Director, Strategy & Partnerships

The South West Ideas Challenge is an initiative aimed at tackling complex, systemic issues within our health system. It involves engaging a targeted, diverse range of stakeholders, including staff and external partners, to collaboratively develop innovative solutions. These solutions will then be assessed for potential impact and feasibility, with opportunities for additional resourcing to support selected solutions.



Communications and Engagement

Courageous leadership
Sustaining momentum

Lead: Director, Strategic Communications & Media

Staff, consumers and the community will be engaged in each step of the design and implementation of innovation initiatives and projects. We will raise the profile of the District's innovation focus across all internal and external communication channels, showcasing innovations from continuous improvement through to transformational change. Innovation will be a key content pillar, demonstrated through stories, case studies and information that showcases initiatives underway, the progress and achievements of project teams, technology in action, Improvement Science and TYE, the outcomes of implemented change and celebrates our people. We will partner with stakeholders and the community to share updates on our progress and success, and the role of community in codesigning health care solutions.

Governance

Board

- Provide strategic guidance and direction for Innovation, ensuring alignment with the vision, missions, and strategic objectives of the District and emerging trends in healthcare delivery
- Engage with key stakeholders to gain support and collaboration for innovation, and advocate for change as required
- Receive bi-annual reports on innovation activity and outcomes via Strategic Plan reporting mechanisms

Executive Leadership Team

- Model and promote innovative leadership, supporting a culture where every member of our District feels empowered to think differently
- Ensure innovation projects and activities align with and support the strategic and operational objectives of the District
- Demonstrate leadership (or sponsorship) for cross portfolio collaboration and partnerships for innovation
- Support the allocation and sustainable management of necessary resources to support innovation activities where required
- Receive bi-annual reports on innovation activity and outcomes via Strategic Plan reporting mechanisms

Innovation Advisory Panel

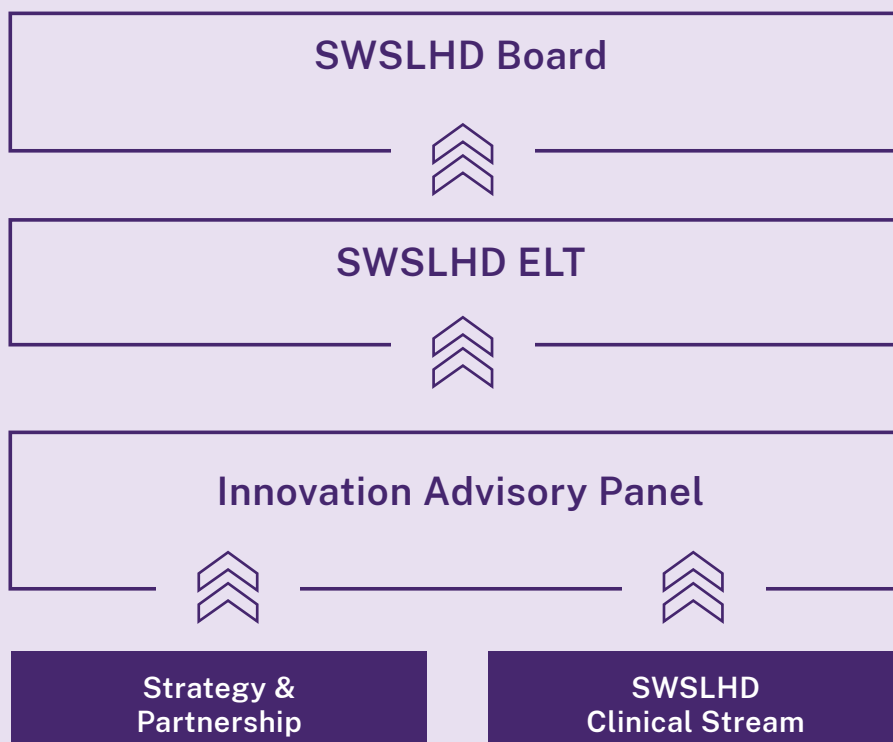
- Monitor and guide the progress of the Innovation Strategy
- Assist in the planning, coordination and execution of innovation-related initiatives and events
- Prioritise and evaluate change ideas submitted through OpenIdeas and Pilot2Scale projects, providing subject matter expertise and mentorship where required
- Identify and leverage opportunities to highlight and promote innovation across the District
- Monitor the outcomes and impact of innovation projects, including identification and escalation of risks and issues
- Proposed Membership
 - Executive Co-sponsors
Director, Strategy and Partnerships and Director, Clinical Governance
 - Manager, Strategic Projects and Planning
 - District Quality Manager
 - Clinical Redesign Manager
 - Director, Transforming Your Experience
 - Research Development Support Manager
 - Director, Strategic Communications and Media
 - Manager, Organisational Development, Culture & Diversity
 - Digital Health representative
 - Consumer and Community Representative

Strategy & Partnerships Directorate

- Monitor and guide the progress of the Innovation Strategy
- Ensure the successful implementation of the Innovation Strategy across the District
- Plan, organise and execute the annual South West Ideas Challenge in collaboration with relevant stakeholders
- Manage and review change ideas submitted by staff and stakeholders through OpenIdeas, providing ongoing support to projects as required
- Provide project management support for the Pilot2Scale program, reporting progress to the Clinical Streams, ELT and Board.
- Coordinate the allocation and sustainable management of resourcing for projects, change ideas and events as required
- Provide bi-annual reports to the ELT and Board on innovation activity and outcomes via Strategic Plan reporting mechanisms

Clinical Streams

- Monitor and report on innovation initiatives as executive sponsor via Strategic Plan reporting
- Provide governance to clinical and strategic projects
- In collaboration with Strategy and Partnerships, support the scaling of successful pilots across the District via the Pilot2Scale program.
- Provide subject matter expertise where required to prioritise, design and implement change ideas
- Support the coordination of relevant challenge events and prioritisation of identified solutions
- Report on innovation projects and initiatives via relevant Clinical Stream meetings



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.health.nsw.gov.au

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