



Health  
South Western Sydney  
Local Health District

# SWSLHD Camden/Campbelltown Hospital

A Facility of South Western Sydney  
Local Health District

## Operational Plan 2023/24 – 2025/26

*Leading safe, sustainable care  
for healthier communities*

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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 safe, sustainable care for healthier communities”* and the six directions of the SWSLHD Strategic Plan.

The plan covers the five Strategic Directions:

- Deliver safe quality care and positive experiences
- Strengthen and promote healthier communities
- Support and develop our people
- Lead research and innovation
- Build a sustainable future

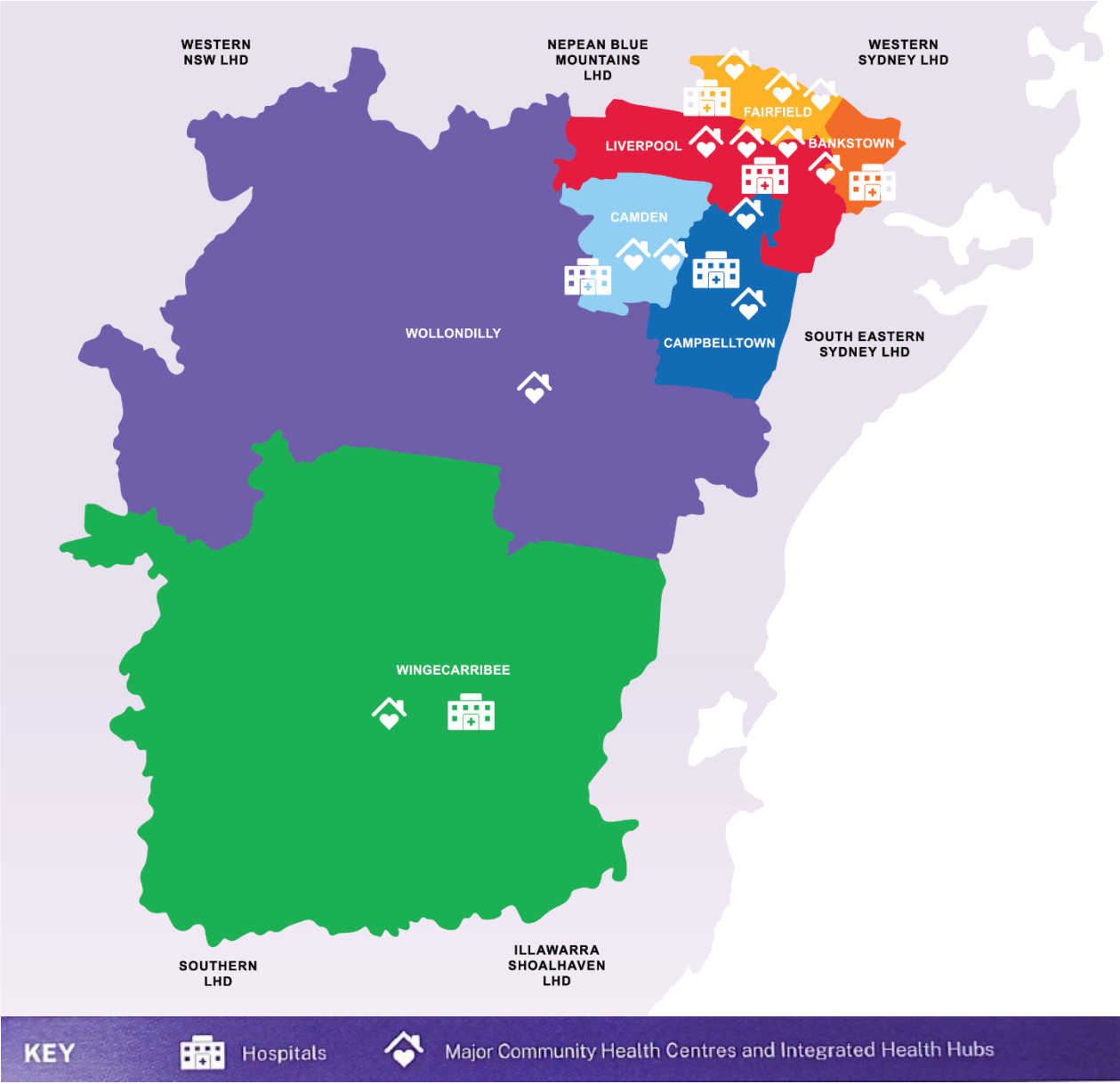
Completion of the \$632 million Campbelltown Hospital Redevelopment Stage 2 will bring world-class health care to the south west community. Stage 2 will enhance paediatric services, expanded emergency department with more treatment spaces, new women’s health services including birthing suites and maternity ward and expansion and development of mental health units that are centrally located. Additional enhancements will be seen in diagnostic services, cancer services and oral health services.

With the continued delivery of increased services, Camden & Campbelltown workforce will double over the next five years. Through these changes CCH is committed to maintaining a positive culture in the workplace by ensuring that the Plan considers the SWSLHD

’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

# Map of South Western Sydney Local Health District



# Strategic Plan 2022 - 2027 Framework

South Western Sydney  
Local Health District



- NSW Premier’s Priorities
- NSW Health *Future Health: Guiding the next decade of care in NSW 2022 -2032*
- SWSLHD Clinical Services Planning

## Core

- Collaboration
- Openness
- Respect
- Empowerment

## Vision

Leading safe, sustainable care for healthier communities.

## Mission

Our mission is to deliver safe, consistent, timely and high-quality health services of value to all in our communities.

Our partnerships with communities promote, protect and maintain health and wellbeing.

Our service delivery is culturally responsive and shaped by innovation, continuous improvement, sustainability and translational research.

*transforming your experience*

### Deliver safe quality care and positive experiences



- Show kindness and compassion, delivering personalised and culturally responsive care.
- Deliver safe, consistent, timely, high-quality care through seamless networks.
- Strengthen integrated care across all care settings.
- Build our culture of continuous improvement.
- Engage with consumers, communities and our partners.

### Strengthen and promote healthier communities



- Close the gap for Aboriginal people and communities to improve equity of outcomes.
- Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities.
- Build capability in our communities and partner to create social and physical environments that promote health and wellbeing.
- Engage our communities in prevention, screening and early intervention programs.
- Enhance mental health and wellbeing of individuals and communities.
- Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing.

### Support and develop our people



- Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities.
- Be the employer of choice for staff who value high-quality care.
- Embed positive workplace culture valuing the wellbeing and engagement of our people.
- Equip our people with the skills and capabilities to be an agile, responsive workforce.

### Lead research and innovation



- Build capacity in research aligned with clinical service planning.
- Enable evidence-based and innovative models to improve healthcare and service delivery.
- Advance and translate research and innovation with institutions, industry partners, consumers and our communities.
- Drive improvements through timely, integrated and accessible health data, information and analytics.
- Foster and facilitate an innovation culture across the organisation.

### Build a sustainable future



- Build clinical service sustainability and value-based healthcare approaches.
- Plan for and deliver future-focused, fit-for-purpose infrastructure.
- Drive digitally-enabled and innovative patient care solutions and service delivery.
- Pursue environmental sustainability across the organisation.
- Strengthen financial sustainability now and plan for the future.

## Facility or Service 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 affiliated universities.

Campbelltown Hospital provides services in:

- Emergency Medicine
- Cardiac Diagnostics
- Surgical sub-specialties including general, ENT, ophthalmology, orthopaedics, breast and urology; vascular; weight management; oral health
- 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 and Neonatology
- Adult and Paediatric Ambulatory Care Services
- Cancer therapy including radiation oncology, chemotherapy, palliative care, haematology outpatients and care coordination
- Intensive Care Unit (ICU)
- 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
- Speciality Outpatient Clinics
- Oral Health
- Karitane

**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.

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
- Outpatient Medical Clinics
- Midwifery Group Practice antenatal clinics
- Allied Health Services
- Drug Health Harm Reduction Outreach Service

## Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Deliver safe quality care and positive experiences</b>							
1.1	Show kindness and compassion, delivering personalised and culturally responsive care	1.1.1	Implement and embed the TYE 'Safety Essentials' across the organisation	<ul style="list-style-type: none"> <li>Define MEM targets based on activity.</li> <li>Progress departments identified as 'in progress' to embedded for MEM, risk, and safety huddles</li> <li>Undertake an organisational risk huddle evaluation</li> <li>Implement post aggression incident safety huddles</li> </ul>	Director TYE	General Manager	December 2026
		1.1.2	Continue to implement the "Getting to know YouR patient for safe, individualised CarE" (GRACE) Project across the District.	<ul style="list-style-type: none"> <li>Continue Gap analysis and complete implementation.</li> <li>Review and monitor.</li> </ul>	Executive Director, Nursing, Midwifery and Performance	Director, Nursing and Midwifery	December 2026
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care.	<ul style="list-style-type: none"> <li>Collaboration with Tharawal AMS</li> <li>Enhance ALO workforce</li> </ul>	Director, Aboriginal Health  Director, Multicultural Services	General Manager	December 2026
1.2	Deliver safe, consistent, timely, high-quality care	1.2.1	Improve access and flow performance against SLA targets across the District.	<ul style="list-style-type: none"> <li>Improvement Science Projects</li> <li>Whole of Health</li> </ul>	Sustainable Access Manager	General Manager	December 2026

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
	through seamless networks	1.2.2	Improve HAC performance against SLA targets across the District.	<ul style="list-style-type: none"> <li>Continue to progress Endocrine HAC improvement strategies</li> <li>Embed Venous Thromboembolism (VTE) risk assessment and prophylaxis prescription</li> </ul>	Director, Clinical Governance	Director, Quality and Patient Safety	December 2026
		1.2.3	Progress implementation of the Surgical Action Plan to improve surgical performance against SLA targets across the District.	<p>Actions as per the SWSLHD Surgical and Procedure Plan to 2031</p> <ul style="list-style-type: none"> <li>Review opportunities for appropriate procedures to be transitioned from existing models of care to Day only pathways</li> <li>Review facility models for Emergency Surgery provision across the facility</li> </ul>	Surgical Access Manager	Director, Medical Services	December 2026
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	<ul style="list-style-type: none"> <li>Define priority patient experience measures- MEM/BHI/Complaints/ Compliments</li> <li>Commence a discharge communication/ transfer of care project to improve patient experience, satisfaction and outcomes</li> </ul>	Patient Experience Manager	Director, Quality and Patient Safety	December 2026
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes.	Undertake a facility gap analysis to identify and progress actions from the review	Director, Child Protection	General Manager	December 2026
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024	<ul style="list-style-type: none"> <li>Explore CCP recruitment opportunities to ensure the community demographics are represented</li> <li>Explore opportunities to capture PREMs and PROMs</li> </ul>	Manager, Consumer and Community Participation	General Manager	December 2026



SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
		1.5.4	Pursue the development of health precincts and models of partnership supporting the District to achieve its objectives.	<ul style="list-style-type: none"> <li>• CHEP</li> <li>• Sydney Childrens hospital network and development of Paediatric specialist services</li> </ul>	Director, Strategy and Partnerships	General Manager	December 2026

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Strengthen and promote healthier communities</b>							
2.1	Close the gap for Aboriginal people and communities to improve equity of outcomes	2.1.1	Implement the SWSLHD Aboriginal Health Plan to 2028	Ongoing activity of the Aboriginal Health Committee with a focus on: <ul style="list-style-type: none"> <li>Strategy to improve ED treatment completion rates for Aboriginal patients</li> </ul>	Director, Aboriginal Health	General Manager	December 2026
2.2	Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities	2.2.1	Continue to implement the SWSLHD Multicultural Services Implementation Plan 2021 - 2024	<ul style="list-style-type: none"> <li>Investigation of a training package to support interpreters who are involved in interpretation for victims of Domestic and Family violence</li> </ul>	Director, Multicultural Services	Director, Allied Health	December 2026
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	Implement action from SWSLHD Disability and Carer's Plan <ul style="list-style-type: none"> <li>Opportunities to share learnings and stories from people with disability describing their experience in SWSLHD services</li> <li>Review strategy items in line with the new plan</li> </ul>	Executive Director, Allied Health and Community Services	Director, Allied Health	December 2026
		2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)	Implement actions related to the SWSLHD response to the NSW Health iPARVAN framework (phase 2)	General Manager, Primary and Community Health	Director, Allied Health	December 2026
		2.2.6	Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework	<ul style="list-style-type: none"> <li>Review and implement strategies in relation to hospital core business of the NSW No Exits from Government Services into Homelessness Framework</li> </ul>	Executive Director, Allied Health and	Director, Allied Health	December 2026

					Community Services		
2.3	Build capability in our communities and partner to create social and physical environments that promote health and wellbeing	2.3.1	Make equity and diversity central (Prevention Strategy Change Priority)	<i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i> <i>Current local actions can be recorded where relevant.</i>	Director, Population Health	General Manager	December 2026
2.4	Engage our communities in prevention, screening and early intervention programs	2.4.1	Embed prevention in clinical services (Prevention Strategy Change Priority)	<i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i> <i>Current local actions can be recorded where relevant.</i>	Director, Population Health	General Manager	December 2026
2.6	Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing	2.6.1	Progress the SWSLHD First 2000 Days Implementation Plan	Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework. <ul style="list-style-type: none"> <li>Ensuring that woman accessing Campbelltown Hospital have access to comprehensive breastfeeding support during all continuums of the pregnancy and birth journey.</li> </ul>	Executive Director, Allied Health and Community Services	Director, Nursing and Midwifery	December 2026
		2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<i>Local actions will be led by the Implementation Planning for the Older Persons and Rehabilitation Plan (to be launched).</i> <i>Current local actions can be recorded where relevant.</i>	Executive Director, Allied Health and Community Services	General Manager	December 2026
		2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	Actions as per the South Western Sydney Diabetes <ul style="list-style-type: none"> <li>Framework to 2026 Reviewing group education programs for women with GDM to improve accessibility of programs, including those delivered in community languages and</li> </ul>	Diabetes Coordinator, Internal Medicine	Director, Medical Services	December 2026

			<p>trialling after hours and/or weekend programs.</p> <ul style="list-style-type: none"> <li>Establishing a regular multidisciplinary diabetes clinic in Wollondilly LGA and at Bowral and District Hospital.</li> <li>Establishing a Credentialed Diabetes Educator led Diabetes Rapid Access service at Bowral and District Hospital, in collaboration with the Macarthur Diabetes Service.</li> <li>Increasing the number of staff trained as OzDAFNE facilitators.</li> </ul>	Clinical Stream		
2.6.5	Enhance end of life care increasing equity of access across the District, choice for patients and families and options for care in the community.	<p><i>Local actions will be led by the Implementation Planning for the End of Life and Palliative Care Implementation Plan (under development)</i></p> <p><i>Current local actions can be recorded where relevant.</i></p>	Executive Director, Allied Health and Community Services	Executive Clinical Director	December 2026	

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Support and develop our people</b>							
3.1	Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities	3.1.1	Plan for a future workforce	<ul style="list-style-type: none"> <li>Increase uptake of annual professional development plans - maintain a completion rate of greater than an 80%</li> <li>Continue to implement the Line Managers Capability Framework and Succession Planning programs.</li> <li>Work towards implementation of Redevelopment Workforce Plan</li> </ul>	Executive Director, People and Culture	Director, Human Resources	December 2026
		3.1.2	Workforce diversity	<ul style="list-style-type: none"> <li>Establish Diversity &amp; Inclusion Working group for Camden &amp; Campbelltown</li> <li>Embed usage of membership with Diversity Council Australia</li> <li>Implement strategies for Aboriginal workforce to develop into management roles</li> <li>Implement improved attraction strategies for workforce diversity</li> <li>Develop initiatives to build CALD workforce</li> </ul>	Executive Director, People and Culture	Director, Human Resources	December 2026
		3.1.3	Talent acquisition	<ul style="list-style-type: none"> <li>Embed future SWSLHD EVP</li> <li>Implement Workforce plan focusing on Grading of positions to be competitive in the market</li> <li>Live Local, Work Local strategies</li> </ul>	Executive Director, People and Culture	Director, Human Resources	December 2026
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	<ul style="list-style-type: none"> <li>Embed SWSLHD Exit Survey AI technology and data driven outcomes</li> <li>Continue to facilitate Manager Succession Planning Program</li> <li>Continue to develop Staff Wellbeing Strategies</li> </ul>	Director, Education and Organisational Development	Director, Human Resources	December 2026

3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	<ul style="list-style-type: none"> <li>Promote staff attendance and release of staff for training and education.</li> <li>Continue to engage in staff wellbeing activities through Wellbeing Committee.</li> <li>Establish Diversity &amp; Inclusion Working group for Camden &amp; Campbelltown</li> <li>Implement annual PMES actions</li> <li>Promote Leadership and development education and opportunities</li> <li>Embed Flexible Work Practises and opportunities for staff to access</li> </ul>	Director, Education and Organisational Development	Director, Human Resources	December 2026
		3.3.2	Workforce wellbeing	<ul style="list-style-type: none"> <li>Reduction in WC injuries and worker education for injury prevention</li> <li>JMO wellbeing initiatives, reduction in JMO Overtime</li> <li>Health Fair and Staff days, RUOK day</li> </ul>	Senior Manager, Staff Health, Recovery and Wellbeing	Director, Human Resources	December 2026
		3.3.3	Managing for effective performance	<ul style="list-style-type: none"> <li>Manager Education on performance management and implementation of PAT</li> <li>Promote Leadership and development education and opportunities</li> <li>Continue to facilitate access to Manager Succession Planning Program</li> </ul>	Director, Education and Organisational Development	Director, Human Resources	December 2026
		3.3.4	Workplace safety	<ul style="list-style-type: none"> <li>Annual calendar of WHS training/days/events</li> <li>Proactive staff training for injury prevention</li> <li>Manager training for Risk Management and Risk Assessment training</li> <li>Manager engagement in WHS Committee</li> </ul>	Senior Manager, Staff Health, Recovery and Wellbeing	Director, Human Resources	December 2026
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	<ul style="list-style-type: none"> <li>Establish Diversity &amp; Inclusion Working group for Camden &amp; Campbelltown</li> <li>Implement annual PMES actions</li> <li><i>SWSLHD priorities TBC</i></li> </ul>	Director, Education and Organisational Development	Director, Human Resources	December 2026

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Lead research and innovation</b>							
4.1	Building capacity in research aligned with clinical service planning	4.1.1	Build capacity by further establishing a vibrant research culture	<i>As per Research Strategy to 2023</i>	Director, Research	Director, Medical Services	December 2026
		4.2.2	Support research capacity through agile, responsive systems and infrastructure	<i>As per Research Strategy to 2023</i> <ul style="list-style-type: none"> <li>Support staff to access and complete relevant post graduate qualifications</li> </ul>	Director, Research	Director, Medical Services	December 2026
4.2	Enable evidence-based and innovative models to improve healthcare and service delivery	4.2.1	Drive development and implementation of the Model of Care Framework supporting service development planning.	<i>Local activities regarding Model of Care development</i>	Manager, Planning	General Manager	December 2026
4.3	Advance and translate research and innovation with institutions, industry partners, consumers and our communities	4.3.1	Deepen consumer and community partnerships raising the profile of local research in the community and increasing engagement across the research lifecycle.	<i>As per Research Strategy to 2023</i> Develop and implement systems to capture and report on key research performance indicators across the District to enable ongoing monitoring and reporting <ul style="list-style-type: none"> <li>Increase utilisation of the existing clinical trials infrastructure across the District</li> <li>Better utilise University and Research Institute spaces to undertake research</li> </ul>	Director, Research	Director, Medical Services	December 2026
		4.3.2	Continue to build evidence, knowledge and translation of research across the District.	<i>As per Research Strategy to 2023</i> <ul style="list-style-type: none"> <li>Implement innovative, sustainable student supervision models in partnership with education providers</li> </ul>	Director, Research	Director, Medical Services	December 2026

		4.3.3	Strengthen strategic collaborations to integrate research across SWSLHD for statewide, national and global reach and impact.	<p><i>As per Research Strategy to 2023</i></p> <p>Conduct annual Research Forum in preparation for SWSLHD Annual Research Showcase.</p> <ul style="list-style-type: none"> <li>• Continue community representation at the Research Committee.</li> <li>• Undertake collaborative planning to develop the Macarthur Medical Research Centre on the Campbelltown Hospital site</li> </ul>	Director, Research	Director, Medical Services	December 2026
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Build a sustainable future</b>							
5.1	Build clinical service sustainability and value-based healthcare approaches	5.1.1	Implement NSW Health value-based healthcare programs	<i>As relevant for local implementation</i>	Director, Strategy and Partnerships	General Manager	December 2026
5.2	Plan for and deliver future-focused, fit-for-purpose infrastructure	5.2.1	Support delivery of major capital redevelopment projects across SWSLHD in collaboration with Health Infrastructure	<ul style="list-style-type: none"> <li>Provide corporate services subject matter expertise and advice to the Campbelltown Hospital Redevelopment Stage 2 Project in a collaborative and collegiate manner to ensure a positive outcome for the Macarthur community.</li> <li>Attend relevant project control, design and planning user groups, workshops and meetings as required.</li> </ul>	Redevelopment Directors	Director, Corporate Services	September 2024
		5.2.2	Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	<ul style="list-style-type: none"> <li>Provide corporate services subject matter expertise and advice to the Campbelltown Hospital Redevelopment Stage 2 Project in a collaborative and collegiate manner to ensure a positive outcome for the Macarthur community.</li> <li>Attend relevant project control, design and planning user groups, workshops and meetings as required</li> </ul>	Manager, Planning	Director, Corporate Services	September 2024
		5.2.3	Adopt and apply the NSW Health Asset Management Framework across the District	Provide a positive contribution to the MOH SAMP/AMP processes and provide Camden and Campbelltown Hospitals returns to SWSLHD Capital Works and Infrastructure in a timely manner.	Director, Capital Works and Infrastructure (Manager, Assets)	Director, Corporate Services and Director, Finance	Annual (as directed by SWSLHD)

5.4	Pursue environmental sustainability across the organisation	5.4.1	Implement the SWSLHD Environmental Sustainability Framework to 2028	Local actions will be led by the Implementation Planning for the Environmental Sustainability Framework to 2028 (under development) Establish a 'whole of facility' Sustainability Committee based when framework is finalised.	LHD Manager Procurement	Director, Corporate Services	Dec 2025
5.5	Strengthen financial sustainability now and plan for the future	5.5.1	Continue to implement a program of procurement reform in line with NSW Health policy.	<ul style="list-style-type: none"> <li>Support procurement decisions for clinical staff through the provision of reporting on opportunities for improvement utilising H Trak functionality and Healthshare reporting</li> <li>Ensure compliance with Delegations Manual including quotes and tendering requirements.</li> <li>Continued focus on HealthShare Savings Program including compliance with contractual arrangements, Prosthesis Market Share and actively exploring other areas of savings.</li> <li>Strategic Asset Management Plan management including forward planning of capital needs and working with District procurement.</li> <li>Take action to develop a centralised procurement/contract management capability and ensure alignment with SWSLHD Procurement Category management approach</li> </ul>	LHD Manager Procurement	Director, Corporate Services and Director, Finance	December 2026
		5.5.2	Manage annual leave and ADO liabilities	<p>Improve management of Employee Related entitlements by way of:</p> <ul style="list-style-type: none"> <li>Cost Centre Managers being empowered with access to timely and accurate, ADO and Excessive Leave balance reporting including dashboard access.</li> <li>Active monitoring of rostering best practice principles to limit the use of overtime, agency/locum use and unnecessary backfilling.</li> </ul>	Dep DFCS	Director, Finance	December 2026

			<ul style="list-style-type: none"> <li>• Governance provided by way of Executive and Senior Management oversight including Workforce Committee, Finance and Performance Committee, ELT, Clinical Council. Periodic reporting at District Finance, Safety and Quality (FSQ).</li> <li>• Appropriate utilisation and promotion of Workforce Resilience funding available to enable periods of leave for those with excessive leave</li> </ul>			
		5.5.3	Undertake the Revenue Optimisation Project across the District	<p>To continue active engagement in the District Revenue Optimisation Project, specifically:</p> <ul style="list-style-type: none"> <li>• Campbelltown Hospital Private Patient Officer (PPO) Pilot, with co-location in Emergency Department and extended coverage hours.</li> <li>• Revenue Manager actively engaged with District Revenue meetings and strategic priorities.</li> <li>• Revenue efficiency improvement plans (EIP's) and strategies reported at the Finance and Performance Committee.</li> </ul>	Dep DFCS	Director, Finance

## Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for Implementation	Responsible	Timeframe
	Sepsis Management	Deliver safe quality care and positive experiences	Implement the new Sepsis Clinical Care Standard	<b>DQPS</b>	December 2026
	Delirium Management	Deliver safe quality care and positive experiences	<p>Improve governance of delirium management</p> <ul style="list-style-type: none"> <li>Define monitoring and reporting requirements inline with the Delirium Clinical Care Standard</li> <li>Develop reporting of delirium screening</li> <li>Monitor training and education of delirium</li> </ul> <p>Improve delirium clinical management to reduce adverse patient outcomes- specifically falls</p>	<b>DQPS</b>	December 2026
	Complaint management transition to Department Manager management	Deliver safe quality care and positive experiences	<p>Implement a strategy to support and enable department managers to manage complaints!</p> <p>(similar to incident management and relieving PLMs to deliver leadership and education)</p>	<b>DQPS</b>	December 2026
	Review and realignment of Campbelltown & Camden Hospitals inpatient capacity (Beds)	<p>Deliver safe quality care and positive experiences.</p> <p>Build a sustainable future</p>	Undertake comprehensive analysis based on specialty demand, RSI and the clinical services plan	<b>DONMS</b>	July 2024
	Establish a Corporate Services workforce/staffing function	3.1.1: Plan for a future workforce	Develop a corporate staffing function to establish a standardised approach which utilises workforce planning (WFP) methodologies to achieve effective people and resource planning and management	<b>DCS</b>	January 2025