

SWSLHD

Liverpool Hospital

A Facility of South Western Sydney Local
Health District

Operational Plan

2023 – 2025

*Leading safe, sustainable care
for healthier communities*

Table of Contents

Introduction.....	2
Map of South Western Sydney Local Health District	3
Strategic Plan 2022 – 2027 Framework	4
Facility or Service Profile	5
Operational Plan Actions.....	6
Locally Identified.....	19

Introduction

The Liverpool Hospital Operational Plan aims to provide a practical framework to embed the South Western Sydney Local Health District's six strategic directions into the culture and community of Liverpool Hospital:

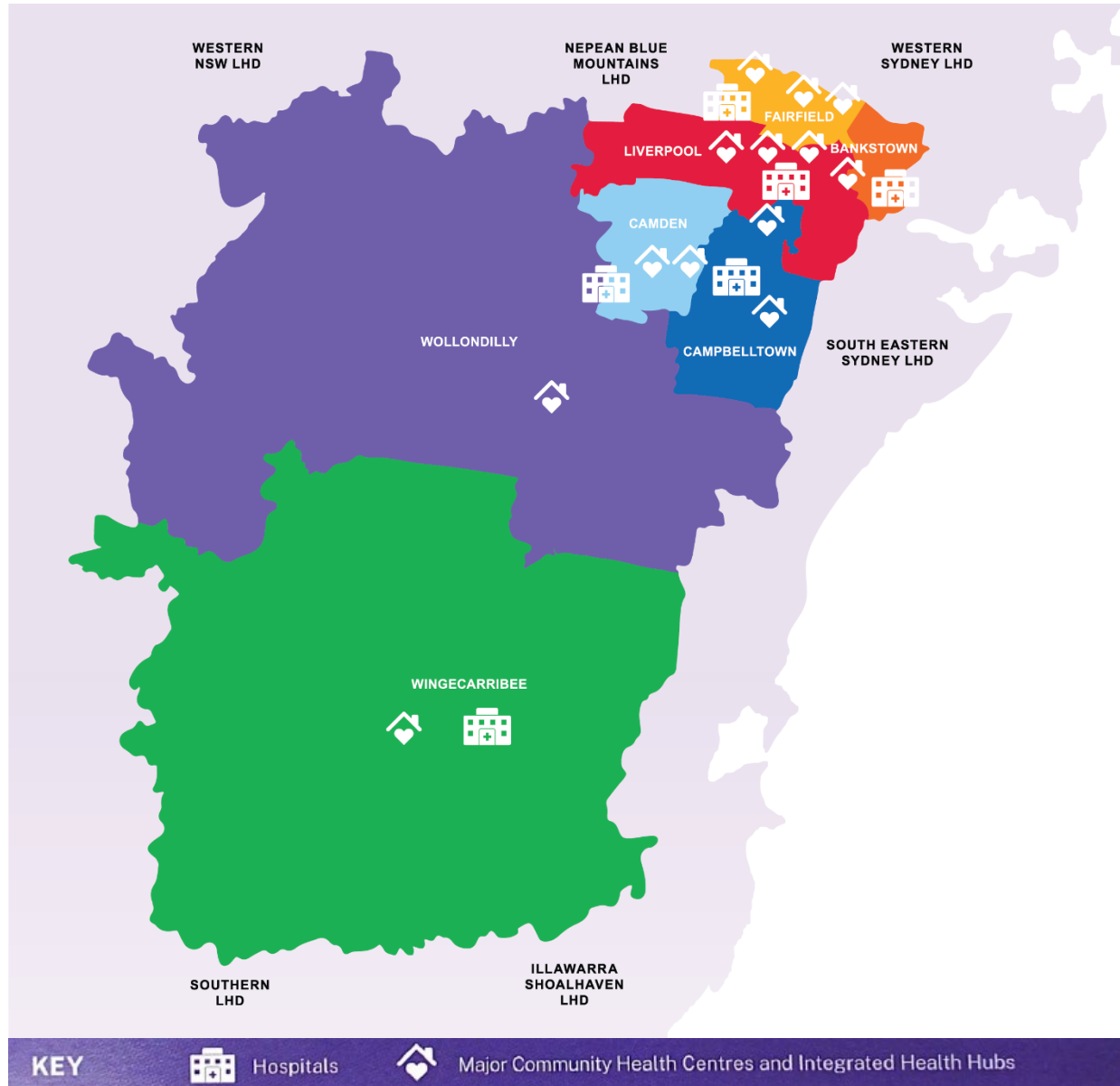
- Deliver safe quality care and positive experiences
- Strengthen and promote healthier community
- Support and develop our people
- Lead research and innovation
- Build a sustainable future

Liverpool is home to an incredibly diverse and unique population aims to reflect this in both their workforce and in the services that are offered to the local community. Liverpool Hospital has strategic partnerships with the Ingham Institute of Applied Medical Research (IIAMR), the University of NSW, Western Sydney University, the University of Wollongong and the Liverpool City Council which have enabled and contributed to a number of key achievements in recent years.

Liverpool Hospital has commenced the \$790 million Liverpool Health and Academic Precinct (LHAP) redevelopment, showcasing Liverpool as a hub for innovation and emerging technologies. The redevelopment will include a new comprehensive and integrated cancer centre, an expanded emergency department, neonatal intensive care, maternity and critical care capacity.

Liverpool Hospital aims to be 'Australia's Safest Hospital', which encapsulates the goals of the Liverpool Executive Leadership Team: excellent patient outcomes, engaged and empowered consumers, a proud community, an engaged and motivated workforce, a platform for research and teaching and an innovative approach to care delivery.

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

Liverpool Hospital is located in the suburb of Liverpool in the local government area of Liverpool and is 50 minutes from the Sydney CBD. It is in the NSW state electorate of Liverpool and in the federal electorate of Fowler.

Liverpool Hospital is a principal referral group A1 hospital with principal tertiary affiliations to the University of NSW, University of Sydney and Western Sydney University but also providing an active education programme for medical practitioners, nurses and allied health professionals and a range of clinical placements for students from universities around Australia. It provides referral and district acute services to the Liverpool catchment and higher level tertiary/quaternary care for South Western Sydney residents at mainly role delineation level 6, critical care for rural retrieval catchments and a supra regional catchment in brain injury, trauma and stroke services.

Liverpool Hospital also houses the State Office of Preventative Health and sits within an education and health precinct which includes the IIAMR, Clinical Schools of the University of New South Wales and University of Western Sydney, South West Private Hospital and South Western Sydney TAFE.

Liverpool Hospital provides clinical services in:

- Emergency Medicine
- Surgical sub-specialties including general, cardiothoracic, ENT, colorectal, neurosurgery, ophthalmology, orthopaedics, plastics, oral and maxillofacial, upper gastrointestinal, vascular, gynaecology, urology, head and neck, hand, trauma and paediatrics
- Medical sub-specialties including cardiology, endocrinology, gastroenterology, HIV/AIDS, dermatology, immunology, microbiology and infectious diseases, neurology / stroke, renal, aged care, pain management, respiratory, clinical genetics and rheumatology
- Cancer therapy including medical and surgical oncology, chemotherapy, haematology and radiation oncology
- Obstetrics, newborn care, neonatology and paediatrics
- Intensive Care Unit/High Dependency Unit (ICU/HDU) and Neonatal Intensive Care (NICU)
- Anaesthetic Services
- Ambulatory Care Unit
- Mental Health
- Drug Health
- Rehabilitation including the Brain Injury Rehabilitation Unit
- Palliative Care
- Imaging – Interventional and Diagnostic – inclusive of PET, MRI, CT, nuclear medicine, general radiography, PACS/RIS technology
- Sydney South West Pathology Service (SSWPS)
- The Clinical Skills Centre

Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Deliver safe quality care and positive experiences							
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	Steering committee in place to drive implementation and embedding of the seven safety essentials	Director TYE	GM	December 2024
		1.1.2	Continue to implement the "Getting to know YouR patient for safe, individualised Care" (GRACE) Project across the District.	Identify which principles have been implemented on each ward and identify gaps in knowledge and training around the key elements of GRACE. Develop and implement ward based change to address gaps in implementation and knowledge. Monitor for practice change/embedded. Add principles into standardised orientation manual for all new N&M staff	Executive Director, Nursing, Midwifery and Performance	DNMS & DAH	December 2024
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care.	Natural Helper project ongoing research and data collection District Movement disorders Physiotherapy position improving timeliness and access to care for patients with Parkinson's disease	Director, Aboriginal Health District Director of Physiotherapy Director, Multicultural Services	GMDAH	June 2025 January 2025
1.2	Deliver safe, consistent, timely, high-quality care	1.2.1	Improve access and flow performance against SLA targets across the District.	Whole of Health Committee in place at the hospital level with executive and clinical input. Several working groups established to drive key speciality strategies	Sustainable Access Manager	GM	December 2023

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
	through seamless networks			4 key hospital wide projects in place to drive improvement			
		1.2.2	Improve HAC performance against SLA targets across the District.	HACs working party with a targeted focus on HACs not meeting district target Monitoring progress through Exec Patient Safety and Quality Committee Targeted education and sharing of information to improve documentation resulting in coding errors Regular review of data to ensure learning and improvement Insulin subcommittee to implement strategies including education, awareness and electronic solutions where possible	Director, Clinical Governance	DPSQ	Dec 2024
		1.2.3	Progress implementation of the Surgical Action Plan to improve surgical performance against SLA targets across the District.	Weekly meetings with key theatre and waitlist teams to ensure compliance to SLA requirements Process mapping of surgical referral, booking and admission underway Regular meetings with surgical heads of department to ensure compliance with Elective surgery Waitlist policy and processes	Surgical Access Manager	GM	December 2023
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	Regular review of IMS+ and MEM data to ensure trends are identified and managed accordingly Coordinate the dissemination of MEM data to relevant senior stakeholders for review and actions required Regular participation in community participation network group Ensure implementation of patient rounding	Patient Experience Manager	PLODPSQ	December 2024

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				Develop training education modules for staff to inform and enhance patient experience			
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes	Child Safe culture' is on all SWSLHD position advertisements SWSLHD Awareness and Capability Plan adopted: focused on awareness raising of Child Safe Standards Capacity Building in Risk management and reporting obligations and responsibilities	Director, Child Protection	DAH	Dec 2024
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024	CCP Framework implementation is ongoing All 6 priority areas have multiple actions that been progressed or completed	Manager, Consumer and Community Participation	CCCP	Dec 2024
		1.5.4	Pursue the development of health precincts and models of partnership supporting the District to achieve its objectives.	Progress of LHAP continues until project completion in 2026/2027 Commissioning of Stage 1 expected in Q2 2024	Director, Strategy and Partnerships	GM	June 2024

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
Strengthen and promote healthier communities						
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	Aboriginal Health Committee in place to ensure oversight of the Aboriginal Health Plan and its recommended actions	Director, Aboriginal Health	GM December 2025
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	Regular review by Executive Leadership Team to ensure implementation of the plan	Director, Multicultural Services	GM December 2025
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	<p>Actions as per the Disability and Carers plan</p> <p>Implementing SWSLHD Disability Navigators Program – coordinating/navigating care for people with complex disability needs across multiple services and agencies</p> <p>NDIS Exemplar Project Liverpool Hospital, NDIS, Health Liaison Officers, SWSLHD Disability Project Officer and Hospital NDIS Navigators– piloting and documenting best practice and processes for safe and timely hospital discharge of NDIS participants</p> <p>Improving access to alternate communication methods for people with disability, particularly in the ED setting (use of picture cards/scenarios)</p> <p>Increasing support available to working carers (Carer Program partnership with Liverpool HR)</p> <p>Developing a model of care to support working carers</p>	Executive Director, Allied Health and Community Services	DAH From August 2023 From May 2023 June 2024

			<p>Developing resources to build capacity and up-skill managers to support working carers in line with policy and legislation</p> <p>Increasing awareness of the Carer Information tab in PAS. Targeted training to admin and clinical staff about the registration process and importance of engaging carers as partners in care</p>			June 2024
		2.2.3	<p>Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)</p>	<p>Localised implementation plan for Domestic Violence Routine Screening (DVRS) policy and training following MoH updates in PD2023_009</p> <p>Safety Action meetings (SAM) – Completion of SAMs training and standardisation of processes for hospital representatives and proxies. Increase in cultural consideration in SAMs practice.</p>	<p>General Manager, Primary and Community Health</p>	<p>DAH</p> <p>Oct 2023-June 2024</p> <p>June 2023</p> <p>Mar 2024</p>
		2.2.6	<p>Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework</p>	<p>Relevant Discharge Planning/Transfer of Care for patients referred to the NSW No Exits from Government Services into Homelessness Framework</p> <p>Hospitalisation and Homelessness Project undertaken at Liverpool Hospital – understanding housing pathways accessed/transition plans developed for vulnerable hospitalised patients where homeless is identified or who are at risk of homelessness</p>	<p>Executive Director, Allied Health and Community Services</p>	<p>DAH</p> <p>May 2024</p>
2.3	Build capability in our communities and partner to create social and physical environments that promote health and wellbeing	2.3.1	<p>Make equity and diversity central (Prevention Strategy Change Priority)</p>	<p><i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i></p> <p><i>Current local actions can be recorded where relevant.</i></p>	<p>Director, Population Health</p>	<p>GM</p> <p>June 2025</p>

2.4	Engage our communities in prevention, screening and early intervention programs	2.4.1	Embed prevention in clinical services (Prevention Strategy Change Priority)	<p><i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i></p> <p>Ongoing management and early prevention of lymphedema for Breast Cancer operated patients at Liverpool Hospital</p> <p>Multidisciplinary Aged Care Cancer Clinics (MACCS) commenced – comprehensive geriatric MDT evaluation of lung cancer patients to prevent unwarranted complications</p>	Director, Population Health	DAH	<p>June 2024</p> <p>June 2025</p>
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	<p>Speech Pathology is working in conjunction with NGOs (Mission Australia and Sing and Grow) to ensure that children identified as developmentally at risk receive early, integrated assessment and intervention services:</p> <ul style="list-style-type: none"> Transition to School service for children residing in the postcode areas of 2168 and in their 6th year (quality and premiers award submitted) <p>Ngara Yellamundie: Speech Pathology and Aboriginal Health Unit in conjunction with Ashcroft Schools as Community and a multidisciplinary steering committee including Aboriginal created a culturally informed pre-literacy program for early childhood educators, incorporating local Aboriginal community’s beliefs, history and values into teaching practices/resources</p> <p>Increase child language and pre-literacy outcomes by increasing Early Childhood Education pre-literacy expertise. Pilot completed (highly commended quality award 2022) and research evaluation underway</p>	Executive Director, Allied Health and Community Services	DAH	<p>December 2023</p> <p>December 2023</p> <p>Due 2026</p>

		Launch To School: A multidisciplinary Speech Pathology & Occupational Therapy preschool pre-literacy program created for children diagnosed with developmental language disorder and developmental delays is well established and being shared with other services including P&CH. Research evaluation continues of the program outcomes.			
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). Current local actions can be recorded where relevant.</i>	Executive Director, Allied Health and Community Services	DAH	Dec 2025
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 Framework to 2026 Progressively establishing Diabetes Resource Nurses across all adult inpatient settings	Diabetes Coordinator, Internal Medicine Clinical Stream	DMS	Dec 2025
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.	<i>Local actions will be led by the Implementation Planning for the End of Life and Palliative Care Implementation Plan (under development)</i> Ensure timely access of Equipment Loan Pool equipment to support patients who wish to return home to die, and their carers	Executive Director, Allied Health and Community Services	DMS	Dec 2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Support and develop our people							
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	Establishment Review – Head Count – FTE – Role Distribution Sustainability – Age, gender, employment type, community need, service planning	Executive Director, People and Culture	DHR	December 2025
		3.1.2	Workforce diversity	Targeted Recruitment: <ul style="list-style-type: none"> Aboriginal & Torres Strait Islander people 'Reach Out Program' – Refugees, CALD, Disability, LGBTIQ+	Executive Director, People and Culture	DHR	December 2025
		3.1.3	Talent acquisition	Create Candidate Pipelines – Develop strong external partnerships – professional bodies, universities, high schools	Executive Director, People and Culture	DHR	December 2025
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	Talent Mapping & Succession Planning Development opportunities – acting up in roles, secondments, holiday reliefs, up skilling, 70-20-10 Re-organisation of workplaces – team structure, department design, relevant workplace models Parents @ Work – reduced hours/flexible hours	Director, Education and Organisational Development	DHR	December 2025
3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	PDR – Top 100 program – Monthly recognition of departments with 100% compliance rates Flexible work – start /finish times, part-time, fixed shifts	Director, Education and Organisational Development	DHR	December 2025
		3.3.2	Workforce wellbeing	Excess Leave Reduction Program ADO – Reduction Program	Senior Manager, Staff Health,	DHR	December 2025

				Celebrate the Workforce – International day of the Midwife, International Volunteers day, cleaners day, etc.	Recovery and Wellbeing		
		3.3.3	Managing for effective performance	Reward and Recognition – Service Awards Attendance Management Program – roll out	Director, Education and Organisational Development	DHR	December 2025
		3.3.4	Workplace safety	Managing Psychological & Psychosocial Risks in the Workplace – focus on 4 areas; organisational , environmental, individual, behavioural VPM Training – Train the trainers, all employees categorised as ‘ <i>at risk of workplace violence</i> ’	Senior Manager, Staff Health, Recovery and Wellbeing	DHR	December 2025
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	Communicate the vision – Town Hall meetings, information roadshows [directors, mgrs.GM] From the desk of the GM – Weekly emailed broadcasts to all [end of week wrap up], photos of the redevelopment	Director, Education and Organisational Development	DHR	December 2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
Lead research and innovation							
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	DMS/ DNMS DAH	December 2025
		4.1.2	Support research capacity through agile, responsive systems and infrastructure	<i>As per Research Strategy to 2023</i>	Director, Research	DMS/DNMS/DAH	December 2025
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> Falls Partnership Grant with Institute of Musculoskeletal Health, CEC and SLHD	Manager, Planning	GM	December 2025
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>	Director, Research	DMS	December 2025
		4.3.2	Continue to build evidence, knowledge and translation of research across the District.	<i>As per Research Strategy to 2023</i> HITH4HIPS research proposal focusing on improving patient flow and follow up for patients with fractured hips	Director, Research	DMS	December 2025
		4.3.3	Strengthen strategic collaborations to integrate research across SWSLHD for statewide, national	<i>As per Research Strategy to 2023</i>	Director, Research	DMS	December 2025

			and global reach and impact.				
--	--	--	------------------------------	--	--	--	--

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
Build a sustainable future						
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	GM	December 2025
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	<i>As per redevelopment planning</i>	Redevelopment Directors	GM	December 2025
		5.2.2 Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	<i>Contribute to planning processes as relevant</i>	Manager, Planning	GM	December 2025
		5.2.3 Adopt and apply the NSW Health Asset Management Framework across the District	<i>Contribute to SAMP/AMP processes</i>	Director, Capital Works and Infrastructure (Manager, Assets)	DF	December 2025
5.4	Pursue environmental sustainability across the organisation	5.4.1 Implement the SWSLHD Environmental Sustainability Framework to 2028	<p><i>Local actions will be led by the Implementation Planning for the Environmental Sustainability Framework to 2028 (under development)</i></p> <p><i>Current local actions can be recorded where relevant.</i></p> <p>Redesign existing 'Waste Management committee' to 'Waste Management and</p>	LHD Manager Procurement	DCS	December 2025

				<p>Sustainability Committee’ (align TOR with District TOR when available)</p> <p>Continue implementation of recycling program (sustainability grant)</p> <p>Implement plastic bottle recycling program</p> <p>Implements ‘Gloves are Off’ project</p> <p>Roll out Clinical Waste Education Packs</p> <p>Support and promote Green Champions</p>			
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.	<p><i>As relevant for local implementation</i></p> <p>Promote District initiatives</p> <ul style="list-style-type: none"> • Procurement education package • Procurement Pathway program <p>Redesign local equipment request and funding processes to align with policies and procurement best practice</p> <p>Closely partnering with Finance to identify opportunities for Cost savings initiatives.</p>	LHD Manager Procurement	DCS/GM	December 2025
		5.5.2	Manage annual leave and ADO liabilities	<p><i>As relevant for local implementation</i></p> <p>Continue to partner with HR and the departments to ensure that relevant leave information is provided to assist with leave management</p>	Dep DFCS	DF/DHR	December 2025
		5.5.3	Undertake the Revenue Optimisation Project across the District	<p><i>As relevant for local implementation</i></p> <p>Continue to support and collaborate with the District Revenue team to deliver Revenue targets</p>	Dep DFCS	DF	December 2025
		5.5.4	Budget Management	Partner with the various facility directorates and provide high quality financial insights and information to ensure that we operate within budget commitments	Dep DFCS	DF/GM	December 2025

Locally Identified

Ref.	Priorities	Link to Strategic Plan <i>(Objective Ref No.)</i>	Actions for Implementation	Responsible	Timeframe