



Health  
South Western Sydney  
Local Health District

# SWSLHD

## Oral Health Services

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

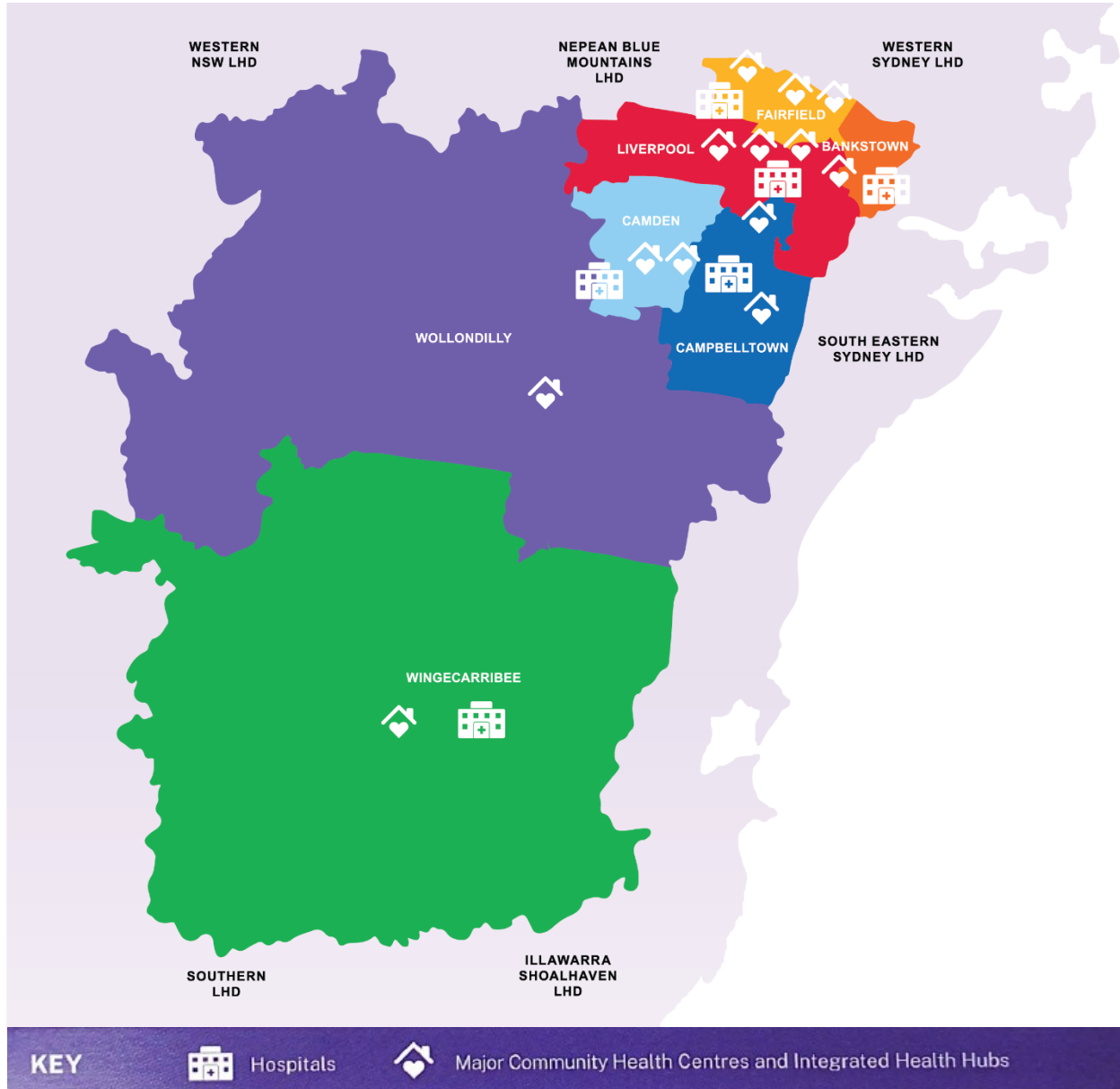
Oral Health Services provide a high quality, affordable and well-managed dental service to the eligible population of South Western Sydney Local Health District (SWSLHD). The service focuses on evidence-based dentistry, prevention, and oral health promotion in all facets of patient care. Additionally, there are well established linkages with other Local Health Districts and various research institutions to advance and progress the science and art of dentistry. SWSLHD Oral Health Services have the following goals:

- Ensure that access to Oral Health Services is equitable, effective, timely and based on patient needs.
- Continue to improve patient journeys through the oral health system through a patient flow and performance management strategy.
- Strengthen collaboration with other facilities, services, and hospitals across SWSLHD and other Local Health Districts (LHD) to improve patient oral health outcomes.
- Create a team of valued oral health professionals with improved workforce skills, to deliver consumer focused care.
- Advocate and plan for improved infrastructure to meet the challenges of Oral Health Service delivery in view of rapidly growing and ageing populations.

Oral Health Services Operational Plan for 2023-2025 outlines the actions Oral Health Services will take in the next two years that will contribute to achieving SWSLHD's strategic priorities.

The plan outlines the geographic and organizational context and presents brief population profiles of SWSLHD. Oral Health Services consider the likely demands on service demand over the next two years and the challenges that will be faced in meeting those demands and identifies priority areas of action. The major section of the plan details the activities that Oral Health Services intends to undertake to achieve SWSLHD's Strategic Plan, improve oral health status, improve service access, deepen clinical capabilities, develop new models of care, and reduce inequalities in health.

## Map of South Western Sydney Local Health District





South Western Sydney  
Local Health District

# Strategic Plan 2022 - 2027 Framework

- 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

Oral Health Services provide high quality, affordable and well-managed dental services to the eligible population of South Western Sydney Local Health District. The service focuses on evidence-based dentistry, prevention and oral health promotion in all facets of patient care. Oral Health Services in SWSLHD are provided by a range of professionals in a wide variety of settings. These include acute hospitals (Liverpool and Fairfield), Community Health Centres (CHC), standalone Oral Health Clinics (OHC) and school-based clinics. Most clinics combine adult and child services and are co-located with other services to provide holistic health care treatment and service for the eligible population.

Oral health services may be accessed through:

- South Western Sydney (SWS) LHD contact centre as part of the NSW Priority Oral Health Program for public dental services.
- Waiting list as per the Dental National Performance Agreement Public Waiting List reduction strategy for SWSLHD.
- Eligible patient referrals across SWSLHD through Oral Health Specialist Clinical Referral pathways and protocols including referrals from LHD Clinical streams, hospitals, services as well as external agencies.

The goals of Oral Health Service are to:

- Ensure that access to Oral Health Services is effective, timely and based on patient needs.
- Continue to improve patient journeys through the oral health system through a patient flow and performance management strategy.
- Strengthen collaboration with other facilities, services and hospitals across SWSLHD and other Local Health Districts (LHD) to improve patient oral health outcomes.
- Create a team of valued oral health professionals with improved workforce skills, to deliver consumer focused care.
- Advocate and plan for improved infrastructure to meet the challenges of Oral Health Service delivery in view of rapidly growing and ageing populations.

## Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD 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>Oral Health is recruiting 8 central intake officers inclusive of two targeted Aboriginal positions, and will be working closely with our business unit, allied health promotion units, and satellite dental teams to help create a perfect patient experience holistically, in line with LHD Transforming Your Experience strategy.</li> <li>Develop a culture of self-reflective clinical practice with patient experience being a central theme.</li> <li>Promote communication that is delivered sensitively, appropriately, and clearly.</li> </ul>	Director TYE	Director, Oral Health	30 June 2025
		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>As part of our new Central Intake Centre Model of care in development, we are intently focussing on ensuring our information service processes are in line with the core values of NSW Health and all staff have cultural competency. Additionally, equitability and inclusivity are integral areas of diligence to our</li> </ul>	Director, Aboriginal Health  Director, Multicultural Services	Director, Oral Health	30 June 2025

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				objectives. To improve access to Oral Health Services, we routinely liaise with Multicultural Health and our Interpreter Services when developing and implementing new strategies conducive to culturally responsive care.			
1.2	Deliver safe, consistent, timely, high-quality care through seamless networks	1.2.1	Improve access and flow performance against SLA targets across the District.	As part of the new model of care in development, Oral Health is in the process of separating from SLHD who currently manage our patient intake, we are collaboratively identifying areas to improve on related to access, patient flow, waiting times, information services and barriers to healthcare. These processes will be streamlined as part of our new Central Intake handover. Our emergency patients are immediately booked into the first available appointment for treatment, and our treatment waitlists are all within benchmark.	Sustainable Access Manager	Director, Oral Health	30 June 2025
1.3	Strengthen integrated care across all care settings	1.3.2	Develop and implement integrated community based service models	<ul style="list-style-type: none"> <li>Our multidisciplinary team of administrative, clinical, and managerial staff develop, oversee and deliver superior integrated care to priority populations in our large community on a daily basis, and liaise with other integral departments in the community health sector to formulate and bridge models of care, ensuring wholistic health outcomes.</li> </ul>	Manager, Planning	Director, Oral Health	30 June 2025



SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				<ul style="list-style-type: none"> <li>• Develop referral pathways with new oral health intake centre as point of contact.</li> <li>• Improve collaboration with clinical streams and EDs for smoother patient transfers.</li> </ul>			
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	<ul style="list-style-type: none"> <li>• Implementation of My Experience Matters (MEM) measures.</li> <li>• Evaluation of MEM data to develop strategies to improve patient experience.</li> <li>• Using patient reported outcome measures (PROMs) from Titanium to better understand patient outcomes.</li> <li>• We have expanded our health promotion services to serve the growing population in our community. Utilising the infamous ‘prevention is better than cure philosophy’ our mobile dental truck visits various public schools across the district which has significantly improved child patient service access and treatment wait times. Our various dental clinics/centres spread across the southwestern region each cater to the specific treatment needs of the communities. Enhance care by working collaboratively with patients, carers,</li> </ul>	Patient Experience Manager	Director, Oral Health	30 June 2025

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				and families, where appropriate in decisions about their oral health care, improve service and governance.			
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes	SWS Oral Health comply with and monitor all practical, legal and technical Child Safety Standards in our Quality Improvement Framework.	Director, Child Protection	Director, Oral Health	30 June 2025
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024	Our Consumer Feedback Committee engages with our patients and support service partnerships to ascertain insight into all areas relating to the patient experience and service delivery to our community. We appreciate and welcome diverse perspectives from all internal and external stakeholders of the service.	Manager, Consumer and Community Participation	Director, Oral Health	30 June 2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD 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	<ul style="list-style-type: none"> <li>Recruitment of Aboriginal Senior Dental Assistant- Aboriginal Programs</li> <li>Strengthen Gandangara and Tharawal partnerships.</li> <li>Develop the aboriginal pathways in Wingecarribee/Wollondilly region</li> </ul>	Director, Aboriginal Health	Director, Oral Health	30 June 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	<ul style="list-style-type: none"> <li>Implement pathways for refugee patients requiring Oral Health Care in partnership with NSW Refugee Health Service.</li> <li>Improving access to interpreters for patients via new oral health intake centre.</li> </ul>	Director, Multicultural Services	Director, Oral Health	30 June 2025
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	<ul style="list-style-type: none"> <li>Develop increased capacity to provide dental care to patients with disabilities via the Special Needs Clinic at Campbelltown Hospital Dental Centre.</li> <li>Progress communicating for safety project with LHD Speech Pathology to improve dental clinician understanding and capabilities.</li> </ul>	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
		2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect	Implement strategies as required by the LHD lead.	General Manager, Primary and	Director, Oral Health	30 June 2025

			(iPARVAN) Framework (Phase 2)		Community Health		
		2.2.4	Undertake actions as relevant from NSW LGBTQIA+ Health Strategy 2022 - 2027 Implementation Plan (Phase 1)	Ensuring inclusive and equitable access to care by means of welcoming signage display, staff representation, partnering with relevant community health sectors, staff education, training, ensuring awareness on matters such as stigma, discrimination, trauma and sexual/gender identity relating to LGBTQIA+ Patient Centred Care in the Oral Health Environment.	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
		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>Use the Mobile Dental Services trucks to deliver care for homeless patients.</li> <li>Incorporate in oral health intake centre actions to provide support to homeless patients or at risk of homelessness particularly when patient is unable to prove residence in SWSLHD catchment area.</li> </ul>	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
		2.2.7	Undertake implementation actions for the NSW Men's Health Framework	Improve oral cancer screenings for men particularly with excessive alcohol or smoking history.	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
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)	<p><i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i></p> <p>Growth Assessments for children to be continued in oral health clinics and Mobile Dental Services</p>	Director, Population Health	Director, Oral Health	30 June 2025

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> <ul style="list-style-type: none"> <li>Continue assessments for children in PSMDP including use of fluoride applications and fissure sealants as early intervention methodologies</li> </ul>	Director, Population Health	Director, Oral Health	30 June 2025
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	<ul style="list-style-type: none"> <li>Oral Health assessments and early management of dental disease in pre-schoolers</li> <li>Continue the Early Childhood Oral Health Program</li> </ul>	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
		2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<p><i>Local actions will be led by the Implementation Planning for the Older Persons and Rehabilitation Plan (to be launched).</i></p> <ul style="list-style-type: none"> <li>Provision of care to older patients with complex medical histories at Campbelltown Hospital Dental Centre and Liverpool</li> <li>Provision of oral health services to residential aged care facilities using dental trucks engaging LHD clinical workforce as well as University of Sydney Bachelor of Oral Health Program.</li> </ul>	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
		2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	Provision of dental services to patients referred from the diabetic service.	Diabetes Coordinator, Internal Medicine Clinical Stream	Director, Oral Health	30 June 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.	<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> <ul style="list-style-type: none"> <li>• Improving awareness of end-of-life care directives for patients seeking dental care among dentists.</li> <li>• Continuing of research work informing Model of Care for palliative care. PALLIOH research project has produced research publications.</li> </ul>	Executive Director, Allied Health and Community Services	Director, Oral Health	30 June 2025
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<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	Review workforce skill mix and identify areas to improve fit with oral health service business requirements. Review position descriptions in this process.	Executive Director, People and Culture	Director, Oral Health	30 June 2025
		3.1.2	Workforce diversity	Increase % of aboriginal targeted positions in oral health	Executive Director, People and Culture	Director, Oral Health	30 June 2025
		3.1.3	Talent acquisition	New Graduate program for Dental Officers University placement presentations Promote opportunity to work in SWSLHD Oral Health Services	Executive Director, People and Culture	Director, Oral Health	30 June 2025
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	Identify continuing education opportunities for dental clinicians both within SWSLHD as well as in collaboration with other LHDs.	Director, Education and Organisational Development	Director, Oral Health	30 June 2025
3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	Implement line manager competencies training to promote positive workplace culture as well early resolution of grievances in the workplace.	Director, Education and Organisational Development	Director, Oral Health	30 June 2025
		3.3.2	Workforce wellbeing	<ul style="list-style-type: none"> <li>Identification of workplace injury risks and timely management of return-to-work claims.</li> <li>Adopt a risk management approach to identify potential workforce physical/psychological risks.</li> </ul>	Senior Manager, Staff Health, Recovery and Wellbeing	Director, Oral Health	30 June 2025

		3.3.3	Managing for effective performance	Ensure that all staff have current performance review plans	Director, Education and Organisational Development	Director, Oral Health	30 June 2025
		3.3.4	Workplace safety	<ul style="list-style-type: none"> <li>• Ensure that workplace safety assessments occur for new systems including consultation where appropriate.</li> <li>• Ensure that existing safe work procedures are contemporary.</li> <li>• Ensure that training is provided for new as well as refresher for tasks.</li> <li>• Ensure hazards associated with high risks patients are identified and risks assessed where required.</li> </ul>	Senior Manager, Staff Health, Recovery and Wellbeing	Director, Oral Health	30 June 2025
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.1	Organisational development	<ul style="list-style-type: none"> <li>• Ensure that all managers and senior administration officers undertake the line manager competency framework.</li> <li>• With increasing number of dental specialists, organise a clinical CPD day for clinicians.</li> </ul>	Director, Education and Organisational Development	Director, Oral Health	30 June 2025



SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD 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	<ul style="list-style-type: none"> <li>Provide access to online research training sessions for staff.</li> <li>Support staff to access and complete relevant post graduate qualifications within the provision of the industrial employment award.</li> <li>Support interested staff to pursue higher research degrees (MPhil, PhD) with associated universities.</li> </ul>	Director, Research	Director, Oral Health	30 June 2025
		4.1.2	Support research capacity through agile, responsive systems and infrastructure	<ul style="list-style-type: none"> <li>Identify Research Leaders within facilities and services to clearly identify local research champions and provide local access to information and guidance.</li> <li>Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research/quality improvement initiatives.</li> <li>Include research accountabilities in position descriptions and performance reviews for executive leaders, senior managers and clinical directors.</li> <li>Support researchers to promote their findings nationally and internationally and build research collaborations through participation in conferences and education partnerships.</li> <li>Support staff specialist to engage in new or existing research programs in SWSLHD</li> </ul> <p>Provide staff ongoing access to research expertise at the Australian Centre for</p>	Director, Research	Director, Oral Health	30 June 2025

				Integration of Oral Health, Ingham Institute Applied Medical Research.			
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.	<ul style="list-style-type: none"> <li>Strengthen links between oral health services and other clinical services to develop new integrated models of care across priority populations.</li> <li>Support the capacity building of the broader health workforce in promoting oral health.</li> <li>Identify areas for expanded scope of practice of dental/oral health workforce to address general health issues.</li> <li>Adopt new virtual care models to improve accessibility to oral health services for at risk and disadvantaged populations.</li> </ul>	Manager, Planning	Director, Oral Health	30 June 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.	<ul style="list-style-type: none"> <li>Support consumer representation on the SWSLHD Oral Health research committee.</li> <li>Support research as a standing agenda item on the SWSLHD oral health consumer consultative committee.</li> </ul>	Director, Research	Director, Oral Health	30 June 2025
		4.3.2	Continue to build evidence, knowledge and translation of research across the District.	<ul style="list-style-type: none"> <li>Engage and communicate with relevant stakeholders including staff, patients, family and carers to promote and facilitate the adoption of evidence-based practices.</li> <li>Promote the use of evidence-based knowledge in conjunction with clinical expertise and patient values to guide health care decisions and practices.</li> </ul>	Director, Research	Director, Oral Health	30 June 2025

			<ul style="list-style-type: none"> <li>• Demonstrate research impact through utilising the results of research to inform changes to policy and practice.</li> </ul>				
		4.3.3	<p>Strengthen strategic collaborations to integrate research across SWSLHD for state-wide, national and global reach and impact.</p>	<ul style="list-style-type: none"> <li>• Actively engage with our partners, including the Office for Health and Medical Research, Western Sydney University, Wollongong University and University of Sydney, Cancer Institute NSW and Clinical Excellence Commission, to link and align research activities with state-wide priorities and initiatives of the NSW Ministry of Health.</li> <li>• Develop collaborations with industry partners to create pipelines for research development.</li> <li>• Leverage and build on current state, national and international collaborations through the Australian Centre for Integration of Oral Health, Ingham Institute Applied Medical Research.</li> <li>• Utilise higher degree research students and dental/oral health clinical placement student to drive priority research projects.</li> </ul>	Director, Research	Director, Oral Health	30 June 2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD 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	Piloting and evaluation of Oral Health Value Based Care as part of MoH implementation.	Director, Strategy and Partnerships	Director, Oral Health	30 June 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	Increase chair capacity in SWSLHD clinical locations. Plan to add 4 chairs at Fairfield Hospital as well as planning for new services at Bankstown Hospital and other LHD identified locations	Redevelopment Directors	Director, Oral Health	30 June 2025
		5.2.2	Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	Oral Health Services will contribute to the infrastructure planning to increase chair capacity to allow for increased student training places and specialist services.	Manager, Planning	Director, Oral Health	30 June 2025
		5.2.3	Adopt and apply the NSW Health Asset Management Framework across the District	Contribute to SAMP/AMP process	Director, Capital Works and Infrastructure (Manager, Assets)	Director, Oral Health	30 June 2025
5.3	Drive digitally-enabled and innovative patient care solutions and service delivery	5.3.1	Develop and implement the SWSLHD Digital Strategy to 2028	<ul style="list-style-type: none"> <li>Use CEREC to provide crowns following clinically appropriate case selection.</li> <li>Use of Cone beam CT for implant placement as part of postgraduate teaching and training</li> </ul>	Director, Digital Health	Director, Oral Health	30 June 2025

				<ul style="list-style-type: none"> <li>Use of microscope for endodontics</li> </ul>			
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>Reduction on use of paper for communication by moving towards SMS functionality wherever possible.</p>	LHD Manager Procurement	Director, Oral Health	30 June 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.	Implementing a spending analysis tool to review and monitor cost, price, quantity and best suppliers to purchase as to ensure cost savings can be achieved with the same result in value provided.	LHD Manager Procurement	Director, Oral Health	30 June 2025
		5.5.2	Manage annual leave and ADO liabilities	Monitor and review of Annual Leave and ADO balances to avoid and reduce excessive leave rate as to meet the organisation financial goal.	Dep DFCS	Director, Oral Health	30 June 2025
		5.5.3	Undertake the Revenue Optimisation Project across the District	Working together with clinicians to implement and review the process to improve the signed consent forms, ineligible patient checks as to minimise and reduce the rate of unsuccessful claims.	Dep DFCS	Director, Oral Health	30 June 2025

## Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for implementation	Responsible	Timeframe
	<p>Deliver safe, consistent, timely, high-quality care through seamless networks</p> <p>Build clinical service sustainability and value-based healthcare approaches</p> <p>Plan for and deliver future-focused, fit-for-purpose infrastructure</p>	<b>1.2, 5.1.1 and 5.2.1</b>	Development of Campbelltown Hospital Dental Centre as a centre of excellence for general, teaching and specialist dental services. Specifically expansion of University of Sydney DMD and DclinDent placements	<b>Director of Oral Health</b>	30 June 2025
	Strengthen financial sustainability now and plan	<b>5.5.1</b>	Move towards digital processing of OHFFSS vouchers	<b>Director of Oral Health</b>	30 June 2025