



**Health**  
South Western Sydney  
Local Health District

**SWSLHD**  
**Oral Health Services**  
A Facility of South Western Sydney Local Health District  
**Operational Plan**  
**2020 – 2022**

*Leading care, healthier communities*

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## Introduction

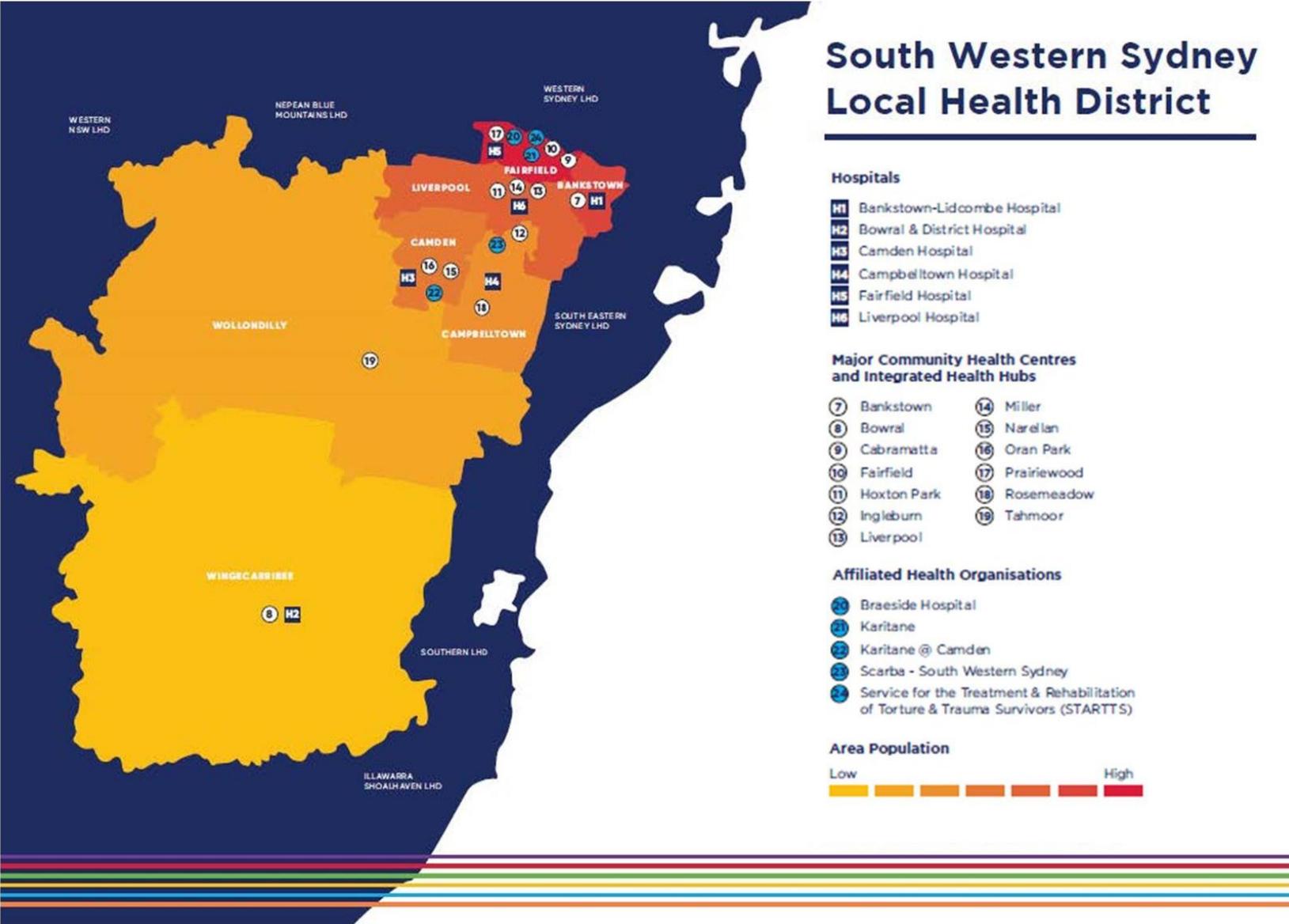
Oral Health Services provide a high quality, affordable and well-managed dental services to the eligible population of South Western Sydney Local Health District (SWSLHD). The service focuses on evidence based dentistry, prevention and oral health promotion in all facets of patient care. Additionally, 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 2020-2022 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



## Values Framework

# Our Vision Leading care, healthier communities

## Our Values

The CORE values are fundamental to provision of health services across NSW and are the foundation stones for building trust. They underpin all activities of the District and define how staff and services work together and collaborate with patients, carers, the community and service partners in delivering health care and improving the health of the community.

## Our Mission

Our mission is to promote the health of the residents of the District and patients using our health services through the delivery of high quality healthcare.

We do this by providing health services that are population based, patient-centred and involve families and carers.

We use evidence to inform health practices; and consult, communicate, engage and collaborate with patients, local communities, agencies and care providers to improve the way we plan and provide health care services and programs.

We strive to deliver services that are respectful of personal dignity and autonomy; and sensitive to the needs of people from different cultures.

We emphasise learning and reflection and are committed to continuous quality improvement and innovation in delivering efficient and sustainable health care.

Our culture enables excellence and accountability, values our people and supports positive leadership and teamwork.



### COLLABORATION

Working as one team with patients, carers, the community and other service partners



### OPENNESS

Services are transparent and open and explain the reason for decisions



### RESPECT

Everyone involved in patient care or a health project can contribute and their views will be heard, valued and respected



### EMPOWERMENT

Staff, patients, carers and the community can make choices and influence outcomes. Systems and processes will enable participation, supply necessary information, support delegation and ensure accountability

## 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 (SWSLHD). 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 call 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.

## Strategic Directions and associated Key Priority Areas

<b>Safe, Quality Care</b>	<b>A Healthy Community</b>
<ul style="list-style-type: none"> <li>• Consistently safe and outstanding quality</li> <li>• Appropriate, timely care</li> <li>• Evidence based and patient-centred care</li> <li>• Networked and integrated services</li> <li>• Governance and risk</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy people and communities</li> <li>• Safe, healthy environments</li> <li>• Knowing the needs of the community</li> <li>• Prevention and early intervention</li> <li>• Culturally safe and responsive to community diversity</li> </ul>
<b>Collaborative Partnerships</b>	<b>A Healthcare System for the Future</b>
<ul style="list-style-type: none"> <li>• Consumer, patient and carer involvement</li> <li>• Genuine engagement and communication</li> <li>• Strategic partnerships</li> <li>• Funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Agile and innovative care</li> <li>• Deliver infrastructure for impact and transformation</li> <li>• Financial and service sustainability</li> </ul>
<b>Our People Make a Difference</b>	<b>A Leader in Research and Training</b>
<ul style="list-style-type: none"> <li>• Workforce for the future</li> <li>• Culture of respect and compassion</li> <li>• Employer of choice</li> <li>• Effective leadership and empowered staff</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous education, teaching and training</li> <li>• Driving research and translation</li> </ul>

## Operational Plan Actions

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>Safe, Quality Care</b>					
Consistently safe and outstanding quality	Promote and support safe and quality care through improved monitoring and reporting	<p>Actions as per the SWSLHD Safety and Quality Framework</p> <ul style="list-style-type: none"> <li>• Implement processes for the review of incidents and communication of the outcomes</li> <li>• Identify relevant performance/clinical data for review.</li> <li>• Define governance to manage variation in data.</li> <li>• Plan, implement and monitor actions to address variation</li> <li>• Develop and progress action plan to address results.</li> <li>• Staff meetings to include lessons learnt from local safety and quality issues.</li> <li>• Share serious incident investigation findings and recommendations across the District, utilising existing committee structures and staff forums.</li> </ul>	Director, Clinical Governance	Director of Oral Health	June 2022
Appropriate, timely care	Enhance surgical and procedural services across SWSLHD	<p>Action as per the SWSLHD Surgical and Procedural Plan:</p> <ul style="list-style-type: none"> <li>• Develop a Complex Dental and Oral Health Surgery Model of Care for SWSLHD</li> </ul>	Director, Nursing, Midwifery and Performance	Director of Oral Health	June 2022
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	<ul style="list-style-type: none"> <li>• Oral Health Models of Care</li> <li>• Macarthur Centre for Oral Health based at Campbelltown Hospital</li> <li>• Invest in new technologies and models of care to reduce waiting time for dentistry and oral surgery and improve the delivery of high quality, safe clinical care</li> <li>• Address the need for access to acute and general dental services delivered in ambulatory settings to provide more accessible services to eligible population of SWSLHD</li> <li>• Continue to develop and refine, referral pathway from and feedback to, clinical services referring patients to Oral Health</li> </ul>	Director, Capital Works & Infrastructure	Director of Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Networked and integrated services	Deliver integrated diabetes care across SWS in partnership with the PHN	Implement Oral Health related actions in Diabetes Framework: <ul style="list-style-type: none"> <li>Developing oral health screening program and tools for patients and health care providers</li> <li>Developing a preventive oral health service targeted to patients at high risk in collaboration with key stakeholders</li> </ul>	Director, Allied and Community Health	Director of Oral Health	June 2022
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	Implement service improvements based on consumer and patient feedback from My Experience Matters as well as patient/carers feedback.	Director, Clinical Governance	Director of Oral Health	June 2022
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Oral Health Care Pathways for high risk groups like Palliative care	Director, Strategy & Partnerships	Director of Oral Health	June 2022
Governance and risk	Further develop risk maturity throughout the organisation	Actions as per the Enterprise Risk Management Framework <ul style="list-style-type: none"> <li>Implement CAMMS Sycle risk register system to departments across the service, with support of the LHD Risk Project Officer based on project schedule</li> </ul>	Manager, Risk and Policy	Director of Oral Health	June 2022
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	Actions as per the District-wide Policy, Procedure, Guideline Framework and ensure alignment with NSW Health PPGs <ul style="list-style-type: none"> <li>Remove policy directives at facilities and services, with documents reviewed and updated into more appropriate document formats (facilities and services only to have procedures and guidelines that offer practical instructions to staff)</li> <li>Reduce the number of PPGs overdue for review – due date as per facility/service requirements</li> </ul>	Manager, Risk and Policy	Director of Oral Health	June 2022
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	Implement processes for the review of incidents and communication of the outcomes via Senior Dental Officers meeting	Director, Clinical Governance	Director of Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>A Healthy Community</b>					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	<p>Actions as per the Health Literacy Roadmap</p> <ul style="list-style-type: none"> <li>• Implement procedure for accessible consumer and carer information and resources and repository guidelines</li> <li>• Audit each service, facility and department in consultation with consumers and carers to identify health and service information requirements.</li> <li>• Develop systems to ensure consistent availability of health and service information across the District.</li> <li>• Review pre admission and appointment correspondence with signage and wayfinding systems within all hospitals and facilities, checking for consistency.</li> </ul>	Director, Nursing, Midwifery and Performance	Director of Oral Health	June 2022
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	<p>Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework</p> <ul style="list-style-type: none"> <li>• All units that children 2yrs to 18yrs present to have height and weight measures completed and referrals made to appropriate services.</li> <li>• Implement strategies to address the findings of research - Exploring the needs of Aboriginal Health Workers Aim to explore the needs of Aboriginal Health Workers to provide oral health care to Aboriginal pregnant women.</li> </ul>	Director, Allied & Community Health	Director of Oral Health	June 2022
Healthy people and communities	Support families with vulnerabilities	Improve better identification, documentation and management of vulnerable patients via the electronic Oral Health Record (e OHR- Titanium)	Director, Allied & Community Health	Director of Oral Health	June 2022
Prevention and Early Intervention	Reduce the impact of smoking	Support actions taken by facility managers to reduce smoking on facility grounds	Director, Population Health	Service Manager, Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	<p>Actions as per the Aboriginal Health Plan to improve aboriginal oral health</p> <ul style="list-style-type: none"> <li>Establish oral health clinic outreach at Gandangara Health Service</li> <li>Pilot an extended eligibility criteria for Wingecarribee Aboriginal Oral Health Clinic to increase access for Aboriginal patients</li> </ul>	Director, Aboriginal Health	Director of Oral Health	June 2022
Culturally safe and responsive to community diversity	Improve cultural safety for people from diverse cultures	Encourage and support participation in Respecting the Difference and other cultural competency training	Director, Population Health	Service Manager, Oral Health	June 2022
<b>Collaborative Partnerships</b>					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	<p>Actions as per the revised Consumer and Community Participation Framework</p> <ul style="list-style-type: none"> <li>Increase the number and diversity of people participating in formal CCP structures. Identify areas consumers would like to increase their participation and activity.</li> <li>Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods.</li> <li>Increase connections with vulnerable people and groups in our community to improve the way health services respond to community needs.</li> </ul>	Director, Strategy & Partnerships	Service Manager, Oral Health	June 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their practice	<p>Actions as per the revised Consumer and Community Participation Framework</p> <ul style="list-style-type: none"> <li>Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development.</li> </ul>	Director, Strategy & Partnerships	Service Manager, Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	To monitor participation, enable attendance and engagement in consumer and team meetings	Director, People & Culture	Service Manager, Oral Health	June 2022
<b>A Healthcare System for the Future</b>					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Expand and embed the use of remote dentistry and models of care in the District and beyond	Director, ICT	Director of Oral Health	June 2022
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	<ul style="list-style-type: none"> <li>Support implementation of interpreter service models.</li> <li>Encourage and support use of video interpreting.</li> <li>Support efficient use of interpreters and avoid booking interpreters beyond the required time.</li> <li>Work with interpreter services to build the skills of clinicians in using interpreters and interpreter models (including phone/video/virtual)</li> </ul>	Director, Allied & Community Health	Director of Oral Health	June 2022
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	Remote Dentistry, Centralised Procurement processes, Skype meetings and using technology to promote communication.	Director, Nursing, Midwifery and Performance	Director of Oral Health	June 2022
Financial and service Sustainability	Promote sustainable funding strategies for future growth	Improve oral health financial management to drive service efficiency and fund new models of care <ul style="list-style-type: none"> <li>Partner with HR and Service Managers to improve the management of AL and ADO balances.</li> <li>Ensure best practice rostering to limit the use of overtime, agency/locum use and unnecessary backfilling.</li> <li>Optimise the appropriate skill mix across clinical and non-clinical areas</li> <li>Strengthen frameworks around VMO rostering, call backs, accruals and discounting of old claims.</li> </ul>	Director, Finance and Corporate Services	Director of Oral Health	June 2022
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Oral Health meets MoH defined activity targets for ABF and block funded allocations utilising efficient methods.	Director, Nursing,	Director of Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
			Midwifery and Performance		
Financial and service Sustainability	Enhance the effectiveness and cross district alignment of Corporate services	Enhance the effectiveness of Corporate services through continuous improvement in business processes <ul style="list-style-type: none"> <li>Support the improvement of Outpatient Administrative and Billing practices and the overall LHD review of Outpatient services.</li> <li>Formulate retail/commercial strategies to best utilise the building footprint</li> </ul>	Director, Finance and Corporate Services	Business Manager, Oral Health	June 2022
<b>Our People make a difference</b>					
Workforce for the future	Improve the efficiency of recruitment processes	<ul style="list-style-type: none"> <li>Review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates.</li> <li>Encourage manager attendance at recruitment training</li> </ul>	Director, People & Culture	Director of Oral Health	June 2022
Workforce for the future	Support the continuity and development of our workforce	<ul style="list-style-type: none"> <li>Apply the professional development review process and increase uptake of professional development plans- maintain a completion rate of greater than 80%</li> </ul>	Director, People & Culture	Director of Oral Health	June 2022
Workforce for the future	Improve support for staff commencing new positions	Implement the revised SWSLHD Orientation program locally.	Director, People & Culture	Director of Oral Health	June 2022
Culture of respect and compassion	Improve approaches to addressing workplace conflict	<ul style="list-style-type: none"> <li>Promote staff attendance and release of staff for training and education on conflict resolution</li> <li>Oral Health will promote clinic managers and supervisors to use these skills in early conflict management as well as implement strategies to prevent workplace conflict</li> </ul>	Director, People & Culture	Director of Oral Health	June 2022
Culture of respect and compassion	Keep people safe at work	Provide collaborative input into WHS and Recover @ Work practices to ensure these meet operational needs Other actions as relevant	Director, People & Culture	Director of Oral Health	June 2022
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace	Promote staff attendance and release of staff for training and education, particularly Mental Health First Aid	Director, People & Culture	Director of Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Employer of choice	Enhance recruitment and retention of our aboriginal workforce	<ul style="list-style-type: none"> <li>Host identified staff programs, liaise with People and Culture on trainee progress, commit to increase targeted recruitment and promote this with managers</li> </ul>	Director, People & Culture	Director of Oral Health	June 2022
<b>A Leader in Research and Teaching</b>					
Continuous education, teaching and training	Support staff to access training and education	Support staff to access and complete relevant post graduate qualifications within the provision of the industrial employment award	Director, People & Culture	Director of Oral Health	June 2022
Continuous education, teaching and training	Enhance partnerships with education providers to ensure positive student experiences within SWSLHD	Implement innovative, efficient and sustainable student supervision models in partnership with education providers	Director, People & Culture	Director of Oral Health	June 2022
Driving research and translation	Enhance our vibrant research culture	<p>Actions as per the Research Strategy 2019-2023</p> <p>Identify Research Leaders within facilities and services to clearly identify local research champions and provide local access to information and guidance</p> <ul style="list-style-type: none"> <li>Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research</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> </ul>	Director, Research	Director of Oral Health	June 2022
Driving research and translation	Build strategic collaborations in research	<ul style="list-style-type: none"> <li>Actively engage with our partners, including the Office for Health and Medical Research, Western Sydney 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> </ul>	Director, Research	Director of Oral Health	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Driving research and translation	Build evidence, knowledge and translation	<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> <li>Demonstrate research impact through utilising the results of research to inform changes to policy and practice</li> </ul>	Director, Research	Director of Oral Health	June 2022

### Specific Initiatives July 2020 – June 2022

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
Safe, Quality Care	Develop and implement a Surgical and Procedural Care Plan which identifies the future location of services, expertise and equipment to improve patient safety	<ul style="list-style-type: none"> <li>Oral Health will develop a plan for capital infrastructure strategy along with future service needs and development. The focus will be development of specialist dental services</li> </ul>	Director, Allied & Community Health	Director of Oral Health	June 2022
Safe, Quality Care	Expand SWSLHD Centres of Excellence to strengthen clinical care through delivering services linked to research, teaching and education	<ul style="list-style-type: none"> <li>Construction of Macarthur Centre for Oral Health at Campbelltown Hospital to develop a centre of excellence for general and specialist dental services.</li> </ul>	Director, Allied & Community Health	Director of Oral Health	June 2022
A Healthy Community	Collaboratively implement the SWS Childhood Overweight and Obesity Action Plan 'Growing Healthy Kids'	<ul style="list-style-type: none"> <li>Oral Health will implement the NSW guideline 'Growth Assessment and Dietary Advice in Public Oral Health Services' across fixed and mobile clinics.</li> </ul>	Director, Allied & Community Health	Director of Oral Health	June 2021