Our strategy to transform South Western Sydney Local Health District

2017–2021
This Strategy includes

1. Why we are transforming
   An overview of why transforming is essential
   pg.4

2. Where we want to be
   The vision, goal and outcomes for Transforming
   Your Experience
   pg.8

3. How we will get there
   What we will collectively do to achieve the change
   pg.10
Together we are

transforming your experience

We are pleased to present Transforming Your Experience, our five-year road map to positively transform how our patients, consumers, staff and communities experience our organisation and services. This Strategy provides us with a clear direction for working together to deliver safe and high quality health services and build the health of our communities – now and into the future.

Transforming Your Experience has been developed together with our patients, consumers, staff and broader community. This is a significant and ambitious Strategy that will require us to examine how we do business in South Western Sydney Local Health District (SWSLHD) and how we can continuously improve what we do.

We are one of the most rapidly growing and culturally diverse districts in New South Wales (NSW). We work to provide a health care service that is person-centred, consistently safe, equitable and responsive to the rapidly developing needs of our communities. We also value and strive to support the highly skilled, passionate and committed people who work to provide exceptional care to our patients and consumers every day.

Over the last several years, we have made significant improvements to the care we provide and in patient safety and quality. However, patients, consumers and staff have told us that there are opportunities for us to do even better.

We care about – and are committed to – providing an exceptional experience for everyone who interacts with our organisation. Transforming Your Experience will focus SWSLHD over the next five years to ensure:

- **Our patients** and consumers will always receive care that is person-centred, high quality and safe
- **Our staff** will work in a supportive environment that recognises excellence and encourages and develops responsibility and leadership
- **Our communities** will be empowered to be in charge of their own health and be active partners in shaping our organisation and services

Transforming Your Experience is our opportunity to positively shape our organisation and culture. To achieve this it is vital that everyone involved in our organisation understands and is involved in this initiative. This Strategy provides direction to help guide the improvements you want to make, whether they are big or small.

This is our opportunity for us all to shape the future direction of our organisation together. We encourage everyone to be involved in helping us to provide an exceptional experience in SWSLHD.

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**Sharon Smith**
Chairperson, SWSLHD Consumer and Community Council

**Professor Phil Harris**
Chairman, SWSLHD Board

**Amanda Larkin**
Chief Executive, SWSLHD
SWSLHD at a glance

Our community:

- Fast growing population of over 1 million people
- A young population: one in five (21%) residents aged under 14 years
- A diverse population, where...
  - 36% of residents were born overseas
  - 49% of residents speak a language other than English at home
- The largest Aboriginal community in metropolitan Sydney

Our workforce:

- Over 12,000 people working for SWSLHD - the largest employer in South Western Sydney
- Over 70% of our workforce is involved in direct patient care
Consultation

This Strategy was developed based on a comprehensive evidence base and extensive stakeholder consultation. We would like to acknowledge the significant contributions of over 1,200 of our staff, patients, consumer representatives and community members who shared their insights.

Of the 1,000+ SWSLHD staff we heard from...

...there was a diverse mix of professions and disciplines

- Allied Health: 19%
- Corporate and Clinical Support: 17%
- Health Management: 9%
- Medical: 10%
- Nursing and Midwifery: 37%
- Other health, scientific and technical: 7%

...and staff members from across our organisation and district

- Frontline Managers: 29%
- Middle Managers: 12%
- Senior Managers: 6%
- Executive Managers: 2%
- Non-Managers: 51%
- Bowen and District: 6%
- Campbelltown: 20%
- Camden: 4%
- Bankstown: 14%
- Fairfield: 9%
- Lahmoor and surrounds: 2%
- Liverpool: 45%
- Tahmoor and surrounds: 2%
- Camden: 4%
- Bowral and District: 6%
- Fairfield: 9%
- Bankstown: 14%
- Campbelltown: 20%
- Liverpool: 45%

As well as hearing from staff, we drew on interviews with over 400 patients and carers from across our services, sought input from the Community and Consumer Council and spoke with diverse community groups.

We would also like to acknowledge the contributions of members of the following groups who provided valuable advice and guidance for this work:

- Transforming Your Experience Steering Committee
- Transforming Your Experience Working Group
- Transforming Your Experience Leadership Working Group

A list of members is provided in Appendix 1.
We care about providing safe and high quality health services and an exceptional experience for everyone who interacts with our organisation – our patients, consumers, staff and communities.

Over the years, SWSLHD has made significant improvements to the care we provide, our health services, and to safety and quality. But we know we can do better.

To further understand what is most important to our patients, consumers and staff, we reviewed the evidence and undertook extensive consultation with over 1,200 staff, patients and consumer representatives. We did this using interviews, online surveys, focus groups and workshops (as shown below).

We use the terms patient and consumer throughout this Strategy to refer to all people who use our health services, as well as their family and carers. This includes people who have used our service in the past or may use our services in the future.

We acknowledge that the term client is also used in some of our health services.
Our Vision
Leading care, healthier communities

Our Values
Collaboration
Openness
Respect
Empowerment
The case for change

From reviewing the evidence and listening to our staff and community about Transforming Your Experience, we know...

A positive patient experience considers all the needs of a patient

- Compassionate, effective and personalised treatment
- Transparent and respectful communication
- Involvement of patients and consumers in decisions
- Clean, safe and comfortable physical environments
- Coordinated and seamless care


“For patients, it’s the little things. For staff, technical skills are important, but patients expect that at a minimum.”
- Interview respondent, SWLHD

A positive patient experience is linked to improved patient safety, clinical effectiveness and improved health outcomes.

51% of patients rate their care as “very good”. Our patients and consumers have told us the most important areas for improvement are:

- **Easily accessible information about the health service**
- **Clear, respectful and regular communication – including to those with language barriers**
- **Access to high quality treatment at the right time**
- **Well-coordinated transfer of care and referrals**
- **Involvement of patients, families and carers in all aspects of care**

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### SWSLHD can do better in supporting staff to achieve their full potential.

#### What we're doing well
- Communicating organisation’s vision
- Emphasising the importance of patient-centred care
- Providing staff with training opportunities
- Promoting collaboration with our partners

#### What we can do better
- Effective two-way communication between management and frontline staff
- Supporting staff to lead and make decisions
- Structured professional development
- Planning for our future workforce needs

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2. Bureau of Health Information (BHI) patient surveys, 2014
Our care is always safe, high quality and personalised and all our staff are supported and empowered to achieve their full potential.

Successfully Transforming Your Experience will mean:

- **Our patients and consumers** will always receive care that is person-centred, high quality and safe
- **Our staff** will work in a supportive environment that recognises excellence and encourages and develops responsibility and leadership
- **Our communities** will be empowered to lead their own health and be active partners in shaping our organisation and services

Shared purpose and commitment is critical for us to achieve these outcomes. The Transforming Your Experience Strategy is our road map for how we will work on this together over the next five years.

This is about our values – what’s important to us and the type of organisation we want to be part of. We all have ideas about how we can improve our work, both big and small. Therefore, everyone in our organisation has a role in shaping this change.

The Transforming Your Experience Strategy can be used to align the whole of SWSLHD to a set of shared priorities needed to achieve positive change.

We expect this to build on and strengthen the great work already undertaken across our organisation. It will be important for all of us to consider how our work best aligns with Transforming Your Experience. This includes the priorities outlined in:

- **SWSLHD Strategic and Healthcare Services Plan**
  Outlines our service development priorities to 2021, in order to achieve our organisational vision and mission.
- **SWSLHD Corporate Plan 2013 – 2017**
  Links the SWSLHD goals in prevention and health care delivery to corporate actions.
- **SWSLHD Workforce Strategic Plan 2014 – 2021**
  Provides the strategies to develop a sustainable and capable workforce to deliver continuously safe and high quality care.
- **SWSLHD Consumer and Community Participation Framework 2016 – 2019**
  Provides commitments and guidance for community and consumer participation in SWSLHD.

*See Appendix 2 for how this all fits together.*
“Patients are at the centre of everything we do – it’s why we are here.”
- Interview respondent, SWSLHD
How we will get there

Achieving the change

We care about providing safe and high quality health services and an exceptional experience for everyone who interacts with our organisation – our patients, consumers, staff and communities.

Transforming Your Experience is underpinned by four key focus areas (see page 11) which are the current priorities for SWSLHD. Each of these areas affect how people experience our organisation and health services every day. Our efforts to improve how we do business in SWSLHD will address these areas collectively.

Activities to deliver change and address each focus area are outlined in the Transforming Your Experience implementation plan (see Appendix 4).

We acknowledge that achieving change in these four areas will require strong governance and leadership, support for infrastructure and financial and other resourcing. These are critical enablers which are primarily addressed in the SWSLHD Strategic and Healthcare Services Plan and the SWSLHD Corporate Plan.

“As staff we need to see ourselves as champions for the patient experience.”

- Interview respondent, SWSLHD
Four focus areas of Transforming Your Experience

1. Consistent delivery, quality and safe care
Our culture and systems will ensure our care is always safe and of the highest quality

2. Personalised, individual care
We will provide consistent, high quality, person-centred care

3. Respectful communication and genuine engagement
We will engage patients, staff and communities by listening, respecting and responding

4. Effective leadership and empowered staff
We will develop, empower and enable all staff and support shared leadership
1. Consistent delivery, quality and safe care

Our culture, systems and processes will ensure our care is always safe and of the highest quality.

<table>
<thead>
<tr>
<th>1.1 We have a culture of continuous quality and safety improvement</th>
<th>· Quality and safety will be at the core of our organisation. All our staff will understand our quality and safety goals, accountabilities and measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 We have the organisational capability to deliver safe and quality care</td>
<td>· We will invest in the capability of our people to deliver consistently safe and quality care. We will train and develop our staff to continuously improve quality and safety</td>
</tr>
<tr>
<td>1.3 Our quality and safety processes and systems are reliable and implemented consistently</td>
<td>· Our quality and safety processes and systems will be standardised and reliable. We will embed these processes into consistent practice as part of our day-to-day work</td>
</tr>
<tr>
<td>1.4 Our data systems allow us to collect, share and integrate meaningful quality and safety data into consistent and standardised care</td>
<td>· We will develop a comprehensive data strategy as the basis for quality and safety improvements across all parts of our organisation. Data will be available to support continuous improvement, review of clinical care variations and monitoring of consistency of care</td>
</tr>
<tr>
<td>1.5 Evidence, research and innovation are embedded in our work</td>
<td>· Evidence underpins our work. Asking questions and including research in our clinical practice will drive a learning and research culture. We will support staff to integrate and translate knowledge into everyday care and work practice</td>
</tr>
</tbody>
</table>

**WHAT SUCCESS LOOKS LIKE**

- Quality and safety are integrated into the day-to-day business of the organisation
- Everyone in our organisation has the skills and understanding to provide quality and safe care
- Patients and consumers experience care that is high quality and consistently safe
- Safety and quality practices are consistent and of the highest standard
- Research and improvement are embedded into the care we deliver
“We need to engage all our staff in providing high quality and safe care. This involves working with our clinicians, our managers and all staff to ensure our quality and safety processes are reliable and our staff are properly trained in safe care delivery.”

- Interview respondent, SWSLHD
2. Personalised, individual care

We will provide high quality and person-centred care.

2.1 Each interaction considers all the needs of the individual

- Every interaction and episode of care will account for the holistic needs of the person. Our responsibility will be to understand what matters most to each of our patients

2.2 Our services are tailored to meet diverse individual needs

- We will tailor and personalise our care to each person. Our services will recognise patients and consumers as individuals and be responsive to their specific needs, preferences, and values

2.3 Care is collaborative and multidisciplinary

- All staff will work together effectively to deliver the best results for our patients and consumers. Multidisciplinary care will include all staff involved in shaping and delivering care

2.4 Care and services are accessible to our communities

- Our services will be accessible to patients and our diverse communities. Care will be delivered in a timely manner and in the most appropriate settings

2.5 There is effective coordination and continuity in the care we provide

- The continuum of care for our patients and consumers will be coordinated effectively across all SWSLHD services. We will strengthen our transfer of care processes and embed clear accountabilities and responsibilities

WHAT SUCCESS LOOKS LIKE

- All our patients and consumers feel valued and are treated as individuals
- The diverse needs of our patients and consumers are consistently met
- Appropriate care is always delivered through effective multidisciplinary approaches
- Our patients and consumers access the right care, at the right time, at the right place
- A coordinated patient journey is experienced by all our patients and consumers
“Each patient should be treated individually because every patient is different ... A positive patient experience is what the patient deems it to be, not what we as health workers think it should be.”

- Interview respondent, SWSLHD
3. Respectful communication and genuine engagement

We will engage patients, staff and communities by listening, respecting and responding.

<table>
<thead>
<tr>
<th>3.1 Patients are actively part of their care and treatment</th>
<th>· We will deliver care in true partnership with our patients and consumers. Real-time patient and consumer feedback will inform how care is delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 We communicate respectfully and openly with everyone</td>
<td>· Our communication will be respectful, compassionate and understanding of the diverse needs of people who use our services. We will ensure every patient can communicate openly with their care team</td>
</tr>
<tr>
<td>3.3 We empower our communities</td>
<td>· Communities will be empowered to participate in their care through strengthened education and engagement. Community education and information will enable effective navigation of the health system, and consumers and communities will have greater involvement in shaping our health service</td>
</tr>
<tr>
<td>3.4 Staff communication is open and involves timely feedback</td>
<td>· Open and timely communication will be facilitated across and at all levels of the organisation. Robust feedback between management and all staff will be in place</td>
</tr>
<tr>
<td>3.5 Our partnerships are purposeful and respectful</td>
<td>· We will expand and develop partnerships with community, health, research and academic groups to embed improvements in best practice care. Our profile and reputation in the community will be strengthened</td>
</tr>
</tbody>
</table>

WHAT SUCCESS LOOKS LIKE

· Shared decision making engages our patients, consumers, families and carers
· Interactions are respectful, open and accessible with everyone receiving care
· Empowered communities take control of their health and shape our services
· Open and transparent communication exists between staff and senior and executive management
· Strong and meaningful partnerships improve individuals’ care and experiences
“Every morning my colleague walks into the ward and says ‘good morning’ to every inpatient and asks how they are feeling today.”

- Survey respondent, SWSLHD
4. Effective leadership and empowered staff

We will develop and empower all staff and enable shared and respectful leadership.

<table>
<thead>
<tr>
<th>4.1 We develop and support our workforce</th>
<th>• Our culture will value continuous learning and mentoring. We will enable our leaders, and develop the capabilities of all our staff to fulfill their potential. Our workplaces will support the safety, health and wellbeing of our staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 The right people are recruited at the right time</td>
<td>• We will recruit and retain the best people with the skills and behaviours that contribute to safe, high quality and person-centred care and a positive workplace. Our recruitment processes will be transparent and efficient</td>
</tr>
<tr>
<td>4.3 Effective decision making is enabled</td>
<td>• Our managers and clinicians will be empowered and enabled to make effective decisions. Meaningful input from staff, consumers and the community will inform the decisions we make</td>
</tr>
<tr>
<td>4.4 High performance and excellence is celebrated</td>
<td>• Achievements of individuals, teams and services across the organisation will be acknowledged and celebrated. Day-to-day recognition of staff performance will be embedded in how we work</td>
</tr>
<tr>
<td>4.5 We foster openness and accountability</td>
<td>• Our executive and senior management will communicate respectfully, openly and often with frontline staff. We will promote responsibility and accountability for all staff</td>
</tr>
</tbody>
</table>

WHAT SUCCESS LOOKS LIKE

• Our staff, at all levels, have the opportunity to develop their skills and achieve their full potential
• We are an employer of choice and attract the best and brightest talent
• Our recruitment processes are timely, transparent and effective
• Staff are empowered and supported to make decisions and lead change
• Staff are responsible for their performance and are regularly acknowledged for achievements

Effective leadership at all levels of our organisation is integral to Transforming Your Experience. To strengthen our approach to shared leadership we have developed the SWSLHD Leadership Strategy – A Shared Approach to Leadership 2017 – 2021. Within this strategy is a Leadership Model that presents six qualities of leadership for all staff to demonstrate (see Appendix 3).
“My manager has so much respect for our team. No matter who they are ... she always supports us and includes us in new ideas and making decisions. Because of this our team is willing to go the extra mile in our roles.”

- Survey respondent, SWSLHD
Implementing and monitoring progress of

Transforming your experience

How will we implement Transforming Your Experience?
A District-wide implementation plan has been developed for Transforming Your Experience, to deliver change and address each focus area outlined in this Strategy. Activities are phased over five years with a number of short-, medium- and longer-term priorities.

We will review and update this Strategy and the implementation plan as progress is made.

How will we know we have been successful?
We will only know we have achieved these outcomes when our patients, consumers, staff and communities tell us that we consistently demonstrate these qualities.

Measuring this change is important. A plan has also been developed to evaluate Transforming Your Experience and track our progress over time against measures of quality and safety, patient and staff experiences and effective communication (see Appendix 4).

Transforming Your Experience is about continuous improvement. It is a long-term strategy to improve how we work. It is important we balance this long-term commitment with the need to pursue better ways of working in the short term and in our day-to-day work.

If you would like to know more about Transforming Your Experience, please email: SWSLHD.Transformingyourexperience@sswhs.nsw.gov.au
# Appendix 1:
## Membership of working groups

### Transforming Your Experience Steering Committee

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Amanda Larkin (Co-Chair)</td>
<td>Chief Executive, SWSLHD</td>
</tr>
<tr>
<td>Prof Les Bokey (Co-Chair)</td>
<td>Clinical Director, Gastroenterology, Gastrointestinal Surgery, Liver, Urology, Head &amp; Neck, ENT and Ophthalmology Services, SWSLHD</td>
</tr>
<tr>
<td>A/Prof Friedbert Kohler</td>
<td>Director, Aged Care and Rehabilitation, SWSLHD</td>
</tr>
<tr>
<td>Mr Mark Zacka</td>
<td>Director, Clinical Governance, SWSLHD (previous)</td>
</tr>
<tr>
<td>Ms Glenda Dingwall</td>
<td>Director, Workforce and Development, SWSLHD</td>
</tr>
<tr>
<td>Ms Sonia Marshall</td>
<td>Director, Nursing &amp; Midwifery Services, SWSLHD</td>
</tr>
<tr>
<td>Ms Jacqui Cross</td>
<td>Director, Nursing &amp; Midwifery Services, SWSLHD (previous)</td>
</tr>
<tr>
<td>Mr Graeme Loy</td>
<td>Director, Operations, SWSLHD (previous)</td>
</tr>
<tr>
<td>Mr Chris Leahy</td>
<td>Director, Operations, SWSLHD (previous)</td>
</tr>
<tr>
<td>Ms Natalie Wilson</td>
<td>A/Coordinator, Transforming Your Experience</td>
</tr>
</tbody>
</table>

### Transforming Your Experience Working Group

<table>
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<tr>
<th>Member</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Prof Brad Frankum (Co-Chair)</td>
<td>SWSLHD Board Member; Consultant Immunologist, Campbelltown Hospital</td>
</tr>
<tr>
<td>Mr Mark Zacka (Co-Chair)</td>
<td>Director, Clinical Governance, SWSLHD (previous)</td>
</tr>
<tr>
<td>Dr Marc Logarta</td>
<td>VMO, Anaesthetics, Campbelltown Hospital</td>
</tr>
<tr>
<td>Ms Sonia Marshall</td>
<td>Director, Nursing &amp; Midwifery Services, SWSLHD</td>
</tr>
<tr>
<td>Ms Sharon Smith</td>
<td>Community and Consumer Representative, SWSLHD</td>
</tr>
<tr>
<td>Ms Christine Stephens</td>
<td>Director, Nursing &amp; Midwifery Services, Liverpool Hospital</td>
</tr>
<tr>
<td>Mr Matthew Jennings</td>
<td>Director, Allied Health, Liverpool Hospital</td>
</tr>
<tr>
<td>Ms Kylie Wright</td>
<td>Quality &amp; Accreditation Manager, Liverpool Hospital</td>
</tr>
<tr>
<td>Dr Paul Lambbrakis</td>
<td>Consultant, Acute Surgical Unit, Liverpool Hospital</td>
</tr>
<tr>
<td>Dr Christian Mussap</td>
<td>Staff Specialist, Cardiology, Liverpool Hospital</td>
</tr>
<tr>
<td>Ms Kelly Walker</td>
<td>A/General Manager, Drug Health Services, SWSLHD</td>
</tr>
</tbody>
</table>

### Transforming Your Experience Leadership Working Group

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof David Simmons (Co-Chair)</td>
<td>Professor of Medicine, Campbelltown Hospital</td>
</tr>
<tr>
<td>Ms Glenda Dingwall (Co-Chair)</td>
<td>Director, Workforce &amp; Development, SWSLHD</td>
</tr>
<tr>
<td>Dr Ardalan Ebrahimi</td>
<td>VMO, Head &amp; Neck Surgery, Liverpool Hospital</td>
</tr>
<tr>
<td>Mr Daryn Mitford</td>
<td>Nurse Manager, Emergency Departments, Campbelltown and Camden Hospitals</td>
</tr>
<tr>
<td>A/Prof Ravi Srinivas</td>
<td>Director, Oral Health Services, SWSLHD</td>
</tr>
<tr>
<td>Ms Robynne Cooke</td>
<td>General Manager, Liverpool Hospital</td>
</tr>
<tr>
<td>Ms Joady McManus</td>
<td>Community &amp; Consumer Representative, SWSLHD</td>
</tr>
<tr>
<td>Ms Rebecca Tyson</td>
<td>Director, Corporate Services, Camden and Campbelltown Hospitals</td>
</tr>
<tr>
<td>Dr Matthew Smith</td>
<td>Director, Emergency Department, Bankstown-Lidcombe Hospital</td>
</tr>
<tr>
<td>Ms Megan Brooks</td>
<td>Manager, HTV &amp; Related Programs (HARP), Population Health</td>
</tr>
<tr>
<td>Ms Rebecca Leon</td>
<td>Manager, Centre for Education &amp; Workforce Development, SWSLHD</td>
</tr>
<tr>
<td>Mr Nathan Jones</td>
<td>Director, Aboriginal Health, SWSLHD</td>
</tr>
</tbody>
</table>
Appendix 2:
Transforming Your Experience in SWSLHD – how it all fits together

The Transforming Your Experience Strategy aligns with the overall vision and direction of SWSLHD. This is illustrated below with some of the key SWSLHD strategies and plans.

**NSW Health Strategic Plan: Towards 2021**

**Key SWSLHD plans**

- Strategic & Healthcare Services Plan to 2021
- Corporate Plan 2013 – 17
- Consumer and Community Participation Framework 2016 – 19

**Supported by other SWSLHD guidance documents:**
- Clinical Governance Framework
- Multicultural Refugee Health Implementation Plan
- Information and Communications Technology Strategy
- Workforce Strategic Plan
- Education and Training Strategic Plan
- Research Strategy

**This document**

- **Strategy**
- **Leadership Strategy**
Appendix 3:
The SWSLHD Leadership Model

The Leadership Model helps all staff to understand what outstanding leadership looks like within our organisation, and how all staff can demonstrate leadership in their day-to-day work. Detail is provided in the SWSLHD Leadership Strategy – A Shared Approach to Leadership 2017 – 2021.
Appendix 4:
Supporting the Transforming Your Experience Strategy

A number of resources and tools to support Transforming Your Experience have been developed and are described below.

Strategic direction and priorities
- **Leadership Strategy**: High-level vision and priorities for transforming the experience of our patients and staff and the care we provide.
- **Implementation plan**: Defines SWSLHD commitment to strengthen leadership and provides model for staff leadership.

Implementation and evaluation
- **Evaluation plan**: Overall blueprint for evaluating Transforming Your Experience.
- **Maturity model**: Understanding progress towards Transforming Your Experience.