



Health  
Sydney  
Local Health District

## SYDNEY LOCAL HEALTH DISTRICT STRATEGIC PLAN 2018-2022



### We value your contribution

Following our staff and community consultation sessions, a draft of our new Strategic Plan is now available at

**[slhd.nsw.gov.au](http://slhd.nsw.gov.au)**



Please provide your feedback by November 30 to [SLHD-Planning@health.nsw.gov.au](mailto:SLHD-Planning@health.nsw.gov.au)

**SYDNEY LOCAL HEALTH DISTRICT**

**DRAFT**

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**STRATEGIC PLAN**

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**2018-2022**

## FOREWORD

On behalf of the Sydney Local Health District Board, it is our great pleasure to present the District's 2018-2022 Strategic Plan. Our Strategic Plan (2018-2022) provides the overarching framework to support the realisation of our Vision,

### *Excellence in Health and Healthcare for All*

Our plan is decidedly aspirational, aiming to continue to position our District as an innovative leader in healthcare dedicated to partnering with our communities to significantly improve health and wellbeing. Our plan places our patients, families and carers at the heart of everything we do, while also ensuring our people are valued, supported and respected. Our core purpose includes undertaking, growing and translating our world-leading health and medical research and providing the highest quality education for our current dedicated employees and the future generations of health workers.

Our strategy recognises the very significant challenges facing the District in delivering health care in the twenty first century; our rapid population growth, our diverse and ageing communities, the changing approaches to delivering health and medical care and the explosion of new informational, imaging and medical technologies.

The strategy identifies the need for significant additional capacity across our major facilities, the expansion of our medical and information technology and developments in our health services. It recognises the importance of the social and environmental determinants of health, the need to strengthen primary, community and predictive healthcare and the need to truly integrate and streamline care. The overall goal is a well-balanced, value-based, health and wellbeing network, integrated with the community, industry and social care sectors.

Our plan is consistent with the strategic directions of NSW Health in keeping people healthy, providing world class clinical care and delivering truly integrated care.

The realisation of our plan requires a positive, engaged culture committed to ensuring the health and wellbeing of our patients, carers, families and communities. It requires us to strive to achieve the very highest standards of performance, equity and social justice. It places the highest value on our employees.

The Plan outlines our vision, supported by our CORE values and Foundational Principles which inform our eight strategic Focus Areas.

Our eight strategic Focus Areas are:

- ❖ **Our Communities and Environment**
- ❖ **Our Patients, Families, Consumers and Carers**
- ❖ **Our People**
- ❖ **Our Partners**
- ❖ **Our Services**
- ❖ **Our Education**
- ❖ **Our Research**
- ❖ **Our Infrastructure**

For each of these eight Focus Areas, goals, strategies and enabling plans have been developed. The specific actions, timeframes and implementation targets are outlined in the enabling plans that relate to each Focus Area. These will be annually reflected in the District's Operational Plan.

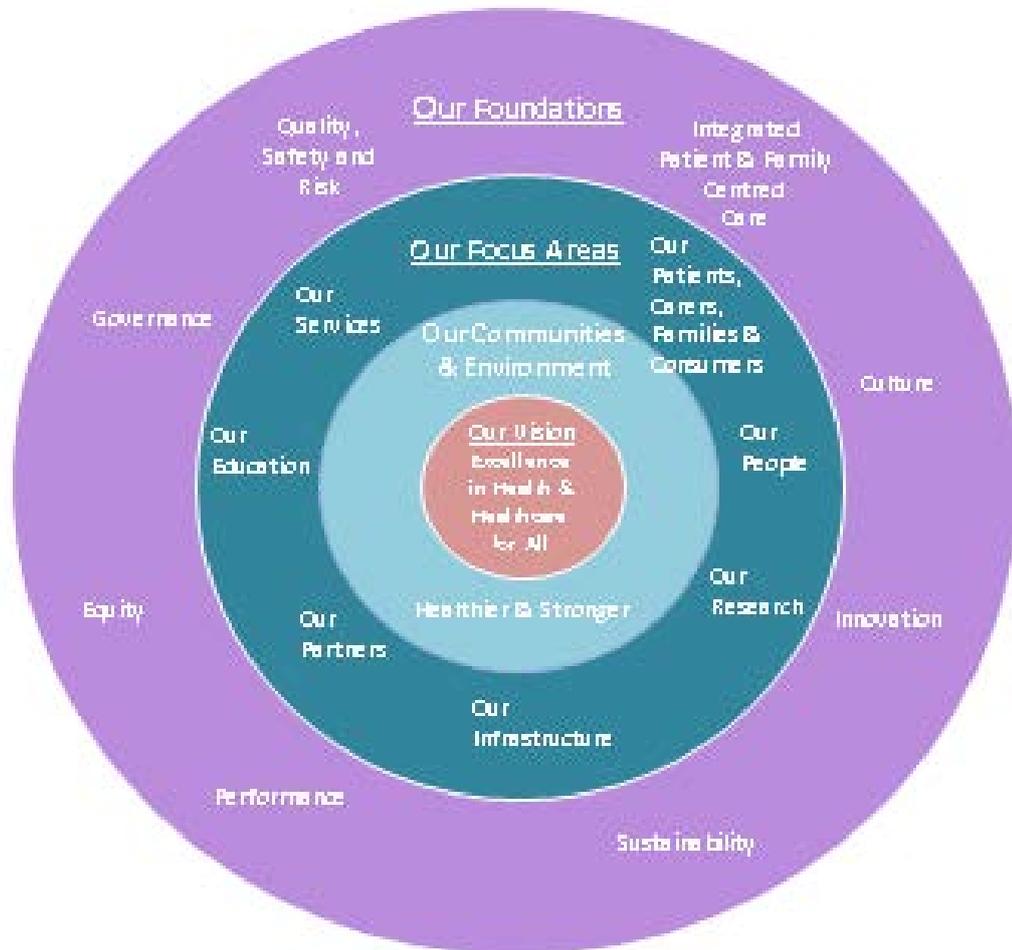
We are confident that the extensive, inclusive employee and community consultation undertaken to develop this plan will ensure that the District's strategy is innovative, relevant, robust and consistent with the needs and interests of our communities and stakeholders. We would like to thank the many employees and community members who shared their time, views and expertise in developing this Plan.

The Board and Executive of the Sydney Local Health District are proud to deliver this Strategic Plan 2018-2022 for the Sydney Local Health District. We look forward to implementing these exciting new initiatives and feel confident that the plans' adoption and implementation will ensure that the District continues to be placed at the forefront of health service delivery in this country.

**Dr Teresa Anderson**  
Chief Executive  
Sydney Local Health District

**The Hon. Ron Phillips**  
Chair  
Sydney Local Health District

## Strategic Plan Framework



## Our District Vision

*“Excellence in health and healthcare for all”*

## Our District Mission

### To work with our communities to promote:

- Co-designed and co-produced health policy, plans, new service models and research studies.
- Improvements in the social and environmental factors that sustain health.
- A healthcare system that is responsive to equity concerns.
- Best practice prevention, health promotion and health protection programs and strategies.
- Community-based healthcare delivered close to where people live.

### To ensure the community has equitable access to the highest quality patient/client and family centred care that is:

- Integrated, timely, culturally appropriate, evidence-based and efficient.
- Provided by a highly skilled, compassionate workforce who are committed, accountable, supported and valued.
- Supported by leading-edge research, education and medical and information technologies.
- Supportive of the healthcare of populations in other LHDs, States and Territories across Australia and in other countries.

## Our Foundational Principles

- Our Culture** is about ensuring the needs of our patients, their families and carers and communities are at the heart of everything we do. Valuing the health, wellbeing and safety of our employees including their engagement, management and leadership development will achieve the highest quality care. Our culture is about equity, innovation, valuing evidence and research, continuous learning, excellent performance and the highest achievement.
- We have a commitment to cross-cultural **patient, carer and family-centred care**. This embodies respect, compassion, support and responsiveness to the needs, experience and preferences of our patients, families, carers and the community. We work in partnership with our patients and consumers to improve health literacy, support self-management and provide care close to where people live. The benefits associated with patient-centred care include decreased mortality, decreased readmission rates and improved adherence to treatment

regimens<sup>1</sup>. Delivering care across settings, in the home, community or hospital should be seamless. Delivering truly integrated care requires collaborative solutions to health and empowered, self-reliant communities.

- iii. **Equity** means that everyone has a fair opportunity to enjoy good health and to access the health services they need. Equity issues should be addressed in our direct patient care, our prevention and health promotion and our research. We need to work collaboratively on the social factors that contribute to health inequities and the ways these are perpetuated<sup>2</sup>.
- iv. **Our Innovation, Evidence and Research** involves continually learning, evaluating, improving and thinking in new ways. Our culture, management and business processes support research, evaluation and innovation.
- v. We have an absolute commitment to **Quality, Safety and Risk Mitigation** through a continuous cycle of evaluation, maximising the value for our patients, monitoring, reviewing, risk assessment and risk mitigation. A comprehensive data strategy is the basis for improvement. Evidence indicates that engaging and partnering with patients in all aspects of care results in improved safety, quality and efficiency. High quality care requires the vigilance and cooperation of the whole healthcare workforce<sup>3</sup>.
- vi. Quality, data driven **Performance** is integral to providing the highest value care, with value defined as the “health outcomes achieved per dollar spent”<sup>4</sup>. Reliable, accurate, accessible data supports the delivery of services aligned with patient preferences, values and expectations. This provides better outcomes for our patients while ensuring value for the health system.
- vii. Our professional **Governance** is built upon strong, fair and ethical leadership and systems of governance. Our governance fosters accountability, transparency, direction, efficiency and effectiveness. It articulates and safeguards organisational and individual accountabilities for the delivery of safe, high-quality, integrated patient and family centred care.
- viii. **Sustainability** across our organisation, our facilities and in our services and strategies ensures continuing value into the future. Sustainability includes being environmentally responsible in reducing our carbon footprint. Sustainability in our prevention, protection and health promotion and community connectedness builds a healthier community.

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<sup>1</sup> Australian Commission on Safety and Quality in Health Care, National Safety and Quality Health Service Standards (September 2012). Sydney. ACSQHC, 2012.

<sup>2</sup> A Framework for Improving Health Equity in Sydney Local Health District.

<sup>3</sup> Australian Commission on Safety and Quality in Health Care, National Safety and Quality Health Service Standards (September 2012). Sydney. ACSQHC, 2012.

<sup>4</sup> M Porter, What is value in health care? NEJM, 2010.

## Our District Values

- **Collaboration** – We work in collaboration with our patients/clients, communities, our colleagues and employees and with other agencies and services.
- **Openness** – We have transparent, clear, honest processes and employ strong community consultation.
- **Respect** – We value our diverse communities and respect cultural differences. We respect and celebrate the rights and culture of Aboriginal communities, the traditional owners of the land. We treat patients/clients, carers, colleagues and employees compassionately, fairly and positively. We uphold privacy and social justice. We are committed to employment, human and health rights.
- **Empowerment** – Our communities are empowered to contribute to the health system, to be self-reliant, resilient and to assume greater control over their health and social circumstances. Our patients, carers and families are empowered in decision-making about care. Our people are supported to participate in the workplace and their views and opinions are valued and influential.

## The Process of Planning

This Strategic Plan has been developed through an inclusive Board, executive, employee and community consultation process. A major Board and Senior Executive Workshop was held mid-year, which resulted in a *draft Strategic Plan Summary* which formed the basis for the Employee and Community Consultation held throughout August and September, 2017. Five employee forums were held and six community forums. Employee and consumer surveys were also conducted. The outcomes of these consultations have been integrated into the Strategic Plan.

# 1. INTRODUCTION

Sydney Local Health District (or the District) is located in the centre and inner west of Sydney. It comprises the Local Government Areas (LGAs) of the City of Sydney (western part), Inner West Council, Canterbury-Bankstown (Canterbury part), Canada Bay, Burwood and Strathfield. The District is responsible for providing care to more than 640,000 local residents and a large number of people who travel to the District to use its tertiary and quaternary services. It is a highly populated district covering 126 square kilometres, with a current density of over 5,000 residents per square kilometre.

Sydney Local Health District includes principal referral hospitals at Royal Prince Alfred (RPA) and Concord Repatriation General Hospital (Concord Hospital or CRGH), a major metropolitan hospital at Canterbury, the aged care and rehabilitation specialist hospital at Balmain, and the tertiary oral health facility, the Sydney Dental Hospital. The District has comprehensive community-based health services ranging across child and family health, community nursing, oral health, mental health, aged care, chronic care, drug and alcohol services, sexual health, population health, health promotion, Aboriginal health and multicultural health. Services are linked with primary care providers, including the local primary healthcare network, the Central and Eastern Sydney PHN.

The District incorporates a large part of Sydney's global economic corridor, including high density commercial precincts, a strong employment base, and extensive health and tertiary education facilities. The world-renowned education and research precinct that spans Broadway/Ultimo and Camperdown is within the District's borders and has been designated as a Strategic Centre by the Greater Sydney Commission.

The District is widely recognised as a leader in research, education and in developing innovative models of care, with highly skilled staff and mature clinical services. Services at RPA and Concord Hospital are predominately delineated at the highest level. There are a large number of services which are provided on a state-wide basis, such as the Australian Liver Transplant Centre, the State Burns Unit, kidney transplantation, cardiovascular and cardiothoracic services, neurosciences and neuro-intervention, genomics, cancer care, complex surgery, intensive care, neonatal care, obstetrics and gynaecology. These services are networked with the local hospital services across the District. Prevention, health promotion and high quality community-based healthcare are integral to the District's role.

Sydney Local Health District has an important responsibility to support other Districts, particularly rural areas through providing access to its tertiary and quaternary services and through education and training, clinical leadership and clinical outreach.

Sydney Local Health District has a substantial and widely recognised health and medical research role with world leading and world class research groups in biomedical research, substantial strengths in clinical research, public and population health research and health services research. All clinical streams across the District have specialised areas of research activity and encourage opportunities to translate research and to further forge national or international leadership in health improvement, clinical care and research. The District provides significant education services through the Centre for Education and Workforce Development, the University of Sydney Clinical Schools and through affiliations with a wide range of university and higher education partners.

As part of *Sydney Health Partners*, Sydney Local Health District has been recognised as Advanced Health and Research Translation Centre of the National Health and Medical Research Council (NHMRC). This honour recognises our health and medical research as equal to the world's best and in some areas as world leading. In 2013 *Sydney Research* was established through the collaboration of the District, The University of Sydney, eleven medical research institutes and centres and other partners. *Sydney Research* is a leading centre for translational research - converting discoveries into better health. In 2015, a further collaboration, *Sydney Health Partners*, an alliance between the Sydney Local Health District, The University of Sydney, Western Sydney Local Health District, Northern Sydney Local Health District and the Child Health Network, was formalised.

Service developments and additional infrastructure capacity will be required to keep pace with the increasing demand and to ensure that the District retains its leading role in the development of state-of-the-art technologies, models of care, clinical treatments and public health improvement. Sydney Local Health District will work with NSW Health to establish the required capital and asset infrastructure to meet the increasing demand.

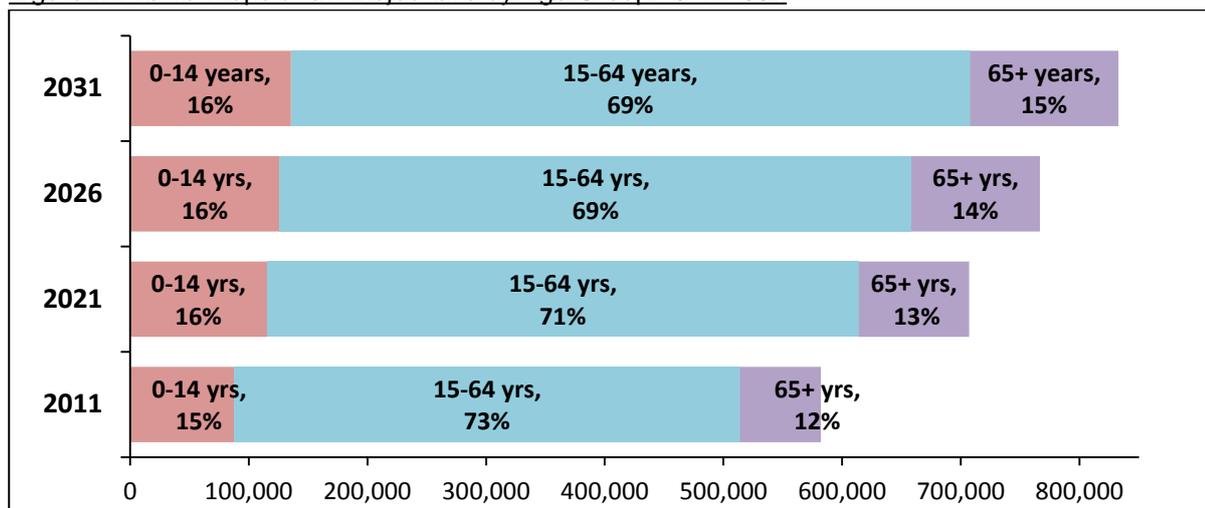
## 2. OUR COMMUNITY

### Overview

The Sydney Local Health District has a population growth rate of 40% between 2016-2036 (Department of Planning and Environment (DPE) 2016). However, there are a number of urban development projects that have yet to be included in these projections. By 2026, according to the DPE projection, the District population is expected to reach 766,530 people and by 2036, 895,790 people. The growth rate in the District from 2016 to 2036, outstrips that of NSW which is projected to grow by 28%. The District has the third highest growth rate of all NSW health districts.

The District is experiencing rapid population growth, with widespread transformation occurring through urban renewal and increased population density. In the context of this urban development, housing affordability is an increasing issue in the District for our population and our staff. Significant planned urban developments include: the Sydenham to Bankstown corridor, Green Square, urban consolidation along the Parramatta Road corridor; The Bays (Rozelle), Rhodes, Breakfast Point and the Central to Eveleigh corridor. There are also very significant private developments throughout the inner west. There are a number of developments in neighbouring LHDs that will impact on the District such as Sydney Olympic Park Wentworth Point and Carter Street which are proximate to the Concord Hospital. The redevelopment of major social housing estates at Waterloo, Redfern and Riverwood will increase the density and social mix/diversity of these estates.

Figure 1: District Population Projections by Age Group 2011-2031



Source: Department of Planning and Environment 2016

The District population is ageing, with the current number of residents aged over 70 projected to increase by 65% to 2031. There are over 4,500 elderly people living in residential aged care facilities. Over 28,000 people with a disability live in the District (ABS 2016), although the *ABS Survey of Disability and Carers* (2012) indicates that the number of people with a disability is well in excess of 120,000. There are over 53,000 unpaid carers who provide support across the inner west.

Each year, over 9,800 babies are born to mothers residing in the District, with over 6,900 deliveries occurring in the maternity units at RPA and Canterbury Hospitals (2016/17).

The District is rich in cultural and socially diversity with almost half of the District's population speaking a language other than English at Home (LOTE), including significant numbers of refugees, asylum seekers and special humanitarian entrants. Almost 8% of the District population speaks little or no English. The major languages spoken at home include Chinese languages, Arabic, Greek, Korean, Italian and Vietnamese.

A very significant Aboriginal population resides in the District especially in the Redfern/Waterloo area, in the City of Sydney and in Marrickville. Aboriginal people are widely recognised as having poorer health and poorer access to appropriate health services.

A feature of the District's social diversity is our proud lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community.

Sydney Local Health District is characterised by socio-economic diversity, with pockets of both extreme advantage and extreme disadvantage. The LGAs with the highest proportion of the population receiving social welfare assistance include Canterbury and the Inner West Council. Mean taxable income is lowest in the Canterbury LGA, which has a higher index of disadvantage than the rest of the State. The District is characterised by a large population of people who are homeless. 40% of the NSW boarding houses are located in the District.

## Infrastructure Development

The District is strongly connected within the Sydney metropolitan area by well-utilised road networks and various public transport options. However, the rising population density of the area coupled with greater freight movements in and out of Port Botany has led to increasing pressure on local roads and on public transport, with congestion and overcrowding common in peak commuter periods.

Initiatives by the State Government to address transport issues include delivering:

- the CBD and South East light rail from Circular Quay to Central Station then to Randwick, and connected to Dulwich Hill;
- a networked cycleway and additional bus routes;
- the Chatswood to Bankstown Metro;
- a second harbour crossing at Rozelle;
- The Parramatta to Sydney Olympic Park and the city centre Metro;
- the WestConnex motorway:
  - Stage 1: Widening of the M4 and Extension of the M4 via a tunnel to Parramatta Road and City West Link, Haberfield
  - Stage 2: Extension of the M5 from the existing M5 East Corridor at Beverly Hills via a tunnel to St Peters
  - Stage 3: A motorway tunnel between the first two stages, linking the M4 and M5 corridors with a linkage at Rozelle.

## Selected Health Status Indicators

People living in Sydney Local Health District generally consider themselves to have good health. In 2015, 80.3% of residents over 16 considered themselves to have excellent, very good or good health, compared to 79.9% for NSW.

Table 1 provides detail of the health-related risk factors of residents within the District and NSW.

Table 1: Selected Health Status Indicators, Sydney Local Health District and NSW

Indicator	Sydney Local Health District	Trend	NSW	NSW trend
<b>Excellent, very good, or good self-rated health, persons aged 16 years and over, 2015</b>	80.3%	Steady since 2002.	79.9%	<b>Steady since 2002.</b>
<b>Diabetes or high blood glucose, persons aged 16 years and over,</b>	8.6%	Nearly doubled since 2002.	8.7%	<b>Increase since 2002.</b>
<b>Alcohol consumption at levels posing long-term risk to health by Local Health District, persons aged 16 years and over, NSW 2016</b>	31.6	Decrease since 2002.	25.9%	<b>Decrease since 2002.</b>
<b>Current smoking, persons aged 16 years and over, 2016</b>	15.7%	Decreasing since 2002.	15.0 %	<b>Decreasing since 2002.</b>
<b>Recommended fruit consumption, persons aged 16 years and over, 2015</b>	51.4%	Slight increase from 2002.	48.4%	<b>Slight decrease from 2002.</b>
<b>Recommended vegetable consumption, persons aged 16 years and over, 2015</b>	6.2%	Slight decrease from 2002.	5.8%	<b>Slight decrease from 2002.</b>
<b>Overweight or obesity in adults, 2016</b>	38.3%	Slight increase from 2002	53.3%	<b>Overall increase from 2002</b>
<b>Adequate physical activity, persons aged 16 years and over, 2015</b>	<b>53.3%</b>	<b>Increase from 2002</b>	<b>42.9 %</b>	<b>Slight increase from 2002</b>

Source: HealthStats NSW, May 2017

Being overweight or obese significantly increases the risk of developing type 2 diabetes, cardiovascular disease, endocrine and gastrointestinal problems, and some cancers in adults<sup>5</sup>. In 2016, the rate of overweight and obesity in the District was estimated at 38.3%<sup>6</sup>. Despite the rate being lower than the state, this is still a proportion of significant concern for the health system.

Smoking levels in Sydney Local Health District are higher than the state. Other lifestyle behaviours impacting on health include alcohol consumption, physical activity and fruit and vegetable consumption.

Infectious disease notification rates are particularly high in the District. In 2016, the average annual notification rate for chlamydia in the District was 1.8 times the rate for NSW, mostly in 25-34 year age group. Between 2012 and 2016, notification rates for gonorrhoea and syphilis remained three times higher in the District compared to the average notification rate across NSW.

### 3. OUR SERVICES

Sydney Local Health District healthcare services include:

- Community health services located at a range of sites across the District
- Royal Prince Alfred Hospital (RPA): a principal referral hospital providing tertiary and quaternary services
- Concord Repatriation General Hospital (Concord Hospital or CRGH): a principal referral hospital providing tertiary and quaternary services
- Canterbury Hospital: a major metropolitan hospital
- Balmain Hospital: a sub-acute aged care and rehabilitation hospital with a General Practice casualty
- Concord Centre for Mental Health: a tertiary mental health facility at Concord
- The Professor Marie Bashir Centre for Mental Health; a tertiary mental health facility at RPA
- Sydney Dental Hospital: providing primary, secondary and tertiary dental care
- Tresillian Family Care Centre: a Schedule Three family care hospital.

Sydney Local Health District employs over 11,200 staff.

In 2016/17 hospitals within Sydney Local Health District provided

- 160,200 Emergency Department occasions of service.
- 171,395 inpatient episodes of care. Of these, 83,032 were day-only episodes (48.4%).
- This includes:
  - 82,966 at RPA Hospital.
  - 56,211 at Concord Hospital.
  - 20,993 at Canterbury Hospital.
- 1,665,429 outpatient occasions of services and a further 203,124 community health occasions of service.
- 40,400 surgical operations in theatres.
- 6,925 babies were delivered at RPA and Canterbury Hospitals.
- 40,782 ambulances presented to the District hospitals.
- 550 research clinical trials underway.

<sup>5</sup> Australian Institute of Health and Welfare (2013), *Australia's Health 2012*, Australia's health series no.13. Cat.no. AUS 156, Canberra: AIHW, p. 209.

<sup>6</sup> NSW Health Stats accessed May 2017 from [http://www.healthstats.nsw.gov.au/Indicator/beh\\_bmi\\_age/beh\\_bmi\\_lhn](http://www.healthstats.nsw.gov.au/Indicator/beh_bmi_age/beh_bmi_lhn)

So, on any day in Sydney Local Health District, on average, there are:

- 1,861 patients in hospital.
- 5,120 people receiving an outpatient service or a community health service.
- 112 ambulances arriving at hospitals.
- 438 people attending our Emergency Departments.
- 19 babies being born.
- 111 surgical operations being undertaken.

Overall, 73% of hospital episodes (day and overnight) for our residents are provided in our hospitals and 40% of the episodes of care in our hospitals are for people residing outside our District, reflecting the high level of self-sufficiency for the local health services and the importance of our tertiary referral services for people across NSW.

## 4. OUR FUTURE ACTIVITY

Between 2016 and 2026, NSW Health acute activity forecast tools indicate that there will be:

- A forty per cent increase in day only separations
- A twenty eight per cent increase in overnight separations
- A twelve per cent increase in overnight bed days
- Overnight average length of stay will decrease from 5.63 to 4.90 days

The growing elderly population is forecasted to lead to a thirteen per cent increase in overnight separations and an eleven per cent increase in overnight bed days for those aged over 85 years. A twelve per cent increase in overnight separations and an eight per cent increase in overnight bed days is forecast for those aged between 70 and 84 years.

Growing chronicity is also forecasted to impact on the demand for sub-acute public hospital inpatient care by 2026 resulting in a:

- Twenty eight per cent increase in overnight sub-acute separations
- Twenty seven per cent increase in overnight sub-acute bed days
- Overnight sub-acute average length of stay decreasing from 15.45 to 15.24 days

New cases of cancer in SLHD are expected to increase from 2,967 in 2016 to 3,943 in 2026. This translates to demand for an additional ten chemotherapy chairs and an additional three radiotherapy machines; however, this takes no account of any increased demand from patients living outside of the District.

The resulting projected demand is equivalent to a requirement for a whole new tertiary hospital in the next decade. The District is committed to a raft of strategies designed to reduce the reliance on hospital beds and to shift the focus to integrated community-based care. However this quantum of demand cannot be accommodated through clinical re-design: significant additional capacity is required in each of the facilities across the District.

## 5. OUR DISTRICT PRIORITIES

There are a number of priorities which the District addresses in this Strategic Plan. These include:

1. **Partnering with our patients, families and consumers** to design, provide and evaluate personalised, responsive, culturally competent, evidence-based, integrated care that truly “matters” to our patients. Integral to this is developing strong and effective leaders and clinicians dedicated to exceptional patient and family centred care and positive performance.
2. Strengthening and valuing our **workforce and its capability, through a focus on education, participation, supportive structures and improved workforce systems**. This includes performance and talent management, improved recruitment systems and ensuring a safe, supportive, flexible and healthy work environment.
3. Continuing to develop an inclusive healthcare system that is responsive to our **Aboriginal communities**, including addressing Aboriginal health and access issues and the social determinants of health in collaboration with Redfern Aboriginal Medical Service (AMS) and the Sydney Metropolitan Local Health Partnership (SMLAHP). Implementing the SLHD Aboriginal Health Strategic Plan and the Aboriginal Workforce Plan.
4. Developing, planning and constructing **new and upgraded health facilities** to address the significant SLHD population growth, increasing demand and our ageing infrastructure, including:
  - The redevelopment of the Royal Prince Alfred Hospital, the Concord Repatriation General Hospital and the Canterbury Hospital.
  - The ongoing refurbishment of the Balmain Hospital to meet the needs of aged and rehabilitation consumers.
  - Upgrading the Sydney Dental Hospital.
  - Ensuring our community-based facilities have additional capacity to meet growing population needs and changing models of care. Developing four new HealthOnes at Green Square, Canterbury and Concord/Homebush.
5. **Shifting the balance of care** into our primary, population health, ambulatory and community-based services to ensure the right care, at the right time in the right place. Supporting the development of predictive healthcare.
6. Influencing the social and policy factors that affect health - the **social determinants of health** - by working in partnership with the community and other sectors. Strengthening our **population’s health literacy, self-management and service navigation**. Advocating for **healthy built environmental planning** through community engagement and inter-sectoral collaboration with a focus on **equity**.
7. Shaping the future through **healthcare and information technology that is patient and family-centred** including state-of-the-art imaging, remote medical and health monitoring, point-of-care diagnostics, innovative use of smart technologies, use of health Apps, new roles for robotics, innovative medical devices, digital connectivity with patients/consumers and a fully integrated eMR. Implementing our **Imaging Strategic Plan** and our **Information, Communications and Technology Strategic Plan** provide a focus for this.

8. Growing **health and medical research and discovery**, making research “everybody’s business” and encouraging patient/community enrolment to high quality clinical trials and research studies. Integral to this is actively supporting the relationship with the University of Sydney and other tertiary partners, and the ongoing development of **Sydney Research** and **Sydney Health Partners**.
9. Enhancing the focus on **improved models of care** for primary care, the Early Years, Mental Health, Aged Care, Chronic and Complex Care, Disability, Infectious Diseases, Drug Health, and Palliative Care.
10. Growing **the tertiary and quaternary depth and breadth** in the District to advance specialised care options for patients across the state including, for example, transplantation, complex surgery, cardiovascular care, neurological care, interventional radiology, genomics, Burns, intensive care, emergency medicine, imaging and diagnostic services and rare disease management.
11. Developing **partnerships across our health and social care sector that will integrate care**, build capacity and deliver on key strategic goals. Important partners include universities, local councils, the Central and Eastern Sydney PHN, the Sydney Metropolitan Local Health Partnership (SMLAHP), non-government organisations, residential aged care services, and government agencies. This includes focusing on neighbourhoods where there is rapid urban development and high health need (e.g. Green Square, Canterbury) and collaborating closely with the **Central and South Eastern PHN**, in service planning and development, service co-commissioning and the further development of HealthPathways.
12. Ensuring the **highest possible performance, outcomes and value for money**.

## Focus Area One Our Communities and Environment

Goal	Strategic Actions
<b>Engaged, Empowered and Healthy Community</b>	<ul style="list-style-type: none"> <li>Engage and empower our population in the co-design and co-production of integrated policy, planning, service delivery, research and evaluation.</li> <li>Strengthen our population's health literacy, self-management and service navigation capability through tailored multilingual and plain English communication, community education and health promotion.</li> <li>Influence the social and policy factors that affect health - the social determinants of health - by working in partnership with other sectors and the community.</li> </ul>
<b>A Healthy Built Environment</b>	<ul style="list-style-type: none"> <li>Influence healthy built environmental planning through community engagement and inter-sectoral collaboration with a focus on equity.</li> <li>Advocate for evidence-based strategies to inform urban development.</li> <li>Ensure that health, health services and health infrastructure are considered in urban development and renewal projects.</li> </ul>
<b>Equitable Care for Our Community</b>	<ul style="list-style-type: none"> <li>Develop a cross disciplinary focus on important population health issues such as chronic diseases, diabetes, obesity and health priorities including the early years, ageing, disability, LGBTIQ health and refugee and multicultural health.</li> <li>Continue to develop a healthcare system responsive to the Aboriginal community, including addressing Aboriginal health inequity and access issues in collaboration with Redfern Aboriginal Medical Service (AMS) and the Sydney Metropolitan Local Health Partnership (SMLAHP). Implement the SLHD Aboriginal Health Strategic Plan and the Aboriginal Workforce Plan.</li> <li>Develop intersectoral strategies to better support the health and wellbeing of the homeless population.</li> <li>Support and grow Healthy Families and Healthy Children – with a focus on the early years - prenatal to three years of age.</li> <li>Invest strategically in geographical areas where there are high levels of socioeconomic disadvantage e.g. Redfern/Waterloo, Canterbury.</li> </ul>
<b>Focus on Prevention</b>	<ul style="list-style-type: none"> <li>Further develop and implement a comprehensive, evidence-based approach to prevention, health promotion and community development in accordance with local, state and national objectives.</li> </ul>

### SLHD Enabling Plans

- Develop a Sydney Local Health District Health Advancement Plan
- Evaluate the Sydney Local Health District Community Participation Framework 2012-2015 <http://www.slhd.nsw.gov.au/pdfs/CommunityParticipationFramework.pdf> and develop the new Sydney Local Health District Community Participation Framework
- Implement the SLHD Equity Framework

## Focus Area Two

### Our Patients, Families, Carers and Consumers

Goal	Strategic Actions
<b>Care is Patient and Family-Centred</b>	<ul style="list-style-type: none"> <li>Partner with our patients, carers, families and consumers to design, provide and evaluate culturally competent, evidence-based, integrated care that truly “matters” to our patients.</li> <li>Redesign our outpatient, ambulatory care and waiting areas in accord with patient needs.</li> <li>Ensure patient reported experience measures and patient reported outcome measures are implemented across all care types, inform improved delivery of care and provide patients with direct and timely feedback about their outcomes.</li> <li>Ensure quality and safety is at the core of our organisational culture and that all employees understand our quality and safety goals and accountabilities.</li> <li>Embed SLHD risk and outcome management processes in the design and delivery of care.</li> <li>Ensure all of our services and facilities meet and exceed National Safety and Quality Health Service Standards, and other relevant standards.</li> </ul>
<b>Patients Can Access Care As Close to Home As Possible</b>	<ul style="list-style-type: none"> <li>Develop a whole of system approach to patient health education: “Make Every Encounter Count” as a strategy to address chronic disease and lifestyle issues.</li> <li>Work with our patients and families, our services and the primary care sector to improve our discharge, communication and care planning and strengthen our transfer of care processes. Support the GP as the primary care co-ordinator.</li> </ul>

#### **SLHD Enabling Plans**

- Develop the Sydney Local Health District Patient and Family-Centred Care Plan

## Focus Area Three Our Services

Goal	Strategic Actions
<b>Responsive Integrated, Culturally Competent Multidisciplinary Services</b>	<ul style="list-style-type: none"> <li>• Ensure our service capacity meets the demand related to population growth and other epidemiological and demographic changes. Refresh the SLHD Mental Health Strategic Plan to reflect population growth. Expand the HealthOne model across the District.</li> <li>• Establish a strong and robust strategy to ensure effective demand management.</li> <li>• Implement and annually review the National Disability Insurance Scheme (NDIS).</li> <li>• Enhance our focus on improved, integrated models of care for primary care, Mental Health, the Early Years, Aged Care, Chronic and Complex Care, Disability, Infectious Diseases, Drug Health and Palliative Care.</li> <li>• Maintain and develop our “core” hospital and community health services. This includes Emergency Departments, Intensive Care, operating theatres and diagnostic services.</li> <li>• Grow the tertiary and quaternary depth and breadth in the District to advance specialised care options for patients across the state including, for example, transplantation, complex surgery, cardiovascular care, neurological care, interventional radiology, Burns, genomics, intensive care, emergency medicine, imaging and rare disease management.</li> <li>• Implement strategic service plans including, for example, Community Health, Imaging, Renal Dialysis, Organ Donation, Multicultural Health, Sexual Health and Hepatitis.</li> <li>• Ensure that purchase of selected cancer services from the Chris O’Brien Lifehouse continues to provide value.</li> </ul>
<p><b>SLHD Enabling Plans</b></p> <ul style="list-style-type: none"> <li>• Evaluate the Sydney Local Health District Healthcare Services Plan 2013-2018 <a href="http://slhd-intranet.sswahs.nsw.gov.au/SLHD/planning/pdf/DistrictHealthcareServicesPlan.pdf">http://slhd-intranet.sswahs.nsw.gov.au/SLHD/planning/pdf/DistrictHealthcareServicesPlan.pdf</a> and develop the <u>new</u> Sydney Local Health District Healthcare Services Plan.</li> </ul>	



## Focus Area Four Our Infrastructure

Goal	Strategic Actions
<p>High quality facilities with leading edge technology to meet the future demand</p>	<ul style="list-style-type: none"> <li>• Develop, plan and construct new and upgraded facilities to address our significant population growth, increasing demand and ageing infrastructure, including:               <ol style="list-style-type: none"> <li>1. The redevelopment of the <b>Royal Prince Alfred Hospital</b>, in accordance with the RPA Clinical Services Strategy and Clinical Services Plan. This includes: additional Intensive Care, acute medical, surgical, Obstetrics, Neonatal and Paediatric services, a new Emergency Department, upgraded ambulatory facilities, additional operating theatres, upgraded imaging and diagnostics and new education and research facilities.</li> <li>2. The redevelopment of the <b>Concord Repatriation General Hospital</b> in accordance with the Clinical Services Plan with upgraded Aged Care and Rehabilitation, Cancer, Defence Forces service, Ambulatory Care, Emergency, Intensive Care, acute care, theatres, imaging, diagnostics and research facilities.</li> <li>3. The redevelopment of the <b>Canterbury Hospital</b> in accordance with the Clinical Services Plan. This includes upgraded Emergency Department, Ambulatory Care, acute medical and surgical services, theatres, imaging, Obstetrics and Paediatrics, imaging, diagnostic services and education facilities.</li> <li>4. The ongoing refurbishment of the <b>Balmain Hospital</b> to meet the needs of aged and rehabilitation consumers.</li> <li>5. Upgrading <b>Sydney Dental Hospital</b> in accordance with the Clinical Services Plan.</li> </ol> </li> <li>• Ensure <b>community-based facilities</b> and ambulatory care have additional capacity to meet the growing population needs and changing models of care in the District. Develop four new HealthOnes at Green Square, Canterbury and Concord/Homebush. Implement the Imaging Strategic Plan.</li> <li>• Implement the Imaging Strategic Plan.</li> <li>• Maintain and develop facilities, services, equipment and technology in accordance with the Asset Strategic Plan.</li> </ul>

**ICT that better supports performance and personalised and tailored care**

- Implement the Information, Communications and Technology Strategic Plan.
- Maximise the benefit derived from new systems through our business intelligence tools including improving the capacity for research, clinical service delivery, patient and community engagement, performance monitoring and equity in service delivery.
- Use ICT to better integrate services across agencies, including with GPs, universities and with non-government agencies.
- Use medical and informational technology to assist clinical care e.g. point of care diagnostics, remote monitoring, clinical handover, cannula insertion, surgery. Such technologies include innovative medical devices, smart technologies and robotics.
- Develop ICT and virtual health care to support earlier intervention and increase people's ability to remain in their own home.
- Work with our communities to develop Patient and Community Portals, smartphone apps, messaging, telehealth and on-line services.
- Continue to develop high quality websites for facilities and services across the District.

**A Sustainable Health System**

- Develop sustainable strategies for the purchase, upgrade and maintenance of imaging, critical care, operative and other equipment and technology.
- Provide highly transparent and contestable financial and business capabilities supporting:
  1. Efficient procurement processes
  2. Financial and performance management
  3. Education in relation to finance and performance monitoring
  4. Patient safety, quality, value, strategy and research.
- Extend SLHD Performance information availability to the community.
- Develop a strong and effective fundraising program to provide additional support for our health services and research into the future.

**SLHD Enabling Plans**

- Implement and evaluate the Sydney Local Health District Information and Communication Technology Strategic Plan 2015-2020 [http://www.slhd.nsw.gov.au/pdfs/IMTD\\_StratPlan.pdf](http://www.slhd.nsw.gov.au/pdfs/IMTD_StratPlan.pdf)
- Implement and evaluate the annual Asset Strategic Plan.
- Implement, evaluate and revise the Imaging Strategic Plan
- Implement, evaluate and revise the Sustainability Plan
- Implement, evaluate and revise the Communications Plan.



## Focus Area Five Our People

Goal	Strategic Actions
<b>Empowered and Resilient Workforce</b>	<ul style="list-style-type: none"> <li>• Promote the development of strong and effective leaders dedicated to exceptional patient and family centred care and positive performance.</li> <li>• Develop a consistent and supportive approach to performance development for both managers and employees that support our CORE Values.</li> <li>• Support our people to translate evidence and research into day to day practice.</li> <li>• Ensure a safe, supportive and healthy work environment for our employees through increased healthy workplace initiatives.</li> <li>• Develop initiatives to engender support, resilience and positive supervision of junior medical and health employees.</li> <li>• Ensure the development of workplace policies that maximise flexibility and support people with experience re-entering the workforce.</li> <li>• Regularly hold forums to harness staff ideas for improving care e.g. The PITCH, Think Tanks.</li> </ul>
<b>Employees Supported to Deliver the Highest Quality Care</b>	<ul style="list-style-type: none"> <li>• Develop leadership at the middle management/team level to initiate and instigate improvements with accountability measures.</li> <li>• Proactively develop line management capability to ensure organisation-wide engagement in performance development and managerial excellence.</li> <li>• Support employees to meet changing service demands and to adapt to new models of care, new technology, new roles and changing work practices e.g. trauma informed care, culturally appropriate care, robotics.</li> <li>• Provide awards to recognise high quality, innovative employee performance.</li> </ul>
<b>A Diverse Workforce within A Culturally Competent Health System</b>	<ul style="list-style-type: none"> <li>• Implement the Sydney Local Health District Aboriginal Workforce Action Plan 2016-2018 <a href="http://www.slhd.nsw.gov.au/pdfs/AboriginalWorkforceActionPlan.pdf">http://www.slhd.nsw.gov.au/pdfs/AboriginalWorkforceActionPlan.pdf</a></li> <li>• Recruit and retain the highest quality employees through equitable and efficient recruitment processes, on-boarding and performance and talent management.</li> <li>• Ensure succession planning is undertaken to counter the effects associated with an ageing workforce.</li> <li>• Support innovative new workforce roles such as bilingual community educators, peer support workers, navigators and extend workers.</li> <li>• Support programs that aim to employ people most marginal from the workforce to break generational unemployment, e.g. young mothers, newly-arrived refugees, young carers, people with long term disability.</li> </ul>

### **SLHD Enabling Plans**

- Implement and evaluate the Sydney Local Health District Workforce Strategic Plan 2016-2020 <http://www.slhd.nsw.gov.au/pdfs/WorkforceStrategicPlan.pdf>

## Focus Area Six Our Research

Goal	Strategic Actions
<p style="text-align: center;"><b>Drive a Culture Committed to Research, informed by Evidence and the Consumer Experience</b></p>	<ul style="list-style-type: none"> <li>• Engage patients, families and consumers meaningfully in research and evaluation at the policy, planning, service delivery levels.</li> <li>• Support an organisational culture that grows and incorporates research as a matter of routine, makes research “everybody’s business”, supports patient/community participation in high quality clinical trials and research studies.</li> <li>• Develop active research strategies/plans for each facility, clinical stream, major department and service that reflect the District Research Strategy.</li> <li>• Support interdisciplinary research, including medical, nursing, allied health, community health.</li> <li>• Support research through education, human resource policies, performance measures, finance, ICT and business processes.</li> <li>• Develop additional conjoint “clinician-researcher“ roles across the District.</li> <li>• Hold an annual SLHD Innovation and Research Symposium to showcase research and further enable the translation of research.</li> <li>• Hold regular ‘Think Tank’ Forums to harness innovation, new models of care and research in key clinical areas e.g. Imaging, Cardiovascular Care, Surgery and Community Care.</li> <li>• Strengthen Population Health Research including analytics, health equity research and data informed decision-making.</li> <li>• Actively communicate, promote and inform the community about the District’s research.</li> </ul>
<p style="text-align: center;"><b>Rapid Translation of Research to Practice</b></p>	<ul style="list-style-type: none"> <li>• Build infrastructure and technology that supports a research-enabled health system.</li> <li>• Develop evidence-based systems to model value-based care rather than volume-based care and implement research outcomes that will increase value-based care.</li> <li>• Purposefully implement interventions, models of care and treatments based on research and evidence.</li> <li>• Proactively partner with industry to grow and commercialise ideas, discoveries and innovations.</li> </ul>



## Collaborative Research

- Inform consumers, their families and carers about the benefits of active involvement in research and encourage informed participation.
- Exert demonstrable leadership and participation in *Sydney Research* to ensure research and its translation are further developed.
- Continue to strategically lead, with our partners, the development of *Sydney Health Partners* as our globally recognised Advanced Health Research and Translation Centre in its goal of translating our research into better health outcomes.
- Strengthen research partnerships and collaborations to achieve scale and develop long-term and collaborative planning for research. This includes collaboration with key partners such as the University of Sydney and the Medical Research Institutes.
- Collocate medical research institutes and centres in a dedicated Research Building at RPA to facilitate research collaboration and increase efficiencies.

## SLHD Enabling Plans

- Evaluate the Sydney Local Health District Research Strategic Plan 2012-2017 <http://www.slhd.nsw.gov.au/pdfs/ResearchStrategicPlan.pdf> and develop the new Sydney Local Health District Research Strategic Plan 2018-2022.

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## Focus Area Seven Our Education

Goal	Strategic Actions
<b>Foster a Culture of Innovation, Change Management and Collaboration</b>	<ul style="list-style-type: none"> <li>• Ensure education incorporates, and is evaluated against, the principles of patient and family-centred care, and that this is delivered to all employees, across all levels.</li> <li>• Embed a strong values perspective, effective change management, emotional intelligence and resilience strategies in all educational activities.</li> <li>• Support learning, innovation, new models of care and knowledge exchange to ensure a learning culture.</li> </ul>
<b>Evidence-based Education and Training</b>	<ul style="list-style-type: none"> <li>• Collaborate with the Health Education and Training institute (HETI) and university and higher education partners to strengthen our role as a provider of education and training to clinicians, employees, managers and students.</li> <li>• Develop education initiatives which support the entry, retention and development of our Aboriginal workforce.</li> <li>• Incorporate coaching and mentoring principles into education initiatives.</li> <li>• Ensure that modern, evidence-based educational methods and infrastructure are readily available across the District and that face-to face training and on-line training is balanced.</li> <li>• Collaborate with HETI and the Ministry of Health to ensure that mandatory education requirements are appropriate.</li> </ul>
<b>State-of-the-Art Education Facilities</b>	<ul style="list-style-type: none"> <li>• Promote the development of state-of-the art education facilities across the District to cater for students and all employees.</li> <li>• Embrace new models of education and learning including virtual reality, simulation, remote learning and education provided in community-based facilities such as the RPA HealthOne East, Green Square.</li> </ul>

### SLHD Enabling Plans

- Implement and evaluate the Sydney Local Health District Education and Training Strategic Plan 2016-2020 [http://www.slhd.nsw.gov.au/pdfs/SLHD\\_ETStatPlan.pdf](http://www.slhd.nsw.gov.au/pdfs/SLHD_ETStatPlan.pdf).
- Develop a new Education and Training Strategic Plan in 2020.

## Focus Area Eight Our Partnerships

Goal	Strategic Actions
<b>Respectful and Purposeful Partnerships that support Integrated and Collaborative Care</b>	<ul style="list-style-type: none"> <li>Expand and build our partnerships across our health and social care system, with our communities, non-government organisations, universities, other government agencies and the private sector.</li> <li>Develop integrated primary, community health and social care collaborations in neighbourhoods where there is rapid urban development and high health need e.g. Green Square, Canterbury.</li> <li>Collaborate closely with the Central and South Eastern PHN, including to further develop and embed the use of HealthPathways in SLHD and in the primary care sector.</li> </ul>
<b>Partnerships to Advance Care</b>	<ul style="list-style-type: none"> <li>Implement and evaluate new approaches to care through the development of a Sydney Foundation for Integrated Care.</li> <li>Work collaboratively with the Central and Eastern Sydney PHN and other stakeholders to consult and plan with our communities and co-commission services and strategies.</li> <li>Collaborate with the universities, government agencies, community groups and industry to further develop the global health and education knowledge and cultural corridor (Camperdown to Ultimo) proximate to RPA as a visible health, education knowledge centre for the state and nation.</li> </ul>
<b>SLHD Enabling Plans:</b> <ul style="list-style-type: none"> <li>Develop the Sydney Local Health District Integrated Care Framework</li> </ul>	



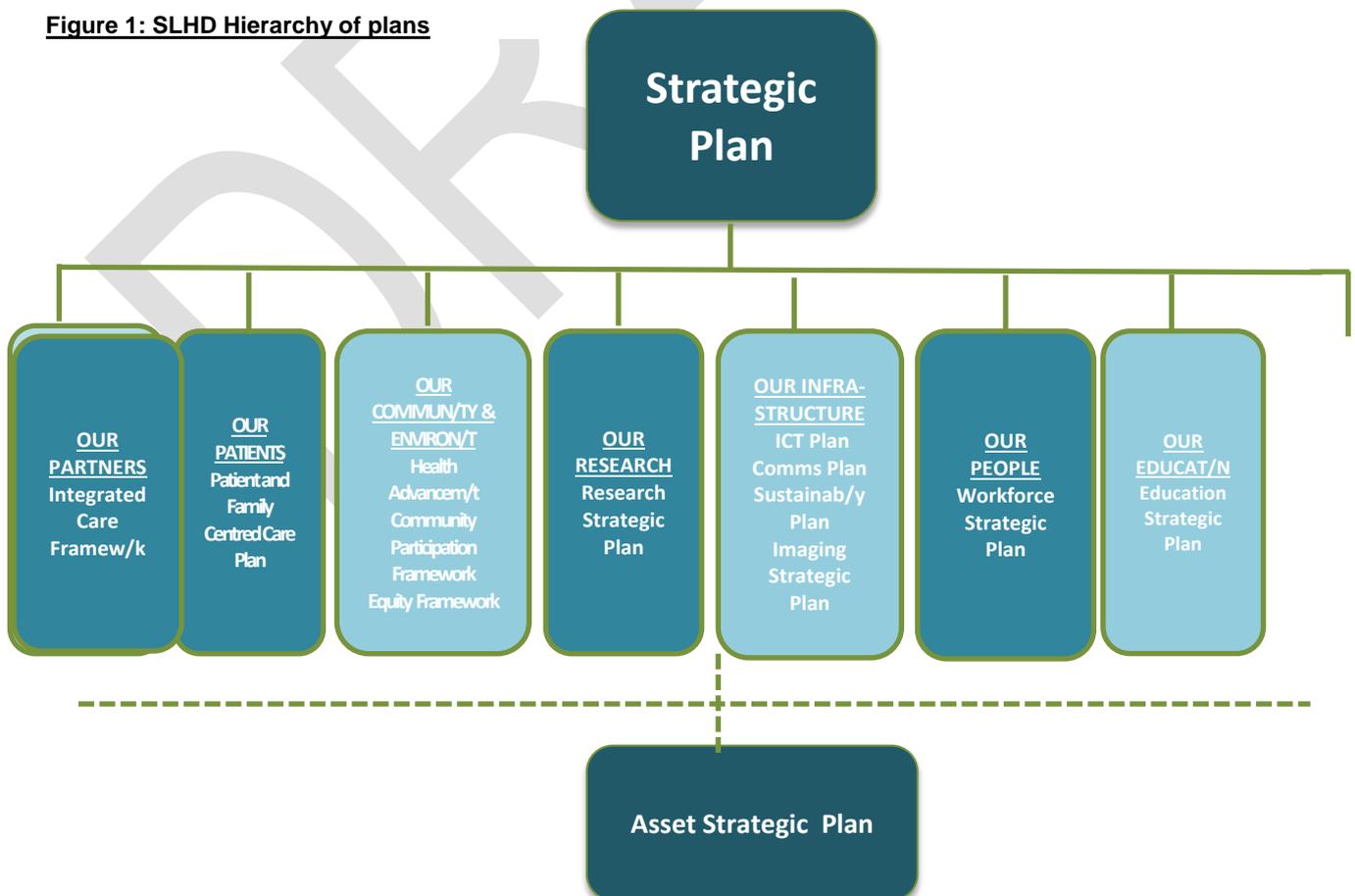
# APPENDIX 1: The SLHD Strategic Planning Framework

The *SLHD Strategic Plan* is the overarching plan which outlines the vision, mission and values of the District. The Strategic Plan highlights the importance of the District’s leadership role, its world leading research and education, its robust service base including its quaternary and tertiary services. It is developed through an open and inclusive staff and community consultation.

Reflecting the Focus Areas of the District Strategic Plan, and providing greater strategic and operational detail, are enabling plans and frameworks (Figure 1). These plans also form the strategic base for the District Asset Strategic Plan.

- **OUR SERVICES** - District Services Plan
- **OUR PATIENTS, CARERS & FAMILIES** - Patient and Family-Centred Care Plan
- **OUR COMMUNITIES AND ENVIRONMENT** - Health Advancement Plan, Community Participation Framework, Equity Framework, Disability Action Plan
- **OUR INFRASTRUCTURE** - Imaging Strategic Plan, Information Communication Technology Plan (ICT), Communications Plan (Comms), Asset Strategic Plan, Sustainability Plan
- **OUR PEOPLE** - Workforce Strategic Plan
- **OUR EDUCATION** - Education and Training Strategic Plan
- **OUR RESEARCH** - Research Strategic Plan
- **OUR PARTNERS** – Integrated Care Framework

**Figure 1: SLHD Hierarchy of plans**



Further informing the detail in the Asset Strategic Plan are Clinical Services Plans (CSP) developed for facilities identified as requiring a capital solution.

The District has developed strategic plans for all its facilities which reflect the SLHD Strategic Plan:

- Royal Prince Alfred Hospital
- Balmain Hospital
- Canterbury Hospital
- Concord Hospital
- Community Health

These plans provide an operational framework for implementing the Strategic Plan and highlighting future directions for the respective facilities. The District has collaboratively completed plans for the Model of Care for the *Chris O'Brien Lifehouse* which provides purchased public as well as private cancer services.

The District is clinically governed through 14 Clinical Streams (Figure 2). Each of these 14 clinical streams has developed a strategic plan or a Position Paper, aligned to the Strategic Plan and outlining their current services, models of care, opportunities for leadership and the priority future services and directions.

The District Healthcare Services Plan is the service strategy which integrates Clinical Stream priorities with the facility (hospital) and community health priorities. Service plans have also been developed for selected areas.

**Figure 2: Overview of District Healthcare Services Planning**

