



# Sydney Local Health District Strategic Plan

2018–2023



Health  
Sydney  
Local Health District

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# Foreword

On behalf of the Sydney Local Health District Board, it is our great pleasure to present the District's 2018-2023 Strategic Plan. Our Plan 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 staff 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 healthcare in the 21st 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 strategic focus areas.



For each of these 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.

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

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 are proud to deliver this Strategic Plan 2018-2023 for Sydney Local Health District. We look forward to implementing these exciting initiatives and feel confident that the plan's adoption and implementation will ensure the District continues to be placed at the forefront of health service delivery in this country.

**Hon. Ron Phillips AO**  
Chair of the Board  
Sydney Local Health District



## VISION AND MISSION

### 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

Care in the community delivered close to where people live

#### TO ENSURE THE COMMUNITY HAS EQUITABLE ACCESS TO THE HIGHEST QUALITY PATIENT / CLIENT AND FAMILY / CARER CENTRED CARE THAT IS:

Integrated, timely, culturally safe and competent, 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 Local Health Districts, States and Territories across Australia and in other countries

## Our Foundational Principles

**I.** We have a commitment to cross-cultural **patient, carer and family centred care**. This embodies respect, compassion, support and responsiveness to the needs, experience, diversity 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. 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.

**II.** **Our Culture** is based upon ensuring the needs of our patients, their families, carers and communities are at the heart of everything we do. Valuing the health, diversity, 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, research and its translation, continuous learning, excellent performance and the highest achievement.

**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.

**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.

**VI.** Quality, data-driven **performance** is integral to providing the highest value care, with value defined as the “health outcomes achieved per dollar spent.” 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.

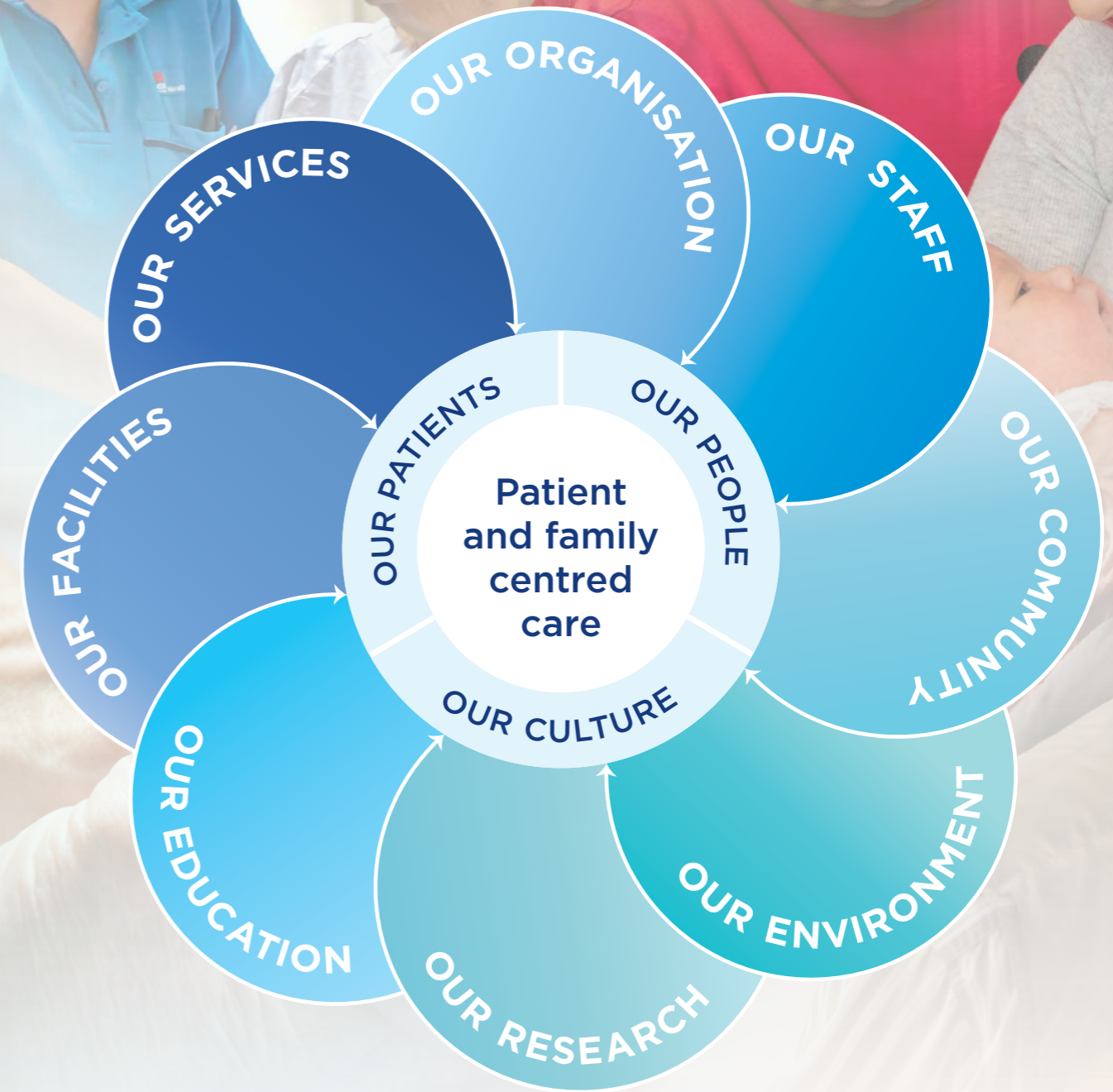
**VIII.** **Sustainability** across our organisation, our facilities and in our services and strategies ensures continuing value into the future. Sustainability includes being environmentally responsible in reducing our carbon footprint. Sustainability in our prevention, protection and health promotion and community connectedness builds a healthier community.

## THE PROCESS OF PLANNING

This Strategic Plan has been developed through an inclusive consultation process involving the Board, Executive, staff and our community. The previous Strategic Plan and all 27 enabling plans and position papers were individually reviewed, and activity and models of care trends and forecasts undertaken to inform the demand and supply of current and future health and support services. A major Board and Senior Executive workshop was held, which resulted in a draft Strategic Plan summary, forming the basis for the employee and community consultation held throughout August and September 2017. Five employee forums, attended by almost 500 staff, were held and six community forums attended by over 150 people. Employee and consumer surveys were also conducted. The outcomes of these consultations have been integrated into the Strategic Plan.

## Our District Values

<h3>Collaboration</h3>	<h3>Openness</h3>
<p>We work in collaboration with our patients/clients, communities, our colleagues, employees and with other agencies and services.</p>	<p>We have transparent, clear, honest processes which feature strong community consultation processes.</p>
<h3>Respect</h3>	<h3>Empowerment</h3>
<p>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, dignity and social justice. We are committed to employment, human and health rights.</p>	<p>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 staff are supported to participate in the workplace and their views and opinions are valued and influential.</p>



### PATIENT AND FAMILY CENTRED CARE

Patients and their families are at the centre of everything we do in Sydney Local Health District. **Patient and Family Centred Care** is about including patients and their families as partners in the provision of healthcare.



## 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 670,000 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, 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 Primary Health Network.

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 predominantly 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, maternity 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 local health districts, particularly in 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.

In 2013, Sydney Research was established through the collaboration of the District, The University of Sydney, 11 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 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.

As part of [Sydney Health Partners](#), Sydney Local Health District has been recognised as an 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.

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 and management systems, models of care, clinical treatments and public health protection and improvement. Sydney Local Health District will work with NSW Health to establish the required capital and asset infrastructure to meet the increasing demand.

# Our Community

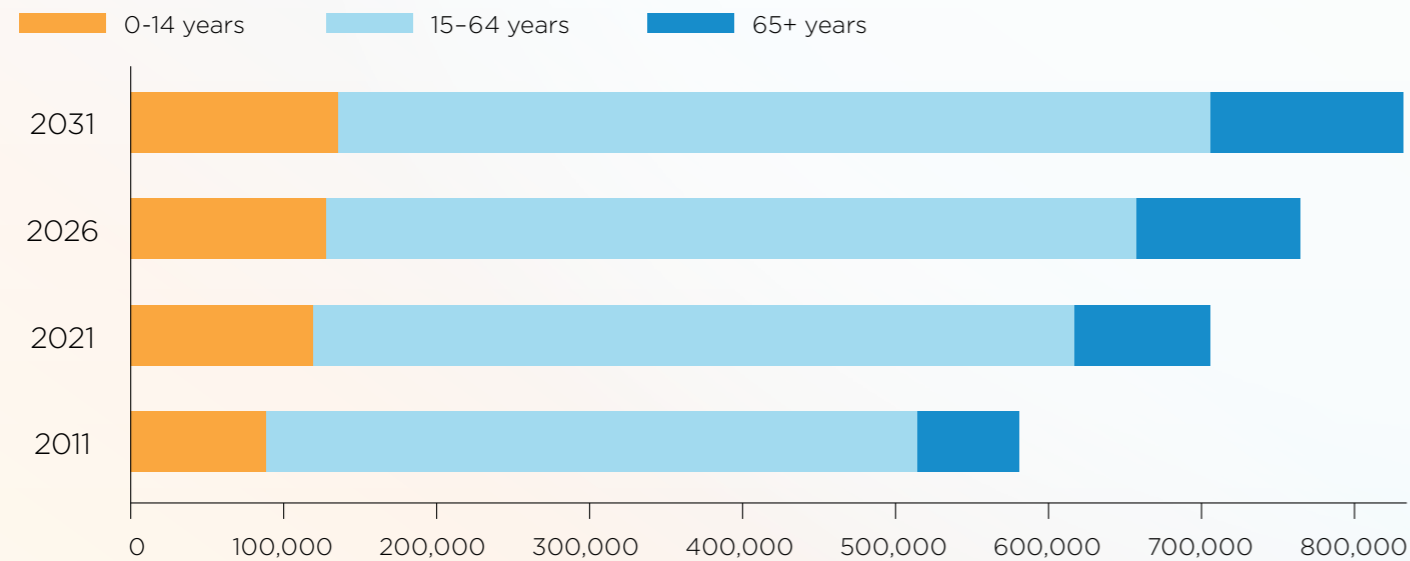
## OVERVIEW

Sydney Local Health District has a projected population growth rate of 40 per cent 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. This growth rate from 2016 to 2036, outstrips that of NSW which is projected to grow by 28 per cent. The District has the third highest growth rate of all local health districts in NSW.

The District is experiencing widespread transformation occurring through urban renewal and increased population density. In the context of this urban development, housing affordability is an increasing issue for our population and our staff. Significant planned urban developments include: the Sydenham to Bankstown corridor, Green Square, urban consolidation along Parramatta Road, 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 large developments in neighbouring local health districts that will directly impact Sydney Local Health District, such as Sydney Olympic Park, Wentworth Point and Carter Street which are proximate to Concord Hospital. The planned redevelopment of major social housing estates at Waterloo, Redfern and Riverwood aims to significantly 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 per cent by 2031. There are over 4,500 elderly people living in residential aged care facilities. More than 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, about 8,500 babies are born to mothers residing in the District, with more than 6,900 births occurring in the maternity units at RPA and Canterbury Hospitals (2016/17).

The District is rich in cultural and social diversity with about 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. About 8 per cent of the District's 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. A number of our suburbs have the highest proportions of same-sex couples in Australia. There is evidence that LGBTIQ communities experience high levels of health disparities including higher rates of poor mental health and higher smoking rates.

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, with 40 per cent of the state's boarding houses 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.

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 Sydenham and Bankstown Metro;
- The Sydney West Metro from Westmead Hospital, though Sydney Olympic Park to the city;
- A second harbour tunnel crossing at Rozelle;
- Upgrading a number of railway stations, including Central, Redfern and stations along the Sydenham to Bankstown route;
- 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 have generally good health with higher life expectancy than the NSW average. In 2016, about 85 per cent of residents over 16 considered themselves to have excellent, very good or good health, compared to 80.0% for NSW.

Details of selected health-related indicators of health-related behaviour and health outcomes for residents within the District and NSW is provided below.

Selected Health Status Indicators - Sydney Local Health District and NSW				
Indicator	SLHD	Trend	NSW	Trend
Excellent, very good, or good self-rated health, persons aged 16 years and over, (2016)	84.7%	Small improvement since 2002	80.0%	Steady since 2002
Diabetes or high blood glucose, persons aged 16 years and over, (2016)	7.0%	60% increase since 2002	8.9%	37% increase since 2002
Alcohol consumption at levels posing long-term risk to health, persons aged 16 years and over, (2016)	31.6%	40% decrease since 2002	29.8%	Small decrease since 2002
Current smoking, persons aged 16 years and over, (2016)	15.7%	40% decrease since 2002	15.0%	33% decrease since 2002
Recommended fruit consumption, persons aged 16 years and over, (2016)	46.3%	Steady since 2002	47.3%	Steady since 2002
Recommended vegetable consumption, persons aged 16 years and over, (2016)	8.4%	Steady since 2002	6.7%	Steady since 2002
Overweight or obesity in adults, (2016)	38.3%	Slight increase from 2002	53.3%	16% increase from 2002
Insufficient physical activity, persons aged 16 years and over, (2016)	35.4%	20% decrease since 2002	42.8%	18% decrease since 2002
Circulatory disease deaths, (2015)	124.8 per 100,000	52% decrease since 2002	153.5 per 100,000	40% decrease since 2002
Cancer deaths	146.6 per 100,000	19% decrease since 2002	162.2 per 100,000	11% decrease since 2002

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. In 2016, the rate of overweight and obesity in the District was estimated at 38.3 per cent. Despite the rate being lower than the state, this is still 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 the 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.

### Sydney Local Health District healthcare services include:

Care in the Community services located at more than 25 sites across the District

Balmain Hospital: a sub-acute aged care and rehabilitation hospital with a General Practice casualty

Royal Prince Alfred Hospital: a principal referral hospital providing tertiary and quaternary services

Professor Marie Bashir Centre for Mental Health: a tertiary mental health facility at RPA

Concord Repatriation General Hospital: a principal referral hospital providing tertiary and quaternary services

Concord Centre for Mental Health: a tertiary mental health facility at Concord

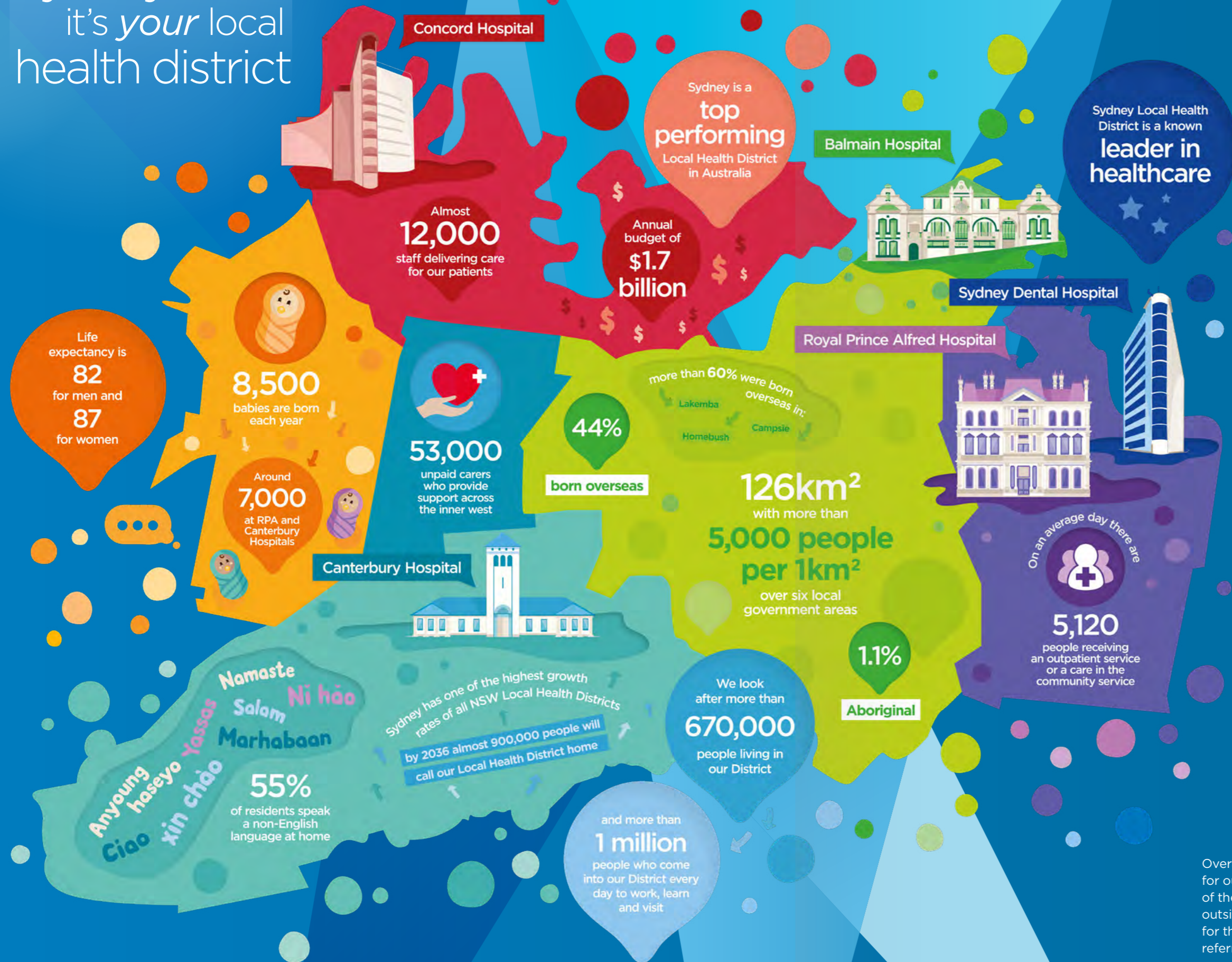
Sydney Dental Hospital: providing primary, secondary and tertiary dental care

Canterbury Hospital: a major metropolitan hospital

Tresillian Family Care Centre: a Schedule Three family care hospital



# Sydney, it's *your* local health district



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

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

Overall, 73 per cent of hospital episodes (day and overnight) for our residents are provided in our hospitals and 40 per cent 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.

# Our District Priorities

There are a number of priorities addressed in this Strategic Plan. These include:

1.

Partnering with our patients, families, carers and consumers to design, provide and evaluate personalised, responsive, culturally safe and 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, improved workforce systems and service delivery. 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 Aboriginal Health Partnership. Implementing the Sydney Local Health District Aboriginal Health Strategic Plan and the Aboriginal Workforce Plan.

4.

Developing, planning and constructing new and upgraded health facilities to address the significant population growth, increasing demand and our ageing infrastructure, including:

- The redevelopment of Royal Prince Alfred Hospital, Concord Repatriation General Hospital and Canterbury Hospital.
- The ongoing refurbishment of Balmain Hospital to meet the needs of aged and rehabilitation consumers.
- Upgrading Sydney Dental Hospital.
- Ensuring our community-based facilities have additional capacity to meet growing population needs and changing models of care. Developing four HealthOne centres at Green Square and Waterloo, 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. Improving 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 participation in high-quality clinical trials and research studies. Integral to this is actively supporting the relationship with The University of Sydney and other tertiary partners, the ongoing development of Sydney Research and Sydney Health Partners and the implementation of the Research Strategic Plan 2018-2023.

9.

Enhancing the focus on models of care for primary care, the early years, mental health, aged care, Aboriginal health, chronic and complex care, disability, infectious diseases, drug health, and palliative care.

10.

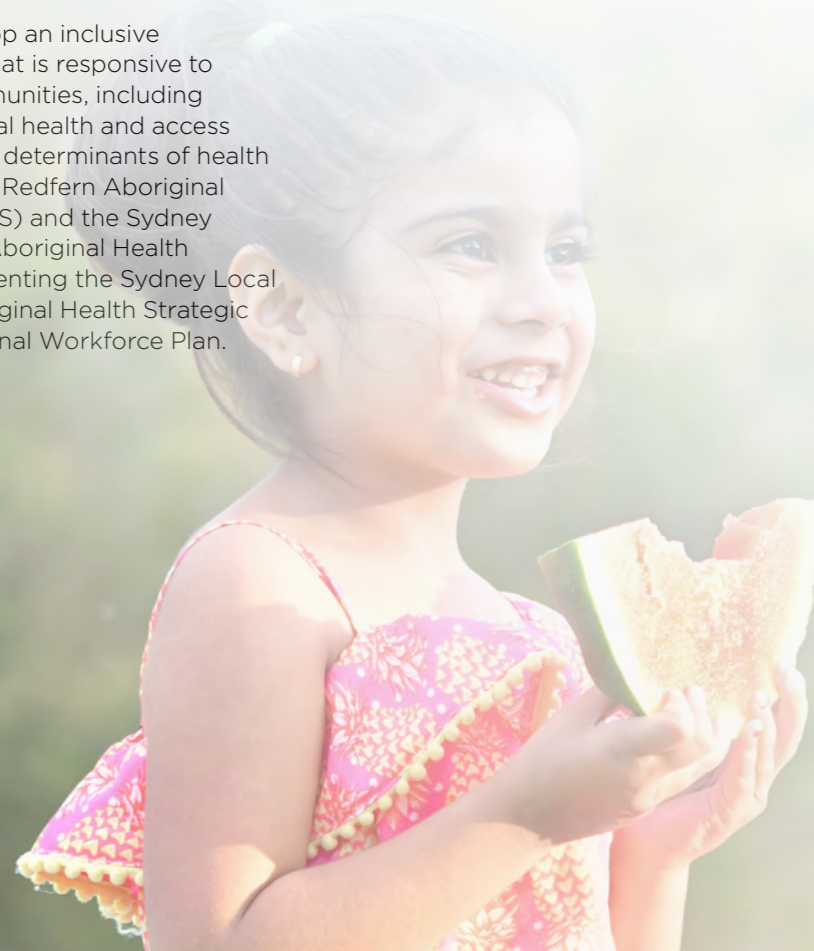
Growing the tertiary and quaternary depth and breadth in the District to advance specialised care options for patients across the state including, for example, transplantation, complex surgery, cardiovascular care, neurological care, interventional radiology, genomics, burns, intensive care, emergency 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 Primary Health Network, the Sydney Metropolitan Local Aboriginal Health Partnership, 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, Waterloo, Canterbury) and collaborating closely with the Central and Eastern Sydney Primary Health Network in service planning and development, service co-commissioning and the further development of HealthPathways.

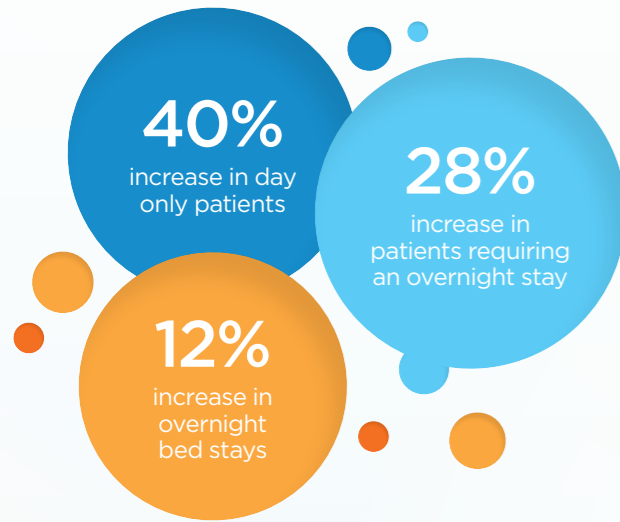
12.

Ensuring the highest possible performance, outcomes and value for money.



# Our Future Activity

Between 2016 and 2026, with a 30 per cent projected population increase, NSW Health acute activity forecast tools indicate that there will be a:



## Overnight sub-acute average length of stay decreasing from 15.45 to 15.24 days.

New cases of cancer in the District are expected to increase from 2,967 in 2016 to 3,943 in 2026. This translates to demand for an additional 10 chemotherapy chairs and an additional three radiotherapy machines. However, this takes no account of any increased demand from patients living outside of the District.

Community-based services can be expected to grow by over 30 per cent, reflecting a shift of services into the community as models of care change.

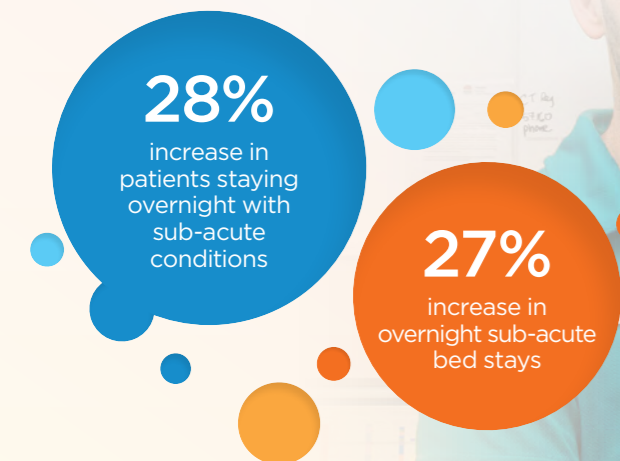
The projected demand is equivalent to a requirement for a whole new tertiary hospital in the next decade and several new community-based facilities.

The District is committed to a raft of strategies designed to reduce the reliance on hospital beds and to shift the focus to integrated care in the community. However, this quantum of demand cannot be accommodated through clinical re-design. Significant additional capacity is required across the District.

## Overnight average length of stay will decrease from 5.63 to 4.90 days

The growing elderly population is forecast to lead to a 13 per cent increase in patients requiring overnight admissions and an 11 per cent increase in overnight bed days for those aged over 85 years. A 12 per cent increase in patients requiring an overnight stay and an 8 per cent increase in overnight bed days is forecast for those aged between 70 and 84 years.

The increase in the numbers of people with chronic illnesses is also forecast to impact on the demand for sub-acute public hospital inpatient care by 2026 resulting in a:



## STRATEGIC FOCUS AREA ONE

### Our communities, partnerships and environment

Goal	Strategic actions
<b>Engaged, empowered and healthy community</b>	Engage and empower our population in the co-design and co-production of integrated policy, planning, service delivery, research and evaluation. Improve our population's health literacy, self-management and service navigation capability through tailored multilingual and plain English communication, community education and health promotion. Influence the social and policy factors that affect health, the social determinants of health, by working in partnership with other sectors and the community.
<b>A healthy built environment</b>	Influence healthy built environmental planning through community engagement and inter-sectoral collaboration with a focus on equity. Advocate for evidence-based strategies to inform urban development. Ensure that health, health services, health infrastructure and service access are considered in urban development and renewal projects.
<b>Equitable care for our community</b>	Develop a cross-disciplinary focus on important population health issues such as chronic diseases, diabetes, obesity and population health priority groups including the early years, young people, ageing, disability, LGBTIQ health and refugee and multicultural health. Continue to develop a healthcare system that is culturally safe and competent to meet the urgent needs of the Aboriginal community, including addressing Aboriginal health inequity and access issues in collaboration with Redfern Aboriginal Medical Service (AMS) and the Sydney Metropolitan Local Aboriginal Health Partnership. Implement the SLHD Aboriginal Health Strategic Plan and revise and implement the Aboriginal Workforce Plan. Develop inter-sectoral strategies to better support the health and wellbeing of the homeless population. Support and grow Healthy Families Healthy Children, a program of services and resources that supports the best development of children, with a focus on the early years - prenatal to five years of age. Invest strategically in geographical areas where there are high levels of socio-economic disadvantage e.g. Redfern/Waterloo, Canterbury.
<b>Focus on prevention</b>	Further develop and implement a comprehensive, evidence-based approach to prevention, health promotion and community development in accordance with local, state and national objectives.

#### ENABLING PLANS

- Develop a Sydney Local Health District Health Advancement Plan
- Evaluate the Sydney Local Health District Community Participation Framework 2017-2018 ([www.slhd.nsw.gov.au/pdfs/CommunityParticipationFramework.pdf](http://www.slhd.nsw.gov.au/pdfs/CommunityParticipationFramework.pdf)) and develop a new Community Participation Framework to align with the Strategic Plan
- Implement the Sydney Local Health District Equity Framework ([www.slhd.nsw.gov.au/pdfs/2017equityframework.pdf](http://www.slhd.nsw.gov.au/pdfs/2017equityframework.pdf))



STRATEGIC FOCUS AREA ONE

Our communities, partnerships and environment

Goal	Strategic actions
<b>Respectful and purposeful partnerships that support integrated and collaborative care</b>	<p>Expand and build our partnerships across the health and social care system, with our communities, non-government organisations, universities, other health agencies, other government agencies and the private sector.</p> <p>Develop integrated primary, care in the community and social care collaborations in neighbourhoods where there is rapid urban development and high health need e.g. Green Square, Redfern/Waterloo, Canterbury, Glebe.</p> <p>Collaborate closely with the Central and Eastern Sydney Primary Health Network, including further developing and embedding the use of HealthPathways in the District and in the primary care sector.</p>
<b>Partnerships to advance care</b>	<p>Implement and evaluate new approaches to care through the development of a Sydney Foundation for Integrated Care.</p> <p>Work collaboratively with the Central and Eastern Sydney Primary Health Network and other stakeholders to consult and plan with our communities and co-commission services and strategies.</p> <p>Collaborate with 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 and valued health, education and knowledge centre for the state and nation.</p> <p>Advocate for Concord Hospital's inclusion as a state Collaboration and Strategic Centre.</p>

ENABLING PLANS

- Develop a Sydney Local Health District Integrated Care Framework
- Develop a Sydney Local Health District Strategic Procurement and Contract Management Framework



STRATEGIC FOCUS AREA TWO

Our patients, families, carers and consumers

Goal	Strategic actions
<b>Care is patient and family centred</b>	<p>Partner with our patients, carers, families and consumers to design, provide and evaluate culturally safe and competent, evidence-based, integrated care that truly matters to our patients.</p> <p>Redesign our outpatient, ambulatory care and waiting areas in accord with patient needs.</p> <p>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.</p> <p>Ensure quality and safety is at the core of our organisational culture and that all employees understand our quality and safety goals and accountabilities.</p> <p>Embed Sydney Local Health District risk and outcome management processes in the design and delivery of care.</p> <p>Ensure all of our services and facilities meet and exceed National Safety and Quality Health Service Standards, and other relevant standards.</p> <p>Develop a whole of system, cross-cultural approach to patient health education: "Make Every Encounter Count" as a strategy to address chronic disease and lifestyle issues.</p> <p>Work with our patients, carers and families, our services and the primary care sector to improve our discharge, communication and care planning and improve our transfer of care processes. Support the GP as the primary care co-ordinator.</p>
<b>Patients can access care as close to home as possible</b>	<p>Shift the balance of care and service into our primary, population health, Aboriginal health and care in the community to ensure the right care, at the right time in the right place.</p> <p>Develop additional ambulatory care, hospital in the home and targeted services for marginalised groups and new models of outreach and care in the community.</p> <p>Further develop the health and medical support provided to Residential Aged Care residents to enable them to avoid unnecessary acute hospital admission.</p> <p>Review the provision of care to rural and remote patients to identify and address care challenges on their return home.</p>

ENABLING PLANS

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



### STRATEGIC FOCUS AREA THREE

#### Our services

Goal	Strategic actions
<p><b>Responsive, integrated, culturally safe and competent multidisciplinary services</b></p>	<p>Ensure our service capacity meets the demand related to population growth and other epidemiological and demographic changes. Refresh the District's Mental Health Strategic Plan to reflect population growth. Expand the HealthOne model across the District.</p> <p>Establish a strong and robust strategy to ensure effective demand management.</p> <p>Implement and annually review the National Disability Insurance Scheme (NDIS).</p> <p>Enhance our focus on improved, integrated models of care for primary care, the early years, mental health, Aboriginal health, aged care, chronic and complex care, disability, infectious diseases, drug health and palliative care.</p> <p>Maintain and develop our core hospital and care in the community services. This includes: emergency departments, intensive care, operating theatres, diagnostic services, interpreter services and primary care services.</p> <p>Grow our tertiary and quaternary depth and breadth 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.</p> <p>Implement strategic service plans including, for example, Community Health, Imaging, Renal Dialysis, Organ Donation, Multicultural Health, Child Health and Wellbeing, Youth Health and Wellbeing, Aboriginal Health and HIV, Sexual Health and Hepatitis.</p> <p>Implement Clinical Stream position papers and strategic plans.</p> <p>Ensure that the purchase of selected cancer services from the Chris O'Brien Lifehouse continues to provide value and quality care.</p>

#### ENABLING PLANS

- Evaluate the Sydney Local Health District Healthcare Services Plan 2013-2018 and develop the new Sydney Local Health District Healthcare Services Plan
- Evaluate and develop new Clinical Stream Position Papers and facility Strategic Plans that align with this Strategic Plan



### STRATEGIC FOCUS AREA FOUR

#### Our facilities

Goal	Strategic actions
<p><b>High quality facilities with leading edge technology to meet the future demand</b></p>	<p>Develop, plan and construct new and upgraded facilities to address our significant population growth, increasing demand and ageing infrastructure, including:</p> <ol style="list-style-type: none"> <li>1. The redevelopment of Royal Prince Alfred Hospital in accordance with the Clinical Services Plan including: additional intensive care, acute medical, surgical, maternity, neonatal and paediatric services, a new emergency department, significantly upgraded ambulatory facilities, additional operating theatres, upgraded imaging and diagnostics and new education and research facilities.</li> <li>2. The redevelopment of Concord Hospital in accordance with the Clinical Services Plan with upgraded aged care and rehabilitation, cancer, veterans service, ambulatory care, emergency, intensive care, acute care, theatres, imaging, diagnostics and research facilities.</li> <li>3. The redevelopment of Canterbury Hospital in accordance with the Clinical Services Plan including upgraded emergency department, ambulatory care, acute medical and surgical services, theatres, imaging, maternity and paediatrics, imaging, diagnostic services and education facilities.</li> <li>4. The ongoing refurbishment of Balmain Hospital to meet the needs of aged and rehabilitation consumers.</li> <li>5. Upgrading Sydney Dental Hospital in accordance with the Clinical Services Plan.</li> </ol> <p>Ensure community-based facilities and ambulatory care have additional capacity to meet the growing population needs and changing models of care in the District. Additionally, develop four HealthOnes centres at Green Square, Canterbury and Concord/Homebush.</p> <p>Implement the Imaging Strategic Plan.</p> <p>Maintain and develop facilities, services, equipment and technology in accordance with the Asset Strategic Plan.</p>

*Note: The strategic focus area 'Our facilities' includes our assets and our Information and Communication Technology (ICT)*



## STRATEGIC FOCUS AREA FOUR

### Our facilities

Goal	Strategic actions
<b>ICT that better supports performance and personalised and tailored care</b>	<p>Implement the Information, Communications and Technology (ICT) 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.</p> <p>Use ICT to better integrate services across agencies, including with GPs, universities and non-government agencies.</p> <p>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.</p> <p>Develop ICT and virtual healthcare to support earlier intervention and increase people's ability to remain in their own home.</p> <p>Work with our communities to develop patient and community portals, smartphone apps, messaging, telehealth and online services.</p> <p>Continue to develop high-quality websites for hospitals and services across the District.</p>
<b>A sustainable health system</b>	<p>Develop sustainable strategies for the purchase, upgrade and maintenance of imaging, critical care, operative and other equipment and technology.</p> <p>Provide highly transparent and contestable financial and business capabilities supporting:</p> <ol style="list-style-type: none"> <li>1. Efficient procurement and contract management processes</li> <li>2. Financial and performance management</li> <li>3. Education in relation to finance and performance monitoring</li> <li>4. Patient safety, quality, value, strategy and research.</li> <li>5. Risk assessment and management (Enterprise Risk Management System)</li> </ol> <p>Extend the District's performance information availability to the community.</p> <p>Develop a strong and effective fundraising program to provide additional support for our health services and research into the future.</p>

#### ENABLING PLANS

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



## STRATEGIC FOCUS AREA FIVE

### Our staff

Goal	Strategic actions
<b>Empowered and resilient workforce</b>	<p>Promote the development of strong, effective and diverse leaders dedicated to exceptional patient and family centred care and positive performance.</p> <p>Develop a consistent and supportive approach to performance development for both managers and employees that support our CORE values.</p> <p>Support our staff to translate evidence and research into day-to-day practice.</p> <p>Ensure a safe, supportive and healthy work environment for our staff through increased healthy workplace initiatives.</p> <p>Develop initiatives to engender support, resilience and positive supervision of junior medical and health employees.</p> <p>Ensure the development of workplace policies that maximise flexibility and support people with experience re-entering our workforce.</p> <p>Regularly harness staff ideas for innovation and improved care (e.g. The Pitch, Think Tanks).</p>
<b>Staff are supported to deliver the highest quality care</b>	<p>Develop leadership at the middle management/team level to initiate and instigate improvements with accountability measures.</p> <p>Proactively develop line management capability to ensure organisation-wide engagement in performance development and managerial excellence.</p> <p>Support staff 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, social care, culturally appropriate care, robotics, contract management.</p> <p>Provide awards to recognise high quality, innovative employee performance.</p>
<b>A diverse workforce within a culturally safe and competent health system</b>	<p>Support programs that aim to employ people marginalised from the workforce to break generational unemployment, e.g. young mothers, newly-arrived refugees, young carers, people with long-term disability.</p> <p>Recruit and retain the highest quality employees through equitable and efficient recruitment processes, on-boarding, and performance and talent management.</p> <p>Ensure succession planning is undertaken to counter the effects associated with an ageing workforce.</p> <p>Support innovative new workforce roles such as bilingual community educators, peer support workers, navigators and extend workers.</p>

#### ENABLING PLANS

- Implement and evaluate the Sydney Local Health District Workforce Strategic Plan 2016-2020 ([www.slhd.nsw.gov.au/pdfs/WorkforceStrategicPlan.pdf](http://www.slhd.nsw.gov.au/pdfs/WorkforceStrategicPlan.pdf))
- Implement the Sydney Local Health District Aboriginal Workforce Action Plan 2016-2018 ([www.slhd.nsw.gov.au/pdfs/AboriginalWorkforceActionPlan.pdf](http://www.slhd.nsw.gov.au/pdfs/AboriginalWorkforceActionPlan.pdf))



STRATEGIC FOCUS AREA SIX

Our research

Goal	Strategic actions
<b>Drive a culture committed to research, informed by evidence and the consumer experience</b>	<p>Engage patients, families and consumers meaningfully in research and evaluation at the policy, planning and service delivery levels.</p> <p>Support an organisational culture that grows and incorporates research as a matter of routine, makes research “everybody’s business” and supports patient and community participation in high quality clinical trials and research studies.</p> <p>Develop active research strategies/plans for each facility, clinical stream, major department and service that reflect the District’s Research Strategy.</p> <p>Support interdisciplinary research, including medical, nursing, allied health, social care and care in the community.</p> <p>Support research through education, human resource policies, performance measures, finance, ICT and business processes.</p> <p>Develop additional conjoint “clinician-researcher” roles across the District.</p> <p>Hold an annual Sydney Innovation and Research Symposium to showcase research and further enable the translation of research.</p> <p>Hold regular ‘Think Tank’ forums to harness innovation, new models of care, technological developments and research e.g. imaging, cardiovascular care, surgery and community care.</p> <p>Further develop population health research including for example, Aboriginal health and access issues, analytics, health equity research and data-informed decision making.</p> <p>Actively communicate, promote and inform the community about the District’s research.</p>
<b>Rapid translation of research to practice</b>	<p>Build infrastructure and technology that supports a research-enabled health system.</p> <p>Develop evidence-based systems to model value-based care rather than volume-based care and implement research outcomes that will increase value-based care.</p> <p>Purposefully implement interventions, models of care and treatments based on research and evidence.</p> <p>Proactively partner with industry to grow and commercialise ideas, discoveries and innovations.</p>
<b>Collaborative research</b>	<p>Inform consumers, their families and carers about the benefits of active involvement in research and encourage informed participation.</p> <p>Exert demonstrable leadership and participation in Sydney Research to ensure research and its translation are further developed.</p> <p>Continue to strategically lead, with our partners, the development of Sydney Health Partners, our globally recognised Advanced Health Research and Translation Centre, in its goal of translating our research into better health outcomes.</p> <p>Build our 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.</p> <p>Co-locate medical research institutes and centres in a dedicated research building at RPA to facilitate research collaboration and increase efficiencies.</p>

ENABLING PLANS

- Implement the Sydney Local Health District Research Strategic Plan 2018-2023 ([www.slhd.nsw.gov.au/pdf/slhd-research-strategic-plan-2018-2023.pdf](http://www.slhd.nsw.gov.au/pdf/slhd-research-strategic-plan-2018-2023.pdf).)



STRATEGIC FOCUS AREA SEVEN

Our education

Goal	Strategic actions
<b>Foster a culture of innovation, change management and collaboration</b>	<p>Ensure education incorporates, and is evaluated against, the principles of patient and family centred care, and that this is delivered to all staff, across all levels.</p> <p>Embed the CORE values, effective change management, emotional intelligence and resilience strategies in all educational activities.</p> <p>Support learning, innovation, new models of care and knowledge exchange to ensure a learning culture.</p>
<b>Evidence-based education and training</b>	<p>Collaborate with the Health Education and Training institute (HETI), professional colleges, universities and higher education partners to further develop our role as a provider of education and training to clinicians, employees, managers and students.</p> <p>Develop education initiatives which support the entry, retention, career progression and development of our Aboriginal workforce. Incorporate coaching, mentoring and preceptorship principles into education initiatives.</p> <p>Ensure that modern, evidence-based educational methods and infrastructure are readily available across the District and that face-to face training and online training is balanced.</p> <p>Collaborate with HETI and the Ministry of Health to ensure that mandatory education requirements are appropriate.</p>
<b>State-of-the-art education facilities</b>	<p>Promote the development of state-of-the art education facilities across the District to cater for students and all staff.</p> <p>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 at Green Square.</p>

ENABLING PLANS

- Implement and evaluate the Sydney Local Health District Education and Training Strategic Plan 2016-2020 ([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

# Appendix

## THE STRATEGIC PLANNING FRAMEWORK

The Strategic Plan is the overarching plan of the Board and the District which outlines the vision, mission and values of the District. The Plan highlights the importance of the District's leadership role, its world leading research and education and its robust service base including its quaternary and tertiary services.

The strategy development process has been designed to ensure the organisation maintains its performance at the highest level providing service excellence for its patients and consumers and valuing its staff. The strategy aligns with the District's risk planning and embodies monitoring and support through strong governance and performance review.

The planning process, led by the Board and Chief Executive, featured a major program of staff and community consultation to ensure the strategy is relevant, robust and innovative.

Reflecting the Strategic Focus Areas of this Plan, and providing greater strategic and operational detail, are Enabling Plans and Frameworks (below). These plans also form the strategic base for the District's Asset Strategic Plan.

## Hierarchy of plans



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

The District has developed Strategic Plans for all its facilities which reflect the Sydney Local Health District Strategic Plan:

1. Royal Prince Alfred Hospital
2. Balmain Hospital
3. Canterbury Hospital
4. Concord Hospital
5. Community Health

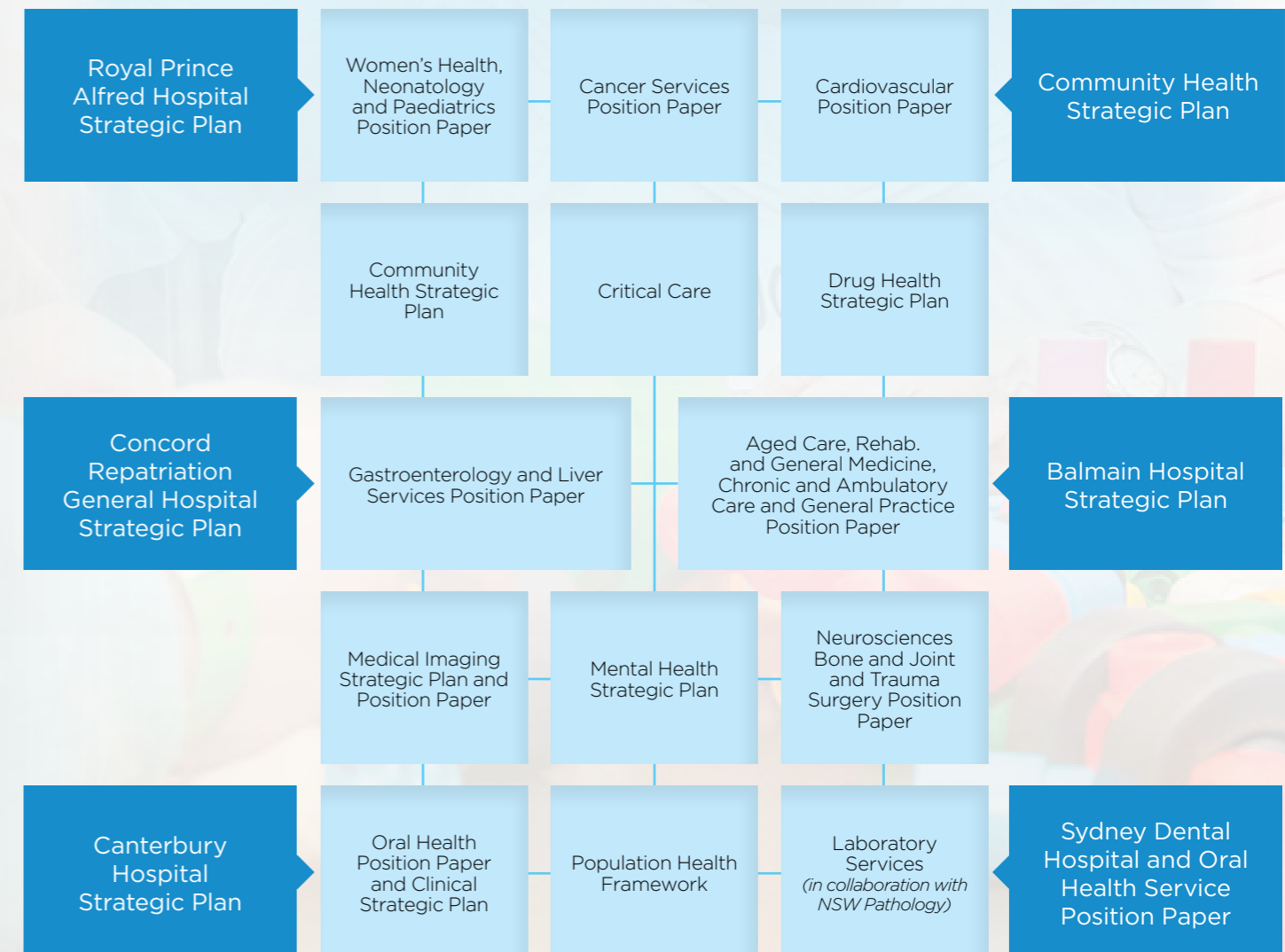
These plans provide an operational framework for implementing the Strategic Plan and highlighting future directions for the respective facilities. The District has collaboratively

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. 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 (see overview below).

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

## Healthcare services planning overview





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