



Health
Sydney
Local Health District

2019-
2024

Balmain Hospital Strategic Plan



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Balmain Hospital Strategic Plan

Contents

Foreword	4
Our vision and mission	6
Our values	8
Our foundational principles	9
Hospital highlights 2013–2018	10
Our facility	12
Our staff	13
Our services	14
Our community, partnerships and environment	16
Our patients, families, carers and consumers	18
Our research	20
Our education	21
Implementation and governance	22
Strategic Action Plan 2019–2024	23
Aboriginal health impact statement	30
References	32

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Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges **Gadigal**, **Wangal** and **Bediagal** as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great **Eora Nation**. *Always was and always will be Aboriginal Land.*

We want to build strong systems to have the healthiest Aboriginal community in Australia.

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Lands Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

Ngurang Dali Mana Burudi – A Place to Get Better

Ngurang Dali Mana Burudi — a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals, and organisations working in partnership.

Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The **Gadigal**, **Wangal** and **Bediagal** are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great **Eora Nation**. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

The Goanna or Wirriga

One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

The Whale or Gawura

From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the Gadigal people.

The Eel or Burra

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

Source: Sydney Language Dictionary



Artwork

Ngurang Dali Mana Burudi — a place to get better

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

Foreword



On behalf of the staff and consumers of Balmain Hospital, it is our great pleasure to present the *Balmain Hospital Strategic Plan 2019–2024*. This plan provides an overarching framework to support the realisation of Sydney Local Health District’s vision of:

Excellence in health and healthcare for all

This vision is supported by our CORE values (Collaboration, Openness, Respect and Empowerment) and the Sydney Local Health District Foundational Principles, which inform our Strategic Focus Areas.

Balmain Hospital has been proudly caring for the community since 1885. As a specialist hospital in Aged Care, Rehabilitation and General Medicine, it has a reputation for delivering high quality, holistic care for the people of Sydney’s Inner west.

Balmain Hospital prides itself on being an innovative leader in healthcare, dedicated to partnering with our patients and communities to significantly improve health and wellbeing. The hospital was the first in NSW to fully integrate VitalsLink, an electronic upload of patient vital signs into the electronic medical record. Balmain was also the pilot site for the District’s innovative ‘Partners in Care’ policy, which recognises our patients and their families, friends and significant others as partners in decision making and care.

We have proudly outlined some of our achievements over the last five years within this plan. The *Balmain Hospital Strategic Plan 2019–2024* strives to continue this reputation for improving all aspects of our care and services. We place our patients, families and carers at the heart of everything we do, while also ensuring our staff, consumers and volunteers are valued, supported and respected.

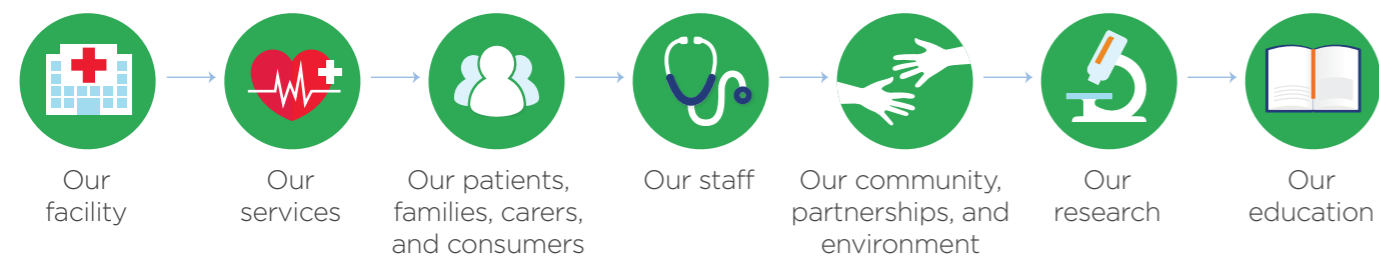
The Balmain Hospital Strategic Plan builds on the *Sydney Local Health District Strategic Plan 2018–2023* and sets out the strategy for the hospital over the next five years.

We are confident that the extensive, inclusive employee and community consultation undertaken to develop this plan will ensure that Balmain Hospital’s strategies are innovative, relevant, robust and consistent with the needs of our communities and aspirations of our staff.

We would like to thank the many employees and community members who shared their views and expertise in developing this Strategic Plan.

Michael Morris
Acting General Manager
Balmain Hospital

Strategic Focus Areas



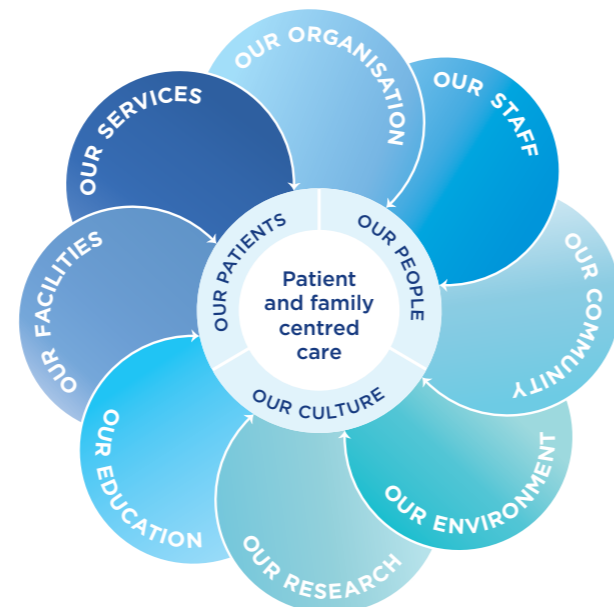
Our vision and mission

Our vision
Excellence in health and healthcare for all
Our mission
The mission of Balmain Hospital, shared by Sydney Local Health District, is 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
Ensure that 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

Sydney Local Health District and Balmain Hospital are committed to the principles of Patient and Family Centred Care (PFCC). PFCC 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 PFCC 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.

Strategic Focus Areas of the *Balmain Hospital Strategic Plan 2019-2024* directly relate to the principles of PFCC, as outlined below and opposite.



Strategic Focus Areas



Our facility

Providing modern, world-class infrastructure in our hospital with access to modern technologies that supports a holistic approach in the delivery of health services for our patients and their families.



Our community, partnerships, and environment

Engaging and partnering with our growing and ageing community to enable them to better understand the services we provide and to improve their access to the healthcare services they require. Improving the environment in which our communities live and work with a focus on equity, prevention, urban development and sustainability by building partnerships with community groups and other health organisations.



Our patients, families, carers, and consumers

Providing a world-class health service that has a focus on patient experience and outcomes, innovation and performance and driving improvements that matter to our patients and their families.



Our services

Providing integrated, culturally safe and competent multidisciplinary health services that deliver better and safer care to meet the changing demands and needs of the community.



Our staff

Working with our staff to support their development and their own health and wellbeing and to improve the ways in which we work together as a team including partnering with our patients and their families.



Our research

Supporting collaboration in clinical research with a focus on translating research findings into clinical practice that support better health outcomes for our patients and their families.



Our education

Developing education, training and professional development for our clinicians and health professionals that fosters a workplace culture of excellence in the delivery of health and healthcare.

Our values

Balmain Hospital shares the CORE values of all NSW Health staff and Sydney Local Health District.

Collaboration	Openness
We work in collaboration with our patients/clients, communities, our colleagues, employees and with other agencies and services.	We have transparent, clear, honest processes which feature strong community consultation processes.
Respect	Empowerment
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.	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.

The planning process

The *Balmain Hospital Strategic Plan 2019–2024* has been developed through an inclusive Board, Executive, employee and community consultation process. The previous strategic plan and other Sydney Local Health District enabling plans were reviewed as well as a review of current population demographics and hospital activity. An extensive stakeholder workshop was held to inform the strategic priorities. An Aboriginal Impact Statement was completed in consultation with Aboriginal members of the hospital community and the District's Aboriginal Unit.

In developing this plan, Sydney Local Health District and its Aboriginal Health Unit undertook a community consultation workshop with Aboriginal community members, demonstrating the senior Executive and Board commitment to Aboriginal Health. The consultation included Aboriginal community members, Aboriginal health workers and staff, Non-Government Organisations (NGO's) and community leaders. The Aboriginal Health Impact Statement is incorporated as part of Balmain's Strategic Plan.

Our foundational principles

Principle one	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 selfmanagement and provide care close to where people live. The benefits associated with patientcentred 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.
Principle two	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.
Principle three	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 .
Principle four	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.
Principle five	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.
Principle six	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.
Principle seven	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.
Principle eight	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.

Hospital highlights 2013–2019

2018–2019

Launch of Electronic Medication Management System (eMeds)

Balmain Hospital launched an electronic medication management system called eMeds. The entire facility was transferred from the existing paper based medication management record to a fully implemented electronic management system. The implementation of eMeds has resulted in improved patient safety and outcomes of care, increased efficiency, improved clinician satisfaction and increased compliance with national safety standards.

General Practice Casualty refurbishment

Thanks to a generous financial donation from local family Kylie and Nick Pagent, the General Practice Casualty (GPC) waiting area, triage area and front reception was renovated and upgraded. It now includes a dedicated children's area with toys and activities, a TV and seating and an under-the-sea wall mural. The triage area provides greater privacy and improved access for patients during initial assessment.

Partners in Care

Balmain Hospital launched the Partners in Care initiative, which aims to identify and encourage family, friends, carers and significant to play an active role. We know involving a patient's nominated 'partner in care' in decision-making and day-to-day care is empowering and improves discharge planning. Balmain was the pilot location for the initiative, which is being rolled out across the District.

Patient entertainment system

Bedside patient entertainment systems with free to air TV and dedicated movie challenge were installed across the hospital. The hospital continues to have televisions in the lounge rooms for patients and families to enjoy.

2017–2018

Capital building works

A major project was completed to improve patient areas and provided an additional six beds for a total of 14 single rooms. All single rooms now have an ensuite, with four rooms purpose-built for bariatric patients with ceiling hoists and other necessary equipment. The colours and finishes used assist patients with dementia or delirium. These capital works also improved the fencing and gardens along Sorrie Street and Stacey House.

Digital transformation projects

- **eMR:** Implementation of the electronic medical record (eMR) to aid improved patient care and safety through an integrated system
- **VitalsLink:** Balmain Hospital was the first health facility in NSW to implement the VitalsLink system throughout the entire hospital, instantly uploading a patient's vital signs into their electronic medical record. VitalsLink is a part of the eMR2 project integrating electronic clinical documentation into the existing electronic medical record.

Successful accreditation

Balmain Hospital achieved accreditation by the Australian Council of Healthcare Standards for the 15 National Safety and Quality Health Service Standards, with four met with Merits and no recommendations.

Partners in Care

Balmain Hospital proudly piloted the implementation of the District's Partners in Care initiative.

Inaugural March Arts Program

A month-long celebration integrating The Arts into health delivery and showcasing the benefits to patients, families and staff. This included activities with local primary schools in the form of an art competition, a gallery of very talented staff art and photography, classical music played by a local senior school and aboriginal art painting classes for patients, family and staff.

Introduction of Balmain Beats

A program which includes individualised music for patients who have confusion and dementia.

NAIDOC Week

Balmain Hospital proudly sponsored Sydney Local Health District's NAIDOC Week with a variety of Aboriginal speakers and dancers. This was highlighted by a painting by local Aboriginal artist Lee Anthony Hampton, who painted Balmain Hospital and its relationship with the surrounding community and environment. Patients were also included in an Aboriginal painting class led by the artist.

The Balmain Ball

Balmain Hospital was again the grateful recipient of fundraising from the Balmain Ball, with the money used to purchase equipment across the hospital for the physiotherapy gyms, specialised wheelchairs, ultrasound device for venous procedures and new equipment to examine eyes and ears.

2016–2017

Confused Hospitalised Older Persons (CHOPS)

CHOPS was implemented in partnership with the Agency for Clinical Innovation (ACI), it aimed to improve the experiences and outcomes of confused older people in hospital by giving nursing staff tools and strategies to best provide care.

Implementation of the Intergenerational Playgroup

Following the success of a pilot program, the playgroup is the first of its kind in NSW Health and is usually held weekly during school terms as part of the hospital's diversional therapy program.

The Balmain Ball

An event run and attended by the local community to create awareness and raise funds for those who need help in our local area. In 2016 and 2017 Balmain Hospital was the lucky recipient of funds raised by this fantastic event to help support the purchase of much-needed equipment.

2015–2016

Cardiac Rehabilitation

This service commenced in July 2015 to improve clinical outcomes and reduce ongoing cardiac risks. Patients attend exercise and education sessions for two and a half hours twice a week for five week blocks.

Fracture Clinic

This clinic was established as a new holistic service, in partnership with the RPA fracture clinic. It is a unique service to be offered in a metropolitan public hospital. It gives GPs and patients a local, convenient and affordable option for the management of certain fractures.

Implementation of the activPAL

This lightweight accelerometer has been proven to accurately record lying or sitting, standing, walking, number of steps and energy expenditure data for up to one week. Physical activity is important for health, wellbeing and speed of recovery and using 'wearable' devices has changed our ability to measure a patient's activity levels.

Balmain Hospital 130th Anniversary

The anniversary was celebrated in August 2015. Staff were recognised for their contribution to the hospital's success, including an awards evening, a fun video and a commemorative book. Around 60 awards were presented to people who have made the hospital so special, including our current staff, former staff and community supporters.

2014–2015

Rehabilitation Garden

Located on Evans Verandah, this innovative area includes a clothes line, rubbish bins, garden gate, grass and other different walking surfaces along with part of a car. It focuses on retraining and assessing the patients in some of their normal everyday activities whilst supported in a safe environment.

LiteGait treadmill

This new treadmill was installed in the Rehabilitation ward to build strength and confidence for patients with limited mobility such as sufferers of stroke or Parkinson's or those with hip replacements.

2013–2014

General Practice Casualty (GPC)

The GPC celebrated 20 years, cementing itself further as a unique and valuable cog in the spectrum of services provided by Sydney Local Health District. It provides a 365 day per year extended hour service to the local community, GPs and their patients. GPC is an acute primary care walk-in service for patients with acute and sub-acute illnesses when appointments are not available with their GP on the day of illness or when traditional services are closed.

Successful accreditation

Balmain Hospital achieved accreditation by the Australian Council of Healthcare Standards, against the 15 National Safety and Quality Health Service Standards with no recommendations.

Hospital in the Home

This service was established, to allow some patients to attend the General Practice Casualty for observation and treatment, then return home, reducing admission rates.

HR Department

New Human Resources Department established at Balmain.

Dog Therapy

Implementation of Dog Therapy provided by Delta Dogs, which reduces tension, boosts activity levels and speeds up recovery. The dogs encourage some patients to leave the confines of their rooms for the first time in months.

Our facility



Balmain Hospital is a community-based facility that has been caring for people since 1885. It is situated in the suburb of Balmain, in the Inner West of Sydney. It sits on a small peninsula surrounded by Port Jackson, adjacent to the suburbs of Rozelle to the south-west, Birchgrove to the north-west, and Balmain to the east. Balmain Hospital is a local institution and has been an important contributor to the community for more than 130 years.

When it was established the suburb of Balmain was predominantly working class and at the time it served a community composed of mostly dock workers, boiler makers, engineers and ship builders who occupied the Balmain peninsula in small cottages. Balmain Hospital's first purpose was to provide for the frequent accidents of workers and the treatment of serious illness.

The hospital began with four beds for male patients. As times changed, so did the suburb of Balmain and the hospital with it. Balmain Hospital is now a sub-acute hospital providing inpatient services, ambulatory care and a General Practice Casualty (GPC) service. The Hospital also offers a range of other outpatient services for aged care, diabetes, endocrinology, continence, acupuncture, homeopathy, podiatry, neuropsychology and physiotherapy.

Balmain Hospital recently completed a major capital works project to improve patient areas and provide an additional six beds, with a total of 14 single rooms. All single rooms now have an ensuite, with four rooms purpose-built for bariatric patients with ceiling hoists and other necessary equipment.

The colours and finishes used assist patients with dementia or delirium. These capital works also improved the fencing and gardens along Sorrie Street and Stacey House.

The Hospital employs more than 250 staff and has 98 beds which are spread over four wards. In 2016-17 there were more than 1,800 episodes of care, nearly 19,000 ambulatory care visits and more than 9,200 visits to the General Practice Casualty.

Balmain Hospital is part of Sydney Local Health District, and is supported by the services provided within this network of hospitals and community services. Sydney Local Health District's Board provides governance of the services provided at Balmain Hospital. Balmain Hospital provides aged care and rehabilitation in a networked arrangement with Royal Prince Alfred Hospital, where it is closely aligned with aged care services.

Key priorities for our facility

- 1 **Maintain and improve infrastructure and facilities to meet the future needs of our aged care and rehabilitation patients**
- 2 **Implement information technology solutions to improve information accessibility and patient safety and care**
- 3 **Support the implementation of efficiency improvements towards a sustainable health system**

Our staff



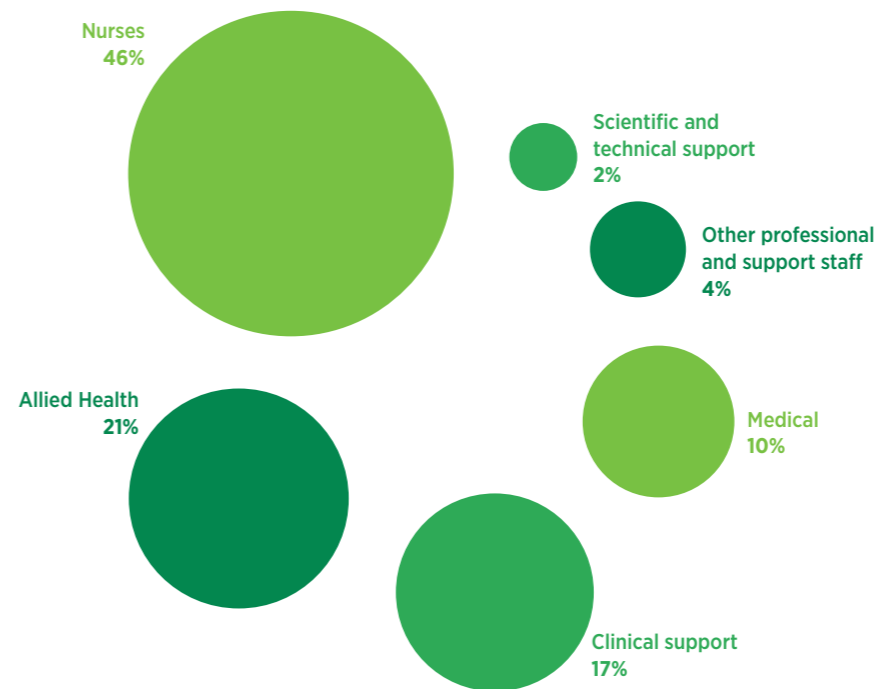
Balmain Hospital aims to strengthen and value the contributions of its workforce and its capability through a focus on education, participation, innovation challenges (such as The Pitch), supportive structures and improved workforce systems and service delivery. This includes performance and talent management, improved recruitment systems and ensuring a safe, supportive, flexible and healthy work environment. The match between the service need and the workforce supply is regularly reviewed and modified according to individual patient requirements.

Our workforce strategy has been designed to align with the *Sydney Local Health District Workforce Strategic Plan 2016-2020* and *Aboriginal Workforce Action Plan 2016-2018*, 'to enable excellence in healthcare delivery through a workforce culture of innovation and performance.'

Key priorities for our staff

- 1 **Support an empowered and resilient workforce**
- 2 **Support employees to deliver the highest quality of care**
- 3 **Foster a diverse workforce within a culturally safe and competent health system**

Figure 1
Staff by professional group, November 2018



Our services



Balmain Hospital is a community-based facility, classified as a sub-acute hospital providing inpatient aged care and rehabilitation services, ambulatory care and a General Practice Casualty service.

Balmain Hospital services include:

General Practice Casualty (GPC)

Provides urgent treatment for minor injuries, illnesses and other GP-type health problems to all members of our community.

This service is available to all ages of the community including children. GPC has a liaison service with Sydney Children's Hospital Network and Royal Prince Alfred Hospital. This service plays a key role in keeping people in the community and out of hospitalised care.

As a result of a donation from a generous local family, the GPC waiting room, triage area and front reception was renovated and upgraded during 2019. There are about 13,000 presentations to the GPC each year

Table 1
Balmain Hospital General Practice Casualty activity, 2016/17–2017/18

	2016/17	2017/18	2018/19
Total	9,384	9,282	9,745
0–5 years	9,282	1,372	1,452
6–10 years	9,745	868	885
11–16 years	610	648	659

and about 25% of them are children – so the waiting room was upgraded with them in mind.

It now includes a dedicated children's area, with toys and activities, a TV and seating plus an under-the-sea themed mural on the wall.

The triage area has been enclosed and extended to provide greater privacy and improved access for patients during their initial assessment

Fracture Clinic

Treats minor fractures and provides ongoing management of fractures in conjunction with orthopaedic surgeons.

Wound Clinic

Provides acute wound management to enable patients to remain at home in the community.

Hospital in the Home

Provides services for patients requiring intravenous or other specialised therapies to treat skin infections (cellulitis), pneumonia or other medical conditions such as blood clotting disorders.

Aged Care wards

Provides assessment and treatment of medical conditions in the elderly. The Lever and Wakefield wards each have 28 beds with four single rooms, bariatric room, physiotherapy gym, dining/lounge area and outdoor balcony.

Rehabilitation Ward

Provides assessments for patients to determine the therapies required to improve their physical, cognitive and communication abilities and assist them in regaining as much independence as possible before returning home. The John Beasley Ward has 28 beds, with four single rooms, bariatric room, physiotherapy gym, dining/lounge area and outdoor balcony.

Transitional Care Unit (TCU)

Provides up to 12 weeks of inpatient support for older people who are medically stable but need to complete their recovery and finalise their living arrangements before returning back to the community. It has 14 beds with two single rooms, a lounge area, dining room, along with an outdoor balcony. Patients attend exercises weekly in the physiotherapy gym and are encouraged to be independent in all aspects of their care.

The Centre for STRONG Medicine

As a leading research facility, STRONG uses exercise-based medicine to treat disease in older people. Diseases which are specifically targeted by STRONG Medicine include conditions such as arthritis, heart disease, depression, stroke, osteoporosis and diabetes. It is the first centre of its kind in Australia and has been serving inpatients and outpatients at Balmain Hospital since 1999.

Outpatients Departments

Provide a variety of services, such as Endocrinology, Nutrition Clinic, Hospital in the Home, Incontinence Clinic, Diabetes Education, Homeopathy, Acupuncture, Podiatry Services and Physiotherapy to meet the health needs of the community. The number of people attending these services has grown by 28% over the last three years.

Cardiac Rehabilitation Program

Provides outpatient programs for patients and families who have experienced a cardiac condition. The service commenced in 2015 and use increased by more than 100% by 2017–18. It includes specific exercises, along with an educational lifestyle program.

Pulmonary Rehabilitation Program

Provides outpatient programs to help recondition patients with respiratory ailments through exercise to improve their quality of life.

Sydney Local Health District and Balmain Hospital utilise data analytics to monitor and improve efficiencies of the service provided to ensure a safe environment with quality services that meet patient, family and community expectations. Data is extracted from business and clinical activity to measure performance against agreed operational priorities and expected national clinical outcomes.

Table 2
Balmain Hospital Activity, July 2018–June 2019

	2018/19	Acute	Sub- and non-acute
Episodes of care (overnight and same day)	1,704	1,226	1,427
Same day	265	264	7
Total bed days	29,106	6,441	21,135
Average length of stay (days)	14.32	5.47	15.07

Source: FlowInfo 17.1 (excludes HITH, ED only).

Table 3
Balmain Hospital, Non-admitted patient services

	2015/16	2016/17	2017/18	2018/19
Total (including STRONG, Cardiac and Acute clinics)	16,521	17,696	18,986	18,845
STRONG Clinic	11,824	11,422	11,797	12,721
Cardiac Rehabilitation Clinic	916	1,120	1,853	796
Acute Clinic	1,338	1,687	1,817	1,616
All other clinics	2,443	3,467	3,519	3,712

Source: STARS, SLHD Performance Unit

Key priorities for our facility

- 1 Support and foster responsive, integrated, culturally safe and competent multidisciplinary services
- 2 Streamline discharge processes to better support the transition from hospital to home and support strategies for patients to remain in the community
- 3 Support and expand areas of clinical specialisation



Our community, partnerships and environment

As well as serving the local Balmain community, most inpatients at Balmain Hospital have been transferred after receiving initial treatment from other tertiary or District hospitals.

Those who are cared for at Balmain Hospital mostly come from the more than 670,000 residents of Sydney Local Health District. A large number of people travel to the District from other metropolitan and rural areas as well as overseas to utilise its tertiary and quaternary services. The District's population is predicted to grow at a rate of 40% between 2016 and 2036.

Within the borders of the District are six Local Government Areas (LGAs):

- Inner West Council
- City of Sydney Council
- Canterbury-Bankstown Council
Burwood Council
- City of Canada Bay Council
- Strathfield Council

The District is rich in cultural and social diversity, with pockets of both extreme advantage and extreme disadvantage. One of the District's features is our diversity we have a proud lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community.

Sydney Local Health District has a multicultural and linguistically diverse population, with 44% of residents born

overseas and 55% of residents speaking a language other than English at home. Residents of the District were more likely to report having Chinese, Lebanese, Italian, Greek, Vietnamese or Korean ancestry. In 2016, 55% of residents spoke a non-English language at home, compared to 31% of the NSW population. A significant Aboriginal population also resides in the District (approximately 1.1% of the total population). The traditional owners of the land covered by the District are the Gadigal, Wangal and Bedjigal people of the Eora Nation.

The District's population is ageing, with the current number of residents aged over 70 projected to increase by 65% by 2031. There are over 4,500 elderly people living in residential aged care facilities within the District. Older adults tend to be larger users

of healthcare. Figure 2 shows the District's population growth by age. It shows the majority of the growth expected is attributed to people aged over 60 years. Notable is the sharp increase between those aged 60-74 and 75 and over.

Balmain Hospital has a history of engaging in purposeful and strategic interactions with the local community. The Hospital partners with organisations such as Sydney Health Partners, Inner West Council, Inner Wheel-Rotary and other community groups to ensure it meets the community needs and expectations. Balmain Hospital prides itself on providing quality of care to suit the individual patient needs. In 2017 a Community Advisory Committee was established to ensure effective engagement with the local community. Local consultative forums are held with residents in relation to building improvements and services offered.

Balmain Hospital is committed to 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, Aboriginal Medical Service, the Sydney Metropolitan Local Health Partnership, non-government organisations (NGO's), residential aged care services and government agencies.

Importantly Balmain Hospital partners with our patients, families, carers and consumers to design, provide and evaluate care that is compassionate, responsive and culturally safe. The hospital is proud of providing evidence-based, integrated care that truly 'matters' to our patients. Integral to this is the development of strong

and effective leaders and clinicians that are dedicated to providing exceptional patient and family centred care and positive performance.

Balmain Hospital is focused on improving our population's health literacy, self-management and service navigation. The hospital works with the District to advocate for healthy built environmental planning through community engagement and collaboration with a focus on equity.

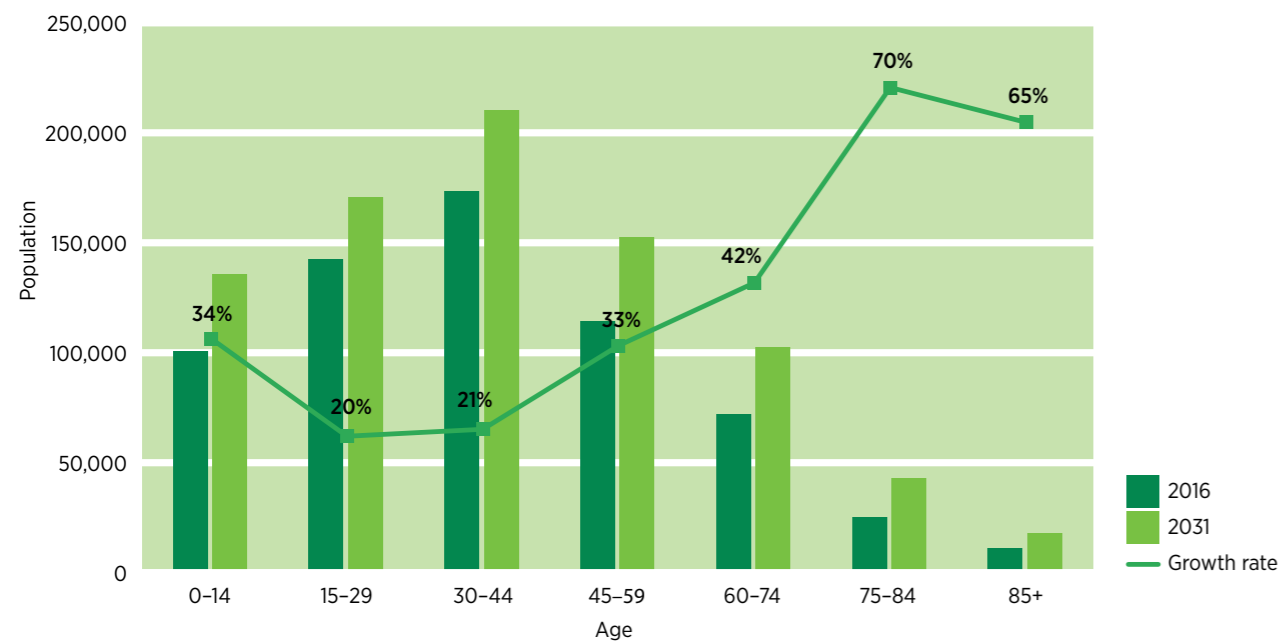
Balmain Hospital also participates in many community projects such as 'Back to Balmain' Community Picnic, Hospital Stalls held at Loyalty Square, community information nights and The Balmain Ball, where the hospital has been the proud recipient of the funds raised to purchase equipment for our Cardiac and Pulmonary Rehabilitation programs, as well as equipment for our inpatient rehabilitation gymnasiums.

The hospital collaborated with local staff and community in the establishment of the inaugural March Arts Program in 2018, where local primary school children and parents, local high school musicians, staff and local artists provide a rich array of activities for all patients, family and community to be involved with.

Key priorities for our community, partnerships and environment

- 1 Engage and empower our community to be healthy
- 2 Develop sustainable and proactive partnerships

Figure 2
Sydney Local Health District population projections by age, 2016-2031



Source: 2016 Department of Planning and Environment New South Wales State and Local Government Area Population Projections, NSW Ministry of Health.





Our patients, families, carers and consumers

Balmain Hospital is committed to providing high quality patient centred care for patients, families, carers and consumers.

This embodies respect, compassion, support and responsiveness to the needs, experience, diversity and preferences of our patients. We work in partnership with our patients and consumers to improve health literacy, support self-management and provide care close to where they live.

As a specialist aged care and rehabilitation hospital, 75% of Balmain Hospital inpatients in the last year were over the age of 70 years. There were no inpatients in the 0–15 year age group.

Patients, families and significant others are at the centre of everything we do at Balmain Hospital. Patient and family centred care is about including patients, families and significant others as partners in the provision of healthcare. 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.

Balmain Hospital considers and responds to the needs of special groups within the population to ensure appropriate education, care and treatment is provided. The hospital has implemented patient care initiatives to improve patient safety, the patient experience and patient outcomes through staff participation, inclusiveness and consultation.

Balmain Hospital programs include:

NSW Whole of Health Program

Aims to improve access to care for patients by taking a ‘whole of hospital/network’ approach to streamlining systems and services and improving patient flow.

Essentials of Care

Reviews options for improving the patient experience, increasing satisfaction with hospital services, managing and monitoring waiting times for services and developing systems and processes to benchmark patient outcomes with other similar facilities and wards.

Productive Ward – Releasing Time to Care

Focuses on improving ward processes and creating environments that assist nurses to spend more time on direct patient care in order to provide optimal patient care within the complex healthcare environment.

Confused Hospitalised Older Persons (CHOPS)

Aims to improve the experiences and outcomes of confused older people in hospital by giving nursing staff tools and strategies to best provide care.

Partners in Care

Provides support for carers and significant others by involving them in all aspects of decision making and care. Balmain Hospital was proudly the first in the District to implement the initiative.

Wake-Sense

Aims to awaken the senses of cognitively impaired patients on Wakefield Ward and is to be implemented in 2019.

Telehealth

This innovative patient and family centred service is being further explored to improve provision of clinical care and services to our patients within the District.

Other services provided to patients at Balmain Hospital include:

- Balmain Beats, an individualised music program for patients that aims to help with confusion and dementia.
- Delta Dog Therapy provides specially trained and approved dogs as a companion for our patients.
- Art Classes and diversional therapy for inpatients including Aboriginal Art Classes, hand massage, arts and crafts and piano music therapy.

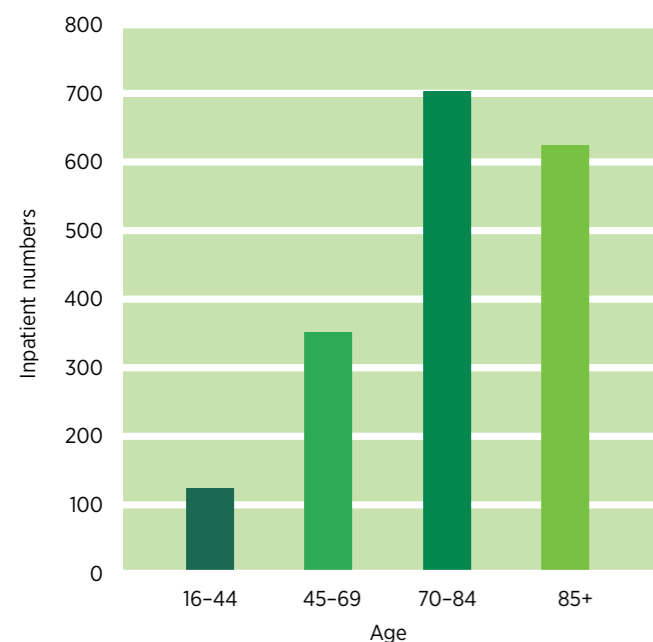
Balmain Hospital is committed to improving all aspects of care for Aboriginal people and their families. Details of these can found in our Aboriginal Health Impact Statement located at the end of this Strategic Plan as well as the *Sydney Local Health District Aboriginal Health Strategic Plan 2018–2022*.

Balmain Hospital is committed to strengthening the response to patients, families and carers who have experienced violence, abuse and neglect. An integrated service response for victims and families will continue to focus on enhancing healthy development, preventing violence, and responding to the causes and impacts of abuse and neglect.

Key priorities for our patients, families, carers and consumers

- 1 Ensure care is truly patient and family centred by engaging with patients and their carers to improve the patient experience
- 2 Ensure that Balmain Hospital and its services meet and exceed the National Safety and Quality Health Service Standards and other relevant standards

Figure 3
Balmain Hospital, age profile of inpatients 2016–2017



Source: FlowInfo 17.1 (excludes HITH, ED only).





Our research

Health and medical research aims to improve the health and wellbeing of people and is undertaken in a complex environment. It draws on our knowledge of the body and the environment to find ways to identify, cure and prevent disease, reduce injury and disability, improve the delivery of health services and help us to lead healthier lives.

Balmain Hospital's innovation and research involves continually learning, evaluating, improving and thinking in new ways. Our culture, management and business processes support research, evaluation and innovation. The hospital embraces, encourages and supports participation in the annual Sydney Innovation and Research Symposium and quarterly innovation challenge forum, The Pitch.

Balmain Hospital is a leader in the provision of aged care and rehabilitation services. The hospital will build on its collaborative networks and continue to promote Balmain Hospital as a preferred site for aged care and rehabilitation research. The hospital will engage with patients, families and consumers meaningfully to ensure opportunities to participate in research and clinical trials.

Our Research Strategy aligns with the *Sydney Local Health District Research Strategic Plan 2018-2023* to:

- Invest in and sustain research capacity
- Create knowledge by leading research
- Implement knowledge by rapidly translating research into best practice and policy

Key priorities for our research

- 1 Drive a culture committed to research, informed by evidence and consumer experience
- 2 Establish and strengthen collaborative research with our partners



Our education

Balmain Hospital has a commitment to continue building our current and future workforce's knowledge, skills and attitudes.

We aim to provide a positive work and learning environment and offer support to assist our staff to build capability and support career progression. To help achieve these goals, Balmain Hospital works in partnership with the Centre for Education and Workforce Development (CEWD), Ministry of Health and pillar organisations (Health Education and Training Institute, Agency for Clinical Innovation and the Clinical Excellence Commission) along with other external education providers such as universities. The hospital is committed to supporting and encouraging staff to attend local and external conferences and forums, as well as participating in patient and family centred care education.

Balmain Hospital collaborates with a number of universities to provide clinical experience and training for disciplines such as: Medicine, Nursing,

Allied Health (Occupational Therapy, Physiotherapy, Social Work, Nutrition and Dietetics, Speech Pathology) and administration. The District, in conjunction with the University of Tasmania, sponsor programs such as the Masters in Clinical Nursing and Health Services Management. Balmain Hospital and staff support these programs by providing placement options, mentoring and educational support.

Balmain Hospital has proudly implemented a Balmain Hospital-specific New Graduate Program to meet the staffing needs for aged care nursing which commenced in 2019. Balmain Executive has also initiated a Facilitated Leadership Support Program to support the staff who are acting in a senior management role. Initial investigation is promising with further research and evaluation to follow.

Allied Health holds unique bimonthly Allied Health Rounds where cases and new research is presented for a multidisciplinary educational discussion. There are also Journal clubs where innovation and the latest research is shared.

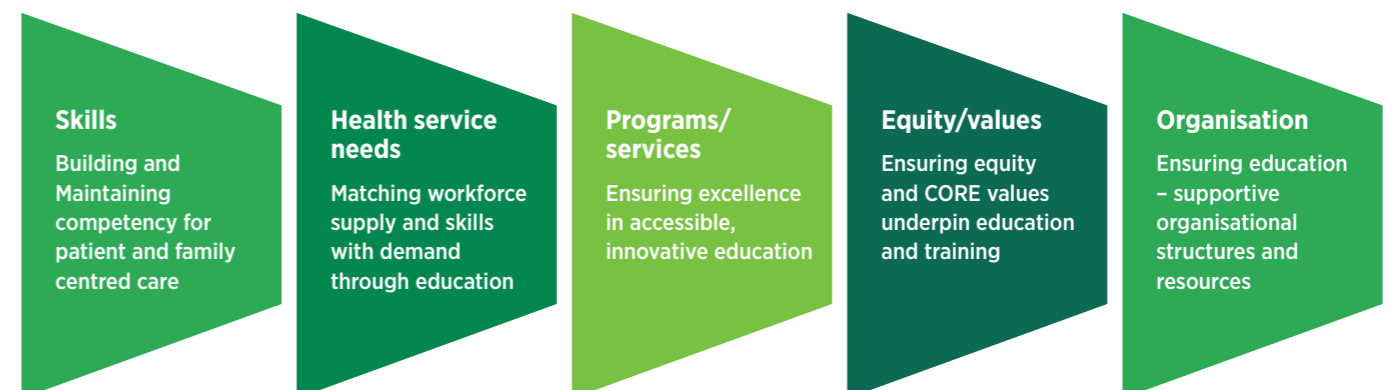
Key priorities for our education

- 1 Foster a culture of innovation, change management and collaboration
- 2 Support equity, access and a values framework in our workforce, education and service delivery

In conjunction with CEWD, a monthly educational session known as 'EduPlate' is provided for staff to supplement weekly ward education sessions, as well as the mandatory training requirements. Online training modules are provided by HETI and are regularly reviewed with new modules added.

Medical staff receive education both onsite at Balmain Hospital as well as in conjunction with RPA. The GPC also have joint educational evenings where specialists and GPs are invited to update their clinical skills.

Figure 4
Sydney Local Health District education and training goals



Implementation and governance

The following action plan has been developed with specific strategies to achieve the priorities of this Strategic Plan. Four timeframes have been developed to provide a sequential order of completion throughout the strategic plan term. An Operational Plan will be formulated each year to implement new aspects of these strategies to ensure maximal benefit is achieved for our hospital, patients and staff.

The implementation of this plan will be monitored by the Hospital's Operational Executive Committee, who will meet quarterly to review progress. The committee will subsequently develop a yearly report at the end of each financial year to be presented to the Clinical Council and the District Board.

Timeframes	
Short term	0-12 months
Medium term	1-3 years
Long Term	4-5 years
Ongoing	Ongoing



Strategic Action Plan 2019-2024

Focus area 1: Our facility

Strategy	Timeframe	Outcomes/measures
Priority 1: Maintain and improve infrastructure and facilities to meet the future needs of our aged care and rehabilitation patients		
Review and develop Balmain Hospital facilities, with a focus on accessibility, cultural suitability and patient centred care	Medium-long term	Health facilities are designed and developed to address population growth and consumer needs Improved experience of consumers and carers Patient surveys reflect a positive experience of the facilities
Develop and implement a capital works refurbishment plan		
Maintain and develop facilities, services, equipment and technology in accordance with the Sydney Local Health District Asset Strategic Plan		
Priority 2: Implement information technology solutions to improve information accessibility and patient safety and care		
Continue to develop and expand the capability of the hospitals eMR with programs such as eMeds	Short term	Successful implementation and integration of new technologies as reported to Executive and Management Committees Healthcare and information technology is state-of-the-art and patient and family centred
Explore the inclusion of photography in the eMR		
Review the utilisation of Workstations on Wheels (WOWs) and Pharmacy on Wheels (POWS)		
Develop capability and explore the use of 'big data' to support management, service delivery and health and medical research		
Promote and support the use of My Health Record, HealthPathways, My Aged Care and the National Disability Insurance Scheme (NDIS)		
Priority 3: Supporting efficiency improvements for a sustainable health system		
Review inventory procedures to improve ordering processes and reduce wastage	Ongoing	Improved process and reduced wastage Value for money demonstrated through roadmaps and performance reporting
Explore opportunities to streamline purchasing processes		
Build upon and expand renewable, sustainable and clean energy solutions such as waste management/recycling programs, solar panels and light bulbs		

Focus area 2: Our services

Strategy	Timeframe	Outcomes /measures
Priority 1: Support and foster responsive, integrated, culturally safe and competent multidisciplinary services		
Recognise and respond to the individual needs of patients, taking into account their cultural, spiritual and emotional needs	Ongoing	Use patient/carer satisfaction surveys to evaluate patient experience Bureau of Health Information (BHI) Patient and carer stories
Partner with consumers to improve service planning and care coordination		
Implement the Aged Care, Rehabilitation, General Medicine, Chronic and Ambulatory Care and General Practice Clinical Stream Position Papers		
Maintain 'core' services and strengthen links with acute, primary, Non-Government Organisations (NGO's) and community care providers		
Continue to support and implement Leading Better Value Care (LBVC) initiatives		
Priority 2: Streamline discharge processes to better support the transition from hospital to home and support strategies for patients to remain in the community		
Investigate the option of establishing a post-discharge allied health service	Ongoing	STARS Performance Data Board Reporting Patient / Family / Consumer Feedback Increase in patients attending preventative services Reduction in readmissions within 48 hours of discharge
Identify and address challenges in transfer of care for patients (e.g. patients being discharged to residential aged care facilities)		
Review the need for additional Ambulatory Care services, General Practice Casualty services and Hospital in the home (HITH)		
Explore opportunities for telehealth services		
Improve access to community care packages and services		
Review of transport options		
Priority 3: Support and expand areas of clinical specialisation		
Develop The Centre for STRONG Medicine as an advisory service for other facilities	Ongoing	Additional areas of clinical specialisation in Aged Care and Rehabilitation developed
Enhance and expand Ambulatory Care services as needed		
Grow and develop existing health services for the delivery of patient/carer education and evidenced based programs such as Cardiac and Pulmonary Rehabilitation		

Focus area 3: Our communities, partnerships and environment

Strategy	Timeframe	Outcomes/measures
Priority 1: Engage and empower our community to be healthy		
Ensure that the branding of the hospital provides the community with information and education for a better understanding of the services provided and the vital role that Balmain Hospital plays within the healthcare system	Ongoing	Improved health status and health literacy for the community Better understanding of the services provided by the hospital Consumer feedback will be positive Bureau of Health Information (BHI)
Focus on preventive health measures through the delivery of information and education through evidenced based programs such as STRONG, Cardiac Rehabilitation, Pulmonary Rehabilitation		
Improve our population's health literacy, self-management and service navigation through providing multi-lingual and plain English communication, community education and health promotion		
Continue to support the active role of the Consumer Advisory Committee to provide and promote community events		
Priority 2: Develop sustainable and proactive partnerships		
Strengthen partnerships across the district to support our aged care and rehabilitation populations	Ongoing	Care is integrated, streamlined and patient and family-centred The needs of the Aboriginal community are considered Patient/family/carer satisfaction surveys Bureau of Health Information (BHI)
Strengthen relationships with residential aged care facilities to prevent readmissions and improve discharge processes		
Work collaboratively with external organisations (PHN, NGOs, GPs) to help patients transition to care in the community		
Expand and build our partnerships with the Aboriginal health services through the District Aboriginal Health Unit and Sydney Metropolitan Lands Aboriginal Health Partnership		
Promote and support the use of My Aged Care and the NDIS		

Focus area 4: Our patients, families carers and consumers

Strategy	Timeframe	Outcome/measures
Priority 1: Ensure care is truly patient and family centred by engaging with patients and their carers to improve the patient experience		
Promote and review processes to improve access to health information and resources for priority populations, including interpreter services, documents in other languages	Ongoing	<p>Patients and families are treated with dignity and respect and are actively involved in their care</p> <p>Care is personalised, responsive and culturally appropriate</p> <p>Improved self-management and access to timely and appropriate care</p> <p>Patient and carer satisfaction surveys</p> <p>Bureau of Health Information (BHI)</p> <p>Patient and carer stories</p>
Promote and review processes to improve access to health information and resources for Aboriginal people including, access to Aboriginal Liaison Officers/Aboriginal Health Workers, provide and Aboriginal welcome pack		
Review and update information on hospital admission, care pathways, discharge and referral processes, and available community services to ensure that it is culturally accessible and appropriate		
Continue to ensure patient-reported experience measures and patient-reported outcome measures are captured to inform delivery of care and provide patients with direct and timely feedback		
Expand and grow the 'Partners in Care' program and ensure the involvement of family and carers in service planning and evaluation		
Implement the removal of restrictive visiting hours		
Investigate the option for a safe walled outdoor garden for dementia patients		
Develop the support provided to Residential Aged Care Residents to enable them to avoid unnecessary hospital admissions		
Review and refresh systems and processes that support an integrated service response to violence, abuse and neglect for victims and families		
Priority 2: Ensure that Balmain Hospital and its services meet and exceed the National Safety and Quality Health Service Standards and other relevant standards		
Ensure quality and safety is at the core of our organisational culture and that all employees understand our quality and safety goals and accountabilities	Ongoing	<p>Successful ongoing accreditation of Balmain Hospital as assessed by the Australian Council in Healthcare Standards (ACHS)</p>
Ensure Balmain Hospital maintains accreditation of National Safety and Quality in Healthcare Standards, to protect the public from harm and to improve the quality of health service provision		

Focus area 5: Our staff

Strategy	Timeframe	Outcome/measures
Priority 1: Develop an empowered and resilient workforce		
Review and implement actions from the <i>SLHD Workforce Strategic Plan 2016–2020</i>	Ongoing	<p>Work environments are safe, supportive, flexible and healthy</p> <p>Informal feedback from staff will be sought</p> <p>Formal staff feedback via NSW Health People Matters Survey</p> <p>Workforce Statistics will be provided in the Board Report</p>
Promote and encourage the use of the SLHD wellbeing programs i.e. Get Healthy at Work, Employee Assistance Program, Careers Program, Heart of Health		
Develop a consistent and supportive approach to performance development that supports the SLHD CORE values		
Ensure staff has the skills and necessary support to undertake their role and to cope with and manage change		
Priority 2: Support employees to deliver the highest quality of care		
Provide support through education, career progression and the translation of evidence into clinical practice to deliver the highest quality of care to our patients and carers	Ongoing	<p>Positive feedback from educational sessions</p> <p>Mandatory Training Report Compliance</p> <p>Establishment of a mentoring program</p>
Ensure staff have access to educational programs to meet their professional development		
Explore the option establishing a mentoring program for staff		
Priority 3: Foster a diverse workforce within a culturally safe competent health system		
Develop and support diversity in the workforce by respecting and acknowledging different, cultures, beliefs and lifestyles, i.e. respecting the difference training, developing the Aboriginal workforce, offering flexible employment models where practicable, employing bilingual staff	Ongoing	<p>Increase in workforce diversity and provision of culturally appropriate care</p> <p>Ability to attract and retain high quality workforce</p> <p>Workforce data will be reported to the SLHD board.</p> <p>Staff attendance at training session specifically developed to promote respect and acknowledge differences</p> <p>Aboriginal Trainees supported by Management and CEWD as evidenced by retention</p>
Recruit and retain employees through equitable and efficient recruitment processes, on-boarding and performance and talent management		
Review information obtained through staff consultations, including the People Matters Employee survey, and develop and implement action plans at both an organisation and clinical/department level to address key issues		
Review the implementation of the <i>SLHD Aboriginal Workforce Action Plan 2018–2023</i>		

Focus area 6: Our research

Strategy	Timeframe	Outcomes/measures
Priority 1: Drive a culture committed to research, informed by evidence and consumer experience		
Increase the number of research projects through providing support, training and access to collaborative research projects	Ongoing	Ensure Balmain Hospital presents research at relevant forums Increased employee participation in research Research is responsive to the needs of the organisation and community Increase patient/community participation in clinical trials and research studies
Proactively identify and promote new opportunities for patient/consumer involvement in clinical research and trials and at all stages of research cycle		
Provide opportunities for staff from all disciplines to participate in/contribute to research, including as part of their professional development and, where possible, by providing quarantined time		
Encourage representation at relevant research forums, conferences and symposiums for research projects undertaken at Balmain Hospital		
Priority 2: Establish and strengthen collaborative research with our partners		
Promote Balmain Hospital as a preferred site for aged care and rehabilitation research	Ongoing	Staff feel supported in research as demonstrated with an increase in collaboration outside the facility Increased partnerships and collaborations
Investigate the possibility of sharing resources with other SLHD facilities		
Increase in the number of research projects conducted in collaboration with others		
Improve links with university's and MoH pillar organisations, i.e. ACI, CEC		
Seek relationships with potential new research partners, such as National Ageing Research Institute, Research Australia, Dementia Australia, Centre for Education and Research on Aging at the University of Sydney		

Focus area 7: Our education

Strategy	Timeframe	Outcome/measures
Priority 1: Foster a culture of innovation, change management and collaboration		
Ensure education supports the maintenance of accreditation requirements of the NSQHC Standards, and include NSQHC Standard 'Partnering with Consumers' in orientation	Ongoing	Hospital maintains accreditation meeting the NSQHC Standards Evidence of continuous quality improvement Staff training and development is integrated, evidence-based and responsive A culture of accountability and high performance
Investigate further expansion of alternatives to face to face learning, such as video conferencing and on-line learning platforms		
Continue to have an increased focus on quality improvement projects		
Promote a culture of reflective practice and ongoing learning through on-the-job feedback, opportunities for formal and informal mentoring and peer-support		
Ensure training and education is responsive and flexible to changes in information technology, clinical practice, healthcare reforms and implementation of new clinical and support systems		
Use results from patients/ carer satisfaction surveys to inform education initiatives and programs		
Continue to support and encourage staff and managers to participate in professional development through available courses, conferences and scholarships		
Priority 2: Support equity, access and a values framework in our workforce, education and service delivery		
Continue to promote and provide education on the CORE values	Ongoing	Feedback will be sought from staff informally Formal staff feedback via NSW Health People Matter Employee Survey Workforce Statistics in Board Report Staff attendance at training session specifically developed to promote respect and acknowledge differences
Promote education opportunities across all staff groups		
Promote scholarships and other forms of support (financial and leave), such as the Conference Leave Committee (nursing), to staff		
Improve the availability of educators, including improving access to District CNCs		
Investigate opportunities to collaborate and expand interdisciplinary learning activities within the SLHD, across Districts, with the NSW Health Pillar Agencies and with external partners such as PHNs and universities		

Aboriginal health impact statement

1 The health context for Aboriginal People

In 2014, an estimated 220,902 Aboriginal people were living in NSW, comprising 2.9% of the total NSW population and 31% of the total Aboriginal population. The traditional custodians of the land that forms Sydney Local Health District is the people of the Eora nation. Aboriginal people make up 1.1% of the Districts population. The Inner West and City of Sydney councils have the highest number of Aboriginal residents, with the lowest number of Aboriginal people residing in Strathfield. Consistent with the state and national figures, the age profile of Aboriginal people in the district is younger than the non-Aboriginal population.

Balmain Hospital is a sub-acute hospital, providing inpatient, and ambulatory care services and a General Practice Casualty. It is dedicated to aged care, rehabilitation and general practice medicine, and in 2016/17 Balmain Hospital had 12 inpatient admissions where a person identified as Aboriginal and 2 who identified as Torres Strait Islanders. The year before, 2015/2016, saw 20 admissions of people who identified as Aboriginal, five Torres Strait Islanders and one person who identified as both Aboriginal and Torres Strait Islander. In 2014/15 there were 24 admissions with people who identified as Aboriginal and three Torres Strait Islanders. Ambulatory care services accessed by people who identified as Aboriginal included Hospital in the Home (HiTH) services, cardiac rehabilitation and occupational therapy.

Aboriginal people experience a higher prevalence of most chronic diseases, and chronic disease risk factors than non-Aboriginal people; this has a major impact on the wellbeing of families and communities. Due to the higher prevalence of disease among Aboriginal people, they are expected to utilise services at a much higher rate than non-Aboriginal people, however due to barriers in accessing health care such as discrimination lack of cultural safety, distance from home and costs, the numbers are only marginally higher.

The *Balmain Hospital Strategic Plan 2019–2024* links with the:

- *National Aboriginal and Torres Strait Islander Health Plan 2013–2023*, as part of the national approach to close the gap in Aboriginal health inequality
- *National Safety and Quality Health Service Standards 2017*, on meeting the needs of Aboriginal and Torres Strait Islander people
- *NSW State Health Plan: Towards 2021*

- *NSW Aboriginal Health Plan 2013–2023* to improve the health and wellbeing of NSW Aboriginal communities
- Opportunity, Choice, Healing, Responsibility, Empowerment (OCHRE). NSW Government Plan for Aboriginal Affairs: education, employment and accountability
- *Sydney Metropolitan Local Aboriginal Health Partnership Agreement 2016–2021*
- *SLHD Strategic Plan 2018–2023*, includes the SLHD priority to support an inclusive healthcare system that is responsive to our Aboriginal communities
- *SLHD Aboriginal Health Strategic Plan 2018–2022*, to have the healthiest Aboriginal community by 2020
- *SLHD Aboriginal Workforce Action Plan 2016–2018* – supports the continued development and enhancement of the Aboriginal workforce across the District.

2 The potential impact of the policy, program or strategy on Aboriginal people, including approaches to mitigate any potential undesired effects

The *Balmain Hospital Strategic Plan 2019–2024* will have a positive impact on the Aboriginal people of SLHD. Balmain Hospital is committed to 'Closing the Gap' in health behaviors, health outcomes and access to health services between Aboriginal and non-Aboriginal people, although the numbers of Aboriginal people who have historically accessed the hospital and its associated services have been low. The Balmain Hospital aims to achieve this by:

- Demonstrating an understanding of, and respect for, the cultural identity of Aboriginal people and families, and provide culturally safe care
- By ensuring that our attitudes and approach to improved health outcomes for Aboriginal people characterised by respect, strong collaboration, empowerment and openness
- Is determined to build on its successes in empowering Aboriginal communities to address health inequity and reduce discrimination and racism towards aboriginal people
- Continuing to focus on improving health outcomes, reducing harm from risky behaviors and supporting families and communities to manage their health
- Developing strategies to increase the accountability, understanding, knowledge and skills of staff in order to ensure a culturally competent system

- Valuing Aboriginal contributions to the organisation and promote positive cultural identity by providing training, education, support and ongoing career opportunities to Aboriginal staff
- Identifying Aboriginality, as it is essential to providing services to Aboriginal people
- Recognising that racist attitudes have an impact on the health outcomes of Aboriginal people, and that racism in all its forms (personal, casual and institutionalised) must be identified and actions must be taken to eliminate it.

Examples of activities where the above can be seen are:

- The Balmain Hospital Strategic Plan 2019–2024 has been developed with input from the District's Aboriginal community
- Respecting the Difference training
- Adhering to cultural protocols including 'Welcome to Country', and flying the flags
- Celebrating cultural events such as NAIDOC
- Working and collaborating with the Sydney Local Health District Aboriginal Health Unit
- Providing a warm and welcoming environment, including hanging Aboriginal art work such as the Roadmap to Wellbeing by Lee Hampton, created for NAIDOC 2017
- Developing the Aboriginal workforce
- Local Identification posters designed by SMLAHP are hung in relevant areas of the hospital, to ensure compliance with NSW Health Policy Directive PD12_042 Aboriginal and Torres Strait islander Origin – Recording of information of patients and clients
- Aboriginal Liaison Officers are available to Balmain Hospital from Royal Prince Alfred Hospital
- Development in conjunction with the Sydney Local Health District Aboriginal Health Unit and Consumers of an Aboriginal 'Welcome Pack' highlighting all resources and contacts to support them and their families during their hospital stay
- Aboriginal member on one of the Peak Committees – Consumer Advisory Committee
- Incorporating Aboriginal Art and Culture into the Balmain March Arts Program.

Balmain Hospital has further developed networks to support Aboriginal people in receiving the appropriate management of chronic disease through participation in the 48 hour Follow-up program, district wide follow up for Aboriginal chronic disease referrals; and referral to the Senior Aboriginal Palliative Health Worker for palliative care services.

Balmain Hospital will continue to develop strategies that address the following priority areas as outlined by the *Sydney Local Health District Aboriginal Health Strategic Plan 2018–2023*:

- Drug Health Services
- Mental Health Services
- Chronic Disease Management and Aged Care
- Oral Health Services
- Social Determinants of Health.

3 Engagement with Aboriginal people

In developing the *Balmain Hospital Strategic Plan 2019–2024*, the Sydney Local Health District Aboriginal Health Unit was approached on how best to incorporate the perspectives of Aboriginal people into the plan.

Sydney Local Health District facilities along with the District Aboriginal Health Unit and the Planning Unit held an Aboriginal Health Community Consultation session on 9 November 2018. The Plan incorporates the outcomes of this consultation.

The consultation included representatives from our Sydney Local Health District Aboriginal communities, the Sydney Local Health District Aboriginal Workforce and the Aboriginal Medical Service Redfern. This consultation is the first step of an ongoing engagement process. Throughout implementation there will be continuous consultation and feedback with the local Aboriginal community.

References

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Sydney Local Health District Strategic Plan 2018–2023

Sydney Local Health District Aboriginal Health Strategic Plan 2013–2018

Sydney Local Health District Education and Training Strategic Plan 2018–2023

Sydney Local Health District Research Strategic Plan 2018–2023

Sydney Local Health District Workforce Strategic Plan 2016–2020

Sydney Local Health District Information and Communication Technology Strategic Plan 2015–2020

Sydney Local Health District Year in Review: Versions – 2013/2014, 2014/2015, 2015/2016, 2016/2017, 2017/2018

Balmain Hospital Strategic Plan 2013–2018



Sydney,
it's *your* local
health district



Planning for your future

slhd.nsw.gov.au