

2019–  
2024

# Concord Hospital Strategic Plan



Sydney Local Health District  
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Concord  
Hospital  
Strategic  
Plan


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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



Concord Repatriation General Hospital (CRGH) is proud of its healthcare service excellence and leadership in clinical care. Since its establishment as the 113th Australian General Hospital in 1941, Concord has built on its strengths of providing quality health services to returned servicemen and women and local communities, as well as undertaking world class clinical education and research.

The *Concord Repatriation General Hospital Strategic Plan 2019–2024* reflects the hospital’s strengths of providing high-quality health services to our local community, state-wide and specialty services to our expanding tertiary and quaternary populations and specialised, accessible care for our veteran communities.

This Plan is aligned with *Sydney Local Health District Strategic Plan 2018–2023*. It sets out the strategy for our hospital over the next five years as we seek to further advance our health and medical care, knowledge and clinical innovation. The Plan reflects the vibrant and strong research and education presence at the hospital, established in collaboration with the University of Sydney and three on-site medical research institutes. The next five years is a particularly exciting time for the hospital as we progress the capital redevelopment of our hospital. The redevelopment will provide new and upgraded services and infrastructure that is purpose-designed to meet the needs of the growing and changing communities that we serve and to deliver the most modern models of care.

The Plan provides the overarching framework to support our vision – Excellence in Health and Healthcare for All – underpinned by our Foundational Principles and the CORE values of Collaboration, Openness, Respect, and Empowerment. This provides the context for the Strategic Focus Areas of our Plan.

The hospital has a proud history of healthcare provision, achievement and strong engagement with our communities. 2016 marked the hospital’s 75th Anniversary and the 20th Anniversary of the ANZAC Research Institute. The hospital and its beautiful grounds are an integral part of the local

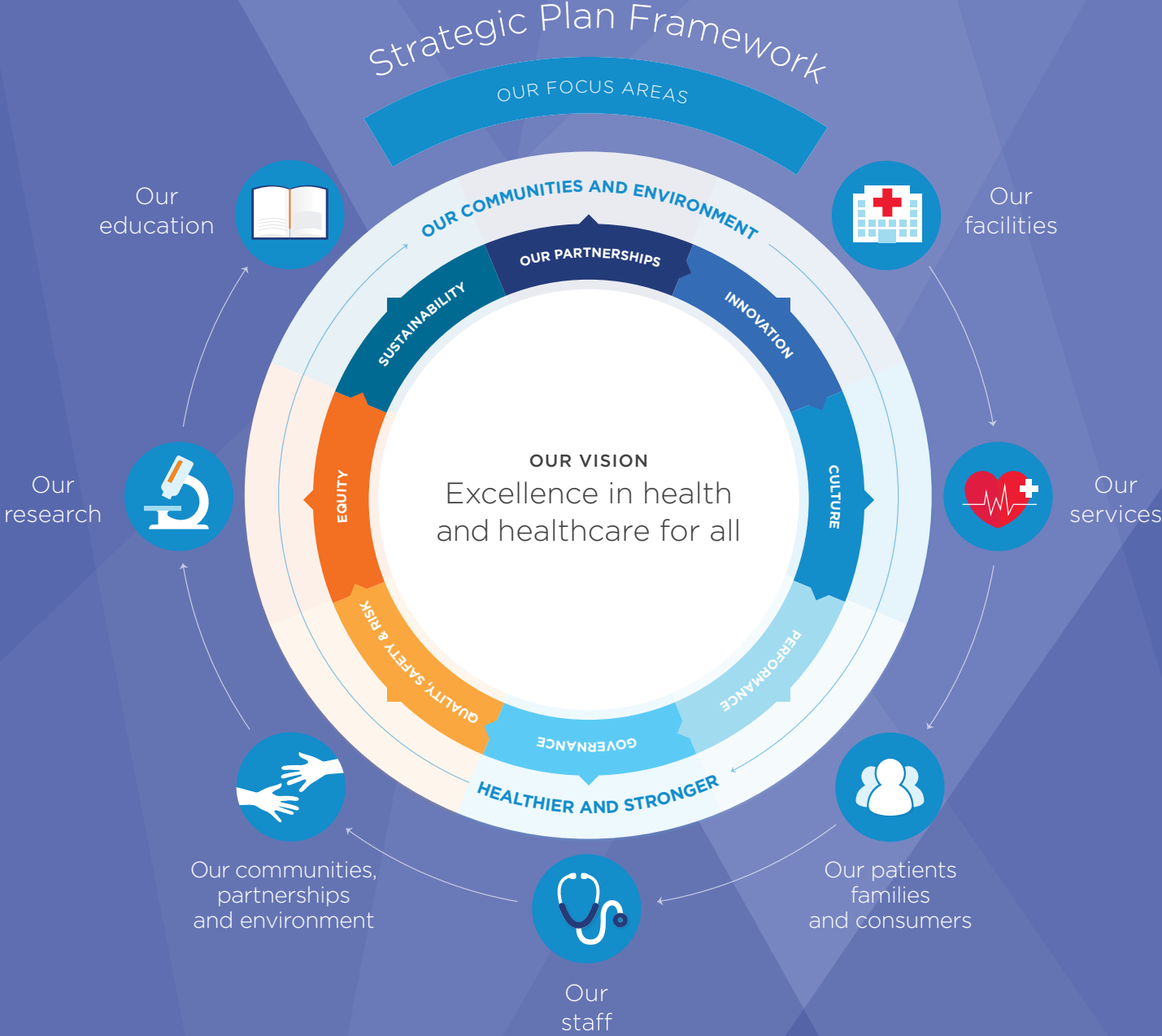
community, hosting a number of events such as ANZAC Day ceremonies, Veterans Health Day, Yaralla Festival, Rivendell Flower and Garden Show and Carols at Yaralla. Our Plan recognises the importance of these and other opportunities to engage with our local community to ensure that we remain focused on promoting positive environments and on addressing the health needs of our community.

The success of the hospital is due to the continued dedication, professionalism, excellence and goodwill of our staff. I would like to thank our staff for their significant contributions to patient care, corporate service provision, education and research. Our Plan outlines a number of priorities to support the personal and professional development of our staff, to ensure that our workforce is valued and well equipped to respond to the changing healthcare needs of our community.

The key priority for the hospital to 2024 is the capital redevelopment of the hospital campus, which commenced in 2019. This is one of the most significant projects for the hospital over its long history, and will bring the required world-class infrastructure to the hospital, further strengthening our ability to deliver timely, high quality and patient-centred healthcare, research and education.

I am confident the *Concord Repatriation General Hospital Strategic Plan 2019–2024* will guide our direction and support the hospital in its mission to provide the innovative, high-quality, safe and accessible healthcare that optimally meets the need of our communities.

**Dr Genevieve Wallace**  
Acting General Manager  
Concord Repatriation General Hospital



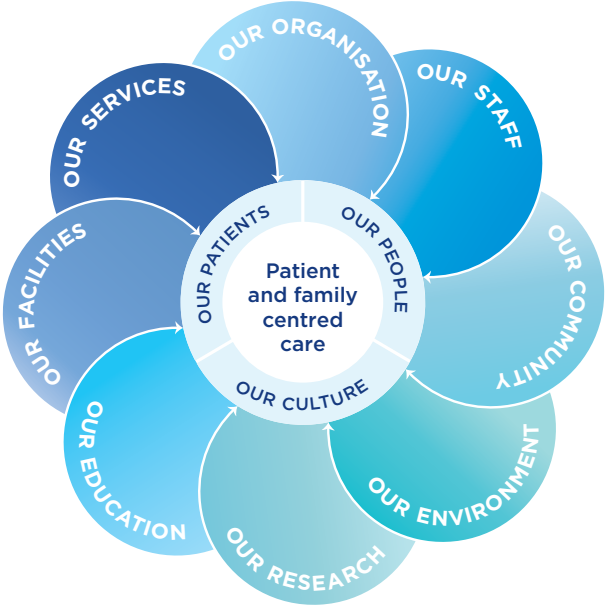
# Our vision and mission

Our vision
Excellence in health and healthcare for all
Our mission
The mission of Concord 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 Concord Hospital is 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.

The Strategic Focus Areas of the *Concord Repatriation General 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 aging 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

Concord Repatriation General Hospital shares the CORE values of all NSW Health staff and Sydney Local Health District.

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

These CORE values were used as the foundation for the locally-developed Concord Hospital values derived through extensive staff consultation in 2009. These values, outlined below, are a statement of the standards and behaviors that all Concord Hospital employees will model in their work and reflect in their interactions with patients, our community and among ourselves.



## The planning process

The *Concord Repatriation General Hospital Strategic Plan 2019–2024* has been developed through an inclusive Board, Executive, employee and community consultation process. This Plan closely articulates with Sydney Local Health District’s Strategic Plan 2018–2023 and, while reflecting local priorities, supports the implementation of the District’s strategy.

During the development of this Plan, the previous Strategic Plan 2012–2017 and other Sydney Local Health District enabling plans were reviewed and data updated. A major stakeholder workshop was held to determine the issues and to inform the strategic priorities.

In developing this Plan, Sydney Local Health District and its Aboriginal Health Unit undertook an inclusive consultation workshop with Aboriginal community members, demonstrating the senior executive and Board commitment to Aboriginal Health. An Aboriginal Health Impact Statement was completed in consultation with Aboriginal members of the hospital community and Sydney Local Health District’ Aboriginal Health Unit.

# Our hospital

Concord Repatriation General Hospital is a 452-bed principal referral group A1 hospital serving Canada Bay Local Government Area (LGA) and surrounding areas for local services, and state or metropolitan catchments for its tertiary and quaternary services.

The hospital is located 16 kilometres from the Sydney Central Business District in the suburb of Concord. The hospital is situated on the northernmost peninsula of Concord West, between Brays Bay and Yaralla Bay on the Parramatta River. Since its establishment as the 113th Australian General Hospital in 1940, the hospital has built on its strengths of providing quality health services to returned servicemen and women and local communities, as well as undertaking world class clinical education and research.

The hospital is located with the Dame Eadith Walker Estate, which is vested in the Crown under The Walker Trusts Act and administered by Sydney Local Health District. Clinical services are provided on site including care for patients with HIV and dementia at Yaralla House, accommodation for Burns patients and their families at Hyacinth Cottage and child and adolescent mental health services at Rivendell (also known as Thomas Walker Hospital). The Yaralla Community Advisory Committee advises the District on the Estate’s management.

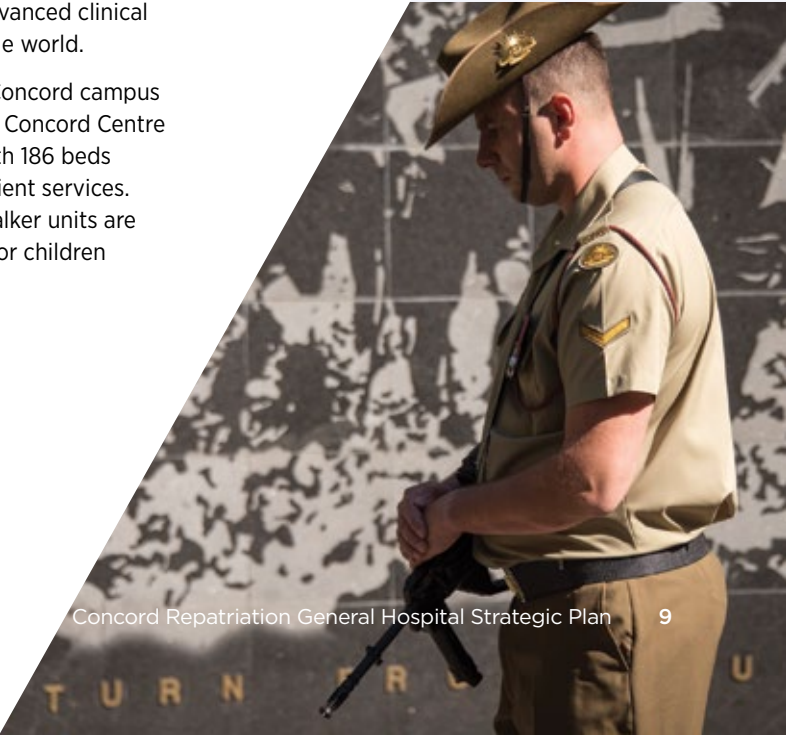
Concord Hospital’s clinical services reflect its status as a principal referral hospital, with most services being delineated as level 5 or 6 and providing tertiary and quaternary roles. The Hospital does not have maternity or paediatric services; a factor related to its history as a military hospital. Many of Concord’s services are recognised nationally and

internationally as centres of excellence. Some of these include: burns, colorectal surgery, laparoscopic surgery, molecular biology and genetic laboratory, aged and extended care, gastroenterology and palliative care.

The research and education roles of the hospital are extensive. This includes a research and education precinct with three Medical Research Institutes located on the campus: The ANZAC Research Institute, The Ageing and Alzheimer’s Institute (AAAI) and the Asbestos Diseases Research Institute (ADRI). Concord Hospital’s research has been particularly successful in the areas of genetics, ageing, andrology, bone biology, mesothelioma, nutrition, dementia, osteoporosis/fracture prevention, diabetes and obesity, and metabolic aspects of mental disease. The Concord Medical Education Centre is one of the most advanced clinical training facilities in the world.

Also located on the Concord campus is the tertiary referral Concord Centre for Mental Health, with 186 beds and extensive outpatient services. The Rivendell and Walker units are specialised services for children and adolescents.

Major level 6 tertiary services at Concord Hospital include cardiology, neurology, intensive care, colorectal and laparoscopic surgery, upper GI, urology, vascular surgery, ENT, ophthalmology, gastroenterology, aged health, bone and joint services, medical oncology, haematology, respiratory medicine and sleep studies, molecular biology and genetics, infectious diseases, rheumatology, renal dialysis, plastic surgery, and the state-wide Burns Unit and skin culture laboratory.





Concord Repatriation General Hospital timeline

1940s	
1940	113th Australian General Hospital established as a military hospital
	Work commenced on temporary pavilion wards, ancillary service buildings, multistory block and nurses' quarters
1941	6 February: First patient admitted
	Overall bed capacity rose to 2000 treating allied service personnel and Japanese POWs
	Red Cross Services commenced, including establishment of Red Cross Theatre
1944	First Chapel built
1945	August: End of WWII
1947	19 May: Administration of hospital assumed by Repatriation Commission
1948	1 March: first intake of civilian student nurses
	14 December: Transfer from Army to Repatriation Commission completed
1950s	
1954	State visit by Queen Elizabeth II and Duke of Edinburgh
1958	Last Army huts removed and Hospital Road Car Park created
1960s	
1963	University of Sydney affiliated Medical School inaugurated
1964	Intensive Care Beds opened in Chest Surgery Ward
	Coronary Care Beds opened on 3rd floor
	Community (non-repatriation) patients admitted
1966	Chair of Surgery created
1968	Volunteer Service began
1969	Pathology redesigned and enlarged

1970s	
1970	Nuclear Medicine Service commenced
	2nd floor Operating Theatres opened
1972	No 2 Theatres in Ramps decommissioned
1973	Clinical Sciences Building opened
	Child Minding Centre opened
1975	ICU relocated to new 12 bed unit
1976	Emergency and Accident Centre (EAC) opened
	Chair of Medicine created
1977	Four-bed Burns Unit opened
1979	Certificate of Accreditation awarded
1980s	
1980	Metabolic Unit to treat bone disorders opened
1985	5-year major redevelopment of second floor Theatres, Theatre Sterilising Unit (TSU) Diagnostic Facilities and remodelling of hospital entrance
	Chair of Gerontology created
1987	Hospital-based nurse training ceased
1988	Aged Care Department expanded, Ward 35 opened

1990s	
1990	7 March: New operating room suite, diagnostic facilities and hospital entrance opened by Prime Minister Bob Hawke
	7th floor Theatres decommissioned; new Central Sterilising Supply Dept (CSSD) commissioned
1993	1 July: Repatriation General Hospital Concord transferred to Central Sydney Area Health Service; renamed Concord Repatriation General Hospital
1994	Building and dedication of new 113th AGH Chapel
	Ethel Lane Chair of Surgical Nursing established
	Kokoda Track Memorial Walkway established
	11 November: Launch of Anzac Foundation
1995	Institute of Sports Medicine opened
	No 1 Nurses' Home converted to a medical centre
1999	Ethel Lane Nurses' Museum opened by Sir Roden Cutler VC
	Concord designated Official Hospital for 2000 Sydney Olympic Games
2000s	
2000	Anzac Research Institute opened
	Major redevelopment of multistorey building
	Statewide Burn Service established
	Two new cardiac catheter labs opened
	Renal service expanded to include 10 Haemodialysis Chairs
	New Ambulatory Care Endoscopy Unit (ACE) opened
2005	MRI installed
	Yaralla Childcare Centre opened
	Aged Care and Rehabilitation Building opened by Minister for Health John Hatzistergos

2006	Dual Source CT Scanner installed
2007	Two digital operating rooms for endoscopic and day surgery opened
2008	Relocation of Rozelle Hospital to Concord Centre for Mental Health
2009	Bernie Banton Centre housing Asbestos Diseases Research Institute (ADRI) opened by Prime Minister Kevin Rudd
2010s	
2010	Launch of the Australian Mesothelioma Registry at the Asbestos Diseases Research Institute, based in the Bernie Banton Building
2011	New Renal Dialysis Satellite Unit with 14 beds opened
2012	Relocation of staff and patients from The Bridge, Glebe to Yaralla House
	Concord Cancer Centre opened
	The Sydney Medical Education Centre opened as a joint resource of Concord Hospital and the University of Sydney
2013	Hospital in the Home (HITH) launched to provide an alternative to inpatient care in the patient's own home and at an onsite clinic
2014	The Sydney Survivorship Centre (cottage) opened for cancer survivors to access a dedicated team of multidisciplinary professionals
	Concord Centre for Palliative Care 20 bed inpatient unit opened
2015	NSW's first Electronic Medication Management (eMeds) program developed
2016	A state-of-the-art hybrid operating theatre opened to allow vascular surgeons to combine open surgeries with endovascular techniques
2019	The first sod turned in stage 1 redevelopment of Concord Hospital. The new Clinical Services Building is due to be commissioned at the end of 2021
	National Centre for Veterans' Healthcare pilot commences

Our achievements over the past five years

2018-19
\$1.3 million spent on refurbishing operating theatres 9 and 10 to ensure they are fully digitally integrated
Redevelopment Stage 1: Completion of enabling works, including the removal of redundant services, demolition of end-of-life buildings and the development of a future footprint
Redevelopment Stage 1: Main construction works commenced
National Centre for Veterans' Healthcare opened, the first facility of its kind in Australia
New Veterans' Day Centre opened for Veterans and War Widows to replace existing facility
2017-18
Funding of \$341.2 million for Concord Hospital Redevelopment Stage 1, which includes: <ul style="list-style-type: none"><li>Rusty Priest Centre for Rehabilitation and Aged Care, including ambulatory clinics, assessment and therapy areas, rehab gyms and psychogeriatric medicine</li><li>Comprehensive Cancer Centre, with additional capacity for day and inpatient oncology services</li><li>Australia's first National Centre for Veterans' Healthcare to support the health and wellbeing of contemporary veterans' and their families</li></ul>
Successful rollout of phase two of the electronic medical record (eMR), replacing paper medical records with electronic progress notes, nursing assessments and medical consultation documents
Transformation of the Emergency Department waiting room, with brightly painted wall murals, mushroom seats, toys and beanbags
Opening of a new five bed short stay unit in the Emergency Department allowing doctors to expeditiously assess and care for patients so they can return home at the earliest possible time and prevent unnecessary prolonged stays in the hospital
Providing a warm and welcoming environment, including displaying Aboriginal artwork, the commissioning of a mural in Concord Centre for Palliative Care, and the establishment of the Serpent Garden
Opening of the state's first 'home away from home' for regional and rural burns patients in Hyacinth Cottage allowing patients to reside close to the hospital for follow-up care while staying with their families
Cardiac Catheter Laboratory refurbished

2016
A state-of-the-art vascular hybrid theatre installed, equipped with advanced medical imaging devices, enabling minimally invasive surgery with improvement in radiation and patient safety
Existing nuclear medicine facilities upgraded including a replacement of the SPECT-CT camera
Minister for Health Award for Innovation for successful implementation of the state's first electronic medication management (eMeds) system
2015
Completion of the Concord Hospital Clinical Services Plan (CSP) and Business Case with the announcement and allocation of Stage 1a funding of \$150 million
Concord Radiology refurbishment
Refurbishment to Woodbine Cottage for Soldier On, an organisation dedicated to supporting contemporary returned personnel and their families
Purchase and installation of 3T MRI Unit
Expansion of electronic documentation in the Emergency Department with FirstNet eMR including progress notes, assessments, checklists, and patient observations including the SAGO chart Between the Flags
2014
Concord Centre for Palliative Care opened providing a 20-bed unit, featuring 16 single rooms and two double rooms, some with spectacular views over Yaralla Bay
Sydney Survivorship Centre launched, a first of its kind in Australia offering holistic care to assist with lifestyle changes including improved exercise, nutrition and psychological support
Became the first facility in NSW to trial an Electronic Medication Management system (eMeds) and a new system using wristbands and interface technology to electronically record patients' vital signs and other key data

Our research



Concord Hospital is renowned for its teaching, scientific achievements and strong research roles.

These have been supported through the key partnerships with the University of Sydney and other prestigious research entities, and the continuing development of Sydney Research and Sydney Health Partners. The ANZAC Medical Research Institute, the Asbestos Related Diseases Research Institute and the Centre for Education and Research in Ageing and the Centre for Cardiometabolic Health in Psychosis (ccChiP) play an integral role in supporting the research at the hospital.

The Hospital is committed to growing its health and medical research and discovery, by encouraging patient and community participation in high quality research studies and clinical trials, with the aim to making research 'everyone's business'.

This objective is supported by the work of the Research Office. The Office encourages training in research, through the provision of support services and training initiatives for researchers, including PhD, masters and clinical research training. It also administers the Concord Hospital Travelling Scholarship scheme, a program for postgraduate students, nurses, and allied health professionals, medical, surgical and scientific staff, and the annual Concord Hospital Early Career Investigator prizes.

Across the campus research activity is undertaken by:

- Individual Concord Hospital Clinical Departments. This research work is embedded within the operation of clinical departments and in more formally arranged Research Units such as those established by Medical Oncology and Haematology.
- Asbestos Diseases Research Institute's (ADRI) research is associated with asbestos related diseases and a focus on early detection, prevention and treatment for patients with mesothelioma
- ANZAC Research Institute's research programs in andrology, neurobiology, biogerontology, bone biology, vascular biology, cancer pharmacology, burns and reconstructive surgery, Concord Health and Ageing in Men Project (CHAMP), Australian Vietnam Veterans Health Study and dendritic cell biology.
- Centre for Education and Research on Ageing (CERA) has a research and education focus on geriatric medicine and the epidemiology of ageing.
- Concord Centre for Cardiometabolic Health in Psychosis (ccChiP) performs various research activities including supervision of higher degree research students, publishing articles, and design-led investigations of medical comorbidities in severe mental illness.

The hospital is committed to positively growing its research culture and encouraging a spirit of discovery and enquiry. A culture of research provides a supportive environment in which research is uniformly expected, discussed, produced, and valued.

An integral part of the Concord Hospital redevelopment is the provision of enhanced health and medical research capacity. This will support the integration of clinical care and research to ensure the rapid translation of research into clinical practice. Expansion in the capacity of hospital tertiary referral and other specialised services will inherently incorporate and drive research activities. The redevelopment also supports the establishment of dedicated research infrastructure including the ANZAC Clinical Trials Centre. This Centre will offer a low demand, ambulatory care service for day treatments or be used flexibly for clinical research studies requiring day and/or overnight stays.

The key research priorities for Concord Hospital to 2024 are outlined below and are aligned with the priorities of the *Sydney Local Health District Research Strategic Plan 2018-2023*.

Key priorities for our research

- 1 Develop active research strategies and plans for Concord Hospital – consistent with the *Sydney Local Health District Research Strategic Plan 2018-2023*
- 2 Support a patient and family centred care approach by encouraging consumer participation in research activities
- 3 Build capacity to undertake research by supporting emerging researchers
- 4 Strengthen opportunities for research with existing research partners and explore opportunities for new partnerships



# Our facility



As a 452-bed tertiary referral centre, affiliated with the University of Sydney, Concord Hospital offers a comprehensive range of specialty and sub-specialty services. Concord Hospital contributes to the local economy as a service provider and employer of almost 3,000 staff.

## Infrastructure developments

In 2015, the NSW Government announced the allocation of the \$150 million towards Phase 1A of the hospital's redevelopment. In June 2017, it was announced that \$341.2 million of funding was granted to deliver Redevelopment Stage 1.

The Stage 1 project will build on the hospital's history and architectural significance to deliver a state-of-the-art clinical services building to care for our growing local community and increase the hospital's inpatient and outpatient capacity. This will include:

- Rusty Priest Centre for Rehabilitation and Aged Care – including ambulatory clinics, assessment and therapy areas, rehabilitation gyms and psychogeriatric facility
- Comprehensive Cancer Centre – additional capacity for ambulatory and inpatient oncology services
- Australia's first National Centre for Veterans' Healthcare to support the health and wellbeing of veterans and their families.

The District and NSW Health Infrastructure are working in partnership to deliver the project with ongoing consultation with clinicians, staff, patients and the community.

The Stage 1 project will also allow for:

- Enhancement and integration of clinical research
- Improved access and hospital entries with new dedicated patient drop-off zones
- A new atrium with retail opportunities to link the existing hospital multi-block with the new building
- Improvement to the hospital's logistics systems with a new loading dock
- Establishment of a Cultural Lounge for Aboriginal patients, families and carers
- Demolition of the existing World War II ramp wards, providing a future development zone.

Enabling works for Stage 1 began in 2017 with the relocation of services out of buildings to be demolished. Stage 1 of the redevelopment will be complete in 2021.

Further development of the hospital's imaging services remains a priority, including the addition of a second MRI unit and the planning for a PET/CT service.

The clinical services planning processes to support a funding commitment for the hospital's Stage 2 redevelopment commenced in January 2019. This will support the upgrade to the ambulatory care, emergency, intensive care, acute care, theatres, imaging, diagnostics and research facilities.

## Information and communication technology

Concord prides itself on innovation in ICT including the roll-out of the Electronic Medication Management system (eMeds), eTrak and the electronic recording of patients' vital signs. The full roll-out of the eMR remains a key priority. Maximizing the benefit through business intelligence tools required for research, patient and community engagement performance monitoring and equity is a priority.

The hospital is in an excellent position to develop telehealth and virtual healthcare to support the care of our community within their own homes rather than being admitted to hospital.

The further development of the Concord Hospital website remains a priority.

## Sustainability and performance

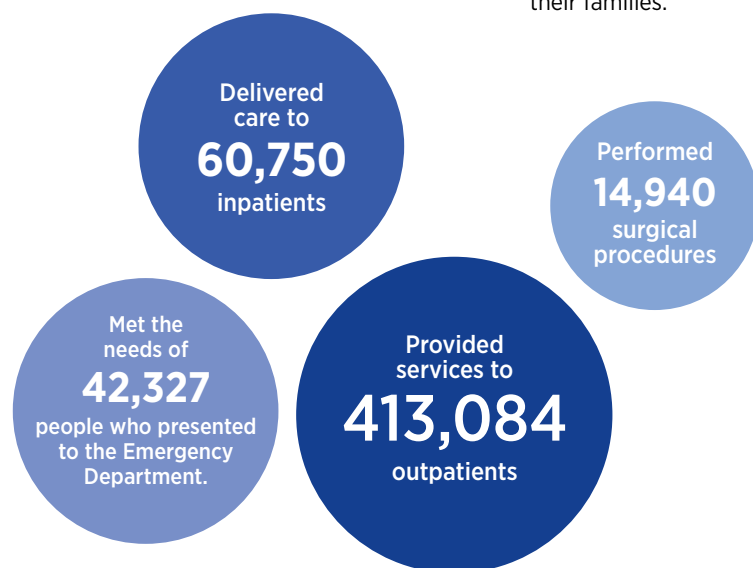
The hospital has taken a leading role in reducing carbon emissions through increased efficiencies, sustainable procurement and review of single use products.

The hospital continues to carefully monitor its performance and undertakes careful risk management and assessment.

## Key priorities for our facility

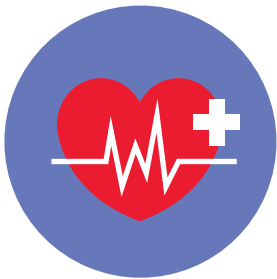
- 1 (a) Complete the Stage 1 redevelopment in accordance with the Clinical Services Plan with upgraded Aged Care and Rehabilitation, and Cancer Services, and the National Centre for Veterans' Healthcare; and  
(b) Finalise the clinical services planning for Stage 2 redevelopment
- 2 Continue to improve ICT accessibility
- 3 Support Sydney Local Health District's priority for a sustainable health system

## In 2017-18, the hospital:





# Our services



Concord Repatriation General Hospital is a principal referral Group A1 hospital providing local health services to the people of Canada Bay LGA and surrounding areas, and tertiary and quaternary services for metropolitan Sydney and NSW populations.

**Concord Hospital services include:**

- Emergency Medicine
- Intensive Care and High Dependency Care
- Statewide Burns Unit
- Medical specialties such as Cardiology, Endocrinology and Metabolism, Gastroenterology and Liver, HIV/ AIDS, Immunology, Infectious Diseases, Neurology, Renal Medicine, Respiratory, Rheumatology, Dermatology
- Cancer services including Medical Oncology, Breast and Endocrine Surgery, Head and Neck Surgery, Haematology, Palliative Care and Cancer Survivorship
- Surgical specialties including: Bariatric Surgery, ENT, Colorectal, Upper GI, Neurosurgery Ophthalmology, Orthopaedics, Plastic Reconstructive, Maxillary Facial and Hand Surgery, Dental, Vascular Surgery, Cardiothoracic, Gynaecology and Urology

- Anaesthetics and Pain Management
- Aged Care, Rehabilitation, Psychogeriatrics, and Chronic Care
- Andrology
- Sports Medicine
- Imaging – Interventional Radiology, MRI, SPECT-CT, Nuclear Medicine and General Radiography
- Allied Health including Physiotherapy, Nutrition and Dietetics, Occupational Therapy, Pharmacy, Podiatry, Psychology, Social Work, Audiology and Speech Pathology
- Drug Health<sup>1</sup>
- Pathology<sup>2</sup>

A number of these services are tertiary and quaternary services which provide highly specialised consultation, advanced medical investigation and diagnostics, and treatment of complex or life threatening conditions. This includes:

- Statewide Burns Service and skin culture laboratory
- Andrology service
- Sydney Survivorship Centre
- Veterans Services, including the Veterans’ Day Centre
- Aged care, rehabilitation and dementia services
- Bariatric Surgery clinic
- Collaborative Centre for Cardiometabolic Health in Psychosis (ccChiP)
- Neuro-Immunology
- Neuro-Genetics
- Ortho-Geriatrics

The tertiary referral role of the hospital means that the majority of clinical services provided at the campus are delineated as a Level 6 service<sup>3</sup>. The hospital continues to upgrade its clinical services to ensure that the health needs of the local community are met. For example, to further support access to surgery, the expansion of gynecology operating sessions and clinics has been progressed.

The hospital also plays a significant role in supporting the provision of services at the Canterbury Hospital. This networked arrangement includes services such as

Radiology, Nuclear Medicine, Pathology and Infectious Diseases, Intensive Care and Emergency Medicine where Concord provides the initial back-up, support, beds and services.

Concord provides the expertise, advice and back-up to general medical and surgical services to Canterbury Hospital where required, due to the provision of the specialised Aged Care, Rehabilitation, Cancer, Cardiology, Endocrinology, Colorectal Surgery, Neurology and Palliative Care services. A strong network provided across the two sites is a means of ensuring efficient, high-quality services.

**Service developments over the next five years**

The redevelopment of Concord Hospital is the significant key priority for the hospital to 2024.

The expansion in capacity provided by the redevelopment will:

- Provide for local need, tertiary demand and the emergent needs of the veteran community
- Provide opportunities for reducing acute demand and support chronic disease management
- Support the introduction of new and innovative technologies and integrated or community-based models of care
- Support the provision of new services to the campus.

**Stage 1 of the redevelopment includes:**

**National Centre for Veterans’ Healthcare**

The National Centre for Veterans’ Healthcare addresses the state and national need for an identified specialist centre of excellence in the healthcare of newly returned veterans and their families. The Centre holistically integrates novel and appropriate models of care for the mental and physical health for this vulnerable group and their families. It will provide education and support for the organisations and providers that deliver health and wellbeing services to veterans in their communities.

**Table 1**  
Summary of hospital activity 2018-19

Separations (same day and overnight)	40,313
Same day separations (51.6%)	20,796
Total acute bed days (excludes psychiatric)	122,146
Average overnight acute length of stay (excludes psychiatric)	4.29
Daily average number of inpatients	635
Non-admitted patient services	413,084
People presenting to Emergency Department	42,327
Surgical procedures performed	14,940

Source: STARS Bed Management App (excluding Dialysis, HITH, Chemotherapy), STARS ED Utilisation App, NAP DataMart, SurgiNet.

1 Drug Health Services are managed through the Sydney Local Health District Integrated Care Directorate

2 The Pathology laboratory is part of Operations East, NSW Health Pathology (NSWHP). Operations East is responsible for the operational management of pathology services provided to Sydney and South Eastern Sydney Local Health Districts (LHDs)

3 NSW Health Guide to the Role Delineation of Clinical Services (2018)



Integrated Concord Cancer Care Services: the ANZAC Cancer Centre

The establishment of this Centre will bring together Medical Oncology, Cancer Survivorship, a new Radiotherapy Service, Haematology, Palliative Care, Breast Surgery, Surgical Oncology, Cancer Rehabilitation and selected other surgical subspecialties. Integrating these services will streamline care from ambulatory services to inpatient and specialised therapy services, including survivorship. The establishment of onsite radiotherapy services is integral to the provision of a comprehensive cancer care service.

Integrated Aged Health and Rehabilitation Services

The new service will better integrate acute and sub-acute geriatric medicine, inpatient rehabilitation, inpatient sub-acute delirium/psychogeriatrics, outpatient and day hospital services, outreach services to residential aged care facilities (RACF) and Aged Community Care services. The upgrade of these services is required to meet the growing needs of the ageing and disabled populations.

Planning for Stage 2 will include:

Critical Care Services

The redevelopment supports the reconfiguration and expansion of the core ‘hot’ areas of the hospital including the Emergency Department (ED), to ensure that these critical services are appropriately designed and co-located to optimise patient care and safety, and enable service efficiencies.

These changes to Critical Care services also include:

- Expansion of theatres, including hybrid theatres within the Operating Theatre suite to reflect changes in technology. The redevelopment will support expansion of ‘state-of-the-art’ technologies, such as robotics, within the theatres. The hybrid theatres will include imaging facilities to support endovascular procedures such as vascular surgery, interventional radiology and multisystem trauma, cardiology and cardiothoracic surgery.
- A Surgical Short Stay Unit, associated with the Day of Surgery Unit, to provide for overnight surgical cases that are currently provided in the Medical Assessment Unit (MAU).

Key priorities for our services

- 1 Deliver high-quality and safe care aligned to the health needs of the local population. This is underpinned by the comprehensive clinical services planning processes that support the Stage 1 and Stage 2 redevelopment of the hospital
- 2 Support the introduction of innovative new services and models of care
- 3 Explore opportunities to improve the integration of clinical services

Ambulatory Care Precinct

The development of a dedicated and purpose built precinct will enable expansion of new approaches to care and better integration of clinical services. It will promote collaborative multispecialty clinics to address major health priorities, reduce the need for inpatient care, and promote self-care and community care. This precinct will incorporate a major new non-cancer infusions centre, the surgical pre-admission clinics, expanded pain medicine services, public surgical clinics such as orthopaedics and vascular, and wound clinics.

Enhanced Diagnostics

To support the expanded and more specialised clinical services, enhanced diagnostic services are also required. This includes expansion in image-guided procedures and image-guided therapy, interventional radiology and an increase in CT services with the installation of a third CT, a second MRI unit and ultrasound service capacity. The establishment of a new PET/CT service will further support the imaging requirements associated with the operation of the Integrated Cancer Care Service. The PET/CT service will ensure patients can receive all aspects of their care on the same site.

Our community, partnerships and environment



Concord Hospital has both a strong focus on meeting the healthcare needs of the local area, and also plays a role as a multi-specialist tertiary referral hospital, receiving patients from across NSW for specialised consultative healthcare, advanced medical investigation and treatment of complex or life threatening conditions.

Concord is located in the City of Canada Bay Local Government Area (LGA), and close to several major arterial roads, bus routes and the train network. Concord is the closest major hospital for people residing in the neighbouring LGAs that include Strathfield, Burwood, Ashfield, Ryde (Northern Sydney Local Health District) and Auburn (Western Sydney Local Health District).

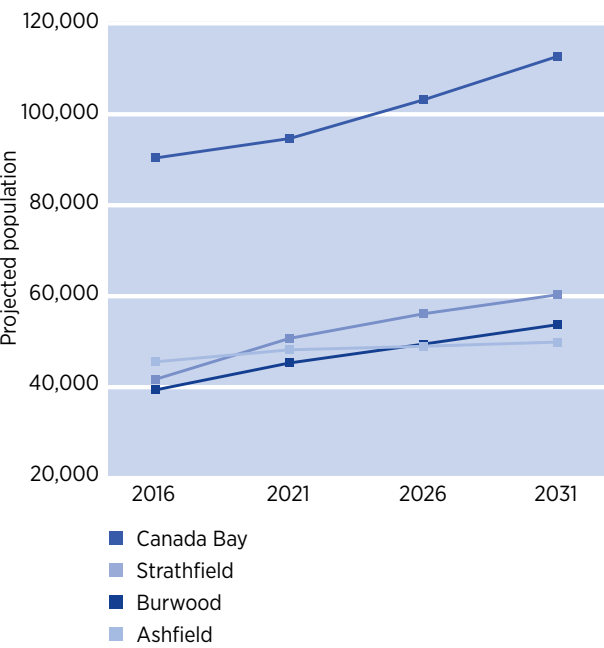
Canada Bay (11.9%), Burwood (12%), Strathfield (9.7%) and Ashfield (3.6%) all experienced a significant of steady growth in population from 2011–2016. That number is expected to continue to grow into the future (Figure 1). The below numbers do not include the population from neighbouring suburbs and LGAs, which have also seen a large number of urban developments and associated population growth.

The traditional custodians of the land that forms Sydney Local Health District are the people of the Eora nation. The Wangal people hold a deep connection to the land and landscape of the City of Canada Bay. Aboriginal people make up 1.1% of the District’s population, compared with 2.9% of the state’s population, and consistent with state and national figures, the age profile of Aboriginal people in the District is younger than the non-Aboriginal population.

Table 2  
Concord Hospital catchment population growth by LGA, 2011–2016

	2011	2016	Difference	% Growth
Burwood	34,176	38,850	4,674	12.0%
Canada Bay	80,065	90,840	10,775	11.9%
Ashfield	43,538	45,150	1,612	3.6%
Strathfield	37,239	41,230	3,991	9.7%

Figure 1  
Concord Hospital catchment population projections by LGA, 2016–2036





Partnerships

Concord Hospital has numerous partnerships that support the hospital though integrating and streamlining care, supporting education, research and fundraising. Partnerships are across the health and social care spectrum, the Canada Bay Council, non-government organisations including the Cancer Council NSW, the Central and Eastern Sydney Primary Health Network, the University of Sydney and other tertiary education providers, private sector providers and the private sector. Concord Hospital also has significant partnerships with the Sydney Metropolitan Local Aboriginal Health Partnership, the Department of Veterans' Affairs, Soldier On, the RSL and veterans organisations.

Community engagement

Concord Hospital has an active community committee that provides advice and support to the hospital on community engagement and patient and family centred care. The committee is represented on the Research and Ethics Committee and the Clinical Council.

Concord Hospital is co-located with the Yaralla Estate, enabling the hospital to host a number of community events for the local residents, including:

- Yaralla Festival is held annually to engage with the local community to promote health and wellbeing and enhance access to the beautiful grounds of Yaralla Estate. The festival features live entertainment, health and wellbeing stalls, a dog show, kids play areas, activity passport, flora and fauna walk and lots of fun for the whole family.
- The Rivendell Flower and Garden Show, held annually, provides an opportunity for our community to enjoy the beautiful Thomas Walker Estate, to work in partnership, to celebrate the spring weather by being active and coming together to celebrate health and wellbeing. Rivendell comes alive with spectacular floral and gardening displays.

Key priorities for our community, partnerships and environment

- 1 Expand and build our partnerships across the health and social system
- 2 Collaborate closely with the Central and Eastern Primary Health Network (CESPHN)

- Carols at Yaralla invites the community, residents and staff to embrace the festive spirit and celebrate Christmas.
- Veterans' Health Day is an annual event. Veterans and war widows are offered free health checks and information about diabetes management, Post-Traumatic Stress Disorder (PTSD) and the support available for carers.
- Aboriginal Cultural Events including Sorry Day, NAIDOC and Close the Gap Day.

Our patients, families, carers and consumers



Patients, families and carers are at the centre of everything we do at Concord Hospital. Patient and family centred care is about including patients and their families as partners in the provision of healthcare. This embodies respect, compassion, support and responsiveness to the needs, experience, diversity and preferences of our patients, families, carers and the community.

The benefits associated with patient centred care include decreased mortality, decreased readmission rates and improved adherence to treatment regimens. Delivering care across

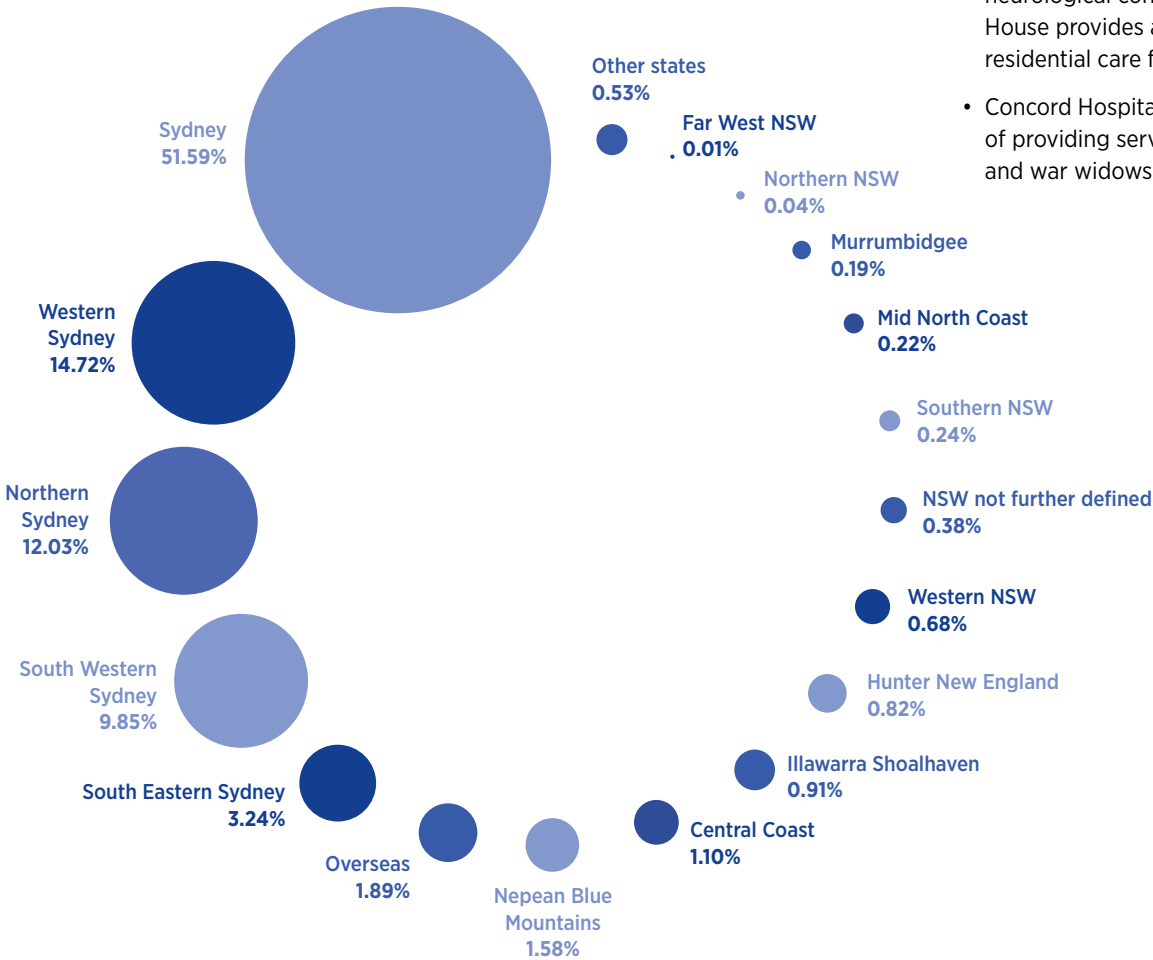
settings, in the home, community or hospital should be seamless. Delivering truly integrated care requires collaborative solutions to health and empowered, self-reliant communities.

We believe in equity for all our patients, so that everyone has a fair opportunity to enjoy good health and to access the health services they need. Equity is being addressed in our direct patient care, our prevention and health promotion and our research. We aim to work collaboratively on the social factors that contribute to health inequities and the ways these are perpetuated.

As well as servicing the local population for their general medical and surgical needs. Concord Hospital offers unique services to meet the needs of special patient groups, such as:

- Adults with burn injuries and other skin loss conditions at the NSW Statewide Severe Burn Injury Service
- People at End of Life for whom the primary goal is quality of life
- Cancer survivors, with access to a dedicated team of multidisciplinary professionals to support their individual needs following a cancer diagnosis at The Sydney Survivorship Centre
- For patients with HIV-associated neurological conditions, Yaralla House provides a high dependency residential care facility
- Concord Hospital has a rich history of providing services for our veterans and war widows.

Figure 2  
Concord Hospital inflows, 2016/17





Concord Hospital will continue to support strategic change under the NSW Whole of Health Program. This Program aims to improve access to care for patients by taking a ‘whole of hospital’ approach to streamlining systems and services and improving patient flow. Initiatives under the Program comprise Criteria Led Discharge, Enhanced recovery after surgery (ERAS), ICU Exit Block Program, Patient Flow Collaborative 2 and have included local solutions that have demonstrated improvements in discharge planning, inter-hospital transfers, patient transport systems and flow through the Emergency Department.

Concord Hospital has a strong commitment to promote, support and encourage patient safety and quality. We are committed to achieving the NSQHS standards developed by the Australian Commission on Safety and Quality in Health Care to ensure the needs of our patients, families, carers and consumers are met.

Concord Hospital has successfully implemented the Essentials of Care Program, which reviews options for improving the patient experience, increasing satisfaction with hospital services, managing and monitoring waiting times for services and the development of systems and processes to benchmark patient outcomes with other similar facilities and wards.

Concord Hospital successfully rolled out a change to restrictive visiting hours so that family and friends of our hospital patients will be able to visit their loved ones any time of day under an innovative new policy that treats them as ‘partners in care’.

The Outpatient Transformation Program aims to design and implement changes to outpatient services based on the feedback and experience of staff, patients and their families. Each outpatient service is undergoing review and change. For example,

the introduction of outpatient dashboards, electronic ward boards, and new seating and televisions installed in waiting areas. The Program has also supported the refurbishment of the Burns Unit Clinics. Customer service training for frontline clinic staff is also being rolled out.

Concord 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.

Concord Hospital is also committed to ‘Closing the Gap’ in health behaviours, health outcomes and access to health services between Aboriginal and non-Aboriginal people. In 2017–2018, Concord Hospital had 624 admissions where a person identified as Aboriginal, with services accessed including inpatient and ambulatory burns services, pain management and ophthalmology services.

Concord Hospital recognises Aboriginal and Torres Strait Islander cultural protocols and strategies to improve health outcomes including:

- Acknowledgement to Country
- Processes to support identification of Aboriginal people.
- Provision of welcoming areas and safe spaces for patients, families and staff including the Serpent Garden
- Active involvement in cultural events
- Display of local identification posters, Aboriginal flags and culturally relevant health information in relevant areas of the hospital.

**Key priorities for our patients, families, carers and consumers**

- 1 **Expand and build our partnerships across the health and social system**
- 2 **Collaborate closely with the Central and Eastern Primary Health Network (CESPHN)**

# Our staff



Providing state-of-the-art healthcare that is responsive and appropriate to the diverse needs of our patients, clients and communities requires staff who are compassionate, skilled and committed. In turn, we value the health, diversity, wellbeing and safety of our employees.

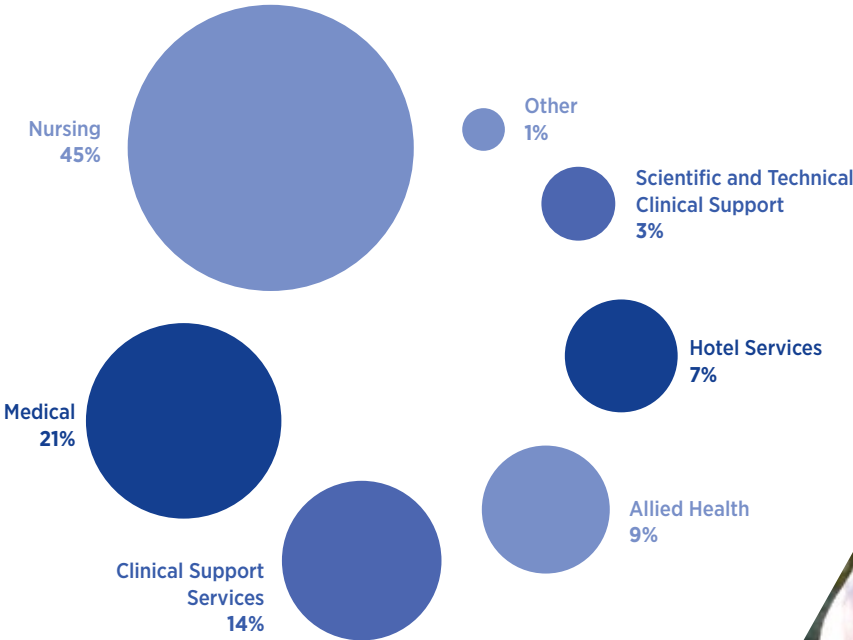
The Good Health – Great Jobs Aboriginal Workforce Strategic Framework 2011–2015 required an increase in the representation of Aboriginal and Torres Strait Islander employees to 2.6% of the NSW public health sector across all health professions. This target provides a means of addressing equity, ‘closing the gap’ in health outcomes between Aboriginal and non-Aboriginal people, and providing culturally safe and competent health services. From 2016, the new target from the Public Service Commission (PSC) will be 1.8 % Aboriginal workforce representation in each remuneration category by 2021.

Concord Hospital currently has 51 employees that identify as Aboriginal. This significant expansion in the hospital’s Aboriginal workforce has

been the outcome of specific workforce recruitment and retention strategies, which will continue to be implemented.

Strengthening and valuing our workforce and its capability will be undertaken by focusing on continuing education, participation, 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. It also includes supporting our managers to build healthy teams.

**Figure 3**  
Concord Hospital staff by occupational group 2017/18





Concord Hospital will grow its workforce in line with the service developments and the redevelopment timetable.

Our workforce strategy has been designed to align with the *Sydney Local Health District Workforce Strategic Plan 2016–2020* and *Sydney Local Health District 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 Provide Concord Hospital staff with the support to enable the provision of safe and high quality care
- 2 Identify strategies to recruit and retain the Concord Hospital workforce
- 3 Enhance staff safety and wellbeing

Our recent staff achievements

**2019 Sydney Research Health Informatics Researcher Scholarship**  
Ms Julianne Chong, VTE stewardship and clinical pharmacist, Concord Hospital

**2019 Australia Day Honours**  
Professor Matthew Peters AM, Head of the Department of Thoracic Medicine, Concord Hospital

**2018 City of Canada Bay Citizen of the Year**  
Alice Kang, Director of Marketing and Community Relations, Concord Hospital

**2018 Australia Day Awards**  
Associate Professor Peter Haertsch AM, Specialist Plastic and Reconstructive Surgeon  
Professor Fiona Blyth AM, Head of Concord Clinical School  
Professor David Handelsman AO, Concord Clinical School

**2018 Queens Birthday Honors List**  
Professor Andrew McLachlan AM, Chair Concord Hospital Ethics Committee and Drug and Therapeutics Committee

**2018 Distinguished Professorial Achievement Award, Faculty of Medicine University of Sydney**  
Professor David Le Couteur, Senior Staff Specialist Physician Geriatric Medicine, Professor of Geriatric Medicine at the University of Sydney, Scientific Director of the Ageing and Alzheimers Institute, Director of the Centre for Education and Research on Ageing (University of Sydney), Director of the Biogerontology Laboratory of the ANZAC Research Institute

**2018 Sydney Research Excellence in Clinical Trial Support**  
Virginia Turner, Manager, Concord Clinical Research

**2017 Premier’s Award for Improving Service Levels in Hospitals and Anthea Kerr Award**  
Dr Andrea Issler-Fisher, Burns Reconstruction Surgeon

Our education



Concord Hospital is committed to the education and training of all staff to equip the right people with the right skills at the right time.

Concord Hospital is dedicated to supporting the ongoing educational, technical and professional skills of its staff. High quality postgraduate health and medical education is critical to keep pace with evolving health practices and scientific and technological developments. Because of the tertiary and quaternary roles of Concord Hospital, department-based education is considered to be world-class.

Sydney Local Health District’s Centre for Education and Workforce Development (CEWD) has a strong presence on the campus, providing orientation, mandatory training and clinical and non-clinical skills development.

Concord Hospital will continue to work to deliver relevant, contemporary, accessible and appropriately resourced education programs to ensure:

- A culture of patient and family centred care
- High-quality, safe and evidence based clinical care and innovation
- Improved staff development, satisfaction and career focus
- An ongoing supply of high quality staff with the requisite skills across all roles and levels of the hospital workforce
- Cultural training programs including Respecting the Difference
- That Concord Hospital is prepared for change in healthcare
- That the profile of the Concord Hospital as an employer of choice is enhanced.

In 2018, the state’s first ‘Smart Room’, capable of mimicking the digital hospital environment, launched at Concord Hospital to support staff and student training.

Key education issues considered in this Plan include:

- An understanding that equity and CORE Values underpin all education and training activities
- That education and training is responsive and flexible to changes in clinical practice
- The importance of consultation to determine both individual professional and the wider health workforce education and training needs. Implementation of the District Performance Development Framework across the hospital will support a standardised approach for identifying

Key priorities for our education

- 1 To promote and support a culture of patient and family centred care, quality, safety, evidence-based practice and innovation
- 2 Ensure that equity and CORE Values underpin all education and training activities
- 3 Continue to support and encourage professional development for employees across all disciplines
- 4 Support the integration of state-of-the-art education facilities as part of the CRGH redevelopment

professional development needs and goal setting. Feedback from staff forums and the People Matter Employee Survey will also input to future education planning

- The development of targeted educational programs and strategies to address the identified needs of the health service workforce. This will be achieved through the ongoing engagement with Health Education and Training Institute (NSW Health Pillar agency), and external providers, including the University of Tasmania, and other professional colleges and organisations
- The provision of mandatory training programs that meet healthcare standards and result in measurable learning outcomes.





# Implementation and governance of key priorities

A separate action plan has been developed with specific strategies, timeframes, and accountabilities to achieve the priorities of this Strategic Plan.

Four timeframes have been included in the following developed to provide a sequential order of completion throughout the Strategic Plan term.

The implementation of this Plan will be monitored by a formal Steering Committee. The Committee will subsequently develop a report at the end of each financial year to be presented to the Concord Hospital Clinical Council and the Sydney Local Health District Board.



# Strategic Action Plan 2019–2024

## Focus area 1: Our facility

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: The redevelopment of Concord Hospital			
The redevelopment in accordance with the Clinical Services Plan with upgraded Aged Care and Rehabilitation, Cancer National Centre for Veterans’ Healthcare, Ambulatory Care, Emergency, Intensive Care, acute care, theatres, imaging, diagnostics and research facilities			
Complete Stage 1 redevelopment	2021	GM	Stage 1 redevelopment is completed by 2021
Complete Stage 2 clinical services planning and master planning	2019	GM/Director Planning	Stage 2 CPS and master planning is approved and endorsed
Review and update initiatives within the Sydney Local Health District Asset Strategic Plan	Annual	GM/Director Capital and Assets	Initiatives updated annually as per the District Asset Strategic Plan
Establish key stakeholder working groups to ensure that the design and operational processes of the new facilities are consistent with evidence-based and best practice	At key points in planning and design process	GM	New facilities are designed based on evidence and best practices Improved patient, consumer and carer experience
Undertake planning for the establishment of a Cultural Lounge for Aboriginal patients, families and carers, as part of the facility planning process for Stage 1 of the redevelopment		Improved patient, family and carer experience	
Establish key stakeholder working groups to ensure that the design and fit out of waiting areas and ambulatory care areas engage and meet the needs of patients and families/carers, including consideration of people with Aboriginal or culturally and linguistically diverse background	At key points in planning and design process	GM	Patient surveys reflect a positive experience of ambulatory care areas
Develop a communication strategy for staff, patients and families/carers, the wider community and other key partners to support the transition of services during the redevelopment	Quarterly	GM/Manager of Communications	Patients, families, carer and the community are informed of the transition of services Patient or community surveys reflect a positive experience of the hospital redevelopment
Investigate opportunities for increased retail and commercial spaces in the redevelopment	2019	GM/Project Director	Opportunities are identified and incorporated into the redevelopment



Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 2: Continue to improve ICT accessibility</b>			
Expand the introduction, implementation and capacity of electronic health programs such as eReferrals and eMeds for infusion	2024	GM/Director ICT	Successful implementation of new electronic health programs Healthcare and information technology is state-of the-art and patient- and family-centred
Investigate opportunities to better integrate and align ICT systems, for example Patient ID barcoding to support eMR linkages			
Investigate opportunities to better utilise electronic communication with patients/families/carers, ie emails and SMS for appointments and follow up	2022	GM/Director ICT	Healthcare and information technology is state-of the-art and patient- and family-centred Patient surveys reflect a positive experience of communicating with the hospital
Upgrade and update Concord Hospital intranet and internet websites to ensure a user-friendly and more responsive experience	2020	GM/Director Strategic Relations	Patient, community or staff surveys reflect a positive experience in using the CRGH intranet or internet sites
<b>Priority 3: Support the District's priority for a sustainable health system</b>			
Explore opportunities to streamline procurement processes	Annually	Director Corporate Services	Improved processes and reduced wastage
Build upon and expand renewable, sustainable and clean energy solutions such as waste management/recycling programs, solar panels and light bulbs	Quarterly meetings	Sustainability Committee	Value for money demonstrated through roadmaps and performance reporting

## Focus area 2: Our services

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: Continue to deliver high quality and safe care aligned to the health needs of the local population</b>			
Review/refresh the comprehensive and consultative clinical service planning process to inform the Concord Stage 2 Redevelopment	2019	GM/Director Planning	Develop a new scoping document for Stage 2 redevelopment Research and analysis of local data to determine the need for new services to be incorporated into the Stage 2 Clinical Services Plan
Investigate the clinical need for the introduction of new services, for example maternity and paediatric services, and the expansion of existing services such as gynaecology			
Support the implementation of the actions arising from the current Sydney Local Health District Clinical Stream Position Papers and relevant facility Strategic Plans	2019–2024	GM/DMS	Implementation of the new 2019–2024 Sydney Local Health District Clinical Stream Position Papers and Facility Plans
Strengthen and enhance processes that support Concord Hospital staff in identifying Aboriginal people, as it is essential to understanding and providing culturally appropriate and accessible services to Aboriginal people – the right service at the right time at the right place	2019–2024	GM/Director Corporate Services	Aboriginal audit is completed 100% attendance of 'Respecting the Difference' training Development of an Aboriginal resources pack
<b>Priority 2: Continue to support the introduction of innovative new services and models of care</b>			
Work with the Sydney Local Health District Performance and Redesign Unit to explore and support the development of pathways to facilitate the introduction of new services and models of care, for example a critical care outreach model	2019–2024	GM/DMS/DON/Clinical Directors	Introduction of new services and models of care
<b>Priority 3: Explore opportunities to improve the integration of clinical services</b>			
Improve integration with existing tertiary services, for example, outreach services from Concord Hospital to provide neurology care to Canterbury Hospital patients	Ongoing	GM/DMS/DON/Clinical Directors	Increased outreach services provided
Explore opportunities to strengthen and increase support for collaborative relationships between medical and surgical services, for example, the integration of the ortho-geriatric model, and identify other medical/surgical liaison services that combined would further meet the needs of the complex older patient	Ongoing	GM/DMS/DON/Clinical Directors	Patient outcomes and experience
Enhance the ageing and dementia and mental health capability of clinical staff across all services	Ongoing	DMS/DON/CEWD	Additional training and education is provided across the facility on ageing, dementia and mental health





## Focus area 3: Our communities, partnerships and environment

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: Expand and build our partnerships across the health and social system</b>			
Strengthen relationships with residential aged care facilities and explore opportunities to further develop outreach services for services including palliative care and allied health	Ongoing	Clinical Directors	Improved discharge, outreach and referral processes for residents Reduction in hospital readmission Patient surveys show a positive experience for aged care facility residents
Strengthen partnerships with services across the District, including Concord Hospital, to support equitable tertiary service provision	Ongoing	GM/DMS/DON/ Clinical Directors	Increase in specialty service provision with other Sydney Local Health District Facilities, Community Centres and community services
Continue to engage and develop partnerships and links with the local Aboriginal community in the Concord Area	Ongoing	GM/DMS/DON/ Clinical Directors	Strengthened Aboriginal community engagement and participation in Hospital events and service planning
Promote healthy lifestyles through community integration and expanded health promotion and prevention programs, for example through local events such as the Veterans' Health Day and the Rivendell Flower Show	Ongoing	DMS in collaboration with Health Promotion	Continuing to successfully running community events, such as Veterans Health Day
<b>Priority 2: Collaborate closely with the Central and Eastern Primary Health Network</b>			
Strengthen and expand Health Pathways in the District and primary care sector through participation in the development and updating of related HealthPathways	Ongoing	GM/DMS/DON/ Clinical Directors	Increased awareness and use of Health Pathways within Sydney Local Health District

## Focus area 4: Our patients, families carers and consumers

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: Identify opportunities to improve or redesign clinical services to more closely meet the needs of the patient, family and carers</b>			
Identify opportunities to strengthen and enhance the patient/family/carer healthcare journey, including:	Ongoing	GM/DMS/ DON/Clinical Directors	Patients and families are treated with dignity and respect and are actively involved in their care  Improved health literacy, self-management and service navigation  Care is personalised, responsive and culturally appropriate  Improved self-management and access to timely and appropriate care
Update the information available to patients, families and carers on hospital admission, care pathways, discharge and referral processes, and available community services to ensure that it is culturally accessible and appropriate			
Provide additional flexible clinical services, ie outside of business hours, weekends.			
Seek opportunities to expand patient care coordinators			
Ensure the hospital has procedures that support an integrated service response to violence, abuse and neglect for victims and families			
Review usage of Interpreters on a regular basis and support opportunities for on-line and telephone interpreting			
Ensure Concord Hospital outpatient clinic referral, appointment and communication protocols are transformed in accord with new standards			
Improve waiting areas to improve the patient/family/carer experience and engagement with the health service, for example: <ul style="list-style-type: none"> <li>• more private spaces</li> <li>• a culturally safe environment for Aboriginal people and people with a culturally and linguistically different (CALD) background. This may include display of local artwork and storybook describing the background of the local Aboriginal people or people with a CALD heritage</li> <li>• access to Wi-Fi</li> </ul>	Ongoing	GM	Successful ongoing accreditation
Implement the development of an Aboriginal welcome pack including details of the local resources available			
Ensure Concord Hospital services meet and exceed the National Safety and Quality Health Service Standards and other relevant standards			
Strengthen the internal capability of the hospital to ensure services meet the current and future needs of patients, carers and families through enhancing: <ul style="list-style-type: none"> <li>• Performance monitoring</li> <li>• Clinical and corporate governance</li> <li>• Health informatics capability</li> </ul>	Ongoing	GM	Improved business analytics and intelligence to support decision making
<b>Priority 2: Investigate opportunities to support rural/remote patients accessing CRGH's specialist services, ie statewide burns service and the National Centre for Veterans' Healthcare</b>			
Investigate opportunities to develop outreach services using telehealth for specific clinical areas/programs	Ongoing	GM/DMS/ Clinical Directors	Telehealth services are developed and established within clinical areas or programs



## Focus area 5: Our staff

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: Provide Concord Hospital staff with the support to enable the provision of safe and high quality care</b>			
Review and implement relevant actions from the Sydney Local Health District Workforce Strategic Plan including support for the provision of training and education for all clinical and non-clinical staff	Ongoing	Director Corporate	Implementation of the Sydney Local Health District Workforce Strategic Plan
Provide tri-annual staff/manager forums to ensure communication and engagement with staff	Ongoing	GM	Staff surveys shows improved engagement with hospital executive
With the redevelopment, develop a Workforce Plan to update and monitor staffing profiles to match workloads, including after-hours staffing	2022	GM/DMS/DON	Workforce Plan is developed for Stage 1 and Stage 2 of the redevelopment
<b>Priority 2: Identify strategies to recruit and retain the CRGH workforce</b>			
Streamline and support timely recruitment and performance management processes	Ongoing	Director Corporate	Ability to attract and retain high quality workforce Vacancies are filled in a timely manner
Support development of managers including support for secondment opportunities, formalised succession planning, strategies to build and sustain healthy teams and internal coaching and mentoring programs	Ongoing	GM/DMS/DON/ Project Director	Staff feel supported and valued Succession plans are in place to have critical positions filled An internal coaching and mentoring program is developed
Consult with stakeholder groups during the redevelopment to identify opportunities to enhance benefits that support staff, for example staff parking arrangements, transport, childcare and food services	2019–2022	GM/DMS/DON/ Project Director	Inclusion of staff facilities/benefits in redevelopment Ability to attract and retain high quality workforce Staff feel supported and valued
Leverage from the existing diversity and commitment of staff to support the recruitment of future staff by promoting Concord Hospital as an employer of choice	Ongoing	GM/DMS/DON	Increase in workforce diversity and provision of culturally appropriate care
Review and implement actions relevant to Concord Hospital arising from the: <ul style="list-style-type: none"> <li><i>Sydney Local Health District Workforce Strategic Plan 2016–2020</i></li> <li><i>Sydney Local Health District Aboriginal Workforce Action Plan</i></li> </ul>	Ongoing	GM/DMS/DON	Implementation and evaluation of the Sydney Local Health District Workforce and Aboriginal Workforce plans Aboriginal workforce recruitment and retention

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 3: Enhance staff safety and wellbeing</b>			
Refresh the localised Concord Hospital CORE values through staff consultations	Annually	Director Corporate	Consultations with staff are held CORE Values are updated and distributed CORE Values education has been added to relevant training programs
Continue to embed the CORE values framework throughout the organisation. Include reference to these in relevant training programs, relevant plans and policies/guidelines.			
Review information obtained through staff consultations, including the People Matter Employee Survey, and develop and implement action plans at both an organisation and clinical/department level to address key issues		GM/Director Corporate/DMS	Action plan developed as a result of staff consultation feedback Staff surveys show improved engagement and experience
Consider specific programs and strategies for targeted groups identified through surveys and consultations, such as JMOs			
Develop and implement education programs with a focus on: <ul style="list-style-type: none"> <li>sustaining a healthy lifestyle and work/life balance</li> <li>strengthening a sense of wellbeing, resilience and mindfulness</li> </ul>	Ongoing	GM/DMS/DON in collaboration with Population Health	New education program in developed for staff Increased use of Sydney Local Health District available programs, including the District Get Healthy services

## Focus area 6: Our research

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: Develop active research strategies and plans for Concord Hospital – consistent with the <i>Sydney Local Health District Research Strategic Plan 2018–2023</i></b>			
Support the development of research infrastructure as part of the redevelopment	Ongoing	GM	Research infrastructure is included in the Stage 2 redevelopment
Support the rapid translation of research to practice through implementation strategies as per the District research Strategy	Ongoing	GM/DMS/DON	New clinical procedures are introduced
Extend the model of the Royal Prince Alfred (RPA) Institute of Academic Surgery at Concord Hospital to promote academic surgery and research at Concord Hospital	2022	GM/DMS	RPA Institute of Academic Surgery model is implemented at Concord Hospital
Enhance the capacity of Clinical Trial Pharmacies at Concord Hospital	2024	DMS	Additional FTE pharmacist for clinical trials
Enhance and further develop phase 1 clinical trial capability at Concord Hospital	2024	GM/ANZAC Institute	Phase 1 clinical trials are able to be run at Concord Hospital
Investigate opportunities to develop an ‘in-hospital’ research precinct, including the establishment of the new clinical trials unit	2024	GM/ANZAC Institute	Business Case/Paper is presented with options for an ‘in-hospital’ research precinct
Investigate broader access to activity data/STARS to support local research projects	2022	GM/Director Corporate	Increase in local research project using activity/STARS data



Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 2: Support a patient family centred care approach by encouraging consumer participation in research activities</b>			
Distribute information to inform patients and families/carers about the benefits of active involvement in research	Ongoing	GM/ANZAC Institute	Information package is developed and available
Include patient reported experience and outcome measures to inform future research	Ongoing	GM/ANZAC Institute	New research projects based on patient reported experience
<b>Priority 3: Build capacity to undertake research by supporting emerging researchers</b>			
Provide opportunities for involvement in research and initiation of multidisciplinary research, including research across clinical areas and allied health and nursing	Ongoing	GM/ANZAC Institute	CRGH research is presented at relevant forums and conferences Increased employed satisfaction and participation in research
Promote the Concord Hospital Research Travelling Scholarships and the annual Early Investigator prizes across the hospital and the wider community, for example, as a potential good news story	Ongoing	GM/ANZAC Institute	Increase in applications for research scholarships and programs
<b>Priority 4: Strengthen opportunities for research with existing research partners and explore opportunities for new partnerships</b>			
Support Collaborative multidisciplinary research with <ul style="list-style-type: none"> <li>ANZAC Research Institute</li> <li>Centre for Education and Research on Ageing (CERA)</li> <li>Asbestos Disease Research Institute (ADRI)</li> <li>Concord Centre for Mental Health (CCMH)</li> <li>Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHiP)</li> </ul>	University of Sydney Ongoing	GM/ANZAC Institute	Relationships with research institutes continue Increased awareness of CRGH research activities across the facility, community and District
Promote existing Concord Hospital research facilities and their outputs/achievements to staff and across the District and the wider community through annual research reports, research days, etc	Ongoing	GM/ANZAC Institute	
Seek relationships with potential new partners, including the Australian Defence Force, and the Emergency Personnel National Centre of Excellence			Increased partnerships and collaborations with external partners

## Focus area 7: Our education

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 1: To promote and support a culture of patient and family centred care, quality, safety, evidence-based practice and innovation</b>			
Review and implement relevant actions from the <i>Sydney Local Health District Education Strategic Plan 2019–2024</i>	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Actions from the Sydney Local Health District Education Strategic Plan are implemented
Ensure training and education is responsive and flexible to changes in clinical practice and prior to and during the implementation of new clinical and support systems	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School /CEWD	A survey is completed to determine the learning needs of the staff and community Training and education is provided when new clinical and support systems are implemented Module on the heritage of Concord Hospital is developed and included in hospital orientation
Continue engagement and collaboration with tertiary education providers including the University of Sydney Clinical School, University of Tasmania, University of Western Sydney, Health and Education Institute	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Educational organisations continue to utilise Concord Hospital
Continue to foster learning as a continuum through support for Concord-based education programs, such as Clinical Week, 'chat' sessions, Human Resources Manager Education session and journal clubs	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Existing and new education programs are run and evaluated for continued relevance
Identify and support candidates from a wide range of disciplines for specific courses, including CERT III and IV courses and the Masters of Health Service Management (University of Tasmania)	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Staff are enrolled in CERT III, IV and Masters courses
Increase the profile of staff achievements, including receipt of awards, post graduate qualifications, scholarships, publications, conference/seminar presentations to staff and across the District and the general public	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Staff achievements are communicated across the facility, community and District
Include a learning module for staff describing the heritage of to respond to the increasing number of veterans attending the facility	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	A survey is completed to determine the learning needs of the staff and community Training and education is provided when new clinical and support systems are implemented Module on the heritage of CRGH is developed and included in hospital orientation

Strategy	Timeframe	Responsibility	Outcomes/measures
<b>Priority 2: Ensure that equity and CORE Values underpin all education and training activities</b>			
Ensure that the values framework is embedded in all local clinical, leadership and management training, and supports cultural competencies and responsiveness to priority populations, including Aboriginal and CALD backgrounds	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	Consultations with staff are held  CORE Values education has been added to relevant training programs with a focus on identifying specific issues associated with our priority populations
Investigate opportunities to initiate facility based mentor development	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	A mentoring program is developed
<b>Priority 3: Continue to support and encourage professional development for employees across all disciplines</b>			
Promote scholarships and other forms of support (financial and leave), such as the Conference Leave Committee (nursing), to staff	Ongoing	GM/DMS/DON/ Director Corporate/ Director Clinical School/CEWD	A central repository is created for staff to access information on support available for research
Investigate further expansion of alternatives to face to face learning, such as video conferencing and on-line learning platforms	Ongoing	Clinical School/CEWD	Education is offered in alternative formats
Investigate opportunities to collaborate and expand interdisciplinary learning activities within Sydney Local Health District, across Districts, with the NSW Health Pillar Agencies and with external partners such as PHNs and universities	Ongoing	Clinical School/CEWD	Education collaborations are established with partners outside the District  Education is provided in collaboration with other organisations
Conduct annual performance reviews consistent with the District Performance Development Framework that include individualised professional development priorities and goal setting	Ongoing	Director Corporate	Performance review is conducted in line with framework  An audit of performance reviews in completed
<b>Priority 4: Support the integration of state-of-the-art education facilities as part of the CRGH redevelopment</b>			
Ensure the Stage 1 redevelopment supports the expansion of the Centre for Education and Research in Ageing (CERA) into a major translational ageing research and training institute. This should provide the necessary infrastructure for a broad suite of multidisciplinary and translational ageing research, and evaluation of health services innovations	2022	Clinical Directors	State-of-the-art education and training facilities
Investigate/expand opportunities such as telehealth and online platforms to broadcast, record or participate in training sessions with clinicians and clinical educators from across NSW, Australia and internationally, particularly for specialist services such as burns, ageing and cardiology	Ongoing	GM/DMS/DON	A report/ business case/paper is developed outlining the opportunities available
Commissioning of the National Centre for Veterans' Healthcare on the campus in 2021, will also include the establishment of a national education and training centre	2021	GM	Establishment of a national education and training Centre in the new National Centre for Veterans' Healthcare



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