



2019-
2024

Sydney Dental Hospital Strategic Plan



Sydney Local Health District
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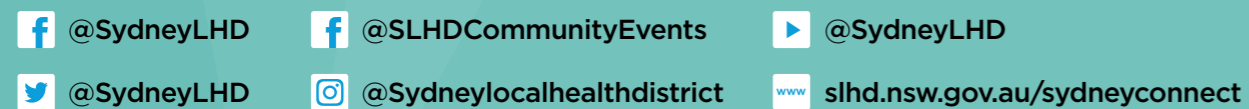
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Sydney Dental Hospital Strategic Plan

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Stay connected in Sydney Local Health District





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



Sydney Dental Hospital is proud of its healthcare service excellence, oral health innovation and research. Sydney Dental Hospital has been committed to serving the local community through providing excellent oral health care to vulnerable people since its inception in 1904. The hospital is part of Sydney Local Health District's Oral Health Services (OHS). It provides extensive general and tertiary oral health care to the population of people who are eligible for public dental care, as per the Ministry of Health (MoH): Eligibility of Persons for Public Oral Health Care in NSW¹ (see Appendix 1). Sydney Dental Hospital is one of two specialist referral centres for oral health care in NSW, and provides tertiary level care to eligible patients across NSW, as per the MoH: Oral Health Specialist Referral Protocols² (see Appendix 2).

The *Sydney Dental Hospital Strategic Plan 2019–2024* outlines the vision of Sydney Local Health District: **Excellence in Health and Healthcare for All**. The plan is supported by our CORE values and the Foundational Principles which inform our Strategic Focus Areas. The Plan provides a vision for the further development of our service as a state leader in public oral health service provision. This plan outlines the key strategies that will ensure that Sydney Dental Hospital continues to provide high-quality, safe, accessible services to all eligible people within NSW.

Along with our vision to provide excellence in health and healthcare for all, the goals of Sydney Dental Hospital are:

- To maintain the oral health of eligible populations
- To promote the importance of oral health as an integral part of general health
- To provide appropriate and evidence-based oral health care
- To deliver high-quality oral health services
- To manage oral health services effectively and efficiently.

Sydney Dental Hospital not only provides oral health treatment to a vulnerable population, but also has a strong focus on health promotion and preventative care. Sydney Dental Hospital provides community and specialist services, as well as research and education, to achieve these goals. The hospital produces leading research that shapes the future of oral health services

in NSW and results in best practice and innovative care for our patients. As a major teaching hospital, Sydney Dental Hospital will develop the future generation of oral health professionals through education and training. The hospital has developed strong partnerships with tertiary education and research institutions, non-government organisations and health services within Sydney Local Health District to facilitate this education and training role.

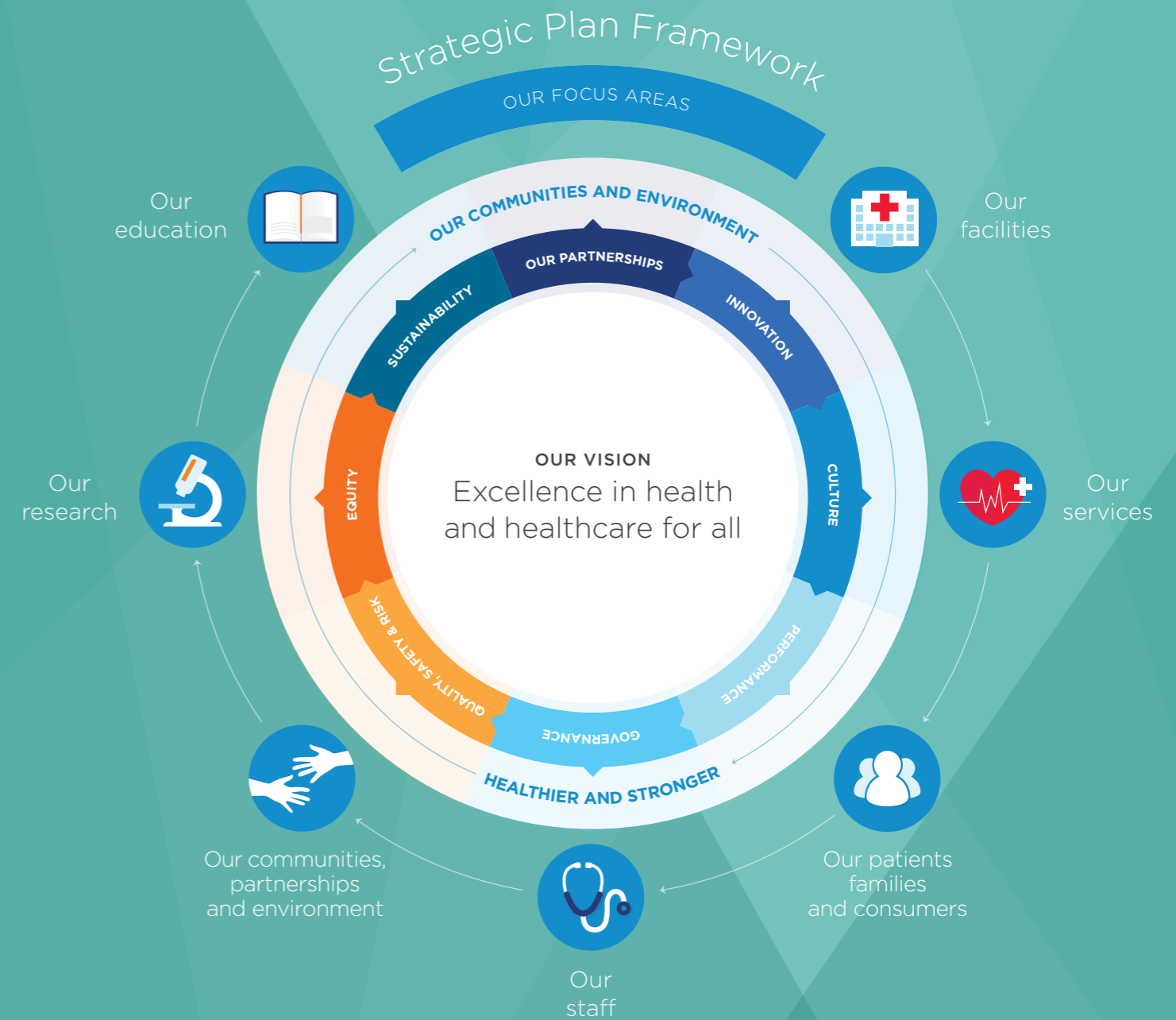
Sydney Dental Hospital is committed to Sydney Local Health District's priority of providing Patient and Family Centred Care (PFCC) through ensuring that patients and their families are at the centre of everything that we do. The principles of PFCC can be seen throughout this Strategic Plan, as the hospital includes PFCC in service design and decision making. Sydney Dental Hospital strives to ensure that every patient experiences patient and family centred care at every point in their journey.

The Sydney Dental 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. This plan demonstrates Sydney Dental Hospital's commitment to supporting the goals of the *NSW Oral Health Plan 2020* and the *Healthy Mouths Healthy Lives: Australia's National Oral Health Plan 2015–2024*.

This plan was developed in collaboration with our staff and community stakeholders. It will ensure Sydney Dental Hospital is ready for future challenges and future innovation that will further enhance the delivery of care for patients and the overall oral health of patients within Sydney Local Health District.

Dr Jason Cheng
General Manager

¹ Ministry of Health (MoH) policy directive PD2017_027: Eligibility of Persons for Public Oral Health Care in NSW
² Ministry of Health (MoH) policy directive PD2011_071: Oral Health Specialist Referral Protocols



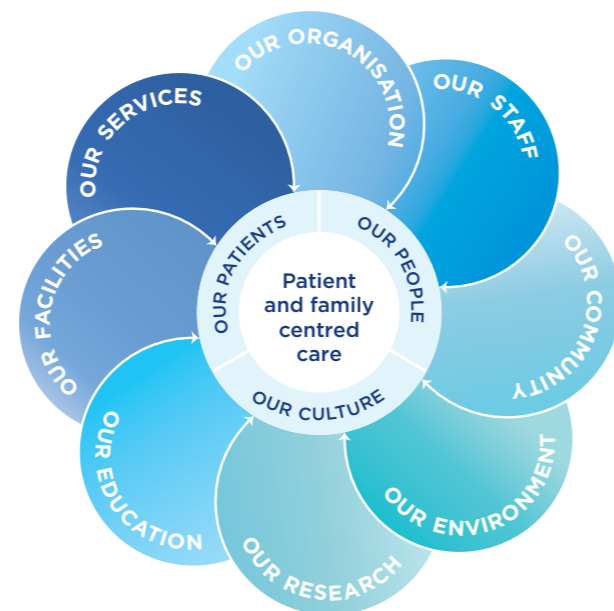
Our vision and mission

Our vision
Excellence in health and healthcare for all
Our mission
The mission of Sydney Dental 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 Sydney Dental 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.

The Strategic Focus Areas of the *Sydney Dental 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

Sydney Dental 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>

The planning process

The *Sydney Dental Hospital Strategic Plan 2019-2024* has been developed through an inclusive executive, employee and consumer consultation process. The current *Sydney Local Health District Oral Health Services: Clinical Services Plan 2017-2027* and other Sydney Local Health District enabling plans were reviewed with an update of population demographics and hospital activity. Stakeholder consultations were undertaken targeting all staff groups as well as consumers. These consultations, in conjunction with the existing Clinical Services Plan, were used 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's Aboriginal Health Unit.

Our hospital

Sydney Dental Hospital is a major standalone tertiary dental facility with 143 public dental chairs. It is a key part of Sydney Local Health District's Oral Health Services, which provides comprehensive early intervention, oral health promotion and community treatment services.

The hospital has strong research and training links to the University of Sydney, University of Newcastle, TAFE and the Australian Dental Council. It plays a significant role in the development of the next generation of dental and oral health professionals through specialist mentor and graduate programs as well as Dental Assistant and Administration Officer Traineeships for Aboriginal Staff. Sydney Dental Hospital is closely networked with all the hospitals in the District through inpatient consultations, assistance with surgery, emergency departments and for direct oral health admissions.

Sydney Dental Hospital is a high performing facility, with high-quality service provision and demonstrated efficiency. The hospital consistently exceeds the performance activity targets given through the yearly service agreement with Sydney Local Health District and Ministry of Health, while remaining within the budget. This is notable as the activity based funding model does not take into account the full complexity of oral health patients. As a tertiary referral centre, Sydney Dental Hospital sees socially and medically complex patients, which significantly increases the complexity of oral health care. The hospital has proven efficiency in providing this complex care.

Our history is important to us. At the turn of the 20th century, dentistry as a profession was formally established with the passing of *The Dentists Act 1900*. This led to the Dental School being established under the leadership of the Dean of the Faculty of Medicine at the University of Sydney in March 1901. A dedicated University Dental Hospital was also established in 1901 to train dental students and provide dental care for persons unable to pay normal dental fees. In 1904, the NSW Government established the Dental Hospital of Sydney to provide dental care for vulnerable people. Then in 1905, an Act of Parliament amalgamated the Dental Hospital of Sydney and the University Dental Hospital to form the United Dental Hospital of Sydney on the current site in Chalmers Street, Surry Hills.

In 1992, the United Dental Hospital became part of the former Central Sydney Area Health Service, and in 2004, was renamed the Sydney Dental Hospital.

Today, Sydney Dental Hospital celebrates more than 110 years of serving the community, being a centre of excellence and shaping oral health and dental care across Australia.

The challenge for Sydney Dental Hospital moving forward will be to meet the ever increasing needs of the eligible oral health population. The eligible population is both continuing to grow rapidly and change demographically. This plan aims to ensure that excellent oral health services continue to be provided to all eligible people.



Our facility



Sydney Dental Hospital is a tertiary standalone facility that provides general and specialist oral health services.

The hospital operates within Sydney Local Health District's Directorate of Clinical Services Integration and Population Health, which includes a wide range of community-based health services including Community Health Services, Drug Health Services, Population Health, Integrated Care, Health Equity and Research Development Unit, HealthPathways, Integrated Care, the NGO program and Community Health Centres.

The Directorate provides an opportunity for strong and integrated relationships to improve the health and wellbeing of the population of Sydney Local Health District and beyond.

Sydney Dental Hospital also operates as part of the wider Sydney Local Health District Oral Health Services and provides community-based oral health clinics and oral health services across hospital and community health campuses. These include Croydon and Marrickville Community Health Centres, Concord Repatriation General Hospital, Canterbury Hospital and a hospital-based clinic at Royal Prince Alfred Hospital (RPA), predominately for RPA inpatients. In total, Sydney Local Health District Oral Health Service has 160 public dental chairs, with 143 of these being within Sydney Dental Hospital and a further 17 in the community.

Significant investment has been made in improving and modernising the physical space within the hospital. Recent renovations of the Endodontics, Prosthodontics and Periodontics departments have occurred, as well as refurbishments in all clinical waiting

rooms. New dental chairs and units have been purchased and planning is underway to refurbish the ground floor foyer to make it more welcoming for our patients and their families. Sydney Dental Hospital is well serviced by public transport as is located adjacent to Central Railway Station transport hub, with trains, buses, light rail and a proposed metro station, all available within close proximity. Parking is limited around the hospital.

A key technological development will be the implementation of an electronic clinical information system. Sydney Local Health District Oral Health Service is working closely with the Ministry of Health's Centre for Oral Health Strategy (COHS) and the Westmead Centre for Oral Health (WCOH) to develop an electronic clinical information system that will meet all our current and future service needs. Technological developments are also being explored in patient care. The hospital is in an excellent position to develop telehealth services to further support our regional and rural patients and clinicians.

Key priorities for our facility

- 1 Maintain and improve the infrastructure, facilities and technology across the service to ensure accessible and high-quality contemporary oral health care
- 2 Implement an electronic clinical information system and digital technologies in patient treatment and communication
- 3 Support Sydney Local Health District's priority for a sustainable health system

Our staff



Our staff is our most valuable resource and are critical to our success in delivering high-quality, safe care to our patients.

Sydney Dental Hospital has approximately 325 full time equivalent (FTE) staff with approximately 30 full time equivalent supporting the clinics at RPA, Concord Hospital, Canterbury Hospital, Croydon and Marrickville Health Centres.

Our staff members are highly skilled and trained, and many have a long tenure at the hospital. The long tenure of many staff provides opportunities for a significant amount of corporate knowledge to be retained. However, this also poses a future challenge of succession planning and ensuring that this knowledge is not lost with the retirement of staff. Succession planning is a priority over the next five years and will occur at all levels of the organisation. Succession planning will seek to identify current and new staff with clinical and leadership skills and qualities, and supporting them through new opportunities, education and training to develop their skills.

Sydney Dental Hospital faces the challenge of attracting and retaining highly-qualified and skilled staff, particularly specialists. This is in part due to the discrepancies between public and private dentistry remuneration, access to technology and the physical environment. To address this, Sydney Dental Hospital will focus on closing the gap between public and private dentistry through investing in new technologies and refurbishing clinical areas. Further, strategies such as flexible work practices, employee recognition and training and education opportunities will be utilised to attract and retain the right staff.

Sydney Dental Hospital is committed to the *Sydney Local Health District Workforce Strategic Plan 2016-2020* goal of increasing the number of Aboriginal employees. As of March 2019, 4.3% (17 staff) of the hospital's permanent workforce identify as Aboriginal (2.9% of the workforce, including casuals). Sydney Dental Hospital is actively pursuing employment opportunities for Aboriginal staff. Presently, the hospital has an Aboriginal Dental Assistant and Administration Officer program, where Aboriginal staff are trained and supported to achieve a Certificate IV in Dental Assisting or a Certificate III in Health Administration while working. In 2019, the hospital commenced a partnership with the University of Sydney to provide scholarships to support Aboriginal students who are undertaking tertiary study in Dentistry of Oral Health Therapy. To further support Aboriginal staff in the workplace, all hospital staff are required to attend mandatory Respecting the Difference Cultural Training, and compliance is monitored by managers and the hospital Executive.

Sydney Dental Hospital has embraced the NSW Health CORE Values of Collaboration, Openness, Respect and Empowerment. However, the Public Service Commission's People Matter Employee Survey has identified areas where we can improve. The hospital has implemented a number of initiatives as a result of the People Matter Employee Survey and will continue to work towards improving the workplace culture and employee engagement.

Our staff are supported through staff health and wellbeing programs such as the Employee Assistance Program (EAP), Meditation-based Wellness and Compassion training (MWAC) and Sydney Local Health District-based programs such as Fitness Passport.

Key priorities for our staff

- 1 Attract and retain highly-qualified, skilled and diverse staff across all areas of the hospital and ensure succession plans are in place
- 2 Support staff through opportunities to improve workforce skills and capacity by providing relevant training, educational and leadership opportunities
- 3 Strengthen the culture within Sydney Dental Hospital to reflect the CORE values, support the health of the Aboriginal community, promote a positive workplace culture and increase employee engagement and wellbeing



Our services



Sydney Dental Hospital provides general oral health care for eligible patients within Sydney Local Health District, South Western Sydney Local Health District and the northern sector of South Eastern Sydney Local Health District through a formal intra-district agreement.

The majority of general oral health care is completed within the 143 dental chairs at Sydney Dental Hospital, with 36 chairs in the Community Oral Health Clinic (COHC). A further 14 COHC chairs are located in the community clinics at Croydon and Marrickville Health Centres, Concord Hospital and Canterbury Hospital.

Sydney Dental Hospital is one of two tertiary referral oral health centres in NSW, and as such provides specialist oral health care to eligible patients throughout NSW on a referral basis. Specialist dental services include:

- Diagnostic imaging
- Orthodontics
- Paediatric dentistry
- Oral surgery (including surgical support for RPA, Concord, Canterbury and Prince of Wales hospitals)
- Periodontics
- Prosthodontics
- Special Care Dentistry

Sydney Dental Hospital plays an important role in supporting the education and training of dental and oral health students by providing clinical placements for students from the University of Sydney, the University of Newcastle and Sydney College of TAFE. Students predominately see patients in the 31-chair Clinical Dentistry department, TAFE clinic as well as in the Extraction Clinic located within the hospital's COHC and the Diagnostic Imaging department.

Activity at Sydney Dental Hospital is steadily increasing. Between 2012–13 and 2017–18, there has been a 13.4% increase in specialist appointments, with a 16.5% increase in Community Oral Health appointments at the hospital (Information System for Oral Health ISOH data, 2018). By 2026, the estimated Sydney Local Health District population that is eligible for public dental services will increase by 22%³. This does not include patients from other local health districts who access Sydney Dental Hospital through intra-district agreements and/or cross border flows. The infrastructure and service delivery models will need to be reviewed to ensure that services meet the anticipated and additional demand into the future. Further work to address this expected demand will be undertaken to support the shift toward preventative, digitally enhanced and collaborative interdisciplinary models of care. The use of digital technologies, including tele-dentistry for rural communities, will be explored to improve efficiency, accuracy, service reach and communication to ensure that the increased service demand can be met within existing resources. Health promotion, education and prevention strategies will be integral to Sydney Dental Hospital meeting the needs of the population over the next five years.

The importance of oral health to general health and wellbeing is becoming increasingly understood. Sydney Dental Hospital is working to integrate oral health into general health through ongoing and developing partnerships with facilities and services throughout Sydney Local Health District. Sydney Dental Hospital is working closely with the Clinical Services Integration Directorate to deliver an integrated primary care service. The hospital provides oral health services in line with the *Oral Health 2020: A Strategic Framework for Dental Health in NSW*, which is a framework for oral health action in NSW.

The framework commits the NSW government to:

- Improve access to oral health services in NSW
- Reduce disparities in the oral health status of people in NSW
- Improve the oral health of the NSW population through primary prevention

Sydney Dental Hospital is committed to the Framework and is actively working towards these three key goals.

Aboriginal people are widely recognised as having greater disparities in health outcomes and to be less likely to access health services⁴. At Sydney Dental Hospital, the Aboriginal population seeking care continues to grow. In 2017–18, 5.1% of patients seen at the hospital were Aboriginal, which has increased from 3.8% in 2015–16 (ISOH data, 2018). Sydney Dental Hospital has intentionally developed partnerships and networks to support Aboriginal people in receiving oral health care. For example, the hospital has a dedicated Dalarinji Aboriginal Oral Health Clinic, as well as outreach services and a partnership with RPA's Midwifery Service to further support Aboriginal people in receiving oral health care. Sydney Dental Hospital is committed to improving the oral health of Aboriginal people through providing dedicated and culturally appropriate care to Aboriginal people.

Key priorities for our services

- 1 Deliver an integrated primary care service at Sydney Dental Hospital to ensure accessible, evidence-based oral health care that integrates with general health care and wellbeing services
- 2 Improve access to oral health services by increasing service provision and outreach to vulnerable communities
- 3 Further promote the services that Sydney Dental Hospital provides, including the Dalarinji Aboriginal Oral Health Clinic and specialist referral services



³ SLHD OHS: Clinical Services Plan 2017–2027. Department of Planning and Environment Population Projections 2016

⁴ SLHD Aboriginal Health Strategic Plan 2018–2022



Our community, partnerships and environment

Sydney Dental Hospital treats eligible patients as per the NSW Health Eligibility of Persons for Public Oral Health Care in NSW (PD2017_027). Consistent with the NSW Health eligibility criteria, the adult eligible population for non-admitted oral health care are patients who reside within Sydney Local Health District, are Medicare eligible, over 18 years of age and either hold or listed as a dependent on valid Australian Government concession cards (Health Care Card, Pensioner Concession Card and Commonwealth Seniors Health Card).

The population of Sydney Local Health District is projected to increase to 895,790 by 2036, based on the population projections released in 2016 by the Department of Planning and Environment (DPE). Sydney Dental Hospital's intra-district agreements and role as a tertiary oral health facility supports specialist service provision to all eligible NSW residents has a significant impact on the future projected demand. Considerable growth over the next 10 and 20 years is demonstrated in Figure 1, while Table 1

presents the projected eligible child and adult populations for each local health district with a formal intra-district arrangement for public oral health care to 2036.

However, these figures are likely to be an underestimation of the actual eligible population due to the high number of homeless people and boarding house residents that currently reside in Sydney Local Health District. A high proportion of the homeless population, a highly transient and vulnerable group, is concentrated at Central Railway Station.

Sydney Dental Hospital is uniquely positioned to offer services and provide care to people with complex health and social needs. The existing public oral health care system infrastructure, service delivery model and workforce will need to respond to support this anticipated and additional demand.

Sydney Local Health District is home to a significant Aboriginal population, particularly around the Redfern and Waterloo areas, in the City of Sydney and Marrickville⁵. Aboriginal people are widely recognised as having greater disparities in health outcomes and to be less likely to access health services. At Sydney Dental Hospital, the Aboriginal population seeking care continues to grow. In 2017–18, 5.1% of patients seen at the hospital identified as Aboriginal, which has increased from 3.8% in 2015–16⁶. The hospital has a dedicated Dalarinji Aboriginal Oral Health Clinic and is committed to improving the oral health of Aboriginal people and continues to provide dedicated and culturally appropriate care to Aboriginal people. The hospital has dedicated partnerships to meet the needs of the Aboriginal community including a long-established relationship with the Redfern Aboriginal Medical Service (AMS), and is continuing to strengthen a referral pathway for Aboriginal women attending pre-natal appointments at RPA.

Partnerships with internal and external organisations are essential in delivering oral health care and integrating oral health into general health services. Sydney Dental Hospital has existing partnerships with acute hospitals and community health services throughout Sydney Local Health District and the local community. The hospital is involved in providing oral health care through the Sydney Local Health District Centre

for Education and Research on Ageing (CERA) and the Collaborative Centre for Cardiometabolic Health in Psychosis (ccCHIP), both based at Concord Hospital.

The Sydney Dental Hospital Oral Health Promotion team attend numerous open days (including RPA Hospital and Canterbury Hospital), fair days and community events. At these events, the team engage with the local community to provide oral health education and instruction, provide oral health products and to educate the community on the role of the hospital.

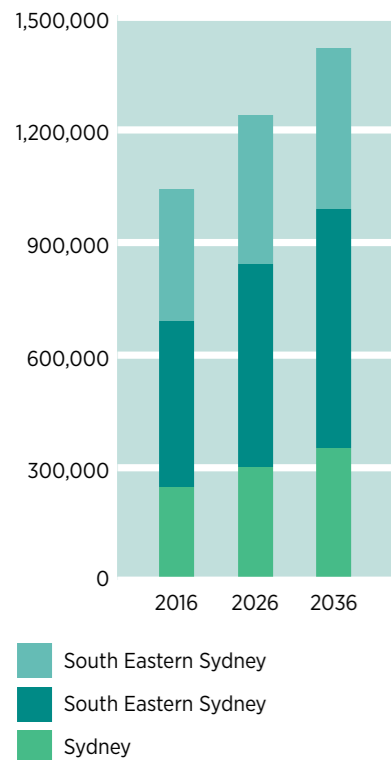
Sydney Dental Hospital has also partnered with tertiary institutions and TAFE, research groups and organisations that service the vulnerable population. These partnerships have enabled the hospital to expand service provision and reach patients who may not have otherwise received oral health care. Partner organisations include the Redfern AMS, Central and Eastern Sydney Primary Health Network (CESPHN) the University of Sydney, University of NSW, University of Newcastle and the NSW Refugee Health Service. These partnerships aim to engage the vulnerable communities that already interact with these services in order to provide oral health services.

Increasing collaboration and partnership with internal and external organisations is needed to further integrate oral health into general health, reduce disparities in oral health and to meet the needs of our population.

Key priorities for our services

- 1 Reduce disparities in the oral health status through primary prevention and oral health education and promotion
- 2 Expand and enhance services to meet the needs of the increasing eligible population and increasing service demand
- 3 Strengthen existing partnerships with external and internal organisations such as CERA, University of Sydney, University of NSW, University of Newcastle, TAFE, Aboriginal Community Controlled Health Services and acute hospitals

Figure 1
SDH eligible treatment population, 2016–2036



Source: Department of Planning and Environment, 2016

Table 1
SDH eligible child and adult population by Local Health District, 2016–2036

Local Health District	Eligible child	Eligible adult	
2016 population			
Sydney	123,140	125,180	
South Western Sydney	259,526	183,416	
South Eastern Sydney	185,414	165,978	
2026 population			
Growth 2016–2026			
Sydney	154,680	148,321	22%
South Western Sydney	315,892	223,205	22%
South Eastern Sydney	212,992	183,596	13%
2036 population			
Growth 2016–2036			
Sydney	177,338	174,163	41%
South Western Sydney	368,136	268,453	44%
South Eastern Sydney	225,856	205,526	23%

Source: Department of Planning and Environment, 2016

1 SLHD Aboriginal Health Strategic Plan 2018–2022

2 ISHO data 2018



Our patients, families, carers and consumers

The majority of patients seen at Sydney Dental Hospital reside in the Sydney Local Health District, South Western Sydney Local Health District or South Eastern Sydney Local Health District due to the intra-district agreements and cross border flows. As demonstrated in Figure 2, in 2017-18, 83.4% of specialist services and 94.9% of community oral health services were provided to patients residing in these districts. However, it is important to note that a number of patients reside in greater Sydney or rural and remote areas and access Sydney Dental Hospital due to its role as one of two tertiary oral health referral centres for NSW.

Sydney Dental Hospital has a high proportion of patients from culturally and linguistically diverse backgrounds (CALD), thus has strong links with the Sydney Health Care Interpreter Service. Interpreter services are available to any patient, and new models to increase the consistency and reliability of interpreter services are being explored.

Sydney Dental Hospital has a strong focus on providing patient and family centred care that is based on evidence and research and is continually striving to improve the patient experience. Consumers play a vital role in developing and evaluating new

and existing programs or models of care to ensure that they are meeting the changing needs of our patients. In order to improve the patient experience, a number of initiatives have been implemented. These include refurbishments of waiting rooms, introduction of a Concierge and a change from phone triage to face-to-face triage for walk-in patients. These recent initiatives have been developed in conjunction with staff, patients and consumers to ensure that they meet the needs of our patients. Sydney Dental Hospital will continue to pursue patient and family centred care in all areas of the organisation.

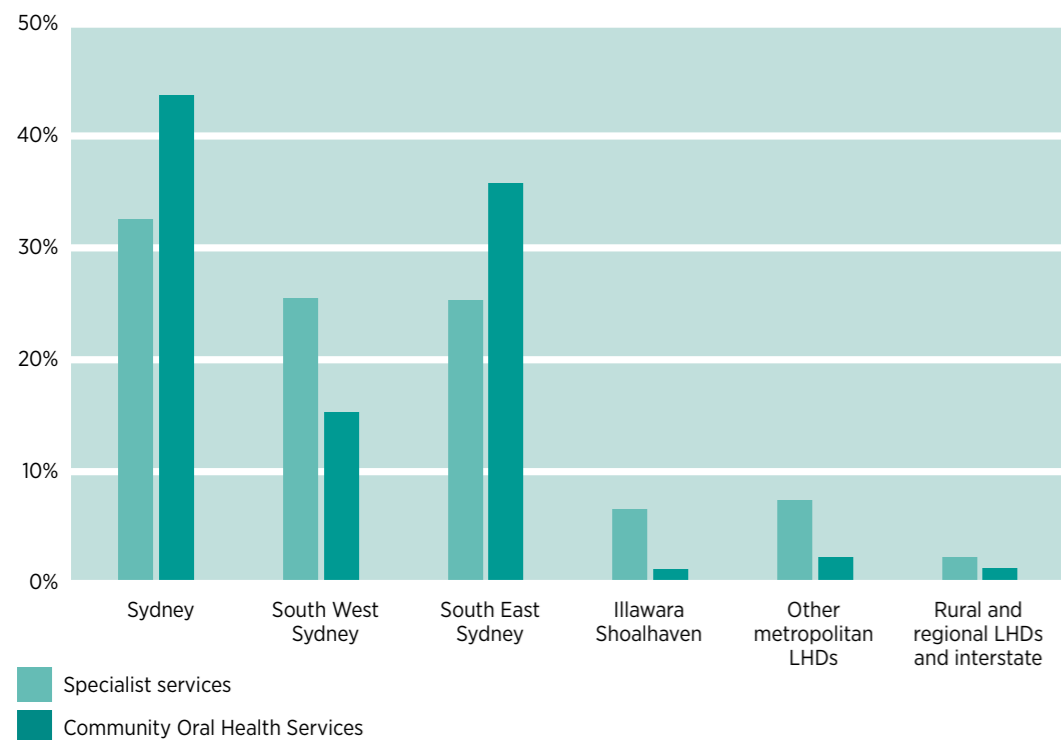
Sydney Dental Hospital and Oral Health Service are fully accredited under the National Safety and Quality Health Service (NSQHS) Standards Dental via the Australian Council on Health Care Standards (ACHS) until July 2019. The hospital and Oral Health Service are preparing for the next accreditation under the second edition of the NSQHS and actively participate in quality improvement (QI) projects, research projects and regular surveys and audits. These QI systems ensure that the hospital and Oral Health Service are providing safe and high quality patient centred care in line with the second edition of the NSQHS.

Sydney Dental 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 community, partnerships and environment

- 1 Continue to encourage active participation of patients, families, carers and consumers in the planning, development, delivery and receipt of care and services
- 2 Strengthen the approach to oral health promotion and preventative care to reduce the burden of disease
- 3 Support the equitable provision of culturally appropriate care

Figure 2
Patient flows to SDH, Specialist Services and Community Oral Health Clinic, 2017/18



Source: Information System for Oral Health (ISOH), 2018

Sydney Dental Hospital has a focus on empowering our patients through education and health promotion. Actively providing education and health promotion has population health benefits for our patients, families, carers and consumers as education and health promotion are essential in reducing the burden of oral health disease and in preventing oral health conditions.





Our research

Sydney Dental Hospital is committed to advancing scientific knowledge and improving the oral health of its patients through evidence based practice and research.

Oral health is an integral aspect of general health. Good health includes good oral health as evidence shows that poor oral health is likely to exist when general health is poor, and vice versa⁷.

Sydney Dental Hospital has a long standing relationship with University of Sydney and supports the teaching and training of undergraduate and postgraduate students. As a result the research at the hospital is highly collaborative. Sydney Dental Hospital supports laboratory, clinical and population based research. Recently, the hospital has developed strong linkages and partnerships with other universities such as Western Sydney University and the University of NSW, with the focus on translational research. Its researchers have been part of many innovations and firsts in Australia oral health research projects.

In the next five years Sydney Dental Hospital will build on its collaborative networks and continue to focus on its main goal of improving the oral health of its vulnerable population. The hospital is committed to positioning the facility as a high quality, multidisciplinary research institute, growing its research and promoting a research rich culture and the integration of evidence based clinical practice within Oral Health Service.

Key priorities for our research

- 1 Foster an environment that supports a collaborative approach to translational research and attracts clinical trials
- 2 Support research that involves vulnerable and priority populations, as per the *Healthy Mouths Healthy Lives: Australia's National Oral Health Plan 2015-2024*
- 3 Strengthen partnerships with the private sector, universities and other research institutes

Sydney Dental Hospital's commitment to research aligns with the three strategic directions of the *Sydney Local Health District Research Strategic Plan 2018-2023*: to invest in research, lead quality research and implement knowledge by translating research into best practice.

⁷ Australian Health Ministers' Advisory Council 2001, Oral Health of Australians: National Planning for Oral Health Improvement



Our education

Sydney Dental Hospital plays an important role in supporting the education and training of the next generation of dental and oral health students, as well as NSW Health professionals more broadly.

Sydney Dental Hospital is a leader in the provision of high quality education and training, and has strong links to the University of Sydney, the University of Newcastle, Sydney College of TAFE and the Australian Dental Association for the training of dentists, dental specialists, oral health therapists, dental hygienists, dental assistants and dental prosthetists.

The Sydney Dental Hospital Department of Clinical Dentistry is a 31 chair dental clinic and 55 unit pre-clinical simulation area which supports the Doctor of Dental Medicine and Bachelor of Oral Health programs of the Faculty of Dentistry of the University of Sydney, training programs of the Faculty's Continuing Education in Dentistry program, the Bachelor of Oral Health program, and the University of Newcastle and Sydney College of TAFE. Training is supported by the pre-clinical simulation area, which has 11 pods and each pod has 5 operator (student) sites. The pre-clinical simulation area can accommodate a total of 55 students.

The education of Sydney Dental Hospital staff is supported through Sydney Local Health District's Centre of Education and Workforce Development, in addition to an annual professional development day across the facility for all staff. Sydney Dental Hospital staff are supported to undertake further education and training, and to attend external courses and training relevant to their positions and career goals. Further expansion of existing programs and support for staff in pursuing education and training will be explored to ensure that Sydney Dental Hospital remains a centre of excellence in providing and supporting high-quality education and training.

Key priorities for our education

- 1 Strengthen the role of the Sydney Dental Hospital as a centre of excellence in providing high quality education and training
- 2 Enhance and support the role of education, training and research as part of the delivery of specialist and community-based oral health services
- 3 Continue to partner with the University of Sydney, University of NSW, University of Newcastle and TAFE to train the next generation of NSW Health professionals



Implementation and governance of key priorities

This action plan includes specific strategies to achieve the priorities of the strategic plan. Four timeframes provide the sequential order of completion throughout the strategic plan term. An Operational Plan will be formulated each year to implement and monitor strategic priorities.

The implementation of this plan will be monitored by the Oral Health Services Senior Management Committee which meets monthly. The committee will subsequently develop a yearly report at the end of each financial year to be presented to the Oral Health Clinical Council/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	Responsibility	Outcomes/measures
Priority 1: Maintain and improve the infrastructure, facilities and technology across the service to ensure accessible and high quality contemporary oral health care			
Review and update the Sydney Dental Hospital initiatives within the Sydney Local Health District Asset Strategic Plan and implement a capital and assets work plan in consultation with key stakeholders	0–12 months	General Manager Manager, Corporate Services	Capital and assets work plan developed and action commenced
Refurbish and redevelop COHCs, Special Care Dentistry, Oral Surgery, sterilising department and other departments, ensuring staff and consumer feedback is incorporated into all facility improvements	Ongoing	General Manager	Planning occurred for refurbishment and redevelopment of required departments
		Manager, Corporate Services	Works have commenced or completed
		Head of Specialist Services Head, Community Oral Health Clinics	Staff and consumer feedback incorporated into plans
Continue to replace existing dental chairs and units with modern chairs and units and ensure sufficient numbers of left/right dental chairs in each clinic/department	1–3 years	General Manager Manager, Corporate Services Head of Specialist Services Head, Community Oral Health Clinics	Increased number of modern dental chairs and units Sufficient left/right dental chairs to meet need
Improve patient access to facilities, with a focus on disability access	Ongoing	Manager, Corporate Services	Reviewed access to SDH to ensure ease of disability access
		Head, Special Care Dentistry	Continued planning of relocating the Special Care Dentistry Department
Priority 2: Implement an electronic clinical information system and digital technologies in patient treatment and communication			
Successfully implement a digital Oral Health solution, with integration to eMR and sterilising electronic tracking system	1–3 years	General Manager	Provide access to eMR Powerchart to all relevant staff to ensure patients are managed holistically
Integration of digital dentistry workflows that will improve the patient and staff experience where relevant and appropriate	1–3 years	Head of Specialist Services	Digital dentistry processes implemented
Ensure that all staff keep up with changing technology through ongoing support, upskilling, training and education	Ongoing	Clinical Manager, Training and Education	Relevant staff being trained in the use of new technology and equipment Training and education records
Explore and implement new technology to manage waiting lists, call centre demand, booking and changing appointments	1–3 years	Patient Flow Manager Manager, Centralised Oral Health Intake Information Service Business Support Manager	Tools to better manage waiting lists, call centre demand and appointments are explored and implemented

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 3: Support Sydney Local Health District's priority for a sustainable health system			
Provide infrastructure and develop programs that are compliant with NSW Health waste management policy	Ongoing	Manager, Corporate Services Manager, Domestic Services	
Promote recyclable packaging, biodegradable materials and recycling of metals	Ongoing	Manager, Corporate Services Manager, Domestic Services	

Focus area 2: Our services

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Deliver an integrated primary care service at Sydney Dental Hospital to ensure accessible evidence based oral health care that integrates with general health care and wellbeing services			
Establish a Primary Care Clinic at Sydney Dental Hospital, with services provided based on consumer feedback	1–3 years	General Manager Clinical Stream Director	Primary Care Clinic established Primary Care services included in the Clinic to be driven by consumer feedback
Partner with Sydney Local Health District Clinical Services Integration portfolio and services across the Sydney Local Health District to further integrate oral health services into existing programs such as ccCHIP and improve partnership with other services such as diabetic services and oral health promotion programs	Ongoing	General Manager Clinical Stream Director Head, Community Oral Health Clinics	Oral Health integration into an increased number of SLHD programs Establishment of oral health integrated care and vulnerable patient advisory committee
Priority 2: Improve access to oral health services by increasing service provision and outreach to vulnerable communities			
Develop new partnerships and strengthen existing partnerships with the relevant organisations to increase outreach to the most vulnerable members in our community such as rural and remote patients, Aboriginal and Torres Strait Islander patients, homeless, refugees, asylum seekers, mental health, drug health and justice health	1–3 years	Head of Specialist Services Head, Community Oral Health Clinics Head, Oral Health Promotion and Research	Review methods for dental outreach to ensure that these are relevant and accessible to the community Develop additional oral health access pathways and programs targeting vulnerable patient groups
Continue to partner with rural and remote local health districts to promote the services of Sydney Dental Hospital and enable care for vulnerable patients	1–3 years	Patient and Family Experience Officer Head of Specialist Services Head, Community Oral Health Clinics	Develop additional oral health access pathways and programs targeting vulnerable patient groups
Implement digital technologies to improve efficiency, accuracy, service reach and communication	1–3 years	Head of Specialist Services Head, Community Oral Health Clinics Manager, Corporate Services	Explore opportunities for tele-dentistry for rural communities Implementation of digital dentistry workflows

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 3: Further promote the services that Sydney Dental Hospital provides, e.g. Dalarinji Aboriginal Oral Health Clinic and state wide specialist referral services			
Further engage with services that are dedicated to engaging with Aboriginal and Torres Strait Islander people	Ongoing	General Manager Clinical Stream Director	Increased number of Aboriginal and Torres Strait Islander patients Oral Health promotion sessions created specifically for Aboriginal and Torres Strait Islander people
Provide clear and consistent information to rural and remote LHDs regarding the Dalarinji clinic and specialist services available at Sydney Dental Hospital, and the referral pathways for patients to access services	Ongoing	Head of Specialist Services Head, Community Oral Health Clinics Patient Flow Manager Patient and Family Experience Officer	Communication materials are developed
Redevelop the Sydney Dental Hospital internet site with up-to-date, informative and relevant information	0–12 months	General Manager Clinical Stream Director	Development of a new Sydney Dental Hospital and OHS internet site
Improve transparency and information to the public regarding eligibility and access to public oral health care in Sydney Local Health District, patient flow and waiting list information	0–12 months	Head of Specialist Services Head, Community Oral Health Clinics Patient Flow Manager	Development of new information collateral regarding eligibility of access Improved reporting of general information, including waiting list information

Focus area 3: Our communities, partnerships and environment

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Reduce disparities in the oral health status of people through primary prevention and oral health education and promotion			
Expand the reach of oral health promotion to preschools, schools, aged care facilities, hospitals, community groups (with a focus on multicultural and CALD groups), Aboriginal communities and Justice Health.	1–3 years	Head, Oral Health Promotion and Research	Increased oral health promotion sessions targeted to these communities
Improve population health literacy through the development of Oral Health promotion and prevention resources that are suitable for all health literacy levels and that can be distributed widely	1–3 years	Head, Oral Health Promotion and Research Community Participation Coordinator	Improved population health literacy through the development and distribution of oral health resources
Empower patients through increasing their understanding of and ability to prevent diseases	Ongoing	Head, Oral Health Promotion and Research Community Participation Coordinator	Increased primary prevention Increased oral health promotion sessions Improved population health literacy through the development and distribution of oral health resources

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 2: Expand and enhance services to meet the needs of the increasing eligible population and increasing service demand			
Improve the services provided to Special Care Dentistry (SCD) patients	1-3 years	Head of Specialist Services Head, Special Care Dentistry	Build on the existing capacity of SCD staff in their skills to better manage patients with special needs Develop additional PFCC initiatives for patients and carers within SCD
Continue to reduce waiting lists and increase capacity to provide patient treatment	Ongoing	Head of Specialist Services Head, Community Oral Health Clinics	Recruitment of staff to meet population demands Recruit to vacant positions and fill vacant chairs Review of the hospital's operational hours, with a possible extension to increase service provision and reduce waiting lists Ensure the timely processing of referrals to waiting lists
Respond to the changing nature of the eligible population by developing and expanding services to improve service capacity for vulnerable communities and the ageing population	Ongoing	Head of Specialist Services Head, Community Oral Health Clinics	Review existing and develop new access pathways for vulnerable patients in accessing appropriate care
Increase the access to General Anaesthetic services across Sydney Dental Hospital	Ongoing	General Manager; Head of Specialist Services	Additional anaesthetic lists within SLHD
Priority 3: Strengthen existing partnerships with external and internal organisations such as CERA, University of Sydney, University of NSW, University of Newcastle, TAFE, Aboriginal Community Controlled Health Services and acute hospitals			
Continue to partner with these organisations through education, training, research and innovation	Ongoing	General Manager Clinical Stream Director	Partnerships continuing and further developing
Increase engagement through collaborating with new and existing programs	Ongoing	General Manager Clinical Stream Director	Partnerships continuing and further developing
Strengthen the Sydney Dental Hospital workforce through partnerships	Ongoing	General Manager Clinical Stream Director	Increase in the number of conjointly appointed staff

Focus area 4: Our patients, families carers and consumers

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Continue to encourage active participation of patients, families, carers and consumers in the planning, development, delivery and receipt of care and services			
Continue to improve clinical service interface with patients through further development of Patient and Family Centred Care initiatives	Ongoing	SDH and OHS Executive	Review of strategies to provide family group appointments Identification and implementation of patient and family centred care initiatives to improve clinical services for patients
Consult with staff regarding new initiatives to improve patient and family centred care and the patient experience	1-3 years	SDH and OHS Executive	New patient and family centred care ideas being developed by staff Greater ownership of patient and family centred care by staff
Improve communication with consumers through more regular and more timely patient feedback	1-3 years	Clinical Governance Manager Business Support Manager	Use innovative methods to improve communication, e.g. iPads to provide real time feedback and enhanced Internet page
Priority 2: Strengthen the approach to oral health promotion and preventative care to reduce the burden of disease			
Advocate for increased funding for preventative dentistry and public dentistry in general	Ongoing	General Manager Clinical Stream Director	Discussions with the Centre for Oral Health Strategy (COHS) and Ministry of Health Advocacy at the Senior Oral Health Executive (SOHE)
Increase the focus on health literacy through patient information, clinician explanation and written resources for patients	Ongoing	Head, Oral Health Promotion and Research Community Participation Coordinator	Development of additional oral health promotion information packages relevant to identified needs Recruitment of more dedicated staff for oral health promotion and education training
Priority 3: Support the equitable provision of safe and culturally appropriate care			
Improve the availability of interpreters through strengthening the partnership with the Sydney Healthcare Interpreter Service	1-3 years	Business Support Manager	Reduction in unexpected interpreter cancellations Trialling innovative methods for accessing interpreters, e.g. video interpreting
Review programs and education to assist the culturally and linguistically diverse (CALD) community in accessing care	1-3 years	Head, Oral Health Promotion and Research Community Participation Coordinator	Additional oral health promotion programs targeted for the CALD community
Ensure the Sydney Dental Hospital has procedures that support an integrated service response to violence, abuse and neglect for victims and families	Ongoing	SDH and OHS Executive Clinical Governance Manager	Support staff training and education Monitor through the introduction of a VANS STARS app
Continue to develop strategies and connections to organisations that support the provision of appropriate and equitable care	0-12 months	General Manager Head of Specialist Services Head, Community Oral Health Clinics	Recruitment to an Aboriginal Liaison Officer role Development of a Health Justice Partnership with Redfern Legal Centre to provide legal services to patients Recruit to a dedicated Social Worker for SDH

Focus area 5: Our staff

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Attract and retain highly qualified, skilled and diverse staff across all areas of the hospital and ensure succession plans are in place			
Enable flexible work practices, including transition to retirement, where they meet the employee and organisational needs	Ongoing	General Manager Workforce Manager	Work with staff, managers and Workforce Services to increase the number of staff who transition to retirement through reduced hours Staff who require flexible work practices are enabled to do so, within organisational needs
Implement flexible strategies to increase the speciality workforce	Ongoing	General Manager Workforce Manager	Review and encourage the use of Visiting Dental Officers Review the use of part time positions and conjoint appointments with tertiary education institutions
Ensure the timely recruitment to vacancies	Ongoing	General Manager All managers	Reduction in vacant positions
Empower employees and encourage new ideas	Ongoing	General Manager	Development of SDH internal pitch New initiatives to improve services being driven by employees
Priority 2: Support staff through opportunities to improve workforce skills and capacity by providing relevant training, educational and leadership opportunities			
Support dedicated time for staff to attend relevant conferences and training opportunities	Ongoing	Clinical Manager, Training and Education	Continuation of twice yearly Continuing Professional Development Forums SDH staff attending SLHD and external conferences and training and professional development Staff completing formal qualifications
Provide opportunities and training for staff to act in more senior positions, where appropriate based on their development goals and competencies	Ongoing	All managers	Development of SDH staff competency Increased number of SDH staff taking on management positions within SDH

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 3: Strengthen the culture within Sydney Dental Hospital to reflect the CORE values, promote a positive workplace culture, increase respect and understanding of Aboriginal cultural issues and increase employee engagement and wellbeing			
Improve employee engagement and further embed SDH CORE values	Ongoing	Manager, Workforce Services General Manager	Implementation and monitoring of the 'People Matter Employee Survey' action plan Implementation and sustainability of the Collaborative Leadership Project
Recognise and promote the achievements of staff	Ongoing	Manager, Workforce Services General Manager	Forums for staff recognition, e.g. compliment report at hospital staff meetings and distribution of staff publications
Support employee wellbeing by continuing to support the MWAC program, stretch program and WH&S initiatives	Ongoing	Work Health and Safety Manager Manager, Workforce Services General Manager	Development of SDH facilitators for MWAC Continued weekly MWAC sessions
Support employees by strengthen the Human Resources department and further embedding WH&S into the culture of Sydney Dental Hospital	0-12 months and ongoing	Manager, Workforce Services	Employ a permanent Work Health and Safety Manager Recruit to a dedicated Human Resources Officer
Adhere to cultural protocols such as flying the flag, hosting NAIDOC and other celebrations and providing a welcoming environment including displaying Aboriginal artworks	Ongoing	Manager Corporate Services	Strong culture of support for Aboriginal Health

Focus area 6: Our research

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Foster an environment that supports a collaborative approach to translational research and attracts clinical trials			
Provide research support, mentoring, training, time, involve staff in projects and support interests	3-5 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee members	Increased research activity and number of projects and publications
Develop appropriate research infrastructure and research support through • the provision of access to journal database and journal articles for all clinical staff • dedicated research assistants and statistician support	3-5 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee members	Improved quality of research projects Dedicated research assistants in Oral Health Support from statisticians and health economists
Foster translational and clinical research that improve efficiency and reduces waiting times for our patients using integrated research models and new technologies	3-5 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee	Increased number of patients involved in translation and clinical research Successful applications for translation grants

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 2: Support research that involves vulnerable and priority populations, as per the <i>Healthy Mouths Healthy Lives: Australia's National Oral Health Plan 2015–2024</i>			
Work with interdisciplinary agencies to develop research to understand the needs of priority populations	1–3 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee members	Increased number of interdisciplinary projects
Encourage research designs that involve and engage CALD communities	3–5 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee members	Increased number of CALD participants in the research projects More grant applications to bodies who fund CALD research
Strengthen relationships with organisations that work closely with Aboriginal communities	1–3 years	Head, Oral Health Promotion and Oral Health Research Head of Department and Clinical Manager, Community Oral Health Clinics	Memorandum's of Understanding with Aboriginal partner organisations Collaboration with SLHD Aboriginal Health Unit
Priority 3: Strengthen partnerships with private sectors, university and other research institutes			
Encourage high quality graduate and postgraduate research, strengthen the partnership with the Sydney Dental School and support 'Putting mouth into health'	1–3 years	Head, Oral Health Promotion and Oral Health Research All Heads of Department Research committee members	Increased number of high quality projects at SDH and publications
Liaise with MRIs, medical, nursing and allied health communities to create awareness of the importance of oral health, strengthen partnerships and incorporate oral health in general health research projects	3–5 years	Head, Oral Health Promotion and Oral Health Research	Involvement of OH in partnership research grant applications More research projects involving non OH partners

Focus area 7: Our education

Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 1: Further the role of Sydney Dental Hospital as a centre of excellence in providing high quality education and training			
Improve communication pathways between tertiary institutes and Sydney Dental Hospital through more conjoint and honorary appointments	Ongoing	General Manager Clinical Stream Director Clinical Manager, Training and Education	Presence of Heads of Discipline at SDH to share expertise with post graduate students
Collaborate with private partners, the Australian Dental Association and tertiary institutions to develop training programs for both clinical and non-clinical professionals	Ongoing	Clinical Manager, Training and Education All managers	Increased interdisciplinary approaches Training for oral health staff about interdisciplinary referral pathways and how to manage patients requiring multidisciplinary care Training and education for clinical and non-clinical professionals, including access pathways, digital dental practice etc.
Priority 2: Enhance and support the role of education, training and research as part of the delivery of specialist and community-based oral health services			
Attract a specialist workforce and have supporting technology to deliver specialist training courses for oral health professionals	3–5 years	Head of Specialist Services Clinical Director General Manager	Increased specialist workforce and specialist training courses
Support and develop the workforce in order for them to meet new challenges and changes in technology and skills	Ongoing	All executive	Continuation of twice yearly Continuing Professional Development Forums Competency assessments SDH staff attending SLHD and external conferences and training and professional development



Strategy	Timeframe	Responsibility	Outcomes/measures
Priority 3: Continue to partner with the University of Sydney, University of Newcastle and TAFE to train the next generation of NSW Health professionals			
Encourage ongoing education for all staff	Ongoing	All managers	Increased number of staff completing higher education courses, with the support of SDH
Strengthen the relationships, communication and engagement with tertiary education facilities	Ongoing	Head Student Services General Manager Clinical Director	Utilise TAFE clinical expertise in removable prosthodontic Mentoring and training of new graduate Dental Officers Additional post graduate training programs introduced at SDH in partnership with the University of Sydney Commencement of a scholarship agreement between SDH and the University of Sydney to support Aboriginal students
Further develop the New Graduate Dental Officer program and strengthen mentorship for early career health professionals	Ongoing	Head, Community Oral Health Clinics	Continue the program and further refine the structure of the program with an aim to develop and retain appropriate dental professionals
Continue to support Aboriginal staff training and education within Sydney Dental Hospital and Oral Health Service	Ongoing	All executive	Increased the number of Aboriginal staff completing the Aboriginal Trainee Dental Assistant program and the Aboriginal Trainee Administration Officer program Increased proportion of SDH staff identifying as Aboriginal Increased retention of Aboriginal staff Commencement of a scholarship agreement between SDH and the University of Sydney to support Aboriginal students

References

Australian Health Ministers' Advisory Council 2001, *Oral Health of Australians: National Planning for Oral Health Improvement*

COAG Health Council: *Healthy Mouths Healthy Lives: Australia's National Oral Health Plan 2015–2024*

National Safety and Quality in Health Care Accreditation Standards – Second Edition

NSW Department of Planning and Environment Population Projections, 2016

NSW Health Policy Directive PD2017_027: Eligibility of Person's for Public Oral Health Care in NSW

NSW Health PD2011_071: Oral Health Specialist Referral Protocols

Oral Health 2020: A Strategic Framework for Dental Health in NSW

Sydney Local Health District Aboriginal Health Strategic Plan 2018–2022

Sydney Local Health District Oral Health Services: Clinical Services Plan 2017–2027

Sydney Local Health District Research Strategic Plan 2018–2023

Sydney Local Health District Strategic Plan 2018–2023

Sydney Local Health District Workforce Strategic Plan 2016–2020



Appendixes

Appendix 1

NSW Health Policy Directive PD2017_027: Eligibility of Person's for Public Oral Health Care in NSW

https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2017_027.pdf

Eligibility of adults for non-admitted oral health care services

For an adult to be eligible for free public oral health services they must:

- Be normally resident within the boundary of the providing LHD; and
- Be eligible for Medicare; and
- Be 18 years of age or older; and
- Hold, or be listed as a dependent on, one of the following valid Australian Government concession cards:
 - Health Care Card
 - Pensioner Concession Card
 - Commonwealth Seniors Health Card

Note that holders of the State Seniors Card are not eligible for care unless they also hold one of the other concession cards listed above.

Eligibility of children and young persons for non-admitted oral health care services

For a child or young person to be eligible for free public oral health services they must:

- Be normally resident within the boundary of the providing LHD; and
- Be eligible for Medicare; and
- Be less than 18 years of age.

Additional eligibility criteria may apply for some specialist oral health care. These are detailed in the *Oral Health Specialist Referral Guidelines*.

Appendix 2

NSW Health Policy Directive PD2011_071: Oral Health Specialist Referral Protocols

https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2011_071.pdf

Eligibility for public oral health services

The NSW Health 'Eligibility of Persons for Public Dental Care' policy directive defines eligibility for public dental care for NSW residents. Adult patients will require a valid health care card or pension card to qualify for specialist oral health care.

Only adults (18yrs and over) who are self holders of valid Centrelink concession card are eligible for in-patient specialist dental services including orthodontic surgery and for non-admitted procedural dental specialist services such as endodontics, orthodontics, oral surgery, prosthodontics and periodontics.

All children and young persons (0-<18yrs) are eligible:

- to be referred for consultation
- for the provision of non-admitted treatment in all specialties, except orthodontics
- for admitted paediatric dental specialty services for conditions outlined in 11.2.1-11.2.4

However, only children and young persons (0-<18yrs) who are self holders or whose parents/guardians are holders of a valid Centrelink concession card, are eligible for admitted paediatric dental specialty services for conditions outlined in 11.2.5 and 11.2.6 and for any orthodontic specialty service.

Exemption to these eligibility criteria can only be made for patients for teaching purposes and those patients with special clinical needs as authorised by Clinical Directors of Local Health District Oral Health Services or their formally authorised delegate/s. For these cases a service charge may be applicable.

Sydney,
it's *your* local
health district



Planning for your future

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