



Health
South Western Sydney
Local Health District

SWSLHD

Bankstown-Lidcombe Hospital

A Facility of South Western Sydney Local
Health District

Operational Plan

2023/24 – 2025/26

*Leading safe, sustainable care
for healthier communities*

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Introduction

The Bankstown-Lidcombe Hospital (BLH) Operational Plan aims to highlight the local actions to be undertaken and embedded over the next two years to assist the hospital in achieving the District’s Strategic Directions, and vision of *“Leading safe, sustainable care for healthier communities”*.

The plan covers the five Strategic Directions:

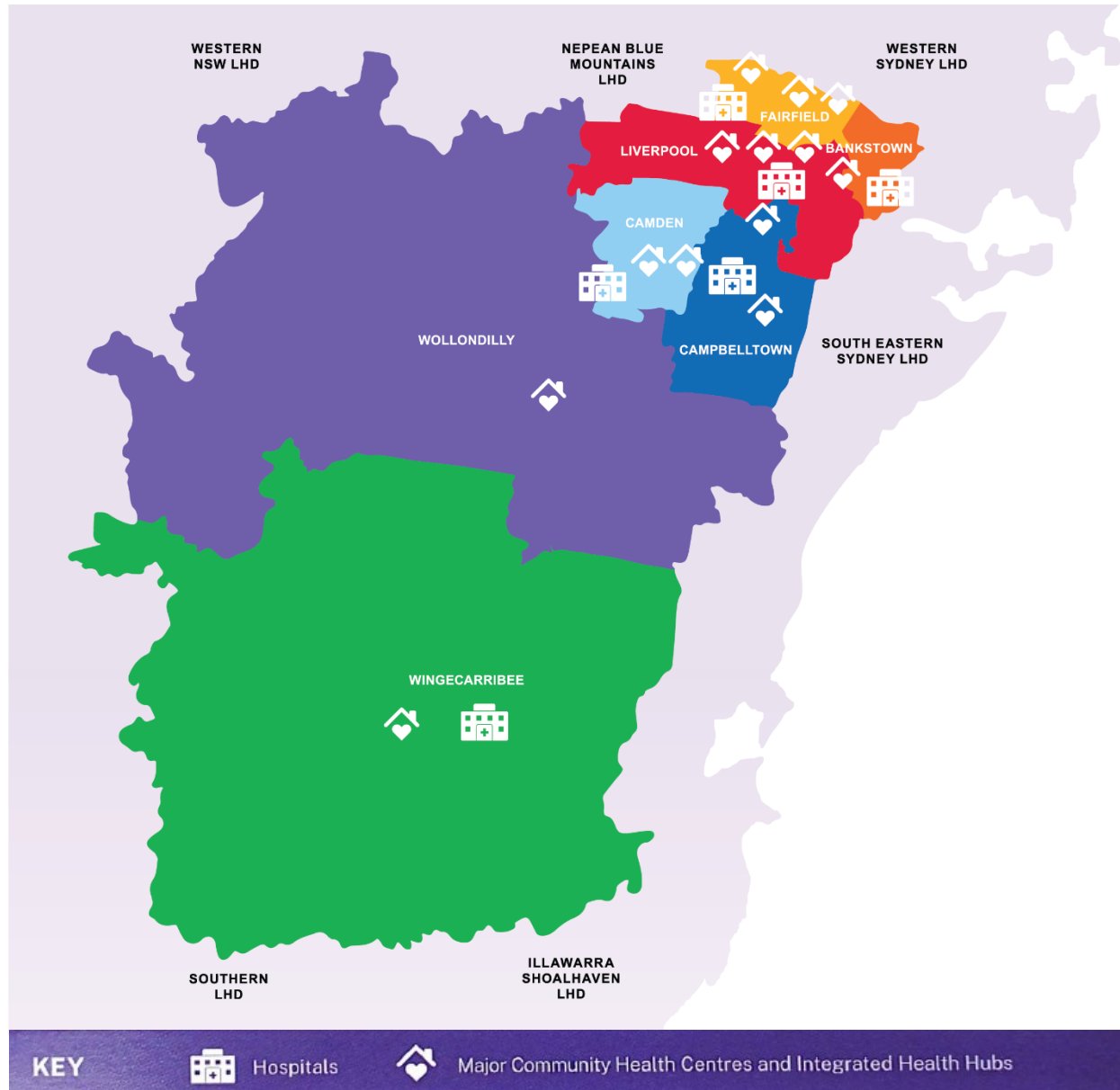
- Deliver safe quality care and positive experiences
- Strengthen and promote healthier communities
- Support and develop our people
- Lead research and innovation
- Build a sustainable future

In March 2019, the NSW Government committed \$1.3 billion to redevelop Bankstown-Lidcombe Hospital into a world-class, state-of-the-art facility on a new site. This will see a transformation of the delivery of comprehensive healthcare for the Bankstown community and South Western Sydney. The redeveloped hospital will include enhanced emergency, critical care, medical and surgical services; and expanded and integrated ambulatory care services, including cancer treatment and community health services.

BLH is highly engaged with the local community with a strong consumer and community participation network. This Plan highlights the value of community and plans to strengthen networks, to further support the growing population and associated demands.

The Plan also hones in on the complexity of healthcare and the challenge to support acute services, with primary and community based solutions. The needs of the health consumers and staff at BLH are the forefront of this plan, and wide consultation occurred in its creation.

Map of South Western Sydney Local Health District





South Western Sydney
Local Health District

Strategic Plan 2022 - 2027 Framework

- NSW Premier's Priorities
- NSW Health *Future Health: Guiding the next decade of care in NSW 2022 -2032*
- SWSLHD Clinical Services Planning

Core

- Collaboration
- Openness
- Respect
- Empowerment

Vision

Leading safe, sustainable care for healthier communities.

Mission

Our mission is to deliver safe, consistent, timely and high-quality health services of value to all in our communities.

Our partnerships with communities promote, protect and maintain health and wellbeing.

Our service delivery is culturally responsive and shaped by innovation, continuous improvement, sustainability and translational research.

*transforming your
experience*

Deliver safe quality care and positive experiences



- Show kindness and compassion, delivering personalised and culturally responsive care.
- Deliver safe, consistent, timely, high-quality care through seamless networks.
- Strengthen integrated care across all care settings.
- Build our culture of continuous improvement.
- Engage with consumers, communities and our partners.

Strengthen and promote healthier communities



- Close the gap for Aboriginal people and communities to improve equity of outcomes.
- Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities.
- Build capability in our communities and partner to create social and physical environments that promote health and wellbeing.
- Engage our communities in prevention, screening and early intervention programs.
- Enhance mental health and wellbeing of individuals and communities.
- Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing.

Support and develop our people



- Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities.
- Be the employer of choice for staff who value high-quality care.
- Embed positive workplace culture valuing the wellbeing and engagement of our people.
- Equip our people with the skills and capabilities to be an agile, responsive workforce.

Lead research and innovation



- Build capacity in research aligned with clinical service planning.
- Enable evidence-based and innovative models to improve healthcare and service delivery.
- Advance and translate research and innovation with institutions, industry partners, consumers and our communities.
- Drive improvements through timely, integrated and accessible health data, information and analytics.
- Foster and facilitate an innovation culture across the organisation.

Build a sustainable future



- Build clinical service sustainability and value-based healthcare approaches.
- Plan for and deliver future-focused, fit-for-purpose infrastructure.
- Drive digitally-enabled and innovative patient care solutions and service delivery.
- Pursue environmental sustainability across the organisation.
- Strengthen financial sustainability now and plan for the future.

Facility or Service Profile

Bankstown-Lidcombe Hospital is a principal referral group A1B hospital with tertiary affiliations to the University of NSW, University of Sydney and University of Western Sydney. It provides a wide range of general medical and surgical services and some sub-specialty services to the local Bankstown community mainly at role delineation level 5.

Providing clinical services in:

- Emergency Medicine
- Surgical sub-specialties including general, ENT, colorectal, peripheral neurosurgery, ophthalmology, orthopaedics, plastics, upper gastrointestinal pancreatic and biliary, vascular, breast and urology
- Medical sub-specialties including general medicine, cardiology, endocrinology, gastroenterology, infectious diseases, neurology, neurophysiology, renal medicine, respiratory and rheumatology
- Cancer therapy including medical & surgical oncology, chemotherapy and haematology
- Intensive Care Unit
- Maternity, gynaecology, special care nursery and paediatrics
- Mental Health
- Drug Health
- Rehabilitation and Aged Care
- Imaging – interventional, CT, MRI, nuclear medicine, ultrasound and general radiography.

Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Deliver safe quality care and positive experiences							
1.1	Show kindness and compassion, delivering personalised and culturally responsive care	1.1.1	Implement and embed the TYE 'Safety Essentials' across the organisation	Rollout TYE Safety Bundles across each directorates and inpatient units. TYE converted to BAU process with regular review to ensure process in embedded	Director TYE	General Manager	June 2026
		1.1.2	Continue to implement the "Getting to know YouR patient for safe, individualised Care" (GRACE) Project across the District.	Implementation of GRACE across inpatient units GRACE converted to BAU process with regular review to ensure process in embedded	Executive Director, Nursing, Midwifery and Performance	Director of Nursing and Midwifery Services	June 2026
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care.	Embed Aboriginal Frequent Presenters program to reduce Aboriginal representation rates to ED. Undertake Science Improvement project looking at barriers for CALD and Refugee populations to access ED in a timely manner when their children are sick	Director, Aboriginal Health Director, Multicultural Services	General Manager	June 2026
1.2	Deliver safe, consistent, timely, high-quality care through seamless networks	1.2.1	Improve access and flow performance against SLA targets across the District.	Implement strategies to improve access and flow through the monthly Whole of Health Committee meetings. Ensure all Access and flow KPIs are monitored on a regular basis	Sustainable Access Manager	General Manager	June 2026

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
		1.2.2	Improve HAC performance against SLA targets across the District.	Implement strategies to improve HAC performance through the Health Care Quality Committee	Director, Clinical Governance	Director of Patient Safety and Quality	June 2026
		1.2.3	Progress implementation of the Surgical Action Plan to improve surgical performance against SLA targets across the District.	Review of surgical session template	Surgical Access Manager	General Manager	Dec 2024
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	Undertake science improvement project on improving the experience and communication for patients waiting in ED	Patient Experience Manager	Director of Patient Safety and Quality	June 2026
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes.	Implement actions as per the Child Safe Standards action plan.	Director, Child Protection	General Manager	June 2026
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024	Participate in the review of the SWSLHD Consumer and Community Participation approach undertaken by SWSLHD.	Manager, Consumer and Community Participation	General Manager	June 2026
		1.5.4	Pursue the development of health precincts and models of partnership supporting the District to achieve its objectives.	Establishment of Health Precinct governance committee in line with redevelopment	Director, Strategy and Partnerships	General Manager	June 2026

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
Strengthen and promote healthier communities						
2.1	Close the gap for Aboriginal people and communities to improve equity of outcomes	2.1.1	Implement the SWSLHD Aboriginal Health Plan to 2028	Implement actions as per the Aboriginal Health Plan to 2028	Director, Aboriginal Health	General Manager June 2026
2.2	Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities	2.2.1	Continue to implement the SWSLHD Multicultural Services Implementation Plan 2021 - 2024	Implement actions as per the SWSLHD Multicultural Services Implementation Plan 2021 - 2024	Director, Multicultural Services	Director of Allied Health December 2024
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	Implement actions as per the Disability and Carers Strategy Action Plan.	Executive Director, Allied Health and Community Services	Director of Allied Health June 2026
		2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)	Implement actions as per the iPARVAN Framework (Phase 2)	General Manager, Primary and Community Health	Director of Allied Health June 2026
		2.2.6	Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework	Implement actions as per the NSW No Exits from Government Services into Homelessness Framework	Executive Director, Allied Health and Community Services	Director of Allied Health June 2026

2.3	Build capability in our communities and partner to create social and physical environments that promote health and wellbeing	2.3.1	Make equity and diversity central (Prevention Strategy Change Priority)	<i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i>	Director, Population Health	General Manager	June 2026
2.4	Engage our communities in prevention, screening and early intervention programs	2.4.1	Embed prevention in clinical services (Prevention Strategy Change Priority)	<i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</i>	Director, Population Health	General Manager	June 2026
2.6	Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing	2.6.1	Progress the SWSLHD First 2000 Days Implementation Plan	Implement actions as per the SWSLHD First 2000 Days Implementation Plan	Executive Director, Allied Health and Community Services	Director of Nursing and Midwifery Services	June 2026
		2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<i>Local actions will be led by the Implementation Planning for the Older Persons and Rehabilitation Plan (to be launched).</i>	Executive Director, Allied Health and Community Services	Director of Allied Health	June 2026
		2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	Implement actions as per the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	Diabetes Coordinator, Internal Medicine Clinical Stream	Director of Nursing and Midwifery Services	June 2026

		2.6.5	Enhance end of life care increasing equity of access across the District, choice for patients and families and options for care in the community.	Implementation of the Last Days of Life Toolkit developed by the NSW Clinical Excellence Commission.	Executive Director, Allied Health and Community Services	Director of Medical Services	June 2026
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Support and develop our people							
3.1	Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities	3.1.1	Plan for a future workforce	<ul style="list-style-type: none"> Engage effectively with the SWSLHD Workforce Manager and EOD to locally implement strategic workforce initiatives. Progressively review position descriptions and job design particularly in areas where there isn't SWSLHD standardisation. Analyse areas of need based on models of care. Effectively support employees to develop necessary skills for the future through the performance management process. 	Executive Director, People and Culture	Human Resources Manager	June 2026
		3.1.2	Workforce diversity	<ul style="list-style-type: none"> Host identified staff programs and liaise with People and Culture on trainee progress. Commit to increase targeted recruitment. 	Executive Director, People and Culture	Human Resources Manager	June 2026
		3.1.3	Talent acquisition	<ul style="list-style-type: none"> Effectively engage with the Recruitment Business Partners. Explore opportunities for tailored pathways to employment. 	Executive Director, People and Culture	Human Resources Manager	June 2026
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	Collaborate with EOD on the development of a cohesive employee value proposition and effectively apply this using the strengths of BLH.	Director, Education and Organisational Development	Human Resources Manager	June 2026

3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	Support Service Managers through effective development opportunities.	Director, Education and Organisational Development	Human Resources Manager	June 2026
		3.3.2	Workforce wellbeing	Promote wellbeing initiatives including online seminars and thank-you cards.	Senior Manager, Staff Health, Recovery and Wellbeing	Human Resources Manager	June 2026
		3.3.3	Managing for effective performance	<ul style="list-style-type: none"> • Support Service Managers through effective development opportunities • Increase uptake of professional development plans to maintain the target completion rate of greater than 80% 	Director, Education and Organisational Development	Human Resources Manager	June 2026
		3.3.4	Workplace safety	<ul style="list-style-type: none"> • Provide collaborative input into WHS and Recover @ Work teams to have a safe workplace, in particular: <ul style="list-style-type: none"> ○ Embed effective safety huddles when there a safety incident. ○ Review and consolidate consultative arrangements. 	Senior Manager, Staff Health, Recovery and Wellbeing	Human Resources Manager	June 2026
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	Engage with EOD Organisation Development Team to locally implement SWSLHD strategies such as : <ul style="list-style-type: none"> • Executive succession planning • PMES action plans based on higher granularity detail or feedback location. 	Director, Education and Organisational Development	Human Resources Manager	June 2026

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
Lead research and innovation							
4.1	Building capacity in research aligned with clinical service planning	4.1.1	Build capacity by further establishing a vibrant research culture	<i>Actions as per Research Strategy to 2023</i>	Director, Research	Director of Medical Services	June 2026
		4.1.2	Support research capacity through agile, responsive systems and infrastructure	<i>Actions as per Research Strategy to 2023</i>	Director, Research	Director of Medical Services	June 2026
4.2	Enable evidence-based and innovative models to improve healthcare and service delivery	4.2.1	Drive development and implementation of the Model of Care Framework supporting service development planning.	<i>Review and update models of care developed as part of new Bankstown Hospital project</i>	Manager, Planning	General Manager	June 2026
4.3	Advance and translate research and innovation with institutions, industry partners, consumers and our communities	4.3.1	Deepen consumer and community partnerships raising the profile of local research in the community and increasing engagement across the research lifecycle.	<ul style="list-style-type: none"> Improve engagement with consumers and community to help define research priorities and design research programs Increase diversity of consumer and community members participating in research Foster collaboration through the annual Research and Innovation Showcase 	Director, Research	General Manager	June 2026
		4.3.2	Continue to build evidence, knowledge and translation of research across the District.	<i>Actions as per Research Strategy to 2023</i>	Director, Research	Director of Medical Services	June 2026
		4.3.3	Strengthen strategic collaborations to integrate research across SWSLHD for state-wide, national	<i>Actions as per Research Strategy to 2023</i>	Director, Research	Director of Medical Services	June 2026

			and global reach and impact.				
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	ACTION LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
Build a sustainable future						
5.1	Build clinical service sustainability and value-based healthcare approaches	5.1.1	Implement NSW Health value-based healthcare programs	<i>Implement Value based healthcare initiatives including Direct Access Colonoscopy and OACCP</i>	Director, Strategy and Partnerships	General Manager June 2026
5.2	Plan for and deliver future-focused, fit-for-purpose infrastructure	5.2.1	Support delivery of major capital redevelopment projects across SWSLHD in collaboration with Health Infrastructure	<i>Support the planning and delivery of the new Bankstown Hospital project</i>	Redevelopment Directors	General Manager June 2026
		5.2.2	Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	<i>Support the planning and delivery of the new Bankstown Hospital project</i>	Manager, Planning	Director of Corporate Services June 2026
		5.2.3	Adopt and apply the NSW Health Asset Management Framework across the District	<i>Contribute to SAMP/AMP processes</i>	Director, Capital Works and Infrastructure (Manager, Assets)	Director of Corporate Services June 2026
5.4	Pursue environmental sustainability across the organisation	5.4.1	Implement the SWSLHD Environmental Sustainability Framework to 2028	<i>Local actions will be led by the Implementation Planning for the Environmental Sustainability Framework to 2028 (under development)</i> <ul style="list-style-type: none"> Strengthen workforce understanding of environmental sustainability, 	LHD Manager Procurement	General Manager June 2026

				<p>encouraging engagement and capability building</p> <ul style="list-style-type: none"> • Develop and implement environmentally responsible Models of Care 			
5.5	Strengthen financial sustainability now and plan for the future	5.5.1	Continue to implement a program of procurement reform in line with NSW Health policy	<ul style="list-style-type: none"> • Thoroughly review the NSW Health procurement policy and guidelines to ensure a clear understanding of the desired outcomes, expectations, and compliance requirements. • Provide regular updates and reports on the progress of the procurement reform program to relevant stakeholders. Transparency and effective communication are key to maintaining support and momentum. 	LHD Manager Procurement	Director of Finance	June 2026
		5.5.2	Manage annual leave and ADO liabilities	<ul style="list-style-type: none"> • Work collaboratively with district units to rectify inaccurate data. • Proactively plan bed closures in periods of low activity and align leave plans with these and other low activity periods. • Ensure there are leave plans in place for staff with excessive annual leave or ADOs. • Integrate regular ADOs in JMO rosters. 	Dep DFCS	Human Resources Manager	June 2026
		5.5.3	Undertake the Revenue Optimisation Project across the District	<ul style="list-style-type: none"> • Analyse revenue data, private patient rates, and billing cycle times. Use this data to identify trends, patterns, and opportunities for optimization. • Implement process improvement initiatives to streamline workflows and eliminate inefficiencies. 	Dep DFCS	Director of Finance	June 2026

				<ul style="list-style-type: none">• Enhance communication between clinical and administrative departments regarding the financial impact of their decisions. Promote financial awareness among healthcare providers to ensure appropriate resource allocation.			
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Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for Implementation	Responsible	Timeframe
	Expansion of Ophthalmology Service	2.3.1 Make equity and diversity central (Prevention Strategy Change Priority)	Implement a realignment of the ophthalmology catchment to include all suburbs in the Fairfield LGA east of the Cumberland Highway	General Manager	June 2024
	HASA model	3.3.4 Workplace Safety	Implement the HASA Model for security	Director of Corporate Services	June 2024
	Outpatient Optimisation	2.4.1 Embed prevention in clinical services (Prevention Strategy Change Priority)	Optimise outpatient services including pre-admission clinic, diabetes clinic, antenatal clinic and allied health	Director of Corporate Services	December 2024
	Manager Capabilities Framework	3.3.1 Positive workplace culture 3.3.3 Managing for effective performance	Implement training opportunities for Service Managers	Human Resources Manager	December 2024
	MVA Conversion	5.5.3 Undertake the Revenue Optimisation Project across the District	<ul style="list-style-type: none"> Revised script to strongly advise patients that they are required to submit an MVA claim and that they are not covered by Medicare. Training to ED clerks on what to ask to identify an MVA claim. Clerks to notify patient immediately they are required to submit a claim and are not covered by Medicare. PPO follow up in hospital with iPad to complete MVA claim with patient at the bedside. 	Director of Finance	June 2026