



Health
South Western Sydney
Local Health District

SWSLHD Bowral & District Hospital

A Facility of South Western Sydney Local
Health District

Operational Plan 2024 - 2026

*Leading safe, sustainable care
for healthier communities*

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Introduction

Bowral & District Hospital (B&DH) is a District Group C1 hospital, managed by a metropolitan LHD. B&DH sits within the Southern Highlands Health Neighbourhood (SHHN), aiming to deliver a range of clinical services across hospital and community settings. The SHHN will enable B&DH to develop networks across facilities to provide health care services that meet the needs of the population.

Originally founded in 1889, Bowral & District Hospital has been serving the needs of its local population for over a hundred years. From a humble cottage hospital, the hospital has grown to a 94-bed facility offering a range of general and specialised services.

A major \$65 million redevelopment of the Bowral & District Hospital was completed in late 2020. This redevelopment delivered a new clinical services building constructed to accommodate all inpatient services as well as Emergency Department and Operating Theatres. Stage 2 of the redevelopment is currently underway with an additional \$55 million allocated to significantly refurbish current buildings.

Part of SWSLHD, Bowral & District Hospital has close links with a range of Sydney's teaching and referring hospitals including Liverpool, Fairfield, Bankstown and Campbelltown hospitals.

B&DH is located:

- In the suburb of Bowral
- In the LGA of Wingecarribee
- In the State electorate of Wollondilly
- In the Federal electorate of Whitlam

Bowral & District Hospital is a District group C1 hospital, providing services for the local community at mainly role delineation level 3.

B&DH provides clinical services in:

- Hospital Critical Care (Emergency Medicine, Intensive Care)
- General Medicine model of care
- Surgery and Endoscopy including general, orthopaedic, ophthalmology
- Anaesthetics, including Pre-admission Clinic
- Obstetrics, Gynaecology and Maternity
- Paediatrics, including Paediatric Ambulatory Care and Child & Adolescent Mental Health (Community-based)
- Palliative Care
- Clinical Support Services – Pharmacy, Pathology, Medical Imaging (external provider), including X-ray, Ultrasound and Computed Tomography (CT)
- Consultation liaison Mental Health including Day Therapy and Youth Services
- Consultation liaison Alcohol and Other Drugs services, including Needle Exchange
- Ambulatory Services
 - Allied Health services including Social Work, Physiotherapy, Speech Pathology, Dietetics, Occupational Therapy, Podiatry, Developmental Paediatrics
 - Aboriginal Health
 - Cardiac Assessment and Rehabilitation
 - Renal Dialysis
 - Equipment Loan

Strategic Plan 2022 - 2027 Framework

South Western Sydney
Local Health District



- 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

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| <p>Deliver safe quality care and positive experiences</p>  | <ul style="list-style-type: none"> • 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. |
| <p>Strengthen and promote healthier communities</p>  | <ul style="list-style-type: none"> • 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. |
| <p>Support and develop our people</p>  | <ul style="list-style-type: none"> • 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. |
| <p>Lead research and innovation</p>  | <ul style="list-style-type: none"> • 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. |
| <p>Build a sustainable future</p>  | <ul style="list-style-type: none"> • 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. |

Operational Plan Actions

| SD | OBJECTIVES | ACTIONS | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD 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 | - Implement the TYE Safety Essentials Plan | Director TYE | GM TYE Coach | June 2024 |
| | | 1.1.2 | Continue to implement the "Getting to know YouR patient for safe, individualised CarE" (GRACE) Project across the District. | - Develop an implementation plan for GRACE - Implement the GRACE plan | Executive Director, Nursing, Midwifery and Performance | DNMS | June 2024 |
| | | 1.1.3 | Build our models of care and service delivery from a basis of culturally responsive care. | - Establish new and review current models of care - Action plan (planning) | Director, Aboriginal Health Director, Multicultural Services | GM | June 2024 |
| 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. | - Local implementation of Whole of Health - Sprint action plans | Sustainable Access Manager | GM DMS DNMS | Annually rolling |
| | | 1.2.2 | Improve HAC performance against SLA targets across the District. | - Review and responsive action plans - Consistent with District planning - Beginning to develop proactive planning | Director, Clinical Governance | DQ&PS | Annually rolling |

| SD | OBJECTIVES | ACTIONS | | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD LEAD | FACILITY/ SERVICE LEAD | TIMEFRAME |
|-----|---|---------|--|---|---|------------------------|-----------|
| | | 1.2.3 | Progress implementation of the Surgical Action Plan to improve surgical performance against SLA targets across the District. | - Implement District Surgical Access Plan - Increasing elective surgery capacity | Surgical Access Manager | GM DNMS | Ongoing |
| 1.4 | Build our culture of continuous improvement | 1.4.3 | Continuously improve patient experiences measures. | - Compliments, complaints, MEM data, Safety Essential Scorecard, You Said We Did, Leader Rounding, TYE Newsletter - Review patient experiences through TYE committee, CQC, weekly incident review meetings | Patient Experience Manager | DQ&PS TYE Coach | Ongoing |
| | | 1.4.5 | Achieve compliance with the Child Safe Standards and integrate into quality improvement processes | - As per LHD plan with local implementation | Director, Child Protection | GM ONM | Ongoing |
| 1.5 | Engage with consumers, communities and our partners | 1.5.1 | Continue to implement the Consumer and Community Participation Framework 2019 - 2024 | - Awaiting outcome of LHD review - Informal consultation occurring | Manager, Consumer and Community Participation | DQ&PS | 2024 |

| SD | OBJECTIVES | ACTIONS | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD 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 | - As per the LHD plan - Considerations in redevelopment activities regarding Aboriginal Health | Director, Aboriginal Health | GM 2028 |
| 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 relevant components from LHD plan - Understand the needs of our multicultural communities | Director, Multicultural Services | DAH 2024 |
| | | 2.2.2 | Progress the Disability and Carers Strategy Action Plan. | - Redevelopment activities re. access - Implement relevant components from LHD plan | Executive Director, Allied Health and Community Services | DAH 2025 |
| | | 2.2.3 | Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2) | - Installation of Purple Bench. - 100% of the ELT have attended White Ribbon Training. - Committed attendance at SWSLHD iPARVAN Working Groups. | General Manager, Primary and Community Health | DAH Social Work Manager 2025 |
| | | 2.2.6 | Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework | - Coordinate and focus effort within and across government agencies to prevent exits into homelessness through consistent service principles, strengthened partnerships, an integrated | Executive Director, Allied Health and Community Services | Social Work Manager 2025 |

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| | | | | approach for vulnerable clients and a shared understanding of what works. | | | |
| 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). Current local actions can be recorded where relevant.</i> | Director, Population Health | GM | 2025 |
| 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). Current local actions can be recorded where relevant.</i> | Director, Population Health | GM | 2025 |
| 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 | - Equitable, triaging of waitlist, access by priority, clinical need - As per LHD plan | Executive Director, Allied Health and Community Services | DAH | In line with implementation plan |
| | | 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). Current local actions can be recorded where relevant.</i> | Executive Director, Allied Health and Community Services | DMS DNMS DAH HOD General Medicine | 2027 |
| | | 2.6.3 | Continue to implement the South Western Sydney Diabetes Framework to | - Local actions implemented as per LHD plan | Diabetes Coordinator, Internal Medicine | DMS HOD General Medicine | 2026 |

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| | | | 2026 in collaboration with the SWSPHN | | Clinical Stream | Director Pharmacy | |
| | | 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. | <p><i>Local actions will be led by the Implementation Planning for the End of Life and Palliative Care Implementation Plan (under development)</i></p> <p><i>Current local actions can be recorded where relevant.</i></p> | Executive Director, Allied Health and Community Services | Palliative Care CNC | 2025 |

| SD | OBJECTIVES | ACTIONS | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD LEAD | FACILITY/ SERVICE LEAD | TIMEFRAME | |
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| 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"> - Continue to implement and embed TYE strategies and tools into everyday practices; fostering staff engagement. - Work towards implementation of Redevelopment Stage 2 Workforce Plan. - Collaborate with People and Culture in regard to the Rural Incentive Scheme. - Support a culture of safety, customer service and continuous improvement. | Executive Director, People and Culture | DHR | 2025 |
| | | 3.1.2 | Workforce diversity | <ul style="list-style-type: none"> - Collaborate with People and Culture in regard to increasing Aboriginal Workforce Profile; traineeship program. - Commit to increase targeted recruitment and to create a workplace that is inclusive and reflective of our community. - Monitor workforce participation in cultural competency training to reach target completion rate of greater than 80%. - Continued staff rounding to ensure a safe workplace. | Executive Director, People and Culture | DHR | 2025 |
| | | 3.1.3 | Talent acquisition | <ul style="list-style-type: none"> - Embed future SWSLHD Employee Value Proposition (EVP). - Effectively engage with the Recruitment Business Partners for best outcomes. | Executive Director, People and Culture | DHR | 2025 |

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| | | | | <ul style="list-style-type: none"> - Explore opportunities for tailored pathways to employment. - Implement workforce plan with a focus on grading of positions to be competitive in the market. - Embed Flexible Work Practises and opportunities for staff to access. - Promotion of BDH as local employer of choice; attend Wingecarribee Shire Council Career Information Night and Careers Expo. | | | |
| 3.2 | Be the employer of choice for staff who value high-quality care | 3.2.3 | Workforce retention | <ul style="list-style-type: none"> - Embed SWSLHD Exit Survey (AI technology) which allows for anonymity and provides data driven outcomes; with a focus on tenure. - Support managers in engaging and encouraging staff to undertake a face-to-face Exit Survey. - Collaborate with OD Team on the development of a cohesive employee value proposition and effectively apply this using the strengths of BDH. - Continue to facilitate access to Manager Succession Planning Program. | Director, Education and Organisational Development | DHR | 2025 |
| 3.3 | Embed positive workplace culture valuing the wellbeing and engagement of our people | 3.3.1 | Positive workplace culture | <ul style="list-style-type: none"> - Continue to implement and embed TYE tools and strategies into our everyday practices; foster staff engagement and team dynamics. - Promotion of MoH poster 'Addressing grievances and concerns'. Raising | Director, Education and Organisational Development | DHR | 2024 |

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| | | | <p>awareness for early escalation and providing tools for staff and managers.</p> <ul style="list-style-type: none"> - Embed Flexible Work Practices and opportunities for staff to access for manageable work, life balance. - Support Service Managers through effective development opportunities. - Implement annual PMES actions. | | | |
| | | 3.3.2 | Workforce wellbeing | <ul style="list-style-type: none"> - Implement SWSLHD Wellbeing Framework and Plan 2023-28. - Introduction of staff recognition program ‘Peers Pick’, in line with TYE principles and NSW Health CORE values. - Establish a BDH Executive thank-you card recognising staff through TYE rounding, providing person centred, individualised feedback. - Staff recognition through the Annual Staff Excellence & Service Awards, scheduled annually in November. - Support managers with monitoring of ADOs, annual leave and sick leave; staff health and wellbeing. - Embed Flexible Work Practises and opportunities for staff to access for manageable work, life balance. - Promote wellbeing initiatives including winter wellness and online seminars, fruit boxes and RUOK day. - Promotion of Fitness Passport for staff health and wellbeing. | Senior Manager, Staff Health, Recovery and Wellbeing | DHR |

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| | | 3.3.3 | Managing for effective performance | <ul style="list-style-type: none"> - Support managers with performance and development reviews to maintain the target completion rate of greater than 80%. - Support managers with dealing with performance issues in line with the key guiding principles: timely, supportive, fair, confidential, respectful, and constructive. - Implementation of Performance and Talent (PAT); supporting managers and staff. - Promote leadership and development education and opportunities. | Director, Education and Organisational Development | DHR | 2024 |
| | | 3.3.4 | Workplace safety | <ul style="list-style-type: none"> - Annual calendar of WHS key focus training, education, and events. - Support managers through training in regard to workers compensation and Recover @ Work processes. - Risk and safety huddles; to include all staff within a workspace (clinical and non-clinical). - Monitor corporate orientation attendance ensuring all new staff to BDH attend the program; designed to keep staff safe and to familiarise them to their workspace. - Monitoring of fatigue; secondary employment safe working hours. - Effectively consult on new policies, procedures, and equipment. | Senior Manager, Staff Health, Recovery and Wellbeing | DHR | 2024 |

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| | | | | <ul style="list-style-type: none"> - Collaborate with the Staff Health Team monitoring screening and vaccination requirements, winter flu vaccinations. | | | |
| 3.4 | Equip our people with the skills and capabilities to be an agile, responsive workforce | 3.4.3 | Organisational development | <ul style="list-style-type: none"> - Collaborate with EODS Team in regard to Corporate Orientation Program; to ensure local needs of small rural hospital are incorporated. - Work with the EODS team to facilitate face-to-face training and education on site at BDH where possible. - Increase development of staff to become trainers (Train the Trainer); EDVPM, Manual Handling Workplace Trainer. - Collaborate with the EODS team in regard to identifying and developing clinical and non-clinical staff to undertake a Professional Development Pathway. - Succession planning for executive and managers. - Implement annual PMES actions. | Director, Education and Organisational Development | DHR | 2024 |

| SD | OBJECTIVES | ACTIONS | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD 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>As per Research Strategy to 2023</i> | Director, Research | DMS 2025 |
| 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>Local activities regarding Model of Care development Align with Model of Care Framework</i> | Manager, Planning | GM 2025 |
| 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. | <i>As per Research Strategy to 2023</i> | Director, Research | DQ&PS 2025 |
| | | 4.3.2 | Continue to build evidence, knowledge and translation of research across the District. | <i>As per Research Strategy to 2023</i> | Director, Research | DMS DNMS DAH 2025 |
| | | 4.3.3 | Strengthen strategic collaborations to integrate research across SWSLHD for statewide, national and global reach and impact. | <i>As per Research Strategy to 2023 Relationship with UOW, WSU</i> | Director, Research | GM 2025 |

| SD | OBJECTIVES | ACTIONS | LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY | LHD 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>As relevant for local implementation</i> - Heart Failure Rehab, OACCP, Pulmonary Rehab - HOPE measures for OACCP | Director, Strategy and Partnerships | DAH | Ongoing |
| 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>As per redevelopment planning</i> - Report to follow LHD reporting | Redevelopment Directors | Redevelopment Manager | 2025 |
| | | 5.2.2 | Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models. | <i>Contribute to planning processes as relevant</i> <i>Further revision to current CSP to reflect Stage 3</i> | Manager, Planning | Redevelopment Manager | 2025 |
| | | 5.2.3 | Adopt and apply the NSW Health Asset Management Framework across the District | <i>Contribute to the Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP) process</i> | Director, Capital Works and Infrastructure (Manager, Assets) | DF&CS | 2025 |
| 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> Installation of waste compactors Trial site for SWSLHD for contamination of waste | LHD Manager Procurement | DF&CS | 2025 |

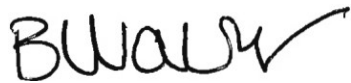
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| | | | | Trial site for SWSLHD for the electrification of fleet vehicles | | | |
| 5.5 | Strengthen financial sustainability now and plan for the future | 5.5.1 | Continue to implement a program of procurement reform in line with NSW Health policy. | <i>As relevant for local implementation</i> Align with activities from District | LHD Manager Procurement | DF&CS | 2025 |
| | | 5.5.2 | Manage annual leave and ADO liabilities | <i>As relevant for local implementation</i> District ADO report sent monthly to Bowral ELT Ensuring managers have access required to reporting functions Provide sufficient training for staff to use various reporting functions | Dep DFCS | DF&CS | 2025 |
| | | 5.5.3 | Undertake the Revenue Optimisation Project across the District | <i>As relevant for local implementation</i> Continue to implement processes as recommended by the Revenue Optimisation Project Outpatient component | Dep DFCS | DF&CS | 2025 |

Locally Identified

| Ref. | Priorities | Link to Strategic Plan (Objective Ref No.) | Actions for Implementation | Responsible | Timeframe |
|------|------------------------------------|--|---|-----------------------------------|-----------|
| | Partnerships | <i>Objective Ref No. 1.5</i> Engage with consumers, communities and our partners | Moss Vale Motor Group Bowral Crafts Hearts of the Highlands Westonbury – local business Southern Highlands Renal Appeal Southern Highlands Top 10 Business Leaders South East Radiology Southern Highlands Cancer Centre SHPH | GM DF&CS | Ongoing |
| | Outpatients Centre | <i>Objective Ref No. 5.2</i> Plan for and deliver future-focused, fit-for-purpose infrastructure | Business Operations New space translates to appropriate care for the community Incorporating existing outpatient services Translating the vision in planning and measuring/evaluation Contemporary integrated outpatient model | GM DNMS DF&CS DAH DMS | 2025 |
| | General Medicine model of care | <i>Objective Ref No. 4.2</i> Enable evidence-based and innovative models to improve healthcare and service delivery | Demonstrating true integration of specialities gen med, pal care, geriatrics How each integrate and interact with services at Campbelltown Hospital. Evaluate the General Medicine model of care post implementation. | GM DMS DNMS DAH | 2025 |
| | Review of activity versus capacity | <i>Objective Ref No 1.2</i> Deliver safe, consistent, timely, high-quality | Emergency Short Stay Unit: Establish and operationalise the ESSU model Bed base review | GM DNMS DF&CS DAH | 2025 |

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| | care through seamless networks | Strengthen whole of health sprint (actions that drive patient flow) activities | DMS | |
| General Services Building | <i>Objective Ref No. 5.2</i> Plan for and deliver future-focused, fit-for-purpose infrastructure | Business Operations Commissioning new spaces Changes to service operations | GM DF&CS | 2025 |

Approved:



Bradley Warner
General Manager – Bowral & District Hospital
21/02/2024

Karen McMenamin
A/Director, Operations and Performance, SWSLHD