



Health
South Western Sydney
Local Health District

SWSLHD

Camden/Campbelltown Hospitals

A Facility of South Western Sydney Local Health District

Operational Plan

2020 – 2022

Leading care, healthier communities

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Introduction

The Camden and Campbelltown Hospitals (CCH) Operational Plan aims to highlight the local actions that will be undertaken in the next two years to achieve the vision of *'Leading care, healthier communities'* and the six directions of the SWSLHD Strategic Plan.

The six strategic directions are:

- Providing **safe and quality care** using robust governance processes and structures across the organisation
- **A healthy community** through the integration of care to manage the needs of complex patients
- **Collaborative partnerships** through the utilisation of external service providers to support the health service
- **A healthcare system for the future** through investing in infrastructure and new technologies the meet future population demands
- **Our people make a difference** and in turn workforce development and succession planning need to be strengthened
- **A leader in research and teaching** by increasing the resources at CCH to support the education and development of staff.

With the recent NSW Government investment of \$632 million towards stage 2 of the Campbelltown Hospital Redevelopment in the 2017-2018 State Budget, this will bring world-class health care to the south west community. Stage 2 will enhance paediatric services, provide more space for the emergency department with an increase in the number of treatment spaces as well as the number of beds in the Emergency Short Stay Unit. Other enhancements will be seen in the Diagnostic services, increase number of beds in the Inpatient facilities, and refurbishments across the facility. Further, the Campbelltown Hospital car park expansion will address the projected increase in parking demand driven by population growth and significant service expansion under the Redevelopment Project. This Plan will ensure that service and workforce planning is enhanced to maintain the safe and quality care that is delivered.

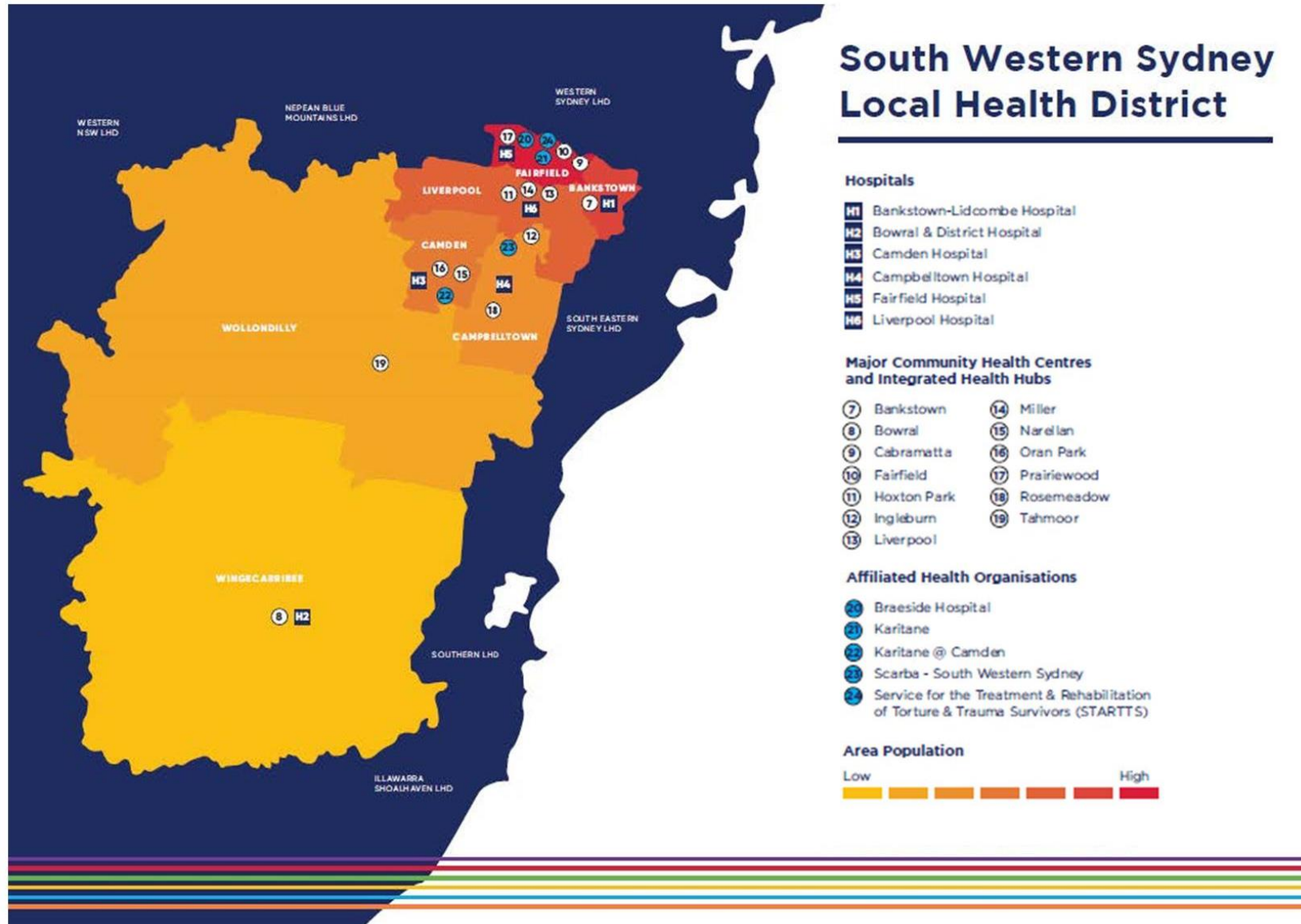
The redevelopment will see a doubling of the current workforce in the next five years, which can impact the Facility's culture. CCH is committed to maintain a positive culture in the workplace by ensuring that the Plan considers the District's *'Transforming Your Experience'* four focus areas which are:

- Consistent delivery, quality and safe care
- Personalised, individual care
- Respectful communication and genuine engagement
- Effective leadership and empowered staff

Finally, the Plan considers the community profile and the subsequent challenges in the provision of care, including:

- Unprecedented population growth
- A population with low socio-economic status, growing Culturally and linguistically diverse population, low health literacy, and complex health issues
- Insufficient and ageing workforce

Map of South Western Sydney Local Health District



Values Framework

Our Vision

Leading care, healthier communities

Our Values

The CORE values are fundamental to provision of health services across NSW and are the foundation stones for building trust. They underpin all activities of the District and define how staff and services work together and collaborate with patients, carers, the community and service partners in delivering health care and improving the health of the community.

Our Mission

Our mission is to promote the health of the residents of the District and patients using our health services through the delivery of high quality healthcare.

We do this by providing health services that are population based, patient-centred and involve families and carers.

We use evidence to inform health practices; and consult, communicate, engage and collaborate with patients, local communities, agencies and care providers to improve the way we plan and provide health care services and programs.

We strive to deliver services that are respectful of personal dignity and autonomy; and sensitive to the needs of people from different cultures.

We emphasise learning and reflection and are committed to continuous quality improvement and innovation in delivering efficient and sustainable health care.

Our culture enables excellence and accountability, values our people and supports positive leadership and teamwork.



COLLABORATION

Working as one team with patients, carers, the community and other service partners



OPENNESS

Services are transparent and open and explain the reason for decisions



RESPECT

Everyone involved in patient care or a health project can contribute and their views will be heard, valued and respected



EMPOWERMENT

Staff, patients, carers and the community can make choices and influence outcomes. Systems and processes will enable participation, supply necessary information, support delegation and ensure accountability

Facility or Service Profile

Campbelltown Hospital is a major metropolitan group B1 hospital, operating under a common executive management structure and with networked services with Camden Hospital, providing a range of services at mainly role delineation level 5. It is a teaching campus for the Western Sydney University Medical School.

Campbelltown Hospital provides services in:

- Emergency Medicine
- Cardiac Diagnostics
- Surgical sub-specialties including general, ENT, ophthalmology, orthopaedics, breast and urology;
- Medical care within a general medicine model with sub-specialty care including endocrinology, gastroenterology, neurology, immunology, haematology, aged care, renal medicine, respiratory, oncology, cardiology and rheumatology
- Inpatient paediatric medical and surgical care
- Adult and Paediatric Ambulatory Care Services
- Cancer therapy including radiation oncology, chemotherapy, palliative care, haematology outpatients and care coordination
- Intensive Care Unit/High Dependency Unit (ICU/HDU)
- Women’s Health Services including antenatal, birthing, postnatal, Feto-Maternal Assessment Unit and Early Pregnancy Assessment Unit
- Mental Health
- Drug Health
- Rehabilitation
- Aged Care
- Imaging – MRI, CT, ultrasound and general radiography
- Allied Health Services
- University Clinics
- Outreach case conferencing service is provided to GPs across Campbelltown/Camden

Camden Hospital is a District Group C1 hospital administered under a joint management structure with Campbelltown Hospital, providing acute services at mainly role delineation level 3. It also has a significant role in providing sub-acute palliative care and rehabilitation for residents of SWSLHD. Karitane also operates an inpatient and ambulatory service from Camden Hospital.

Camden Hospital provides clinical services in:

- Emergency Department (on ambulance bypass networked with Campbelltown)
- General Medicine and sub-specialty medicine on consultation
- Palliative Care
- Rehabilitation
- Medical Transit Unit
- Karitane
- University Medical Clinics
- Midwifery Group Practice antenatal clinics
- Allied Health Services
- Drug Health Harm Reduction Outreach Service

Strategic Directions and associated Key Priority Areas

Safe, Quality Care	A Healthy Community
<ul style="list-style-type: none"> • Consistently safe and outstanding quality • Appropriate, timely care • Networked and integrated services • Evidence based and patient-centred care • Governance and risk 	<ul style="list-style-type: none"> • Healthy people and communities • Safe, healthy environments • Knowing the needs of the community • Prevention and early intervention • Culturally safe and responsive to community diversity
Collaborative Partnerships	A Healthcare System for the Future
<ul style="list-style-type: none"> • Consumer, patient and carer involvement • Genuine engagement and communication • Strategic partnerships • Funding opportunities 	<ul style="list-style-type: none"> • Agile and innovative care • Deliver infrastructure for impact and transformation • Financial and service sustainability
Our People Make a Difference	A Leader in Research and Training
<ul style="list-style-type: none"> • Workforce for the future • Culture of respect and compassion • Employer of choice • Effective leadership and empowered staff 	<ul style="list-style-type: none"> • Continuous education, teaching and training • Driving research and translation

Operational Plan Actions

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Safe, Quality Care					
Consistently safe and outstanding quality	Promote and support safe and quality care through improved monitoring and reporting	<p>Actions as per the SWSLHD Safety and Quality Framework</p> <ul style="list-style-type: none"> Implement processes for the review of incidents and communication of the outcomes Identify relevant performance/clinical data for review. Define governance to manage variation in data. Plan, implement and monitor actions to address variation Staff meetings to include lessons learnt from local safety and quality issues. Share serious incident investigation findings and recommendations across the District, utilising existing committee structures and staff forums. 	Director, Clinical Governance	Quality Manager	June 2022
Appropriate, timely care	Enhance surgical and procedural services across SWSLHD	<p>Actions as per the SWSLHD Surgical and Procedure Plan to 2031</p> <ul style="list-style-type: none"> Review opportunities for appropriate procedures to be transitioned from existing models of care to Day Only pathways. Review facility models for Emergency Surgery provision across the facility. 	Director, Nursing, Midwifery and Performance	Director, Surgery	December 2023
Appropriate, timely care	Support the provision of high quality end of life care	<p>Actions as per the SWSLHD Advance Care Planning, End of Life & Palliative Care Strategic Plan 2016-2021</p> <p>Create appropriate environments in the hospital setting for people with palliative care needs by:</p> <ul style="list-style-type: none"> Participating in clinical service planning for the Redevelopment Strengthen bereavement responses to carers and family members by developing formal processes to recognise the bereavement and loss of families. 	Director, Allied & Community Health	Director, Nursing & Midwifery	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
		<ul style="list-style-type: none"> • Progress roll-out of <i>Using Resuscitation Plans in End of Life Decisions PD2014_030</i> form and policy with training. • <i>Recommended action:</i> Incorporate Advance care planning content in admission and discharge hospital documentation, referral processes and assessment and care planning processes • <i>Recommended action:</i> Pilot new approaches to enable additional discussion with patients and their families about ACP-through clinical streams/services • Implement the CEC End of Life Toolkit supported by staff education and training and ongoing audit 			
Appropriate, timely care	Reduce the incidence of cancer in the community and improve outcomes for people with cancer and their families	<p>Actions as per the SWSLHD Cancer Plan 2018-2023</p> <ul style="list-style-type: none"> • Expand interventional radiology at Campbelltown Hospital to include provision of services to support enhanced cancer diagnostic capacity • Develop the gynaecological oncology service within outpatient clinics at Campbelltown. • Extend the hours of service within Macarthur Cancer Therapy Centre to meet increasing demand and provide a more flexible service. • Establish outreach haematology treatment services across the District. • Expand the dermatology service to include clinics at Campbelltown Hospitals. • Explore opportunities to develop Public/Private Partnerships to increase the accessibility of care, with shared systems to support integration. • Develop the haematology nursing capacity across the District, including advanced practice roles to support: emergency assessment and management, outreach and community based services, hospital avoidance, transplant services • Investigate options to provide dedicated parking spaces and/or drop off/pick up zones adjacent to the Cancer Therapy Centre 	Director, Nursing, Midwifery and Performance	General Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	<ul style="list-style-type: none"> Develop innovative and networked (where required) models of care for specialties and services Address the need for access to acute or post-acute services delivered in community or ambulatory settings to provide more accessible services to the community and reduce the need for Emergency Department presentations and inpatient admissions 	Director, Capital Works & Infrastructure	General Manager	June 2022
Networked and Integrated Services	Deliver integrated diabetes care across SWS in partnership with the PHN	<p>Actions as per the South Western Sydney Diabetes</p> <ul style="list-style-type: none"> Framework to 2026 Reviewing group education programs for women with GDM to improve accessibility of programs, including those delivered in community languages and trialling after hours and/or weekend programs. Establishing a regular multidisciplinary diabetes clinic in Wollondilly LGA and at Bowral and District Hospital. Establishing a Credentialed Diabetes Educator led Diabetes Rapid Access service at Bowral and District Hospital, in collaboration with the Macarthur Diabetes Service. Increasing the number of staff trained as OzDAFNE facilitators. 	Director, Allied & Community Health	Director, Allied Health	June 2022
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	<p>Implement systems to capture patient reported outcomes in relation to physical and psycho-social needs to inform clinical decision making.</p> <ul style="list-style-type: none"> Implement structured mechanism(s) to collect patient experience data (My Experience Matters). Use collected data to drive improvement. Include the patient, carers and families in planning treatment and care. 	Director, Clinical Governance	General Manager	June 2022
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Evaluation undertaken of the telehealth/virtual care model implementation in outpatients.	Director, Strategy & Partnerships	Director, Corporate Services	June 2022
Governance and risk	Further develop risk maturity throughout the organisation	Actions as per the Enterprise Risk Management Framework	Manager, Risk and Policy	Quality Manager	June 2022

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		<ul style="list-style-type: none"> Implement CAMMS Cycle risk register system to departments across the service, with support of the LHD Risk Project Officer based on project schedule 			
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	<p>Actions as per the District-wide Policy, Procedure, Guideline Framework and ensure alignment with NSW Health PPGs to reduce the number of policy directives at the facility</p> <ul style="list-style-type: none"> Remove policy directives at facilities and services, with documents reviewed and updated into more appropriate document formats (facilities and services only to have procedures and guidelines that offer practical instructions to staff) Reduce the number of PPGs overdue for review 	Manager, Risk and Policy	Quality Manager	June 2022
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	<ul style="list-style-type: none"> Implementation and embed safety huddles for all SAC1 and 2 incidents Staff meetings to include lessons learnt from local safety and quality issues. 	Director, Clinical Governance	Quality Manager	June 2022
A Healthy Community					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	<p>Actions as per the Health Literacy Roadmap</p> <ul style="list-style-type: none"> Review pre admission and appointment correspondence with signage and wayfinding systems within Camden and Campbelltown hospitals, checking for consistency. Carry out annual wayfinding assessments across Camden and Campbelltown Hospitals. 	Director, Nursing, Midwifery and Performance	Director, Corporate Services	June 2022
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	<p>Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework.</p> <ul style="list-style-type: none"> Ensuring that woman accessing Campbelltown Hospital have access to comprehensive breastfeeding support during all continuums of the pregnancy and birth journey. 	Director, Allied & Community Health	Manager, Women's and Children's Services	June 2022

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		<ul style="list-style-type: none"> All units that children 2yrs to 18yrs present to have height and weight measures completed and referrals made to appropriate services. Ensure that all babies receive a SWISH Screening test prior to discharge 			
Healthy people and communities	Strengthen and integrate the response to violence, abuse and neglect	Implement actions related to the SWSLHD response to the NSW Health iPARVAN framework.	Director, Allied & Community Health	Director, Allied Health	June 2022
Healthy people and communities	Support families with vulnerabilities	Ensure robust processes for undertaking nursing assessments, comprehensive care planning and risk huddles to identify vulnerabilities.	Director, Allied & Community Health	Director, Nursing & Midwifery	June 2022
Prevention and Early Intervention	Reduce the impact of smoking	Take actions to reduce smoking on facility grounds <ul style="list-style-type: none"> Develop and implement a local implementation plan 	Director, Population Health	Director, Corporate Services	June 2022
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	Ongoing activity of the Aboriginal Hospital Committee with a focus on : <ul style="list-style-type: none"> Aboriginal community input into Hospital Redevelopment ENT pathway expansion Strategy to improve ED treatment completion rates for Aboriginal patients 	Director, Aboriginal Health	General Manager	June 2022
Culturally safe and responsive to community diversity	Ensure safe, high quality services and opportunities for people with a disability and their carers	Implement actions from the SWSLHD Disability and Carer's Plan <ul style="list-style-type: none"> Opportunities to share learnings and stories from people with disability describing their experience with SWSLHD services Embed TYE expectations in all care provided for persons with a Disability Implement 'the Essentials' via the 'self-assessment process' to continue to improve the hospital experience and pathways to care for people with intellectual disability 	Director, Allied & Community Health	Director, Allied Health	June 2022
Culturally safe and responsive to community diversity	Build capacity and develop systems that are responsive to NDIS implementation	Develop organisational capacity to work effectively with people with a disability who access SWSLHD health services, including making reasonable adjustments to optimise access to care (e.g. communication, service delivery modifications).	Director, Allied and Community Health	Director, Allied Health	June 2022

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Culturally safe and responsive to community diversity	Improve cultural safety for people from diverse cultures	Encourage and support participation in Respecting the Difference and other cultural competency training	Director, Population Health	Human Resources Manager	June 2022
Collaborative Partnerships					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	<p>Actions as per the revised Consumer and Community Participation Framework</p> <ul style="list-style-type: none"> • Increase the number and diversity of people participating in formal CCP structures • Extend the level of CCP engagement in hospital redevelopments • Identify areas consumers would like to increase their participation and activity • Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods 	Director, Strategy & Partnerships	Manager, Consumer & Community Participation	June 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their practice	<p>Actions as per the revised Consumer and Community Participation Framework</p> <ul style="list-style-type: none"> • Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development. 	Director, Strategy & Partnerships	Manager, Consumer & Community Participation	June 2022
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	<p>Implementation of the TYE safety essentials</p> <ul style="list-style-type: none"> • Risk huddles • Safety huddles • Rounding • My Experience Matters • Patient engaged handover 	Director, People & Culture	General Manager	June 2022
A Healthcare System for the Future					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Expand and embed the use of telehealth and models of care in the District and beyond	Director, ICT	General Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	<ul style="list-style-type: none"> Support implementation of interpreter service models. Encourage and support use of video interpreting. Work with interpreter services to build the skills of clinicians in using interpreters and interpreter models (including phone/virtual/video) 	Director, Allied & Community Health	Director, Nursing & Midwifery	June 2022
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	Review and debrief of the Camden and Campbelltown Hospitals pandemic response and embed key learnings into operational service delivery	Director, Nursing, Midwifery and Performance	Director, Nursing & Midwifery	June 2022
Financial and service Sustainability	Promote sustainable funding strategies for future growth	<p>Improve the financial management of Employee Related entitlements</p> <ul style="list-style-type: none"> Improve ADO and Annual leave management. Ensure best practice rostering to limit the use of overtime, agency/locum use and unnecessary backfilling. Optimise the appropriate skill mix across clinical and non-clinical areas Strengthen frameworks around VMO rostering, call backs, accruals and discounting of old claims. 	Director, Finance & Corporate	Director, Finance	June 2022
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Identify opportunities to implement value based care approaches.	Director, Nursing, Midwifery and Performance	General Manager	June 2022
Financial and service Sustainability	Drive value in procurement	<ul style="list-style-type: none"> Support the procurement decisions for clinical staff through the provision of reporting on opportunities for improvement utilising H Trak functionality and Healthshare reporting 	Director, Finance and Corporate	Director, Nursing & Midwifery	June 2022
Financial and service Sustainability	Enhance the effectiveness and cross District alignment of Corporate Services	<p>Enhance the effectiveness of Corporate services through continuous improvement in business processes</p> <ul style="list-style-type: none"> Support the improvement of Outpatient Administrative and Billing practices and the overall LHD review of Outpatient services. Formulate retail/commercial strategies to best utilise the building footprint 	Director, Finance and Corporate	Director, Finance	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Our People make a difference					
Workforce for the future	Improve the efficiency of recruitment processes	Review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates. <ul style="list-style-type: none"> Encourage manager attendance at recruitment training 	Director, People & Culture	Manager, Human Resources	June 2022
Workforce for the future	Support the continuity and development of our workforce	Apply the professional development review process <ul style="list-style-type: none"> Increase uptake of professional development plans Maintain a completion rate of greater than an 80% Continue to implement the Line Managers Capability Framework and Succession Planning programs. 	Director, People & Culture	Manager, Human Resources	June 2022
Workforce for the future	Improve support for staff commencing new positions	Implement the SWSLHD revised orientation program locally.	Director, People & Culture	Manager, Human Resources	June 2022
Culture of respect and compassion	Improve approaches to addressing workplace conflict	Work with our managers to resolve conflict between staff.	Director, People & Culture	Manager, Human Resources	June 2022
Culture of respect and compassion	Keep people safe at work	Provide collaborative input into WHS and Recover @ Work practices to ensure these meet operational needs	Director, People & Culture	Manager, Human Resources	June 2022
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace	<ul style="list-style-type: none"> Promote staff attendance and release of staff for training and education, particularly mental health first aid Continue to engage in staff wellbeing activities through avenues such as the wellbeing committee. 	Director, People & Culture	Manager, Human Resources	June 2022
Employer of choice	Enhance recruitment and retention of our aboriginal workforce	<ul style="list-style-type: none"> Host identified staff programs and liaise with People and Culture on trainee progress. Commit to increase targeted recruitment and promote this with managers 	Director, People & Culture	Manager, Human Resources	June 2022
Effective leadership and empowered staff	Strengthen the support for our volunteers	<ul style="list-style-type: none"> Embed the volunteer support meeting to ensure clear communication channels. Recognise volunteer work on an annual basis. 	Director, People & Culture	Manager, Human Resources	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
A Leader in Research and Teaching					
Continuous education, teaching and training	Support staff to access training and education	Support staff to access and complete relevant post graduate qualifications	Director, People & Culture	Manager, Human Resources	June 2022
Continuous education, teaching and training	Enhance partnerships with education providers to ensure positive student experiences within SWSLHD	Implement innovative, sustainable student supervision models in partnership with education providers	Director, People & Culture	Manager, Human Resources	June 2022
Driving research and translation	Enhance our vibrant research culture	<p>Actions as per the Research Strategy 2019-2023</p> <p>Recruit clinical leaders with a demonstrated track record in conducting and supporting high quality research.</p> <ul style="list-style-type: none"> • Include research accountabilities in position descriptions and performance reviews for executive leaders, senior managers and clinical directors. • Support staff undertaking higher degree or other research through the provision of study leave and research opportunities directly related to their existing roles. 	Director, Research	Director, Medical Services	June 2022
Driving research and translation	Develop agile response systems to support research	<ul style="list-style-type: none"> • Develop and implement systems to capture and report on key research performance indicators across the District to enable ongoing monitoring and reporting • Increase utilisation of the existing clinical trials infrastructure across the District • Better utilise University and Research Institute spaces to undertake research 	Director, Research	Director, Medical Services	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Driving research and translation	Build strategic collaborations in research	<p>Actions as per the SWSLHD Research Strategy</p> <ul style="list-style-type: none"> • Conduct annual Research Forum in preparation for SWSLHD Annual Research Showcase. • Continue community representation at the Research Committee. • Undertake collaborative planning to develop the Macarthur Medical Research Centre on the Campbelltown Hospital site 	Director, Research	Director, Medical Services	June 2022
Driving research and translation	Community and consumer partnerships in research	<ul style="list-style-type: none"> • Develop and implement systems to capture and report on key research performance indicators across the District to enable ongoing monitoring and reporting • Increase utilisation of the existing clinical trials infrastructure across the District • Better utilise University and Research Institute spaces to undertake research 	Director, Research	Director, Medical Services	June 2022
Driving research and translation	Build evidence, knowledge and translation	<ul style="list-style-type: none"> • Evaluate successful examples of SWSLHD translational research to determine enablers of success • Demonstrate research impact through utilising the results of research to inform changes to policy and practice • Promote the use of evidence-based knowledge in conjunction with clinical expertise and patient values to guide health care decisions and practices 	Director, Research	Director, Medical Services	June 2022

Specific Initiatives July 2020 – June 2022

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY
Safe, Quality Care	Match services to demand	Flow and Demand and Innovation <ul style="list-style-type: none"> • That the CHR plan develops and implements new models that assist and improve patient flow. • Review and Reallocate of services • Access and Flow – DMU Review, WOH Project
Safe, Quality Care	That CCH maintains high quality safe care	Patient Safety & Quality <ul style="list-style-type: none"> • Bi annual meeting between Quality & Safety Unit and Directors • Bi annual review of M&M's • Review data processes and develop improvement strategy to streamline • Develop Southern network – CTN, Bowral, Goulburn, Camden • Match corporate structure to functions • Paediatrics & Maternity governance
A Healthcare System for the Future	To commission the Campbelltown Clinical Services Building and Macarthur Medical Research Centre	New Hospital Strategy/2 hospitals/future preparedness <ul style="list-style-type: none"> • CSB - Working Together with Mental Health, Drug Health, Oral Health, Pathology, Dental Health, etc MMRC – Governance Structure • Review of outpatients delivery model and future planning • CSB Operational Commissioning planning including support services • Camden – function and role • Research Centre • Finalise MOC
A Healthcare System for the Future	That CCH continues to introduce and increase MOC that are assisted by technology	Technology/Telehealth <ul style="list-style-type: none"> • Establish model with Bowral • Establish model regarding outpatients • Establish model with Command Centre • Non-clinical technology Technology to support new ways of working

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY
Collaborative Partnerships	That CCH maintain and develop external relationships that support business needs	External Relationships <ul style="list-style-type: none"> • Campbelltown Health Education Precinct CHEP • Create marketing strategy, update website, collateral to promote CCH, recognition, fundraising Develop relationship with PHN
Our People Make a Difference	That CCH continue to identify and develop the managers and leaders	Our Staff Increase staff participation for the following: <ul style="list-style-type: none"> • Line Managers Development Capability Framework • Masters Program • TYE Leadership • Nursing/Midwifery Education Fund • Succession planning/leadership/training/workforce • Clinical Leadership