



**Health**  
South Western Sydney  
Local Health District

**SWSLHD**  
**Drug Health Services**  
A Facility of South Western Sydney Local Health District  
**Operational Plan**  
**2020 – 2022**

*Leading care, healthier communities*

## Table of Contents

Introduction.....	2
Map of South Western Sydney Local Health District.....	3
Values Framework.....	4
Facility or Service Profile.....	5
Strategic Directions .....	7
Operational Plan Actions .....	8

## Introduction

The *Drug Health Services Operational Plan 2020-2022* identifies the actions that Drug Health Services will take over the next two years in support of South Western Sydney Local Health District's *Strategic Plan 2018-2021* strategic directions.

Drug Health Services aims to improve the health of the community, reduce the drug and alcohol related harms for people who use substances and increase access to treatment for those requiring specialist drug and alcohol services. As a clinical stream and specialist service in South Western Sydney Local Health District, Drug Health delivers a range of drug and alcohol prevention, treatment and intervention services across inpatient, outpatient and outreach and integrated healthcare settings.

Substance use poses significant challenges to individuals, families and communities. The harms and adverse health impacts associated with problematic substance use place burdens on quality of life, relationships and community function. They are also commonly associated with major medical, psychological and social issues and premature death.

Substance use occurs in all communities however those experiencing greater poverty, isolation, marginalisation and disadvantage experience a disproportionate level of harm. Stigma, criminalisation and discrimination experienced by people who use substances create barriers to service access and uptake and contribute to poor health outcomes.

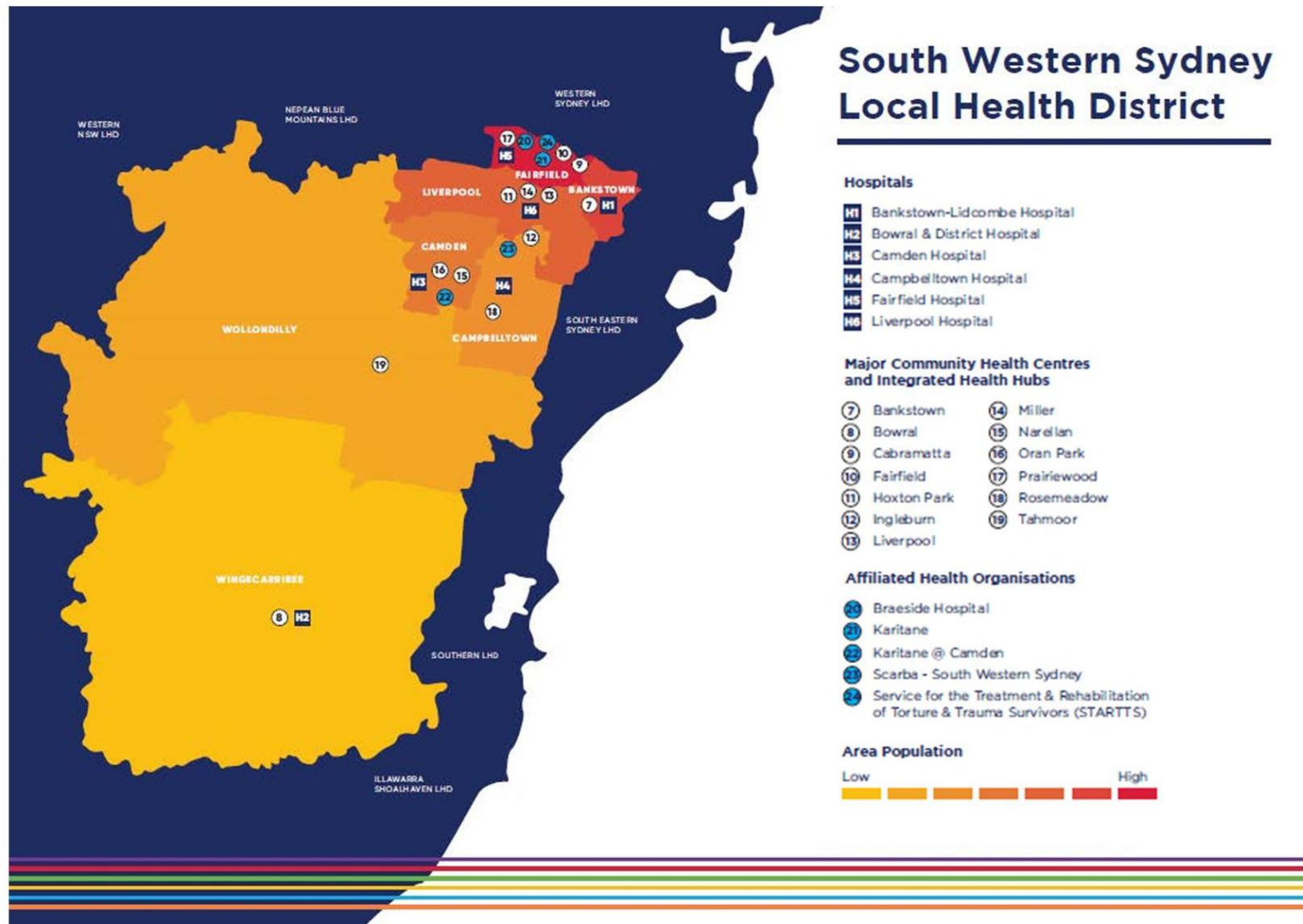
People experiencing substance dependence and related health issues are seen across the health system. More than a third of all hospital presentations are estimated to be related to substance use however the majority are not identified. Only a quarter of those that require intensive intervention are seen by drug and alcohol clinicians. Those experiencing high acuity substance related withdrawal, especially where it is not the presenting problem or is not identified, pose additional challenges to hospital staff. People may also require multiple and ongoing engagement, and many experience other health issues including mental health, cognitive impairment and physical health problems.

Health services can provide a point for the early identification, management and coordination of responses and have a history of delivering targeted and innovative services to people with complex health and social problems. The identification, engagement and collaboration with consumers, communities, services and stakeholders are crucial to the development of an integrated network of drug and alcohol services.

Drug and alcohol services support other health services in managing changes to service demand and provide significant cost savings to hospitals. Prevention and harm minimisation services reduce transmission risks and related harms. Early identification, engagement, treatment and intervention by hospital based drug and alcohol teams provide costs savings from reduced admissions, incidents, post-operative morbidity and re-presentations.

A coordinated response across health, justice, social and community sectors is required to establish an integrated network of drug and alcohol services. Management structures, specialist staff, consumer and peer worker capacity, new service models and targeted programs are required to deliver services for the future. Partnerships with primary health, Aboriginal and non-government services, supported by sustained investment in population level community education including awareness raising campaigns, are critical to the response.

## 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 & Service Profile

### **Drug & Alcohol Intake, Assessment & Referral Service**

Telephone and facility based drug and alcohol information and referral service for drug and alcohol services across south western Sydney and a specialist intake and assessment service for Drug Health Services.

### **Hospital Drug & Alcohol Consultation & Liaison Services**

Consultation and liaison drug and alcohol services supporting hospital treatment teams in the identification, assessment and management of people with substance use issues. Substance Use in Pregnancy & Parenting, Dual Diagnosis & Youth HCL, Involuntary Drug & Alcohol Treatment Program Assessment sub-specialties supported by after-hour specialist medical on-call service.

### **Withdrawal Management Services**

Inpatient withdrawal management service for people with moderate to low acuity substance use withdrawal and complex psycho-social needs, located in Fairfield Hospital. Outpatient withdrawal management services. Hospital Consultation & Liaison Services support Hospital treatment teams.

### **Addiction Medicine & Specialist Clinics**

Outpatient Addiction Medicine and other specialist outpatient clinics for people with complex substance use issues who do not access mainstream services.

### **Substance Use in Pregnancy & Parenting Service**

Multi-disciplinary, inpatient and outpatient support service for the care of women who use substances and their infants through pregnancy, birth and for up to two years post-natal.

### **Opioid Treatment Services**

Outpatient opioid agonist treatment and case management service for people who are dependent on prescribed or illicit opioids. Works in collaboration with GP prescribers and Community Pharmacies.

### **Counselling & Psychological Interventions**

Community based counselling and relapse prevention service for people with substance use issues and their families. The Assertive Community Management Program provides an intensive community based care coordination service for people with complex drug and alcohol issues.

### **Youth Drug & Alcohol Service**

Multi-disciplinary outpatient and community based specialist youth service supporting the care of young people severe substance use issues and their families.

### **Drug Court Program**

Community based drug and alcohol counselling, treatment and case management service supporting the NSW Drug Court's supervision of adult offenders with illicit substance use issues.

**Magistrates Early Referral into Treatment (MERIT)**

Community based drug and alcohol counselling, treatment and case management service supporting the Magistrates Early Release into Treatment Program for defendants with substance use issues.

**Aboriginal Health Worker Program**

District-wide Aboriginal Health Worker Program providing advice and support to staff in the care of Aboriginal consumers and partnerships with Aboriginal organisations and community.

**Smoking Cessation Services**

Community based Quit For New Life smoking cessation service for women having an Aboriginal baby, and their partners and household members.

**Harm Reduction Program (Needle & Syringe Program)**

Prevention service reducing transmission of blood borne viruses through distribution of sterile injecting equipment and information, education and safe disposal services for people who inject drugs.

**Research Program**

Partnerships with research institutes to increase understanding of local substance use issues and service barriers and to inform the development of innovative models of care and interventions.

**General Practice Drug & Alcohol Advice & Support Service**

Community based specialist advice and support service for General and Nurse Practitioners to the care of people with substance use and associated health issues. Partnership with SWS Primary Health Network.

## Strategic Directions and associated key priority areas

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



## 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
<b>Safe, Quality Care</b>					
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	Review and develop integrated and networked models of care for specialties and services across the District.	Director, Capital Works & Infrastructure	General Manager & Executive Leadership Team	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	Implement systems to capture patient reported outcomes in relation to physical and psycho-social needs to inform clinical decision making. <ul style="list-style-type: none"> <li>Implement structured mechanism(s) to collect patient experience data (My Experience Matters).</li> <li>Use collected data to drive improvement.</li> <li>Develop an audit tool to capture evidence of consumer involvement in planning and delivery of care.</li> </ul>	Director, Clinical Governance	General Manager & Executive Leadership Team	December 2021
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Develop a formalised review process for new care initiatives. <ul style="list-style-type: none"> <li>Evaluation of telehealth implementation in outpatients.</li> <li>A review of how care is coordinated between services.</li> <li>A review of how to better service the needs of the child/family/clients with complex needs.</li> </ul>	Director, Strategy & Partnerships	General Manager & Executive Leadership Team	June 2022
Governance and risk	Further develop risk maturity throughout the organisation	Actions as per the Enterprise Risk Management Framework. <ul style="list-style-type: none"> <li>Implement CAMMS Cycle risk register system to departments across the service, with support of the LHD Risk Project Officer based on project schedule.</li> </ul>	Manager, Risk and Policy	Director of Finance & Corporate	June 2021
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	Actions as per the District-wide Policy, Procedure, Guideline Framework and ensure alignment with NSW Health PPGs. <ul style="list-style-type: none"> <li>Remove policy directives at facilities and services.</li> <li>Documents reviewed and updated into more appropriate formats (facilities and services only to have procedures and guidelines that offer practical instructions to staff).</li> </ul>	Manager, Risk and Policy	Executive Officer	December 2020

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"> <li>Reduce the number of PPGs overdue for review – due date as per facility/service requirements.</li> </ul>			
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	<p>Review the processes associated with incidents and complaints management.</p> <ul style="list-style-type: none"> <li>Ensure alignment with the NSW Policy Directives PD2020_020: Incident Management Policy and PD2020_013: Complaints Management.</li> <li>Staff meetings to include lessons learnt from local safety and quality issues.</li> </ul>	Director, Clinical Governance	Quality & Safety Patient Manager	December 2020
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"> <li>Implement processes for the review of incidents and communication of the outcomes.</li> <li>Identify relevant performance/clinical data for review.</li> <li>Define governance to manage variation in data.</li> <li>Plan, implement and monitor actions to address variation.</li> <li>Develop and progress action plan to address results.</li> <li>Staff meetings to include lessons learnt from local safety and quality issues.</li> <li>Share serious incident investigation findings and recommendations across the District, utilising existing committee structures and staff forums.</li> </ul>	Director, Clinical Governance	Quality & Safety Patient	June 2021

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>A Healthy Community</b>					
A healthy community	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"> <li>Implement procedure for accessible consumer and carer information and resources and repository guidelines.</li> <li>Audit each service, facility and department in consultation with consumers and carers to identify health and service information requirements.</li> <li>Develop systems to ensure consistent availability of health and service information across the District.</li> <li>Review pre admission and appointment correspondence with signage and wayfinding systems within all hospitals and facilities, checking for consistency.</li> </ul>	Director, Nursing, Midwifery and Performance	Executive Leadership Team, Consumer & Community Participation	June 2022
Healthy people and communities	Reduce the harm from substance use and improve access to treatment	Develop an integrated network of drug and alcohol treatment intervention services to reduce the harm from substance use and increase access to treatment.	Director, Allied & Community Health	General Manager	December 2021
Healthy people and communities	Reduce the impact of alcohol within our communities	Actions as per the SWSLHD Alcohol Harm Prevention Strategy.	Director, Population Health	Strategy & Service Development Manager	June 2021
Healthy people and communities	Strengthen and integrate the response to violence, abuse and neglect	<p>Actions as per the SWSLHD response to the NSW Health iPARVAN framework.</p> <ul style="list-style-type: none"> <li>Participate in Complex Case Management meetings.</li> </ul>	Director, Allied & Community Health	COM & Director of Nursing	December 2021
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	Executive Leadership Team	December 2021
Prevention and early intervention	Improve prevention, testing and treatment of blood-borne and sexually transmissible infections	Actions as per the SWSLHD HIV/STI Implementation Plan 2019-21, the SWSLHD Hepatitis B & C Implementation Plan and the SWSLHD NSP Development Plan 2020-23.	Director, Population Health	COM & Director of Nursing	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
Prevention and Early Intervention	Reduce the impact of smoking	Take action to reduce smoking on facility grounds. <ul style="list-style-type: none"> <li>Support identified population groups, focusing on people from Aboriginal and people with a mental health issue to reduce smoking.</li> <li>Support women to reduce smoking during pregnancy.</li> </ul>	Director, Population Health	Executive Leadership Team	June 2022
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	Actions as per the SWSLHD Aboriginal Health Plan. <ul style="list-style-type: none"> <li>Participation in the Aboriginal Health Committee.</li> <li>Establishment of the Drug Health Coordinator position and focus on re-aligning the AHW positions within Drug Health.</li> </ul>	Director, Aboriginal Health	Aboriginal Program Coordinator	December 2020
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	Strategy & Service Development Manager, General Manager	June 2021
<b>Collaborative Partnerships</b>					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	Actions as per the revised SWSLHD Consumer and Community Participation Framework. <ul style="list-style-type: none"> <li>Increase the number and diversity of people participating in formal CCP structures.</li> <li>Identify areas consumers would like to increase their participation and activity.</li> <li>Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods.</li> <li>Increase connections with vulnerable people and groups in our community to improve the way health services respond to community needs.</li> </ul>	Director, Strategy & Partnerships	Consumer Engagement & Participation	June 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation	Actions as per the revised SWSLHD Consumer and Community Participation Framework.	Director, Strategy & Partnerships	Consumer Engagement	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
	approaches to their practice	<ul style="list-style-type: none"> <li>Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development.</li> </ul>		& Participation	
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	Monitor participation, promote attendance and ensure staff are released to attend.	Director, People & Culture	Executive Leadership Team	December 2021
<b>A Healthcare System for the Future</b>					
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	Executive Leadership Team	June 2021
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	Develop approaches to delivering interpreting services. <ul style="list-style-type: none"> <li>Support implementation of interpreter service models.</li> <li>Encourage and support use of video interpreting.</li> <li>Support efficient use of interpreters and avoid booking interpreters beyond the required time.</li> <li>Work with interpreter services to build the skills of clinicians in using interpreters and interpreter models (including phone/video/virtual).</li> </ul>	Director, Allied & Community Health	Executive Leadership Team	June 2022
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	Review and debrief the Drug Health pandemic response and embed key learnings into operational service delivery.	Director, Nursing, Midwifery and Performance	Executive Leadership Team	December 2021
Financial and service Sustainability	Promote sustainable funding strategies for future growth	Improve the financial management of Employee Related entitlements. <ul style="list-style-type: none"> <li>Partner with HR and Service Managers to improve the management of AL and ADO balances.</li> <li>Ensure best practice rostering to limit the use of overtime, agency/locum use and unnecessary backfilling.</li> </ul>	Director, Finance and Corporate Services	Executive Leadership Team	December 2021

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"> <li>Optimise the appropriate skill mix across clinical and non-clinical areas.</li> </ul>			
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Implement new models of care which provide greater value to clients support the sustainability of service models.	Director, Nursing, Midwifery and Performance	Director of Finance & Corporate	December 2021
Financial and service Sustainability	Enhance the effectiveness and cross district alignment of Corporate services	Enhance the effectiveness of Corporate Services through continuous improvement in business processes. <ul style="list-style-type: none"> <li>Support the improvement of Outpatient Administrative and Billing practices and the overall LHD review of Outpatient services.</li> </ul>	Director, Finance and Corporate Services	Director of Finance & Corporate	December 2021
<b>Our People make a difference</b>					
Workforce for the future	Improve the efficiency of recruitment processes	Implement new recruitment processes. <ul style="list-style-type: none"> <li>Review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates.</li> <li>Encourage manager attendance at recruitment training.</li> </ul>	Director, People & Culture	Executive Leadership Team	June 2021
Workforce for the future	Support the continuity and development of our workforce	Implement initiatives supporting workforce continuity and development. <ul style="list-style-type: none"> <li>Apply the professional development review process and increase uptake of professional development plans.</li> <li>Maintain a completion rate of greater than 80%.</li> </ul>	Director, People & Culture	Executive Leadership Team	June 2021
Workforce for the future	Improve support for staff commencing new positions	Implement the revised SWSLHD Orientation Program locally.	Director, People & Culture	Executive Leadership Team	June 2021
Culture of respect and compassion	Improve approaches to addressing workplace conflict	Promote staff attendance at training and education on conflict resolution.	Director, People & Culture	Executive Leadership Team	December 2021
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 and other actions as relevant.	Director, People & Culture	Executive Leadership Team	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
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace	Promote staff attendance and release of staff for training and education, particularly Mental Health First Aid.	Director, People & Culture	Executive Leadership Team	June 2021
Employer of choice	Enhance recruitment and retention of our aboriginal workforce	Implement Aboriginal workforce recruitment and retention activities. <ul style="list-style-type: none"> <li>• Host identified staff programs and liaise with People and Culture on trainee progress.</li> <li>• Commit to increase targeted recruitment and promote this with managers.</li> </ul>	Director, People & Culture	Executive Leadership Team & Aboriginal Program Coordinator	December 2021
Effective leadership and empowered staff	Strengthen the support for our volunteers	Deliver initiatives to support volunteers through the DHS Consumer Engagement & Participation Plan.	Director, People & Culture	Consumer & Community Program Manager	December 2021
<b>A Leader in Research and Teaching</b>					
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	Executive Leadership Team	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	Executive Leadership Team	June 2021
Driving research and translation	Enhance our vibrant research culture	Actions as per the SWSLHD Research Strategy 2019-2023. <ul style="list-style-type: none"> <li>• Identify Research Leaders within facilities and services to clearly identify local research champions and provide local access to information and guidance.</li> <li>• Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research.</li> </ul>	Director, Research	Research Coordinator	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"> <li>• Include research accountabilities in position descriptions and performance reviews for executive leaders, senior managers and clinical directors.</li> <li>• Support researchers to promote their findings nationally and internationally and build research collaborations through participation in conferences and education partnerships.</li> </ul>			
Driving research and translation	Build strategic collaborations in research	Develop strategic research collaborations. <ul style="list-style-type: none"> <li>• Actively engage with our partners, including the Office for Health and Medical Research, Agency for Clinical Innovation, Cancer Institute NSW and Clinical Excellence Commission, to link and align research activities with statewide priorities and initiatives of the NSW Ministry of Health.</li> <li>• Develop collaborations with industry partners to create pipelines for research development.</li> </ul>	Director, Research	Research Coordinator	June 2022

### Specific Initiatives July 2020 – June 2022

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXEC SPONSOR	LOCAL LEAD	TIMEFRAME
Safe, Quality Care – Cultural Safety	Reduce stigma and discrimination experienced by people who use substance when accessing health services	<ul style="list-style-type: none"> <li>• Engage with consumers, peak bodies and NGO to collaboratively develop local stigma and discrimination initiatives.</li> <li>• Support respect and compassion for people with substance use issues.</li> <li>• Continue to advocate for access to health services for people with substance use issues.</li> </ul>	DHS General Manager	Medical Director, Director of Nursing, Clinical Operations Manager, Aboriginal Program Coordinator	June 22
Collaborative Partnerships - Strategic Partnerships	Develop strategic partnerships to increase the capacity of services to support people with substance use issues and to refer to specialist services	<ul style="list-style-type: none"> <li>• Maintain partnerships and develop integrated healthcare projects with the SWS Primary Health Network, Aboriginal services, state agencies and NGO to increase their capacity to care for and support people with substance use issues and to refer to specialist services.</li> </ul>	DHS General Manager	Medical Director, Director of Nursing, Clinical Operations Manager, Manager Strategy & Service Development, Aboriginal Program Coordinator	June 22



STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXEC SPONSOR	LOCAL LEAD	TIMEFRAME
Collaborative Partnerships - Consumer, patient and carer involvement	Develop DHS consumer, patient, carer and community engagement and participation systems	<ul style="list-style-type: none"> <li>Establish the DHS Consumer Program to build a representative network of consumers and develop systems to support engagement and participation.</li> <li>Build DHS staff capacity to integrate consumer participation approaches in their practice.</li> <li>Maintain partnerships and develop initiatives with consumer, advocacy and community groups to support engagement and participation.</li> </ul>	DHS General Manager	Manager Strategy & Service Development, Medical Director, Director of Nursing, Clinical Operations Manager	June 22
Our People Make a Difference - Workforce for the Future	Develop organisational structures to support the workforce to deliver the services required in the future	<ul style="list-style-type: none"> <li>Review management structures to strengthen DHS capacity to better support governance, integration, workforce development and capital planning.</li> <li>Implement Succession Planning for all key positions and services utilising the Line Manager Capability Framework.</li> </ul>	DHS General Manager	DHS Leadership and Managers	June 22
Our People Make a Difference - Workforce for the Future	Develop the workforce to deliver the services required in the future	<ul style="list-style-type: none"> <li>Reinvest in new clinical, non-clinical and corporate staffing profiles to support development of new service models.</li> <li>Build a sustainable DHS nursing workforce including participation in the Transition to Professional Practice program and establishment of new positions as required.</li> <li>Enhance dual diagnosis capacity within DHS.</li> <li>Increase workforce diversity including increasing the number of Aboriginal people recruited to identified and targeted positions.</li> </ul>	DHS General Manager	Medical Director, Director of Nursing, Clinical Operations Manager, Director Finance & Corporate	June 22
Leader in Research & Teaching - Delivering research innovation	Invest in DHS research capacity and partnerships	<ul style="list-style-type: none"> <li>Maintain partnerships and develop initiatives with Universities and Research Institutes to develop health, education and research capacity.</li> <li>Invest in research that is led by and responds to community and clinical needs.</li> <li>Develop local initiatives to support DHS staff, consumers and partner agencies to increase research literacy and develop professional development pathways.</li> <li>Seek enhancements to establish a DHS Academic Unit.</li> </ul>	DHS Medical Director DHS General Manager	Medical Director, Director of Nursing, Clinical Operations Manager, Research Coordinator	June 22