



Health  
South Western Sydney  
Local Health District

# SWSLHD Fairfield Hospital

A Facility of South Western Sydney  
Local Health District

## Operational Plan 2023/24 – 2025/26

*Leading safe, sustainable care  
for healthier communities*

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## Introduction

The Fairfield Hospital Operational Plan aims to highlight the local actions to be undertaken and embedded over the next two years to assist the hospital in realising the organisational goals and contribute to achieving the SWSLHD vision of ‘Leading safe, sustainable care for healthier communities.’

The plan covers the five Strategic Directions:

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

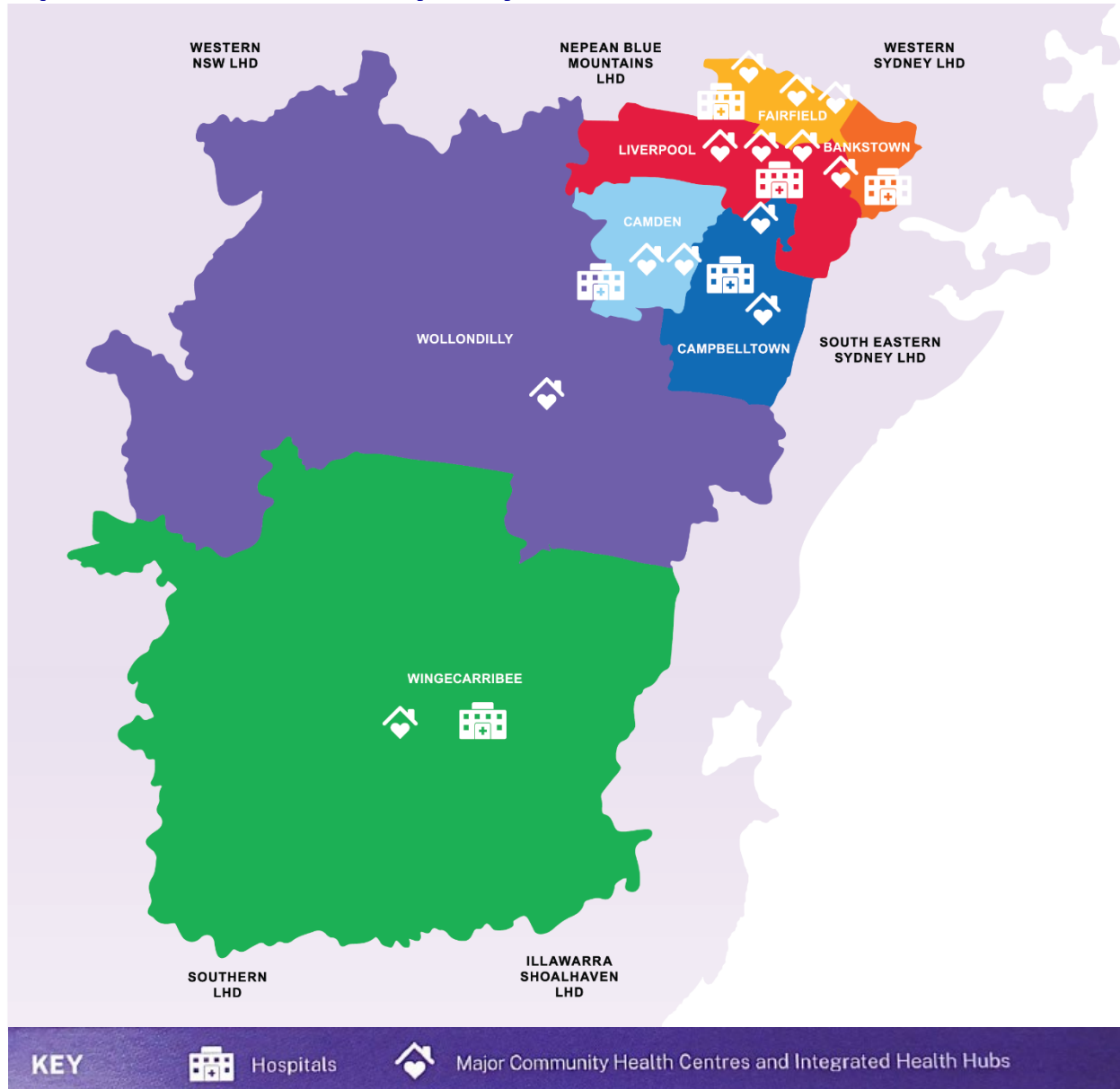
The strategic plan is underpinned by the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment, which are the foundations for building trust and working in partnership with our local communities.

Fairfield Hospital works in consultation with key stakeholders within the District and the community, on strategies to develop processes to resolve current and future challenges in order to support service delivery. Fairfield Hospital has identified a number of facility services to be enhanced or developed over the next two years through organisational planning for future growth and sustainability.

Fairfield Hospital faces some fundamental challenges in achieving its vision and mission for the local community. The most significant future challenges are:

- the forecasted population growth
- sufficient funding for service delivery requirements
- recruitment and retention of the workforce.
- planning for infrastructure to support all future demands through redevelopment.

## Map of South Western Sydney Local Health District



# 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*

### Deliver safe quality care and positive experiences



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

### Strengthen and promote healthier communities



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

### Support and develop our people



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

### Lead research and innovation



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

### Build a sustainable future



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

## Facility Profile

Fairfield City comprises of 27 suburbs, broadly divided into four areas by Fairfield City Council. The Local Government Area (LGA) is one of seven LGAs covered by SWSLHD. Fairfield is one of the most multicultural LGAs in Australia, with more than half of all residents born overseas. Fairfield's population is projected to grow 10% by 2036.

Fairfield Hospital is a 220 bed Major Metropolitan Group B1 hospital located within the SWSLHD. The hospital provides a range of hospital and community based health services, including:

- Acute care services in Medicine, Cardiology, surgery, Orthopaedics, Obstetrics, Paediatrics, Plastic surgery (hands), Intensive Care Medicine and Emergency Medicine.
- Sub-acute care in Geriatrics / Rehabilitation, and services through the Ambulatory Care Unit in association with Fairfield Community Health Services.
- Outpatient Renal Dialysis Unit.
- Surgical sub-specialties including General Surgery, Orthopaedics (provided in the Whitlam Joint Replacement Centre), Gynaecology and Breast Surgery
- Medical sub-specialties including General Medicine, Neurology, Infectious Disease, Geriatrics and Renal with other sub-specialties on consultation
- Combined Intensive Care / Coronary Care Unit (ICU/CCU)
- Maternity, Special Care Nursery and Paediatrics
- Ambulatory Care Unit
- Aged Care and Rehabilitation
- Imaging – CT, Ultrasound and General Radiography.

## Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Deliver safe quality care and positive experiences</b>							
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	A TYE relaunch was undertaken in late 2022 with good effect. Continuing rounding with key focus on Leader/Patient rounding as well as Pro-active patient rounding Monitoring through the TYE Committee Ongoing monitoring of safety & risk huddle compliance through Standard 6 Committee.	Director TYE	ELT Patient Experience Manager 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.	Exempt from implementing GRACE at Fairfield Implementing multicentre research project called Accelerate in place of GRACE	Executive Director, Nursing, Midwifery and Performance	N/A	
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care.	Action as per Aboriginal Health Plan 2023 – 2027 Monitor compliance with Respecting the Difference mandatory training. Action as per SWSLHD Multicultural Services Implementation Plan 2021-2024	Director, Aboriginal Health	General Manager	June 2024

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
				Continue to improve on Leader/patient rounding.	Director, Multicultural Services		
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.	Whole of Health QI Projects: <ol style="list-style-type: none"> <li>1. Early Dispensing – Timely Discharges</li> <li>2. Patient Journey Board</li> </ol>	Sustainable Access Manager	DONM ONM	Dec 2023
1.2.2		Improve HAC performance against SLA targets across the District.	Fairfield is committed to the improvement of HACs HACs aligned to relevant committees and medical department for review. Establishment of Insulin Safety Committee to monitor endocrine complications	Director, Clinical Governance	Director of Patient Safety & Quality	June 2024	
1.2.3		Progress implementation of the Surgical Action Plan to improve surgical performance against SLA targets across the District.	Actions as per Surgical and Procedural Services Plan to 2031 Continue to provide specialist hand surgery service and elective orthopaedic joint replacement surgery.	Surgical Access Manager	DMS	June 2024	
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	Patient Experience Manager as the lead for the facility with the support of the TYE Coach Monitoring through the TYE Committee	Patient Experience Manager	Director of Patient Safety & Quality Patient Experience Manager	June 2024



SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes	Creating a safe environment in our ED and paediatric services. Staff education on identifying children at risk of harm. Monitoring of staff compliance with mandatory reporting training & Working With Children Check	Director, Child Protection	ELT	June 2024
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024	Action in progress through the Standard 2: Partnering with Consumer Committee Consumer representative on peak committees Ongoing consumer engagement through the TYE, to gain input on how to best meet consumer needs and identified areas of improvement in service delivery	Manager, Consumer and Community Participation	General Manager Consumer Participation Manager TYE Coach	Jan 2024

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Strengthen and promote healthier communities</b>							
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	Action in progress through Aboriginal Health Committee Areas of focus <ul style="list-style-type: none"> <li>The ED – improving DAMA, DNW</li> <li>Increasing the Aboriginal workforce</li> <li>My Experience Matter data collection</li> </ul>	Director, Aboriginal Health	General Manager HR Manager TYE Coach	June 2025
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	Action as per SWSLHD Multicultural Services Implementation Plan 2021-2024 Review with use of interpreter services data for areas of improvement	Director, Multicultural Services	General Manager Consumer Participation Manager	June 2024
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	Improvement in access to disable facilities through the re-development planning The Disability and Carers' Committee has progressed implementation of the action plan	Executive Director, Allied Health and Community Services	DONM	June 2024
		2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)	Ongoing involvement in local Safety Action Meetings (SAM) through Social Work representation of the Hospital and patient file audits. SAM Data reported on Quarterly VAN reports iPARVAN included in ED education program for Medical and Nursing Staff	General Manager, Primary and Community Health	General Manager Social Worker Manager	Dec 2023

				DVSAT tool education to SW staff for use in all SW assessments where DV is identified			
		2.2.6	Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework	Awareness raising of the Framework targeting frontline staff Education regarding crisis accommodation services	Executive Director, Allied Health and Community Services	General Manager Social Worker Manager	June 2024
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)	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.	Director, Population Health		June 2024
2.4	Engage our communities in prevention, screening and early intervention programs	2.4.1	Embed prevention in clinical services (Prevention Strategy Change Priority)	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.	Director, Population Health		June 2024
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	<ul style="list-style-type: none"> <li>Active involvement and key stakeholders in the Antenatal Re-design Project</li> <li>Reducing the gestational age women engage in care at hospitals to enhance the number of women having first trimester screening</li> <li>Implementation of the BiMP (Booking in my pregnancy) tool for women and GP's to use to complete</li> </ul>	Executive Director, Allied Health and Community Services	DONM Nurse Manager Women's & Children's Services	June 2024

		<p>an online questionnaire to register their pregnancy at their local facility</p> <ul style="list-style-type: none"> <li>• Antenatal and postnatal breastfeeding education and support service</li> <li>• Utilisation of Get Healthy in Pregnancy referrals and services</li> <li>• Utilisation of Growing Healthy Kids referrals and services including monitoring paediatric patients heights and weights at all points of care</li> </ul>			
2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<p>Local actions will be led by the Implementation Planning for the Older Persons and Rehabilitation Plan (to be launched).</p> <p>Current local actions can be recorded where relevant.</p>	Executive Director, Allied Health and Community Services		June 2024
2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	<p>Establishment of Insulin Safety Committee to monitor key performance indicators related to the diabetic services</p> <p>Fairfield Diabetes service collaboratively delivers care to focus on</p> <ul style="list-style-type: none"> <li>• Prevention and early detection of diabetes</li> <li>• Prevent and reduce unnecessary hospital admissions by providing rapid access clinic</li> <li>• Support and build capacity in primary health healthcare through</li> </ul>	Diabetes Coordinator, Internal Medicine Clinical Stream	DONM Diabetic Services CNC	Dec 2024

		<p>case-conferencing liaised by SWS Diabetes Framework</p> <ul style="list-style-type: none"> <li>• Prevent and slow the progression of diabetes-related complications in both type 1 and type 2 diabetes</li> <li>• Reduce inequalities in diabetes service provision through integration and care coordination</li> <li>• Providing culturally appropriate care in all aspects of diabetes including diabetes in pregnancy; type 1 and type 2 diabetes</li> <li>• Address the needs of the priority population groups such as elderly and refugee population in Fairfield LGA</li> </ul>			
2.6.5	<p>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>	<p>Engagement with district End of Life Care CNC to enhance local processes and undertake QI projects.</p> <p>Community Integrated care</p> <ul style="list-style-type: none"> <li>• RACF Palliative Care Nursing Team ( CNC and RN ) – support to RACF to assist end of life care for patients, their carers/ families and nursing staff.</li> <li>• Geriatric Flying Squad – offers for patients discharged to ACF within the Fairfield area.</li> <li>• Use of the PEACH Program ( Palliative Care Extended Care in the</li> </ul>	<p>Executive Director, Allied Health and Community Services</p>	<p>DONM Palliative Care CNS</p>	<p>June 2024</p>

				<p>Home) for those patients who wish to die at home.</p> <ul style="list-style-type: none"> <li>• Palliative Care Medical Specialist Home Visits</li> <li>• Bereavement Support/ Services – established for community nursing bereavement support and information including the bereavement package resources.</li> </ul>			
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Support and develop our people</b>							
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	Action SWSLHD Workforce Plan 2022 – 2028 Key focus areas <ul style="list-style-type: none"> <li>Recruited to vacancies.</li> <li>Increase targeted recruitment</li> <li>Retention of new graduate staff</li> <li>Create eligibility list and succession planning.</li> <li>Enhancement for Nurse Practitioner roles</li> </ul>	Executive Director, People and Culture	General Manager HR Manager	March 2025
		3.1.2	Workforce diversity	Increase Aboriginal workforce profile Employment of staff who live within the LGA	Executive Director, People and Culture	General Manager HR Manager	March 2025
		3.1.3	Talent acquisition	Succession planning for nursing and midwifery staff has been implemented	Executive Director, People and Culture	DONM	Completed
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	Exit interviews for high risk areas have been implemented Identify staff development through PDRs.	Director, Education and Organisational	ELT HR Manager	Ongoing

				Professional development opportunities through CEC/District led programmes	Development		
3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	Executive Rounding to engage local staff in the development of a positive workplace culture Staff Wellbeing initiatives Professional development opportunities	Director, Education and Organisational Development	ELT TYE Coach	Ongoing
3.3.2		Workforce wellbeing	Executive Rounding Leader/Staff rounding Staff Wellbeing initiatives	Senior Manager, Staff Health, Recovery and Wellbeing	ELT HR Manager TYE Coach	Ongoing	
3.3.3		Managing for effective performance	Leader/staff rounding. Monthly accountability meeting Training staff in Improvement Science Methodology Action of People Matter Employee Survey results Completion of PDR's with effective goals to develop staff to achieve their potential	Director, Education and Organisational Development	ELT HR Manager TYE Coach	Ongoing	
3.3.4		Workplace safety	Review and maintenance of the risk registrar Monitored through the WHS Committee Staff training for Violence Prevention and Management - Personal Safety	Senior Manager, Staff Health, Recovery and Wellbeing	DFC WHS Manager Director of Patient Safety & Quality	Ongoing	



3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	Monitoring of mandatory education Support through afterhours educator/clinical support	Director, Education and Organisational Development	DONM HR Manager	Ongoing
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Lead research and innovation</b>							
4.1	Building capacity in research aligned with clinical service planning	4.1.1	Build capacity by further establishing a vibrant research culture	<p><i>As per Research Strategy to 2023</i></p> <p>Fairfield Hospital Research and Innovation Committee</p> <p>Promote Fairfield Hospital Research Showcase</p> <p>Submission of local projects to the SWSLHD Research &amp; Innovation Showcase</p> <p>Research projects currently undertaken in multiple wards across the facility and in conjunction with our peers.</p>	Director, Research	DMS Executive Clinical Director	Jan 2024
		4.1.2	Support research capacity through agile, responsive systems and infrastructure	<p><i>As per Research Strategy to 2023</i></p> <p>Opportunities for staff to undertake research, through support, training and study leave</p> <p>Review possibility of recruiting Research fellow to support research activities</p>	Director, Research	General Manager DMS Executive Clinical Director	Jan 2024
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.	<p><i>Local activities regarding Model of Care development</i></p> <p>Use of evidence-based practice to guide practices to review and evaluate care and service delivery</p> <p>Use models of care to inform Service Development directions for the redevelopment</p>	Manager, Planning	General Manager DMS DONM Director of Patient Safety & Quality	June 2024
4.3	Advance and translate research and innovation	4.3.1	Deepen consumer and community partnerships raising the profile of local	<p><i>As per Research Strategy to 2023</i></p> <p>Identify future project opportunities to collaborate with local community groups</p>	Director, Research	General Manager	Jan 2024

with institutions, industry partners, consumers and our communities		research in the community and increasing engagement across the research lifecycle.			Executive Clinical Director	
	4.3.2	Continue to build evidence, knowledge and translation of research across the District.	<i>As per Research Strategy to 2023</i> Participate in research projects in conjunction with our peers and other facilities.	Director, Research	DMS Executive Clinical Director	Jan 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</i> Actively participate in strategic partnerships with universities  Actively participate in the LHD Research Showcase	Director, Research	DMS GM DON	Jan 2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>Build a sustainable future</b>						
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> Monitored through Clinical Variation Committee	Director, Strategy and Partnerships	DFS	Jan 2026
5.2	Plan for and deliver future-focused, fit-for-purpose infrastructure	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> Planning through the redevelopment process	Manager, Planning	ELT	June 2025
		5.2.3 Adopt and apply the NSW Health Asset Management Framework across the District	Submission of Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP) for FY24-28 for Fairfield to SWSLHD and MOH in June 2023  A full year minor works budget forecast and supported by a detailed local prioritised review in alignment with AMP submissions for 2023-24 had been submitted to district on 4 <sup>th</sup> August 2023 for district health entities reporting and performance to Ministry of Health Asset Management team.  Work collaboratively with district lead centralised procurement as required	Director, Capital Works and Infrastructure (Manager, Assets)	DFS DCS	Feb 2024

5.4	Pursue environmental sustainability across the organisation	5.4.1	Implement the SWSLHD Environmental Sustainability Framework to 2028	<p><i>Local actions will be led by the Implementation Planning for the Environmental Sustainability Framework to 2028 (under development)</i></p> <p>Greener infrastructure through planting for trees</p> <p>Promote recycling and waste segregation through staff awareness.</p> <p>Redesigning workflows to take advantage of technology and reducing waste eg using teams vs printing paper</p> <p>Part of planning process for the redevelopment</p>	LHD Manager Procurement	DCS GM	Ongoing
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.	Participate in the Single Master Catalogue - the Procurement Reform SmartChain Project	LHD Manager Procurement	DCS	Feb 2026
		5.5.2	Manage annual leave and ADO liabilities	Local Executive drive through Relevant managers reduction and then compliance with award requirements continue to monitor and develop plans to promote staff wellbeing	Dep DFCS	All Exec All Managers	Ongoing
		5.5.3	Undertake the Revenue Optimisation Project across the District	Conversion of compensable and overseas patient timely, work on missed opportunities identified from weekly/monthly health fund non-user reporting. In addition, action district wide issues discussed in monthly District Revenue discussion part of optimisation project. E.g rolling out new overseas	Dep DFCS	DFS	Jan 2024 and ongoing

				<p>patient questionnaire to inpatients and clinics.</p> <p>Engage with GP's for named referrals which had significantly decreased in the Medicare eligible patients, this will improve patient journey and history by seeing one doctor as supposed to multiple registrar and will have a long lasting relationship to the GP and doctors at the same time.</p> <p>Focus on the generation or revenue and patient experience for the hand clinic.</p>			
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## Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for Implementation	Responsible	Timeframe
1	Simulation training – build a skill ready workforce	Support and develop people 3.1 Skill ready workforce	Need to improve infrastructure to provide a safe learning environment for Regular simulation based multidisciplinary team sessions to improve knowledge and skills of our staff and provide opportunity for succession. Teach technical and non-technical skills, including how to perform huddles.	CEWD DON DMS HR Manager	Jan 2024 and ongoing
2	Fairfield Health Neighbourhood	Multiple	Undertake the development of Service Development Directions to inform the Fairfield Health Neighbourhood	EDONMP GM FRF	Jun 2025