



Health
South Western Sydney
Local Health District

SWSLHD Fairfield Hospital

A Facility of South Western Sydney Local Health District

Operational Plan 2020 – 2022

Leading care, healthier communities

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Introduction

In February 2018, the South Western Sydney Local Health District (LHD) Strategic Plan 2018-21 was released, providing the healthcare services a development plan for the District for the next four years. This Strategic Plan forms the basis of aligning all SWSLHD services to achieving the vision of ‘*Leading Care, Healthier Communities*’.

SWSLHD has identified six Strategic Directions to guide the development of the LHD and its services over the next four years:

- Safe Quality Care
- A Health Community
- Collaborative Partnerships
- A Healthcare System for the Future
- Our People make a Difference
- A Leader in Research and Teaching

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

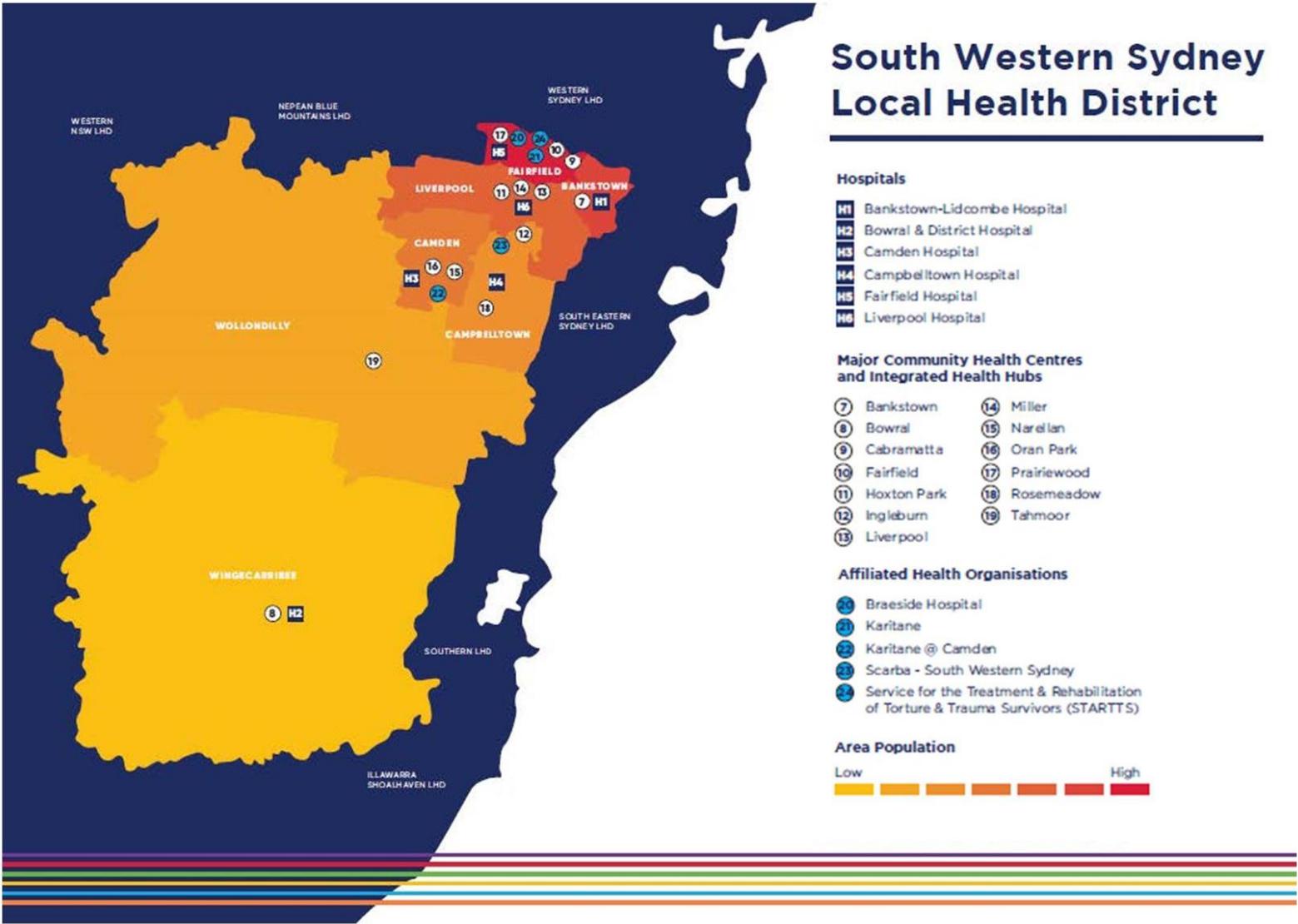
The *Fairfield Hospital Operational Plan 2020 - 2021* provides a framework through which the key priorities and strategies articulated in the *SWSLHD Strategic Plan 2018 - 2021* will be addressed. The Plan outlines the actions that Fairfield Hospital will take over the next two years to realise the organisational goals and contribute to the achievement of the SWSLHD Vision.

Fairfield Hospital is in regular consultation with the District Executive, working on strategies to develop processes to resolve current and future challenges in order to assist 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 retainment of the workforce, particularly in an environment of an ageing workforce, and
- infrastructure to support all future demands

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 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 the South Western Sydney Local Health District (SWSLHD). (Map 1) Fairfield City is one of the most multicultural LGAs in Australia, with more than half of all residents born overseas (ABS 2016). Fairfield’s population grew by approximately 5.5% between 2011 and 2016.

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. These include:

- Acute care services in Medicine, Cardiology, surgery, Orthopaedics, Obstetrics, Paediatrics, and Emergency Medicine.
- Sub-acute care in Geriatrics / Rehabilitation, and services through the Ambulatory Care Unit in association with Fairfield Community Health Services as well as an outpatient Renal Dialysis Unit.
- Emergency Medicine
- Cardiology
- 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 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.

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 • Evidence based and patient-centred care • Networked and integrated services • 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 July 2020 – June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Safe, Quality Care					
Consistently safe and outstanding quality	Promote and support safe and quality care through improved monitoring and reporting (QAM)	<p>Actions as per the SWSLHD Clinical Governance Framework 2020-2023 and the SWSLHD Quality Plan 2020-2023.</p> <p>In particular: Complete allocated audits as per the audit calendar. Develop and progress action plan to address results.</p> <p>Participate in the pilot project to implement the CEC M&M meeting module in QIDS</p>	Director, Clinical Governance	Quality & Accreditation Manager	June 2022
Appropriate, timely care	Enhance surgical and procedural services across SWSLHD (DMS)	<p>Actions as per the SWSLHD Surgical and Procedure Plan to 2031</p> <p>In particular: Review opportunities for appropriate procedures to be transitioned from existing models of care to Day Only pathways.</p> <p>Review facility models for Emergency Surgery provision</p>	Director, Nursing, Midwifery and Performance	Director of Medical Services	June 2022
Appropriate, timely care	Support the provision of high quality end of life care (DONM)	<p>Actions as per the SWSLHD Advance Care Planning, End of Life & Palliative Care Strategic Plan 2016-2021</p> <p>In particular: Incorporate Advance care planning content in admission and discharge hospital documentation, referral processes and assessment and care planning processes</p> <p>Pilot new approaches to enable additional discussion with patients and their families about ACP-through clinical streams/services</p>	Director, Allied & Community Health	Director of Nursing & Midwifery	December 2021

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Safe, Quality Care					
Networked and Integrated Services	Deliver integrated diabetes care across SWS in partnership with the PHN (DONM)	Actions as per the SWSLHD Diabetes Framework to 2026 In particular: Review group education programs for women with GDM to improve accessibility of programs Review the Hypoglycaemic Hospital Acquired complications with a view to identifying improvement opportunities.	Director, Allied & Community Health	Director of Nursing & Midwifery	June 2022
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care (GM)	Participate in the development of innovative and networked (where required) models of care for specialties and services across the district	Director, Capital Works & Infrastructure	General Manager	June 2022
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care (GM)	Review models of care in Emergency Departments to improve responsiveness to weekend demand and improve consistency of service systems across the District	Director, Capital Works & Infrastructure	General Manager	June 2022
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care (GM)	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
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences (CPM)	Facilitate Patient Journey Interviews annually. Relevant Service Manager to develop and implement an action plan to address any issues found in the annual patient journey interview project.	Director, Clinical Governance	Consumer Participation Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Safe, Quality Care					
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences (PLM)	<p>Actions as per the SWSLHD Clinical Governance Framework 2020-2023 and the SWSLHD Quality Plan 2020-2023. and the SWSLHD Transforming Your Experience: Implementation plan 2017-2021</p> <p>In particular: Implement structured mechanism(s) to collect patient experience data (My Experience Matters). Use collected data to drive improvement. Participate in the LHD implementation of a system to capture patient reported outcomes as required. Participate in the development of an audit tool to capture evidence of consumer involvement in planning and delivery of care.</p>	Director, Clinical Governance	Patient Liaison Manager	June 2022
Governance and risk	Further develop risk maturity throughout the organisation (QAM)	<p>Actions as per the SWSLHD Enterprise Risk Management Framework</p> <p>In particular: Participate in the LHD project to upload all Departmental Risk registers into the CAMMS Cycle Risk Register.</p>	Manager, Risk and Policy	Quality & Accreditation Manager	June 2022
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines (QAM)	<p>Review the 'SWSLHD Policy Procedure Guideline (PPG) Framework' for Fairfield Hospital to ensure alignment with the LHD framework. Develop and implement an action plan to address any issues found.</p> <p>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</p> <p>Reduce the number of PPGs overdue for review</p>	Manager, Risk and Policy	Quality & Accreditation Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Safe, Quality Care					
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes (PSM)	<p>Actions as per the SWSLHD Clinical Governance Framework 2020-2023 and the SWSLHD Quality Plan 2020-2023.</p> <p>In particular: Review the processes associated with incident management to ensure alignment with the NSW Policy Directive PD2020_020: Incident Management Policy Staff meetings to include lessons learnt from local safety and quality issues.</p>	Director, Clinical Governance	Patient Safety Manager	June 2022
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes (PLM)	<p>Actions as per the SWSLHD Clinical Governance Framework 2020-2023 and the SWSLHD Quality Plan 2020-2023.</p> <p>In particular: Review the processes associated with complaints management to ensure alignment with the NSW Policy Directive PD2020_013: Complaints Management. Staff meetings to include lessons learnt from local safety and quality issues.</p>	Director, Clinical Governance	Patient Liaison Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthy Community					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services (PLM)	<p>Actions as per the SWSLHD Health Literacy Roadmap 2019-2021</p> <p>In particular: Identify all locally developed Patient Information Handouts. Implement a systematic process for the development and review of local produced patient information handouts.</p>	Director, Nursing, Midwifery and Performance	Patient Liaison Manager	Dec 2021

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthy Community					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services (CPM)	<p>Actions as per the SWSLHD Health Literacy Roadmap 2019-2021</p> <p>In particular: Increasing health literacy in refugees and new arrivals through community information sessions and hospital tours. Review Fairfield Hospital Internet site web content in reference to District Procedure for Accessible Consumer and Carer Health Information and Resources.</p>	Director, Nursing, Midwifery and Performance	Consumer Participation Manager	Dec 2021
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services (GM)	<p>Actions as per the SWSLHD Health Literacy Roadmap 2019-2021</p> <p>In particular: Carry out annual wayfinding assessments Report on the Pepper the Wayfinding robot project</p>	Director, Nursing, Midwifery and Performance	General Manager	Dec 2021
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days (DONM)	<p>Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework</p> <p>In particular: Ensuring that all staff across the W&CH service are provided and have access to evidence-based information and education about the first 2000 days and the importance of same. Ensuring that woman accessing Fairfield Hospital have access to comprehensive breastfeeding support during all continuums of the pregnancy and birth journey.</p> <p>All units that children 2yrs to 18yrs present to have height and weight measures completed and referrals made to appropriate services.</p>	Director, Allied & Community Health	Director of Nursing & Midwifery Nurse Manager – Women’s & Children Services	June 2022
Healthy people and communities	Strengthen and integrate the response to violence, abuse and neglect (AHER)	<p>Implement actions related to the SWSLHD response to the NSW Health iPARVAN framework</p>	Director, Allied & Community Health	Allied Health Executive Representative	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthy Community					
A Healthy Community	Support families with vulnerabilities (AHER)	Review current process to ensure they are aligned to the "Child Protection in Your Hands Strategy", once relevant staff have been trained by the Child Protection Unit (currently on hold due to the COVID-19 crisis). Develop and implement an action plan to address any strategies found.	Director, Allied & Community Health	Allied Health Executive Representative	June 2022
A Healthy Community	Support families with vulnerabilities (DONM)	Ensure robust processes for undertaking nursing assessments, comprehensive care planning and risk huddles to identify vulnerabilities.	Director, Allied & Community Health	Allied Health Executive Representative Director of Nursing & Midwifery	June 2022
A Healthy Community	Support families with vulnerabilities (CPM)	Develop career opportunities in health for refugees in partnership with NSW TAFE and SWSLHD CEWD.	Director, Allied & Community Health	Consumer Participation Manager	
Prevention and Early Intervention	Reduce the impact of smoking (DCS)	Develop and implement a local implementation plan Review signage and resources for smoking cessations at Fairfield Hospital	Director, Population Health	Director of Corporate Services	December 2020
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people (DFR)	Actions as per the SWSLHD Aboriginal Health Plan 2017-2021 In particular: Ensure all frontline Administrative Services staff complete the training module Asking the Question: Improving the Identification of Aboriginal People	Director, Aboriginal Health	Director of Finance & Revenue	December 2021
Culturally safe and responsive to community diversity	Ensure safe, high quality services and opportunities for people with a disability and their carers (DCS)	Actions as per the SWSLHD Disability and Carers Strategy 2017-2022 In particular: Refurbishment of the disability toilet in the front foyer Refurbishment of pathways to remove trip hazards and excessive slope gradient in the northern carpark.	Director, Allied & Community Health	Director of Corporate Services	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthy Community					
Culturally safe and responsive to community diversity	Ensure safe, high quality services and opportunities for people with a disability and their carers (DONM)	Actions as per the SWSLHD Disability and Carers Strategy 2017-2022 In particular: Include representation from people with disability, their carers and families in facility planning to identify opportunities for improvements in wayfinding through experiential common journey planning to and within facilities in line with the Wayfinding Guidelines.	Director, Allied & Community Health	Director of Nursing & Midwifery	June 2022
Culturally safe and responsive to community diversity	Build capacity and develop systems that are responsive to NDIS implementation (AHER)	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	Allied Health Executive Representative	June 2022
Culturally safe and responsive to community diversity	Improve cultural safety for people from diverse cultures (HRM)	Encourage and support participation in Respecting the Difference and other cultural competency training	Director, Population Health	Human Resources Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Collaborative Partnerships					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community (CPM)	<p>Actions as per the SWSLHD Consumer and Community Participation Framework</p> <p>In particular:</p> <p>Increase the number and diversity of people participating in formal CCP structures</p> <p>Identify areas consumers would like to increase their participation and activity</p> <p>Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods</p> <p>Increase connections with vulnerable people and groups in our community to improve the way health services respond to community needs</p>	Director, Strategy & Partnerships	Consumer Participation Manager	June 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches (CPM)	<p>Actions as per the SWSLHD Consumer and Community Participation Framework</p> <p>In particular:</p> <p>Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development.</p>	Director, Strategy & Partnerships	Consumer Participation Manager	June 2022
Genuine engagement and communication	Foster effective communication with patients, consumers and staff (DONM, DMS, AHER)	<p>Actions as per the SWSLHD Transforming Your Experience: Implementation plan 2017-2021</p> <p>In particular:</p> <p>Support patient safety and quality by consistently implementing the following 'Safety Essentials' at a Unit level: Leader Rounding, Patient Leader rounding; Safety & Risk Huddles; MDT rounding & Clinical Handover</p>	Director, People & Culture	<p>Director of Nursing & Midwifery</p> <p>DMS</p> <p>Allied Health Executive Representative</p>	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthcare System for the Future					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care (DONM)	Embed the telehealth model of care in the following Nursing run clinics: Diabetes Clinic Pre Admission Clinic Joint Replacement Centre	Director, ICT	Director of Nursing & Midwifery	December 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care (AHER)	Embed the telehealth model of care in the following Physiotherapy run clinics: Hand Clinic Physiotherapy Outpatient Clinics Joint Replacement Centre	Director, ICT	Allied Health Executive Representative	December 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care (GM)	Implement eMR2 and eMeds at Fairfield Hospital	Director, ICT	General Manager	June 2022
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response (DCS)	Complete a lessons management cycle with respect to the ongoing pandemic response in line with an established strategy from the Australian Institute of Disaster Resilience Review and debrief on Fairfield's Hospital pandemic response and embed key learnings into operational service delivery	Director, Nursing, Midwifery and Performance	Director of Corporate Services	June 2022
Financial and service Sustainability	Promote sustainable funding strategies for future growth (DFR)	Regular review of employee entitlements and planning for reduction of excessive annual leave; 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 of Finance & Revenue	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Healthcare System for the Future					
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches (DFR)	Regular review of activity costing data to identify services costing above state price and review cost drivers with cost centre managers	Director, Nursing, Midwifery and Performance	Director of Finance & Revenue	June 2022
Financial and service Sustainability	Drive value in procurement (DFR)	Establish an Equipment Purchasing Committee to review and prioritise all purchases > \$1k to ensure fit for purpose and value for money Ensure the optimisation of state-wide contracts around prostheses and consumables. Support the elimination of paper based requisitioning. Reduce off-catalogue free text ordering of products by way of education for source requisitioners	Director, Finance and Corporate	Director of Finance & Revenue	June 2022
Financial and service Sustainability	Strengthen partnerships with Health Service Providers to deliver value based outcomes (DCS)	Redesigned Health Share service provision for Drug Health Inpatient Unit to reduce the load on FH cleaning resources.	Director, Finance and Corporate	Director of Corporate Services	Dec 2020
Financial and service Sustainability	Enhance the effectiveness and cross District alignment of Corporate Services (DFR)	Support the improvement of Outpatient Administrative and Billing practices and the overall LHD review of Outpatient services.	Director, Finance and Corporate	Director of Finance & Revenue	June 2022
Financial and service Sustainability	Enhance the effectiveness and cross District alignment of Corporate Services (DCS)	Enhance the effectiveness of Corporate services through continuous improvement in business processes Formulate retail/commercial strategies to best utilise the building footprint Build consistent staffing models across corporate areas.	Director, Finance and Corporate	Director of Corporate Services	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Our People make a difference					
Workforce for the future	Improve the efficiency of recruitment processes	To review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates. Encourage manager attendance at recruitment training	Director, People & Culture	Human Resources Manager	June 2022
Workforce for the future	Support the continuity and development of our workforce (HRM)	Review and discuss (with Service Managers) compliance to PDR completion KPI to identify opportunities for improvement. Maintain a completion rate of greater than 80%	Director, People & Culture	Human Resources Manager	June 2022
Workforce for the future	Improve support for staff commencing new positions (HRM)	Implement the “Safety & Quality onboarding checklist for Service Managers” and ensure consistency with SWSLHD Orientation program	Director, People & Culture	Human Resources Manager	June 2021
Culture of respect and compassion	Improve approaches to addressing workplace conflict (HRM)	Promote staff attendance at training and education on conflict resolution	Director, People & Culture	Human Resources Manager	June 2022
Culture of respect and compassion	Keep people safe at work (HRM)	Provide collaborative input into WHS and Recover @ Work practices to ensure these meet operational needs	Director, People & Culture	Human Resources Manager	June 2022
Culture of respect and compassion	Keep people safe at work (WHS)	Facilitate the Fairfield Hospital Staff Bounce Back program to promote a healthy work-life balance while integrating various health promotion activities.	Director, People & Culture	Work Health Safety Manager	June 2022
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace (HRM)	Schedule “Mental Health First Aid” 2 day course at Fairfield Hospital and encourage the attendance of Service Managers to this course. Explore and implement initiatives that promotes mental health awareness in the workplace and how stigma could be reduced (i.e., Mental Health Week, Are you Okay day?, Mental health during COVID-19)	Director, People & Culture	Human Resources Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
Our People make a difference					
Employer of choice	Enhance recruitment and retention of our aboriginal workforce (HRM)	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	Human Resources Manager	June 2022
Effective leadership and empowered staff	Strengthen the support for our volunteers (HRM)	Implement the Volunteer Mandatory Training program.	Director, People & Culture	Human Resources Manager	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Leader in Research and Teaching					
Continuous education, teaching and training	Enhance partnerships with education providers to ensure positive student experiences within SWSLHD (DMS)	Introduction of 'Assistants in Medicine' in the Intensive Care Unit.	Director, People & Culture	Director of Medical Services	December 2020
Driving research and translation	Enhance our vibrant research culture (DMS, DONM)	Actions as per the SWSLHD Research Strategy 2019-2023 In particular: Support staff undertaking higher degree or other research through the provision of study leave and research opportunities directly related to their existing roles Identify Research Leaders within facilities and services to clearly identify local research champions and provide local access to information and guidance Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research	Director, Research	Director of Medical Services Director of Nursing & Midwifery	June 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY LEAD	TIMEFRAME
A Leader in Research and Teaching					
Driving research and translation	Build strategic collaboration in research (DMS, DONM)	Implement a regular forum for staff	Director, Research	Director of Medical Services Director of Nursing & Midwifery	June 2022

Specific Initiatives July 2020 – June 2022

STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	FACILITY LEAD	TIMEFRAME
Safe, Quality Care	Consistently safe and outstanding quality	Meet National Patient Safety and Quality Standards through participation in external accreditation schemes and quality processes (QAM)	Participate in the ACHS National Standards Accreditation Program Develop and implement an Action Plan to address any recommendations received.	General Manager	Quality & Accreditation Manager	December 2021
Safe, Quality Care	Consistently safe and outstanding quality	Medication Safety Standard Action item 4.8.1: "Current medicines are documented and reconciled at admission and transfer of care between healthcare settings"	Develop an action plan to address the ACHS EQIP National recommendation to "Provide evidence to demonstrate that current medications are documented and reconciled at admission and transfer of care between healthcare settings"	DMS	Director of Pharmacy	December 2021
Safe, Quality Care	Consistently safe and outstanding quality	Clinical Handover Standard Action 6.3.2: "Local processes for clinical handover are reviewed in collaboration with clinicians, patients and carers"	Develop an action plan to address the ACHS EQIP National recommendation to "Ensure that local processes for clinical handover are reviewed in collaboration with clinicians, patients and carers"	DMS DNM&P	Patient Safety Manager	December 2021

STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	FACILITY LEAD	TIMEFRAME
Safe, Quality Care	Consistently safe and outstanding quality	Clinical Handover Standard Action 6.5.1: "Mechanisms to involve a patient and, where relevant, their carer in clinical handover are in use"	Develop an action plan to address the ACHS EQuIPNational recommendation to "Ensure that mechanisms are in use to involve the patient, and where relevant their carer, in clinical handover"	DMS DNM&P	Patient Safety Manager	December 2021
Safe, Quality Care	Consistently safe and outstanding quality	Implement the R.E.A.C.H. program across all relevant units to strengthen responsiveness to patient, carer and family concerns about deteriorating patients (DONM, DMS)	Develop and implement an action plan to address the ACHS EQuIPNational recommendation (9.9.3) to "Ensure that action is taken to improve the system for family escalation of care"	DNM&P DMS	Medical Emergency Team (MET) Coordinator	December 2020
Safe, Quality Care	Consistently safe and outstanding quality	Implement the R.E.A.C.H. program across all relevant units to strengthen responsiveness to patient, carer and family concerns about deteriorating patients (DONM, DMS)	Implement translated REACH Brochures	DNM&P DMS	Medical Emergency Team (MET) Coordinator	December 2020
Safe, Quality Care	Consistently Safe	Evaluate the use of the "Sepsis Pathway" to improve recognition and management of severe infection and sepsis	Evaluate the use of the ED, Maternity & inpatient pathways. Develop an action plan to address any issues found in the evaluation. Ensure the Sepsis database data is current and up to date	General Manager	Patient Safety Manager	December 2021
Safe, Quality Care	Consistently Safe	Evaluate the Safety & Quality Culture within Fairfield Hospital (QAM)	Work with the CEC to repeat the Safety & Quality Culture Survey to evaluate the actions taken as a result of the November 2017 survey.	General Manager	Quality & Accreditation Manager	December 2021

STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	FACILITY LEAD	TIMEFRAME
Safe, Quality Care	Evidence based and patient centred care	Develop and implement a procedure for open visiting hours in appropriate clinical settings in order to better meet the support needs of patients, families and carers	Review of the current 24 hour visiting policy at Fairfield Hospital	General Manager	Patient Liaison Manager	June 2021
Safe, Quality Care	Governance and risk	Implement the Legislative Compliance Policy Framework 2017 to ensure processes are in place to support and enhance staff awareness of statutory and organisational reporting requirements (QAM)	Review the 'Legislative Compliance Policy Framework' for Fairfield Hospital to ensure alignment with the LHD framework Develop and implement an action plan to address any issues found.	General Manager	Quality & Accreditation Manager	June 2022
A Healthy Community	Prevention and early intervention	Develop an integrated network of drug and alcohol treatment intervention services to reduce the harm from substance use and increase access to treatment (DONM, DMS)	Explore opportunities to develop further drug & alcohol network services with the Emergency Department and with Women's and Children's Services	DNM&P DMS	Nurse Unit Manage, ED Director of Emergency Medicine	June 2022
A Healthy Community	Safe, healthy environments	Meet Work Health Safety Obligations as outlined in the relevant legislation participation in the LHD WHS Audit processes	Participate in the WHS Audit every 2 years Develop and implement an Action Plan to address any recommendations received.	Director of Corporate Services	Work Health Safety Manager	June 2022
A Healthy Community	Safe, healthy environments	Develop and implement an Asset Maintenance, Replacement and Disposal Program	Review local amenities and infrastructure for replacement (such as chairs, commodes etc.)	General Manager	Director of Corporate Services	June 2021

STRATEGIC DIRECTION	KEY PRIORITY AREA	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	FACILITY LEAD	TIMEFRAME
Our People make a difference	Workforce for the future	Build the Nurse Practitioner workforce across hospital and community settings to provide more timely and responsive expert clinical care (DONM)	Explore the opportunities for building the Nurse Practitioner workforce at Fairfield Hospital as they arise.	General Manager	Director of Nursing & Midwifery	June 2021
Our People make a difference	Workforce for the future	Develop and implement a coaching and mentoring program to support nursing and midwifery staff development (DONM)	Review the pre-employment Orientation program (basic skills) for New RN Graduates employed at Fairfield Hospital	General Manager	Director of Nursing & Midwifery	June 2021