



Health
South Western Sydney
Local Health District

SWSLHD
Liverpool Hospital
A Facility of South Western Sydney Local Health District
Operational Plan
2020 – 2022

Leading care, healthier communities

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Introduction

The Liverpool Hospital Operational Plan aims to provide a practical framework to embed the South Western Sydney Local Health District's six strategic directions into the culture and community of Liverpool Hospital:

- Safe, Quality Care
- A Healthy Community
- Collaborative Partnerships
- A Healthcare System for the Future
- Our People Make a Difference
- A Leader in Research and Teaching.

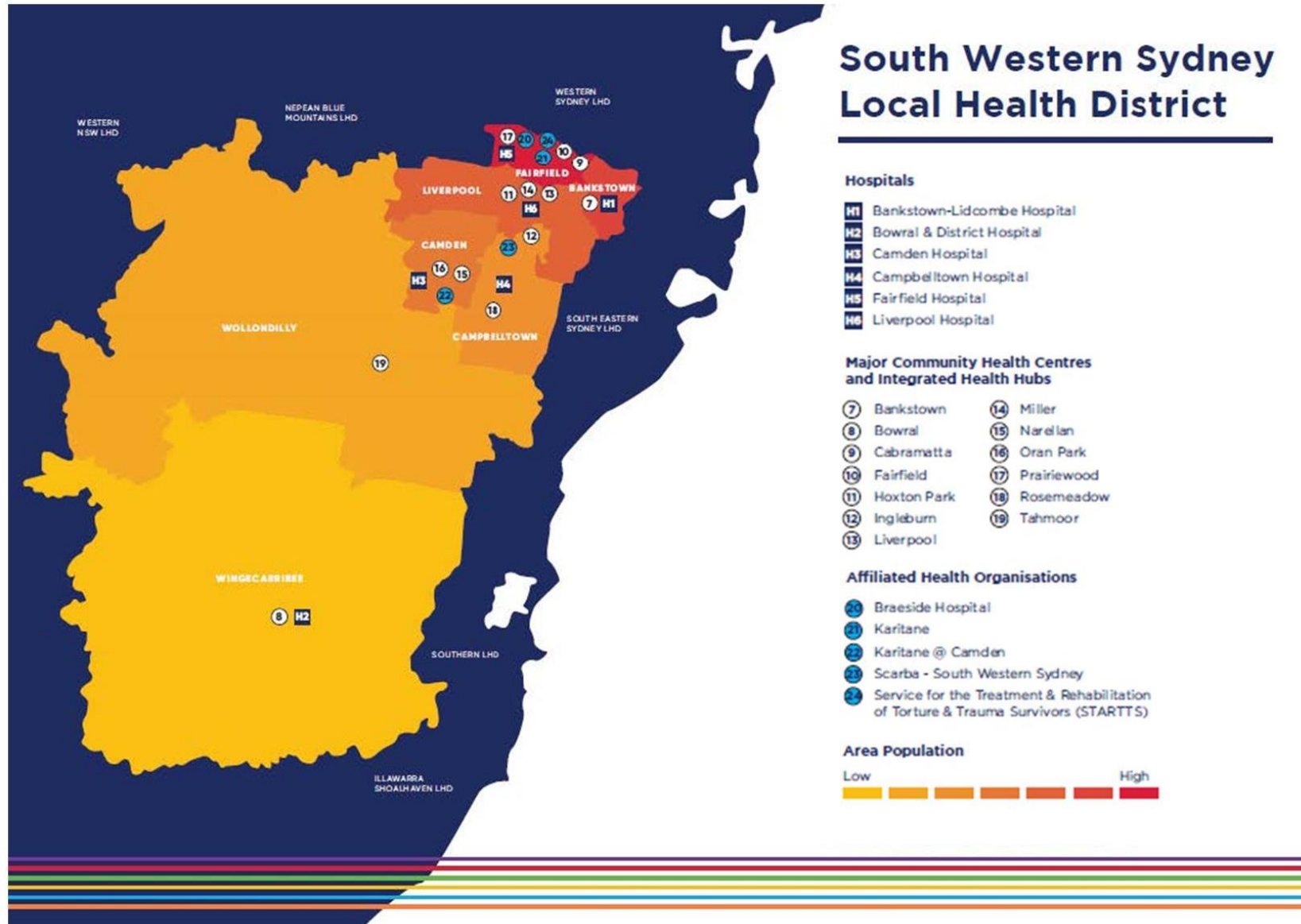
Liverpool is home to an incredibly diverse and unique population and Liverpool Hospital aims to reflect this in both their workforce and in the services that are offered to the local community. Liverpool Hospital has strategic partnerships with the Ingham's Institute, the University of NSW, Western Sydney University and the Liverpool City Council which have enabled and contributed to a number of key achievements in recent years.

Liverpool Hospital has commenced the \$740 million redevelopment into the Liverpool Health and Academic Precinct which will showcase Liverpool as a hub for innovation and emerging technologies which has involved extensive consultation and collaboration with multidisciplinary teams and clinicians and services around the hospital. The redevelopment will include a new comprehensive and integrated cancer centre, an expanded emergency department, neonatal intensive care, maternity and critical care capacity.

As well as the focus on the Districtwide operational objectives and the Liverpool Health and Academic Precinct, 2020-2022 will involve a number of key focus areas for Liverpool Hospital. These include a greater focus on emerging technologies including telehealth models and other opportunities which have stemmed from lessons learned during the recent COVID-19 pandemic, a more strategic and planned approach to patient flow and access in emergency, surgery and critical care specialties; and a comprehensive oversight of care pathways and quality and safety.

Liverpool Hospital aims to be 'Australia's Safest Hospital', which encapsulates the goals of the Liverpool Executive Leadership Team: excellent patient outcomes, engaged and empowered consumers, a proud community, an engaged and motivated workforce, a platform for research and teaching and an innovative approach to care delivery.

Map of South Western Sydney Local Health District



Values Framework

Our Vision Leading care, healthier communities

Our Values

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

Our Mission

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

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

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

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

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

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



COLLABORATION

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



OPENNESS

Services are transparent and open and explain the reason for decisions



RESPECT

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



EMPOWERMENT

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

Facility or Service Profile

Liverpool Hospital is located in the suburb of Liverpool in the local government area of Liverpool and is 50 minutes from the Sydney CBD. It is in the NSW state electorate of Liverpool and in the federal electorate of Hughes.

Liverpool Hospital is a principal referral group A1 hospital with principal tertiary affiliations to the University of NSW and University of Western Sydney but also providing an active education programme for medical practitioners, nurses and health professionals and a range of clinical placements for students from universities around Australia. It provides referral and district acute services to the Liverpool catchment and higher level tertiary care for South Western Sydney residents at mainly role delineation level 6, critical care for rural retrieval catchments and a supra regional catchment in brain injury. The Hospital has undergone a major redevelopment in recent years (Phase 1), with further redevelopment proposed to cater for the increasing demand in the future (Phases 2 and 3).

Liverpool Hospital also houses the State Office of Preventative Health and sits within an education and health precinct which includes the Ingham Institute of Applied Medical Research, Clinical Schools of the University of New South Wales and University of Western Sydney, South West Private Hospital and South Western Sydney TAFE.

Liverpool Hospital provides tertiary level care at mainly role delineation level 6.

Liverpool Hospital provides clinical services in:

- Emergency Medicine
- Surgical sub-specialties including general, cardiothoracic, ENT, colorectal, neurosurgery, ophthalmology, orthopaedics, plastics, oral and maxillofacial, upper gastrointestinal, vascular, gynaecology, urology, head and neck, hand, trauma and paediatrics
- Medical sub-specialties including cardiology, endocrinology, gastroenterology, HIV/AIDS, dermatology, immunology, microbiology and infectious diseases, neurology / stroke, renal, aged care, pain management, respiratory, clinical genetics and rheumatology
- Cancer therapy including medical and surgical oncology, chemotherapy, haematology and radiation oncology
- Obstetrics, newborn care, neonatology and paediatrics
- Intensive Care Unit/High Dependency Unit (ICU/HDU) and Neonatal Intensive Care (NICU)
- Anaesthetic Services
- Ambulatory Care Unit
- Mental Health
- Drug Health
- Rehabilitation including the Brain Injury Rehabilitation Unit
- Palliative Care
- Imaging – interventional, PET, MRI, CT, nuclear medicine, general radiography, PACS/RIS technology
- Sydney South West Pathology Service (SSWPS)
- The Clinical Skills Centre

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

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Safe, Quality Care					
Consistently safe and outstanding quality	Promote and support safe and quality care through improved monitoring and reporting	<p>Actions as per the SWSLHD Clinical Governance Framework 2020-2023 and the Quality Plan 2020-2023.</p> <ul style="list-style-type: none"> Implement processes for the review of incidents and communication of the outcomes Identify relevant performance/clinical data for review. Define governance to manage variation in data. Plan, implement and monitor actions to address variation Develop and progress action plan to address results. Staff meetings to include lessons learnt from local safety and quality issues. Share serious incident investigation findings and recommendations across the District, utilising existing committee structures and staff forums. 	Director, Clinical Governance	Director Patient Safety and Quality	<p>Dec 2020</p> <p>Jun 2021 Dec 2020 Jun 2021</p> <p>Jun 2021 Dec 2020</p> <p>Dec 2020</p>
Appropriate, timely care	Enhance surgical and procedural services across SWSLHD	<p>Actions as per the SWSLHD Surgical and Procedure Plan to 2031</p> <ul style="list-style-type: none"> Review opportunities for appropriate procedures to be transitioned from existing models of care to Day Only pathways. Review facility models for Emergency Surgery provision. 	Director, Nursing, Midwifery and Performance	Director Medical Services	<p>Jun 2021</p> <p>Dec 2021</p>
Appropriate, timely care	Support the provision of high quality end of life care	<p>Actions as per the SWSLHD Advance Care Planning, End of Life & Palliative Care Strategic Plan 2016-2021</p> <ul style="list-style-type: none"> Incorporate Advance care planning content in admission and discharge hospital documentation, referral processes and assessment and care planning processes Pilot new approaches to enable additional discussion with patients and their families about ACP-through clinical streams/services Implement the Plan for the Dying Patient supported by staff education and training and ongoing audit 	Director, Allied & Community Health	Director Allied Health	<p>Jun 2021</p> <p>Jun 2021</p> <p>Jun 2021</p>

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Appropriate, timely care	Reduce the incidence of cancer in the community and improve outcomes for people with cancer and their families	<p>Actions as per the SWSLHD Cancer Plan 2018-2023</p> <ul style="list-style-type: none"> Develop a model of care for complex cancer pain management Enhance the capacity of Cancer Services to undertake MDT meetings and documentation. 	Director, Nursing, Midwifery and Performance	Director Medical Services	Dec 2021 Dec 2021
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	<ul style="list-style-type: none"> Review models of care in Emergency Departments to improve responsiveness to weekend demand and improve consistency of service systems across the District 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 Support the development of District wide models including dermatology and gynae-oncology. 	Director, Capital Works & Infrastructure	General Manager	Jun 2022 Jun 2022 Dec 2021
Networked and Integrated Services	Deliver integrated diabetes care across SWS in partnership with the PHN	<p>Actions as per the South Western Sydney Diabetes Framework to 2026</p> <ul style="list-style-type: none"> Establish processes to ensure people with identified diabetes presenting to ED have their blood glucose levels and HbA1c levels checked and their status recorded in the ED Establishing Diabetes and Insulin Safety Boards at all facilities across SWSLHD Progressively establishing Diabetes Resource Nurses across all adult inpatient settings 	Director, Allied & Community Health	Director Medical Services	2026 Jun 2022 Jun 2022 Dec 2025
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	<p>Implement systems to capture patient reported outcomes in relation to physical and psycho-social needs to inform clinical decision making</p> <ul style="list-style-type: none"> Implement structured mechanism(s) to collect patient experience data (My Experience Matters). Use collected data to drive improvement. Develop an audit tool to capture evidence of consumer involvement in planning and delivery of care. Include the patient, carers and families in planning treatment and care. 	Director, Clinical Governance	Director Patient Safety and Quality	Jun 2021 Dec 2021 Dec 2021 Dec 2021

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Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	<ul style="list-style-type: none"> Evaluation of telehealth implementation in outpatients, A review of how care is coordinated between services A review of how to better service the needs of the child/family/client with complex needs Implementation of TAVI 	Director, Strategy & Partnerships	Director Medical Services	Dec 2021 Jun 2022 Dec 2022 Dec 2021
Governance and risk	Further develop risk maturity throughout the organisation	<p>Actions as per the Enterprise Risk Management Framework</p> <ul style="list-style-type: none"> Monitor and report on enterprise management risks and high Establishment of the Enterprise Risk Management Committee Regular review of risks by Accountable Executive & responsible managers and service managers Implement CAMMS Cycle risk register system to departments across the service, with support of the LHD Risk Project Officer based on project schedule 	Manager, Risk and Policy	Director Patient Safety and Quality	Jun 2021 Jun 2021 Dec 2021 Jun 2022
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	<p>Actions as per the District-wide Policy, Procedure, Guideline Framework/Action Plan and ensure alignment with NSW Health PPGs</p> <ul style="list-style-type: none"> Remove policy directives at facilities and services, with documents reviewed and updated into more appropriate document formats (facilities and services only to have procedures and guidelines that offer practical instructions to staff Reduce the number of PPGs overdue for review 	Manager, Risk and Policy	Director Patient Safety and Quality	Dec 2020
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	<ul style="list-style-type: none"> Review the processes associated with incidents and complaints management to ensure alignment with the NSW Policy Directives PD2020_020: Incident Management Policy and PD2020_013: Complaints Management. Staff meetings to include lessons learnt from local safety and quality issues. 	Director, Clinical Governance	Director Patient Safety and Quality	Dec 2020 Dec 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
A Healthy Community					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	Actions as per the Health Literacy Roadmap <ul style="list-style-type: none"> Audit each service, facility and department in consultation with consumers and carers to identify health and service information requirements. Review pre admission and appointment correspondence with signage and wayfinding systems within all hospitals and facilities, checking for consistency. Carry out way finding assessments across all sites, facilities and services. Implement procedure for accessible consumer and carer information and resources and repository guidelines 	Director, Nursing, Midwifery and Performance	Community Participation Manager	Dec 2021
					Dec 2021
					Dec 2021
					Jun 2022
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework <ul style="list-style-type: none"> 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 Liverpool Hospital have access to comprehensive breastfeeding support during all continuums of the pregnancy and birth journey. Develop processes to ensure all units that children 2yrs to 18yrs present to have height and weight measures completed and referrals made to appropriate services. 	Director, Allied & Community Health	Nurse Manager Women and Children’s Health	Jun 2021
					Jun 2021
					Jun 2021
Healthy people and communities	Strengthen and integrate the response to violence, abuse and neglect	Implement actions related to the SWSLHD response to the NSW Health iPARVAN framework	Director, Allied & Community Health	Director Allied Health	Jun 2022
Healthy people and communities	Support families with vulnerabilities	<ul style="list-style-type: none"> Ensure robust processes for undertaking nursing assessments, comprehensive care planning and risk huddles to identify vulnerabilities. 	Director, Allied & Community Health	Director Allied Health	Jun 2021
					Jun 2021

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		<ul style="list-style-type: none"> Liverpool Hospital implementation of the SWSLHD Child Protection in Your Hands strategy. 			
Prevention and Early Intervention	Reduce the impact of smoking	Take actions to reduce smoking on facility grounds <ul style="list-style-type: none"> Develop and implement a local implementation plan 	Director, Population Health	Director Corporate Services	Jun 2021
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	Actions as per the Aboriginal Health Plan <ul style="list-style-type: none"> Evaluation of Aboriginal Health Committee Reestablishment of ED working Group Review of ALO Model of Care for ED, Afterhours and Weekends Establishment of strategic partnership with Aboriginal Health Organisations (including Gandangara Health Services, Budyari Aboriginal Community Health Centre) Aboriginal community input into the redevelopment 	Director, Aboriginal Health	Director Human Resources	Dec 2020 Dec 2020 Dec 2020 Dec 2020 Jun 2021
Culturally safe and responsive to community diversity	Ensure safe, high quality services and opportunities for people with a disability and their carers	Actions as per the Disability and Carers Plan <ul style="list-style-type: none"> Embed TYE expectations in all care provided for persons with a Disability Review facility Transport Access guides to include information for people with disability Ensure availability of alternate call facilities for inpatients unable to utilise the Nurse call buttons Implement 'the Essentials' via the 'self-assessment process' to continue to improve the hospital experience and pathways to care for people with intellectual disability 	Director, Allied and Community Health	Community Participation Manager	Jun 2021 Dec 2021 Jun 2022 Jun 2022
Culturally safe and responsive to community diversity	Build capacity and develop systems that are responsive to NDIS implementation	Develop organisational capacity to work effectively with people with a disability who access SWSLHD health services, including making reasonable adjustments to optimise access to care (e.g. communication, service delivery modifications).	Director, Allied and Community Health	Director Allied Health	Jun 2022
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 Facilitate cultural training opportunities <ul style="list-style-type: none"> Review of Mandatory Training data – RTD Development of Liverpool Hospital Diversity and Inclusion Plan 	Director, Allied and Community Health	Director Human Resources	Jun 2021

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Collaborative Partnerships					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	Engage as per the revised Consumer and Community Participation Framework <ul style="list-style-type: none"> • Increase the number and diversity of people participating in formal CCP structures • Extend the level of CCP engagement in hospital redevelopments • Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods • Increase connections with vulnerable people and groups in our community to improve the way health services respond to community needs 	Director, Strategy & Partnerships	Community Participation Manager	Dec 2021 Jun 2021 Dec 2021 Jun 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches	Engage as per the revised Consumer and Community Participation Framework <ul style="list-style-type: none"> • Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development. 	Director, Strategy & Partnerships	Community Participation Manager	Jun 2021
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	TYE strategies implemented <ul style="list-style-type: none"> • Leader patient rounding • Executive rounding with patients • Proactive patient rounding 	Director, People & Culture	Community Participation Manager	Jun 2022
A Healthcare System for the Future					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Expand and embed the use of telehealth and models of care in the District and beyond	Director, ICT	General Manager	Jun 2022
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	<ul style="list-style-type: none"> • Support efficient use of interpreters and avoid booking interpreters beyond the required time. • Work with interpreter services to build the skills of clinicians in using interpreters and interpreter models (including phone/virtual/video) 	Director, Allied & Community Health	Director Nursing Midwifery Services	Jun 2022

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	<ul style="list-style-type: none"> 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 (https://www.aidr.org.au/media/1760/aidr_handbookcollection_less onsmanagement_2019.pdf) 	Director, Nursing, Midwifery and Performance	Manager, Emergency Management Unit	Jun 2022
Financial and service Sustainability	Promote sustainable funding strategies for future growth	<ul style="list-style-type: none"> Partnering with HR and service managers, improve the management of ADO's and Annual Leave in line with operational requirements. Review processes for time and attendance recording. Review rostering practices. Improve service level engagement in Roadmap processes to provide focus, planning and governance to cost reduction strategies Ensure best practice rostering to limit the use of overtime, agency/locum use and unnecessary backfilling. Optimise the appropriate skill mix across clinical and non-clinical areas Strengthen frameworks around VMO rostering, call backs, accruals and discounting of old claims. 	Director, Finance & Corporate	Director Finance	Jun 2021 Jun 2021 Dec 2021 Jun 2022 Dec 2022
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	<ul style="list-style-type: none"> Identify and implement efficiency strategies across both clinical and corporate areas to improve outcomes. Value based care strategies to support delivery of evidence based models of care and the monitoring of service and patient outcomes. 	Director, Nursing, Midwifery and Performance	Director Allied Health	Sep 2022 Dec 2021
Financial and service Sustainability	Drive value in procurement	<ul style="list-style-type: none"> Support the procurement decisions for clinical staff through the provision of reporting on opportunities for improvement utilising H Trak functionality and Healthshare reporting 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 Finance	Dec 2021 Jun 2022 Dec 2021
Financial and service Sustainability	Enhance the effectiveness and cross	Enhance the effectiveness of Corporate services through continuous improvement in business processes	Director, Finance and Corporate	Director Corporate Services	Dec 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
	District alignment of Corporate Services	<ul style="list-style-type: none"> Recommended: Support the improvement of Outpatient Administrative and Billing practices and the overall LHD review of Outpatient services. 			
Our People make a difference					
Workforce for the future	Improve the efficiency of recruitment processes	<p>Review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates.</p> <ul style="list-style-type: none"> Provide Support to training of Managers and Service leads on Recruitment System and process Develop and implement a reporting metric on recruitment process/outcomes for review/consideration at District Workforce 	Director, People & Culture	Director Human Resources	Dec 2021 Dec 2021
Workforce for the future	Support the continuity and development of our workforce	<p>Apply the professional development review process and increase uptake of professional development plans to support staff to achieve their career goals, aligned with the District's needs</p> <ul style="list-style-type: none"> Develop and implement strategies to maintain a completion rate of 80% Lead the development and implementation of an electronic PFR process including training and supporting resources Develop structured program for Aboriginal Administration Traineeship participants to participate in 'Administration pathway' Work with DMS to establish PDR Governance framework across Medical Services Working with District HR, implement Data Integrity Project to improve quality of data outputted from Stafflink and Qlik systems 	Director, People & Culture	Director Human Resources	Dec 2021
Workforce for the future	Improve support for staff commencing new positions	<ul style="list-style-type: none"> Review, evaluate, update LH Orientation Program and ensure consistency with SWSLHD Program Develop and implement Volunteer/Contractor Orientation program Support expansion and implementation of 'hello My name is' as part of Orientation and handover 	Director, People & Culture	Director Human Resources	Dec 2021 Jun 2021 Jun 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
Culture of respect and compassion	Improve approaches to addressing workplace conflict	Promote staff attendance at training and education on conflict resolution <ul style="list-style-type: none"> Sponsor and inform Research and Ethics proposal relating to use of 'facilitated discussion' Develop 'Facilitated discussion' tool kit and undertake complete pilot. 	Director, People & Culture	Director Human Resources	Dec 2021 Jun 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 Other actions as relevant <ul style="list-style-type: none"> Review structure and responsibilities of Recovery @ Work team Establish LH NWRI procedure Integrate Well-being and Aboriginal Cultural Safety into WHS and R@W functions Establish and implement Code Black training Program Health Expo 	Director, People & Culture	Director Human Resources	Jun 2021 Jun 2021 Jun 2021 Jun 2021 Jun 2021
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 <ul style="list-style-type: none"> Work with DCS to implement HASA model Provide Mental Health First Aid training to Senior HR Consultants Develop and implement LH Diversity and Inclusion Plan 	Director, People & Culture	Director Human Resources	Dec 2020 Dec 2021 Dec 2021
Employer of choice	Enhance recruitment and retention of our aboriginal workforce	Host identified staff programs and liaise with People and Culture on trainee progress. <ul style="list-style-type: none"> Implement GSE Act, Rule 26 provisions and establish merit based promotion pathway Other related items already noted herein 	Director, People & Culture	Director Human Resources	Dec 2021
Effective leadership and empowered staff	Strengthen the support for our volunteers	<ul style="list-style-type: none"> Review governance and management frameworks of the Volunteer workforce Develop and implement Orientation/Induction program Implement 'recruitment drive' to recruit Volunteers that more closely reflect community demographic 	Director, People & Culture	Director Human Resources	Jun 2021 Nov 2020 Dec 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
A Leader in Research and Teaching					
Continuous education, teaching and training	Support staff to access training and education	Support staff to access and complete relevant post graduate qualifications <ul style="list-style-type: none"> Promote Post-graduate pathways Develop Post Graduate education network to promote worker engagement with Universities, particularly to support attainment of post-graduate training for Aboriginal employees 	Director, People & Culture	Director Human Resources	Dec 2021
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 <ul style="list-style-type: none"> Enhance partnerships with education providers to integrate core competency requirements into curriculum as required by LH, including Communication skills – and to support other strategic initiatives e.g. Patient Care (My Experience Matters) Partner with CEWD and P&C to deliver Postgraduate Study and Careers Expo 	Director, People & Culture	Director Human Resources	Dec 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"> 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 Support staff undertaking higher degree or other research through the provision of study leave and research opportunities directly related to their existing roles 	Director, Research	Director Allied Health	Jun 2021 Jun 2022 Jun 2022
Driving research and translation	Develop agile response systems to support research	Actions as per the Research Strategy 2019-2023 <ul style="list-style-type: none"> Develop a purpose-built SWSLHD Clinical Trials Centre at Liverpool Hospital as part of the redevelopment 	Director, Research	Director Allied Health	2026
Driving research and translation	Build strategic collaborations in research	Actions as per the Research Strategy 2019-2023 <ul style="list-style-type: none"> Incorporate flexible research, teaching and education spaces within the capital redevelopments in SWSLHD hospitals 	Director, Research	Director of Medical Services	Dec 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"> Utilise a range of techniques to support collaboration between clinicians and sites including mentoring, social media platforms, open space technology, participation of academics in clinical meetings, grand rounds and journal clubs 			
Driving research and translation	Build evidence, knowledge and translation	<ul style="list-style-type: none"> Investigate options to provide support for investigator led trials through internal resource development and collaboration with academic partners Improve access to clinical trial support services through further developing partnerships across academia and industry Promote the use of evidence-based knowledge in conjunction with clinical expertise and patient values to guide health care decisions and practices 		Director Medical Services	Dec 2022