

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

*Leading care, healthier communities*

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## Introduction

This *SWSLHD Mental Health Service Operational Plan 2020-2022* provides a framework through which the corporate priorities and actions articulated in the *SWSLHD Strategic Plan 2018-2021* will be addressed. This Plan has been developed to improve the mental health of people and communities living within the South Western Sydney Local Health District. The Plan outlines the specific strategies that the SWSLHD Mental Health Service will take over the next two years to realise these organisational goals and contribute to achievement of the SWSLHD Vision.

The Operational Plan provides the basis for the implementation of the strategies related to mental health and is aligned with the SWSLHD Strategic Plan 2018-2021. It has also incorporated issues identified by consumers, carers, staff and partner service providers through the consultation process established for the development of the SWSLHD strategic and clinical services plans.

A reporting framework involving service managers has been developed to document progress in the implementation of the actions in line with the requirements of the District.

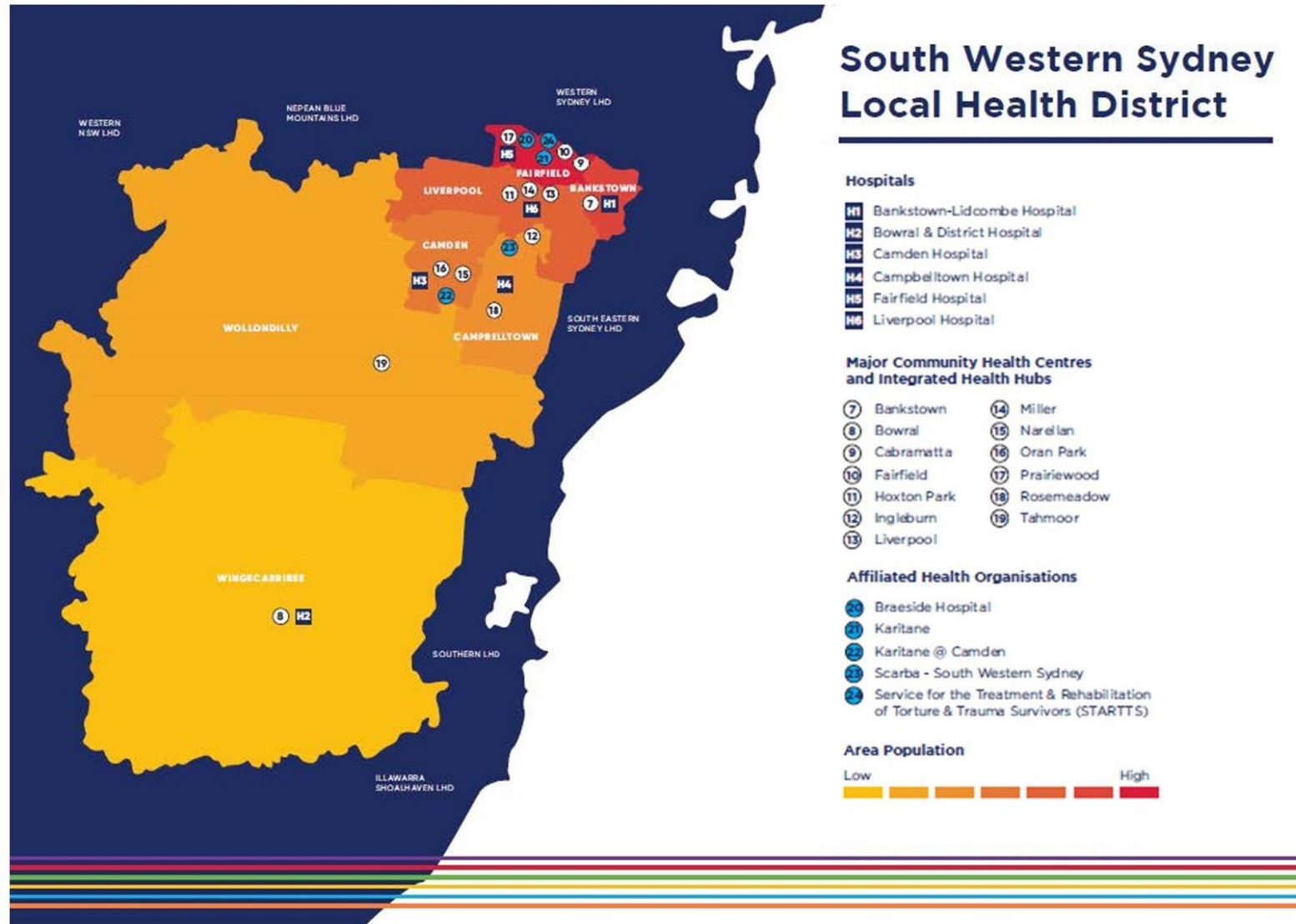
Priorities presented in this Operational Plan include:

- Redevelopment / expansion of the inpatient services at Campbelltown Hospital based on the NSW mental health planning guidelines;
- Enhancement of community mental health services to meet the needs consumers in the community to improve health outcomes and to avoid unnecessary admission to mental health units.
- Improving the transfer of care and care pathways between inpatient and community services to provide community-based care and treatment wherever possible;
- Working with the related government and non-government sectors and primary care providers to improve communication and coordination of services;
- Improving the physical health of people with mental health problems through effective partnerships with primary care providers and LHD specialist services - supported by research and outcomes evaluation; to close the gap in health outcomes and life expectancy in people with Schizophrenia Spectrum Disorders.
- Improvements in information, financial and evaluation systems within a quality framework; and
- Establishment of Workforce Plan for the Mental Health Service.
- Provision of least-restrictive care (ie. Reduction in seclusion and restraint) – this is a priority of the ministry and should be a priority for SWSLHD Mental Health Services

Improving the mental health of the communities in South Western Sydney (SWS) requires effective collaboration with many partners. The Mental Health Service has developed partnerships with other SWSLHD clinical and support services; general practitioners and clinicians in private practice; the community managed organisation (CMO) sector; and other related government departments, such as Family and Community Services, Housing, Education, Police, and the Ambulance Service. Further partnerships will need to be developed and maintained with a range of related service providers to deliver effective, comprehensive and coordinated services.

This Operational Plan will help inform consumers, carers, staff, and related service providers of the progress we are making in achieving our objectives. It will provide accountability and contribute towards developing an effective, efficient and sustainable mental health service for SWSLHD.

# 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

A wide range of mental health services are provided to residents of South Western Sydney including inpatient services located on the main hospital campuses at Bankstown, Liverpool and Campbelltown, and community-based mental health services located at Bankstown, Fairfield, Liverpool, Wollondilly, Campbelltown and Bowral.

Community and inpatient mental health services are provided across the age range (perinatal; infant, child and adolescent; young people; adults and older people), often through collaboration with other SWSLHD services, including hospital Emergency Departments, Drug Health and Aged Care and Rehabilitation services.

Specialised services are provided for Aboriginal and Torres Strait Islander people through the Aboriginal Mental Health staff who work across community and inpatient services. Services for people from culturally and linguistically diverse backgrounds are integrated into all inpatient and community services.

Biopsychosocial treatment and care is provided for a range of mental health problems and disorders. Mental health promotion and early intervention are priority areas. The Mental Health Service is committed to developing a recovery-orientated to the provision of mental health care. The Mental Health Service has active partnerships with a number of non-government organisations, which provide a range of services including youth health, accommodation support, leisure programs, vocational and educational training and carer education and support.

### Community Mental Health

Community mental health services are provided through a clinical and administrative structure based on 'sectors' that provides continuity between the inpatient units; care / treatment in the community; and with the range of service partners that includes NGOs and the private sector. Following are the current community mental health services provided through each sector:

#### **Bankstown**

The community mental health services are based in the Bankstown Community Health Centre in Raymond Street, Bankstown. Co-located with the Mental Health Service are a range of general community health services, that include Drug Health, Community Nursing and Child and Family services.

Services provided include child and adolescent, early intervention for psychosis, community emergency care, assertive outreach, health promotion, and services for older people are located at Bankstown. Specialised services include bi-lingual, Aboriginal mental health staff and peer workers. Community emergency care is provided by the Community Mental Health Emergency Team (Co-MHET).

#### **Fairfield**

Mental Health services are based in the Fairfield Community Health Centre in Carramar and are co-located with other community Health Services. Services at Fairfield reflect the multi-cultural composition of the community. The mental health services at Carramar include rehabilitation / recovery, case management, and adolescent assessment and treatment. Community emergency care is provided by the Co-MHET service based at Liverpool. Perinatal mental health services are provided through Jade House at Karitane. Services for older people are provided through outreach from Braeside Hospital.

### **Liverpool**

The Community Mental Health Service is based in the Liverpool Mental Health Centre. A range of services including Co-MHET, adult care coordination, general mental health promotion, Aboriginal mental health, peer workers, specialist services for older people, early intervention for psychosis, and perinatal mental health care / support are located at Liverpool.

The health promotion component of the infant, child and adolescent service provides School-link and support to children of parents with a mental illness. Child and adolescent mental health assessment and treatment services are provided through a separate facility in Bigge Street. Aboriginal Mental Health services are also provided in Miller.

### **Macarthur**

Mental Health services provided for adults and young people covering Campbelltown, Camden and Wollondilly are based in the central business district in Campbelltown. These include Co-MHET, case management, rehabilitation/recovery, Aboriginal mental health, peer workers, early intervention for psychosis and youth mental health, and health promotion. A team provides adult services in Tahmoor. Child and adolescent services are based in a separate facility in Campbelltown. Specialist services for older people are based at both Camden Hospital and Campbelltown Community Mental Health.

### **Wingecarribee**

The Mental Health Service is based in the Wingecarribee Community Health Centre and colocated with Community Health and Drug Health services. Services provided from Bowral include adult care coordination, specialist services for older people and Aboriginal mental health. Liaison services are provided to Bowral Hospital. Rehabilitation / recovery and youth mental health services are located on the Bowral Hospital campus.

## **Inpatient Services**

Inpatient services provide acute care treatment which is trauma-informed and recovery-focused. Inpatient services work with Community Mental Health Services and other community-based providers to achieve effective transfer of care and ongoing treatment.

Acute inpatient services are provided at Bankstown-Lidcombe, Liverpool and Campbelltown hospitals. Sub-acute and rehabilitation services for adults are provided at Liverpool and Bowral hospitals. Sub-acute services for older people are provided at Braeside Hospital operated by HammondCare. Services available by campus are:

### **Bankstown**

- Acute Adult Mental Health unit (Banks House) incorporating an observation unit and general acute adult beds.
- Provision of 24-hour specialist nursing assessment and support in the Emergency Department

### **Campbelltown**

- Psychiatric Emergency Care Centre (PECC) Unit
- Acute Adult Mental Health Unit (Waratah) incorporating observation beds and general acute adult beds
- Acute Youth Mental Health Unit (Birunji)
- Acute Child and Adolescent Unit (Gna Ka Lun) – this is a tertiary unit and takes admissions from across NSW and the ACT

- Provision of 24-hour specialist nursing assessment and support in the Emergency Department
- Provision of Consultant Liaison services to inpatients of Campbelltown Hospital

**Liverpool**

- Psychiatric Emergency Care Centre (PECC) Unit
- High Dependency Unit
- Acute Adult Mental Health Units (MH East and MH West)
- Sub-Acute Adult Mental Health Unit (MH South)
- Adult Mental Health Rehabilitation Unit (MH North)
- Provision of 24-hour specialist nursing assessment and support in the Emergency Department
- Provision of Consultant Liaison services to inpatients of Liverpool Hospital



## Strategic Directions and associated Key Priority Areas

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

## Operational Plan Actions

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>Safe, Quality Care</b>					
Consistently safe and outstanding quality	Promote and support safe and quality care through improved monitoring and reporting	<p>Actions as per the SWSLHD Safety and Quality Framework</p> <ul style="list-style-type: none"> <li>Implementation of Safety Risk Huddles in MHS</li> <li>Collaboration with facilities on the use of eMeds.</li> </ul>	Director, Clinical Governance	MH Quality Manager  DMH DMS	June 2021  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"> <li>Further develop the model of care and prepare business case for the child and adolescent consultation liaison and assertive community services</li> <li>Expand the use of technology and further explore the development of model of care to support Virtual Care Strategy in MHS</li> </ul>	Director, Capital Works & Infrastructure	Director ICAMHS  DCMHP/DOPs	Dec 2021  Dec 20
Networked and integrated services	Deliver responsive and person centred mental health and suicide prevention services in partnership with the PHN	<ul style="list-style-type: none"> <li>Implementation of the Regional South Western Sydney Mental Health and Suicide Prevention Plan</li> <li>Implementation of the Towards Zero Suicides initiative</li> </ul>	Director, Mental Health  Director Mental Health	Director CMHP  Director CMHP	August 2020-2025  July 2020- June 2022
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	<p>Implement a system to capture consumer feedback timely and a process to review feedback</p> <ul style="list-style-type: none"> <li>Implement structured mechanism(s) to collect patient experience data (My Experience Matters).</li> <li>Use collected data to drive improvement.</li> <li>Develop an audit tool to capture evidence of consumer involvement in planning and delivery of care.</li> <li>Review current auditing format/tools</li> </ul>	Director, Clinical Governance	DAH	Dec 2021
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	<ul style="list-style-type: none"> <li>Evaluate Telehealth between Bowral and Campbelltown</li> <li>Provide an evaluation report for REMHS</li> </ul>	Director, Strategy & Partnerships	DCMHP DON	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
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"> <li>Implement CAMMS Cycle risk register system across the service, with support of the LHD Risk Project Officer based on project schedule</li> </ul>	Manager, Risk and Policy	DOPs	Dec 2021
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	<p>Actions as per the District-wide Policy, Procedure, Guideline Framework and ensure alignment with NSW Health PPGs</p> <ul style="list-style-type: none"> <li>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)</li> <li>Reduce the number of PPGs overdue for review</li> </ul>	Manager, Risk and Policy	Director MH and MH Quality Manager	June 2021
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	<ul style="list-style-type: none"> <li>Embed IIMS plus processes</li> <li>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.</li> <li>Staff meetings to include lessons learnt from local safety and quality issues.</li> <li>Clinical reasoning to be evaluated and sustained in MH inpatient units</li> </ul>	Director, Clinical Governance	DMH	June 2021

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>A Healthy community</b>					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	<ul style="list-style-type: none"> <li>Mental Health Promotion Team continues to engage various community groups in promoting Mental Health &amp; Wellbeing through various educational activities and projects.</li> <li>Audit each service, facility and department in consultation with consumers and carers to identify health and service information requirements.</li> <li>Review pre admission and appointment correspondence with signage and wayfinding systems within all hospitals and facilities, checking for consistency.</li> </ul>	Director, Nursing, Midwifery and Performance	DAH	June 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	Director, Allied & Community Health	Director ICAMHS	February 2024
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 <ul style="list-style-type: none"> <li>Participate in the development of a SWSLHD 24hourVAN response &amp; Involvement in complex Case Management Meetings</li> </ul>	Director, Allied & Community Health	DCMHP DAH	Dec 2022
Healthy people and communities	Support families with vulnerabilities	<ul style="list-style-type: none"> <li>Improve child safety through supporting staff to identify the caring responsibilities of adult patients and incorporate stressors and risk issues in care planning</li> <li>Ensure robust processes for undertaking mental health assessments, comprehensive care planning and risk huddles to identify vulnerabilities.</li> </ul>	Director, Allied & Community Health	DCMHP  DCMHP & DON	Dec 2021
Prevention and Early Intervention	Reduce the impact of smoking	Implement smoking cessation program in MH Units.	Director, Population Health	DMS & DON	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
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	<p>Actions as per the Aboriginal Health Plan</p> <ul style="list-style-type: none"> <li>Support of the Aboriginal MH Leadership group and its action plan</li> <li>Support of the inpatient transfer of care project and Gandangara Psychiatrist Outreach</li> </ul>	Director, Aboriginal Health	DCMHP	Dec 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	Director, Population Health	DAH	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
<b>Collaborative Partnerships</b>					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	<p>Actions as per the revised Consumer and Community Participation Framework</p> <ul style="list-style-type: none"> <li>Increase the number and diversity of people participating in formal CCP structures.</li> <li>Identify areas consumers would like to increase their participation and activity.</li> <li>Develop new ways of gathering community, consumer and carer input to inform the way health services are provided, using technology and informal participation methods.</li> <li>Increase connections with vulnerable people and groups in our community to improve the way health services respond to community needs.</li> </ul>	Director, Strategy & Partnerships	DAH	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
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their practice	Actions as per the revised Consumer and Community Participation Framework <ul style="list-style-type: none"> <li>Build the capacity of clinical leaders to engage consumers and the community in individual care and in organisational development.</li> </ul>	Director, Strategy & Partnerships	DAH	Dec 2021
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	Implement and embed proactive consumer rounding in MHS	Director, People & Culture	DON	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
<b>A Healthcare System for the Future</b>					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Expand the use of technology and further explore the development of model of care to support Virtual Care Strategy in MHS	Director, ICT	DCMHP / DOps	Dec 2020
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	<ul style="list-style-type: none"> <li>Support implementation of interpreter service models.</li> <li>Encourage and support use of video interpreting.</li> <li>Support efficient use of interpreters and avoid booking interpreters beyond the required time.</li> <li>Work with interpreter services to build the skills of clinicians in using interpreters and interpreter models (including phone/video/virtual)</li> </ul>	Director, Allied & Community Health	DAH	Dec 2020
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	Review and debrief the MH Pandemic Response and embed key learnings into operational service delivery	Director, Nursing, Midwifery and Performance	DOps	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
Financial and service Sustainability	Promote sustainable funding strategies for future growth	<ul style="list-style-type: none"> <li>• Improve accountability, transparency on the budget allocation and management of the funded programs and initiatives.</li> <li>• Recommended: Partner with HR and Service Managers to improve the management of AL and ADO balances.</li> <li>• Optional: Ensure best practice rostering to limit the use of overtime, agency/locum use and unnecessary backfilling.</li> <li>• Optional: Optimise the appropriate skill mix across clinical and non-clinical areas</li> <li>• Optional: Strengthen frameworks around VMO rostering, call backs, accruals and discounting of old claims.</li> </ul>	Director, Finance and Corporate Services	MH Finance & Revenue Manager  DCMHP & DON  DAH, DCMHP & DON	June 2021
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Implementing proactive consumer rounding across all Mental Health Units	Director, Nursing, Midwifery and Performance	DON	Dec 2022
Financial and service Sustainability	Enhance the effectiveness and cross district alignment of Corporate services	Enhance the effectiveness of Corporate services through continuous improvement in business processes	Director, Finance and Corporate Services	DOps	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
<b>Our People make a difference</b>					
Workforce for the future	Improve the efficiency of recruitment processes	<ul style="list-style-type: none"> <li>Review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates.</li> <li>Encourage manager attendance at recruitment training</li> </ul>	Director, People & Culture	DCMHP	Dec 2020
Workforce for the future	Support the continuity and development of our workforce	Development of MH Workforce Plan and strengthen Performance Review process (maintaining a completion rate of greater than 80%) and encourage staff development	Director, People & Culture	DON & DAH	Dec 2022
		Establish leadership and mentoring processes for staff and provide training and support for expansion within MHS		DCMHP, DON & DAH	Dec 2021
		Develop the Allied Health MH Pathway for training and development		DAH	Dec 2021
		Develop and implement Allied Health structure to ensure appropriate supervision for Allied Health staff		DAH	Dec 2021
		Develop strategy and goals for the MH Wellbeing Committee		DAH	June 2021
Workforce for the future	Improve support for staff commencing new positions	<p>Implement the revised SWSLHD Orientation program locally.</p> <p>Continue the education pathway for New Graduate MH Nurses across MHS</p>	Director, People & Culture	MH ELT DON	Dec 2021
Culture of respect and compassion	Improve approaches to addressing workplace conflict	<ul style="list-style-type: none"> <li>Promote staff attendance at training and education on conflict resolution</li> <li>Embed Leader Rounding with direct reports within MHS</li> </ul>	Director, People & Culture	MH ELT	Dec 2021
					Dec 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	Director, People & Culture	DOPs	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
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,	Director, People & Culture	DAH, DCMHP & DON	June 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. Commit to increase targeted recruitment and promote this with managers	Director, People & Culture	DCMHP, DON & DAH	June 2021

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
<b>A Leader in Research and Teaching</b>					
Continuous education, teaching and training	Support staff to access training and education	Support staff to access and complete relevant post graduate qualifications	Director, People & Culture	DCMHP, DON & DAH	Dec 2022
Continuous education, teaching and training	Enhance partnerships with education providers to ensure positive student experiences within SWSLHD	Implement innovative, sustainable student supervision models in partnership with education providers	Director, People & Culture	DCMHP, DON & DAH	Dec 2022
Driving research and translation	Enhance our vibrant research culture	The implementation of the MH Research Review	Director, Research	DMS	Dec 2021
Driving research and translation	Build strategic collaborations in research	The implementation of the MH Research Review	Director, Research	DMS	Dec 2021

## Specific Initiatives July 2020 – June 2022

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
Safe, Quality Care	<p>Close the gap in health outcomes and life expectancy in people with Schizophrenia Spectrum Disorders through the following actions:</p> <ul style="list-style-type: none"> <li>Collaborate with the GP Academic Unit to pilot an intervention for GP physical health clinics alongside Mental Health clinics</li> <li>Quarantined specialist outpatient clinic time</li> <li>Access to allied health services within the LHD</li> <li>To develop and commence implementation of a physical health care model in MHS to improve the physical health care of mental health consumers</li> </ul>	<ul style="list-style-type: none"> <li>Pilot cohort Liverpool, Depot Clinic</li> <li>Develop Project Plan</li> <li>Implementation Committee to manage implementation of pilot</li> <li>Evaluation strategy</li> <li>Confirm resources to implement model.</li> <li>Confirm funding to implement model</li> <li>Steering Committee</li> <li>Further develop the model of care</li> <li>Develop implementation plan and KPIs</li> </ul>	DMS	Physical Health Care Coordinator, DMS	June 2021
Our People Make a Difference	Implement the MH Allied Health Structure	<ul style="list-style-type: none"> <li>Confirm funding to implement structure.</li> <li>Staff consultation plan</li> <li>Implementation plan</li> </ul>	DMH	DAH	Dec 2022
Our People Make a Difference	Commence development of the MH Workforce Plan	<ul style="list-style-type: none"> <li>Collaboratively work with the Workforce Department and District Planning to identify a resource to develop the Workforce Plan for the MHS.</li> </ul>	DMH	Workforce Committee Chair	Dec 2022

STRATEGIC DIRECTION	STRATEGY	ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY	FACILITY EXECUTIVE SPONSOR	LOCAL LEAD	TIMEFRAME
Our People Make a Difference	Review and update MH Nursing workforce plan	<ul style="list-style-type: none"> <li>Consultation with MHPiP coordinator, NM Workforce (LHD), and NAMO to align workforce strategies and targets</li> </ul>	DON	MH NM Workforce	Dec 2020
Safe, Quality Care	Implement MHPiP pathways at a local level	<ul style="list-style-type: none"> <li>Development of action plan</li> <li>development of governance framework</li> <li>implement sustainability mechanisms</li> <li>Review and implement the training needs analysis actions</li> </ul>	DON	MHPiP Coordinator	Dec 2022 (tentative – awaiting advice from NAMO re definite date of project completion)
Leader in Research and Teaching	Implementation of MH Research Review	<ul style="list-style-type: none"> <li>Identify exec lead</li> <li>Appointment of implementation officer</li> <li>Consultation with affected staff on proposed change</li> <li>Change management process</li> </ul>	DMS	Professor of Psychiatry	Dec 2021
Healthcare System for the Future	Development of model of care for the 24 hr supported community accommodation	<ul style="list-style-type: none"> <li>Consultant employed and model of care developed</li> <li>Progress with proposed redevelopment of Harmony House</li> <li>Implement CMH24 in Macarthur/Wollondilly/Wingecarribee</li> </ul>	DCMHP	DCMHP	Dec 2021
A Healthy Community	Towards Zero Suicides Initiative	<ul style="list-style-type: none"> <li>Enhance the services and interventions currently in existence where there is a strong evidence base for suicide prevention.</li> </ul>	DMH	DCMHP	Dec 2022
Collaborative Partnerships	Establish Police, Ambulance and Clinical Early Response (PACER) teams	<ul style="list-style-type: none"> <li>Establish a PACER team in Campbelltown and Bankstown</li> <li>Transition REMHS to PACER model in Liverpool</li> </ul>	DCMHP DCMHP & DON	DCMHP DCMHP & DON	September 2020 October 2020