



Health  
South Western Sydney  
Local Health District

# SWSLHD Mental Health Services

A Service of South Western Sydney Local  
Health District

## Operational Plan 2023/24 – 2025/26

***Leading safe, sustainable care  
for healthier communities***

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## Introduction

The SWSLHD Mental Health Service Operational Plan 2023-2025 provides a framework through which corporate priorities and actions articulated in the SWSLHD Strategic Plan 2022-2027 will be addressed.

The Plan outlines the specific strategies that the SWSLHD Mental Health Service will take over the next two years to realise organisational goals and contribute to achievement of the SWSLHD vision of *'Leading safe, sustainable care for healthier communities.'*

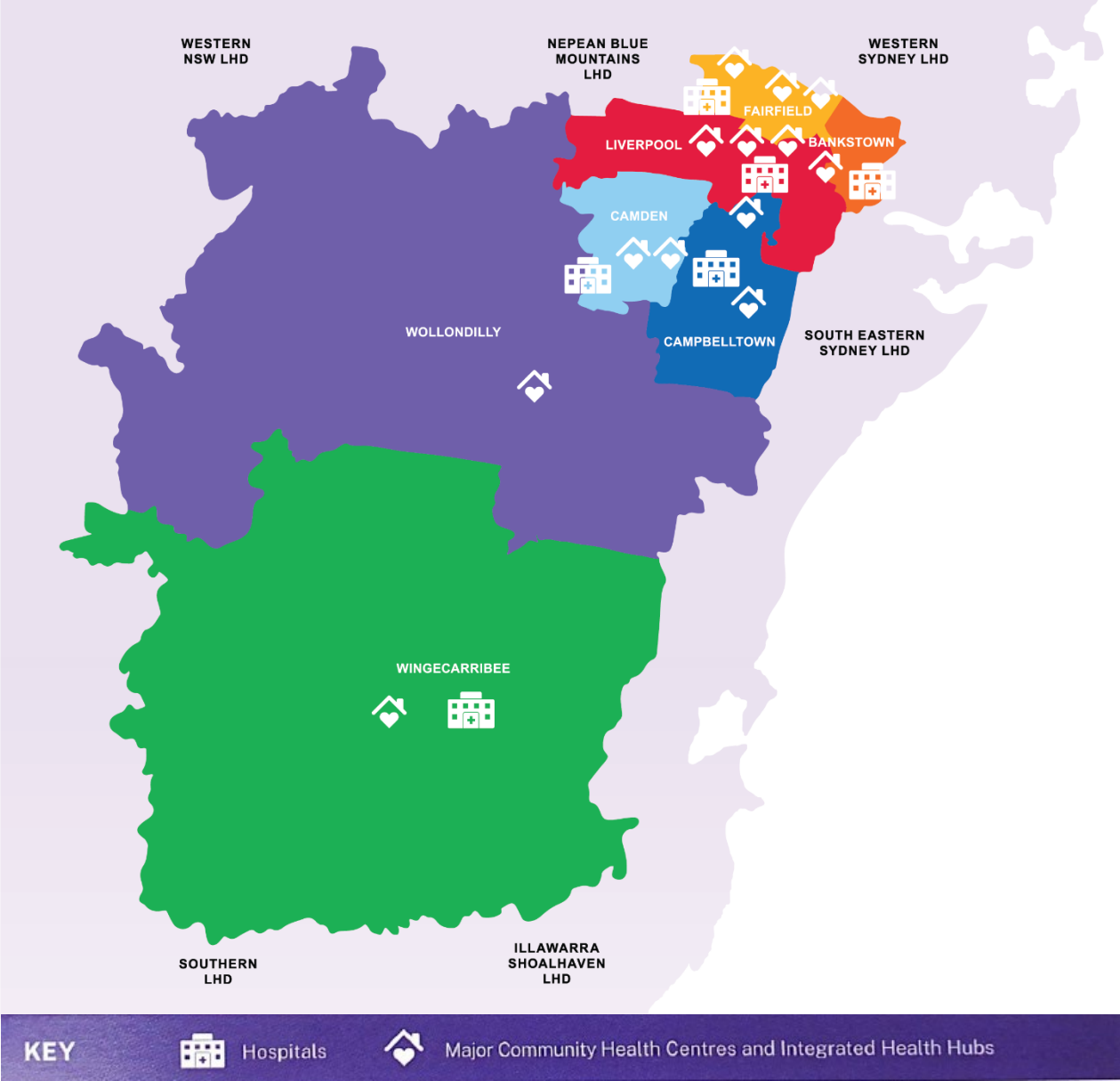
Priorities presented in this Operational Plan include:

- 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 of 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
- Provision of least-restrictive care (ie. Reduction in seclusion and restraint)

Improving the mental health of the communities in south west Sydney requires effective collaboration with various 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 Department of Communities and Justice, Housing, Education, Police, and the Ambulance Services. Further partnerships 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



# Strategic Plan 2022 - 2027 Framework

South Western Sydney  
Local Health District



- NSW Premier's Priorities
- NSW Health *Future Health: Guiding the next decade of care in NSW 2022 - 2032*
- SWSLHD Clinical Services Planning

## Core

- Collaboration
- Openness
- Respect
- Empowerment

## Vision

Leading safe, sustainable care for healthier communities.

## Mission

Our mission is to deliver safe, consistent, timely and high-quality health services of value to all in our communities.

Our partnerships with communities promote, protect and maintain health and wellbeing.

Our service delivery is culturally responsive and shaped by innovation, continuous improvement, sustainability and translational research.

*transforming your  
experience*

### Deliver safe quality care and positive experiences



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

### Strengthen and promote healthier communities



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

### Support and develop our people



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

### Lead research and innovation



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

### Build a sustainable future



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

## Facility or Service Profile

A wide range of mental health services are provided to residents of south west 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 delivered through 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 including NGOs and the private sector.

The following are current community mental health services provided through each sector:

#### Bankstown

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.. 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. 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.. Services for older people are provided through outreach from Braeside Hospital.

## **Liverpool**

Community Mental Health Service are based at 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 family and 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 across 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 collocated 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 a care delivery system that supports the multidisciplinary teams to provide clinical services to consumers in the inpatient setting with acute care needs across the lifespan. The care and the programs provided are, person-centred, trauma informed, recovery and strength focused to ensure the safety and quality of our care. The service support a culture of learning that encourages innovations, leadership and clinical excellence.

Acute inpatient services are provided at Bankstown-Lidcombe, Liverpool and Campbelltown hospitals. Sub-acute and rehabilitation services for adults are provided at Liverpool and Campbelltown 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**

- Mental Health Short Stay Unit (MHSSU) Unit
- Acute Adult Unit
- Mental Health Young Adult Unit

- Mental Health Adolescent Unit - this is a tertiary unit and takes admissions from across NSW and the ACT
- Mental Health Gender Specific High Dependency Unit
- Older Persons Mental Health Unit
- Civil Medium Security Rehabilitation Unit – this operates as a statewide service
- Mental Health Intensive Care Unit
- 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



## Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
<b>Deliver safe quality care and positive experiences</b>							
1.1	Show kindness and compassion, delivering personalised and culturally responsive care	1.1.1	Implement and embed the TYE 'Safety Essentials' across the organisation	- Action plan as per TYE Committee	Director TYE	DMH	Dec 2023
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care.	- Develop governance process for models of care	Director, Aboriginal Health  Director, Multicultural Services	DOP, DPS&Q	2025
1.2	Deliver safe, consistent, timely, high-quality care through seamless networks	1.2.1	Improve access and flow performance against SLA targets across the District	<i>As relevant for MH</i> - Progression of Whole of Health action plan - Sustainable Access Compendium Mental Health	Sustainable Access Manager	DMS,	2025
1.3	Strengthen integrated care across all care settings	1.3.2	Develop and implement integrated community-based service models.	- Contribute to ongoing care in the community based planning models	Manager, Planning	DCMH&P	2025
		1.3.3	Carry out Partnership Agreements with PHN and DCJ	PHN: - Implementation of the SWS Regional Mental Health and Suicide Prevention Plan.  DCJ:	Executive Director, Allied Health and Community Services		

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				- DIACC Mental Health Housing Agreement (Mental Health Co-chair)			
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	- Improve completion rates YES and CES	Patient Experience Manager	DAH	2025
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes	- Implement Child Safe Standards as per the Child Protection in Your Hands (CPiYH)	Director, Child Protection	DCMH&P	2025
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 – 2024	<ul style="list-style-type: none"> <li>- Ongoing engagement with MHCCCC</li> <li>- Consumer representation at key committees</li> <li>- Engagement with consumers and carers in co-design of services</li> <li>- Consumer, carers and people with lived experience workforce</li> <li>- Incorporating peer workers in models of care</li> </ul>	Manager, Consumer and Community Participation	DAH	2024

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
<b>Strengthen and promote healthier communities</b>							
2.1	Close the gap for Aboriginal people and communities to improve equity of outcomes	2.1.1	Implement the SWSLHD Aboriginal Health Plan to 2028	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Mental Health and Aboriginal working collaboratively on service development initiatives led by the Aboriginal Mental Health Leadership Group.</li> </ul>	Director, Aboriginal Health	DCMH&P	2025
2.2	Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities	2.2.1	Continue to implement the SWSLHD Multicultural Services Implementation Plan 2021 - 2024	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Review mental health information and resources for accessibility for multicultural communities</li> <li>- Use of interpreter services in MH</li> </ul>	Director, Multicultural Services	DAH	2024
		2.2.2	Progress the Disability and Carers Strategy Action Plan.	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Disability and Carers Senior Clinician</li> <li>- The IDMH clinician continue to support consumers with dual diagnosis</li> </ul>	Executive Director, Allied Health and Community Services	DAH	2025
		2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Continue to implement actions from the iPARVAN Framework</li> </ul>	General Manager, Primary and Community Health	DCHM&P	2025
		2.2.4	Undertake actions as relevant from NSW LGBTQIA+ Health Strategy 2022 - 2027	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Rainbow Inclusion committee</li> <li>- Implement actions as per committee</li> </ul>	Executive Director, Allied Health and	DAH	2027

			Implementation Plan (Phase 1)		Community Services		
		2.2.6	Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Transfer of Care and discharge planning processes</li> </ul>	Executive Director, Allied Health and Community Services	DAH, DON	2025
2.4	Engage our communities in prevention, screening and early intervention programs	2.4.1	Embed prevention in clinical services (Prevention Strategy Change Priority)	<i>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched). Current local actions can be recorded where relevant.</i>	Director, Population Health		
2.5	Enhance mental health and wellbeing of individuals and communities	2.5.1	Drive programs for mental health promotion to empower and support individuals and communities across south western Sydney.	<i>As relevant for MH</i> <ul style="list-style-type: none"> <li>- Progress Disaster Recovery Coordinator workplan</li> </ul>	Director, Population Health	DCMH&P	2024
		2.5.2	Continue to implement the Mental Health and Suicide Prevention Regional Plan in collaboration with the PHN	<ul style="list-style-type: none"> <li>- As per the Implementation Plans of working groups</li> </ul>	Director, Community Mental Health and Partnerships, Mental Health Services	DCMH&P	2025
2.6	Support people of all ages to live a meaningful and functional life, ensuring the best start	2.6.1	Progress the SWSLHD First 2000 Days Implementation Plan	<ul style="list-style-type: none"> <li>- Out of Home Care and Whole Family Team</li> <li>- PIMHS</li> </ul>	Executive Director, Allied Health and Community Services	DCMHP	2025

in life and promoting healthy ageing	2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<p><i>Local actions will be led by the Implementation Planning for the Older Persons and Rehabilitation Plan</i></p> <p><i>Current local actions can be recorded where relevant.</i></p> <ul style="list-style-type: none"> <li>- Continue to expand OPMH inpatient unit as funding allows</li> <li>- Participate in the planning for inpatient care options for consumers with BPSD</li> </ul>	Executive Director, Allied Health and Community Services	DMH	2025
	2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	<ul style="list-style-type: none"> <li>- Establishing joint clinics between diabetes services and mental health services to improve the care of mental health consumers with diabetes</li> <li>- Improving the care of people who are at risk of diabetes or who have diabetes and a mental health condition by a. developing partnerships between specialist diabetes services, mental health services and primary care providers to identify people with mental health conditions who are at high risk of developing diabetes and providing early referral to support and monitoring b. developing models of care to enhance physical health of people with diabetes and mental health issue</li> </ul>	Diabetes Coordinator, Internal Medicine Clinical Stream	DMS,	2025

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
<b>Support and develop our people</b>							
3.1	Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities	3.1.1	Plan for a future workforce	<ul style="list-style-type: none"> <li>- Progress the roll out of the Campbelltown Workforce Plan</li> <li>- Student placements</li> <li>- Nursing succession planning and talent identification</li> </ul>	Executive Director, People and Culture	DON	2026
		3.1.2	Workforce diversity	As per the Workforce Plan <ul style="list-style-type: none"> <li>- Continue to grow the peer workforce and supports provided to peer workers</li> <li>- Celebrating diversity to embed a culture of inclusivity</li> </ul>	Executive Director, People and Culture	DAH	Ongoing
		3.1.3	Talent acquisition	<ul style="list-style-type: none"> <li>- As per standard practices</li> </ul>	Executive Director, People and Culture	MH ELT	Ongoing
3.2	Be the employer of choice for staff who value high-quality care	3.2.1	Workforce retention	<ul style="list-style-type: none"> <li>- TYE Strategies – leader staff rounding, implementing the PMES feedback, awards and recognition</li> </ul>	Director, Education and Organisational Development	MH ELT	Ongoing
3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	<ul style="list-style-type: none"> <li>- TYE Strategies – leader staff rounding, implementing the PMES feedback, awards and recognition</li> <li>- Celebrating diversity</li> </ul>	Director, Education and Organisational Development	MH ELT	Ongoing
		3.3.2	Workforce wellbeing	<ul style="list-style-type: none"> <li>- Implementation of flexible work practices</li> </ul>	Senior Manager,	MH ELT	Ongoing

				<ul style="list-style-type: none"> <li>- Managing psychosocial risks</li> <li>- Projects around debriefing – clinician led, about how staff are feeling re. adverse event</li> <li>- Risk and safety huddles</li> </ul>	Staff Health, Recovery and Wellbeing		
		3.3.3	Managing for effective performance	<ul style="list-style-type: none"> <li>- Implement grievance management education and training</li> <li>- Leader Rounding</li> </ul>	Director, Education and Organisational Development	MH ELT	Ongoing
		3.3.4	Workplace safety	<ul style="list-style-type: none"> <li>- Management of workplace injuries</li> </ul>	Senior Manager, Staff Health, Recovery and Wellbeing	MH ELT	Ongoing
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	<ul style="list-style-type: none"> <li>- Nursing succession planning and pathways for career progression into NUM, CNC and CNE roles</li> <li>- Critical Care program pathway – MH ICU and HDU training</li> <li>- Foundations of Community Mental Health Practice</li> <li>- Leadership Training and Development</li> </ul>	Director, Education and Organisational Development	DON DCMH&P	Ongoing

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME	
<b>Lead research and innovation</b>							
4.1	Building capacity in research aligned with clinical service planning	4.1.1	Build capacity by further establishing a vibrant research culture	<i>As per Research Strategy to 2023</i> Actions as per Vibrant Research Culture direction in the MH Research Strategy	Director, Research	MH Director of Research	Ongoing
		4.1.2	Support research capacity through agile, responsive systems and infrastructure	<i>As per Research Strategy to 2023</i> Actions as per Responsive systems and collaborations direction in the MH Research Strategy	Director, Research	MH Director of Research	End of 2023
4.2	Enable evidence-based and innovative models to improve healthcare and service delivery	4.2.1	Drive development and implementation of the Model of Care Framework supporting service development planning.	<i>Local activities regarding Model of Care development</i> - Develop governance process for models of care	Manager, Planning	DOps	End of 2024
		4.2.3	Collaborate with AHO and NGO partners to ensure innovative and consistent service models.	<i>If relevant</i> - Continued involvement in Braeside review	Director, Strategy and Partnerships	DMH	ongoing
4.3	Advance and translate research and innovation with institutions, industry partners, consumers and our communities	4.3.1	Deepen consumer and community partnerships raising the profile of local research in the community and increasing engagement across the research lifecycle.	<i>As per Research Strategy to 2023</i> Actions per the Consumer and community partnerships, and strategic collaborations in the MH Research Strategy - Co-design in research	Director, Research	MH Director of Research	Ongoing
		4.3.2	Continue to build evidence, knowledge and translation of	<i>As per Research Strategy to 2023</i>	Director, Research	MH Director of Research	Ongoing



			research across the District.	Actions as per the Evidence, knowledge and translation direction in the MH Research Strategy			
		4.3.3	Strengthen strategic collaborations to integrate research across SWSLHD for statewide, national and global reach and impact.	<i>As per Research Strategy to 2023</i> Actions as per the Evidence, knowledge and translation direction in the MH Research Strategy	Director, Research	MH Director of Research	Ongoing

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
<b>Build a sustainable future</b>							
5.2	Plan for and deliver future-focused, fit-for-purpose infrastructure	5.2.1	Support delivery of major capital redevelopment projects across SWSLHD in collaboration with Health Infrastructure	<i>As per redevelopment planning</i> <ul style="list-style-type: none"> <li>- Continue to support the delivery and evaluation of major capital redevelopment projects</li> <li>- Participate in lessons learnt</li> <li>- Continue to provide SME in relevant redevelopment projects</li> </ul>	Redevelopment Directors	DOps	ongoing
		5.2.2	Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	<i>Contribute to planning processes</i> <ul style="list-style-type: none"> <li>- MH involvement in planning processes in line with MH reform</li> </ul>	Manager, Planning	DOps	ongoing
		5.2.3	Adopt and apply the NSW Health Asset Management Framework across the District	<i>Contribute to SAMP/AMP process</i>	Director, Capital Works and Infrastructure (Manager, Assets)	DOps	Ongoing
5.3	Drive digitally-enabled and innovative patient care solutions and service delivery	5.3.1	Develop and implement the SWSLHD Digital Strategy to 2028	<i>Complete if relevant</i>	Director, Digital Health	DOps	Ongoing
5.4	Pursue environmental sustainability across the organisation	5.4.1	Implement the SWSLHD Environmental Sustainability Framework to 2028	<i>Local actions will be led by the Implementation Planning for the Environmental Sustainability Framework to 2028 (under development)</i> <i>Current local actions can be recorded where relevant.</i>	LHD Manager Procurement	Director of Finance, MH	Ongoing

5.5	Strengthen financial sustainability now and plan for the future	5.5.1	Continue to implement a program of procurement reform in line with NSW Health policy.	- As per District implementation	LHD Manager Procurement	Director of Finance, MH	Ongoing
		5.5.2	Manage annual leave and ADO liabilities	<i>As relevant for local implementation</i> - Regular circulation of reports to managers - Tracking and monitoring in Mental Health Governance Performance and Risk Committee	Dep DFCS	Director of Finance, MH	Ongoing
		5.5.3	Undertake the Revenue Optimisation Project across the District	<i>As relevant for local implementation</i>	Dep DFCS	Director of Finance, MH	Ongoing

## Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for Implementation	Responsible	Timeframe
1	Increase bed capacity at Campbelltown as workforce allows		New beds identified for opening in 2022/23 are operational <ul style="list-style-type: none"> <li>- HDU x 16 beds</li> <li>- MHICU x 6 beds</li> <li>- OPMH x 8 beds</li> <li>- Civil Secure x 8 beds</li> </ul>	DMH DMS, DON	June 2024
2	Improve therapeutic environment in Liverpool HDU	<i>Objective ref. 5.2</i> Plan for and deliver future-focused, fit-for-purpose infrastructure	Liverpool HDU redesigned to increase therapeutic de-escalation areas <ul style="list-style-type: none"> <li>- Capital works application approved</li> </ul>	DOP	May 2024
3	Consider options for implementation of a text messaging system	<i>Objective ref. 5.3</i> Drive digitally enabled and innovative patient care solutions and service delivery  <i>Objective ref. 4.2</i> Enable evidence-based and innovative models to improve healthcare and service delivery	Implementation of a message media system providing appointment reminders, private number messaging, check-in texts, home visit en route reminders	DCMH&P	July 2025
4	Establish Liverpool Fairfield Assertive Outreach Team	<i>Objective ref. 4.2</i> Enable evidence-based and innovative models to improve healthcare and service delivery	Clinical services planning for Liverpool Fairfield Assertive Outreach Team as part of planning for Fairfield Redevelopment  Model of care to support phased implementation plan	DCMH&P	Dec 2025

5	Liverpool Community Clinical Space	<i>Objective ref. 5.2</i> Plan for and deliver future-focused, fit-for-purpose infrastructure	Reconfigure for safety, improve clinical care provision, patient flow - MWE funding	DCMH&P	Dec 2025
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