



Health
South Western Sydney
Local Health District

SWSLHD

Primary and Community Health Services
A Facility of South Western Sydney Local Health District

Operational Plan
2020 – 2022

Leading care, healthier communities

Table of Contents

Introduction	2
Map of South Western Sydney Local Health District	3
Values Framework	4
Facility or Service Profile	5
Strategic Directions	6
Operational Plan Actions	7

Introduction

The strategic directions for SWSLHD to 2022 are articulated in the Strategic Plan (2020 – 2022). This plan reflects the core values, service principles and strategic directions to guide SWSLHD in achieving the vision of Leading Care, Healthier Communities.

The Primary and Community Health (P&CH) Operational Plan builds on this broader plan, outlining our strategic directions and specific service development priorities to be achieved over the next two years. In keeping with the SWSLHD Strategic Plan, this plan sets out the key actions to be delivered under six organisational strategic directions:

- Safe, quality care
- A healthy community
- Collaborative partnerships
- Leader in research and teaching
- A healthcare system for the future
- Our people make a difference

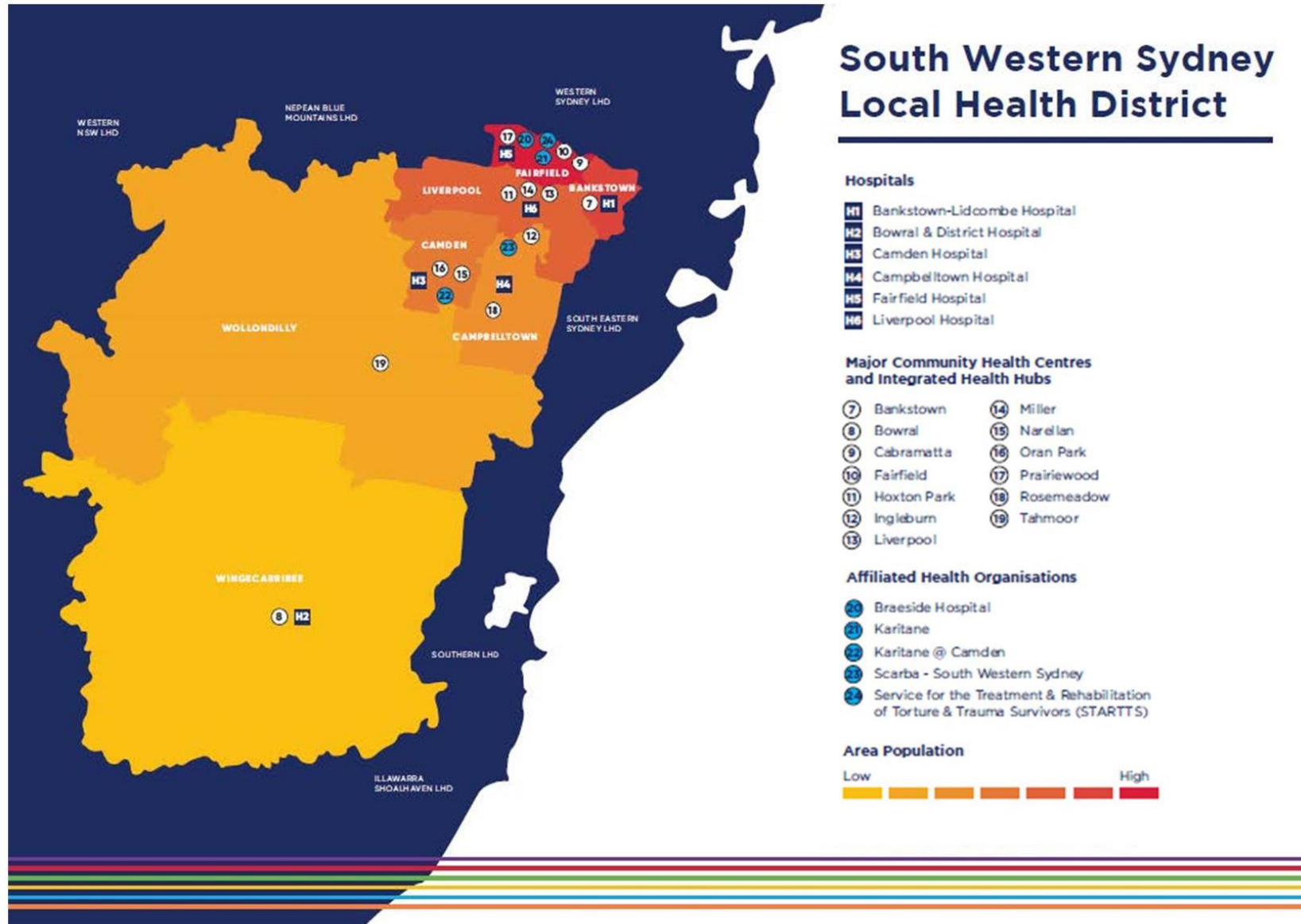
The P&CH Operational Plan 2020 – 2022 has been designed to complement the SWSLHD Strategic Plan 2020 – 2022. The development of this plan has been guided by consideration of a range of factors, including: the projected impact of population growth; the emergence of technology enabled care; consumer and carer desire to work in partnership with healthcare providers; understanding that health and social conditions go hand in hand; and the expectation that most healthcare can and is delivered close to where people live. The plan builds on these concepts by describing service priorities that aim to meet these consumer and community expectations by delivering services that are effective, integrated, sustainable, based on sound evidence and most importantly, person centred.

As south western Sydney continues to grow at a rapid rate, the P&CH Operational Plan sets out a range of priorities that will help to deliver services as the hub for a healthcare neighbourhood, linking and navigating consumers and carers between acute (hospital) and primary care (including GPs, Allied Health, Pharmacy) services. Some of the core principles to guide the development of this new healthcare neighbourhood are listed below:

- Providing more care in the community closer to where people live
- Improving communication and coordination between primary and acute care providers
- Working in multidisciplinary partnerships
- Planning for increases in population growth, particularly young families and older people living with chronic and complex conditions
- Improving equity in access for vulnerable communities
- Providing care in accessible locations, ensuring easy access for the community
- Promoting and nurturing innovation
- Embedding translational research and evaluation into our service planning and delivery

As a result, the plan reflects a commitment to partnerships development, consumer and carer engagement and service developments that focus on addressing consumers and carers living with health and social vulnerability.

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

SWSLHD Primary and Community Health provides a range of community-based early intervention, assessment, acute/post-acute treatment, health maintenance and continuing care services designed to improve or maintain the health and wellbeing of individuals and communities. Services are provided from Community Health Centres, early childhood health centres and other community health facilities as well as in preschools, schools, homes, non-government organisations and workplaces.

The main Community Health Centres are located at Bankstown, Bowral, Carramar, Hoxton Park, Ingleburn, Liverpool, Miller, Moorebank, Narellan, Prairiewood, Rosemeadow, Oran Park and Tahmoor. In total, there are in the range of 60 venues including early childhood, youth health and other centres across SWSLHD used for the delivery of Primary and Community Health services.

Primary and Community Health provides programs and services in:

Child, Youth and Family Health, including assessment and intervention for children 0-6 years and young people 12-25 years and their families, including: child and family health nursing; vision screening and health promotion; audiometry; occupational therapy; speech pathology; physiotherapy; social work; psychology; orthoptics; dietetics/nutrition, medical, child protection, intellectual disability and out of home care (OOHC). Sexual Assault counselling and forensic response services are also provided. In addition, a suite of targeted programs are delivered to vulnerable Aboriginal families.

Community Nursing Services focus on post-acute, chronic and complex and palliative care nursing interventions. Services are coordinated through the Triple I (Hub), based in Campbelltown. Other targeted programs include comprehensive Aboriginal Chronic Condition Management, along with care navigation, care coordination and tele monitoring services for people living with Chronic and Complex Conditions.

Primary and Community Health also delivers a stand-alone Sexual Health Clinic (Bigge Park Sexual Health Clinic) in Liverpool. A Primary and Integrated Care Unit (PaICU) also operates from the Fairfield Community Health Centre, delivery general practice care for people living with severe and persistent mental health conditions.

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	Implement the P&CH Quality Plan in consultation with the P&CH Quality and Safety Committee	Director Clinical Governance	Director of Nursing	June 2022
Appropriate, timely care	Support the provision of high quality end of life care	Introduction of the updated Palliative Care Model of Care	Director, Allied & Community Health	Director of Nursing	December 2020
Appropriate, timely care	Support the provision of high quality end of life care	Roll out of the Verification of Death training across all Community Health Nursing Teams	Director Clinical Governance	Director of Nursing	June 2022
Appropriate, timely care	Support the provision of high quality end of life care	Implement the guidelines for Advance Care Planning, uploading to eMR the ACD and District Ambulance Care Plans	Director of Nursing	Triple I ONM	June 2021
Appropriate, timely care	Reduce the incidence of cancer in the community and improve outcomes for people with cancer and their families	Provide consumers with information on pap smears, breast screening and bowel cancer as part of the P&CH service information pack	Director, Allied & Community Health	Director of Nursing	June 2021
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	Finalise endorsement of and commence implementation of a 'Roadmap to Integrated care', building organisational capacity to deliver: <ul style="list-style-type: none"> ED 2 Community My Care Partners Social Care Network (SASH / NDIS) Planned Care for Better Health 	Director, Allied & Community Health	Director Integrated Care	September 2020
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	Review models of care in Youth Health Services to improve responsiveness to access (YHS & P2A) whilst maintaining fidelity to the NSW Youth Health Framework 2017-2024	Director Child Youth and Family	Youth Health Manager	June 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
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	To provide increased opportunities for early discharge for HITH clients and/or hospital avoidance across the acute facilities	Director of Nursing	Nurse Practitioner	June 2022
Networked and integrated services	Integrate care for people with chronic disease in partnership with the South Western Sydney PHN	Implement SWS My Care Partners (Medical Neighbourhood), developing and piloting new SWS My Care Partners pathways that target: paediatric to adult transitional care; aged care; and the first 2000 days of life	Director, Allied & Community Health	Director Integrated Care	June 2021
Networked and integrated services	Integrate care for people with chronic disease in partnership with the South Western Sydney PHN	Work with SWSPHN to trial the use of a predictive tool within General Practice that reduces avoidable hospital presentations	Director, Allied & Community Health	Director Integrated Care	December 2021
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	Ensure all Integrated Care programs have PROMS, PREMS & PAMS (where appropriate) incorporate into their model of care	Director, Allied & Community Health	Director Integrated Care	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	Increase patient experience data collection via Patient Rounding and My Experience Matters	Director, Allied & Community Health	General Manager	June 2021
Evidence based and patient centred care	Enable patients, consumers and carers to provide direct, timely feedback about their health-related outcomes and experiences	Implement systems to capture patient reported outcomes in relation to physical and psycho-social needs to inform clinical decision making through PACE interviews and the collaborative work between OOHC and URBIS	Director, Child Youth and Family	OOHC Manager	June 2022
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Explore option of implementing a shared eMR trial between a GP practice with CFHN, including the co-location of a CFHN	Director Child Youth and Family	Nurse Manager CFHN	June 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
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Review of multidisciplinary pathways across Allied health and CYF to include centralised intake to make access easier for clients	Director, Child, Youth & Family	Allied Health Manager	June 2022
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Develop an audit tool to measure adherence to the key components of the New Street model as outlined in the Policy & Procedure Manual	Director, Child, Youth & Family	CY&F Managers	June 2022
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	Review hours of YHS operation and pilot after-hours and youth friendly telehealth models to increase access for young people who work, study or face other barriers to accessing the service during normal business hours	Director Child Youth and Family	Youth Health Manager	December 2021
Evidence based and patient centred care	Drive outcomes through evaluating new initiatives to ensure effectiveness	CYF services work as a team to provide holistic and streamlined coordinated approach to care, including: <ul style="list-style-type: none"> • 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 • Development of processes that will enable improved care coordination for the child/family/client 	Director Child Youth and Family	CY&F Managers	June 2022
Governance and risk	Further develop risk maturity throughout the organisation	Contribute to ongoing refining of the Child Protection risk matrix and serious case review methodology	Director Child Youth and Family	CPCS Manager	Ongoing
Governance and risk	Further develop risk maturity throughout the organisation	Implement CAMMS Sycle Risk Management System to record, report and manage risks identified at the Department/Team level	Manager, Risk and Policy	Quality and Safety Manager	December 2020
Governance and risk	Further develop risk maturity throughout the organisation	Develop and implement a Compendium for the SWSLHD P&CH Governance which provides guidance to the roles and responsibilities of P&CH and the structural relationship between P&CH and the SWSLHD Organisational structure and Clinical Streams	Manager, Risk and Policy	Quality and Safety Manager	June 2020
Governance and risk	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	Reduce the number of PPGs overdue for review and ensure that all new Policies, Procedures and Guidelines are assessed for relevance to P&CH via the Policy Steering Committee	Manager, Risk and Policy	Director of Nursing	December 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	Ensure consistency in the development and implementation of the Policy, Procedure and Guidelines	Remove outdated policy directives, replacing with documents reviewed and updated into more appropriate document formats	Manager, Risk and Policy	General Manager	June 2021
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	Develop and implement a standardised process for the review, investigation and management of incidents, including the protocols for reporting the investigation, review, management and identification of remedial action in the NSW Health Incident management System (ims+)	Director, Clinical Governance	Quality and Safety Manager	March 2021
Governance and risk	Ensure robust and efficient processes for the review of incidents and communication of the outcomes	Develop and implement a standardised process for the review and management of incidents identified as requiring a formal investigation (Clinical Review Process; Root Cause Analysis Process) the provided guidance regarding: <ol style="list-style-type: none"> 1. Completion of a Reportable incident Brief 2. Undertaking of the Root Cause Analysis / Clinical Review Investigation and reporting, including identification of an Executive Sponsor for each RCA 3. Management and monitoring of completion of and identified remedial actions 	Director, Clinical Governance	Quality and Safety Manager	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
A Healthy community					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	Introduce the ‘teach back’ method for health literacy with consumers	Director of Nursing	Nurse Manager CHN	December 2021
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	Finalise mapping and develop and implement an Action Plan to address the gaps identified for SWSLHD in regards to the NSW Health First 2000 Days Framework	Director, Allied & Community Health	Director Child Youth and Family	September 2020
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	Introduce a First 2000 Days initiative around a place based model of care (HUB) based at Miller where CYF is integrated with NGOs to encourage increased engagement with CYF services undertaking growth and development checks and improved social connectedness	Director Child Youth and Family	Nurse Manager C&FHN	September 2021
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	Review of Allied Health model of care within the First 2000 Days Framework and implement models within each discipline that address the strategies and goals outlined in the framework and SWSLHD Action Plan	Director Child Youth and Family	Allied Health Manager	December 2021
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	Implement the health promotion aspects of the First 2000 Days Framework, specifically targeting increased breastfeeding rates through the Growing Healthy Kids Service and increased newborn, infant and child early detection screening (eg. StEPS)	Director, Allied & Community Health	Director, Child, Youth & Family	December 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 including Integrated Intake system, Complex case Management Meetings and 24/7 VAN	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Healthy people and communities	Support families with vulnerabilities	Redesign child and family home visiting models, targeting families with complex vulnerabilities, including implementation of joint case management protocols between SWSLHD and the NSW Department of Communities and Justice	Director Child Youth and Family	CYF Nurse Manager	June 2022
Healthy people and communities	Support families with vulnerabilities	Implement and complete the OOHc – Clinical Healthcare Manager (CHM) pilot project, aiming to seek approval for extended funding beyond June 2022	Director, Allied & Community Health	Director, Child, Youth & Family	June 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
Safe, healthy environments	Improve the health and social outcomes of communities with a high proportion of social housing tenants	Continue to collaborate with NSW Department of Communities and justice to establish and operationalise a child and family centre at Claymore	Director, Population Health	General Manager	June 2021
Prevention and early intervention	Reduce overweight and obesity	Collaboratively implement the SWS Childhood Overweight and Obesity Action Plan 'Growing Healthy Kids', targeting actions to reduce adult obesity within targeted, at-risk communities	Director, Population Health	Director, Child, Youth & Family	June 2022
Prevention and early intervention	Reduce overweight and obesity	Equip health professionals to implement the recommended model of care for routine weight assessment, brief advice and coaching/management, including workforce training and referral measurement	Director, Population Health	Director, Child, Youth & Family	June 2022
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	Continue to implement priority actions as per the Aboriginal Health Plan, particularly around breastfeeding and the restructure of the Aboriginal Child and Family Team	Director, Aboriginal Health	Director, Child, Youth & Family	June 2021
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	VAN Services integrated intake service model to develop an Aboriginal Impact Statement in conjunction with Aboriginal Health.	Director, Allied & Community Health	Director, Child, Youth & Family	December 2021
Culturally safe and responsive to community diversity	Close the gap in health outcomes and life expectancy in Aboriginal people	Continuing to partner with government & non-government agencies to improve health literacy and promote YHS to Aboriginal and Torres Strait Islander Young people across South Western Sydney.	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Culturally safe and responsive to community diversity	Improve cultural safety for people from diverse cultures	Continue to promote and monitor participation in cultural training, particularly targeting participation in an extended RTD module	Director, Aboriginal Health	General Manager	June 2022
Culturally safe and responsive to community diversity	Improve cultural safety for people from diverse cultures	Ensure that culturally diverse populations are well responded to by evaluating Community Paediatric clinics using the NHMRC cultural competency framework	Director, Allied & Community Health	Director, Child, Youth & Family	June 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
Collaborative Partnerships					
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	Increase the numbers of consumers involved in care navigation, health coaching and tele-monitoring across the service	Director, Strategy & Partnerships	Director Integrated Care	June 2021
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	Complete an Aboriginal C&F Service review, focusing on external stakeholder feedback as well as consumer and community feedback and co-design in refining a model for service delivery of families with Aboriginal Children 0 – 5 years of age	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Consumer, patient and carer involvement	Strengthen and diversify the engagement and collaboration with our consumers and community	Deliver Essential Youth Skills training across the District, specifically targeting Paediatric services, Emergency departments and mental Health Units	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their practice	Finalise and implement a P&CH CCP Staff Guide to encourage uptake of consumer engagement activities consistent with the SWSLHD Consumer and Community Participation Framework	Director, Strategy & Partnerships	General Manager	June 2021
Consumer, patient and carer involvement	Build staff capacity to understand and initiate consumer participation approaches to their practice	Develop an Allied Health procedure for the engagement of consumers so that active service users are engaged and involved when services are developed and evaluated	Director, Allied & Community Health	Director, Child, Youth & Family	December 2021
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	Implement a new Youth Health Advisory Group to engage and maintain connection with young people and provide a platform for upskilling and increasing health literacy with this group: <ul style="list-style-type: none"> • YHAG be involved in review, design and evaluation of programs and communications for YHS • Provide an opportunity for young people to improve the experience of engaging and receiving primary health care 	Director, People & Culture	Director, Child, Youth & Family	September 2020
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	Refine the current “My Journey of Care” package to suit the needs of young people (eg. create an app that young people will use and promote)	Director, Allied & Community Health	Youth Health Manager	December 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
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	Increase workforce training focusing on engaging clients & carers in care planning, consent and care plan reviews	Director, Allied & Community Health	Director, Child, Youth & Family	December 2021
Genuine engagement and communication	Foster effective communication with patients, consumers and staff	YHS to conduct a review of current intake processes to ensure there is a system for communicating regularly with clients on the waitlist developed	Director, Allied & Community Health	Youth Health Manager	June 2021
Strategic partnerships	Progress work with councils to collaboratively address priority health, social and built environment issues	Progress with alliance members agreed priorities of the Western Sydney City Deal Health Alliance	Director, Population Health	Director Integrated Care	June 2021
Strategic partnerships	Foster strategic partnerships with other government departments, education providers and key stakeholder organisations to ensure progress on shared priorities	Formalise partnerships where Allied Health provide governance within Refugee Health and Aboriginal Health Services via SLAs and agreed responsibilities and position descriptions	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Strategic partnerships	Foster strategic partnerships with other government departments, education providers and key stakeholder organisations to ensure progress on shared priorities	Establish effective partnerships with stakeholders to collaboratively address priority health and wellbeing issues for children in the OOHHC Health Pathways Program (HPP)	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Strategic partnerships	Foster strategic partnerships with other government departments, education providers and key stakeholder organisations to ensure progress on shared priorities	Continue building on the strengths of the SWS D&FV Alliance by: <ul style="list-style-type: none"> Developing appropriate referral pathways Developing projects with DV Services regarding pathways for non-fatal Strangulation Increasing the number of people trained in the Love Bites Program 	Director, Allied & Community Health	Director, Child, Youth & Family	June 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
A Healthcare System for the Future					
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Continued development of interoperability solutions with HealthOne and iRAD in collaboration with SWSPHN	Director, ICT	Director Integrated Care	June 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Develop Models of Care that support a role for telehealth in clinics, parenting groups, breastfeeding support groups and THV and SHHV programs	Director, Allied & Community Health	Director, Child, Youth & Family	December 2020
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Explore the potential for using telehealth/e-health platforms to improve quality of services provided too hard to reach populations using clinical quality improvement methodology	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Consider suitability of telehealth options as part of case conceptualisation for inclusion in client case plan for the New Street Service	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Development of a systematic Social Care Network and Welfare response via Telehealth, including SASH/NDIS/ComPacks	Director, Allied & Community Health	Director Integrated Care	June 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Develop a data management system within YHS that allows target populations and priority health issues as outlined in the Youth Health Framework 2017-2024 to be captured to better inform service delivery and strategic decision making in meeting the needs of young people in SWSLHD	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Investigate ways to use telehealth and the use of Skype/Pexip to increase better client outcomes for consumers with chronic conditions	Director, Allied & Community Health	Director of Nursing	December 2021
Agile and innovative Care	Deliver an integrated digital strategy to support diverse ways to deliver care	Investigate new ways Telehealth can be implemented across P&CH, such as providing support follow up post hospitalisation, including: <ul style="list-style-type: none"> • Consultation to RACFs for wound and palliative care consumers • Consultation and support with GPs 	Director, Allied & Community Health	Director of Nursing	December 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
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	Encourage and support use of video interpreting	Director, Allied & Community Health	General Manager	Ongoing
Agile and innovative Care	Strengthen innovative approaches to deliver interpreting services	VAN services centralised intake to incorporate use of interpreter service models as part of intake service delivery	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Financial and service Sustainability	Strengthen health system approaches in accordance with learnings from the pandemic response	Evaluate strategies implemented during Covid-19 pandemic to learn from successes	Director, Allied & Community Health	General Manager	December 2020
Financial and service Sustainability	Promote sustainable funding strategies for future growth	Partner with HR and Service Managers to improve the management of AL and ADO balances.	Director, Finance & Corporate Services	General Manager	Ongoing
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Implement the LBVC wound care innovations across Community Health Nursing services	Director, Strategy & Partnerships	Director of Nursing	June 2021
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Roll out the Wound Care Model of Care across the service	Director, Allied & Community Health	Director of Nursing	December 2020
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Development and implementation of a Primary Integrated Care Command Centre (including associated staffing realignment) to deliver telehealth screening and assessment of recently discharged patients and vulnerable persons	Director, Allied & Community Health	Director Integrated Care	June 2022
Financial and service Sustainability	Drive clinical service sustainability and value based care approaches	Continue implementation, promotion and refinement of the Planned Care for Better Health initiative via a Primary and Integrated Care Command Centre (PICCC)	Director, Allied & Community Health	Director Integrated Care	Ongoing
Financial and service Sustainability	Enhance the effectiveness and cross district alignment of Corporate services	Submit a proposal to the Director Allied Health and Community Services to endorse a corporate services review for community-based services (eg. Fleet, administration, space)	Director, Finance and Corporate Services	Director Corporate & Finance	December 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
Our People make a difference					
Workforce for the future	Increase the efficiency of recruitment processes	To review internal processes for efficiency and reasons for delays including approvals to fill budgeted vacancies, interview and reviews of preferred candidates.	Director, People & Culture	General Manager	June 2021
Workforce for the future	Increase the efficiency of recruitment processes	Encourage manager attendance at recruitment training	Director, People & Culture	General Manager	June 2021
Workforce for the future	Support the continuity and development of our workforce	Apply the professional development review process and increase uptake of professional development plans, maintaining a completion rate of greater than 80%	Director, People & Culture	General Manager	June 2022
Workforce for the future	Support the continuity and development of our workforce	Continue to identify future leaders and managers, providing education and employment opportunities consistent with the goals of TYE	Director, Allied & Community Health	General Manager	June 2022
Workforce for the future	Support the continuity and development of our workforce	Develop and implement a process for monitoring clinical competency for all disciplines (e.g. Health Promotion, Counsellors, Psychologists, Nursing, AHW)	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Workforce for the future	Support the continuity and development of our workforce	Develop opportunities for Allied Health roles to be incorporated into the THV Model and provide training and support to develop consultative skills across all clinicians	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Workforce for the future	Support the continuity and development of our workforce	Develop comprehensive training and orientation programs for VAN clinical staff who will be participating in the centralised intake model	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Workforce for the future	Improved support for staff commencing new positions	To implement the revised SWSLHD orientation program locally	Director, People & Culture	General Manager	June 2022
Culture of respect and compassion	Improve approaches to addressing workplace conflict	Increase the number of P&CH senior staff managers trained and experienced in conducting grievance and discipline investigations	Director, People & Culture	General Manager	December 2021
Culture of respect and compassion	Improve approaches to addressing workplace conflict	Continue to engage the P&CH TYE Coach in team culture improvement activities	Director, Allied & Community Health	General Manager	June 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
Culture of respect and compassion	Keep people safe at work	Complete a P&CH Security Review in consultation with the SWSLHD Director of Corporate Services	Director, Allied & Community Health	Director Corporate and Finance	June 2021
Culture of respect and compassion	Keep people safe at work	Vicarious trauma education and training to be offered to all clinicians across CY&F	Director, Allied & Community Health	Director, Child, Youth & Family	June 2022
Culture of respect and compassion	Keep people safe at work	YHS to review operational processes to ensure they are current, safe, effective and meet the needs of the population (e.g. Safe Work)	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace	To promote staff attendance and release of staff for training and education, particularly Mental Health First Aid	Director, People & Culture	General Manager	June 2022
Employer of choice	Enhance recruitment and retention of our Aboriginal workforce	To host identified staff programs and liaise with People and Culture on trainee progress.	Director, People & Culture	General Manager	June 2022
Employer of choice	Enhance recruitment and retention of our Aboriginal workforce	Commit to increase targeted recruitment and promote this with managers	Director, People & Culture	General Manager	June 2022
Employer of choice	Enhance recruitment and retention of our Aboriginal workforce	Ensure New Street Aboriginal staff are connected to the Aboriginal New Street Network	Director, Allied & Community Health	Director, Child, Youth & Family	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
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	Director, People & Culture	General Manager	June 2022
Continuous education, teaching and training	Support staff to access training and education	Development of specialised VAN training and orientation for clinical staff in partnership with NSW Education Centre Against Violence.	Director, Allied & Community Health	Director, Child, Youth & Family	June 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	General Manager	September 2021
Continuous education, teaching and training	Enhance partnerships with education providers to ensure positive student experiences within SWSLHD	Strengthen links with universities around opportunities for clinicians to be involved in course development and lecturing	Director, Allied & Community Health	Director, Child, Youth & Family	December 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 for the disciplines in YHS, e.g. Health Promotion, Counselling and Nursing	Director, Child, Youth & Family	Youth Health Manager	June 2022
Driving research and translation	Enhance our vibrant research culture	Complete relevant actions as per the Research Strategy 2019-2023, including: <ul style="list-style-type: none"> Implementing activities that provide for quarantined time to undertake, participate in and lead research Recruiting clinical leaders with a demonstrated track record in conducting and supporting high quality research Supporting researchers to promote their findings nationally and internationally and build research collaborations through participation in conferences and education partnerships 	Director, Research	General Manager	March 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
Driving research and translation	Enhance our vibrant research culture	Implement the P&CH Research Strategy Action Plan	Director, Allied & Community Health	General Manager	June 2022
Driving research and translation	Enhance our vibrant research culture	Develop a business case to support the appointment of a Research Development position within P&CH	Director, Allied & Community Health	General Manager	June 2021
Driving research and translation	Enhance our vibrant research culture	Conclude 2 to School research and importance of evaluation to inform practice in CFHN for Aboriginal families	Director, Allied & Community Health	Director, Child, Youth & Family	June 2021
Driving research and translation	Build strategic collaborations in research	Define key research collaborations/joint ventures for P&CH based on consultation with partners and commitment to collaboration	Director, Research	General Manager	June 2022