



**Health**  
South Western Sydney  
Local Health District

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

*Leading care, healthier communities*

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## Introduction

The South Western Sydney Local Health District (SWSLHD) Strategic Plan 2018 – 2021 establishes the direction for the District, consistent with our vision of *Leading care, healthier communities*. The *Strategic Plan* embeds the ‘Transforming Your Experience’ program. The aim of Transforming Your Experience is to positively transform how our patients, consumers, staff and communities experience our organisation.

The SWSLHD Population Health Operational Plan 2020 – 2022 aligns with the SWSLHD Strategic Plan and documents the contribution of Population Health to SWSLHD Strategic directions. Population Health, in concert with other services, is primarily responsible for creating ‘healthier communities’ and delivering the strategic direction ‘A Healthy Community’.

‘Population Health’ protects and promotes the health of the local people and communities. Population health is sometimes referred to as ‘public health’ and is variously defined with definitions varying according to political and institutional context. The U.S. Institute of Medicine, when reviewing the future prospects of public health in that country, stated

‘The committee defines the mission of public health as fulfilling society’s interest in assuring conditions in which people can be healthy. Its aim is to generate organized community effort to address the public interest in health by applying scientific and technical knowledge to prevent disease and promote health.’<sup>1</sup>

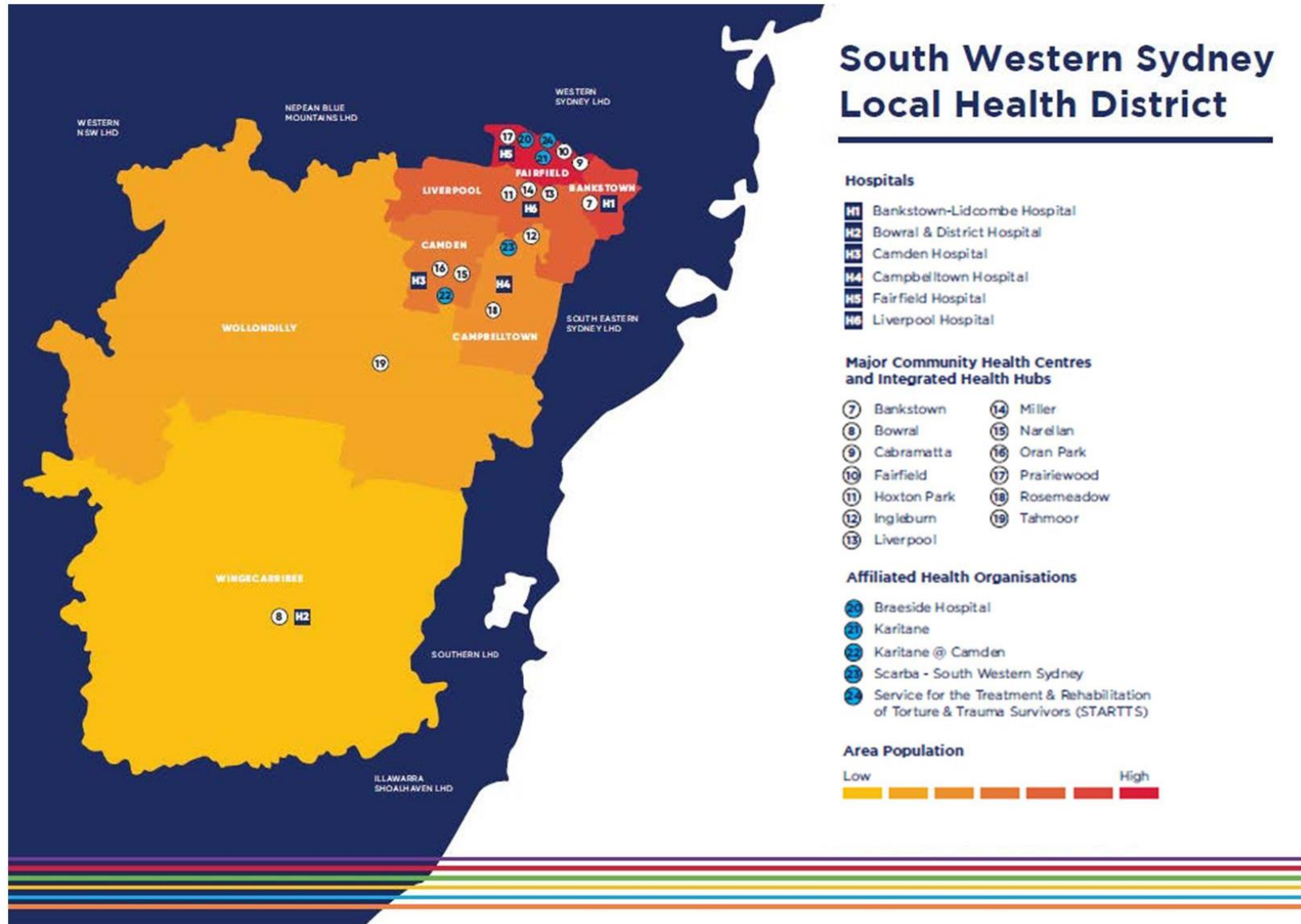
Preventing ill health and improving the wellbeing of local population is the responsibility of every local health district in NSW. Clinical services deliver services to individuals and their families mainly in hospitals and healthcare settings. The activities of Population Health differ. Some services within population health do deliver individual patient services but most ‘services’ that Population Health deliver are programs that reach into communities and are delivered to people and communities who are well now. Some of these programs are delivered to groups in the community who have special vulnerabilities, risk factors or risk behaviours.

The collective efforts and impact of Population Health involves the coordinated efforts of its constituent units and services. The units and services include: the Health Promotion Service, Public Health Unit, NSW Refugee Service, BreastScreen, Healthy People and Places Unit, and the Centre for Health Equity Training, Research and Evaluation (CHETRE).

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<sup>1</sup> Institute of Medicine. 1988. *The Future of Public Health*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/1091>.

## 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 Population Health aims to protect and promote the health of the local population. We are a multidisciplinary workforce of health promotion officers, health managers, administrative staff, nurses, doctors, dietitians, environmental health officers, radiographers and more. Population health has approximately 180 fulltime equivalent staff and more than 200 staff in total distributed across the District.

Population health provides a broad and varied range of services some of which are less visible. For example, the Public Health Unit delivers immunisations in all high schools, investigates disease outbreaks and regulates environmental hazards. The Health Promotion Service delivers a wide range of community-based programs in settings that vary from schools to community kitchens. BreastScreen provides a comprehensive mammographic screening service for women in their target age group. The NSW Refugee Health Service provides clinical assessment for newly arrived refugees. The Healthy People and Places Unit and CHETRE provide critical support to Population Health and the District through monitoring health status, evaluating health services; and undertaking research focused on population health, including equity.

Population Health and its workforce is guided by values and principles of working that build on the core principles of the NSW Health and the District: equity, professionalism, partnership-working, evidence-based practice, environmental sustainability, and quality improvement.

We recognise that the causes of illness and disability often originate in features of the social environments in which people live, work and play. Such features include, for example, an individual's personal or family level of income, employment status, socioeconomic position, housing conditions, level of education and cultural background. They also include aspects of the society that surrounds them, for example the physical characteristics of the neighbourhood where they live, their work environment, whether others discriminate against them and more generally policies of governments. These features are referred to as the social determinants of health. Developing practical ways of addressing social drivers of ill-health is challenging but recognition informs our work programs.

We also recognise the importance of reducing health inequalities at the same time as we develop programs that address major causes of ill health and disability. Health inequalities refer to any difference in health status or access to health services between two or more groups of people. Some health differences are inevitable but when a health inequality is considered preventable and unfair it is referred to as a health inequity.

Population Health contains six units: BreastScreen NSW, Centre for Health Equity Training, Research and Evaluation (CHETRE), Health Promotion Service, Healthy People and Places Unit, Public Health Unit and NSW Refugee Health Service.

**BreastScreen NSW** provides free screening mammograms for the early detection of breast cancer in south western Sydney. The program provides a service to asymptomatic women aged 50 to 74 on a two-yearly basis. Screening is provided through four fixed sites in Bankstown, Liverpool, Campbelltown and Bowral and a mobile screening unit.

The **Centre for Health Equity Training, Research and Evaluation (CHETRE)** - CHETRE's mission is to co-create intelligence for better health. The Centre undertakes research, evaluation and training with a focus on achieving better and fairer health for populations in south western Sydney, and throughout Australia and internationally. CHETRE's programme of work aims to:

- Build and disseminate understanding of the (health) needs of vulnerable populations;
- Create, trial and disseminate – based on firm evidence – approaches to improve health and reduce inequity;
- Influence relevant policy and practice for better health;
- Enhance understanding of the needs of vulnerable families and communities;
- Develop and trial interventions to improve health and address health inequities; and
- Develop and trial ways to widely and sustainably implement effective interventions and innovations to improve health and health equity in whole populations.

The **Health Promotion Service (HPS)** develops, implements and evaluates community-based programs that improve and maintain population health and reduce inequities in health outcomes. Programs focus on lifestyle-related causes of ill health and creating physical and social environments that promote health and well-being. Some programs work with people living in communities who are most at risk.

The **Healthy People and Places Unit (HPPU)** works with local councils, other state government agencies, communities and developers to plan and develop built environments that promote health. The Unit also conducts research, evaluation and surveillance in population health, promotes an evidence-based approach to population health programs, and supports graduate and post-graduate learning in population health, provides specialist strategic, planning, performance and business support to programs addressing HIV, and hepatitis B and C and provides the managerial functions for Population Health.

The **Public Health Unit (PHU)** is responsible for the surveillance and control of notified infectious diseases; the investigation and control of outbreaks; the regulation of some specific environmental health hazards; assessing environmental health risks; ensuring compliance with public health legislation that regulates the sale of tobacco products and exposure to smoking; implementing the school immunisation program; providing immunisation advice; responding to and managing public health incidents and disasters.

The **NSW Refugee Health Service (RHS)** is a state-wide service based in Liverpool that provides support and clinical services to refugees and others of refugee-like backgrounds. This includes a program of nurse-led health assessments for all new arrivals to metropolitan Sydney. The Service also provides health education for community members, training for health professionals, policy advice and service development support, and undertakes research.

## 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>Implement processes for the review of incidents and communication of the outcomes</li> <li>Identify relevant performance data for review.</li> <li>Executive meetings to include lessons learnt from local safety and quality issues</li> </ul>	Director, Clinical Governance	Director, Population Health	June 2022
Networked and integrated services	Ensure contemporary ways of working through developing innovative and networked models of care	<p>Implement Health Wide Area Network (HWAN) BreastScreen project to:</p> <ul style="list-style-type: none"> <li>Improve speed / connectivity for radiologist working in assessment clinics</li> <li>Enable Bigge St to become a reading site</li> <li>Relocate bookings staff into Bigge St based on upgraded phone links that will facilitate staff work rotation and upskilling</li> </ul>	Director, Capital Works & Infrastructure	Manager, BreastScreen	June 2021
Governance and risk	Further develop risk maturity throughout the organisation	<p>Actions as per the Enterprise Risk Management Framework</p> <ul style="list-style-type: none"> <li>Implement CAMMS Cycle risk register system to departments across the service, with support of the LHD Risk Project Officer based on project schedule</li> </ul>	Manager, Risk and Policy	Senior Project Officer Business and Collaboration	Dec 2021
<b>A Healthy Community</b>					
Healthy people and communities	Improve health literacy of consumers to support their engagement with Health Services	<p>Actions as per the Health Literacy Roadmap</p> <ul style="list-style-type: none"> <li>Ensure consistent availability of health and service information across the District.</li> </ul>	Director, Nursing, Midwifery and Performance	Director Refugee Health Service	June 2021
Healthy people and communities	Promote health, wellbeing, capacity and resilience in the first 2000 days	<p>Implement actions related to the SWSLHD response to the NSW Health First 2000 Days Framework</p> <ul style="list-style-type: none"> <li>Implement the findings of Study - Communicating Healthy Beginnings in existing Services.</li> </ul>	Director, Allied & Community Health	Director, Health Promotion Service	Dec 2024

KEY PRIORITY AREA	STRATEGY	LOCAL ACTIONS TO SUPPORT IMPLEMENTATION OF STRATEGY (Suggested actions and contextual information listed below)	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
		<ul style="list-style-type: none"> <li>Implement the findings of Prevention Research Support Program</li> </ul>			
Healthy people and communities	Reduce the impact of alcohol within our communities	Implement the SWSLHD Alcohol Harm Prevention Strategy	Director, Population Health	Manager, HARP and TP	June 2022
Safe, healthy environments	Improve the health and social outcomes of communities with a high proportion of social housing tenants	Implement the Health and Housing Program to improve the health and social outcomes of communities with a high proportion of social housing tenants, in partnership with the NSW Department of Justice and Communities and the Land and Housing Corporation	Director, Population Health	Director, Population Health	June 2022
Safe, healthy environments	Enhance the capacity of agencies and professionals to design and build streets, neighbourhoods and places that improve health and wellbeing outcomes	Implement the Healthy Places program to enhance the capacity of agencies and professionals to design and build streets, neighbourhoods and places that improve health and wellbeing outcomes.	Director, Population Health	Manager, Healthy Places Team	June 2022
Safe, healthy environments	Build capacity in locally disadvantaged communities to improve health and wellbeing	Implement and evaluate programs, in partnership, that build capacity in locally disadvantaged communities to improve health and wellbeing	Director, Population Health	Director, CHETRE	July 2022
Knowing the needs of the community	Better engage with and obtain quality information about the health status, behaviours and views of our communities	Develop a consultation platform to better engage with and obtain quality information about the health status, behaviours and views of our communities	Director, Population Health	Manager, Population Health Intelligence	June 2022
Prevention and early intervention	Improve prevention, testing and treatment of blood-borne and sexually transmissible infections	Actions and reporting as per the Plans <ul style="list-style-type: none"> <li>Implement the SWSLHD HIV/STI Implementation Plan 2019 - 2021 plan to effectively prevent, test and treat HIV and sexually transmissible infections</li> <li>Implement the SWSLHD Hepatitis B &amp; C Implementation Plan</li> <li>Implement the SWSLHD Needle and Syringe Program Development Plan 2020 - 2023</li> </ul>	Director, Population Health	Manager, HARP and TP	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
Prevention and early intervention	Improve breast screening participation rates including participation of Aboriginal women	Undertake actions to improve breast screening participation rates including participation of Aboriginal women	Director, Population Health	Manager, BreastScreen	June 2022
Prevention and early intervention	Reduce overweight and obesity	Collaboratively implement the SWS Childhood Overweight and Obesity Action Plan 'Growing Healthy Kids' Implement actions to reduce adult obesity within targeted, at risk communities	Director, Population Health	Director, Health Promotion Service	June 2022
Prevention and Early Intervention	Reduce the impact of smoking	Take actions to reduce smoking on facility grounds <ul style="list-style-type: none"> <li>Support identified population groups, focusing on people from Aboriginal and people with a mental health issue to reduce smoking</li> <li>Support women to reduce smoking during pregnancy</li> </ul>	Director, Population Health	Director, Health Promotion Service	June 2022
Prevention and early intervention	Enhance the mental health and wellbeing of our communities and build individual and community resilience	Implement the Five Ways to Wellbeing Framework to enhance the mental health and wellbeing of our communities and build individual and community resilience	Director, Population Health	Director, Health Promotion Service	June 2024
Culturally safe and responsive to community diversity	Foster an equity approach to address the needs of all clients and communities	Implement the SWSLHD Equity Framework 2020-2025	Director, Population Health	Director, CHETRE	June 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 Allied Health & Community Services	Manager, Business and Collaboration	Dec 2021
<b>Collaborative Partnerships</b>					
Consumer, patient and	Strengthen and diversify the engagement and	Actions as per the revised Consumer and Community Participation Framework	Director, Strategy & Partnerships	Manager BreastScreen	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
carer involvement	collaboration with our consumers and community	<ul style="list-style-type: none"> <li>Increase the number and diversity of people participating in formal CCP structures</li> </ul>			
Strategic partnerships	Progress work with councils to collaboratively address priority health, social and built environment issues	<ul style="list-style-type: none"> <li>Establish Health Alliances/Partnerships with councils to collaboratively address priority health, social and built environment issues</li> <li>Progress with alliance members agreed priorities of the Western Sydney City Deal Health Alliance</li> </ul>	Director, Population Health	Manager, Healthy Places Team	June 2022
<b>A Healthcare System for the Future</b>					
Agile and innovative Care	Strengthen health system approaches in accordance with learnings from the pandemic response	Increase PHU preparedness and response capacity (including early identification of cases, isolation, contact identification, quarantine and public health measures) for prompt response to any increased demands from communicable diseases	Director, Nursing, Midwifery and Performance	Director, Public Health Unit	Dec 2020 and ongoing
<b>Our People make a difference</b>					
Workforce for the future	Support the continuity and development of our workforce	<ul style="list-style-type: none"> <li>Apply the professional development review process and increase uptake of professional development plans</li> <li>Maintain the completion rate at greater than 80%</li> </ul>	Director, People & Culture	Manager Business and Collaboration	Dec 2022
Workforce for the future	Improve support for staff commencing new positions	<ul style="list-style-type: none"> <li>Implement the revised SWSLHD Orientation program locally.</li> </ul>	Director, People & Culture	Director, Population Health	June 2022
Culture of respect and compassion	Improve approaches to addressing workplace conflict	<ul style="list-style-type: none"> <li>To promote staff attendance at training and education on conflict resolution</li> </ul>	Director, People & Culture	Director, Population Health	June 2022
Culture of respect and compassion	Increase awareness of mental health issues and reduce stigma in the workplace	<ul style="list-style-type: none"> <li>To promote staff attendance and release of staff for training and education, particularly Mental Health First Aid</li> </ul>	Director, People & Culture	Director, Population Health	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
<b>A Leader in Research and Teaching</b>					
Driving research and translation	Enhance our vibrant research culture	<p>Actions as per the Research Strategy 2019-2023</p> <ul style="list-style-type: none"> <li>• Implement activities that provide for quarantined time and off ward locations to undertake, participate in and lead research</li> <li>• Support staff undertaking higher degree or other research through the provision of study leave and research opportunities directly related to their existing roles</li> <li>• Support researchers to promote their findings nationally and internationally and build research collaborations through participation in conferences and education partnerships</li> </ul>	Director, Research	Manager Population Health Intelligence	Dec 2021