



Health
South Western Sydney
Local Health District

SWSLHD

Primary & Community Health

A Facility of South Western Sydney Local
Health District

Operational Plan 2023/24 – 2025/26

*Leading safe, sustainable care
for healthier communities*

*transforming your
experience*

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Introduction

The SWSLHD Primary and Community Health (P&CH) 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 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 five organisational strategic directions:

- Deliver safe quality care and positive experiences
- Strengthen and promote healthier community
- Support and develop our people
- Lead research and innovation
- Build a sustainable future

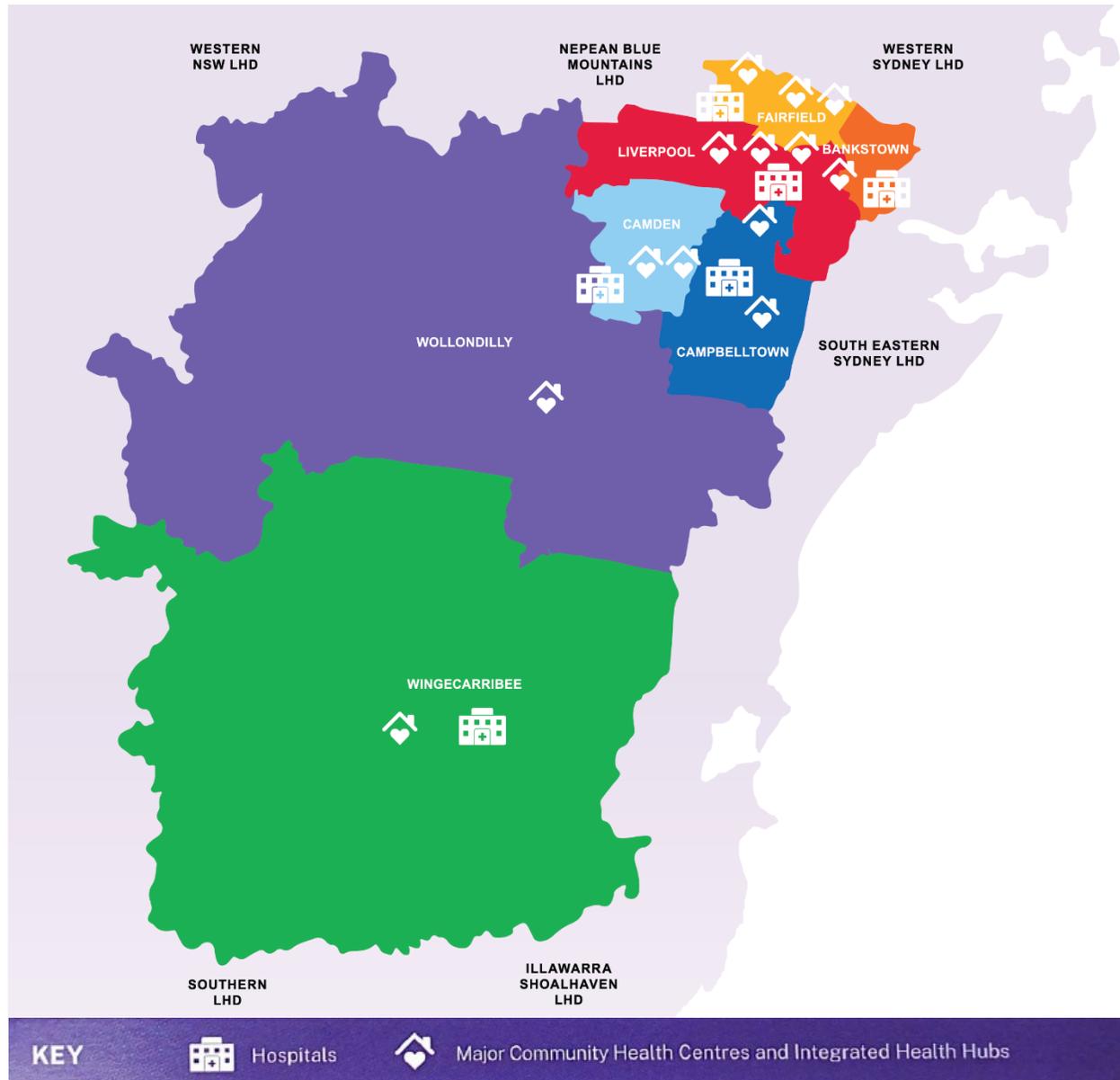
The development of this plan has been guided by consideration of a range of factors, including: the projected impact of population growth, including consistently high birthing numbers and an increasing proportion of older persons with complex needs, the emergence of technology enabled care, consumer and carer desire to work in partnership with healthcare providers, understanding that health and social conditions intersect, 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, Ambulance, Allied Health, Pharmacy) services. Some of the core principles to guide the development of this new healthcare neighbourhood are listed below:

- Delivering person-centred care working in partnership with clients, their care providers, family, carers and the community.
- Improving communication and coordination between primary, secondary 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.
- Facilitating fair and equitable access to care ensuring that everyone has equal opportunity to reach health parity.
- 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



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

SWSLHD P&CH provides a range of community-based screening, early intervention, assessment, acute and extended community care, health maintenance and end of life 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 sites 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, Miller, Narellan, Rosemeadow and Tahmoor. In total, there are in the range of 40 venues including early childhood, youth health and other centres across SWSLHD used for the delivery of P&CH services.

P&CH services are grouped under directorates that reflect the care pathways needed to support priority patient cohorts. These are:

Healthy Kids and Families, including assessment and intervention for children from pre-conception to school age. Programs include child and family health nursing, vision screening and health promotion, audiometry, occupational therapy, speech pathology, physiotherapy, social work, psychology, orthoptics, dietetics/nutrition and medical.

Keeping Well in Community (KWIC), focusing on coordinating district integrated care initiatives and services that support individuals and families with unique and complex needs. It includes the following services:

- Specialist Intellectual Disability Health Team
- Paediatric to Adult Transition Program
- Disability and NDIS Coordination
- Youth Health Services
- Triple I
- Sexual Health Service
- Carers Program
- Programs focusing on care navigation, coordination and telemonitoring services for people living with chronic and complex conditions.

Staying Safe in Community, is working on strengthen its responses to victims of violence, abuse and neglect, leading the local implementation of a statewide redesign program enhancing the capacity in the public health system, provide trauma informed and trauma specific integrated medical and psychological care working towards recovery. Drive prevention and community awareness programs for safe and respectful relationships. Services include Sexual Assault Services, Out Of Home Care (OOHC) Health Pathway Program, Child Protection Counselling Service, Green Valley/Liverpool Domestic Violence Service, New Street, Safe Wayz, Adult Survivor Program and Perinatal Family Conferencing.

Acute and Extended Care in Community focuses on acute, chronic and complex and palliative care nursing interventions in community settings, including Hospital in the Home (HITH) services. Other targeted programs include the comprehensive Aboriginal Chronic Care Program (ACCP) providing access to the necessary services to support clients to control their health.

Ageing Well in Community targets collaboration with individuals over the age of 65 and Aboriginal people over the age of 50 and their carers, aiming to enhance their capacity to live healthy, enabled and independent lives either in their own home or in an environment that suits their needs. Programs delivered include:

- **Comprehensive Assessment Services**, assessing eligibility for those seeking access to Commonwealth Aged Care support (eg. Home Care Package).
- **Allied Health reablement advice, support and intervention** from allied health specialists for people eligible to access in home support to remain living at home and in their community (ie. Community Home Support Program).
- **The Transitional Aged Care Program (TACP)**, a discharge facilitation program providing short term care that aims to optimise the functioning and independence of older people after a hospital stay.

Neurodegenerative Disease Supportive Care Service (NDSC), aiming to support people with a neurodegenerative condition to remain healthy and independent at home.

Operational Plan Actions

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Deliver safe quality care and positive experiences							
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	<p>Improve performance in reporting TYE safety essentials across P&CH services.</p> <p>Embed TYE safety essentials across P&CH services.</p> <p>Develop reporting framework for actions identified through safety essentials.</p> <p>Continue to promote and implement actions from the annual People Employee Matters Survey.</p>	Director TYE	TYE Coach, General Manager and Directors, P&CH	January 2024
		1.1.3	Build our models of care and service delivery from a basis of culturally responsive care	<p>Ensure cultural appropriateness and accessibility are considered in models of care and planning documents.</p> <p>Operationalise the enhanced model of care for the Aboriginal Child and Family Service and continue to grow the service in line with community need.</p> <p>Implement the inclusion of Aboriginal Impact Statements in models of care.</p> <p>Adapt and implement cultural mapping tool within community-based model of care.</p> <p>Improve consumer engagement in development of community-based model of care.</p> <p>Improved partnerships with non-government organisations about Aboriginal targeted service models.</p>	<p>Director, Aboriginal Health</p> <p>Director, Multicultural Services</p>	General Manager and Directors, P&CH	June 2025

SD	OBJECTIVES	ACTIONS		LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
				Develop strategies to respond to challenges and barriers faced by culturally and linguistically diverse communities to ensure equitable access to P&CH services.			
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.	<p>Work with facilities to achieve initiatives as set in the P&CH Whole of Health action plan.</p> <p>Improve interface with facilities through strategic partnerships to facilitate early discharge and reduce the number of preventable presentations to an emergency department.</p> <p>Implementation of COPILOT model of care to demonstrate a reduction in hospital presentations for older persons.</p> <p>Work with Demand Management Unit at Campbelltown Hospital around Improvement Science project on early discharge to A&ECIC.</p>	Sustainable Access Manager	General Manager and Directors, P&CH	Ongoing
1.3	Strengthen integrated care across all care settings	1.3.1	Continue to establish the Keeping Well in Community (Care Navigation and Coordination) service model incorporating NSW Health Integrated Care key initiatives.	<p>Continue to build on and expand KWIC Care Navigation and Coordination referral pathways within SWSLHD facilities and services and primary care.</p> <p>Embed reengagement strategies into KWIC Care Navigation and Coordination programs to support enhanced patient engagement, improved health outcomes for patients and facilitation of a sustainable patient centred healthcare approach.</p> <p>Finalise publication of case study highlighting the impact of SWSLHD’s care navigation and coordination program on reducing preventable hospital use for adults with complex health and psychosocial needs in SWS.</p> <p>Identify and pursue publication opportunities to share learnings including patient outcomes, experiences of care delivery for clinicians and</p>	General Manager, Primary and Community Health	Director, KWIC	Ongoing

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
			<p>patients etc in relation to KWIC care navigation and coordination programs.</p> <p>Monitor and report on enrolled patient outcomes in relation to hospital attendance and utilisation to ensure effectiveness of care navigation and coordination as an intervention.</p>				
		1.3.2	Develop and implement integrated community-based service models.	<p>Establish the virtual hospital in the home (HITH) service model.</p> <p>Commence pilot for universal health and development screening for 4-year-old children in SWSLHD.</p> <p>Deliver enhanced Child Development and Assessment Services (CDAS) in Macarthur increasing workforce and access to developmental assessments.</p> <p>Implement universal health and development screening for 4-year-old children in SWSLHD.</p> <p>End of Life model of care integration between acute facilities and PCH.</p>	Manager, Planning	Relevant Directors P&CH	<p>March 2024</p> <p>July 2023</p> <p>July 2023</p> <p>December 2023</p> <p>July 2024</p>
		1.3.3	Carry out Partnership Agreements with PHN and DCJ	<p>Review and refine existing agreements with PHN. E.g., Care finder, ACCP.</p> <p>Develop and implement pathways to increase support of victims of domestic and family violence.</p> <p>Review and update joint priorities in the DCJ and SWSLHD Collaboration Agreement</p> <p>Establish a joint governance committee to support acute care responses across the District (eg. COPILOT)</p>	Executive Director, Allied Health and Community Services	General Manager P&CH	June 2024
1.4	Build our culture of continuous improvement	1.4.3	Continuously improve patient experiences measures.	Improve numbers of client feedback through My Experience Matter surveys, patient rounding and PREMs in A&ECIC and provide learnings and changes resulting from this feedback.	Patient Experience Manager	General Manager and Directors, P&CH	December 2024

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
			Identify opportunities to develop patient experience measures that consider the voice of the child.			
		1.4.5	Achieve compliance with the Child Safe Standards and integrate into quality improvement processes Implement strategies to clearly communicate child safety to parents and carers.	Director, Child Protection	General Manager, Directors, P&CH	June 2024
1.5	Engage with consumers, communities and our partners	1.5.1	Continue to implement the Consumer and Community Participation Framework 2019 - 2024 Increase connections with vulnerable people and groups in our community to improve the way our services respond to community needs. Work with TYE Coach to develop 'consumer included' rounding.	Manager, Consumer and Community Participation	General Manager and CCP Manager, P&CH	December 2024

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME
Strengthen and promote healthier communities						
2.1	Close the gap for Aboriginal people and communities to improve equity of outcomes	2.1.1	<p>Implement the SWSLHD Aboriginal Health Plan to 2028</p> <p>Implement the Cultural Capability Framework and Orientation Model for the Aboriginal Health Service and evaluate for expansion across facilities and services.</p> <p>Create dedicated spaces for Aboriginal people in community-based health facilities, co-designed with the Aboriginal community to provide a welcoming and healing environment.</p> <p>Implement co-management guidelines for Aboriginal Health programs operating in P&CH services.</p> <p>Progress the rollout of the Cultural Strengths Mapping Tool and ensure it is embedded in all Aboriginal Health services.</p> <p>Improve pathways for Aboriginal patients and clients to have timely access to services through the National Disability Insurance Scheme.</p> <p>Develop and implement District wide Aboriginal Antenatal and Perinatal Models of Care to improve the responsiveness of services to the needs of Aboriginal women who are pregnant and giving birth in SWSLHD facilities.</p> <p>Culturally adapt the 3A parenting intervention program and deliver it in a range of settings to support children and their families to meet key developmental milestones.</p> <p>Increase access to allied health services to address the needs of school aged children with a developmental delay.</p>	Director, Aboriginal Health	General Manager and Directors, P&CH	Ongoing

				<p>Collaborate with community partners to provide a range of group programs addressing healthy lifestyle issues such as nutrition, shopping, budgeting, exercise, and smoking cessation and to facilitate a peer approach to chronic disease self-management and embed these as part of the ACCP model.</p> <p>Pilot a dedicated Aboriginal Sexual Health clinic and develop and implement screening models for blood borne viruses and sexually transmitted infections to enable earlier diagnosis and treatment.</p> <p>Evaluate the ACCP, with a particular focus on the impact of service on reducing preventable hospitalisations.</p> <p>Establish a dedicated Aboriginal Staying Safe in Community team to enhance the delivery of culturally responsive care for adults and children, with a focus on developing specialist skills within the Sexual Assault Service, Child Protection Counselling Service, Out of Home Care Health Pathways Program and Perinatal Family Conferencing Service.</p> <p>Establish a dedicated Aboriginal Domestic Violence role to work in partnership with clients and other agencies.</p> <p>Develop and deliver cultural adaptations of the Men’s Behaviour Change and Love Bites Programs.</p>			
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	<p>Ensure discussions relating to Advance Care Planning (ACP) are approached in a culturally sensitive manner, with interpreters engaged as appropriate.</p> <p>Audit service specific information to assess availability of translated resources and accessibility.</p>	Director, Multicultural Services	General Manager and Directors, P&CH	June 2025

		<p>Increase engagement of available online cultural competency training modules.</p> <p>Collaborate with Multicultural Health Services to develop and disseminate domestic and family violence resources in priority languages for community engagement.</p>			
2.2.2	Progress the Disability and Carers Strategy Action Plan.	<p>Incorporate opportunities to share learnings and stories from people with disability describing their experience with SWSLHD services.</p> <p>Promote identification and documentation of all disabilities and need for adjustments in care, services and equipment.</p> <p>Develop and promote strategies to improve patient and carer understanding of Australian Charter of Healthcare Rights.</p> <p>Participate in key events that raise awareness and understanding of carers, such as Carers Week, Multicultural Health Week, Seniors Week, Mental Health Month and International Day of People with Disability.</p> <p>Promote and encourage staff to complete the HETI online training, 'Partnering with Carers' and 'Let's Talk Disability'.</p> <p>Utilise TYE rounding opportunities to conduct regular consultation with carers, staff and key stakeholders across the District to identify gaps, issues and opportunities for improvements for carers.</p>	Executive Director, Allied Health and Community Services	General Manager and Director KWIC, P&CH	September 2024
2.2.3	Continue to implement the Integrated Prevention and Response to Violence, Abuse and Neglect (iPARVAN) Framework (Phase 2)	<p>Design and implement 24/7 violence, abuse and neglect (VAN) response across the District.</p> <p>Explore options/requirements to design and implement a domestic and family violence documentation service within the District.</p>	General Manager, Primary and Community Health	Director, SSIC Director, SSIC	July 2024

		2.2.4	Undertake actions as relevant from NSW LGBTQIA+ Health Strategy 2022 - 2027 Implementation Plan (Phase 1)	<p>Develop and distribute resources to strengthen staff awareness on LGBTIQ+ health and to enhance engagement with LGBTIQ+ communities.</p> <p>Promote available services to the LGBTIQ+ community within NSW Health, primary and preventative care, and community-based services.</p> <p>Work with health care providers to identify and address service gaps for priority groups and identify emerging issues.</p> <p>Review and use data captured to assist in planning and monitoring improvements to health outcomes for the LGBTIQ+ community.</p>	Executive Director, Allied Health and Community Services	General Manager and Directors, P&CH	December 2023
		2.2.6	Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework	<p>Premier's Youth Initiative to support vulnerable young people leaving care.</p> <p>Futures Planning and Support which provides enhanced, individualised aftercare planning for young people leaving out-of-home care.</p> <p>Improved review of referrals for people exiting government services where there is a high risk of transition plans failing or circumstances changing and clients becoming homeless and linking them with available pathways.</p> <p>Improve partnerships with SWSLHD services to link with available pathways across the district for clients at risk or experiencing homelessness.</p>	Executive Director, Allied Health and Community Services	General Manager and Directors, P&CH	December 2024
		2.2.7	Undertake implementation actions for the NSW Men's Health Framework	<p>Support the implementation of evidence-based activities aimed at reducing the incidence of violence among men, including domestic and family violence.</p> <p>Deliver services that respond to the unique needs of men and their preferences for care, including a focus on community outreach and bringing services to men.</p>	Executive Director, Allied Health and Community Services	General Manager and Directors KWIC and SSIC	December 2024

				<p>Provide support for men through major life events, including fatherhood, and target efforts towards groups of men with higher rates of mental ill-health.</p> <p>Increase comprehensive STI and HIV screening among men in clinical and community settings, including supporting primary care physicians to screen for priority STIs during routine surgery visits.</p> <p>Support the delivery of innovative, evidence-based prevention programs targeting men who have sex with men.</p>			
2.3	Build capability in our communities and partner to create social and physical environments that promote health and wellbeing	2.3.1	Make equity and diversity central (Prevention Strategy Change Priority)	<p>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</p> <p>Support the improvement of health literacy.</p> <p>Partner to address the social and environmental determinants of health.</p>	Director, Population Health	Directors, P&CH	June 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)	<p>Local actions will be led by the Implementation Planning for the Keeping People Healthy Plan (to be launched).</p> <p>Investigate opportunities to increase preventative health messages for those on waiting lists and post-care.</p> <p>Support the trial of innovative approaches to support healthy ageing.</p>	Director, Population Health	Directors, P&CH	June 2025
		2.4.2	Achieve screening and early intervention KPI targets as set out in the annual Service Level Agreement.	<p>Continue to deliver 1–4-week developmental checks through Child and Family Health Nursing.</p> <p>Continue to deliver routine height and weight screening through Growing Healthy Kids service.</p> <p>Implement and deliver Brighter Beginnings model of care for 4-year-old developmental screening.</p>	Director, Population Health	Director, HK&F	Ongoing

				Continue ongoing monitoring and reporting of Domestic Violence Routine Screening.		Director, SSIC	
2.6	Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing	2.6.1	Progress the SWSLHD First 2000 Days Implementation Plan	<p>Engage early childhood settings about becoming hubs (hub and spoke model) to coordinate care to support vulnerable families to access health services.</p> <p>Maintain the multidisciplinary integrated paediatric models with Tharawal Aboriginal Medical Services and explore opportunities to replicate comparable models with Gandangara Health Services in Liverpool.</p> <p>Identify and review models of care for services who come into contact with children with view of identifying risk to developmental delay, addressing unwarranted variation, duplication and wait times and scaling of successful models.</p> <p>Review workforce capacity to meet needs identified in renewed models of care.</p> <p>Evaluate the purposefulness of the Adverse Childhood Experiences (ACES) screening in children accessing services in P&CH.</p> <p>Broaden ACES screening to all VAN services.</p> <p>Rollout Targeted Home Visiting model of care across SWSLHD and evaluate models in partnership with TrESI.</p>	Executive Director, Allied Health and Community Services	Director, HK&F	December 2024
		2.6.2	Finalise and implement the SWSLHD Older Persons and Rehabilitation Plan to 2027	<p>In partnership with Clinical Stream and PHN develop and implement local protocols to identify and respond to elder abuse consistent with the NSW Policy Directive.</p> <p>Strengthen management and care of older inpatients with end of life and palliative care needs.</p>	Executive Director, Allied Health and Community Services	General Manager and Director, AWIC P&CH	September 2024

			Collaborate with the PHN to increase knowledge, awareness and access to aged care services.			
2.6.3	Continue to implement the South Western Sydney Diabetes Framework to 2026 in collaboration with the SWSPHN	<p>Continue to deliver diabetes prevention and early intervention through the Growing Healthy Kids service.</p> <p>Continue to identify opportunities for remote monitoring of patients through Keeping Well in Community programs.</p>	<p>Diabetes Coordinator, Internal Medicine Clinical Stream</p>	<p>Director, HK&F</p> <p>Director, KWIC</p>	Ongoing	
2.6.4	Develop and implement innovative models of care for chronic care groups including pulmonary rehabilitation, cardiac rehabilitation and Long COVID-19.	<p>Co-design and implement community-governed cardiac and pulmonary rehabilitation models of care in collaboration with the relevant clinical streams and hospitals.</p> <p>Implement Long COVID-19 care navigation and coordination model of care.</p> <p>Implement wound care models of care including Virtual opportunities to reduce LOS and improve outcomes for clients.</p>	<p>General Manager, Primary and Community Health</p>	<p>Director, KWIC</p> <p>Director, A&ECIC</p>	July 2024	
2.6.5	Enhance end of life care increasing equity of access across the District, choice for patients and families and options for care in the community.	<p>Implement enhanced end of life care initiatives.</p> <p>Increase the number of palliative care nursing consultations to RACF residents.</p> <p>Increase Occasions of Service within Renal Supportive Care program.</p> <p>Increase the number of Occasions of Service through the Aboriginal Palliative Care and End of Life Care service.</p> <p>Increase the utilisation of PEACH packages across the north and south clusters.</p> <p>Increase the proportion of PEACH package recipients who die in their preferred place of death.</p> <p>Increase the utilisation of End of Life Care packages.</p>	<p>Executive Director, Allied Health and Community Services</p>	<p>Director, A&ECIC / KWIC / AWIC</p>	June 2024	

				<p>Increase separations from dedicated Palliative Care inpatient units (once additional beds are created).</p> <p>Increase the number of Palliative Care volunteers in P&CH.</p> <p>Support the introduction of VAD in P&CH.</p> <p>Enhance investment in end of life and palliative care workforce, including allied health and Aboriginal workforces.</p> <p>Promote increased information sharing between care providers across settings through the development of standardised documentation and tools relevant to end of life and palliative care.</p> <p>Facilitate opportunities and increased training and educational resources to broaden the understanding of people’s diverse end of life and palliative care needs.</p> <p>Ensure services and support are culturally safe and responsive to the unique needs of people and population groups who require additional support in accessing end of life and palliative care services.</p> <p>Improve access to bereavement support for families and carers accessing end of life care.</p>			
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Support and develop our people							
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	<p>Embed succession planning pathways across P&CH services.</p> <p>Identify opportunities to grow the CNS2 and Nurse Practitioner workforce.</p> <p>Facilitate future workforce partnerships through coordinated strategic collaborations.</p> <p>Increase the number of students in placements across P&CH services and improve the experience ensuring that P&CH becomes the employer of choice.</p> <p>Employ a coordinated multidisciplinary approach to raising the profile of P&CH at universities to ensure P&CH becomes the employer of choice.</p> <p>Develop strategies to ensure our workforce matches the demand in services and population growth in south west Sydney.</p>	Executive Director, People and Culture	General Manager, P&CH and Directors, P&CH	July 2024
		3.1.2	Workforce diversity	<p>Integrate priority populations into workforce planning.</p> <p>Implement and support cultural supervision across P&CH services.</p> <p>Implement an inclusivity strategy that reduces unconscious bias and addresses racism and other forms of discrimination.</p> <p>Develop strategies to attract, support and retain people living with a disability or from culturally and linguistically diverse communities.</p>	Executive Director, People and Culture	Directors, P&CH	Ongoing

		3.1.3	Talent acquisition	<p>Develop recruitment strategies to address critical workforce shortages.</p> <p>Identify opportunities for Nurse Practitioner roles.</p> <p>Develop opportunities for transdisciplinary care across P&CH services.</p>	Executive Director, People and Culture	General Manager and Directors, P&CH	December 2024
3.2	Be the employer of choice for staff who value high-quality care	3.2.3	Workforce retention	<p>Embed flexible work practices across P&CH services.</p> <p>Support coaching and mentoring in the workplace.</p> <p>Continue to support and provide education and training opportunities across P&CH services.</p> <p>Continue to support, encourage and provide opportunities to participate in and attend conferences and research opportunities.</p> <p>Increase opportunities for grad start nurses within P&CH services.</p>	Director, Education and Organisational Development	Directors, P&CH	January 2024
3.3	Embed positive workplace culture valuing the wellbeing and engagement of our people	3.3.1	Positive workplace culture	<p>Develop and implement a reward and recognition framework.</p> <p>Refine communication strategies aimed at sharing positive news stories and feedback from staff and consumers about P&CH services and staff.</p> <p>Promote team collaboration across P&CH services.</p>	Director, Education and Organisational Development	General Manager and Directors, P&CH	July 2024
		3.3.2	Workplace wellbeing	<p>Commitment to promote flexible work practices across P&CH services.</p> <p>Support vulnerable staff accessing Domestic and Family Violence leave and Staff Wellbeing and Support Service.</p>	Senior Manager, Staff Health, Recovery and Wellbeing	Directors and Managers, P&CH	January 2024

				Increase opportunities for Aboriginal staff to participate in workplace support initiatives.			
		3.3.3	Managing for effective performance	Develop a database to record coaching and mentoring. Effectively manage workplace grievances in accordance with NSW Policy requirements.	Director, Education and Organisational Development	General Manager, P&CH	March 2024
		3.3.4	Workplace safety	Implement the allocation of personal duress alarms for staff working within the community. Develop strategies to mitigate and manage Work Health Safety (WHS) risks in the workplace. Improve recovery at work processes to ensure a timely return to work.	Senior Manager, Staff Health, Recovery and Wellbeing	WHS Manager, P&CH Return to Work Coordinator, P&CH	December 2023
3.4	Equip our people with the skills and capabilities to be an agile, responsive workforce	3.4.3	Organisational development	Identify models of care for priority populations, develop and implement the plan to incorporate NSW Health Trauma Informed Care Framework into those existing models of care.	Director, Education and Organisational Development	General Manager, P&CH	

SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY/ SERVICE LEAD	TIMEFRAME
Lead research and innovation						
4.1	Building capacity in research aligned with clinical service planning	4.1.1	<p>Build capacity by further establishing a vibrant research culture</p> <p>Establish a structured, interdisciplinary research mentoring program and undertake routine monitoring and evaluation of effectiveness.</p> <p>Include research accountabilities in position descriptions and performance reviews for executive leaders, senior managers and clinical directors.</p> <p>Support staff to access scholarship opportunities outside of SWSLHD through advocacy and information sharing.</p> <p>Promote the availability of My Health Learning online training programs to support the conduct and dissemination of research.</p> <p>Implement activities that provide for quarantined time to undertake, participate in and lead research.</p> <p>Work with Nursing research alliance around research priorities such as hospital avoidance and palliative care</p>	Director, Research	General Manager and Directors, P&CH	June 2024
		4.1.2	<p>Support research capacity through agile, responsive systems and infrastructure</p> <p>Develop and implement research implementation plan relevant to the research maturity and needs of P&CH.</p> <p>Continue to expand and promote the P&CH Research Seeding Grant Program.</p> <p>Improve access to REDCAP software for all staff to support data capture and management.</p>	Director, Research	General Manager and Directors, P&CH	March 2024

				Work with Nursing research alliance around research priorities such as hospital avoidance and palliative ca			
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.	Review and update key P&CH Models of Care, including: <ul style="list-style-type: none"> Youth Health Community Paediatrics Paediatric to Adult (P2A) Green Valley/Liverpool Domestic Violence Service (GVL DVS) Targeted Home Visiting Sexual Assault Forensic Medical Service 	Manager, Planning	General Manager and Directors, P&CH	June 2025
		4.2.3	Collaborate with AHO and NGO partners to ensure innovative and consistent service models.	Formalise research relationships and requirements with Affiliated Health Organisations, research institutes and health funded non-government organisations.	Director, Strategy and Partnerships	General Manager, P&CH	December 2024
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.	Promote inclusion of CALD participants and provide support to researchers wishing to include CALD participants in their research. Increase participation of young people, persons with disability, carers and older persons in research activity within P&CH.	Director, Research	General Manager, P&CH	December 2024
		4.3.2	Continue to build evidence, knowledge and translation of research across the District.	Demonstrate research impact through utilising the results of research to inform changes to policy and practice. Promote the use of evidence-based knowledge in conjunction with clinical expertise and patient values to guide health care decisions and practices. Engage and communicate with relevant stakeholders including staff, patients, family and carers to promote and facilitate the adoption of evidence-based practices.	Director, Research	General Manager and Directors, P&CH	Ongoing
		4.3.3	Strengthen strategic collaborations to integrate research across SWSLHD	Create opportunities to develop collaborations with research institutes and industry partners in south western Sydney to create pipelines for research development.	Director, Research	General Manager and Directors, P&CH	Ongoing

			<p>for statewide, national and global reach and impact</p>	<p>Build research networks with the Ministry of Health and health services across NSW to support the development of a robust research culture and improve access to research programs.</p>			
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SD	OBJECTIVES	ACTIONS	LOCAL ACTIVITIES TO SUPPORT IMPLEMENTATION OF STRATEGY	LHD LEAD	FACILITY / SERVICE LEAD	TIMEFRAME	
Build a sustainable future							
5.1	Build clinical service sustainability and value-based healthcare approaches	5.1.1	Implement NSW Health value-based healthcare programs	Continue implementation of the Wound Management LBVC initiative within P&CH Monitor and evaluate implementation of Direct Access Colonoscopy via Triple I Continued implementation and evaluation of outcomes from Planned care for Better Health and Emergency Department to Community initiatives	Director, Strategy and Partnerships	General Manager and Director KWIC, P&CH	July 2024
5.2	Plan for and deliver future-focused, fit-for-purpose infrastructure	5.2.2	Develop plans for infrastructure requirements supporting innovative clinical service delivery and future service models.	Prioritise refurbishment of Hoxton Park CHC to support relocation of staff from Health Services Building Develop capital plans to reinvigorate Aimee's Place and Carboni Street Prioritise neighbourhood planning as part of the Fairfield Masterplan	Manager, Planning	General Manager and Directors, P&CH	June 2024
		5.2.3	Adopt and apply the NSW Health Asset Management Framework across the District	Review and refine asset management register to accurately document P&CH assets. Collaborate with District to ensure major P&CH assets are accurately documented.	Director, Capital Works and Infrastructure (Manager, Assets)	Director, Corporate and Finance, P&CH	December 2024
5.4	Pursue environmental sustainability across the organisation	5.4.1	Implement the SWSLHD Environmental Sustainability Framework to 2028	Develop and implement strategies to improve waste reduction and recycling. Implement efficient fleet management processes across P&CH services. Implement sustainability evaluation criteria for all procurement processes.	LHD Manager Procurement	Corporate Services Manager, P&CH	July 2025
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.	Ensure newly acquired goods and services are considered sustainable and resource efficient. Collaborate with District to choose appropriate procurement method.	LHD Manager Procurement	Director, Corporate and Finance	July 2024

		5.5.2	Manage annual leave and ADO liabilities	Develop and implement strategies to reduce excessive annual leave balances.	Dep DFCS	Directors, P&CH	July 2024
		5.5.3	Undertake the Revenue Optimisation Project across the District	Increase billing rates across appropriate medical specialties within P&CH	Dep DFCS	Director F&C	July 2024

Locally Identified

Ref.	Priorities	Link to Strategic Plan (Objective Ref No.)	Actions for Implementation	Responsible	Timeframe
	Strengthen integrated care across all care settings	1.3.2 Develop and implement integrated community-based service models	<p>Establish the Severe Menopause Service Hub that will provide specialist menopause services virtually to patients in SWSLHD, NBMLHD, MLHD and WNSWLHD.</p> <p>Establish a Health Justice partnership between SWSLHD Youth Health Services and Legal Aid NSW.</p>	Director, KWIC	<p>July 2024</p> <p>July 2024</p>
	Develop and implement models to support care of people with disabilities across care settings	1.3.2 Develop and implement integrated community-based service models	<p>Refine and implement a procedural sedation pathway for people with a disability in collaboration with the special needs' dentistry service at Campbelltown Hospital.</p> <p>Refine and continue to establish Disability Resource (formerly Disability Navigation) model across inpatient and community settings.</p>	Director, KWIC	<p>December 2024</p> <p>December 2024</p>
	Develop and implement pathways to support the response to victims of violence, abuse and neglect	1.3.3 Carry out Partnership Agreements with PHN and DCJ	<p>Develop and implement referral pathways available on SWS HealthPathways portal to increase support for strangulation in children.</p> <p>Review referral pathways available on SWS HealthPathways portal for children and young people that are victims of sexual abuse.</p>	Director, SSIC	June 2024
	Develop strategies to identify and support staff	3.2 Workplace wellbeing	Develop procedure to support the identification and management of vicarious trauma in the workplace.	Director, SSIC	December 2024
	Improve equity in access and outcomes across the first 2000 days of life	2.4 Engage our communities in prevention, screening and early intervention programs	<p>Scale up the Brighter Beginnings Health and Development for all 4-year-old children in SWSLHD.</p> <p>Implement the Changing the Trajectory project, training and supporting clinicians to use the Initial Assessment and Referral (IAR) tool to identify and response to mental health deterioration.</p>	Director, HK&F	<p>December 2024</p> <p>June 2025</p>
	Lead research and innovation	4.2 Enable evidence-based and innovative models to improve healthcare and service delivery	Test virtual models of care for delivering the Brighter Beginnings Health and Development Checks, and the CFHN 1-4 week check.	Director, HK&F	August 2024