A BETTER WEST
Western Sydney Local Health District
Strategic Priorities
2017-2021
Western Sydney Local Health District Narrative

2017-2021

NSW communities rate healthcare as a top priority.

Our Outlook

Western Sydney Local Health District (WSLHD) will provide modern cutting edge healthcare. We will work in partnership with our community so it can be as healthy as possible.

We are in a unique position to make a difference and have significant change programs underway including:

• Leading an integrated approach to our patients with our partners in the community.
• Innovations in models of care.
• Vast e-health enhancements.

Our aim is to be future-fit for purpose, providing advanced healthcare for our communities.

Our Community

In western Sydney we are working with our community to meet healthcare challenges:

• We have one of the fastest growing populations in Australia with the most pre-school aged children.
• Our community is the most ethnically and culturally diverse in NSW. We also have one of the largest urban aboriginal populations.
• We face a rising demand for health services and increasingly complex chronic conditions.
• Our community faces some worrying health trends. These include childhood obesity, diabetes, rising mental health issues and conditions related to aging.

The resulting demands place enormous pressure on healthcare resources and the ability to respond with sustainable, quality healthcare.

Our community’s future health and well-being depends on our ability to meet these and other emerging healthcare needs.

Our challenge is to deliver the most effective and cost efficient hospital community-based services possible ensuring the patient and consumer are at the centre of all we do. We need greater focus on preventing disease progression through preventative strategies tailored to our communities to stem the impact of an increasing and diverse population coupled with the burden of disease.

We know we need to reach out to people where they are. We want to improve our care to meet our patient’s needs in ways that are centred on them. We can also move to more personalised preventative approaches to care.

The need for a highly talented workforce and we will use contemporary and effective ways of supporting the workforce.

We need to work in an increasingly complex, changing and challenging environment with limited resource. Like other Local Health Districts we need to deliver the best services possible and use our resources wisely.

To succeed in this environment WSLHD needs the best people, teams, technology, systems, partnerships, leadership and workplace culture.

Our Challenge

Australia is one of the top five nations in the world for life expectancy. We are doing many things right but we need to do more given our current and emerging health issues.

About 85 percent of our business is hospital based. Our challenge is to deliver the most effective and cost efficient hospital community-based services possible ensuring the patient and consumer are at the centre of all we do. We need greater focus on preventing disease progression through preventative strategies tailored to our communities to stem the impact of an increasing and diverse population coupled with the burden of disease.

We want to improve our care to meet our patient’s needs in ways that are centred on them. We can also move to more personalised preventative approaches to care.

We need a highly talented workforce and we will use contemporary and effective ways of supporting the workforce.

Our culture, models of care, skills and ways of working need further development to meet current and future needs. We want to support our dedicated workforce who provide care and support for others.
Better West
Strategic priorities

Our Commitment
We will direct more of our resources and efforts to prepare our organisation for the decade 2020-2030, so we can be confident we will meet the growing and changing health needs of our communities.

Towards 2030 we want a modern healthcare system that:
• Provides a healthcare system that is centred on the whole person, their families and carers.
• Delivers the best care to people where and when they need it.
• Delivers integrated care that is seamless, effective and efficient and responds to all of a person’s health needs across physical, mental and social spectrums.
• Has the best people, working in the best teams, making a difference.
• Works as a network of connected partners of care and support.
• Provides a system that is easy to understand and navigate, and has help available to support the individual’s journey through the health care system.
• Is valued and appreciated by our organisation and our community.
• Our community has trust and confidence in us, and takes pride in the services we provide.

Our Vision
We aim to be a trusted partner of our community, delivering modern healthcare.

We want to create an environment where people can live well, stay well and manage well. People are supported to improve their health and to live to their full potential. Individuals; their family and carers are active participants with a collective responsibility for optimising health outcomes. We are committed to working in partnership to deliver better health together.

Our Strategy
To achieve our vision we need to:

• Determine clear priorities and plans in consultation with our staff and consumers.
• Care and support all our staff so they can provide the best care possible for others.
• Ensure a stable and robust business that is able to engage effectively with partners and take advantage of opportunities.
• Listen and learn from the experiences of our patients, carers and families to improve our services.
• Cultivate a workforce with the right mix of talent, working in a system of distributed power and accountability, and a culture of respect and recognition.
• Support integrated research, learning and innovation.
• Embrace new technology and ways of providing care.
• Work as a network of connected partners of care and support.
• Provide a system that is easy to understand and navigate, and has help available to support the individual’s journey through the health care system.
• Is valued and appreciated by our organisation and our community.
• Our community has trust and confidence in us, and takes pride in the services we provide.

Our Progress
We are confident of progress, for example we have:

• Partnered with primary health and GPs in multidisciplinary teams for case conferencing to better manage the care of people with diabetes.
• Improved access to care through our emergency departments for our community.
• Implemented the use of the Electronic Journey Boards to improve our care coordination and discharge planning.
• Comprehensive and rapid access treatment pathways in cardiology, renal & other chronic diseases.
• The elderly patient pathway has been implemented to support the needs of the elderly in our community by streamlining their journey through our hospitals.
• Worked in partnership with family and community services prioritising mums and vulnerable families to ensure we address the range of related health needs they are experiencing.
We provide modern health care to help Western Sydney become the healthiest community in Australia.

We will deliver modern healthcare to the people of western Sydney and beyond.

Western Sydney Local Health District (WSLHD) provides a vast and complex range of healthcare to around 1 million residents and many more across the state and internationally.

We have the second largest population in NSW that is projected to increase to nearly 1.3 million by 2021. More than 43 percent of our residents were born overseas and 45 percent speak a language other than English at home. We are home to the highest urban population of Aboriginal people in NSW.

We face a growing burden of disease, increasing complex chronic conditions and rising demand for health services. These are health trends in our communities that are concerning; childhood obesity, diabetes, rising mental health issues and conditions associated with aging.

These combined demands place enormous pressure on our ability to deliver sustainable contemporary care.

Our patients and community require an enhanced health experience.

Securing modern health care for Western Sydney

Our strategic priorities reflect our commitment to delivering modern health care in the areas that matter most to western Sydney.

We will influence better health and well-being in our growing community. Achieving our priorities requires a shift in our resource investment and a redesign of our business. Our collective work over the last five years has stabilised our operations and consolidated our services, positioning our organisation to meet future health demands with confidence. We will be a stronger, healthier business over the next 5 – 10 years.

To meet future demand and to provide excellence to the people of Sydney’s west we have embarked on:

- Multimillion dollar capital redevelopments.
- Researching world’s best practice and innovations.
- Partnering with key health and care agencies and organisations providing integrated and seamless pathways across the system.

We are dedicated to meeting and exceeding the performance expectations of our service agreement with the New South Wales Ministry of Health. We are investing in our business to ensure alignment with consumer and provider expectations and contemporary evidence for a better healthcare experience.

Only by working together; connecting, innovating and striving for excellence can we continually deliver exceptional patient experiences.
Healthy people

We are invested in keeping the people of western Sydney healthy - now and in the future. Together with our partners, we are improving children’s health for current and future generations. We are addressing western Sydney’s diabetes hotspot challenge. We are enhancing the understanding and management of mental health in our community. We will:

• Promote a good start for the first five years of life.
• Overcome diabetes together by increasing prevention, screening and enhancing community and hospital management to slow the progression of diabetes in our community.
• Increase community awareness and understanding of mental health issues and breakdown stigmatisation.

Exceptional people

Our people are the heart of our organisation. We want to support, nurture and recognise them. We are committed to supporting our people to work with confidence through robust education programs to ensure they maintain their ability to deliver world-class healthcare into the future. We will:

• Invest in our staff and support systems to attract, retain and develop people of the highest calibre; strengthen our recruitment practices and invest in optimising the performance of our people.
• Reinforce clinician leadership and invest in leadership skill development, roles and responsibilities to promote effective decision making.
• Cultivate collaborative and cohesive behaviours for working together.

Integrated research, education & clinical care

Integral to providing excellence in clinical care we will evaluate and act on the needs of our priorities to drive continuous improvement. Research will be translated into effective clinical service models that deliver positive health outcomes. We will:

• Take an integrated whole of hospital approach to ensure care is delivered in the best way, applying best practice, for the best value.
• Clearly delineate our services, coordinating our surgical and interventional programs to improve clinical and cost outcomes.
• Reform our mental health services so that people with mental illness are supported to live well in the community and access treatment as required.

Spending wisely

We will achieve real results from our investment. We will ensure we are efficient, productive and innovative in business design and delivery. Building on our strong foundation in health economics to make western Sydney healthier in the face of finite resources and growing demands. We will:

• Accurately evaluate and assign our activities to attract appropriate funding.
• Analyse high quality data and information to maximise our use of resources, improve our operational efficiencies and reduce variations in care.
• Pursue broader opportunities to attract additional resources.

Patient experience matters

We will improve our communications, be transparent and accountable. We will deliver safe, quality care whilst retaining dignity and respect. We will strengthen our systems, our processes and our care interactions. We will ensure the voice of the people of western Sydney is heard in all aspects of care - health care policy, planning, design, delivery and evaluation. We will:

• Learn from the experiences of our patients, carers and families, with a focus on collaborating with people from our community to improve our services.
• Strengthen our care teams working collaboratively with patients, carers and families to provide holistic coordinated care.
• Help people to better understand their health and manage their care.

Information underpins everything we do

We understand that health strategy and digital health are now one and the same. Fit-for-purpose health service delivery depends on access to high quality information. Information management and digital technologies will transform the way we work, where and how we provide services, how patients interact with us and how we integrate clinical care with research and education. We will:

• In collaboration with our partners, implement our eHealth strategies and investment plans so we have the information systems and services we need.
• In collaboration with our University partners, data sciences will be a core component of healthcare planning, design and delivery.
• Build our health informatics capability by establishing clinical information leadership roles and embedding health informatics in our management training and leadership development.
## Key Performance Metrics

### Strategic Priorities

<table>
<thead>
<tr>
<th>Healthy people</th>
<th>Integrated research, education &amp; clinical care</th>
<th>Patient experience matters</th>
<th>Exceptional people</th>
<th>Spending wisely</th>
<th>Information underpins everything we do</th>
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<tr>
<td>1) AEID survey or equivalent</td>
<td>2) Linked to the proportion of 5-16 year old overweight – NSW Premier’s Priorities</td>
<td>3) Further details to be agreed in the Mental Health Reform program</td>
<td>4) As per Mental Health Way Forward program</td>
<td>5) Survey or equivalent measured by internal patient survey</td>
<td>6) Staff engagement survey</td>
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<th><strong>Key Performance Metrics</strong></th>
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<tr>
<td>▪ School age readiness assessment¹</td>
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<tr>
<td>▪ Decrease in childhood obesity – 5% decrease in 10 years²</td>
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<tr>
<td>▪ Reduce diabetes prevalence in Western Sydney to below the current NSW state average</td>
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<tr>
<td>▪ Progress in countering Mental Health stigma (Annual Activity Programme)³</td>
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<td>▪ Hospital access – Continual Improvement on the WSLHD Emergency Treatment Performance (ETP)</td>
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<td>▪ Emergency surgery conducted within clinically appropriate timeframes</td>
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<tr>
<td>▪ Achieve state wide average or better in potential preventable hospitalisations</td>
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<td>▪ Mental health progress of reform milestones⁴</td>
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<td>▪ Eradicating Hep C in our community in the next 10 years</td>
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<td>▪ A better treatment in melanoma to reduce mortality rates</td>
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<tr>
<td>▪ Improve patient experience and engagement as measured by overall satisfaction level via Bureau Health Information (BHI)⁵</td>
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<tr>
<td>▪ Consumer representation or participation on peak/major governance and operations committees</td>
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<tr>
<td>▪ 100% of hospital discharge summaries sent to primary care providers within 24 hours.</td>
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<td>▪ Meet state-wide benchmark of 45 days to recruitment</td>
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<td>▪ 25% of senior clinical staff completing leadership training over the 3 years</td>
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<td>▪ Increase in staff engagement/experience⁶</td>
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<td>▪ Achieve annual fundraising income of $10m by FY 2019/20</td>
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<td>▪ Continue to be at the state average for Cost Per Nationally Weighted Activity Units (NWAU) across all Activity Based Funded (ABF) streams of activity⁷</td>
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<td>▪ Minimise Clinical Diagnosis-Related Group (DRG) Variation. (Top 20 most common DRGs to be used) State Average or better.</td>
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<td>▪ Maturity of the Electronic Medical Record measured by the international Electronic Medical Record Adoption Model (EMRAM) Measure – Currently 2.5 increase to 6 in 4 years</td>
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<td>▪ Establish Data Science capability and capacity with the implementation of Medical and Nursing Informatics leadership positions within 18 months</td>
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<tr>
<td>▪ Develop health informatics strategy and training program and roll-out across the clinical workforce within 3 years.</td>
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¹ AEID survey or equivalent
² Linked to the proportion of 5-16 year old overweight – NSW Premier’s Priorities
³ Further details to be agreed in the Mental Health Reform program
⁴ As per Mental Health Way Forward program
⁵ Survey or equivalent measured by internal patient survey
⁶ Staff engagement survey
⁷ Noting potential changes re Capital and Operating cost movements and impact on NWAU cost
**Strategic Priorities**

### Initiatives & Outcomes Map

#### 2017-2021

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<tr>
<th>Initiatives</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Good Start (Thrive at 5)</td>
<td>Decrease childhood obesity</td>
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<tr>
<td>Diabetes</td>
<td>Reduce type 2 diabetes</td>
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<tr>
<td>Improving Surgical Services</td>
<td>Increase mental health community awareness</td>
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<tr>
<td>Ambulatory Services Redesign</td>
<td>Provide an integrated care approach</td>
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<tr>
<td>Mental Health</td>
<td>Improve surgical services</td>
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<tr>
<td>Integrated Health</td>
<td>Mental health reform</td>
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<tr>
<td>Whole of Hospital</td>
<td>Strengthen partnerships with community</td>
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<tr>
<td>People &amp; Culture</td>
<td>Strengthen care teams</td>
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<tr>
<td>Enterprise Information Management</td>
<td>Improve community self-management</td>
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<tr>
<td>Supply Chain</td>
<td>Invest in our staff</td>
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<tr>
<td>Digital Roadmap</td>
<td>Strengthen our leadership</td>
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<tr>
<td>Comprehensive Care Centres*</td>
<td>Strengthen behaviours for better collaboration</td>
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<tr>
<td>Innovation Centre*</td>
<td>Evaluate activity &amp; investment</td>
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^ Managed by Redevelopment PMO

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**Healthy people**

**Integrated research education & clinical care**

**Patient experience matters**

**Exceptional people**

**Spending wisely**

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