

## H. THE STRATEGIC DIRECTIONS IMPLEMENTATION STRATEGY

SWSAHS has developed a comprehensive three-year ***Strategic Directions Implementation Strategy*** to address each Focus Area for Action outlined in the Strategic Directions Strategy Map.

The Implementation Strategy specifically identifies a series of high-level objectives, and a set of tangible outcomes and clear strategies for each Focus Area. These objectives, outcomes and strategies have been informed by the findings of the strategic directions consultation strategy undertaken with key stakeholders.

Key performance measures are also identified, and will be used to assess SWSAHS's progress towards achieving its vision over the next three years.

The Strategic Directions Implementation Strategy is outlined forthwith.



***Strategic  
Directions  
Implementation  
Strategy***

**July 2004 – June 2007**

We will focus on **access** so that our patients have better access to health services.

### **OUTCOMES**

- Residents receive specialised health services locally and there is reduced need to travel outside the Area for these services.
- Residents have improved access to mental health services across SWSAHS.
- Emergency Department access blocks meet Statewide benchmarks.
- Surgical waiting times meet benchmarks.
- Intensive Care and High Dependency Units in SWSAHS meet the intensive care needs of patients .
- Our communities have improved access to preventative, chronic and post-acute health care programs.
- Health care services are customer focused and meet patient and consumer need.
- People who are disadvantaged, refugees, new & emerging communities & Aboriginal & Torres Strait Islander communities have improved access to health services.
- Patient transport between services is consistent and meets the needs of patients and consumers .

### **STRATEGIES**

- Increase the availability & quantity of specialised health services across SWS.
- Implement and resource the SWSAHS Mental Health Services Strategy.
- Endorse, implement and evaluate the Emergency Department Services Strategic Plan for SWSAHS.
- Network elective surgery to increase throughput.
- Endorse, implement and evaluate the Intensive Care Strategy for SWSAHS.
- Develop, implement and evaluate preventative, chronic and post-acute programs that are targeted and involve our patients and communities.
- Develop and implement a whole of Area Strategic Plan for Older People.
- Review, monitor and implement strategies to reduce health service waiting times effectively.
- Provide health care services that are timely, appropriate, flexible and responsive to the needs of patients and clients.
- Extend communication & interpersonal skills training opportunities for staff.
- Identify and address barriers to access for people who are disadvantaged, for refugees and new and emerging communities, and for Aboriginal and Torres Strait Islander Communities.
- Develop, implement & evaluate an Aboriginal Vehicle/Transport Policy for SWSAHS.
- Develop, implement & evaluate an integrated Area Patient Transport Plan.

### **KEY PERFORMANCE MEASURES**

- Percentage increase in specialised health services provided locally.
- Mental Health Services Strategy fully implemented.
- Waiting time benchmark levels achieved in Emergency and Surgery.
- The intensive care needs of patients are met.
- Percentage increase in preventative, chronic and post acute care programs.
- Preventative, chronic & post-acute care programs demonstrate patient and community engagement and satisfaction.
- Percentage decrease in consumer/patient complaints.
- Percentage of patients and consumers satisfied with staff communication.
- Percentage increase in people accessing health services who are from new & emerging communities, disadvantaged, refugee, or Aboriginal & Torres Strait Islander backgrounds.
- Physical access/transport audit results demonstrate consistent and coordinated patient transport between services.

We will focus on **collaboration and community participation** so that we: -

- Strengthen community engagement;
- Forge and embrace partnerships with other service providers; and
- Improve the Area Health Service / General Practitioner interface across SWS.

### **OUTCOMES**

- Our diverse communities are well informed, and participate in health service planning, delivery and evaluation.
- Our staff are skilled and competent in engaging the participation of our communities.
- We work with partner organisations to advance key aspects of health improvement and health service delivery.
- Processes and systems are in place to facilitate the provision of health care between General Practitioners and the Area Health Service.

### **STRATEGIES**

- Implement and evaluate the *SWSAHS Community Participation Framework*.
- Incorporate community engagement strategies into all policy development, health service planning and quality improvement processes across the Area.
- Promote, support and develop the capacity of members of the community to participate in health service planning, delivery and evaluation, particularly by those who may be disadvantaged / disengaged.
- Develop, implement and evaluate an Area Communication Strategy to facilitate the two-way flow of information to and from the community and with other service providers.
- Develop the community participation skills and capacity of our staff.
- Strengthen collaborations with government agencies, local councils and non-government organisations across SWS.
- Participate in interagency regional & planning coordination processes across the Area.
- Identify and engage the participation of a cross-section of staff, general practitioners, community representatives and community groups, government agencies including local councils, and non-government service providers, in committees and working groups across the Area Health Service.
- Identify and pursue opportunities for non-government organisations in SWS to participate in Area Health Service training and development programs.
- Continue to pursue opportunities to co-locate services with general practitioners and other human service providers.
- Establish communication pathways between the Area Health Service, General Practitioners and Divisions of General Practice across SWS.
- Establish formal and informal links between General Practitioners and Emergency Departments across SWSAHS.

### **KEY PERFORMANCE MEASURES**

- Number of SWSAHS divisions/departments engaging community members in health service planning, delivery and evaluation.
- Survey results of consumer perception of being informed and involved.
- Proportion of people from Culturally & Linguistically Diverse Backgrounds, Aboriginal & Torres Strait Islander Backgrounds, young people & people with disabilities participating in health service planning, delivery and evaluation.
- Percentage increase in formal partnership arrangements across SWSAHS.
- Partnership satisfaction and effectiveness survey results.

We will focus on strengthening our **workforce capability** so that we: -

- Implement an effective Area Human Resource Strategy;
- Become an employer of choice; and
- Develop a skilled workforce and create a workplace culture where staff are valued.

### **OUTCOMES**

- Human resource planning and operational practice is coordinated, consistent and effective across the Area.
- More flexible models of staffing for delivering services are implemented.
- Our workplace is safer.
- Increased attractiveness of SWSAHS as a place to work.
- We have reduced our reliance on agencies for staff.
- Learning and development opportunities meet the professional development needs of our staff.
- Staff have more opportunities for two-way communication with management at all levels of the organisation, so that staff concerns' are known and addressed.
- Staff receive regular feedback and encouragement.

### **STRATEGIES**

- Develop and implement a comprehensive five-year Human Resource Strategy for SWSAHS that identifies clear strategic priorities, addresses recruitment and retention issues, and governs human resource planning across the Area.
- Implement and support flexible work practices consistently across the Area.
- Streamline grading and delegation policies and processes across the Area.
- Implement strategies to minimise the incidence of injury/stress related to manual handling, bullying and aggression.
- Streamline and enhance staff grievance management and complaints handling policies and practices across the Area.
- Develop and implement innovative recruitment strategies where recruitment difficulty has been identified.
- Develop, with NSW Health, fairer access to registrar allocations to bring SWSAHS into line with other Area Health Services.
- Conduct a climate survey to assess and address staff perceptions of their general work environment and factors influencing retention.
- Establish mechanisms, processes and infrastructure to grow a local health workforce.
- Establish an Area pool of casual staff for key disciplines across the Area.
- Develop and implement an agreed management competency framework and align to performance management processes.
- Provide learning and development opportunities for staff at all levels of the organisation.
- Establish regular forums for dialogue between staff and senior managers across the Area Health Service.
- Develop and implement a range of reward and recognition schemes for outstanding

### **KEY PERFORMANCE MEASURES**

- Reduced claims experience and cost.
- Staff satisfaction with regrading systems and processes in place.
- Reduction in incidence of aggression against health workers.
- Advertised vacancies successfully recruited.
- Staff rate SWSAHS as a good place to work.
- Reduced expenditure on Employment Agencies.
- Reduction in staff turnover.
- Communication index from staff climate survey results.

We will focus on **continuous learning** so that we encourage growth through excellence in research, teaching and innovation.

### OUTCOMES

- Increased participation in teaching and research.
- Greater balance between service provision and teaching, research and learning.
- Increased proportion of evidenced-based clinical and health service practice.
- SWSAHS regularly monitors, evaluates and reports on its work.
- Research and innovation outcomes are shared across SWSAHS.
- Greater levels of internal promotion and external recognition.

### STRATEGIES

- Establish a Centre for Research in SWSAHS and a Research Director.
- Build effective academic partnerships.
- Appoint and support more academic leaders.
- Develop and implement a Research Plan that will:
  - define research priorities;
  - import new research endeavours; and
  - strengthen existing research efforts.
- Include in managers' and staff employment contracts an expectation for teaching, research and learning.
- Increase educator positions across the Area Health Service in all disciplines.
- Identify, implement and evaluate opportunities for innovation and development.
- Apply learning, innovations and evidence based practice to policy and practices across the Area.
- Monitor, evaluate and report research and learning outcomes across SWSAHS.
- Develop and implement strategies to improve staff access to local research and innovation outcomes.

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We will focus on **leadership and direction** so that we: -

- Share a unified corporate direction;
- Raise the profile of SWSAHS; and
- Actively embrace and enact our corporate values.

### **OUTCOMES**

- The SWSAHS Strategic Directions Statement is implemented systematically across the Area, and guides all planning and reporting processes.
- A unified and effective Corporate Governance and Clinical Management Structure is leading the organisation.
- Area-wide clinical services are created and are well functioning.
- Our corporate identity is redefined in accordance with our strategic direction.
- We are respected and well regarded amongst our peers and competitors.
- The values of the organisation are enacted across the whole Area Health Service.

### **STRATEGIES**

- Align Business Plans, Health Service Plans and Performance Management closely to the SWSAHS Strategic Directions Statement.
- Develop and implement reporting systems across the Area closely aligned to the SWSAHS Strategic Directions Statement.
- Implement effective Corporate and Clinical Management Systems and Structures to support the Clinical Services Strategy across SWSAHS.
- Redefine SWSAHS's corporate identity in collaboration with staff and members of the community.
- Develop and implement a well-resourced, wide-ranging and coherent Area Marketing Strategy.
- Identify and implement organisational structures and processes that support the implementation of the organisation's values across the Area.

### **KEY PERFORMANCE MEASURES**

- Number of Strategic Directions Statement outcomes achieved.
- Corporate and Clinical Management Structures accord with the Area Clinical Services Strategy.
- Positive media coverage and comment.
- Values actions are listed in Business Plans.
- Staff rate highly how well the values of the organisation are enacted.

We will focus on **information management** so that we: -

- Establish effective and efficient information management systems; and
- Utilise information technology to enhance decision-making, planning and health service delivery.

### **OUTCOMES**

- A strategic and well-integrated Information Management System operates across SWSAHS.
- Staff have access to technological support and timely and appropriate information to improve the care of patients and clients.
- Key partners, including general practitioners, receive timely and appropriate information to ensure continuity of patient care.
- Telehealth Services operate across the Area and are utilised effectively.
- Aboriginal and Torres Strait Islander Patient/Consumer Information is accurately collected and recorded across SWSAHS.

### **STRATEGIES**

- Develop and implement an integrated Area Information Management Plan.
- Establish an Area Information Management Unit.
- Develop and implement a five-year Information Technology Strategy for SWSAHS.
- Establish integrated electronic patient information and support systems across SWSAHS including electronic medical records, a digital x-ray system and electronic prescribing.
- Identify and implement opportunities for electronic transactions with health service suppliers, including the electronic ordering of pathology and pharmaceuticals.
- Establish support training and infrastructure systems to assist staff to adequately utilise up-to-date technology.
- Participate in cross agency electronic information exchange and referral through the Statewide Better Services Delivery Program.
- Develop and implement information systems to facilitate communication between SWSAHS and key care providers including general practitioners.
- Pilot, expand and refine Telehealth systems across the Area.
- Develop and implement systems and mechanisms for the accurate collection and recording of Aboriginal and Torres Strait Islander Patient/Consumer Information.

### **KEY PERFORMANCE MEASURES**

- Information Management systems are streamlined.
- Satisfaction index from staff survey of Information Management.
- Electronic Discharge referral systems are operational across SWSAHS.
- Percentage increase in Telehealth usage.
- Percentage increase in recorded Aboriginal and Torres Strait Islander Patient/Consumer Information.

We will focus on **high quality clinical care** so that we: -

- Deliver safe, reliable, appropriate and effective care to our patients and consumers;
- Provide integrated and networked acute care across SWSAHS; and
- Minimise clinical risk effectively.

#### **OUTCOMES**

- Clinical services in SWSAHS operate according to a clear, comprehensive and integrated Clinical Services Strategy.
- Effective clinical governance arrangements are in place.
- The system for the management and quality of care provided to patients accords with Statewide benchmarks.
- A competent, skilled and strategically distributed clinical workforce delivers clinical services to patients and consumers.
- Hospitals in SWSAHS have complementary roles and operate as part of an organised network.
- Consistent and integrated risk management strategies are being implemented to address high-risk areas and improve quality outcomes.
- Our communities have confidence in the quality of our health care.

#### **STRATEGIES**

- Develop, implement & evaluate an area wide Clinical Services Strategy.
- Realign clinical governance structures and processes in accordance with the Area Clinical Services Strategy.
- Develop and adopt Area wide clinical best practice protocols for all major conditions.
- Recruit additional junior and senior clinical staff to provide safe services at all hours.
- Develop and implement a whole of area clinical workforce strategy.
- Define complementary roles for each hospital in SWSAHS within a network of clinical services.
- Implement structures and processes across the Area which facilitate transparent reporting and analysis of adverse events and near misses, and which facilitate corrective action.
- Implement structures and processes which facilitate 'open disclosure'.
- Establish structures and processes across the Area for the regular review of patient outcomes and effectiveness of care.
- Develop and implement an Area Risk Management Strategy.
- Implement customer satisfaction surveys.

#### **KEY PERFORMANCE MEASURES**

- Area Clinical Services Plan is implemented and evaluated.
- Clinical governance arrangements in SWSAHS accord with the Area Clinical Services Strategy.
- Hospitals in SWSAHS are well networked and their roles clearly defined.
- Increased proportion of incidences reported.
- Decline in severity of incidences reported.
- Customer surveys indicate satisfaction with services.
- Percentage reduction in the number of patient complaints.
- Percentage increase in the number of written patient compliments.

We will focus on strengthening **health care in the community** so that we: -

- Provide an integrated, high quality primary health care system across SWSAHS;
- Improve the coordination of care between primary health care providers; and
- Deliver integrated, safe and high quality ambulatory care to patients and consumers.

#### **OUTCOMES**

- An integrated primary health care structure is in place across SWSAHS.
- Shared responsibility for patient care between patients (self-management), general practitioners and human service agencies.
- Discharge arrangements and transitional care planning are coordinated.
- Continued development of Community and Ambulatory Care Service Models across SWSAHS.

#### **STRATEGIES**

- Develop and implement a high-level, comprehensive primary health care service model and investment strategy for SWSAHS.
- Identify and address gaps in primary health care delivery.
- Standardise referral criteria, intake processes, hours of operation and standards of practice across primary health care services in SWSAHS.
- Establish systems and infrastructure for leadership and advocacy in primary health care.
- Maintain and enhance primary health care networks throughout SWS.
- Provide patients and primary health care providers with individualised care plans for chronic and complex patients leaving hospital for community settings.
- Review, develop and implement consistent Ambulatory Care Models across SWSAHS.

#### **KEY PERFORMANCE MEASURES**

- An agreed primary health care service model is in place.
- Standardised primary health care intake procedures are in place across SWSAHS.
- Survey results show consumer satisfaction with intake processes and follow up.
- Primary Care Networks in place in all local government areas across SWS.
- Increased proportion of coordinated/shared care arrangements in place.
- Percentage of chronic and complex patients managed by a documented Care Plan.
- Percentage of Care Plans implemented.
- Survey results of GPs indicating satisfaction with Care Plans.
- Survey results of consumer perception regarding discharge/transitional care.
- Agreed Ambulatory Care Service Models are in place.

We will focus on providing sustainable evidence-based **population health** services so that we: -

- Address the needs of population groups most at risk of poor health;
- Address the health needs of Aboriginal and Torres Strait Islander people by enabling self-determination and working in partnership; and
- Develop a population health framework to complement the Area Clinical Services Strategy.

### **OUTCOMES**

- Improved social and environmental conditions in SWS that promote health.
- Targeted communities in SWS have improved health status, specifically reduced preventable premature mortality and morbidity and reduced health inequalities in health status between population groups.
- Population groups most at risk of poorer health have improved opportunities for health gain.
- Aboriginal and Torres Strait Islander people have improved health status.
- A Population Health Framework is produced and applied to all planning, workforce development, resource allocation and inter-sectoral collaboration across SWSAHS.
- An increased proportion of the total budget is allocated to evidence-based primary prevention strategies.

### **STRATEGIES**

- Develop an evidenced-based Health Improvement Plan for SWS which identifies priorities and standards for Population Health Services across SWSAHS for primary prevention, early intervention and capacity-building.
- Develop an evidence base of health impacts of the specific social and environmental characteristics of SWS.
- Work with our local communities, their organisations, and government and non-government agencies at a local, regional and state level to improve the social and environmental conditions that promote health.
- Provide targeted Population Health Services for: -
  - People at risk of poorer health due to social and environmental conditions beyond their individual control;
  - People at risk of poorer health due to individual behaviours including smoking, physical activity, nutrition, oral health and alcohol and other drug dependencies;
  - Infants, children and youth;
  - Women;
  - People from culturally and linguistically diverse communities; and
  - Carers, people with disabilities and others with special needs.
- Implement and evaluate programs to increase the level of health literacy.
- Continue to work in partnership with the Aboriginal and Torres Strait Islander Community to implement priorities identified in the SWSAHS Aboriginal Health Plan.
- Develop and apply a generic Population Health Framework' to clinical service plans and workforce development.

### **KEY PERFORMANCE MEASURES**

- Increases in social and environmental conditions that promote health for key target groups.
- Increased prevalence of protective factors in key target groups.
- Reduced prevalence of risk factors in key target groups.
- Increased capacity in population health workforce.
- Increase in the total budget afforded to preventative health in SWSAHS.

We will focus on **financial sustainability** so that we: -

- Gain funding equity;
- Allocate our resources fairly;
- Manage our workload within budget;
- Generate revenue; and
- Participate in Statewide Corporate Services Reform.

#### **OUTCOMES**

- We are equitably resourced for the needs of the population we serve.
- Resources are allocated transparently and equitably across the Area according to need.
- Activity targets are met by unit managers across the Area.
- We have increased revenue as a proportion of overall funds to SWSAHS.
- There is improved collaboration with, and shared services across, the Greater Western Sydney Quadrangle.

#### **STRATEGIES**

- Obtain SWSAHS's full resource entitlement.
- Develop and implement clear internal resource distribution guidelines for the distribution of resources across the Area.
- Pursue management accountability for meeting activity targets within budget.
- Identify and pursue revenue generating opportunities.
- Establish mechanisms and processes to effectively compete for funds.
- Actively participate in the implementation of Statewide Corporate Services Reform including the Greater Western Sydney Quadrangle Shared Services Strategy.

#### **KEY PERFORMANCE MEASURES**

- Percentage distance from Resource Distribution Formula entitlement.
- Allocation of resources in accordance with clear Resource Distribution Guidelines.
- Delivery of services within allocated funding.
- Percentage growth in revenue.
- Proportion of savings generated from participation in shared service arrangements.