



NSW Government Response

South Western Sydney Health Network The Way Forward 2004 – 2008

A New Health Plan for the People of South Western Sydney

**The Hon Morris Iemma MP
NSW Minister for Health**

June 2004

NSW HEALTH

NSW Health Department

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Background

Just over six months ago, I announced a series of changes to promote improved health care for the people of South Western Sydney. These changes followed the findings of an Expert Clinical Review Team led by Professor Bruce Barraclough, AO, concerning patient care and safety at Campbelltown and Camden Hospitals.

A key recommendation of the Expert Review Team was the need for Area-wide clinical service plans in South Western Sydney Area Health Service (SWSAHS). Recommendation 2 of the Barraclough Review stipulated:

That the South Western Sydney Area Health Service implement in an effective way, Area-wide clinical service plans, particularly the Macarthur Strategy, as a matter of priority.

In November 2003, a Clinical Strategy Group comprising 16 eminent SWSAHS clinicians and a number of Area executives was established. Chaired by Professor Jeremy Wilson, Clinical Associate Dean, South Western Clinical School, University of NSW, the Group was charged with the task of steering the development of an Area-wide clinical services plan.

South Western Sydney Health Network: The Way Forward 2004-2008 is a strategic response to the Barraclough Review that paves the way for a new health future in Sydney's south-west. In addition to the important role this new Health Plan plays, the Area remains firmly committed to promoting the health of the residents of south-western Sydney. The Area will develop a Population Health Plan to complement the new Health Plan and build upon the foundations laid by *Healthy People 2005: New Directions for Public Health in NSW*.

Today I wish to announce the Government's commitment to moving forward with the recommendations outlined in *South Western Sydney Health Network: The Way Forward 2004-2008, a New Health Plan for the People of South Western Sydney, June 2004*.

SWSAHS Health Plan Overview

This Health Plan provides the foundation and direction for how hospital and health services will be further developed in South Western Sydney over the next four years, and will provide for ongoing sustainability into the future.

It will deliver:

- By 2007/08 an increase in expenditure of **\$112 million per annum** to improve health services for the people of South Western Sydney, with the Government contributing **\$26.2 million in 2004/05**.
- A new clinical management structure for SWSAHS staff to provide enhanced leadership;

- Increased numbers of medical, nursing and allied health cover in critical areas such as emergency, intensive care and after hours inpatient care;
- Appointment of medical staff across a number of hospitals so that care can be provided at the most appropriate site by the most appropriate clinical team;
- Area-wide co-ordinated services rather than services considered on a hospital-by-hospital basis;
- A significant strengthening of the partnership between hospitals and the community sector to ensure that patients receive ongoing care in the community after discharge and avoid unnecessary hospitalisation;
- A single phone-call system for inter-hospital acute patient transfer, supported by a centralised Area-wide system for safely transporting patients;
- Clearly delineated roles for each hospital;
- A boost to the training of clinical staff;
- Additional academic appointments;
- Moving forward with planning for a new Health Research Institute for South Western Sydney; and
- Expedite detailed planning for the Liverpool Hospital Stage Two capital works program.

Development and focus of the Health Plan

Critical to the development of the Health Plan has been the involvement of clinicians at all levels of the health service. Over 500 SWSAHS staff members including doctors, nurses, allied health staff, health planners and administrators worked together as a team to plan a new health future for SWSAHS. Members of the local community have also contributed to this process.

This Health Plan focuses on achieving significant improvements in health outcomes for the people of South Western Sydney by:

- Improving patient access to local tertiary and secondary services health services within the South Western Sydney area;
- Ensuring safety and quality through significantly boosting clinician and academic leadership and importantly, improving the adequacy and distribution of medical and surgical registrar cover;
- Developing a network of services such that across the Area patients have access to the best specialist care available;
- Establishing clear directions and plans for over 60 clinical services over a four to five year horizon. For each clinical service there will be a plan for service access, workforce strategies, agreed policies and clinical approaches, consistent care standards, cross-appointments of medical staff and improved communication systems right across South Western Sydney.

This Health Plan sets forth a series of recommendations that define new approaches and standards for the delivery of clinical care in SWSAHS. In making its findings and recommendations, the following were fundamental priorities for the Clinical Strategy Group:

- patient care and safety
- adequate 24 hour medical coverage;
- complementary hospital roles;
- the importance of hospital-community partnerships;
- equity of access;
- seamless transfer and transport for acute patients;
- cross accreditation and appointment of clinicians;
- clinical standards and governance;
- education and training; and
- research.

Features of the Health Plan

By 2007-2008, SWSAHS will have:

- Significantly increased treatment capacity to improve local access to acute facilities;
- Emergency Departments (EDs) that are safer, well staffed, with improved triage performance and increased physical capacity. Staff rotations between facilities will encourage a sharing of skills, improved communication and a reduction in duplication of services;
- Significantly increased Intensive Care and High Dependency resources and beds, networked across the Area. The access to these expensive high technology services will be significantly improved and most importantly will reduce the need to transfer very ill patients around the system to receive high-level care;
- Weekend and out-of-hours medical cover substantially boosted at all hospitals in SWSAHS; and
- Reduced surgical waiting times.

Most significantly, the Health Plan boosts resources to areas of need such as **Campbelltown and Camden**. Subspecialty services at Campbelltown Hospital will be enhanced in key areas including cardiology, neurology and respiratory medicine. The capacity of acute services in Campbelltown Hospital will expand with the addition of intensive care beds and high dependency beds.

The newly established renal dialysis service at Campbelltown Hospital will be progressively expanded from six chairs to ten chairs. Information systems will be enhanced to support clinicians, managers and quality improvement.

The key objectives of the Health Plan are to advance health care in a very real way for the people of South West Sydney. To drive the implementation phase a new clinical management structure for SWSAHS will be established comprised of senior clinicians.

The Government is committed to the strategies outlined in the Health Plan and will ensure ongoing support to SWSAHS in the implementation phase.

Clinical Service Areas

In order to achieve sustainable quality services in the south west of Sydney, the Government is committed to the progressive implementation of this Health Plan across SWSAHS, including the following high priority areas:

- **Cancer Services**

- An integrated Area Cancer Service will be further developed to improve the provision of cancer services. A Professor/Director of Medical Oncology will be appointed.
- Medical Oncology will be enhanced across three sites namely Campbelltown, Liverpool and Bankstown Hospitals. Chemotherapy treatment will continue to be provided in Bowral.
- Inpatient beds for people needing chemotherapy and/or radiation therapy will be increased at Liverpool and Campbelltown Hospitals.
- Two linear accelerators will be operating at the Campbelltown Cancer Therapy Centre by 2005. This brings the total number of linear accelerators for South Western Sydney Area to five. An older linear accelerator at Liverpool Hospital Cancer Therapy Centre will be replaced in 2005.
- Cancer research across the Area will be significantly enhanced with wet laboratories and medical physics research.

- **Emergency Department Services**

- Emergency Department services in SWSAHS will be enhanced and managed as an integrated network with improved communication skill enhancement opportunities and increased resources. New projects such as the \$9.1M Liverpool Hospital Emergency and Trauma Department capital development will increase the capacity of the service to respond to the projected increase in demand for emergency services.
- A Chair of Emergency Medicine will be created.
- Additional senior medical, nursing, allied health and other staff will be appointed to Emergency Departments across the Area to manage the growing demand.
- Increased senior medical cover and dedicated triage staff will be appointed at Bowral Hospital.

▪ **Intensive Care Services**

- ICU bed numbers across SWSAHS will be built up progressively over the next four years with 2 additional high level ICU beds in 2004/05.
- An Area coordinated Acute Care Response Unit (ACRU) will operate 24 hours a day, seven days per week, supporting all SWSAHS hospitals with a single phone call system to be used where a clinician has concerns about a seriously ill or at risk patient.
- An Area ICU/HDU intranet program will be implemented to log bed and service availability.

▪ **Aged Care and Aged Care Psychiatry, Transitional Care and Rehabilitation Services**

- More aged care beds will be available to meet the acute, sub-acute and transitional care needs of aged care patients.
- Aged Care Psychiatry Services, and dementia services in particular, will be strengthened.

▪ **Palliative Care Services**

- Palliative Care beds will be increased across the Area.
- A centralised intake system utilising the Palliative Care Electronic Clinical Record will be developed to improve patient co-ordination.

▪ **Cardiology and Cardiothoracic Surgery Services**

- A pacemaker and defibrillator service will be developed across Liverpool and Bankstown Hospitals.
- Liverpool Hospital will continue to provide cardiothoracic surgery.
- Access to Interventional Cardiology will be improved. Liverpool Hospital will be the centre for interventional cardiology and electrophysiology services.
- A single data collection system for Cardiology and Cardiac Surgery will be developed across the Area.
- Enhanced non-invasive services such as echocardiography and stress testing will be provided at Fairfield, Campbelltown and Bowral.
- Elective thoracic surgery will be performed at Bankstown and Liverpool Hospital.

▪ **Mental Health Services**

- Acute, non-acute and community-based Mental Health Services across SWSAHS will continue to be developed.
- Mental Health Services will be developed with major inpatient centres at Liverpool, Bankstown and Campbelltown Hospital.
- Stronger prevention/promotion activities will be provided for all age groups.
- Collaborative partnerships with emergency departments, General Practitioners, aged care services, related government departments; non-government organisations and other key service providers will be strengthened.

▪ **Maternal and Perinatal Services**

- Maternal and perinatal services across SWSAHS will be developed consistent with the recommendations of an external review conducted by Professor David Henderson Smart and a team of health experts.
- Enhancements in the number of specialist medical, nursing and allied health staff across the Area.
- Access to feto-maternal services will be improved. This will mean an improved service for women with complicated pregnancies.
- Neonatal intensive care beds and special care nursery beds will be increased consistent with statewide planning.
- A Professor of Obstetrics to lead the delivery of Area-wide maternal and perinatal services will be appointed.
- Women will be given an informed choice of a range of maternity service options.
- Three additional neonatal intensive care beds to be established by 2005/06.

▪ **Anaesthetics / Pain Services**

- An Academic Chair as a Director of Anaesthetics with an interest in obstetrics anaesthesia will be appointed to the Area.
- Preoperative assessment clinics to triage bookings to the appropriate (role delineated) facility will be implemented to improve surgical outcomes.
- Anaesthetic services will be enhanced and will provide additional support to obstetric services in SWSAHS.
- Operating theatre utilisation and assignment will be reviewed and opportunities for further efficiencies will be explored.
- An Area Pain Service based at Liverpool Hospital will be enhanced.

▪ **Diabetes Services**

- Diabetes Services across SWSAHS will be enhanced.
- A Centre for Diabetes will be established in Macarthur.
- Multidisciplinary teams will be established across the Area to improve service delivery.
- Collaboration with General Practitioners will be strengthened to enhance diabetes primary prevention.
- An Area Diabetes register including the Divisions of General Practice will be established.
- Diabetes educators and other relevant allied health staff will be enhanced.

▪ **Emergency and Trauma Surgery / General Surgery/ Vascular Surgery / Neurosurgery Services**

- Emergency / urgent general surgery services will be bolstered across the Area.
- A research/protocol centre for short stay and day only surgery will be established at Fairfield Hospital.
- An Academic Chair in Trauma and Emergency Surgery will be appointed.
- Vascular Surgery will be provided at two main sites, namely Bankstown and Liverpool Hospital.
- Neurosurgery services will be enhanced across the Area.

▪ **General Medicine Services**

- A Professor of General Medicine will be appointed as an Area Director and located at Campbelltown.
- An additional general medicine physician will be appointed to Bowral Hospital with linkages to Campbelltown Hospital.

▪ **Neurology Services**

- An Area wide department of neurology will be established to enhance neurological and stroke services and encourage specialisation within neurosciences.
- Enhancement of specialised medical, nursing and allied health staff will be progressively implemented.
- Resources will be increased to improve access to acute and chronic neurological services.

▪ **Paediatric Services**

- An Area Paediatric service will be established resulting in services across SWSAHS being strengthened.

- Increased 24 hour paediatric medical cover will be provided.
 - Paediatric emergency medicine unit (EMU) models will be implemented.
 - Bankstown Hospital will work towards establishing an ambulatory care unit for paediatrics.
 - Area paediatric ambulatory services will work towards 7 days per week service provision.
 - Community based paediatric services will be enhanced.
- **Radiology and Imaging Services**
- Radiology and nuclear medicine services will be enhanced across the Area. In addition, the implementation of a system to improve the reporting of images (Picture Archiving Communication System/Radiology Information System), which is already provided at Campbelltown/Camden Hospitals, will be expanded across the Area.
 - Ultrasound services will be enhanced to promote skill development and training opportunities.
- **Renal Medicine Services**
- Area renal services will be enhanced across the Area.
 - Campbelltown Hospital's Renal Service will progressively develop comprehensive care to include the provision of out-of-hours services and ICU dialysis.
 - Future renal satellite dialysis services will be provided in Bowral.
 - Planning for the provision of a renal transplant service in Liverpool Hospital.
- **Respiratory Medicine Services**
- Access to respiratory medicine services will be improved across the Area.
 - Specialist medical, nursing and allied health staff will be increased.
 - Liverpool Hospital will provide a Respiratory Function laboratory and a comprehensive Sleep Disorders and Respiratory Failure Service.
- **Rheumatology Services**
- General rheumatology and metabolic bone disease clinics and outreach services will be provided progressively at Bankstown, Fairfield, Campbelltown and Bowral Hospitals.

Role of Hospitals within SWSAHS

As a result of the comprehensive planning, the development of clinical services at SWSAHS's hospitals will be complementary as follows:

- **Liverpool Hospital** will continue to be the tertiary referral hospital for SWSAHS. Research infrastructure will also be centred at Liverpool Hospital and it will maintain its leading role as the academic centre for the Area Health Service.
- **Bankstown Hospital** will continue as a principal referral hospital and will be the centre for plastic surgery and colorectal surgery, and with Liverpool, be a major provider of upper gastro-intestinal surgery, urology and gastroenterology.
- **Campbelltown Hospital** will progressively develop towards principal referral hospital status. Sub-specialty capabilities in medicine and surgery will be developed. It will be the centre for academic general medicine and a lead site for SWSAHS in paediatrics and ambulatory care. It will be a major centre for colorectal surgery and adult and adolescent acute and non-acute mental health.
- **Fairfield Hospital** will continue as a major metropolitan hospital. It will be the centre for elective orthopaedic surgery and elective short stay, day only, low risk surgery. With Braeside Hospital it will develop as a centre for rehabilitation.
- **Camden Hospital** will maintain a complementary role with Campbelltown Hospital, offering rehabilitation, normal risk obstetrics, palliative care, urgent care and an extensive day surgery program with ambulatory care.
- **Bowral Hospital** will operate as a rural general hospital with more defined links to Campbelltown Hospital, as the latter develops. It will be linked with all the Area units to enable access for Wingecarribee residents to comprehensive services available at other SWSAHS hospitals. It will offer elective and emergency services to adults and children for medical, surgical and obstetric care.

Achievements / November 2003 – June 2004

Acknowledging also the Area's need for immediate enhancements the following improvements have already been achieved in SWSAHS since work on the Health Plan commenced in November 2003:

- A Professional Practice Unit has been established to progress patient safety in SWSAHS;
- Campbelltown Hospital's Intensive Care Unit (ICU) is now networked with Liverpool Hospital to make it fully functional;

- Clinical nurse consultants have been appointed to the Campbelltown and Camden Hospitals in a range of areas including Emergency Medicine, Intensive care, General Medicine and Surgery;
- Clinical leaders have been appointed in ICU, Surgery and Neurology at Campbelltown Hospital;
- A nursing operations manager and a nurse manager of operating theatres have been appointed to the Campbelltown and Camden Hospitals;
- Over 3 registered and enrolled nurses have been appointed to the medical ward of Campbelltown Hospital;
- A six-bed Haemodialysis Unit has been commissioned in Campbelltown Hospital as part of the Area Renal Service;
- Additional medical appointments to Campbelltown Hospital have been made including a general physician, a cardiology specialist, two cardiology visiting medical officers, a renal physician and over seven full-time equivalent medical registrars;
- The recruitment of Directors of Medical Education and Physician Training is currently underway;
- A network of four Medical Emergency Team coordinators at Liverpool, Campbelltown, Camden and Fairfield Hospitals has been established;
- A continuing nurse education program and a new staff performance management program at Campbelltown and Camden Hospitals have been introduced;
- A functional specification for the Medical Imaging Information System and Picture Archiving and Communication System (PACS) has been developed;
- A 24-hour CT Scanning Service has commenced at Campbelltown Hospital;
- Major capital works projects at Campbelltown Hospital, as part of the Macarthur Strategy will be completed in 2006. This timeframe is contingent on the availability of funding;
- Final planning for a purpose-built 20 bed non-acute mental health facility at Campbelltown Hospital is underway. The Government has allocated a total of \$6 million towards this project;
- A review of the SWSAHS Human Resources Services is underway; and
- An expert review of Maternal and Perinatal services across SWSAHS has been completed under the leadership of Professor David Henderson-Smart.

On 14 January this year, I announced a range of capital enhancements for vital medical equipment for SWSAHS, to the value of \$7.1 million. This includes:

- \$2 million to extend medical imaging links between Campbelltown and Liverpool Hospital to enable a 24-hour diagnostic service;
- \$250,000 for ultrasound Services at Campbelltown Hospital;
- \$70,000 for telemetry monitoring equipment at Camden Hospital;

- \$1 million for the upgrade of anaesthetic, surgical and sterilising equipment in operating theatres;
- \$250,000 to upgrade intensive and coronary care equipment at Campbelltown Hospital;
- \$25,000 to provide additional capacity for medical staff treating cancer patients;
- \$250,000 for an operating theatre camera system at Camden Hospital;
- \$250,000 for an echo-cardiology service at Campbelltown Hospital; and
- \$2.8 million for a replacement cardiac catheterisation laboratory at Liverpool Hospital.

In addition, I recently announced \$3.26 million capital funding to SWSAHS for the upgrade of facilities across the Area to accommodate 20 new aged care, rehabilitation and stepdown (convalescent) beds as part of the National Pathways Home Initiative.

The Government has allocated a further \$10.989 million to SWSAHS for the progressive implementation of the Point-of-Care Clinical System across the Area over the next 20 months to enable electronic test reporting and diagnostic test ordering.

Liverpool Hospital will host one of two pilot Psychiatric Emergency Care Centre sites across the State. These Emergency Care Centres are the first in NSW. A total of \$1 million has been allocated to SWSAHS to put in place a dedicated psychiatric team in its Emergency Departments to work with emergency clinicians and develop individual treatment plans.

Acknowledging the need for the increased capacity of mental health services in South Western Sydney a new 50 bed inpatient building including accommodation for community mental health services, research and administration is to be constructed on the Liverpool Hospital campus by the end of 2005. This project will see an additional 20 beds added to the current 30 beds. It is listed on the asset acquisition program for a total cost of \$29.9M.

Under the NSW Sustainable Access Program, the Government has allocated over \$1.9 million to SWSAHS to reduce the number of patients waiting for treatment for targeted procedures longer than 12 months including cataract, cholecystectomy, total hip replacement and total knee replacement procedures. Additional recurrent funding has also been allocated for the establishment of 20 aged care places by 2005.

SWSAHS was selected to participate in the ComPacks trial to June 2008. ComPacks (community case managed packages) aim to optimise people's access to the services they require on discharge from Hospital using community-based case managers/service brokers. Under the program, SWSAHS has been allocated a minimum of \$722,800 per annum from 2004/05-2007/08.

Conclusion

I wish to extend my gratitude to the Clinical Strategy Group and the many individuals who have added to their already busy schedules the task of assisting the Government in providing the foundation and direction for a new health future for the people of South Western Sydney.

It is important to acknowledge that the work of the SWSAHS Clinical Strategy Group is a tremendous start, but it is a *work in progress*. The Health Plan will be used to guide more detailed clinical services and workforce planning across SWSAHS. This will require ongoing involvement and consultation with key stakeholders including clinicians, staff and members of the community.

Indeed, the work of the Clinical Strategy Group is one component of the overall improvements occurring in SWSAHS, in order to allow these services to grow effectively.

Further improvements in the public health system in the South West of Sydney will include the:

- Implementation of the NSW Quality Framework and other system-wide clinical improvements across SWSAHS; and
- Development and implementation of a Clinical Workforce Strategic Plan for SWSAHS.

The next four years will be about systematically embedding the recommendations of the Clinical Strategy Group so as to enhance health care and health services delivery in SWSAHS.

