



# Exceptional Care, Healthier Lives

## Strategic Plan 2022-2025



**Health**  
South Eastern Sydney  
Local Health District



# Acknowledgement of Country

South Eastern Sydney Local Health District (SESLHD) would like to acknowledge the Traditional Custodians on whose land we stand, and the lands our facilities are located on; the lands of the Dharawal, Gadigal, Wangal, Gweagal and Bidjigal peoples.

We would like to pay our respects to the Elders past, present and those of the future.

This artwork is 'South Eastern Boundaries' and depicts the lands and waterways of the Traditional Custodians of the South Eastern Sydney area. The artwork is based on the South Eastern Sydney Local Health District boundary map and replicates the locations of the facilities from Sydney's Central Business District in the north to the Royal National Park in the south.

The Meeting Places (circles within circles) represent The Sutherland Hospital, St George Hospital, Prince of Wales and Royal Hospital for Women, Sydney and Sydney Eye Hospital, Calvary Health Care and War Memorial Hospital.

The lines with dots represent the patient's journey from their homes, to and from the facilities where people access our healthcare services.

The other symbols are the local Aboriginal Community Elders, Men, Women and Children who call the South Eastern Sydney area their country and home.

The dark and light blue circles are the strong currents and waves which surround the beautiful coastline of the east coast.

The assortment of coloured dot patterns are of the surrounding Aboriginal Nations which surround and connect all Aboriginal Nations and our people to each other in respect and harmony.

Artist: Brenden Broadbent

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# Welcome

Welcome to *Exceptional Care, Healthier Lives* - our strategy to deliver exceptional person-centred care closer to home. From Sydney's CBD to the Royal National Park, the diverse communities we serve inspire our ambition to provide high quality care accessible to everyone.

This plan looks towards the future of healthcare and how we can best meet local communities' current and emerging needs. The complexity of recent times has reinforced what is important – promoting healthy communities, delivering evidence-based, person-centred care, and supporting and valuing our dedicated teams.

SESLHD leads the way in innovative, person-centred care that is tailored to meet people's needs. We provide compassionate and respectful care that places people at the heart of their care, and prioritises the unique goals, expectations and experiences of each person. To improve the health and wellbeing of local communities, we will partner on whole of system approaches to promote health, improve equity and empower communities. Over the last 3 years, we have collaborated with partners to deliver innovative, community-based models of care. These models make a meaningful difference in personal experiences and outcomes.

People are the heart of SESLHD. Our dedicated teams have demonstrated a remarkable ability to adapt to the challenges and opportunities presented throughout the pandemic. Teams have continued to provide high-quality care, putting people first and acting with kindness. SESLHD staff continually strive to improve experiences and outcomes for communities. Our future relies on investment in our people to support teams to thrive, celebrate their successes and provide them with an environment in which they can flourish.

The significant infrastructure developments across the District expand on our world-class health, research and education facilities. These spaces will help SESLHD shape the future of health care, with flexible spaces to enable clinical innovation and research located side-by-side with clinical services. Our purpose-built infrastructure will enable the rapid translation of research into care, reinforce our culture of innovation and discovery, and provide environments that promote health and wellbeing.

SESLHD is a leading integrated healthcare provider, trusted by people for the care and compassion we deliver. This plan provides a roadmap for improved health and wellbeing outcomes and a solid foundation for the future of healthcare in South Eastern Sydney.

We are proud to deliver *Exceptional Care, Healthier Lives* - our strategic plan.

**Tobi Wilson, Chief Executive**

**Michael Still, Chairperson**



Aldo lives in residential care and enjoys an excellent quality of life. He's an outgoing person who finds great joy in his social connections in the local community.

Recently, Aldo was unwell. He became a little confused, had some minor falls, and became incontinent. His General Practitioner suspected a urinary tract infection causing delirium. When antibiotics failed to make a difference, he called SESLHD's Geriatric Flying Squad for help rather than sending Aldo into hospital.

The Geriatric Flying Squad is a team of geriatricians and specialist nurses, who support people living in residential aged care facilities by providing acute, hospital-like care. People receive care in their homes, reducing the need for ambulance travel and hospital admissions.

The Geriatric Flying Squad found a different issue at the centre of Aldo's problems - his diabetes had become less controlled after some changes to his other medications. These changes were causing Aldo's delirium and dramatically increased urine output.

The Geriatric Flying Squad altered Aldo's medications and started him on regular insulin. His blood sugar soon improved, as did his confusion and continence. The team kept Aldo's family up to date and collaborated with Aldo's GP, endocrinologist and geriatrician.

Providing high-quality care in Aldo's home prevented time in hospital and avoided worsening his delirium in an unfamiliar environment. For Aldo, this meant less time stuck in hospital, and more time socialising with friends.

# Case for change

## Demands on our services are increasing

Our population is growing.

By 2031:

**1M+**

population

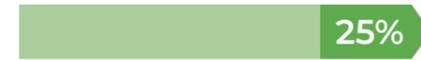
**10%**

population growth

**30%**

growth for people 70+ years

if we don't change by 2031:



increase in emergency department presentations



increase in hospital admissions



additional beds required

People over 70+ years are only 11% of our population, but are disproportionately high users of our services



11% of our population



57% medical bed days



75% sub-acute bed days

Improve capacity to meet demand:

- improve population health and wellbeing,
- provide earlier interventions
- use digital technologies.

## People experience inequitable health outcomes

Our district includes some of the most advantaged and disadvantaged people in Sydney.

**>1.5x** times more potentially preventable hospitalisations for the most disadvantaged compared with the least disadvantaged

**1.8x** higher rate of preventable hospital admissions for Aboriginal people than non-Aboriginal people

Proactively address inequities and the impact on health, with partners.

## People have more chronic and complex conditions

In South Eastern Sydney:



population are overweight or obese



experience high/very high psychological distress



live with multiple health conditions



hospital admissions are preventable

Intervene early to promote health and prevent unnecessary hospitalisations.

## Service expectations are changing



**1.8x** increase in telephone-based services since 2018/19



**135x** increase in video telehealth since 2018/19

Design and deliver technologies to transform healthcare, from telehealth to AI.

## Valued workforce



Broad projected workforce shortages by 2025

Projected national shortage of 100,000+ nurses by 2025



Staff diversity creates welcoming and inclusive environments and directly impacts on health equity

## Being pandemic-fit



Pandemics impact on staff well being and non-urgent care

Continue planning for COVID-19 and other public health threats

## Sustainability



Healthcare is a major driver of greenhouse gas emissions NSW Health has a target of net zero by 2050

Actively encourage diversity through targeted HR policies

Support staff to create high performing teams

Enhance sustainability of our healthcare services

## Developing our Plan

*Exceptional Care, Healthier Lives* was developed collaboratively by SESLHD staff, community representatives, consumers, partner organisations and healthcare strategy experts. Consultations provided broad insights into SESLHD today, our ambitions for the future, and our actions to achieve our goals.

30+ forums and workshops      1000+ people consulted

*Exceptional Care, Healthier Lives* aligns with other strategic plans across NSW and within the district. Our strategic priorities reflect our commitment to promoting health across South Eastern Sydney and providing exceptional care closer to home.

Develop plans that enable and encourage high quality care

## 2031 Statement of intent

Our Statement of Intent provides a clear and shared direction for our organisation to 2031. It has been shaped by staff, partners and communities, who contributed their vision for the future and perspectives on what makes SESLHD unique. The 10-year statement defines our purpose, the value we provide and the impact we have on communities. *Exceptional Care, Healthier Lives* is the roadmap to achieve our intent to 2025.

A leading integrated healthcare provider, trusted by individuals for the care and compassion we deliver

We shape equitable, person-centred care in partnership with communities

Our staff feel valued, respected and proud of the quality of their service

We are a global leader in innovative and sustainable health services

Exceptional Care, Healthier Lives



# Exceptional Care, Healthier Lives

We will work in partnership to improve health and wellbeing outcomes and transform experiences. We will challenge service delivery to provide intervention earlier and care closer to home for the 1 million people of South Eastern Sydney.

## Strategic Priorities



### Partnering for healthier communities

We will adopt a whole of system approach to promote health, improve equity and empower communities.

- A focus on prevention and early intervention
- Partnerships with communities and other agencies to address the determinants of health
- Commitment to health equity and Closing the Gap
- Whole of system, multi-sectoral approaches to proactively promote health and wellbeing



### Providing person-centred care

We will provide safe, integrated, accessible and evidence-based care that places people at its heart.

- Compassionate, personalised care that empowers consumers, families and carers
- Integrated, easy-to-navigate services across the continuum of care
- Healthcare in the right place at the right time
- Safe, high-quality healthcare, co-designed with consumers



### Supporting teams to thrive

We will promote a culture where people flourish and wellbeing is a priority.

- Effective and authentic relationships that promote wellbeing
- Staff who work autonomously in the delivery of exceptional care
- Accountable, values-based leadership
- Development opportunities for staff to excel
- Collaborative, diverse and inclusive teams who work towards a shared vision



### Shaping the future

We will lead innovative, digitally enabled healthcare informed by pioneering research.

- Leaders in delivering virtually enabled models of care
- Practice that builds the evidence base for virtual healthcare
- Exceptional care underpinned by translational research
- Global recognition for interdisciplinary education
- A sustainable health system

## Underpinned by

<b>Connected people</b>	Engagement, collaboration and co-design meet the diverse needs of our people.
<b>Technology</b>	Innovative technologies shape the future of health and social care.
<b>Data and insights</b>	Data and insights support decision-making and unlock value.
<b>Places</b>	Facilities designed for the future enhance consumer and staff experiences, and improve outcomes of care.

## CORE Values



Collaboration



Openness



Respect



Empowerment

# Partnering for healthier communities

We will adopt a whole of system approach to promote health, improve equity and empower communities.

SESLHD improves outcomes for communities by promoting health and wellness, intervening early and moving care out of the hospital and into the community. We work in partnership with local organisations, partners and people to address the social determinants of health and enhance our services. In the community, we support people to actively improve their health and wellbeing, effectively self-manage chronic conditions, and receive their care closer to home.

## Focus areas



### A focus on prevention and early intervention

- Work with communities to enhance health literacy and health activation, and use of virtual health
- Collaborate with partners to implement evidence-based programs encouraging prevention across the lifespan



### Partnerships with communities and other agencies to address the determinants of health

- Engage with local communities where they are to understand community needs
- Grow and mature inter-agency partnerships to improve the social factors impacting health



### Commitment to health equity and Closing the Gap

- Improve organisational capacity to support vulnerable and priority populations through workforce capability building, systems, processes and infrastructure
- Improve the cultural safety and effectiveness of services for Aboriginal people, implementing actions of Burudi Muru Yagu Aboriginal Health Plan



### Whole of system, multi-sectoral approaches to proactively promote health and wellbeing

- Build partnerships across the health system, including primary care
- Collaborate with government and non-government organisations to proactively support the health and wellbeing of the community in every health setting



## Mindfulness for wellbeing

Safia\* is a 35-year-old Bangladeshi woman who migrated to Australia five years ago with her husband. Following the birth of her three-year-old daughter, Safia experienced postnatal depression. Safia joined the 5-week in-language mindfulness group program run through the Priority Populations Unit.

Taking part in the program helped to restore Safia's sense of self-confidence and self-worth. She put into practice self-care strategies, challenging beliefs and thoughts, and how they affect her feelings and reactions. Practising mindfulness skills has helped Safia to be more accepting of the circumstances beyond her control and she feels more settled in her new country, Australia. She recently spoke about the mindfulness program to an online Bangla mother's group, with more than 350 members across Australia. Safia has returned to work, and is now employed by NSW Health.

\*name changed

## What does success look like?

### Key indicators:

- 10% reduction in the rate of potentially preventable hospital admissions
- Increased cultural safety, demonstrated by a 20% reduction in the rate of Aboriginal people being discharged at own risk

# Providing person-centred care

We will provide safe, integrated, accessible and evidence-based care that places people at its heart.

Consumers, families and carers are at the heart of their care. We deliver compassionate and respectful care, and our teams support and empower people to make decisions about the care they receive. Understanding each person's unique goals, expectations and context, allows SESLHD teams to personalise their experience and prioritise what really matters to each person. Consumers benefit from safe, high-quality and integrated healthcare.

## Focus areas



### Compassionate, personalised care that empowers consumers, families and carers

- Empower consumers to manage their own care with collaborative identification of goals and shared decision-making
- Foster a customer service culture, embedding the lived experience and narratives of consumers to guide the work that we do



### Integrated, easy-to-navigate services across the continuum of care

- Design and deliver integrated care pathways with primary care and other community partners, focussing on prevention and early intervention
- Enhance access through the delivery of collaborative models of care across the District
- Implement digital platforms that support consumers to navigate their care journey



### Healthcare in the right place, at the right time

- Provide streamlined pathways for consumers to access appropriate care across the care continuum "with no wrong door" (ED, inpatient, community, partner services)
- Deliver strengthened and diverse community and home-based services



### Safe, high-quality healthcare, co-designed with consumers

- Bring together evaluation, research and scalable improvement programs to deliver safe, high quality care
- Evolve models of care adopting evidence-based emerging technology and procedures
- Support staff and consumers to co-design and co-deliver healthcare services, developing skills to facilitate meaningful partnerships

## What does success look like?

### Key indicators:

- 10% reduction in unplanned readmission rate (within 28 days), and elimination of disparity in rates between Aboriginal and non-Aboriginal people
- Consumer feedback demonstrates a sustained improvement in consumer experience
- Sustained improvement in overall Hospital Acquired Complication (HAC) performance, aligned with Ministry of Health targets

## Personalised care for chronic pain

Anna\* had been living with pelvic pain for 9 months, with a history of physical and sexual traumas spanning many years. She had found it difficult to find the right help for her pain. In 2020, Anna joined a pilot study trialling early intervention physiotherapy for women referred with pelvic and/or sexual pain at the Royal Hospital for Women.

Together with the support of her physiotherapist, Anna was empowered with meaningful strategies to manage her symptoms and engage more confidently in all aspects of her life.

"My physiotherapist was one of the most professional, considerate, caring health professionals I've seen. She took her time to really listen to my concerns and educate me. We have a clear plan to support my health and wellbeing moving forward."

\*name changed



# Supporting teams to thrive

## We will promote a culture where people flourish and wellbeing matters.

Every staff member in SESLHD is responsible for making a difference in the lives of consumers, local communities and our organisation.

Delivering safe, high-quality, and well-coordinated care requires effective communication and teamwork. Our teams are supported and empowered to promote wellbeing, resilience and effective team relationships. Our leaders provide personal support for staff to achieve, excel and develop their talents. Cross-disciplinary teaching and learning, combined with a focus on innovation and research in the work they do every day inspires our staff to collaborate and strive for excellence. Our high-performing culture and collaborative teams have a direct and positive impact on care experiences and outcomes. Feeling valued, appreciated and fulfilled is central to our teams' ability to deliver compassionate and high-quality care, and achieve positive outcomes for our consumers.

SESLHD is committed to supporting our dedicated teams to flourish in an environment that prioritises wellbeing, support and development.

## Focus areas



### Effective and authentic relationships that promote wellbeing

- Engage staff to deliver programs that support staff wellbeing
- Leaders actively champion a culture of open communication and safety to speak up



### Staff who work autonomously in the delivery of exceptional care

- Empower our workforce to make decisions and deliver change, within a robust governance framework
- Embed systems and structures which consider psychological safety in supporting staff to deliver exceptional care



### Accountable, values-based leadership

- Identify emerging and existing leaders within our workforce and promote their ongoing development
- Create leadership networks to collaborate in addressing shared challenges



### Development opportunities for staff to excel

- Provide tailored and flexible development opportunities across the District and partner organisations
- Define and implement clear career progression and succession planning processes to meet future workforce need
- Implement consistent structures that facilitate teaching and training for students and staff



### Collaborative, diverse and inclusive teams who work towards a shared vision

- Implement programs to attract, retain and develop a diverse and engaged workforce
- Implement the actions identified in external benchmarking to improve Aboriginal workforce recruitment and retention



## Compassionate and resilient teams

Mateo\* has been a nurse at SESLHD for over 10 years. While Mateo has always worked in clinical teams, something changed over the time of COVID-19.

“Our teams really pulled together to our best for our patients. We held patients’ hands when their families couldn’t, helped keep families connected and worked hard to support people to die with dignity.”

Mateo believes this challenging time has drawn teams closer together. Staff have treated one another with care and compassion and worked together to ensure units were appropriately staffed and well-supported. Home-baked treats, jokes, debrief pizza nights and music playlists helped teams to stay connected and optimistic in what could be an overwhelming and distressing environment.

“Everyone has pitched in to make sure we have everything we need to give all of our patients the best care available.”

\*name changed

## What does success look like?

### Key indicators:

- 1% annual increase in staff engagement index, with increasing levels of staff participation, as measured in the People Matters Employee Survey
- Sustained improvement in the diversity of our workforce, reflecting the diversity of the communities we serve, demonstrated by an increase in our Aboriginal workforce participation to 3% by 2025

# Shaping the future

We will lead innovative digitally enabled healthcare, informed by pioneering research.

SESLHD is a recognised leader in providing virtual care close to home. We are committed to being on the cutting-edge of digitally enabled healthcare and research. We are investing in developing our expertise and innovative partnerships, leading to transformations in practice and rapid translation of the latest research into care.

Our communities will benefit from digitally enabled care. Digital health will provide people with access to their health information and prompts for self-management, communication with health providers' data and patient management tools and systems. It will enable consumers to take active roles in care and service planning. Digital tools link the person's health professionals, who can better coordinate and integrate care.

## Focus areas



### Leaders in delivering virtually enabled models of care

- Embed and scale existing and new virtual models of care
- Establish a District-wide virtual health governance and support structure
- Educate and equip staff and consumers to engage in virtual health models



### Practice that builds the evidence base for virtual healthcare

- Implement a framework to monitor and evaluate outcomes of virtual health services
- Increase our contribution to virtual health research



### Exceptional care underpinned by translational research

- Build and sustain research capacity across our workforce
- Strengthen our translational research, including implementation science capabilities, through partnerships



### Global recognition for interdisciplinary education

- Develop an interdisciplinary approach to learning, that supports care delivery
- Collaborate with universities, professional colleges and other partners to enhance our education approach



### A sustainable health system

- Implement value-based models of care
- Drive towards sustainable environmental practices

## What does success look like?

### Key indicators:

- Increased number of consumers engaged in a digital health model of care
- Reduction in carbon footprint
- Sustained increase in staff actively involved in research / cited on an ethics application

## Care in the community

Elena\* lives in the eastern suburbs with her son. Elena tested positive for COVID on a Wednesday and by the Thursday needed an ambulance. "I looked in the mirror and had red eyes. I was almost white and my brain was all muddles. It was a pretty scary thing."

Before leaving hospital Elena was given equipment to measure her heart rate and oxygen levels, and installed an app on her phone. "The app was quite simple to use. If my numbers weren't right, somebody from the hospital would ring up and check on me, and try to do the test again until they were happy with the results."

Now Elena is well again and the world is opening up, she is looking forward to seeing her friends in her local line dancing class and getting back to what was normal life before COVID.

\*name changed



# Foundations

Our strategic priorities are based on a solid foundation of strategic enablers. These are prerequisites for change and improvement and help us promote the health of our communities and shift care closer to home.

## Connected people

Engagement, collaboration and co-design meets the diverse needs of our people.

SESLHD is committed to working together with our partners, people and the community to improve our population's health and wellbeing and meet the needs of people across the district. Our values are central to our interactions with our people and our partners and enable us to engage, collaborate and co-design with others to deliver value-based care and improved health and wellbeing outcomes.

### Focus areas

#### Partnerships that deliver integrated services and maximise our impact

- Enhance care by providing services in partnership, leveraging the respective strengths of each partner
- Expand networks and forums for staff and partners to share knowledge, ideas and innovations
- Create flexible methods of engagement, collaboration and co-design with consumers

#### Respect, empathy and trust embedded in our ways of working

- Continue to practice CORE (Collaboration, Openness, Respect, Empowerment) values every day
- Build empathy and trust by creating opportunities for connection

# Technology

Innovative technologies shape the future of health and social care.

SESLHD is a leader in digital health adoption. Our digital capabilities allow us to collaborate with our consumers, build their capacity to understand and monitor their own health, and access care more conveniently. These technologies allow us to support people at home, prevent hospital admissions, streamline administrative processes and make the most of finite health resources.

Our technology landscape is underpinned by robust governance, clear communication, training and effective cyber security practices. Working together with our partners, our use and design of innovative technologies will further advance our virtual health offerings.

### Focus areas

#### Digitally enabled, integrated healthcare and support services

- Develop technology platform for the delivery of digitally-enabled healthcare and support services
- Integrate technology across the system to provide a consolidated view of consumers' journey through the health system

#### Virtual care-ready staff and consumers

- Implement a District-wide training and support structure to facilitate virtual models of care where appropriate
- Enhance technology infrastructure to meet the needs of staff and consumers

## What does success look like?

### Key indicators:

- Delivery of the Digital Health Roadmap

## What does success look like?

### Key indicators:

- Sustained increase in actively engaged consumers across organisational priorities



# Data and insights

Data and insights support decision-making and unlock value.

In every interaction with consumers, data tells the story of a person's journey through the healthcare system. Data can provide us with accessible real-time information that can be used to improve outcomes for the individual and the system. Predictive analytics allow SESLHD to proactively meet the needs of the community, for example, identifying people at highest risk of re-presenting to the emergency department, who can be supported to access alternate care. With local partners, we can use our data and insights to build a comprehensive picture of the needs of our community, and plan to address these needs.

## Focus areas

### Rapid access to actionable insights for decision-making

- Optimise SESLHD operational and performance dashboards
- Enhance data governance to support access, usability and integration of data across the health system
- Build data literacy to achieve clinical and operational improvement

### Building capacity in analytics

- Implement analytics models for faster and more appropriate decision-making
- Invest in clinical predictive analytics to proactively meet the needs of the community

## How will we measure success?

- Delivery of the Analytics Roadmap

# Places

Facilities designed for the future enhance consumer and staff experiences, and improve outcomes of care.

SESLHD's infrastructure investments reflect our drive to shape the future of healthcare. Our places provide greater opportunities for collaboration, partnerships and integration with primary healthcare, non-government organisations, industry and other sectors. We are enhancing our locations to improve accessibility, experiences and wellbeing for people in our physical spaces. Looking ahead to our net-zero goal for 2050, our spaces will also be designed with environmental sustainability in mind. Investment in digitally enabled services and places will enable virtual models of care, innovation and flexible care and work systems.

## Focus areas

### High quality facilities contributing to improved consumer and staff experience

- Deliver improved outcomes and experiences for consumers through targeted infrastructure programs
- Progress facility enhancements for the delivery of integrated community-based health and social services, aligned to service planning outcomes

### Infrastructure that supports virtual models of care

- Develop District-wide and local infrastructure aligned with requirements for virtual models of care, that extend beyond the hospital walls
- Work with partners to identify best practice solutions to facilitate virtual healthcare

## How will we measure success?

- Consumer feedback in the BHI survey demonstrates a 5% increase in satisfaction with the provision of a safe, comfortable environment



# Making it happen

We developed *Exceptional Care, Healthier Lives* together with SESLHD teams, our partners and the community. Roadshows across our sites and services will launch the strategy with continuing engagement with partners, consumers and communities of South Eastern Sydney.

*Exceptional Care, Healthier Lives* aligns closely with the NSW Premier's Priorities, providing care closer to home, making the most of our limited health resources, and delivering exceptional care in partnership with world-class teams. It aligns with NSW Health's vision of Future Health, where people have more control over their own health, and receive personalised care in hospitals, the community and at home.

This strategy provides an overarching direction for our organisation. It is supported by a number of district-level plans and strategies and an *Exceptional Care, Healthier Lives* Implementation Plan. Our annual Business Planning process will detail the initiatives needed to achieve our aims. We will continue to collaborate with local people, partners and consumers to deliver initiatives that are future-focused, achievable, deliver on our priorities, and create impactful improvements.

Our strategic plan will provide the frame for SESLHD's business plans, with each business objective explicitly linked to a strategic priority or foundation. Likewise, all site, service and staff performance plans will reflect the priorities in the business plan, aligned to the strategy. This focus on our priorities at all levels will create change across the organisation, delivering exceptional care and healthier lives across South Eastern Sydney.

## How *Exceptional Care, Healthier Lives* relates to other health plans



## How will we measure success?

We will review our achievements against *Exceptional Care, Healthier Lives* every 6 months, using the measures outlined in our plan. Progress against the initiatives in our annual Business Plans are reviewed each month, together with a review of key performance indicators included in the SESLHD & NSW Ministry of Health Service Agreement. In accordance with our focus on partnerships and people, we will report on our achievements through established forums including the Annual Public Meeting, SESLHD Board Strategic Community Partnerships Committee and the Consumer Advisory Committees at our sites and services.

# Strengths

SESLHD's strengths provide a strong basis for implementing *Exceptional Care, Healthier Lives*.

## We are home to a broad range of integrated health services, including:

- Leading tertiary referral centres for women's and babies, trauma, eye, spinal cord and stroke
- Australian-first models to reduce admissions and provide greater care in the community - from on-scene mental health crisis support in collaboration with police and ambulance, to rapid response in aged care facilities
- Randwick Health and Innovation precinct, partnering to deliver world-class care
- Leading research including our landmark Fertility and Research Centre, and Australia's first Microbiome Research Centre

## We have partnered to improve the health and wellbeing of our diverse communities:

- With primary healthcare, residential aged care facilities, local councils and other government departments across the system to rapidly mobilise COVID-19 testing, vaccinations and support for vulnerable populations
- With primary healthcare and others to deliver integrated rehabilitation services to older people experiencing frailty
- With La Perouse Local Aboriginal Land Council and Kurranulla Aboriginal Corporation to improve access to early intervention mental health, drug and alcohol and oral health services

## We have delivered innovative, virtually-enabled models of care such as:

- Remote monitoring services for cardiac, stroke and COVID-19 patients
- NSW Telestroke Service, providing people across NSW with rapid virtual access to specialist stroke treatment
- Diabetes Dashboard clinical decision support tool supporting the management of inpatients with diabetes

## We have supported each other:

- SESLHD staff were remarkable in adapting and responding to the COVID-19 pandemic
- Programs to develop emerging leaders (LIFT) and equip teams with tools and strategic to maintain resilience (Flourish)
- Addressing Racism strategy launched to reduce the experience and impact of racism on staff and consumers



# About SESLHD

**468km<sup>2</sup>**

**979,370**  
residents

**Projected 1,080,291**  
by 2031

**40%**  
of residents born overseas

**36%**  
speak language other than English at home

**180+**  
languages

**People 70+**  
growing from 10.9% to 12.9%  
population by 2031

**20%**  
of people who identify as homeless in NSW, live in South Eastern Sydney

**2,200+**  
people are living in boarding houses

**21%**  
of our population live with multiple conditions

**2 in 3**  
mental health inpatients have more than one mental illness



## In one day across SESLHD:



**625**

people present to ED



**21**

babies are born



**21**

people hospitalised due to falls



**5,850**

non-admitted occasions of service are provided



**400+**

people are admitted to hospital



**149**

operations are performed



**16**

geriatric flying squad visits



**8%**

outpatient and community services delivered via telehealth

## SESLHD Workforce Fulltime Equivalent (FTE)

**10,872**  
Total staff

**4,946**  
Nursing and Midwifery

**1,589**  
Doctors

**1,190**  
Allied Health

**>1M hours**  
clinical education per year

## Our hospitals and facilities:

- Calvary Health Care Sydney (third schedule)
- Garrawarra Centre
- Gower Wilson Multipurpose Service
- Prince of Wales Hospital
- Royal Hospital for Women
- St George Hospital
- The Sutherland Hospital
- Sydney and Sydney Eye Hospital
- War Memorial Hospital (third schedule)
- Various other community health centres across the District

## Our services:

- Aboriginal & Torres Strait Islander Services
- Aged Care
- Cancer
- Cardiac Medicine
- Critical Care
- Rehabilitation
- Emergency and Trauma
- General Medicine
- Mental Health
- NSW Organ & Tissue Donation Service
- NSW Telestroke Service
- Palliative Care
- Population and Community Health
- Respiratory Medicine
- Surgery, Anaesthetics and Perioperative
- Women's and Children's



# SESLHD Research Strategy 2022-25

SESLHD is a leading research-driven organisation that embeds inquiry and innovation into health services and thereby improves quality, safety, value and local community outcomes.

Enhance capability and capacity of the workforce to deliver research	Foster collaboration across the District and connect research experts	Develop translational research pathways	Build and strengthen research partnerships	Engage the community in research	Harness data and analytics to support research
<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Identify, map, communicate research expertise and research champions accessible to staff across SESLHD sites within fields of expertise and key external partners</li> <li>Implement a research capability development program incorporating interdisciplinary education, mentoring and adopting a train the trainer approach</li> <li>Implement an expert consultancy model, supported by external partnerships, to provide clinicians with access to research support including: assistance with grant applications, ethics approval, data analytics and health economics</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Provide flexible opportunities for staff that develop their skills as “consumers” of research</li> <li>Foster, develop and retain clinician-scientists across the District, with conjoint appointments</li> <li>Establish flexible pathways for staff to engage in research</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Establish a District-wide research network / community of practice for staff to collaborate on research activities</li> <li>Develop networked specialised research information hubs, providing accessible information on research activity across the District</li> <li>Establish annual symposiums or reports to showcase research</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Implement standardised quality improvement and research project reporting systems and processes</li> <li>Develop a coordinated model to fund research across the District</li> <li>Promote interdisciplinary research including allied health, nursing and midwifery and medicine</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Distribute research outputs with translational relevance across the District particularly implementation opportunities arising from clinical governance and quality improvement projects</li> <li>Use research networks, clinical and preventive services, and the translational hubs within the clinical precincts to build translational research pathways</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Integrate evaluation, quality improvement and research to support evidence-based care</li> <li>Embed research into clinical roles to promote clinician-driven research ideas</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Strengthen our research partnerships such as through SPHERE, Randwick Health and Innovation Precinct, St George and Sutherland Medical Research Foundation and Health Science Alliance</li> <li>Leverage partnerships with academic institutions to share expertise and resources</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Collaborate with primary care to deliver research</li> <li>Promote LHD-led research within research partnerships to drive the SESLHD research agenda</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Develop a community engagement strategy and guidelines for how to involve consumers in research</li> <li>Increase opportunities for consumer participation and feedback in clinical trials</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Engage with consumer based organisations via specialised research hubs</li> <li>Deliver a targeted approach to increase participation in research for priority population groups</li> <li>Co-design research with consumers to ensure aligned with community needs</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Roll out clinical data collection and analysis tools to support research, including REDCap and Clinical Trials Management System</li> <li>Build data and analysis literacy across the workforce</li> <li>Integrate clinical and population data across the health system to facilitate research</li> </ul> <p><b>Horizon 2 (focus for 2024-25)</b></p> <ul style="list-style-type: none"> <li>Embed economic analysis into research</li> <li>Embed patient reported outcome measures into research</li> </ul>

## Measures



Outperform the Office for Health and Medical Research (OHMR) targets for timely ethics application approvals



Sustained increase in staff actively involved in research



Increased consumer participation in clinical trials



Increased number of lead and partnership Translational Research Grant EOIs invited to full submissions for the District, with >= 3 grants approved per year



# Digital Health Strategy 2022-25

We will deliver digitally-enabled, integrated healthcare and support services, and facilitate virtual care-ready staff and consumers.

Core Clinical Systems	Continuum of Care Solutions	Consumer Systems	Workforce, Business and Communications Management	Data and Analytics and Research	Core digital infrastructure and smart hospitals	Security and Privacy
<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>eMR optimisation, to streamline processes and enhance clinical care</li> <li>Enhancement of RIS-PACS</li> <li>Integrate biomedical devices with eMR</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Standardisation of core clinical applications</li> <li>Progress towards a single digital patient record</li> <li>Expand clinical decision-making support capabilities (including dashboards, risk assessment and triage)</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Enhance secure communication capabilities between providers (messaging, referrals, results and images)</li> <li>Align digital health strategy with partners including Health and Innovation Precincts</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Deliver digital workflow and collaboration tools supporting shared care plans</li> <li>Support the initiative of Healthenet to expand accessible patient information</li> <li>Support establishment of a connected technology foundation for the SESLHD Virtual Health strategy</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Enhance telehealth and videoconferencing capabilities</li> <li>Develop infrastructure to support remote monitoring services</li> <li>Provide capability for staff and consumers to access virtual health and digitised processes</li> <li>Enhance digital consumer experience – Prince of Wales Hospital as pilot (education, self-service, collaboration, consumer feedback, wellness)</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>District-wide enhancement of digital consumer experience, (education, self-service, collaboration, consumer feedback, wellness)</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Maximise the use of SARA to eliminate offline forms</li> <li>Enhance and standardise technology to support internal collaboration and communication</li> <li>End-to-end process digitalisation and mobile access, reducing duplication</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Build digital capabilities in program and change management</li> <li>Workforce and business management system (including supply chain) enhancement and optimisation</li> <li>Digitise staff experience – education, self-service, collaboration, navigation and access</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Support district-wide data governance</li> <li>Deliver technology for foundational analytics – enabling data-driven research and predictive analytics</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Implement platforms to advance predictive analytics and personalisation</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Enhance infrastructure network enabling new ways of working</li> <li>Digitise in-hospital patient experience including patient queue management and entertainment</li> <li>Engage through redevelopments to build digitally-enabled hospitals of the future (Prince of Wales, St George, Sutherland)</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Modernise integration tools</li> <li>Transition to cloud</li> </ul>	<p><b>Horizon 1 (focus for 2022-23)</b></p> <ul style="list-style-type: none"> <li>Build security and privacy awareness across the District</li> <li>Further enhance digital identity management and simplified access</li> <li>Uplift cybersecurity capabilities</li> <li>Develop vendor policies, processes and governance</li> </ul> <p><b>Horizon 2 (focus for 2023-25)</b></p> <ul style="list-style-type: none"> <li>Enhancement of security and privacy processes through regular monitoring and evaluation</li> </ul>

## 2025 and beyond

Digitally-enabled, seamlessly integrated and personalised care	Intelligent automation to transform end-to-end processes and digital collaboration	Advanced analytics embedded in clinical care and research	Smart hospitals with interconnected digital platforms and devices	Advanced cyber-security supported by intelligent automation
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## Digital Health Enablers



### Innovation

- Drive innovation across the District – share the “art of the possible”, support pilots and foster collaboration to share ideas.
- Bring external ideas to support innovation.



### Partnerships

- Build valuable partnerships with staff, consumers and other organisations (including the precinct) to effectively translate requirements into person-centred technology solutions.
- Effective communication and collaboration will underpin effective partnerships.
- Showcase success stories and capabilities across the District.



### Technology Education

- Support delivery of accessible training and education for staff, consumers and partners that facilitates the adoption of digitally-enabled healthcare.
- Enhance digital health capabilities across IT architecture, business analysis, change management, cloud technology and cyber security.



### Change Management and Support

- Establish a robust, flexible change management and digital technology support structure to enable the delivery of technology change and business as usual.



### Governance and Investment Management

- Clear, streamlined governance structure to support rapid prioritisation, implementation and evaluation of standardised, transformative digital solutions.
- Governance will leverage Patient Reported Measures and incorporate demand management processes.
- A strategic approach to the funding pipeline for technology investment will be adopted.

## Measures



Sustained improvement in staff satisfaction with digital technology



Reduced number of clinical, business management and workforce systems



Sustained increase in the volume of services delivered virtually



Increased digitisation of forms and processes

# SESLHD Analytics Strategy 2022-25

We will deliver rapid access to actionable insights for decision-making, and build capacity in analytics.

## Enhance workforce capabilities in data and analytics

### Horizon 1 (c. 18 months)

- Deliver training for staff to use dashboards, adopting a train-the-trainer approach
- Develop university-level analytics capability, with a focus on using analytics to improve health service delivery (translational science) including: statistics, cloud technology and data warehouse methodologies

### Horizon 2 (c. 3 years)

- Expand training to enhance data analytics capabilities of staff across the District
- Showcase innovation through data and analytics, increasing awareness of its potential to add value
- Build advanced future-focused analytics skills including machine learning, real-time processing, natural language processing, health economics, utilising partnerships where appropriate

## Increase access to insightful information via self-service

### Horizon 1 (c. 18 months)

- Develop and enhance operational and performance dashboards, aligned with identified user needs
- Develop partnerships with benchmarking partners, research institutes and technology vendors to broaden awareness of emerging trends and insights

### Horizon 2 (c. 3 years)

- Increase self-service access to platforms for data extraction, report creation, data visualisation and analytics
- Support consumers to directly access information to support their health

## Build analytical models to proactively meet organisational and community needs

### Horizon 1 (c. 18 months)

- Develop and implement models to evaluate the impact of improvement programs on health outcomes and value
- Build predictive analytic models to support prevention, early intervention and improved clinical care

### Horizon 2 (c. 3 years)

- Build predictive models to facilitate strategic and operational planning and resource management
- Seamlessly integrate data science into clinical practice, translating analytics into research and clinical outcomes
- Build scenario modelling capabilities to support planning and decision-making
- Strengthen partnerships to deliver comprehensive analytics leveraging data across the health system
- Link data across health and social domains to support predictive analytics, for example through Centre for Health Record Linkage (CHeReL) and Research Office Data Environment (RODE)

## Strengthen data and analytics processes and governance

### Horizon 1 (c. 18 months)

- Improve access to clinical and population data and analytics
- Roll out a standardised, streamlined digital process to manage data and analytics requests and approvals across the District
- Strengthen data management processes that respect SESLHD obligations and responsibilities to protect patient privacy

### Horizon 2 (c. 3 years)

- Standardisation of naming conventions in master data
- Facilitate the transfer of knowledge and skills between analyst, performance and research teams across the District
- Support the implementation of a District-wide data governance framework to support access, usability and integration of data across the system

## Optimise technology to enable analytics

### Horizon 1 (c. 18 months)

- Complete the transition to EDWARD as the primary data repository for the District
- Partner with ICT to forecast and plan for a fast changing data and processing environment

### Horizon 2 (c. 3 years)

- Implementation of a cloudbased data warehouse and access to the Data Lake
- Progress the Research and Operational Data Environment (RODE) project to link cross-organisational data focused on mental health, drug and alcohol and stroke
- Develop a process to continually scan the technology environment and identify future opportunities for consideration

## Measures



Sustained growth in number of users and usage of dashboards and analytic models



Increased number of people trained in data and analytics

