

DRAFT Bathurst Community & Region Integrated CLINICAL SERVICES PLAN

2019-2029

SUMMARY

INTRODUCTION

Bathurst Health Service (BHS) is a major rural referral centre in the Western NSW Local Health District (WNSWLHD).

BHS provides a range of clinical services to the local and wider community, and it's also a part of a network of services that includes other facilities in the District, as well as metropolitan services. BHS provides high quality and safe patient care that the community can be proud of. In September 2019, BHS received outstanding results during the National Safety and Quality Health Service (NSQHS) Standards accreditation.

The WNSWLHD wants to ensure that BHS continues to provide excellent care and meets the health and wellbeing needs of its population into the future. When finalised, the Clinical Services Plan will become a ten-year guide to the development of clinical and support services at BHS.

The draft Plan has been developed through a comprehensive assessment of health need, current and future service activity and extensive consultation.

WHY HAVE A CLINICAL SERVICES PLAN?

A Clinical Services Plan focuses exclusively on the health needs of people in Bathurst and surrounding communities, and how BHS can be developed to respond to those needs. There are some important challenges ahead, including:

- Bathurst has a growing and ageing population
- There is an increase in chronic disease
- Some population groups have a high level of health inequity
- There is an increasing number of children considered to be developmentally vulnerable
- Changing expectations in the community on how health care and services should be delivered, and rising health costs.

The Clinical Services Plan will be a guide to how we can work to respond to those challenges both in and outside of the hospital.

The Plan looks at changes to health care practices and services, as well as the infrastructure needed to address these challenges.



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THE PLAN'S VISION

The Plan sets out how BHS can meet the future health and wellbeing needs of the people living in Bathurst and region.

The Plan is driven by community and population health needs and includes a focus on health and wellbeing, prevention of illness and keeping people well in the community.

The Plan recognises that there are many factors involved in responding to increasing demand for health services, and the complexity of chronic diseases.

FUTURE DIRECTIONS FOR BATHURST HEALTH SERVICE

Future directions are presented in five key areas in the Plan, which has a 10-year horizon.

- **Improving community wellbeing**
- **Keeping people well, with supported self-management, and community and home-based services**
- **Providing safe, person-centred and integrated care**
 - Responding to all of a person's health and social needs by integrating care to provide seamless, effective and efficient services
 - Meeting the increasing demand for outpatient and ambulatory care*
 - Improving surgical and procedural access and pathways
 - Ensuring good emergency and acute medical care, and planning and support for people after they leave hospital
 - Improving access to rehabilitation, rehabilitation and re-ablement care
 - Oncology, Palliative Care and End of Life
 - Mental health care
 - Women, Kids and Families
- **Reducing inequities in priority populations**
- **Building better value, financial responsibility and sustainability**

*Ambulatory care refers to care that takes place as a day attendance at a health care facility, at a person's home or at another setting (for example, school or workplace). Ambulatory care services range from preventative and primary care through to specialist and tertiary level services and are collectively referred to as 'non-inpatient' care.



FOCUS AREAS FOR THE PLAN

The Plan focuses on how people can be supported to stay as well as possible, in the community, rather than having to come to hospital. Achieving this will mean improving preventative health and healthcare in community based settings, supported by the use of technology.

The Plan also ensures that local, timely and appropriate hospital care is available when people need it.

It recognises that integrated, connected, and innovative health services are required, with strong partnerships with primary care and other care providers. This creates a more networked and effective health care neighbourhood for patients.

Some initiatives outlined in the Plan are dependent on additional resources. Others - such as new hospital beds or an MRI - will require a cost benefit analysis, business case development and an identified funding source.

The key priorities identified in the Plan are:

Healthy kids

- Enhance services for children to address developmental delay, behavioural issues, child mental health and other issues seen in the Bathurst paediatric population.
- Work with partners to develop a Child and Family Service 'hub' focused on the first 2000 days, and vulnerable children.
- Strengthen behaviour and developmental paediatric services to provide specialised care for the children of Bathurst.

Care at home and in the community

- Focus on the health of the population and work with other services and local Council to help keep people well.
- Enhance services in the community and provide more services in people's homes, and close to where they live.
- Establish a multidisciplinary 'Older Person's Flying Squad' to provide acute care to older people at home and in residential aged care facilities.
- Commence a community rehabilitation service providing access to multidisciplinary rehabilitation services at home and within the community for eligible patients.

Strengthening service delivery

- Focus on enhancing medical services particularly respiratory medicine and cardiology, and expand specialist outpatient care by introducing new clinics and outpatient services including eye, ENT (ear, nose & throat), respiratory, endocrinology, and neurology.
- Improve access to local emergency orthopaedic services.
- Enhance local access to other surgeries and procedures including eyes, ENT, scopes and planned urology.
- Enhance mental health drug and alcohol services and improve access through innovative, effective and efficient models of care. These models will align with national and state frameworks/plans and better meet the needs of people with mental illness and/or drug-related problems, and their families/carers.
- Improve the flow of patients through hospital beds and reduce exit block so that patients are cared for in the right place at the right time.
- Explore the Care Awaiting Placement Program (CAPP) or similar model to support the best care possible for elderly patients who are awaiting residential aged care placement in a hospital bed.
- Enhance palliative care services and work in partnership with GPs and other service partners including aged care facilities to improve choice and quality of end-of-life care.
- Work with partners to improve how patients access care after they have left hospital.



Priority populations

- Enhance access of Aboriginal people to services and support the Aboriginal patient journey.
- Recognise and address the impact of the National Disability Insurance Scheme (NDIS) on patients and their families and clinicians, particularly a lack of other providers for assessment and therapy.
- Explore with Justice Health telehealth service options for the prison population.

Technology & innovation

- Further our telehealth capability and embrace technology and innovation.

Health precinct, teaching & learning

- Further develop BHS as a teaching and learning hub.
- Work with our partners to develop a health, research and education precinct for Bathurst.

Inpatient capacity & diagnostics

- Work towards future-proofing BHS, by matching the projected demand to beds, and spaces for treatment, clinics and groups.
- Initial modelling indicates that additional infrastructure is required to support population growth and need:
 - approximately 1 extra ward (acute overnight beds)
 - small increase in overnight sub-acute beds
 - additional ED treatment spaces and short-stay beds
 - additional outpatient treatment spaces.
- Work with the Commonwealth and State Governments to introduce in-hospital Magnetic Resonance Imaging (MRI) scanning.

WANT TO PROVIDE FEEDBACK?

The Draft Plan is available for comment until:

Friday 10 January, 2020.

Email your feedback to:

WNSWLHD-HIU-Helpdesk@health.nsw.gov.au

Mail your feedback to:

**Bathurst Hospital
Howick Street
BATHURST NSW 2795**

If you have any questions - or would like a full copy of the Draft Plan, email:

WNSWLHD-HIU-Helpdesk@health.nsw.gov.au



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Putting the Plan into action

Action on each of the priorities will be staged over the lifetime of the plan

The first five years*

- Keep the population **well and healthy**, focus on illness prevention
- Work with our partners to enhance provision of **on-site primary health** care services
- Enhance community and **out-of-hospital services** including:
 - 'Older Person's Flying Squad'
 - Community rehabilitation services
 - Paediatric services including child and family services 'hub', mental health services, and specialised behavioural and developmental paediatrics
 - Non-inpatient allied health services
 - Expansion of ambulatory care and Hospital in the Home (HiTH) services which provide acute care at home for patients who would otherwise be hospital inpatients
 - Dental services
- Focus on **coordinated care** with good integration with other health and non-health services
- Improve **patient flow** and whole-of-hospital functioning including:
 - Enhance pre-admission services by a range of health professionals (multi-disciplinary care) for all people booked for elective surgery
 - Enhance the 'Joint Partners Osteoarthritis Chronic Care Program' to improve multi-disciplinary coordination of treatment and care for people with osteoarthritis, with hip and knee surgery as a last resort
 - Enhanced Recovery After Surgery (ERAS) model of care to support earlier recovery after surgical procedures
 - Explore the 'Care Awaiting Placement Program' or similar model
 - Work with partners to improve access to post-discharge care
 - Improve functioning of the fracture clinic
 - Review the current model for the provision of endoscopy services
 - Operating theatre efficiencies and utilisation
 - Medical Assessment Unit and/or 23-hr surgical unit models of care
 - ED Short-Stay Unit, supported by a sustainable ED medical workforce model
- Strengthen **service delivery** particularly:
 - public clinics
 - local emergency orthopaedic services and priority surgeries/procedures for Bathurst residents including eyes, ENT, scopes and planned urology
 - respiratory medicine and cardiology services
 - mental health drug and alcohol services for all ages
 - palliative care
 - telehealth capability
- Care for **vulnerable populations** including:
 - Aboriginal people
 - the prison population
 - people with a disability
 - kids
 - elderly people
- Health **precinct planning** with partners
- Develop as a **teaching and learning** hub
- Business case development and negotiations with State/Commonwealth Government in regards to **infrastructure** redevelopments, in-hospital MRI and capital funding. Planning (master planning) and design work for any approved hospital redevelopment

