



Western NSW Local Health District 2016 – 2020 Strategic Plan Highlights

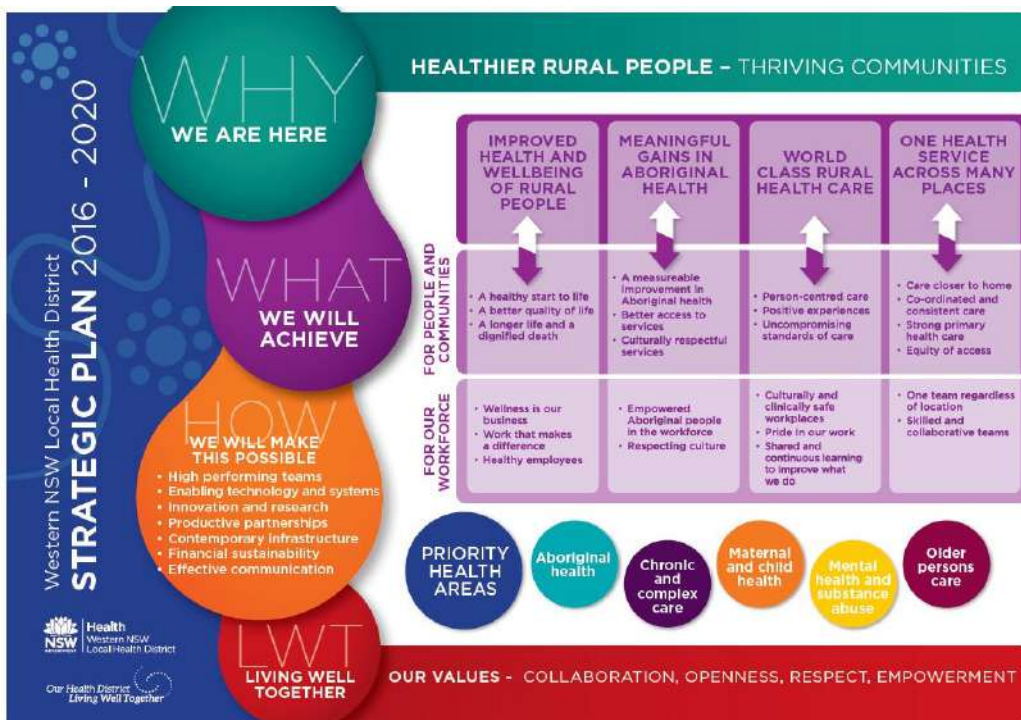
The Western NSW Local Health District (WNSWLHD) is continuing to develop our approach to strategic planning. The conclusion of the 2016–2020 Strategic Plan marks another key milestone in our maturity as an organisation able to harness our resources and intent around key strategic ambitions.

This highlight summary is not a comprehensive review, but rather as a snapshot of some of the key achievements drawn from the concluding Plan. As we move through the process of finalising our next plan, it is worthwhile to reflect on the foundations built over the last four years.

We anticipate that the 2020–2025 Strategic Plan will build on the goals established in this concluding Plan. Our goals are: Improved Health & Wellbeing; Meaningful Gains in Aboriginal Health; World Class Rural Health Care; and One Health Service Across Many Places. Coupled with key enablers – including our workforce, technology, partnerships, and infrastructure – these are the elements that all our work, can be mapped back to.

I want to thank our team and our partner organisations for the meaningful gains that we have made over the life of this Strategic Plan, and I look forward to releasing the 2020–2025 plan

Scott McLachlan
Chief Executive



The 2016–2020
Strategic Plan at a
glance



Improved Health and Wellbeing

The WNSWLHD now has a series of plans to target activity around key areas including: smoking prevention & cessation; nutrition & physical activity interventions; first 2,000 days of life; and mental health & wellbeing.

That suite of plans includes:

- Tobacco Plan
- Kids and Family Strategy
- Healthy Ageing Strategy
- Disability Inclusion Plan
- Health Promotion Plan.

Achievements include:

- The full immunisation rate for children living in our District at 1 year old is now greater than the NSW target of 95%
- Adult smoking rates have decreased
- Potential preventable hospitalisations have decreased.



World Class Rural Health Care

As one of the largest rural health services in NSW, our District strives to meet or exceed the highest standards in the provision of safe and high quality rural health care, and patient experience.

The District scored well against our patient experience targets, and all facilities have achieved accreditation against the National Quality Health Service Standards (NQHSS).

Achievements include:

- Fewer hospital readmissions within 28 days of separation
- A reduction in pressure injuries
- Tracking at or above the current target for overall patient experience and engagement.



Meaningful Gains in Aboriginal Health

The WNSWLHD has developed its Aboriginal Health Strategy and its Affirmative Action Framework. The WNSWLHD was the first Local Health District to commit to a Reconciliation Action Plan (RAP). The RAP is now due for its next iteration during the span of the 2020-2025 Strategic Plan.

Achievements include:

- A decrease in the rate of Aboriginal women smoking during pregnancy
- The full immunisation rate for Aboriginal children living in our District at 1 year old increased.

- WHAT SUCCESS LOOKS LIKE -

The WNSWLHD first ever Reconciliation Action Plan (RAP) launched in 2017. The RAP provided a significant opportunity for the District to reflect on how the work of health care professionals impacts on Aboriginal & Torres Strait Islander patients and communities. The RAP helps demonstrate the District's ongoing commitment to developing practical relationships with stakeholders, communities and staff to build effective cultural governance.

Key areas of focus in the RAP include:

- Developing partnerships
- Increased knowledge and understanding of culture, histories and achievements through face-to-face and online cultural training
- Celebration of NAIDOC Week across the District
- Increased recruitment and retention of Aboriginal staff
- Increased Aboriginal leadership at senior levels within the organisation.



One Health Service Across Many Places

Working in partnership with other services, and developing innovative models of care that facilitate care closer to home, where this is achievable, and efficient access to more complex or specialised services, where this is required, are key to achieving improved access. Integrated Care, Hospital in the Home (HiTH) and vCare have all evolved over the life of this Strategic Plan.

Achievements include:

- A reduction in the average length of stay in hospital
- A reduction in extended stays in emergency departments
- 5.7% of all separations were HiTH, exceeding the 2.7% target.

- WHAT SUCCESS LOOKS LIKE -

WNSWLHD was a demonstrator site for an Integrated Care Strategy. District-wide and place-based initiatives have been used to wrap health services around people most at risk of declining health, and increasing use of services.

Independent evaluation concluded that the Western Integrated Care Strategy (WICS) achieved significant changes including:

- Decreases in the use of emergency department and inpatient services for participants
- The development of shared care planning across general practice, WNSWLHD services and community services
- Replication of the model into new populations including children and families.



High Performing Teams

High performing teams are fostered through employee engagement, culture and diversity. A key development during the span of this Strategic Plan has been the establishment of the Organisational Development Unit (ODU) to centralise and coordinate education, training and development opportunities. Achievements include:

- Reductions in excess leave liability
- Improvements in key areas of the District's People Matter survey, including a 16% increase in participation
- Implementation of a Business Partner & Support model through the Workforce Plan
- Enhancement of the existing Employee Assistance Program (EAP) to support our Aboriginal workforce
- Development and implementation of a Carer Support Strategy.



Innovation & Research

This enabler links closely with the focus area of World Class Health Care, a relationship that will be further articulated in the 2020-2025 Strategic Plan. The objective of this enabler is for WNSWLHD to increase both its capacity and capability to lead innovation and research. Achievements include:

- Development of the WNSWLHD Research Strategy
- A 3-year partnership agreement with the Western NSW Health Research Network
- Ongoing increases in submissions to the WNSWLHD Living Quality & Safety Awards program
- Development of the inaugural PitchIt event, with nine projects sharing \$60,000 of seed funding
- Supporting the Greater Western Human Research Ethics Committee to meet performance requirements for health and medical research.



Enabling Technology & Systems

WNSWLHD has focused on becoming a digital health region through the implementation of eHealth solutions. This is work that will extend into the span of the 2020-2025 Strategic Plan. Achievements include:

- Implementation of eMeds
- Supporting the development of the vCare service
- Introduction of patient wifi and staff remote access
- Consolidation of community health clinics onto community powerchart.



Productive Partnerships

This enabler links closely with the focus area of One Health Service Across Many Places, and seeks to provide a more seamless care experience, and drive system integration through effective partnership agreements. Achievements include:

- Launch of a District Partnership Framework
- The formation of several partnerships around the identification and support of children and young people at risk of harm
- The embedding of systems across the District to support the National Disability Insurance Scheme (NDIS)

- WHAT SUCCESS LOOKS LIKE -

The eMeds project was rolled out across the District during 2019. This project improves the quality, safety and effectiveness for medication management in inpatient facilities. It provides support for doctors, nurses and pharmacists to prescribe, order, check, reconcile, dispense and record the administration of medicines.

eMeds also supports clinical decision making, and has improved the timeliness of treatment.

Within days of eMeds going live, a doctor treating a patient with an unknown diagnosis used eMeds to check a possible drug interaction. From that information a diagnosis was suggested, tested and found to be correct, allowing the patient to be more effectively treated.



Contemporary Infrastructure

The key objective of this enabler is to improve the existing asset base and seek opportunities for capital investment. Achievements include:

- Refinement of the 10-year vision for clinical service support
- Strengthening of the District's partnership with Health Infrastructure
- Development of an office accommodation strategy
- Implementation of security audit recommendations.



Financial Sustainability

Underpinning this enabler is the objective of maintaining and improving financial performance.

Achievements include:

- Ongoing expansion of revenue sources
- Implementation of the Fraud Control and Corruption Awareness Plan
- Increasing contract management capability
- Continued focus on efficiency and improvement strategies
- Support for improved service delivery and growth initiatives
- Building financial literacy planning, analysis and reporting capability

- WHAT SUCCESS LOOKS LIKE -

To date, 180 staff have enrolled in or completed the suite of courses within the Financial Capabilities Framework. The Framework includes five key components:

- Financial capabilities by role
- Finance skills survey
- Individualised finance development pathway
- Approved training
- A finance 'buddy' system

Around 50 reports have been completed examining financial management improvements that reduce waste, maximise resources to patient focused areas, identify efficiencies and reduce overtime.



Effective Communication

This enabler makes an important contribution to work in all the District's focus areas. Effective communication influences how patients, communities, stakeholders and partners engage with our services, and how strategic initiatives are realised.

Achievements include:

- Substantial growth and influence of social media channels
- Ongoing redevelopment of the District's intranet
- Commencement of a review of community engagement
- Ongoing maturity in sponsorship opportunities and offerings.



Health
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Towards 2025

The Western NSW Local Health District continues to mature its approach to strategic planning.

The Strategic Plan 2020-2025 will incorporate both the learnings taken from the concluding plan, and the views of staff and stakeholders.

The key goals will continue to be a starting point for all strategic planning for the District. These goals encompass the full span of activity and intent of the organisation, as well as the health and wellbeing aspirations and expectations of our communities.

The alignment of our Strategic Plan 2020-2025 will more clearly articulate the relationship it has with operational or service planning within our organisation. Every single person who works in this District should be able to see where their work ultimately contributes to our strategic plan.

We look forward to sharing the Strategic Plan 2020-2025 with our staff, communities, partners and stakeholders.

Stay in touch



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