



Health
Illawarra Shoalhaven
Local Health District

Allied Health

ISLHD Allied Health Strategic Plan 2024 -2028

Acknowledgement

Allied Health acknowledges the aboriginal people as the traditional custodians of the lands where we live, work, and learn.

We work on the lands of the Dhurawal and Yuin people, and we recognise their cultural connection to the land.

We thank the traditional custodians for their contribution to our community and the work that we do.



Name of painting: A New Way of Connection

Working together we live and learn. We learn of Cultural issues that affect people and the way things are done. The symbols will explain those issues of connecting to plants and places. The handprint and footprints and special places. The entire piece is the main area with other offices a smaller version they are the outreach centres in smaller communities.

About the artists

Lorraine Brown is the premier artist of the Coomaditchie United Aboriginal Corporation. Lorraine is a Yuin/Gunai Kurnai woman born in Bega, one of 7 children. Lorraine views her ability to paint as a gift. She uses bold colours that reflect her coastal upbringing. "We're East Coast Saltwater People", Lorraine says. "My colours symbolise my life. I had a great childhood, great parents and family and extended family".

Narelle Thomas is also a premier artist and one of Lorraine's sisters and they paint together. Lorraine does the fine work and Narelle fills in the details. Lorraine and Narelle work like professional dancers, one leads and the other follows and no-one steps on any toes. It is clear they have been working together for many, many years.

Introduction from the Executive Director Allied Health

I am delighted to present the Illawarra Shoalhaven Local Health District Allied Health Strategic Plan 2024-2027.

Allied Health services continue to provide a pivotal role in the prevention, assessment, understanding, and treatment of health conditions across the care continuum and lifespan of our ISLHD consumers. Over the past four years Allied Health have consistently demonstrated their willingness to go above and beyond for their consumers, to step outside traditional siloes to improve the consumer experience, to embrace research and innovation in developing new solutions to persistent problems, and to support each other through courageous leadership. All this during the most challenging time our community and health service has ever experienced.

This plan is the culmination of a long process of consultation and collaboration between allied health clinicians, leaders, stakeholders, and industry experts that has spanned more than 12 months. The resulting plan focuses on harnessing the unique value that Allied Health professions bring to the safety, quality, and consumer experience of the district's clinical services. It also addresses the current and emerging challenges we face as the health care landscape changes and demand for services grow. Finally, the plan combines clinical strategy with workforce priorities, as the connection between achieving safe, quality care and the need for a sustainable workforce that is skilled, engaged and thriving, has never been more apparent.

I look forward to working alongside our amazing allied health leaders to put this plan into action over the next four years!

Sue-Ellen Hogg

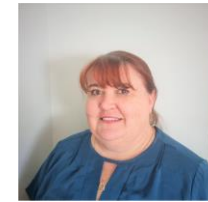


A word from the Allied Health Performance and Strategy Leader

The ISLHD has set out the priorities for our district in the Strategic Delivery Plan 2023-2028. Our role, as allied health clinicians is to ensure our vision and objectives not only align with the ISLHD plan, but support the objectives prioritised for our community.

Allied health is committing to delivering high quality and high impact services to meet the needs of our community and the health system. The Allied Health Strategic Plan outlines how allied health will support the districts priorities over the next few years, with a focus on how we add value to the overall health system.

Kristen Farrell



A word from the Allied Health Workforce Flexibility Coordinator

Our people, the allied health workforce, are crucial to successfully delivering clinical services and priorities. Understanding and celebrating the diversity within our workforce, establishing a career development pathway, and determining workload guidelines were key strategies for building ISLHD Allied Health as an employer of choice identified during our recent collaboration with AHP Workforce Pty Ltd.

By building courageous leadership skills, prioritising our wellbeing, and building on our strengths we will continue to grow and serve our ISLHD community.

Tara Brady



Illawarra Shoalhaven Local Health District 2023-2028 Strategic Delivery Plan on a page

ISLHD VISION

Excellent services, quality partnerships, healthy communities

ISLHD PURPOSE

To provide best practice health care and programs that promote the health and wellbeing of people in the Illawarra Shoalhaven.

ISLHD CORE VALUES

Collaboration Openness Respect Empowerment



Positive experiences and outcomes that matter

1



Safe care is delivered across all settings

2



People are healthy and well

3



Staff are engaged and well supported

4



Research, innovation and digital

5



Health system is managed sustainably

6

FOCUS AREAS

- Provide consumer driven care with compassion and cultural safety
- Improve Aboriginal patient experience

- Provide safe and timely access to health care
- Deliver integrated models of care
- Improve patient outcomes

- Elevate and prioritise Closing the Gap
- Strengthen partnerships
- Enhance mental health and wellbeing across the lifespan

- Build safe and positive work environments
- Grow and empower our people

- Advance health data and analytics
- Accelerate digital investment
- Embrace research as the frontier for innovation

- Deliver services in financially sustainable way
- Commit to an environmentally sustainable footprint

Allied Health Focus

- Collaborate with consumers to improve outcomes

- Safe and timely care
- Innovative models of care

- Collaborate with patients, families and colleagues

- Celebrate the diversity of our workforce
- Grow and support our workforce

- Use data to tell AH stories

- Deliver sustainable services

The ISLHD Strategic Delivery Plan 2023-2028 forms the basis of the Allied Health strategic plan.

The ISLHD focus areas guide the priorities and initiatives for allied health to support the operations of the district.

Allied health priorities have been determined by the Allied Health Discipline Directors and framed as ways that allied health adds value to the public health system:

- Access and Flow
- Enhancing Outcomes
- Dynamic Workforce.



Health
Illawarra Shoalhaven
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Allied Health adds value

Access and flow

Enhancing outcomes

Dynamic workforce

Safe and timely care

Innovative models of care

Collaborating: patients, families, colleagues

Using data to tell our stories

Growing our own

Celebrating workforce diversity



Avoiding hospital
Timely discharge
Efficient non-admitted services

Interdisciplinary
Virtual Care
Full Scope

Collaborate with consumers to improve outcomes
Working together

Data-driven decisions
Communicating outcomes
Deliver Sustainable Services

Careers
Courageous leaders
Support

Recognition
Strengths & values

ALLIED HEALTH STRATEGIC PLAN ON A PAGE

1. Safe and Timely Care	2. Innovative models of care	3. Collaborating with patients, families and colleagues	4. Using data to tell our stories	5. Growing our own	6. Celebrating Workforce Diversity
1.1 Our services offer alternatives to admission	2.1 Interdisciplinary care is embedded in our services	3.1 Meaningful patient reported measures adopted by all services	4.1 Information will be used to deliver efficient and effective clinical services	5.1 Our clinicians choose careers in ISLHD	6.1 Our workforce reflects the community we service
1.1.1 Optimise the value of current avoidance services	2.1.1 Interdisciplinary models of care extended to facilitate acute patient flow	3.1.1 Implement patient related metrics and tools	4.1.1 Allied health data education program implemented	5.1.1 Career development pathway established for clinical and non-clinical leadership roles	6.1.1* Understand the diversity within allied health and its contribution to service delivery and design
1.1.2 Identify new opportunities for allied health led hospital avoidance aligned with district priorities	2.1.2 Develop interdisciplinary education and training package	3.1.2 Presentation to NSW Health Value Based Care Forum	4.1.2 Local allied health Involvement in Single Digital Patient Record (SDPR) design	5.1.2 Opportunities for research and higher degrees are identified	6.1.2 Prioritise placements for indigenous allied health students
1.1.3 Enhance allied health contribution to emergency department flow	2.2 Virtual Care is embedded as service delivery option	3.2 We will partner with others to deliver care	4.1.3 Allied health will be able to access timely clinical information	5.1.3 Implement NSW Health Talent Management Strategy	6.1.3 Identify opportunities for indigenous and disability targeted positions
1.2 We will facilitate timely discharge from hospital	2.2.1 Identify and monitor Allied Health telehealth KPI's	3.2.1 Increase consumer involvement in service planning and evaluation	4.2 Service decisions will be driven by clinical outcomes	5.2 Our leaders are equipped to lead through challenges	6.1.4 Allied health directors to complete IAHA cultural responsiveness training
1.2.1 Improve safe discharge decision making through implementation of criterion led discharge	2.2.2 Telehealth patient reported outcomes implemented (impact and experience)	3.2.2 Involve consumers in working groups	4.1.4 Implement allied health sustainability projects	5.2.1 Allied health leaders are trained in Dare to Lead	6.2 We recognise and utilise the strengths and skills of our workforce
1.2.2 Improved models of care to promote patient flow including rapid response services and integration of discrete post discharge allied health services.	2.2.3 Improve equitable access to telehealth services for vulnerable groups	3.2.3 Strengthen research partnerships with UOW.	4.2.1 Utilise information across multiple domains to demonstrate the impact of allied health care.	5.2.2 Develop and implement framework for embedding and sustaining Dare to Lead skills in allied health	6.2.1 Celebrate the success of allied health through regular, meaningful recognition of our workforce
1.3 Our non-admitted services provide high value care	2.3 Our professions provide service at full scope	3.2.4 Collaborate with medical and nursing for service design and improvements	4.2.2 Use patient safety metrics to evaluate care and drive change	5.3 The wellbeing of our workforce is prioritised	6.2.2 Utilise individual strengths of our leaders to optimise the contribution of allied health in the ISLHD leadership
1.3.1 Collaborate with finance and performance to develop training and resources for service-based analysis.	2.3.1 Optimise clinical utilisation of allied health assistants		4.2.3 Time to Care action plan implemented	5.3.1 *Workload guidelines and prioritisation tools reviewed	6.2.3 Allied health success is promoted through ISLHD and NSW channels
1.3.2 Identify and monitor activity KPI's for all NAP clinics	2.3.2 Professions participate in MOH led development of competency and capability frameworks for full scope.			5.3.2 Our workforce receives support they need for clinical safety and wellbeing	
1.3.3 Implement NSW Health Outpatient Guidelines for all allied health professions	2.3.3 Implementation of Physiotherapy practitioner prescribing and Speech Pathology led scoping			5.3.3 Allied health wellbeing initiatives are integrated into ISLHD wellbeing strategies	

Implementation: Access and Flow					
Objectives	What does success look like	Key Initiatives/Deliverables	Timeframe	Responsible ¹	Accountable ²
Safe and timely care	1.1 Our services offer alternatives to admission	1.1.1 Optimise the value of current avoidance services (<i>Day Rehab Program, Quick Access Response Team, High Risk Foot Service, Allied Health Palliative Care, Osteoporosis Refracture Prevention Program, Osteoarthritis Chronic Care Program, Integrated Movement Assessment Program</i>). 1.1.2 Identify new opportunities for allied health led hospital avoidance aligned with district priorities. 1.1.3 Enhance allied health contribution to emergency department flow (pilot AH interdisciplinary navigator)	Commence: 2024 Estimated Completion: 2027	Discipline Directors Stream Leads	EDAH
	1.2 We will facilitate timely discharge from hospital	1.2.1 Improve safe discharge decision making through implementation of criterion led discharge. 1.2.2 Improved models of care to promote patient flow including rapid response services and integration of discrete post discharge allied health services.	Commence: 2024 Estimated Completion:2026	Unit Heads	Discipline Directors (Leads ADAH IHG and ADAH SHG)
	1.3 Our non-admitted services provide high value care	1.3.1 Collaborate with finance and performance to develop training and resources for service-based analysis. 1.3.2 Identify and monitor activity KPI's for all NAP clinics 1.3.3 Implement NSW Health Outpatient Guidelines for all allied health professions	Commence: 2025 Estimated Completion: 2026	AH Perf & Strat Lead Unit Heads	Discipline Director (Lead ADAH Community)
Innovative models of care	2.1 Interdisciplinary care is embedded in our services	2.1.1 Interdisciplinary models of care extended to facilitate acute patient flow 2.1.2 Develop interdisciplinary education and training package	Commence: 2025 Estimated Completion:2028	Discipline Directors Education Portfolio Research Portfolio	EDAH
	2.2 Virtual Care is embedded as a service delivery option	2.2.1 Identify and monitor Allied Health telehealth KPI's 2.2.2 Telehealth patient reported outcomes implemented (impact and experience) 2.2.3 Improve equitable access to telehealth services for vulnerable groups	Commence: 2024 Estimated Completion:2026	Unit Heads AH Perf & Strat Lead	Discipline Directors (Lead ADAH Digital Health)
	2.3 Our professions provide services at full scope	2.3.1 Optimise clinical utilisation of allied health assistants 2.3.2 Professions participate in MOH led development of competency and capability frameworks for full scope. 2.3.3 Implementation of Physiotherapy practitioner prescribing and Speech Pathology led scoping	Commence: 2025 Estimated Completion: 2028	Education Portfolio AH Workforce Flexibility Coord Discipline Directors Career development working party	Discipline Directors

¹ Responsible = do the work to complete the task

² Accountable = ultimately answerable for the correct and thorough completion of the deliverable

Implementation: Enhancing Outcomes					
Objectives	What does success look like	Key Initiatives/Deliverables	Timeframe	Responsible	Accountable
Collaborating with patients, families, and colleagues	3.1 Meaningful patient reported measures adopted by all services	3.1.1 Implement patient related metrics and tools 3.1.2 Presentation to NSW Health Value Based Care Forum	Commence: 2025 Estimated Completion: 2026	Unit Heads Specialist Clinicians AH Perf & Strat Lead Consumer portfolio	Discipline Directors (Lead ADAH Streams)
	3.2 We will partner with others to deliver care	3.2.1 Increase consumer involvement in service planning and evaluation 3.2.2 Involve consumers in working groups 3.2.3 Strengthen research partnerships with UOW. 3.2.4 Collaborate with medical and nursing for service design and improvements	Commence: 2024 Estimated Completion: 2028	Stream Leads Research Lead Discipline Directors	Discipline Directors (ADAH Partnerships and Innovation)
Using data to tell our stories	4.1 Information will be used to deliver efficient and effective clinical services	4.1.1 Allied health data education program implemented 4.1.2 Local allied health Involvement in Single Digital Patient Record (SDPR) design 4.1.3 AH will be able to access timely clinical information (<i>dashboard redesign, errors, other reports</i>) 4.1.4 Implement allied health sustainability projects	Commence: 2024 Estimated Completion: 2026	AH Perf & Strat Lead Allied Analytics Team	EDAH
	4.2 Service decisions will be driven by clinical outcomes	4.2.1 Utilise information across multiple domains to demonstrate the impact of allied health care. 4.2.2 Use patient safety metrics to evaluate care and drive change (<i>Aspiration pneumonia, malnutrition, falls, pressure injuries</i>) 4.2.3 Time to Care action plan implemented	Commence: 2025 Estimated Completion: 2028	AH Perf & Strat Lead Senior Clinicians	Discipline Directors (Lead ADAH Digital and Sustainability)

Implementation: Dynamic Workforce					
Objectives	What does success look like	Key Initiatives/Deliverables 2023-2027 ISLHD Allied Health Workforce Plan actions indicated by ^{**}	Commence	Responsible	Accountable
Growing our own	5.1 Our clinicians choose careers in ISLHD	* 5.1.1 Career development pathway established for clinical and non-clinical leadership roles 5.1.2 Opportunities for research and higher degrees are identified 5.1.3 Implement NSW Health Talent Management Strategy 5.1.4 Embed and evaluate flexible working across all allied health services.	Commence: 2024 Estimated Completion: 2026	Education portfolio AH Workforce Flexibility Coord Career devt working party	EDAH
	5.2 Our leaders are equipped to lead through challenges	5.2.1 AH leaders are trained in Dare to Lead 5.2.2 Develop and implement framework for embedding and sustaining Dare to Lead skills in allied health 5.2.3 Accountability across Allied Health leaders is clear and regularly reviewed (<i>Realignment project, RACI analysis for all positions</i>).	Commence: 2024 Estimated Completion: 2026	AH Workforce Flexibility Coord Dare to Lead working group HODs	EDAH
	5.3 The wellbeing of our workforce is prioritised	*5.3.1 Workload guidelines and prioritisation tools reviewed 5.3.2 Our workforce receives support they need for clinical safety and wellbeing (<i>supervision, support for service relocation, operational realignment</i>) 5.3.3 Allied health wellbeing initiatives are integrated into ISLHD wellbeing strategies	Commence: 2024 Estimated Completion: 2028	Workload Mx working party Supervision portfolio, Comm & Culture portfolio	Discipline Directors (Lead ADAH People and Culture)
Celebrating Workforce Diversity	6.1 Our workforce reflects the community we service	*6.1.1 Understand the diversity within allied health and its contribution to service delivery and design (<i>Define principles of diverse and inclusive organisation using an intersectional model</i>) 6.1.2 Prioritise placements for indigenous allied health students 6.1.3 Identify opportunities for indigenous and disability targeted positions 6.1.4 Allied health directors to complete IAHA cultural responsiveness training	Commence: 2024 Estimated Completion: 2028	Diversity working party	Discipline Directors (Lead ADAH People and Culture)
	6.2 We recognise and utilise the strengths and skills of our workforce	6.2.1 Celebrate the success of allied health through regular, meaningful recognition of our workforce (<i>SAVR, NSW AH awards, lunch with leaders, and other strategies</i>). 6.2.2 Utilise individual strengths of our leaders to optimise the contribution of allied health in the ISLHD leadership, (including streams and portfolios) 6.2.3 Allied health success is promoted through ISLHD and NSW channels	Commence: 2024 Estimated Completion: 2027	Discipline Directors	EDAH