



Northern Sydney
Local Health District

Northern Sydney Local Health District Strategic Plan

2022 - 2027

Exceptional Care, Leaders in Research, Partners in Wellbeing

Acknowledgement of Country

Northern Sydney Local Health District acknowledges the traditional custodians of the lands on which our health services are located, the Guringai and Dharug peoples, and we honour and pay our respects to their ancestors.

We acknowledge and pay our respects to all Aboriginal and Torres Strait Islander peoples and to Elders past and present.

We acknowledge that past, current and future Aboriginal and Torres Strait Islander peoples are the continuing custodians of this country upon which we live, work and meet and that it is from their blood, courage, pride and dignity that we are able to continue to live, work and meet on this ancient and sacred country.



Waraba Wandabaa (Turtle Spirit)

The Waraba (turtle) was painted by Adjunct Associate Professor Peter Shine, Director Aboriginal and Torres Strait Islander Health, Northern Sydney Local Health District.

Muru Dali Gili Gili (path to shine)

The Muru Dali Gili Gili background artwork was created by the Northern Sydney Local Health District Aboriginal and Torres Strait Islander Employee Network, Muru Dali Gili (meaning path to shine). Through painting, employees have come together to tell their story of connectedness to the community, the District and to each other.

All artwork has been used with permission.

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Statement of Commitment to Aboriginal and Torres Strait Islander Families and Communities

Northern Sydney Local Health District acknowledges the traditional custodians of the Northern Sydney region, the Guringai and Dharug peoples. Their spirit can be found across the region and we honour the memory of their ancestors and Elders past and present.

Aboriginal and Torres Strait Islander people are a resilient community who have a deep connection to family, culture and country. Intergenerational trauma caused by colonisation, stolen generations, racism and unconscious bias have impacted the community and significant health disparities exist between Aboriginal and non-Aboriginal people.

The NSLHD Strategic Plan 2022-2027 builds on our commitment to improve the health, social and emotional wellbeing of Aboriginal and Torres Strait Islander people living in and accessing health services in NSLHD.

Our commitment will be demonstrated through:

- » Working with our hospitals, services and external partners to ensure Aboriginal and Torres Strait Islander people have equitable access to health services
- » Measuring, monitoring and reporting on our progress against agreed commitments
- » Recognising that specific measures are needed to improve Aboriginal and Torres Strait Islander people's access to health services
- » Recognising that equity of access to health services is dependent upon Aboriginal and Torres Strait Islander people being actively involved in the design and delivery of those services
- » Recognising that the social determinants of Aboriginal and Torres Strait Islander health include education, employment, housing, environmental factors, social and cultural issues, and racism
- » Working together to close the health gap between Aboriginal and Torres Strait Islander people and non-Aboriginal and Torres Strait Islander people.

NSLHD strives to provide a holistic approach to services offered to the Aboriginal and Torres Strait Islander people. Partnering with Aboriginal and Torres Strait Islander people in the design and delivery of health services will remain our priority.



Foreword



Every day, staff in NSLHD aim to deliver the very best, safe, effective, and person-centred care for our community.

FOREWORD (continued)

The NSLHD Strategic Plan 2022-2027 provides a framework for how we will deliver care over the next five years. Our Strategic Plan builds on our existing strengths, outlines our key priorities and defines our future goals and ambitions.

Our Strategic Plan aligns closely with the NSW Health Future Health: Strategic Framework 2022-2032. The key priority for both the Future Health Strategic Framework and NSLHD Strategic Plan is to deliver personalised healthcare and outcomes that matter most to our patients, carers, consumers and community.

Over 800 staff, patients, carers, members of the local community, clinical leaders, and key partners have been consulted in the development of the NSLHD Strategic Plan. Their insights, experiences, individual perspectives and feedback have been incredibly important. We thank them for their contribution in helping to ensure we are well placed to continue to deliver high quality, person-centred care now and in the years ahead.

Our Strategic Plan focuses on six key Strategic Outcomes:

1. Patients and carers are our partners in their healthcare
2. Safe, high quality connected care
3. Keeping people healthy and well
4. Our staff are engaged and well supported
5. Research, innovation and digital advances inform and improve the delivery of patient care
6. Our services are sustainable, efficient and committed to planetary health

Our progress against these Strategic Outcomes will be supported by strong governance, transparent reporting frameworks and our enabling plans.

NSLHD will continue to promote the NSW Health CORE Values of Collaboration, Openness, Respect and Empowerment and ensure these values are embedded in everything that we do.

As part of our new Strategic Plan, we are pleased to launch our new vision: *Exceptional Care, Leaders in Research, Partners in Wellbeing.*

Our vision, together with our Strategic Plan 2022-2027, will guide the future of care in NSLHD.

We look forward to working alongside each of you as we continue to care for our patients, our community and each other.



Trevor Danos

Trevor Danos AM FTSE
Board Chair, NSLHD



Deb Willcox

Deb Willcox
Chief Executive, NSLHD

Introduction

NSLHD is one of the leading health services in Australia providing high quality healthcare to a population of almost one million people. The NSLHD Strategic Plan 2022-2027 describes our objectives to ensure that as a renowned healthcare organisation, we continue to provide high quality person-centred care, in the right place, at the right time.

Note: The NSLHD Strategic Plan 2022-2027 has been developed in close alignment with the NSW Health Future Health: Strategic Framework 2022-2032. The Strategic Outcomes identified in the NSLHD Strategic Plan reflect the Strategic Objectives of the NSW Health Future Health Strategic Framework. NSLHD looks forward to working with the Ministry of Health to achieve the priorities of the whole NSW Health system over the coming years.





The Strategic Plan has been developed to build on our accomplishments over the last five years. A comprehensive analysis of our current state was undertaken to understand and capture the strategic issues, challenges and priorities across our hospitals, services and clinical directorates.

The COVID-19 pandemic has shown us how in the face of significant pressures, NSLHD is able to remain an incredibly flexible and resilient organisation.

Our highest priority will continue to be the delivery of safe, high quality healthcare. Alongside our service delivery partners, we will continue to improve the way in which we deliver this care.

Advancing our technological and digital health capabilities will have a renewed focus to enable the delivery of person-centred care, support our staff and improve the patient and carer experience. Delivering our *Digital Strategy 2021-2026* will be dependent on our digital infrastructure and management of privacy and cybersecurity capabilities.

Health research will remain at the core of everything we do and we will maintain our reputation as a research-focused organisation.



NSLHD is a proud partner of Sydney Health Partners (SHP), an Advanced Health Research and Translation Centre recognised by the National Health and Medical Research Council.

NSLHD and the University of Sydney have a long history of collaboration in teaching, education and research. In addition, we are joint venture partners in the governance of the Kolling Institute and together we work to translate scientific breakthroughs into clinical practice, directly improving patient care and the health of our community.

The University of Sydney Northern Clinical School educates the next generation of clinicians within clinical teaching facilities at Royal North Shore, Hornsby Ku-ring-gai, Ryde and Macquarie Hospitals. NSLHD also partners with Macquarie University providing clinical placements for students at Royal North Shore Hospital.

NSLHD is proud to partner with a number of other tertiary education providers including the University of Technology Sydney, the University of Tasmania, the University of Notre Dame, Australian Catholic University and TAFE NSW.

The NORTH Foundation, our philanthropic and fundraising partner, provides valuable support for our hospitals and services as well as providing grants for innovative health research to inform the delivery of exceptional patient care and improve community wellbeing.

Planetary health and climate change are of major concern to our staff and our community. We must identify ways we can continue to provide high quality care in line with the principles of planetary health. NSLHD has an ambitious target of Net Zero carbon emissions by 2035.

We will continue to develop a culture that engages and empowers our people, prioritises diversity, inclusion and belonging, and ensures all staff members are physically and psychologically safe, and importantly can be themselves wherever they work in NSLHD.

Over the next five years, we will continue to build on our learnings and achievements by encouraging innovation, supporting the wellbeing and development of our staff, and designing models of care with our community that will improve patient and carer experience.

Strategic Outcomes

Patients and carers are our partners in their healthcare



Patients and carers are empowered to make informed decisions about their care, goals and health outcomes.

Safe, high quality connected care



Safe, high quality, reliable healthcare is delivered in a personalised way across all settings.

Keeping people healthy and well



Investment is made in keeping people healthy to promote wellness and address health inequity in our community.

Our staff are engaged and well supported



Staff are engaged and well supported to deliver safe, reliable person-centred healthcare and equipped to respond to a changing healthcare environment.

Research, innovation and digital advances inform and improve the delivery of patient care



The care we deliver is digitally enabled and informed by research and data.

Our services are sustainable, efficient and committed to planetary health



We use a value-based approach to optimise use of resources with a focus on embedding both planetary health and financially sustainable principles in everything we do.

About Northern Sydney Local Health District

NSLHD is one of 15 Local Health Districts in New South Wales. Covering an area of 900km² it encompasses nine local government areas including Hornsby, Ku-ring-gai, Northern Beaches, Lane Cove, Mosman, North Sydney, Willoughby, Ryde and Hunters Hill.

There are four geographic health sectors within NSLHD: Hornsby Ku-ring-gai, Northern Beaches, Lower North Shore and Ryde Hunters Hill. Each sector has an acute hospital with an emergency department, along with a broad range of other acute, sub-acute and community health services.

Clinical services in NSLHD are organised across four acute hospitals Royal North Shore Hospital, Hornsby Ku-ring-gai Hospital, Ryde Hospital and Northern Beaches Hospital, one sub-acute hospital at Mona Vale and an Adolescent and Young Adult Hospice currently under development at Manly. There are two clinical directorates in NSLHD; Mental Health Drug and Alcohol, which includes Macquarie Hospital; and Primary and Community Health. Clinical and other support services include Medical Imaging, Pharmacy and Allied Health, Aboriginal and Torres Strait Islander Health, and Carer Support.

Under the leadership of the Ministry of Health, healthcare in NSLHD is well supported by a network of specialist health organisations including NSW Ambulance, Health Infrastructure NSW, HealthShare NSW, NSW Health Pathology and eHealth NSW, and pillar agencies including the Agency for Clinical Innovation, the Clinical Excellence Commission, the Bureau of Health Information, the Health Education and Training Institute and the Cancer Institute NSW.

Additional services in NSLHD are provided through arrangements with Affiliated Health Organisations including HammondCare (sub-acute palliative care, ambulatory and home-based rehabilitation and older persons mental health services) and Royal Rehab (specialist brain and spinal injury rehabilitation).



Within our hospitals and services, clinical networks play an important role in establishing and overseeing standards of care, providing leadership with respect to research and innovation, and providing advice on service development, resource allocation, workforce requirements, and configuration of services. Our clinical networks include:

- » Maternal, Neonatal and Women's Health
- » Children and Young People
- » Acute and Critical Care Medicine
- » Chronic and Complex Medicine
- » Surgery and Anaesthesia (including Cardiothoracic and Vascular Health)
- » Musculoskeletal Health, Integumentary and Trauma
- » Neurosciences
- » Cancer
- » Supportive and Palliative Care
- » Rehabilitation and Aged Care.

Our District



- Northern Sydney Local Health District
- NSLHD Hospitals and Hospice
- Affiliated Health Organisations
- Public-private Partnership

Our Health Ecosystem

Our staff, community, and partners are critical to our success.

We are well placed to maximise and leverage these partnerships to enhance the delivery of clinical services, foster high quality research, enable the development of new technologies and further embed research and teaching in all of our clinical services.

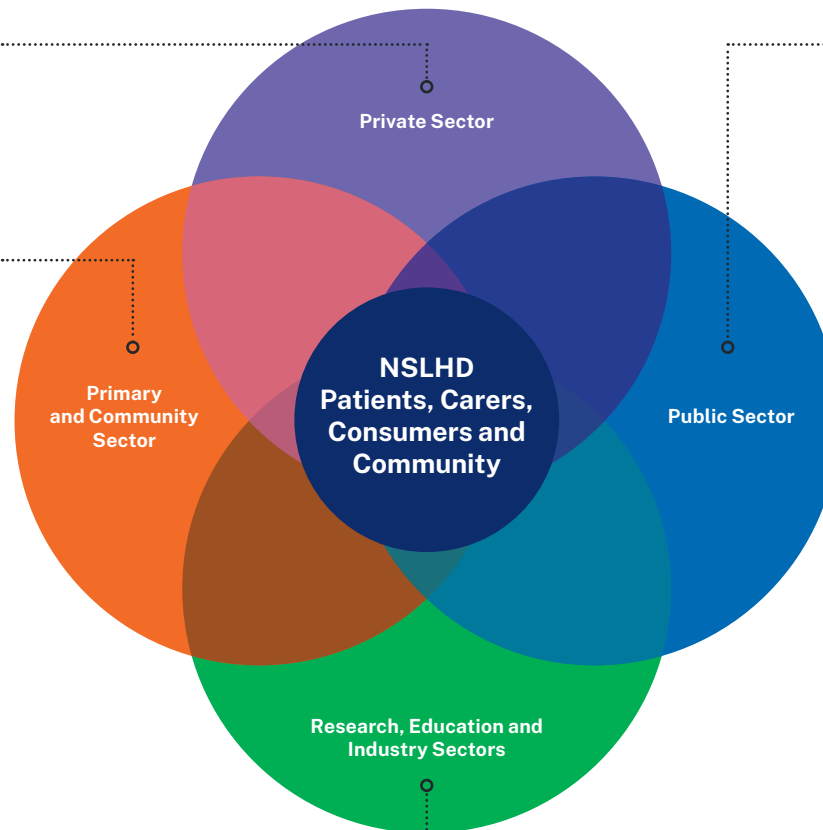
The NSLHD 'health ecosystem' includes a diverse range of private sector groups, primary and community services, research and education entities, and public organisations, which together, create a vibrant and innovative system of healthcare, education and research.

There is widespread collaboration between individual NSLHD departments and staff, and university health and non-health faculties, their staff and students. There is a deep commitment to continue these collaborations.

- Private Hospitals (x41) and Day Procedure Centres (x20) including:
 - Macquarie University
 - Mater Sydney Hospital
 - North Shore Private Hospital
 - Sydney Adventist Hospital
 - Ramsay Clinic Northside
- Northern Beaches Hospital (public-private partnership)
- Private Medical Specialists

- Sydney North Health Network
- General Practice (298+ practices, 1,602 GPs)
- Community Pharmacy
- Private Allied Health
- Home and residential aged care (9,083 places in 110 facilities)
- Non-Government Organisations (16 agreements with NSLHD)
- NSW and Federal Human Service Agencies including:
 - Australian Department of Health and Aged Care
 - NSW Department of Communities and Justice
 - NSW Department of Education
 - National Disability Insurance Agency
- Local Government (9 councils)

- NORTH Foundation
- Kolling Institute
- Sydney Health Partners
- Universities and Colleges including:
 - The University of Sydney
 - Macquarie University
 - University of Tasmania
 - University of Technology Sydney
 - The University of Notre Dame
 - Australian Catholic University
 - Royal Colleges (medical)
 - NSW TAFE
- Industry Partners



- Public Hospitals and Service Directorates**
- Hornsby Ku-ring-gai Hospital
- Mona Vale Hospital
- Northern Beaches Hospital (public private partnership)
- Royal North Shore Hospital
- Ryde Hospital
- Macquarie Hospital
- Manly Adolescent and Young Adult Hospice
- Mental Health Drug and Alcohol
- Primary and Community Health

- Affiliated Health Organisations**
- Royal Rehab
- HammondCare
 - Greenwich Hospital
 - Neringah Hospital

- NSW Health**
- Pillars:
 - Clinical Excellence Commission
 - Agency for Clinical Information
 - Bureau of Health Information
 - Health Education and Training Institute
- Cancer Institute NSW
- HealthShare NSW
- eHealth NSW
- NSW Ambulance
- NSW Health Infrastructure
- NSW Health Pathology

- Neighbouring LHDS and Speciality Networks**
- Central Coast, Sydney, Western Sydney, South Eastern Sydney
- Sydney Children's Hospitals Network
- Justice Health and Forensic Mental Health Network

Our Population

In 2022 there were an estimated 956,486 residents in NSLHD, representing 11.7 per cent of the NSW population:

- » 203,381 (21.3 per cent) were children under 18 years
- » 343,888 (36.0 per cent) were younger working aged (18-44 years)
- » 242,071 (25.3 per cent) were older working aged (45-64 years)
- » 117,251 (12.3 per cent) were retirement aged (65-79 years)
- » 49,895 (5.2 per cent) were elderly (80 years and older).

Compared with NSW, NSLHD has a similar proportion of children (21.3 per cent compared with 21.7 per cent) and a higher proportion of elderly residents (5.2 per cent compared with 4.6 per cent). Across all of NSLHD sectors Hornsby Ku-ring-gai has both the highest proportion of children (24.0 per cent) and elderly residents (5.2 per cent).

By 2032 the population of NSLHD is expected to reach 1,023,462 residents (passing 1 million residents in 2029), representing an increase of 66,976 (7.0 per cent) residents at an annual growth rate of 0.7 per cent. The annual growth rate for NSW is expected to be approximately the same as NSLHD. The growth in NSLHD residents aged 80 years and older is expected to exceed 4 per cent per annum for the next 10 years.

Between 2022 and 2032, Ryde-Hunters Hill is expected to be the fastest growing sector. Growth in this area (25.4 per cent) will be more than twice the rate for the rest of NSLHD (6.3 per cent) and faster than the NSW average (6.8 per cent). Ryde-Hunters Hill population growth is expected to be greater for all age groups but is strongest in children (0-17 years) where it will be the only NSLHD sector that will grow (5.9 per cent).

NSLHD is a diverse population:

- » 4,266 Aboriginal people live in NSLHD, representing 0.5 per cent of the population
- » 30 per cent of residents speak a language other than English at home of which 15 per cent report having limited or no proficiency in English. Top 5 languages other than English spoken by NSLHD residents are:
 - Mandarin
 - Cantonese
 - Korean
 - Spanish
 - Hindi.

Health Status

NSLHD residents compare favourably with the rest of NSW on most socioeconomic and health status indicators. There are however identifiable geographical areas and population sub-groups within NSLHD with higher health and social care needs and lower economic means.

- » Vulnerable population sub-groups include Aboriginal and Torres Strait Islander people; people from culturally and linguistically diverse (CALD) backgrounds; people who identify as lesbian, gay, bisexual, transgender and intersex population (LGBTQI+); people with mental illness; people who are homeless; and frail older people
- » Pockets of disadvantage within NSLHD are concentrated in Ryde, Hornsby, and Northern Beaches LGAs

NSLHD residents have a longer life expectancy (men: 85 years, women: 88 years) compared to Greater Sydney (men: 83 years, women: 86 years) and NSW (men: 81 years, women: 85 years)

NSLHD residents have significantly lower standardised mortality ratios compared to the NSW average, for cancer, accidents, heart disease and respiratory conditions

43.1 per cent of NSLHD adults are overweight or obese (compared to 56.8 per cent in NSW)

Risky alcohol drinking: NSLHD 28.0 per cent and NSW 32.5 per cent (both NSLHD and NSW have trended upwards over last five years)

Tobacco smoking: NSLHD 6.4 per cent (down from 9 per cent in 2016) and NSW 12.0 per cent (downward trend)

NSLHD residents have, on average, greater access to both public and private health services with 132 FTE General Practitioners per 100,000 population (similar to NSW with 123 FTE per 100,000) and higher utilisation of private health insurance (compared to the rest of NSW)

1 in 8 people (equivalent to 120,000 NSLHD residents) are estimated to provide care to a family member, partner or friend, of which, 30,000 are providing intensive support.

Activity in 2020/21



EMERGENCY DEPARTMENT ACTIVITY

226,205

Emergency Department presentations across 4 acute hospitals

47,522

adults over 70 years
(21 per cent)

52,272

children under 16 years
(23 per cent)

53,467

ambulance arrivals (24 per cent)

2,177

triage category 1 presentations (1 per cent); just over half of these patients are cared for at RNSH

105,688

semi-urgent or non-urgent (triage categories 4 and 5) presentations (47 per cent)

59,991

admissions from ED
(27 per cent)

25,289

adults aged over 70 years
admitted from ED (53 per cent)

6,108

paediatric admissions from
Emergency Department
(12 per cent)



ADMITTED HOSPITAL ACTIVITY

44,700

acute adult
medical admissions

6,788

acute paediatric admissions
(medical/surgical/other)

2,740

acute mental health admissions
(adult and paediatric)

5,513

babies delivered

26,912

surgical admissions
(adult and paediatric)



NON-ADMITTED AND COMMUNITY HEALTH ACTIVITY

72,954

mental health
community contacts

410,007

medical outpatient
consultations

56,365

registered nurse visits for babies
in first year of life

52,849

breast screens

332,523

adult allied health or specialist
nurse interventions

24,772

dialysis treatments

34,755

oral health visits

179,173

home nursing visits

ACTIVITY IN 2020/21 (continued)



TELEHEALTH

38,841

telehealth occasions of service (OOS) (up from 14,057 in 2019/20)

7,199

eMeds orders placed daily

5,467

peak concurrent eMR users



PRIVATE HEALTHCARE ACTIVITY

203,214

private hospital admissions (overnight and day only) including

4,257 births to NSLHD resident mothers
(2019/20)

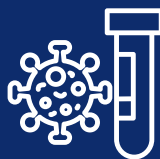
1,317,479

Private Medical Specialist attendances

5,784,062

GP attendances

COVID-19 ACTIVITY (SINCE START OF PANDEMIC 2020 TO JULY 2022)



COVID-19 testing

19 testing clinics

established in NSLHD

3.6 million

COVID-19 tests on NSLHD residents

507,298 PCR tests and
128,770 RATs

completed in NSLHD testing clinics



Vaccination

703,413

NSLHD residents are fully vaccinated
(95 per cent of eligible population)

145,550

vaccinations provided in NSLHD clinics



COVID-19 Care

310,712

NSLHD residents have had COVID-19

3,145

patients with COVID-19 admitted to NSLHD hospitals

12,782

patients cared for in virtual COVID-19 Hospital

349

patients with COVID-19 admitted to NSLHD ICUs



In 2027, the principles of safe, person-centred, high quality care continue to be part of our culture.

NSLHD in 2027

During the consultation process for the NSLHD Strategic Plan 2022-2027, our staff were asked to describe what NSLHD would look like in 2027. Clear themes emerged with NSLHD envisioned as a healthcare organisation that provided truly person-centred care, enabled by advancements in technology, with a strong and resilient workforce, and a sustainable health system.

In 2027, the principles of safe, person-centred, high quality care continue to be part of our culture. Patients and carers are our partners in their healthcare and are supported to make informed decisions about their care. The healthcare they receive is flexible and responsive to their preferences and needs. Safety, quality and continuous improvement are part of business as usual and integral to everything we do. Patient Reported Measures and patient, carer and consumer feedback are used to inform changes and improvements to models of care, services and processes.

Programs targeting priority and vulnerable populations are in place and have demonstrated success including the First 2000 Days, Closing the Gap, healthy ageing and frailty, refugee health and improving mental health and wellbeing.

We continue to focus on the health and wellbeing of our population and are seeing improvements across the population with declines in smoking and alcohol intake and increases in physical activity.

Our hospitals and services recognise diversity and deliver culturally safe and sensitive services that respond to the needs of our community.

Our workplace culture is positive and focused on the physical and psychological wellbeing of our staff to create a safe and supportive workplace. Flexible work practices are in place to achieve a positive work-life balance. Strong and supportive leadership is in practice across all levels of the workforce. We have high levels of staff satisfaction, good staff retention and NSLHD is considered an attractive place to work.

Our people are capable and confident with new technologies, adaptable and responsive to change, supported through training and professional development, and are equipped with the knowledge and skills needed.

Learning and development are key components of developing and maintaining a skilled workforce. We continue to have strong links with our tertiary education providers and other training bodies.

Service planning and infrastructure align with community needs making optimal use of available built capacity. Patients, carers and staff participate in co-design for new and redesigned services, technologies and facilities.

Our services and the way we deliver care have been transformed through the availability and use of digital technology. Our data systems are streamlined and connected, staff are digitally literate, have access to training in the use of technology and ongoing support to maximise functionality of the information, communications and technology systems available. Clinicians have ready access to real-time relevant data that inform clinical decision making, improve models of care and operational processes.

Digital technologies support patient care, facilitating the shift toward increased healthcare provision in non-hospital environments. This is supported by the use of virtual technologies for patient and carer consultation, care provision and remote monitoring, as well as the use of applications to support increased self-care at home, hospital avoidance and reduced inpatient length of stay. Patients and carers can easily access support in the use of these technologies.

NSLHD IN 2027 (continued)

Provision of integrated and seamless care is facilitated through a single digital patient record and virtual care enhancements including telehealth. This shift supports interaction of the whole care team from across settings including the patient's general practitioner at a single appointment with the patient and their carer where collaborative decisions around care planning can be made.

The patient and carer experience is enhanced through easy access to relevant health and service information, electronic booking systems, and the ability to interact with members of their care team to seek advice about their care and treatment. Support is easily accessible to assist patients and carers to use available technologies. Systems are in place to identify carers and alert staff to any potential carer support needs.

The development of new partnerships and the strengthening of existing partnerships with patients, carers, consumers, primary care, Sydney North Health Network and other care providers play an important and ongoing role in providing integrated care for patients.

Developed in conjunction with Sydney North Health Network, HealthPathways and collaborative commissioning are in place across NSLHD and have been successful in reducing avoidable Emergency Department presentations and hospital admissions for patients who can be safely cared for at home.



NSLHD IN 2027 (continued)

Research and innovation underpin the delivery of safe, high quality healthcare and improved experiences for patients, carers and staff. Research in all its forms is recognised as a core part of everyone's role with outcomes used to inform patient care, models of care and innovative practice. Research is undertaken in partnership with patients, carers, consumers, industry, research organisations and key pillar organisations with an emphasis on translation into best practice healthcare. Ongoing partnerships with Sydney Health Partners and the Kolling Institute as well as the development of the St Leonards Health, Research and Education Precinct are key components of this approach. The philanthropic fundraising by the NORTH Foundation provides valuable support for these initiatives.

The completion of the redevelopment of Ryde Hospital in 2026 has transformed the delivery of healthcare for the Ryde local community, ensuring that people access the care they need close to home. The redevelopment sees the preservation of the historic Denistone House, alongside new and enhanced health facilities and services including emergency, critical care, inpatient, community and ambulatory care services, with expertise in rehabilitation services through the Graythwaite Rehabilitation Centre.

The redevelopment strengthens the networking of services across our hospitals and provides increased service capability and capacity for inpatient and ambulatory care enabling patients to access a greater range of services closer to home.

The new hospital is NSW's first 100 per cent electric hospital including all building services and systems, hot water, heating, ventilation, air conditioning and cooking facilities. The hospital design incorporates comprehensive waste management facilities, enhanced open space, and renewable onsite energy.

Planetary health remains a priority and has strong staff engagement across NSLHD. There has been significant progress toward achieving our commitment to Net Zero carbon emissions by 2035. There is green space across all our hospitals and services, solar panels are in place and utility usage and waste generation have been reduced. Initiatives have extended to clinical and non-clinical processes to reduce waste through low-value care and inefficient systems and processes. All new capital works developments are environmentally sustainable and contribute to our goal of Net Zero carbon emissions by 2035.



Challenges and Opportunities

The health system and environment continues to change at a rapid pace. Advances in technology are impacting how we deliver healthcare, what services we provide, and where and how these services are accessed.



Our achievements over the last five years in delivering healthcare have ensured that we are well prepared to respond to the challenges ahead and to meet the complex healthcare needs of the NSLHD community.

CHALLENGES

- » Population growth and an ageing population
- » Increasing patient demand, acuity and complexity
- » Ongoing impact of the COVID-19 pandemic on our workforce, patients, carers, the community and services as it becomes part of business as usual:
 - Maintaining a state of readiness for ongoing challenges of the pandemic
 - Caring for patients with planned and non-urgent healthcare needs
 - Workforce impacts including fatigue, early retirement, training and education of students and clinicians, gaps in the new graduate pipeline, and staff wellbeing
- » Balancing increasing demand and costs of service delivery with finite resources including capacity constraints
- » Rapid increase in digital technologies and shift to digital healthcare and adaptation by both patients and staff including those unable to easily use technology
- » Operating in an increasingly complex healthcare environment with policy and funding from both the Federal and State governments, and with multiple partners including private providers and primary care.

OPPORTUNITIES

- » Increasing importance placed on patient and carer engagement, diversity inclusion, value-based care, partnerships, and integration of services to improve patient and carer experience and outcomes
- » Building on our achievements arising from the COVID-19 pandemic:
 - Structures to support rapid decision making and effect change
 - Development of virtual care expertise and technology
 - Improved relationships with our care delivery partners
- » The use and translation of research to inform clinical practice and service delivery
- » The role and impact of technological change, data availability and data analytics to inform value-based care and improve patient care and outcomes
- » Transforming and developing digital health and virtual care capabilities that integrate across services and providers
- » Targeted and sustainable investment in, and development of, non-admitted patient services across NSLHD
- » The use of virtual care and other technologies to improve patient and carer access to services and the provision of increased out of hospital care options
- » Strengthening the network of hospitals and services across NSLHD to provide increased service capability and capacity for inpatient and ambulatory care
- » Enhancing existing partnerships and collaborations with the Sydney North Health Network, general practice and primary care, our affiliated health organisations, residential aged care facilities, private hospitals, tertiary education partners, and the NORTH Foundation
- » Increasing philanthropic and fundraising opportunities through the NORTH Foundation to support research and innovation to deliver exceptional healthcare
- » Precinct planning and building on the vision for the St Leonards Health, Research and Education Precinct Plan
- » Working towards and achieving our target of Net Zero carbon emissions by 2035
- » Partner with Northern Beaches Hospital to enhance collaboration across the clinical streams by establishing integrated networks including outreach from hospital to community based services.

NSLHD Strategy Map

VISION
 Exceptional Care, Leaders in Research, Partners in Wellbeing

PURPOSE
 Transforming healthcare through innovation, research and partnerships, for our patients, community and staff



Patients and carers are our partners in their healthcare

Patients and carers are empowered to make informed decisions about their care, goals and health outcomes

- 1.1 Involve patients and carers as active partners in their healthcare
- 1.2 Ensure positive experiences of care
- 1.3 Increase health literacy to support informed decisions about healthcare
- 1.4 Promote co-design in the development and evaluation of our services and facilities



Safe, high quality connected care

Safe, high quality, reliable healthcare is delivered in a personalised way across all settings

- 2.1 Make safety and quality fundamental to everything we do
- 2.2 Provide high quality care that delivers good clinical outcomes
- 2.3 Increase the range of services provided in non-inpatient and out of hospital settings
- 2.4 Patient care is seamless across providers, services and settings
- 2.5 Implement systems that support navigation of care, improved patient and carer experience and easy access to out of hospital services



Keeping people healthy and well

Investment is made in keeping people healthy to promote wellness and address health inequity in our community

- 3.1 Improve population health through the development, implementation and evaluation of policies, programs and services to improve health and reduce the burden of chronic disease
- 3.2 Decrease the burden of disease by reducing risk factors and promoting health and wellness
- 3.3 Improve health outcomes for vulnerable and priority populations
- 3.4 Enhance collaborative partnerships to address the social and environmental determinants of health



Our staff are engaged and well supported

Staff are engaged and well supported to deliver safe, reliable person-centred healthcare and equipped to respond to a changing healthcare environment

- 4.1 Cultivate a safe, flexible and positive workplace culture where staff feel valued, heard, empowered and are supported to perform at their best
- 4.2 Ensure our workforce reflects the diversity in our community and our culture leverages diversity of thinking
- 4.3 Develop our talent and leadership capability across our workforce
- 4.4 Develop a skilled and capable workforce equipped to provide high-value and person-centred care
- 4.5 Support and foster innovative thinking and practices related to future care
- 4.6 Develop our workforce to have the capabilities and culture to address future demands on the health system



Research, innovation and digital advances inform and improve the delivery of patient care

The care we deliver is digitally enabled and informed by research and data

- 5.1 Advance and translate research and innovation with institutions, industry partners, clinicians, patients and carers
- 5.2 Improve care delivery and operations by harnessing the power of digital technology and data
- 5.3 Design and develop the required infrastructure to enable and embed innovations in digital technology and data
- 5.4 Engage and support our workforce, patients, carers and partners in an increasingly digital healthcare environment



Our services are sustainable, efficient and committed to planetary health

We use a value-based approach to optimise use of resources with a focus on embedding both planetary health and financially sustainable principles in everything we do

- 6.1 Optimise the use of resources by using an outcomes-focused approach to support efficient and effective care
- 6.2 Deliver services that maximise value from existing resources and reduce waste
- 6.3 Develop collaborative partnerships with external service providers to support our strategic objectives and deliver high quality health outcomes
- 6.4 Prioritise initiatives that positively impact planetary health and environmental sustainability
- 6.5 Ensure robust corporate and clinical governance standards are embedded in all decision making processes

OUR VALUES >

Collaboration

| Openness

| Respect

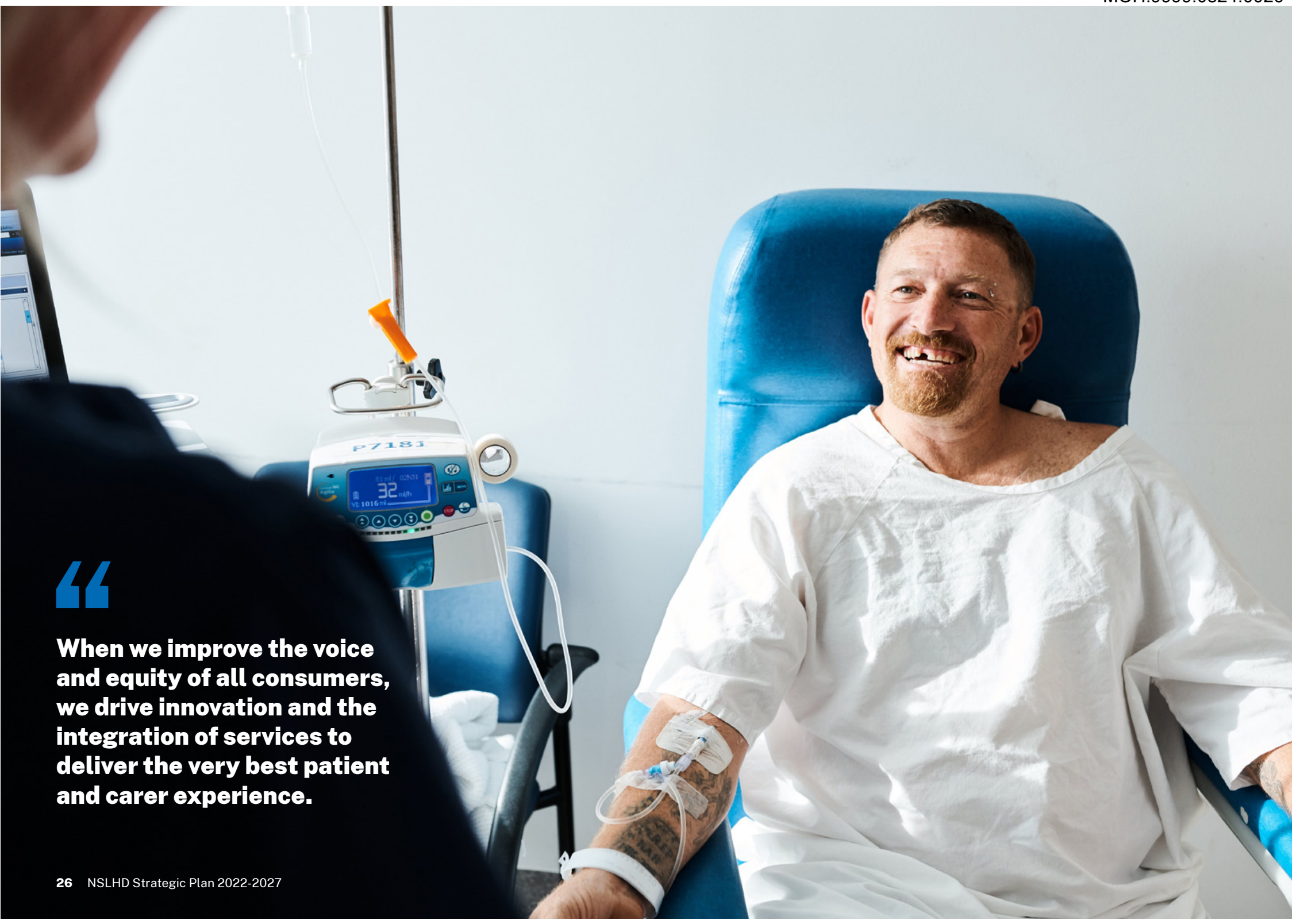
| Empowerment



Northern Sydney Local Health District



Strategic Outcomes



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When we improve the voice and equity of all consumers, we drive innovation and the integration of services to deliver the very best patient and carer experience.



Patients and carers are our partners in their healthcare

Patients and carers are empowered to make informed decisions about their care, goals and health outcomes

Why this is important

NSLHD has a proud history of partnering with consumers who include patients and carers. Our patients and their carers have a fundamental right to participate in the delivery of the healthcare they receive. When we empower, engage and co-design with consumers, we recognise the value lived experience contributes to moving towards a shared vision of delivering person-centred care. When we improve the voice and equity of all consumers, we drive innovation and the integration of services to deliver the very best patient and carer experience. We promote partnering with consumers and the community to:

- » Improve our patient, carer and staff experiences and outcomes
- » Improve collaborative decision making about treatment and care
- » Enhance our health service development
- » Improve the quality of our services
- » Reduce the rate of hospital readmissions by working with patients and carers, ensuring support needs are assessed and addressed.

The *NSLHD Partnering with Consumers Framework 2021-2026* is a re-affirmation of our commitment to consumer engagement, further embedding a culture of inclusive, integrated and valued consumer partnerships. The Framework outlines key priorities for action, co-designed with consumer advisors and guides the future of consumer engagement and the patient, carer and staff experience in NSLHD. The Framework aligns closely to the *NSW Health Elevating the Human Experience – Guide to Action* which provides a roadmap for Local Health Districts to coordinate a strategic approach for the patient experience.

We will support our workforce to recognise diversity and deliver culturally safe and sensitive services that respectfully respond to the diversity of our patients, carers, staff and community. This diversity includes the Aboriginal and Torres Strait Islander community, Culturally and Linguistically Diverse (CALD) communities, people who experience mental health issues, people living with a disability, and people who identify as Lesbian, Gay, Bi-Sexual, Transgender, Queer and Intersex (LGBTQI+) and other consumers.



STRATEGIC OUTCOME 1 (continued)

Objectives

1.1 Involve patients and carers as active partners in their healthcare

Working in partnership with patients and carers to co-design their care and significantly improve the healthcare experiences and outcomes.

- » Ensure all patients and carers, including people living with a disability, people with cognitive impairment and communication difficulties including limited English language skills or those experiencing vulnerability, are able to access information regarding their treatment options and are encouraged to be involved with their own care and self-management.
- » Partner with the Health Care Interpreting Service and the Multicultural Health Service to improve access to interpreting services.
- » Develop care plans with patients and carers incorporating their individual goals, preferences, values and needs.
- » Ensure open and transparent communication between patients, carers, their families and treating teams regarding their care.

1.2 Ensure positive experiences of care

Treating patients, carers and families with respect and dignity to ensure they receive care that is personalised and considerate of their cultural, educational, social and economic status.

- » Work in partnership with patients, carers and families to better understand their experience of care.
- » Ensure service provision is flexible and responsive to the diverse preferences, values and needs of our patients, carers and community.
- » Provide holistic and trauma-informed healthcare, linking together physical and psychological health.
- » Partner with Aboriginal and Torres Strait Islander Health to fully engage staff in the Aboriginal Workforce and the NSW Health Respecting the Difference initiative to improve cultural awareness and ensure the provision of respectful, responsive and culturally sensitive health services to Aboriginal and Torres Strait Islander people.
- » Reduce health disparities for diverse community groups including Aboriginal and Torres Strait Islander people, people from a CALD background, people who identify as LGBTQI+, people with a disability and people living with mental illness.

1.3 Increase health literacy to support informed decisions about healthcare

Ensuring access to health-related information empowers patients and carers to make decisions about their health and healthcare.

- » Embed health literacy including digital health literacy into our education and communication.
- » Work with our Consumer and CALD Advisory Groups to ensure that education material and health related information is readily available, up to date, easy to understand, and is written in accessible languages and formats.
- » Use clear and easily understood language and communication tools when communicating with patients, carers and their families.

STRATEGIC OUTCOME 1 (continued)**1.4 Promote co-design in the development and evaluation of our services and facilities**

Engaging with patients, carers, consumers and the community in the design, implementation and evaluation of our healthcare services improves patient and carer experiences and outcomes.

- » Ensure that patient and carer experience and feedback is used to improve services and models of care.
- » Involve patients, carers, consumers and the community in the planning, design, implementation and evaluation of services, processes and models of care.
- » Extend patient, carer and community engagement to areas including patient safety, quality improvement, education, ethics and research.
- » Seek genuine engagement to co-design culturally safe services and care that reflects and addresses the needs of a diverse community.



STRATEGIC OUTCOME 1 (continued)**What does success look like?**

- » Patients and carers are active partners in their care, and have the knowledge to make informed decisions.
- » Hospitals and services are culturally welcoming, safe and responsive to the diverse cultural needs of our community.
- » Aboriginal and Torres Strait Islander people are identified when they attend our hospitals and services and receive culturally safe and clinically appropriate high quality care.
- » Preferred language and interpreter need is recorded in all clinical records and interpreters are provided to patients in a timely manner.
- » Care is individualised and responsive to patient and carer values, needs and preferences.
- » Patients, carers and families feel comfortable to ask questions and receive answers in their preferred language or communication method.
- » Patients and carers have positive experiences of care with high Patient Reported Measures survey response rates.
- » Patient and carer feedback is incorporated into safety and quality improvements.
- » Consumers and the community are represented and actively involved in all aspects of hospital and service planning, development, implementation and evaluation.
- » Service design and models of care reflect patient, carer and consumer input and feedback including through Patient Reported Measures.
- » People with a disability have their disability accurately documented, with additional support needs clearly identified in their clinical records and care is provided in a way that considers specific adjustments that may be required.
- » Carers are identified in the patient's clinical record to facilitate decision making about treatment and care.
- » Patient Reported Measures are used to improve healthcare and support person-centred and value-based care.
- » Full accreditation against the National Safety and Quality Health Service Standards.

Essential metrics

MEASURE	TARGET
Overall Patient Experience Index (Number)	
Adult admitted patients	≥ 8.7
Emergency department	≥ 8.6
.....	
Patient Engagement Index (Number)	
Adult admitted patients	≥ 8.5
Emergency department	≥ 8.5
.....	
Mental Health Consumer Experience: Mental Health consumers with a score of Very Good or Excellent (%)	≥ 80
.....	
Patient-reported Experience Measure surveys with a score of Very Good (%)	≥ 70
.....	
Aboriginal and Torres Strait Islander identification in Emergency Department reporting (%)	≥ 90
.....	
Aboriginal Culture: Respecting the Difference all-staff training completion (%)	≥ 60

Enabling plans**NSW Health**

- » Elevating the Human Experience – Our Guide to Action (2020)

NSLHD

- » Partnering with Consumers Framework (2021-2026)
- » Carer Strategy (2018-2023)
- » Disability Inclusion Action Plan (2018-2022)
- » Aboriginal Health Plan (2017-2022)
- » Multicultural Health Plan (2020-2024)
- » CORE Values and Behaviours Charter (2017)
- » Clinical Governance Framework (2022-2025)



Safe, high quality connected care

Safe, high quality, reliable healthcare is delivered in a personalised way across all settings

Why this is important

NSLHD strives to be recognised as a leader in patient safety, patient and carer experience and in the delivery of high quality care and clinical outcomes. We know that the provision of safe, high quality services extends beyond the acute inpatient episode and includes integration and connection of services into the outpatient, community and home-based settings as well as with primary care and other care providers.

Care is supported through the increasing availability and use of digital health technologies including virtual care. Technology advancements support integration and connectivity across care providers enabling consistent and coordinated care for the patient.

Our patients, carers and their families expect robust clinical governance structures to integrate safety systems and processes, identify and mitigate clinical risks, systematically manage incidents and complaints, and adopt lessons to make care better and safer.



STRATEGIC OUTCOME 2 (continued)

Objectives

2.1 Make safety and quality fundamental to everything we do

Embracing the importance of safety and quality in every aspect of the services and care we deliver and striving for continuous improvement.

- » Embed a safety and quality culture across NSLHD to reinforce that 'safety and quality is everyone's responsibility'.
- » Prioritise the Speaking Up For Safety program to encourage all staff to feel empowered to speak up to prevent unintended patient harm.
- » Support the delivery of safe, high quality care by empowering and educating staff, and promoting greater engagement in quality improvement initiatives.

2.2 Provide high quality care that delivers good clinical outcomes

Ensuring care and services provided are safe, high quality, evidence-based and produce a clear benefit.

- » Ensure decision making is underpinned by research and evidence.
- » Enhance systems to monitor and evaluate quality of care and outcomes.
- » Develop evidence-based care pathways across services, providers and settings.
- » Ensure clinical care and services are both effective and delivered efficiently with a focus on eliminating unwarranted clinical variation and low-value care.
- » Deliver care to patients that is holistic and considers their home, social situation, and other conditions to support their recovery and reduce risk of readmission.

2.3 Increase the range of services provided in non-inpatient and out of hospital settings

Giving patients and carers a greater choice of how and where they can access their care.

- » Develop alternative models of care including rapid assessment and early review clinics.
- » Ensure hospital avoidance and early discharge is supported by community teams and home-based care as well as the use of virtual care.
- » Develop remote monitoring and digital applications to support recovery and rehabilitation at home.
- » Support staff, patients and carers in accessing and using telehealth and digital technologies, acknowledging the significant change for patients and clinicians.
- » Adopt clinical guidelines to ensure appropriate patient selection for virtual care.
- » Ensure patient and carer experience and outcomes, together with clinician experience, are monitored to identify areas for improvements.

STRATEGIC OUTCOME 2 (continued)

2.4 Patient care is seamless across providers, services and settings

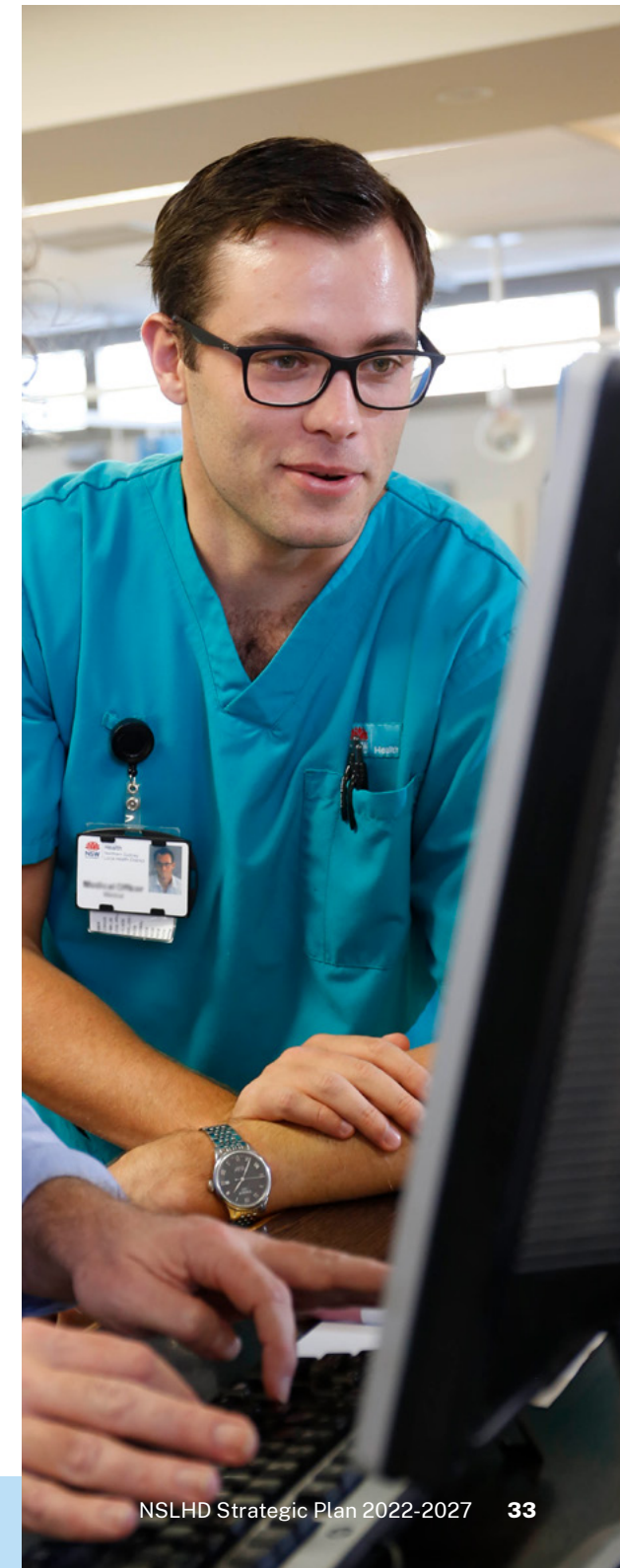
Providing consistent, connected and coordinated care that meets the care needs of the patient and carer.

- » Support digital integration across all care providers including primary care and non-healthcare providers to ensure relevant patient information is accessible to support safe and consistent care.
- » Ensure discharge planning prepares the patient and their carer and enables a smooth transition across providers, in particular general practice and other community or home-based care providers.

2.5 Implement systems that support navigation of care, improved patient and carer experience and easy access to out of hospital services

Ensuring patients have greater choice about how, where and when they access the services.

- » Develop and maintain a comprehensive service directory of available services across NSLHD that can be accessed by patients and the community.
- » Improve the patient and carer experience offering electronic booking of appointments and smart scheduling to align multiple appointments, options for telehealth, and the inclusion of their primary care provider or other care providers in the appointment.
- » Improve accessibility for people where physical attendance is difficult.



STRATEGIC OUTCOME 2 (continued)

What does success look like?

- » Advances in technology enable the safe delivery of care across multiple settings including at home and virtually.
- » There are standardised, evidence-based clinical care pathways across all NSLHD services.
- » There is a robust safety and quality culture in place with all staff engaged in continuous improvement.
- » Improved communication between patients, carers, and healthcare teams ensure the seamless flow of information across settings.
- » Improved patient and carer experience and patient outcomes.
- » There are robust processes in place to ensure that performance concerns are identified early and managed sensitively and fairly, while ensuring that patient safety is not compromised.

Essential metrics

MEASURE	TARGET
Harm-free admitted care: (Rate per 10,000 episodes of care)	
Hospital acquired pressure injuries	≤ 8.2
Hospital acquired infections	≤ 150.4
Hospital acquired venous thromboembolism	≤ 11.4
Hospital acquired delirium	≤ 60
Emergency Department Presentations treated within benchmark times (%)	
Triage 1: seen within 2 minutes	100
Triage 2: seen within 10 minutes	≥ 95
Triage 3: seen within 30 minutes	≥ 85
Transfer of Care – Patients transferred from ambulance to the Emergency Department ≤ 30 minutes (%)	
	≥ 90
Elective Surgery Overdue – Patients (Number)	
Category 1	0
Category 2	0
Category 3	0
Unplanned Hospital Readmissions: all unplanned admissions within 28 days of separation (%)	
All persons	Reduction on previous year
Aboriginal persons	Reduction on previous year
Unplanned and Emergency Re-Presentations	
All patients	Reduction on previous year
Aboriginal and Torres Strait Islander patients	Reduction on previous year



Enabling plans

NSW Health

- » 20-Year Health Infrastructure Strategy (2020-2040)
- » NSW Health Virtual Care Strategy (2021-2026)
- » NSW Health Facility Planning Process (2021)
- » Strategic Framework for Integrating Care (2018)
- » NSW Health Pathology Strategic Plan - Towards 2025 (2020)
- » Their Futures Matter (whole of government)

NSLHD

- » Clinical Governance Framework (2022-2025)
- » Partnering with Consumers Framework (2021-2026)
- » Safety and Quality Account Report (2021) and Future Priorities (2022)
- » Clinical Services Plan (2023-2028)
- » Aboriginal Health Plan (2017-2022)
- » Multicultural Health Plan (2020-2024)
- » Disability Inclusion Action Plan (2018-2022)
- » Carer Strategy (2018-2023)



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Enabling access to education, health and community services is critical to keeping people healthy and well.



STRATEGIC OUTCOME 3

Keeping people healthy and well

Investment is made in keeping people healthy to promote wellness and address health inequity in our community

Why this is important

Health promotion, illness prevention and early intervention, especially for populations at greatest risk, is well recognised to improve the overall health and wellbeing of our community and reduce the demand for hospitalisation. Many common diseases are attributable to risk factors relating to physical activity, diet, smoking and alcohol intake. Strong partnerships with primary and community providers are crucial to a whole of system effort to keep our community well.

Public health measures are also vital in maintaining the health of the community and include preventing and responding to communicable diseases, most recently COVID-19, as well as protecting our water and air quality, and immunisation and vaccination programs.

Enabling access to education, health and community services is critical to keeping people healthy and well. In partnership with key agencies such as local government, schools, transport and planning, we can increase everyone's control over their determinants of health.



STRATEGIC OUTCOME 3 (continued)

Objectives

3.1 Improve population health through the development, implementation and evaluation of policies, programs and services to improve health and reduce the burden of chronic disease

Ensuring a healthy environment through to health promotion, illness prevention, early identification and intervention in disease, and supporting people to manage their health and maximise their wellness.

- » Enable a renewed focus on primary prevention activities to keep people healthy and prevent hospitalisation.
- » Invest in early detection and intervention to reduce the development and impact of chronic disease to enable people to remain well in the community.
- » Maintain high rates of immunisation and vaccination, particularly for children and high risk groups such as the elderly and people with chronic disease.
- » Plan and prepare to protect our population from communicable diseases, pandemics and other environmental threats to health.
- » Strengthen communication and partnerships internally and with primary and community providers such as the Sydney North Health Network to increase awareness of available services, reduce duplication and address gaps in services.
- » Increase utilisation of evidence-based metrics to measure success of our population health programs.

3.2 Decrease the burden of disease by reducing risk factors and promoting health and wellness

Appropriately targeting strategies and education programs, in conjunction with improved health literacy, to impact on the health choices people make.

- » Facilitate healthy eating and active living among our community as well as minimising tobacco use and alcohol intake.
- » Partner with local government and non-government organisations to improve connectedness across communities and reduce the impact of social isolation.
- » Provide programs in the settings where people live, learn, work, and come together.
- » Increase use of virtual care programs that people can access at their convenience.
- » Promote health literacy and provide access to information in a variety of formats and languages that encourages healthy behaviours and increases community awareness of risk factors for disease.

STRATEGIC OUTCOME 3 (continued)

3.3 Improve health outcomes for vulnerable and priority populations

Focusing programs on population groups who are disadvantaged to reduce health inequity, where investment can improve quality of life and long-term outcomes.

- » Promote the best start to life from pregnancy through to five years, through:
 - Implementation of the NSW Government Brighter Beginnings – the first 2000 days of life initiative and the NSW Health The First 2000 Days Framework
 - Roll-out of state-wide Health Promotion programs including Munch & Move for all early childhood services
 - Increased access to support services for children, young people and adults who are victims of violence, abuse or neglect through the Prevention and Response to Violence Abuse and Neglect (PARVAN) program.
- » Work in partnership with our Aboriginal and Torres Strait Islander community to reduce inequities and Close the Gap.
 - Implementation of the NSW Health Towards Zero Suicide initiatives
 - Prevention and early intervention, with a focus on children and young people
 - Greater focus on community-based care
 - Improved integration between mental health and other providers.
- » Work with the community, peer workers, and mental health services to promote mental health and wellbeing through:
 - Implementation of the NSW Health Towards Zero Suicide initiatives
 - Prevention and early intervention, with a focus on children and young people
 - Greater focus on community-based care
 - Improved integration between mental health and other providers.
- » Support older people to live active and healthy lives with improved physical and mental wellbeing.
 - Identify and engage with marginalised and vulnerable communities to improve access to health services.
 - Incorporate trauma-informed care by delivering services based on an understanding of the ways trauma affects people's lives, their service needs and service usage.

3.4 Enhance collaborative partnerships to address the social and environmental determinants of health

- Improving partnerships to ensure focus on the key determinants required for good health including adequate housing, education, employment, access to services, and connection to community.*
- » Enhance strategic engagement with key external partners, including local government, the Sydney North Health Network, and other organisations.
 - » Leverage our existing network of internal partners to provide a coordinated response to emerging population health challenges.
 - » Work with partners to create inclusive public spaces which will facilitate physical activity, social wellbeing and environmental health.

STRATEGIC OUTCOME 3 (continued)**What does success look like?**

- » Improved self-reported rates of health and wellness in the community.
- » A community that is engaged and informed about health and healthy behaviours.
- » High rates of immunisation, vaccination and participation in health screening programs.
- » Reduction in preventable hospitalisation for people with chronic disease.
- » Health outcomes for vulnerable and disadvantaged populations are comparable to the general population.
- » Increased levels of physical activity and healthy eating, reduced smoking rates and alcohol use.

Essential metrics

MEASURE	TARGET
School-aged children within a healthy weight range – maintain (%)	≥83
Smoking rates - further reduce (%)	<6.5
Wellbeing - increase proportion of people (16 years and over) who rate their health as either excellent, very good or good (%)	>90
Healthy ageing – increase participation in physical activity and risk reduction programs by (%)	>10
Get Healthy Information and Coaching Service – Get Healthy in Pregnancy Referrals (%)	100
Breastfeeding – increase rates of full breastfeeding for first months (%)	>84
Children fully immunised at one year of age (%)	≥ 95
Domestic Violence Routine Screening – routine screens conducted (%)	≥ 70
NSW Health First 2000 Days Implementation Strategy – Delivery of the 1-4 week health check (%)	≥ 85

Enabling plans

NSW Health

- » National Health Reform Agreement - Addendum (2020-2025)
- » Aboriginal Health Plan (2013-2023)
- » National Agreement on Closing the Gap (2020)
- » NSW Aboriginal Mental Health and Wellbeing Strategy (2020-2025)
- » Living Well – A Strategic Plan for Mental Health in NSW (2014-2024)
- » Living Well in Focus (2020-2024)
- » NSW Family Focused Recovery Framework (2020-2025)
- » Strategic Framework for Suicide Prevention in NSW (2018-2023)
- » NSW Strategic Framework and Workforce Plan for Mental Health (2018-2022)
- » First 2000 Days Framework (2019)
- » First 2000 Days Implementation Strategy (2020-2025)
- » Brighter Beginnings (whole of government)
- » Integrated Prevention and Response to Violence, Abuse and Neglect Framework (2019)
- » NSW HIV Strategy (2021-2025)
- » NSW Women's Health Framework (2019)

NSLHD

- » Population Health Promotion Plan (2022-2027)
- » Disability Inclusion Action Plan (2018-2022)
- » Aboriginal Health Plan (2017-2022)
- » Aboriginal Mental Health and Wellbeing Implementation Plan (2021-2025)
- » Planetary Health Framework (2021-2023)
- » Multicultural Health Plan (2020-2024)





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Staff health and wellbeing have never been more important.



Our staff are engaged and well supported

Staff are engaged and well supported to deliver safe, reliable, person-centred healthcare and equipped to respond to a changing healthcare environment

Why this is important

Our people are our most valuable asset and the health and wellbeing of our workforce is key to ensuring they provide the very best healthcare services to our community. This requires a positive workplace culture where staff feel safe, valued, respected and are encouraged and supported to perform at their best.

During the COVID-19 pandemic our workforce adapted to a changed healthcare environment and continued to provide excellent services and patient care. While this period presented many challenges, it also positively influenced our ways of working through greater multidisciplinary collaboration across teams, and the introduction of new technologies and roles. It is important to learn the lessons from this period and also leverage the changes to prepare us for the future. Staff health and wellbeing have never been more important.

Our workforce being future ready and able to accommodate rapid advances in scientific and technological innovations ensures that we can meet the challenges of rising demands for healthcare services, an ageing population with increasing complexity, and finite resources. This will require workforce planning and redesign looking at new and expanded roles and different ways of working. Learning and development will be crucial in preparing a digitally enabled workforce.

We also need to increase diversity in our workforce, continue growing our pipeline of future leaders, and empower staff to speak up for patient, carer and staff safety in a culture that promotes the physical and psychological wellbeing of our workforce.



STRATEGIC OUTCOME 4 (continued)

Objectives

4.1 Cultivate a safe, flexible and positive workplace culture where staff feel valued, heard, empowered and are supported to perform at their best

Staff who feel safe and valued, and experience an empowering and inclusive work environment, are better equipped and able to provide person-centred care.

- » Support the physical and psychological wellbeing of all staff, including volunteers, students, trainees and graduates, through a safe and supportive work environment, safe work practices, workload and leave management and access to wellness support programs.
- » Demonstrate our CORE values and continue to build a culture that promotes collegiality and collaboration across internal and external stakeholders to provide cohesive and connected patient care.
- » Support staff to achieve a work life balance through mutually agreed flexible arrangements that are beneficial to all relevant stakeholders and suited to the context of delivering healthcare services.
- » Cultivate a work culture where staff are kept informed, have access to information and are encouraged to be involved in developing solutions to improve services and processes.

4.2 Ensure our workforce reflects the diversity in our community and our culture leverages diversity of thinking

Understand the needs and values of our diverse community to improve the patient and carer experience.

- » Promote diversity inclusion and belonging in the workplace to attract talented people from diverse backgrounds.
- » Ensure diverse representation in our leadership and decision making roles to inform policy development, service design and continuous improvement.
- » Provide equitable opportunities to all under-represented groups in the workforce.
- » Provide access to culturally appropriate employee assistance and support programs.

4.3 Develop our talent and leadership capability across our workforce

Leadership is demonstrated at all levels of the organisation and across all roles.

- » Engage and empower our leaders and staff to role model our values with a focus on continually improving a person-centred and respectful culture of high performance.
- » Ensure leadership development strategies are aligned, valued, accessible and deliver measurable outcomes for our workforce and our organisation.
- » Develop a pipeline of future clinical and non-clinical leaders to support promotion from within our organisation.
- » Equip leaders with the necessary skills and capabilities for their roles.
- » Support leaders to guide our workforce to meet current and future demands of the health system through robust performance and development management processes.

STRATEGIC OUTCOME 4 (continued)

4.4 Develop a skilled and capable workforce equipped to provide high-value and person-centred care

Support the development of capability across our workforce ensuring we have the right skills and knowledge to adapt to a rapidly changing environment.

- » Provide continuous professional development opportunities essential for the delivery of safe, reliable, quality patient care.
- » Support staff to be digitally capable through access to relevant information, communication and technology resources as well as training and ongoing support to maximise impact on patient and carer experience and outcomes, and improve staff work experience.
- » Encourage staff to achieve their full potential and be fulfilled at work through providing professional development and other opportunities for growth such as coaching, mentoring, career pathways, clinical supervision, secondments, acting arrangements and rotations.

4.5 Support and foster innovative thinking and practices related to future care

Create a culture where staff feel supported to challenge current ways of working and seek ways to improve the outcomes and experiences for patients.

- » Enable and lead change, support and engage staff, and provide opportunities to take an active role in developing and implementing changes.
- » Encourage innovations and improvements which positively impact patient experience and outcomes, organisational performance and workforce satisfaction.

4.6 Develop our workforce to have the capabilities and culture to address future demands on the health system

Plan, attract and prepare our workforce to meet the future demands on the health system.

- » Embed workforce planning disciplines to build the future workforce profile and capability mix in clinical and non-clinical roles to meet the projected changes in patient demand and acuity.
- » Leverage technology to enable our workforce to meet the projected demands on the health system with a focus on the delivery of safe, reliable, quality patient care.
- » Implement talent acquisition and employee experience strategies to support recruitment and retention of a high performing workforce as a recognised employer of choice in the health sector.

STRATEGIC OUTCOME 4 (continued)**What does success look like?**

- » A positive workplace culture where staff feel valued, included and engaged.
- » Staff physical and psychological wellbeing is a priority.
- » Increased levels of employee engagement.
- » Person-centred care is embedded in our culture delivering high quality, personalised care and positive patient and carer experiences.
- » Workforce diversity reflects community diversity with staff from all backgrounds feeling welcome, supported, safe, visible and representative in leadership roles.
- » High participation in learning and development programs, quality improvement activities and research.
- » Staff are digitally literate and are skilled and confident in the use of new technologies and systems.
- » Our workforce is future-ready with new and redesigned roles and services to deliver high quality patient care.
- » Our leadership teams across all hospitals and services work seamlessly to foster a culture of person-centred care, collaboration, openness, respect and empowerment.
- » NSLHD is seen as a great place to work and has the ability to attract and retain staff as an employer of choice in the Australian health sector.

Essential metrics

MEASURE	TARGET
Staff Engagement – People Matter Survey Engagement Index – Variation from previous survey (%)	≥ -1
Staff Performance Reviews - Within the last 12 months (%)	≥ 90
Aboriginal Workforce Participation – Aboriginal Workforce as a proportion of total workforce at all salary levels (bands) and occupations (%)	≥ 3
Compensable Workplace Injuries Claims (% of change over rolling 12 month period)	≥ 5 decrease or maintain 0
Leave Liability (number of employees with annual leave balances greater than 30 days)	0
Average annual staff turnover rate against baseline (%)	15 (+/- 1)

Enabling plans**NSW Health**

- » Workforce Plan (2022 – 2032)
- » NSW Health Good Health – Great Jobs: Aboriginal Workforce Strategic Framework (2016-2020)
- » Health Education and Training Institute Allied Health Education and Training Governance Guidelines (2022)

NSLHD

- » Health and Wellbeing Plan (2023 -2027)
- » Diversity, Inclusion and Belonging Plan (2023-2027)
- » Leadership Strategy and Action Plan (2023-2027)
- » Talent Acquisition and Employee Experience Plan (2023-2027)
- » CORE Values and Behaviours Charter (2017)



STRATEGIC OUTCOME 5

Research, innovation and digital advances inform and improve the delivery of patient care

The care we deliver is digitally enabled and informed by research and data

Why this is important

Research and innovation underpin and improve patient care, carer engagement and community wellbeing. Through our industry and research partnerships, we create exciting new opportunities for prevention, diagnosis and treatment. Developing our research strategy in partnership with consumers is vital.

Our research goal is to build a strong evidence base to ensure we provide the best care possible to improve outcomes that matter to patients. The development of the Health, Research and Education Precinct at St Leonards is a key initiative that will support an innovative environment.

Better value care is driven by quality health data which in turn, empowers patients, carers and consumers to make better healthcare choices, enables clinicians to improve clinical practice, improves the delivery of care, and maximises overall workforce efficiencies.

High quality health data and analytics are essential to ensuring truly integrated healthcare and a coordinated approach to the management and delivery of our health services.

Balanced against the increasing need for health data is a responsibility to ensure that information systems are well designed, intuitive, and integrated to best support staff in the provision of patient care. Equally, ease of access to data that is meaningful to clinicians, as well as data and system support where required, has the potential to promote innovation, service improvement, and the successful translation of research into practice.

Clinicians, patients and carers have an increasing expectation that health technology will be part of everyday care. The appetite for, and confidence in digital health has increased as a result of changing policies, benefits and successes, particularly in the response to COVID-19.

New technologies are being incorporated into the suite of healthcare options available to consumers, enabling virtual care and other digitally enabled models. The technology-led innovations within NSLHD need to be supported with accelerated investment in systems, staff, infrastructure, security and intelligence. As this occurs there will need to be sufficient engagement with both clinicians and consumers to ensure that the benefits of technology-led innovation leave no-one behind.



STRATEGIC OUTCOME 5 (continued)

Objectives

5.1 Advance and translate research and innovation with institutions, industry partners, clinicians, patients and carers

Building on our distinguished reputation for research, we support our workforce to drive innovation and transformational change in how we deliver care for our community.

- » Commit to building our research, and strengthening the translation of research into evidence-based policy and clinical practice.
- » Continue to develop the St Leonards Health, Research and Education Precinct defining our strengths and our vision to further develop public health services integrated with education and research sectors.
- » Support our workforce to better integrate research and innovation into service delivery.
- » Ensure partnerships between patients, carers, consumers, research organisations, universities, industry, and NSW Health partner organisations are optimised to support the translation of health and medical research into best quality healthcare and clinical practice.
- » Encourage clinicians and patients to become involved in clinical trials to ensure equity of access to the most up-to-date treatments.
- » Enhance our reputation as a national leader in advancing patient outcomes through translational research by consolidating our extensive clinical trial expertise to support excellence in trials and ensure we retain the best clinicians and researchers, both nationally and internationally.
- » Promote our clinicians and researchers to build community confidence.

5.2 Improve care delivery and operations by harnessing the power of digital technology and data

Optimising our ability to derive meaningful insights from data to guide and support decisions on how to improve care delivery and optimise operations.

- » Enable self-management of patient health and wellbeing and if required, support patients and their carers through clinical remote monitoring.
- » Give patients and carers access to relevant data and information to help make informed care choices.
- » Use digitally enabled predictive tools to identify patients at high risk of deterioration, or for early warning of developing conditions.
- » Measure and monitor patient and carer reported experiences and outcomes to understand what initiatives are effective and should be scaled.
- » Promote and enable our staff to participate in research and innovation.
- » Enhance the connectedness within NSLHD and across the health system through the adoption of the Single Digital Patient Record state-wide program.

STRATEGIC OUTCOME 5 (continued)

5.3 Design and develop the required infrastructure to enable and embed innovations in digital technology and data

Ensuring digital technology and data systems and infrastructure transform the patient and carer experience and deliver a wide range of virtual services.

- » Support high quality care and exceptional health outcomes by improving the electronic medical record (eMR) particularly in specialty areas that are not yet covered by a digital solution and ensure integration across services.
- » Improve the user experience, management, quality, safety and sustainability of the current eMR by continuing to enhance the platform, integrate systems across services and providers and respond to the needs of clinical operations.
- » Support a mobile workforce by providing intuitive and mobile-friendly applications and solutions to improve clinical mobility and support workflow improvements initiatives.
- » Progress an investment plan that follows a clear direction for how virtual care services and digital analytics will be developed.
- » Invest in appropriate standardised technology including telehealth platforms, videoconferencing technology to support multidisciplinary teams, developing data and quality dashboards, remote monitoring technology.
- » Ensure equitable access and availability of technology to protect health data systems from ongoing cyber security risks.

5.4 Engage and support our workforce, patients, carers and partners in an increasingly digital healthcare environment

Supporting all stakeholders along the transformational journey to digital healthcare, and improving data literacy.

- » Develop systems that are accessible, easy to use and add value to our workforce through automation, streamlining workflows, providing real-time information to support decisions and supporting user mobility.
- » Increase the opportunities for co-design of clinical information systems and data analytical solutions to reduce the burden of data collection and deliver information that is clinically relevant.
- » Provide support for all staff to ensure that they are competent in digital healthcare and can capitalise on improved data analytics.
- » Co-design virtual care delivery with patients and carers to ensure that it is accessible, safe and provides the outcomes that matter to them.

STRATEGIC OUTCOME 5 (continued)**What does success look like?**

- » Increased number and breadth of research projects and the number of researchers involved across all disciplines.
- » Research and innovation extends to health service delivery and includes models of care, population health, patient and carer experience and enhanced and innovative application of data analytics to improve patient care.
- » Information systems are better integrated, more intuitive, and designed in partnership with clinicians so that information is both easier to collect and easier to access.
- » There is greater provision and access to data to inform operations and improve patient care.
- » Medical record systems are integrated with the Single Digital Patient Record state-wide program that will enhance connectedness.
- » Digital health, including telehealth and virtual care, are part of business as usual.
- » Significant progress has been made in achieving the vision of the St Leonards Health, Research and Education Precinct.

Essential metrics

MEASURE	TARGET
Virtual Care: Non-admitted services provided through virtual care (%)	Annual increase of 5%
Research Governance Application Authorisations – Site specific within 60 calendar days – Involving greater than low risk to participants (%)	≥ 75
Ethics Applications Approvals – By the Human Research Ethics Committee within 90 calendar days – 0 involving greater than low risk to participants (%)	≥ 75
Clinical Trials: Increase in the number of clinical trials open for recruitment (Number)	Year on year increase
Clinical Trials: Proportion of clinical trials that closed recruitment and recruited to target (%)	≥ 75

Enabling plans**NSW Health**

- » eHealth Strategy for NSW Health (2016-2026)
- » NSW Health and Medical Research Strategic Review (2012)
- » NSW Health Genomics Strategy Implementation Plan (2021-2025)
- » Population Health Research Strategy (2018-2022)
- » NSW Health Precincts Strategy (2022)

NSLHD

- » Digital Strategy (2021-2026)
- » Research Strategy (2019-2024)
- » Kolling Institute Research Strategy (2021-2025)
- » St Leonards Health, Research and Education Precinct Plan (2021)



Our services are sustainable, efficient and committed to planetary health

We use a value-based approach to optimise use of resources with a focus on embedding both planetary health and financially sustainable principles in everything we do

Why this is important

Value-based healthcare strives to deliver care that improves health outcomes that matter to patients and carers, the experiences of receiving care, the experiences of providing care, and the effectiveness and efficiency of care. It is important that all of the services we provide improve health outcomes and avoid unwarranted clinical variation. By understanding and measuring the patient experience through Patient Reported Measures, we are able to focus on delivering care that matters to patients and carers. Improving the experience of providing care and identifying opportunities for new ways of working will provide clinicians with more time for valuable, person-centred care.

Through focusing on value-based care, we can think differently about how we deliver person-centred care, maximise the use of resources, and invest in new and enhanced clinical services.

A truly sustainable organisation is supported by a strong corporate and clinical governance structure that ensures mechanisms are in place to guarantee effective decision making, in line with NSLHD's Strategic Plan and overall vision. It is important to NSLHD that these structures are inclusive of multidisciplinary teams and consumer input, and promote a shared sense of responsibility.

NSLHD has a responsibility to reduce our environmental impact while achieving the highest standards of health, wellbeing and equity for our patients, workforce and community. As healthcare professionals, we are uniquely placed to contribute to significant and sustainable change in the field of planetary health. Changes in patterns of disease due to climate change will begin to impact how NSLHD delivers clinical services, the type of services required and the workforce spectrum. Together with achieving our target of Net Zero carbon emissions by 2035, NSLHD must now progress work on implementing adaption and mitigation measures related to climate risk.



STRATEGIC OUTCOME 6 (continued)

Objectives

6.1 Optimise the use of resources by using an outcomes-focused approach to support efficient and effective care

Optimising the use of resources by identifying efficiency opportunities to maximise value and ensure financial sustainability.

- » Align patient outcomes with funding, and develop performance measures that ensure services and models of care are configured to be most effective.
- » Achieve effective asset management practices by driving a sustainable whole-of-life approach to asset management and continuously monitor the suitability, condition and performance of our assets.
- » Consider efficiency opportunities involving the application of technology including data analytics and virtual care.
- » Ensure the procurement of goods and services are fit for purpose, maximise value for money and encourage sustainability, diversity and innovation.

6.2 Deliver services that maximise value from existing resources and reduce waste

Value-based healthcare is a core component of all our services, with a particular focus on reducing inefficiencies and unwarranted clinical variation where possible.

- » Align value-based healthcare principles with all clinical decision making to support health outcomes that matter to patients and carers, improve experiences of providing and receiving care, and maximising effectiveness and efficiency of care.
- » Identify and implement innovative and locally relevant solutions to effectively manage and utilise resources.

6.3 Develop collaborative partnerships with external service providers to support our strategic objectives and deliver high quality health outcomes

Ensuring successful partnerships and collaborations underpin good governance while leveraging unique opportunities to deliver high quality services within an integrated health system.

- » Enhance existing partnerships and strategic investments with a focus on improving patient and carer experience and delivering value.
- » Invest in our health precincts, including the St Leonards Health, Research and Education Precinct, creating collaborative spaces of excellence to ensure we attract a diverse range of global industry partners and talent.
- » Leverage our partnership with Sydney North Health Network to promote person-centred and integrated care across primary, community, hospital and social care.

STRATEGIC OUTCOME 6 (continued)

6.4 Prioritise initiatives that positively impact planetary health and environmental sustainability

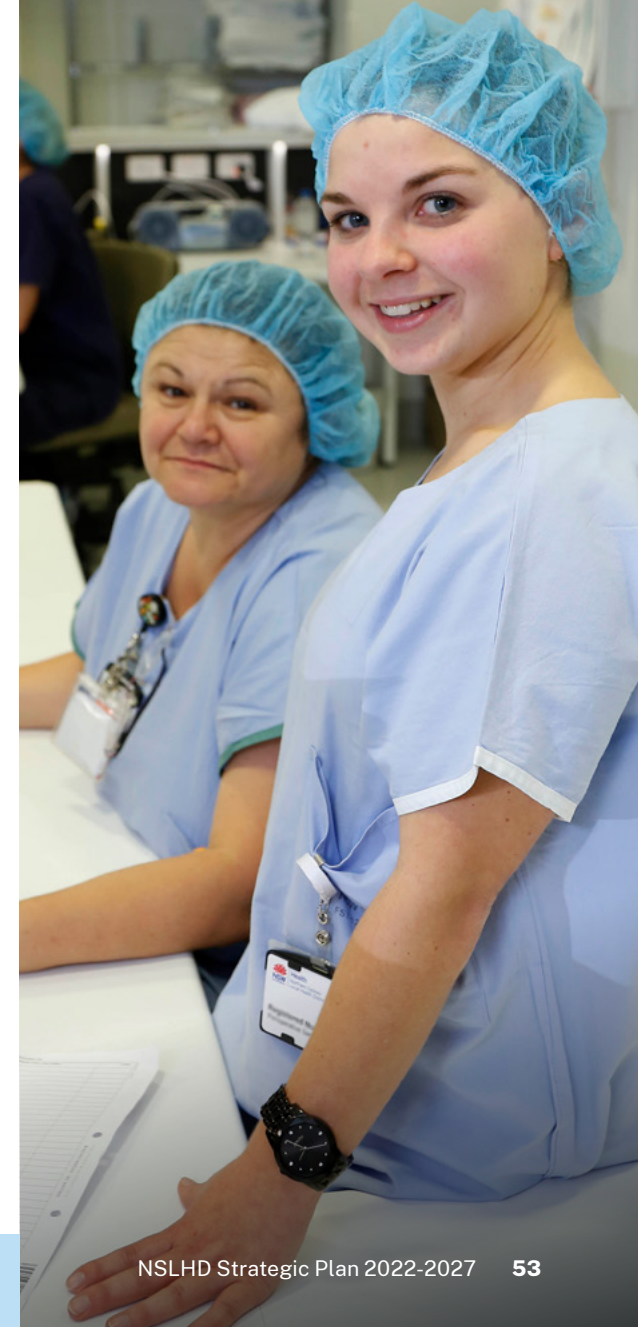
Prioritising initiatives to achieve Net Zero emissions by 2035.

- » Ensure models of care and infrastructure are consistent with our Net Zero trajectory.
- » Promote an environment that considers active transport and healthy place-making to support the physical and mental wellbeing of our patients, carers, staff and community.
- » Consider Net Zero principles for minor capital works where possible, and work with Health Infrastructure NSW to embed Net Zero principles in design, construction and operations for major capital works.
- » Work with our partners and suppliers to reduce emissions in our supply chains.
- » Implement efficiency projects that reduce utilisation of resources including energy and water.
- » Integrate effective waste management processes in all hospitals and services to reduce, re-use and recycle waste.
- » Build workforce capability to understand and implement sustainability best practice, including carbon literacy, and planning and preparing for physical and transition climate risks.

6.5 Ensure robust corporate and clinical governance standards are embedded in all decision making processes

Embedding appropriate governance, oversight, accountability, and risk management principles in all NSLHD operations.

- » Integrate clinical governance with corporate governance, in line with the National Safety and Quality Health Service Standards.
- » Ensure systems relating to internal control, ethical conduct, probity, risk management, management of information, and internal audit are regularly assessed and enhanced.



STRATEGIC OUTCOME 6 (continued)**What does success look like?**

- » The transition to a Net Zero health system is well underway, in line with our target of Net Zero emissions by 2035. Carbon footprint assessments have been completed for all hospitals and services, and staff consider environmental sustainability and planetary health in the development of new models of care.
- » Clinicians feel empowered to embed value-based healthcare principles that have the best outcomes for patients. NSLHD has collaborative and integrated partnerships with primary care, non-government organisations, education providers, industry and private service providers that enhance the patient experience of care.
- » Our services maximise value from resources and achieve a sustainable and on-budget financial position.
- » Clinical and corporate governance practices are embedded into our culture.

Essential metrics

MEASURE	TARGET
Net Cost of Service (NCOS) Matched to Budget – General Fund – Variance (%)	On budget or favourable
Annual Procurement Savings Target Achieved (% of target achieved)	≥ 95
Emissions Reduction against Baseline (%)	≥ 10 from 2024
Purchased Activity Volumes – Variance (%)	
Acute admitted (NWAU)	≤ + / -1.0%
Emergency department (NWAU)	≤ + / -1.0%
Non-admitted patients (NWAU)	≤ + / -1.0%
Sub and non-acute services – Admitted (NWAU)	≤ + / -1.0%
Mental health – Admitted (NWAU)	≤ + / -1.0%
Mental health – Non-admitted (NWAU)	≤ + / -1.0%
Alcohol and other drugs related Non-Admitted (NWAU)	≤ + / -1.0%

Enabling plans**NSW Health**

- » NSW Health Corporate Governance and Accountability Compendium (2020)
- » Service Agreement NSLHD and NSW Health (annual)
- » Resource Efficiency Strategy (2016-2023)
- » NSW Health Procurement Policy Framework (2022)
- » Value-Based Healthcare Framework (2020)

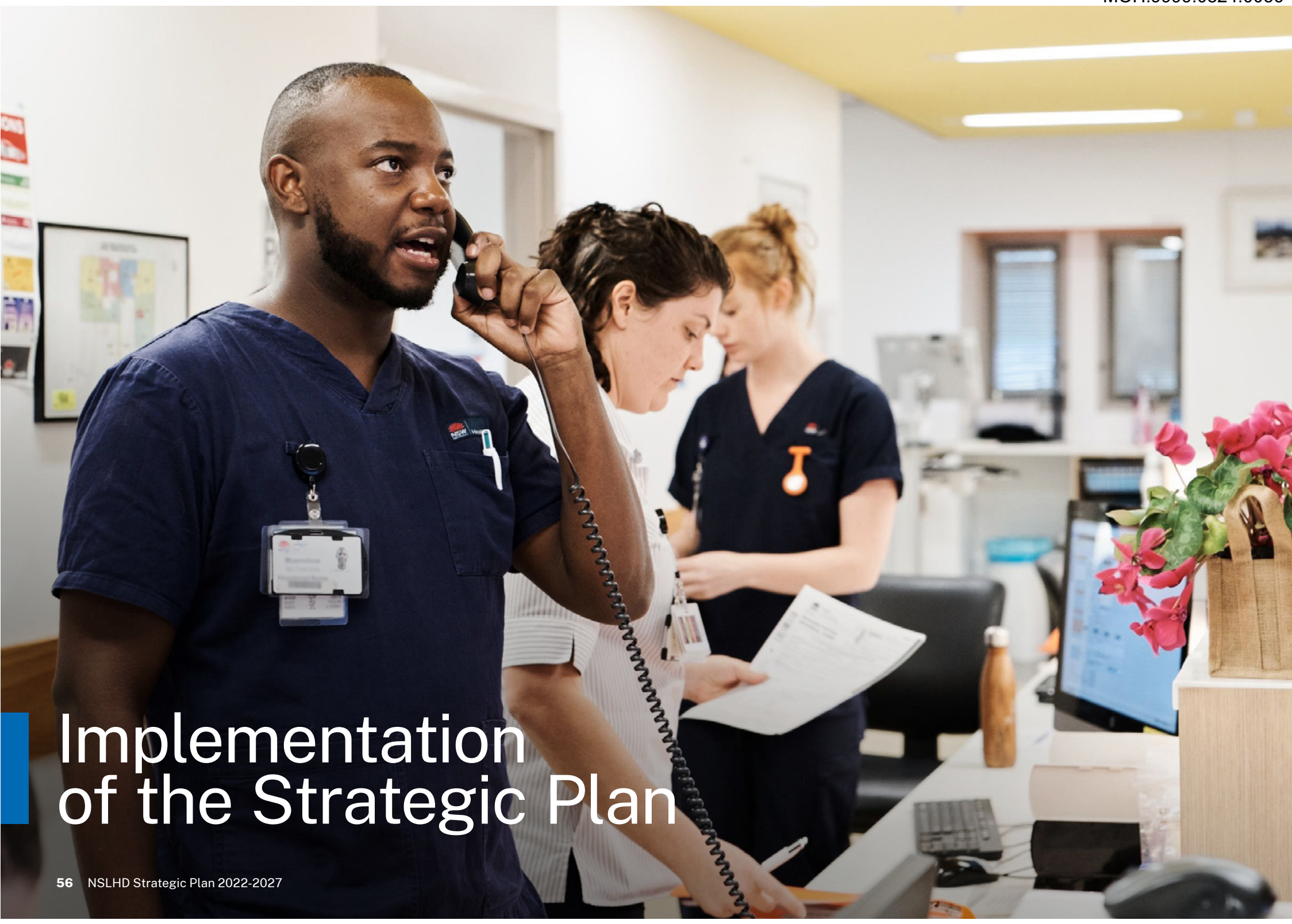
NSLHD

- » Clinical Services Plan (2023-2028)
- » Planetary Health Framework (2021-2023)
- » Corporate Governance Framework and Interim Plan (2021-2022)
- » Strategic Asset Management Plan (2021)
- » Asset Management Plan (2021)
- » NSLHD and Sydney North Health Network Partnership Agreement (2021)
- » Clinical Governance Framework (2022-2025)
- » Capital Plan (2021)



“

Clinical and corporate governance practices are embedded into our culture.



Implementation of the Strategic Plan

The development of the NSLHD Strategic Plan 2022-2027 is a critical step in setting our goals, priorities and future direction for the next five years. Equally important is the effective implementation of the Strategic Plan including tracking progress against our objectives, consistent and transparent reporting, and establishing accountability.

Responsibility for ensuring progress against each Strategic Outcome will be aligned to Executive portfolios with defined reporting requirements and accountabilities captured as part of the annual Performance and Talent Agreements review process.

Achievements against the Strategic Outcomes identified in this Strategic Plan will also be reported on a regular basis to the Chief Executive and Board, and will be published on the NSLHD website.

Implementation of the Strategic Plan will be governed by the *NSLHD Strategic Plan 2022-2027 Governance Committee*, chaired by the Chief Executive.

Together, the Governance Committee will be responsible for driving implementation of the Strategic Plan and monitoring progress against the achievement of key action items. The Governance Committee will also monitor progress against Strategic Outcome metrics and ultimately ensure that initiatives and projects are aligned with our goals and support the delivery of critical priorities and system performance.



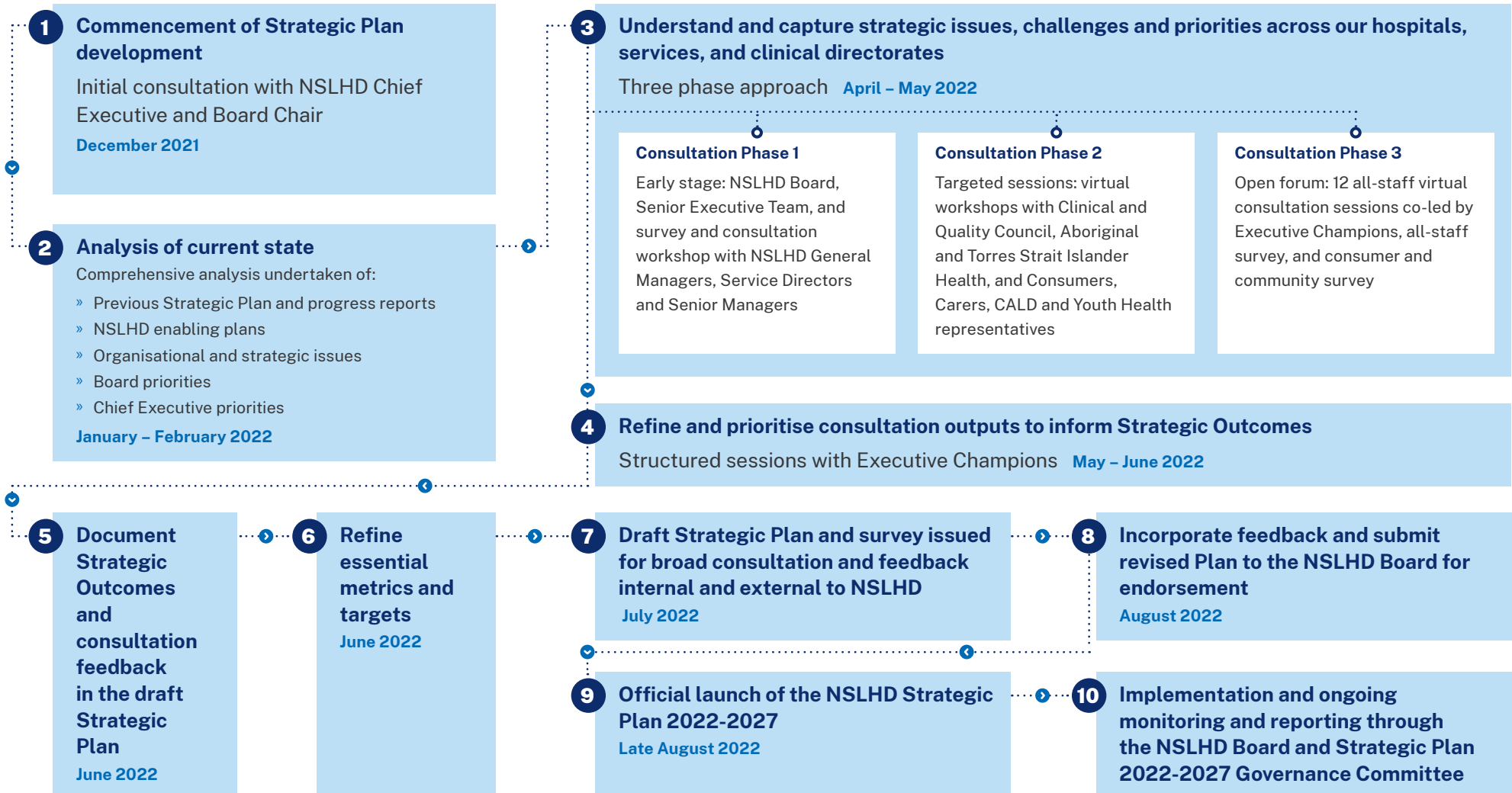
Planning Framework

The NSLHD Strategic Plan provides an overarching framework for the planning and delivery of services, reflecting our CORE values and key directions for the next five years.



Strategic Planning Process

The NSLHD Strategic Plan 2022-2027 was created through an intensive nine month phased consultation process with a broad range of stakeholders including our staff, patients, carers, consumers, community representatives, clinical leaders, primary care, and key service partners.



CORE Values



Our CORE Values

Our values are: Collaboration, Openness, Respect and Empowerment (CORE). Upholding these values, we are working together to focus on the quality of care provided to our patients and consumers. In practice this looks like:



Collaboration

With colleagues, we share our ideas and knowledge, offer assistance and conduct multidisciplinary meetings for clinical handover. With patients, consumers, carers and family members, we take the time to talk with and listen to you. We provide opportunities to communicate with our clinical teams and explain our roles and your care plan to you.



Openness

With colleagues, we communicate transparently and honestly, participate in constructive feedback and take time to listen to each other. With patients, consumers, carers and family members, we introduce ourselves and address you by your preferred name, taking time to discuss your needs and expected care outcomes, and acknowledge and apologise if mistakes occur.



Respect

With colleagues, we are inclusive and treat each other with fairness, resolving issues constructively with each other and ensuring our work environment is safe. With patients, consumers, carers and family members, we keep your information confidential, wash our hands before and after seeing you, and we take your concerns seriously and follow up to ensure you get safe, high quality care.



Empowerment

With colleagues, we acknowledge strengths and complementary skills in others, we support and mentor each other to be our best every day, and we thank others for their efforts and congratulate their achievements. With patients, consumers, carers and family members, we acknowledge that you are the experts of your own life and therefore we enable communication and participation in your healthcare journey ensuring you are involved in making informed decisions.



NSLHD in Numbers

Workforce (2020/2021)



10,691
total workforce (8,792 FTE)

5,023
Nursing including 178 clinical nurse/
midwife consultants

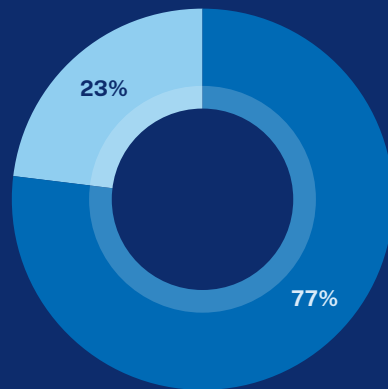
1,404
Allied Health

1,488
Medical including 553 staff specialists

673
Visiting Medical Officers



MEDIAN AGE IS
41 years
with 64% of the workforce
over 34 years of age



77% FEMALE **23% MALE**



51 people (0.55%)
identify as Aboriginal and/or
Torres Strait Islander

Five hold senior leadership positions



28%
speak a language other than
English at home



1%
of the workforce identify that they
have a disability



45%
senior management positions held by
women (NSW Health 40.3%, public
sector 37%)

LGBTQI+

4.9%
of staff who responded to the 2021 People
Matter Employee Survey (PMES) identify
as LGBTQI+

Education and Training (2021)



EARLY CAREER

235 GradStart positions
for newly qualified nurses/midwives

301 junior doctors
in pre-vocational training
(including Northern Beaches Hospital)

19 new graduate
allied health staff (designated New Grad roles)

287 doctors
in specialty training



CLINICAL PLACEMENT

587
allied health students

545
medical and dental students

2,609
nursing and midwifery students



CONTINUING LEARNING AND DEVELOPMENT

1,789
employee learning programs
(published in My Health Learning) provided

15,309
total number of participants

Planetary Health



900 tonnes
of carbon emissions saved per year

1 million
Kilowatt Hours (kWh) of power
produced per year

5000+
lights replaced with LED panels
reducing power consumption for
lighting by 65%

220
toilets have been replaced with
water saving dual flush toilets

700+
basin taps have water reducing
devices installed

17
energy efficient boilers installed



Rooftop solar energy
systems installed at Hornsby
Ku-ring-gai and Mona Vale
Hospitals



Hornsby Ku-ring-gai Hospital
is one of the largest hospitals
with solar panel installations
in Australia

NSLHD IN NUMBERS (continued)

Research



NURSING AND MIDWIFERY (2021)

72	14 higher degree	29
active research studies	research candidates	national and international conference presentations
24	76	452
grant applications submitted	peer reviewed publications	participants in Nursing and Midwifery education program
10 grants	10	
awarded totalling over \$2 million	state/national awards and nominations	



MEDICAL AND OTHER (202)

435	1,332	221
active clinical trials	peer reviewed papers	governance applications
632	1,395	49
active research staff across NSLHD	matters reviewed by research ethics and governance	committee meetings across human, animal and institutional biosafety

Information and Communications Technology



TELECOMMUNICATIONS (2021 / 2022)

5,511	1,300+
mobile phones	active users each day
10,507	18,800
landlines	voice calls each month
10,000+	5,700
Skype accounts with 6,400 accounts migrated to Microsoft Teams	video calls each month
	20,400
	online meetings each month



CYBER SECURITY STATISTICS FROM MAY 2021 TO MAY 2022:

203
NSLHD cyber security incidents actioned by ICT
9
Security Incidents reported by NSLHD users
67.8% of staff
completed Mandatory Cyber Security Training

Health Promotion (2021)



8,732

NSLHD residents accessed healthy eating and active living programs including the Get Healthy and Go4Fun programs

113

NSLHD healthy built environment recommendations were adopted by councils and urban planning bodies

30

new no smoking entry signage installed across NSLHD facilities

24

health promotion recommendations were adopted for North Sydney liquor license decisions and 9 alcohol advertisements removed from public domain or amended as per health promotion recommendations

97,000

people reached by the "Drink Less, Live More" social media campaign (informed by research conducted with Northern Beaches women aged 35-59 years)

266

falls prevention classes for older adults aged 65+ (18,387 occasions of service); 2,341 participants completed 5 of 7 sessions

34,144

childbirth and early parenting education sessions for expectant parents

2,781

Healthy Lifestyle exercise classes for older adults (293,360 occasions of service)

500

online liquor licences were audited, with key recommendations incorporated into NSW legislation and published in peer reviewed journal Public Health Research and Practice in October 2021

126,360

NSLHD children (153 primary schools and 432 early childhood services) were supported through the Healthy Children Initiative

NSLHD Population Health Network established

to promote the health and wellbeing of our whole Northern Sydney population



107

NSLHD school canteens,

173

early childhood centres and

98

food and drink outlets in NSLHD health facilities were supported to offer healthier menus and vending options



9 NORTHERN SYDNEY SPORTING CLUBS

implemented alcohol and domestic violence policies,

workshops and communication strategies for players, club representatives and their fans





Northern Sydney
Local Health District

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nslhd.health.nsw.gov.au