

Nepean Blue Mountains Local Health District

Strategic Plan

2023 - 2028

Together Achieving Better Health



The Nepean Blue Mountains Local Health District acknowledges the traditional custodians of the lands and waterways within its boundaries including the Darug, the Gundungurra and the Wiradjuri people.

We acknowledge and pay respects to Elders past and present.

We extend that respect to our local Aboriginal community and staff. We celebrate their strength and enduring connection to culture.

Within this document the term Aboriginal refers to all Aboriginal and Torres Strait Islander Peoples.

COVID-safe infection prevention and control measures were followed at the time all photographs were taken. These measures have varied as we have responded to the COVID-19 pandemic.

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A Message from the Board Chair

**The Hon. Peter Collins AM KC,
NBMLHD Board Chair**



A Message from the Chief Executive

**Kay Hyman,
NBMLHD Chief Executive**

On behalf of the Board, I present the 2023-2028 Strategic Plan for the Nepean Blue Mountains Local Health District. Planning for the future delivery of health services is essential if we are to successfully meet the health needs of our growing and ageing population.

The previous few years have tested health systems worldwide. We are proud of the way our people and our services have responded to meet these complex challenges. History has taught us that following times of disaster and challenge, comes an opportunity for transformation, innovation and reform. The Board is confident that our experienced District Executive team, ably lead by Chief Executive Kay Hyman, is well placed to lead the organisation into the future.

“Importantly, as technology and innovation drive new approaches to health care delivery, we remember that people are at the heart of health care.”

The next five years will see exciting new developments across the District, with the building of the second tower, an inpatient child and adolescent mental health unit, and a dedicated palliative care unit on the Nepean campus, a new community health centre on the Soper Place site, and an expansion in virtual care capability across the region.

We will continue to offer more services in the community, in people’s homes and virtually. To meet the health needs of the community we will strengthen our partnerships with the Nepean Blue Mountains Primary Health Network, local councils, Aboriginal services, consumer representatives, other agencies and non-government organisations.

Importantly, as technology and innovation drive new approaches to health care delivery, we remember that people are at the heart of health care. We remain committed to involving patients in their own care, improving their experiences in our services and supporting and equipping our staff to deliver high quality care for all residents across the region we serve.

By working in collaboration to achieve the key objectives and deliverables in this Strategic Plan we can achieve our vision of Together Achieving Better Health.

Peter Collins

**The Hon. Peter Collins AM KC,
NBMLHD Board Chair**

A new Strategic Plan provides the opportunity to look to the future at how we will deliver care over the next five years and beyond.

We have aligned our Strategic Plan with NSW Health’s roadmap for the NSW health system, Future Health: Guiding the next decade of care in NSW 2022-2032. This Plan outlines how our Local Health District contributes to NSW Health’s vision of a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.

Our staff remain committed to closing the gap in health equality and life expectancy for Aboriginal communities. We recognise that Aboriginal people are best placed to make decisions for themselves. That is why we will continue to listen to our Aboriginal staff and local communities to find ways to improve the health outcomes and health care experiences of our First Nations people.

This plan demonstrates the action we are taking towards a more sustainable future. We recognise the efficiencies and high-quality care that can be gained through value based healthcare initiatives. This plan outlines our approach to value based health care and strengthening the financial and environmental sustainability of our Local Health District.

We are excited about developing the District’s research capability. Our new Research Strategy sets out our commitment to investing in research infrastructure, building staff capacity to undertake research that improves patient experiences and outcomes, and strengthening research partnerships with the community, universities, education partners, research institutes and industry.

To deliver on this Strategic Plan, we have aligned our annual operational planning and reporting to its six strategic outcomes and the 29 key objectives. This approach will bring the plan to life and ensure we are working with purpose towards achieving its vision. By embedding the strategic plan into our annual planning and reporting cycle, all staff can identify where their work fits and see how their combined efforts contribute to the bigger picture goals of our Local Health District. The District Executive team are committed to working in collaboration to achieve the deliverables outlined in this Plan.

We recognise and acknowledge the wonderful work our staff undertake every day. Responding to the pandemic presented many challenges and we are dedicated

to supporting our staff through the recovery phase and beyond. Staff are the beating heart of our health care services, and we are committed to ensuring they are engaged and well supported. This plan sets out how we will build positive work environments that bring out the best in everyone and equip people with the skills and capabilities to be an agile, responsive workforce to meet the future care needs of our population.

The District Executive team and I will commit to working with staff, our partners and the community to achieve our vision of Together Achieving Better Health.

Kay Hyman

**Kay Hyman,
NBMLHD Chief Executive**

Our Vision and Values

Our Vision

Together Achieving Better Health

We will drive innovation and excellence in health service delivery and provide safe, equitable, high quality, accessible, timely and efficient services that are responsive to the needs of patients and the community.

Our Values

Our values support our vision, shape our culture and reflect our principles and beliefs.

NSW Health CORE Values:

- Collaboration
- Openness
- Respect
- Empowerment

NBMLHD SAFER Values:

- Safety
- Agility and responsiveness
- Fairness and equity
- Excellence
- Resource effectiveness

About us



Nepean Blue Mountains Local Health District (NBMLHD) is one of 15 local health districts across New South Wales that operate public hospitals and institutions and provide health services to communities. The District covers the local government areas of Penrith, Hawkesbury, Blue Mountains and Lithgow.



Darug, Gundungurra and Wiradjuri peoples are the traditional custodians of the land and we are proud to work in partnership with Aboriginal communities across the region.

Oral Health, Mental Health, Drug and Alcohol, Cancer Care, Population Health and Public Health services are available at multiple locations across the District.

With around 7,000 staff, we are responsible for the health and wellbeing of more than 384,000 people living in rural, remote and concentrated suburban areas across the local government areas (LGAs) –almost 9,179 km². The total population is expected to reach 430,000 by the year 2036.

We have a strong and vibrant multicultural community with an estimated 20% of our residents born overseas. The main languages other than English spoken at home in our region are Arabic, Filipino, Hindi, Mandarin and Punjabi.

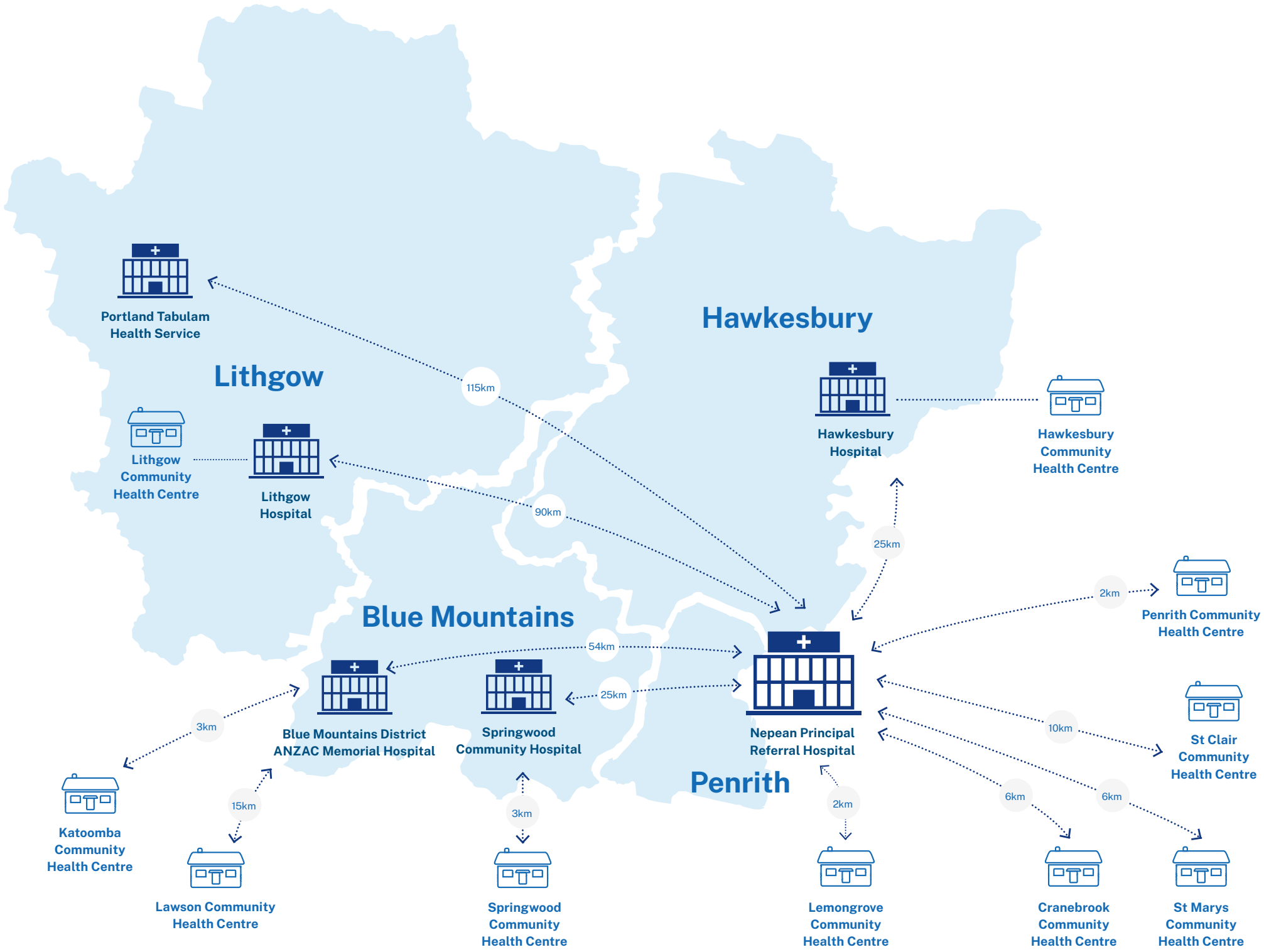


Our staff deliver world-class and innovative health care in five hospitals and nine community health centres. Services are provided to people of all ages, from before birth, throughout child development to chronic and complex conditions, and palliative care. Hawkesbury District Health Service, which includes a hospital and community health centre, is operated by St John of God Health Care, under a public-private partnership with the District.

We are uniquely placed to draw on over 100 years of continuously caring for our community. From humble beginnings in 1860, and our historic Blue Mountains District Anzac Memorial Hospital, to our brand new 14-storey Nepean Hospital clinical tower, our dedication has always been to provide exceptional patient and consumer care that is responsive to the needs of our community.

Our community

Sources: ABS Census 2021 & Profile ID (<https://profile.id.com.au/nbmphn>); NSW Dept of Planning and Environment (NSW DPIE) 2022 Population Projections; HealthStats: Deaths by Leading Cause, This data was chosen as it was the most holistic causal data that aligned with: Flow info v20.0 (top 5 disease groups), Top reasons for hospitalizations



384,000
people in 2022

10%
of population over 70 years of age

20%
were born overseas

7.3%
projected population growth by 2032

Cancer
is the leading cause of premature death

4.7%
of population are Aboriginal

56%
of residents live in the Penrith LGA

14%
of residents were born in non-English speaking countries

Higher
rates of mental health and behavioural conditions compared to NSW average

Higher
rates of obesity in adults, compared to the NSW average

Higher
rates of chronic obstructive pulmonary disease compared to the average for NSW

Our Staff

Seventy per cent of our 6,647 dedicated staff reside locally, either within the Nepean Blue Mountains Local Health District or surrounding postcodes.

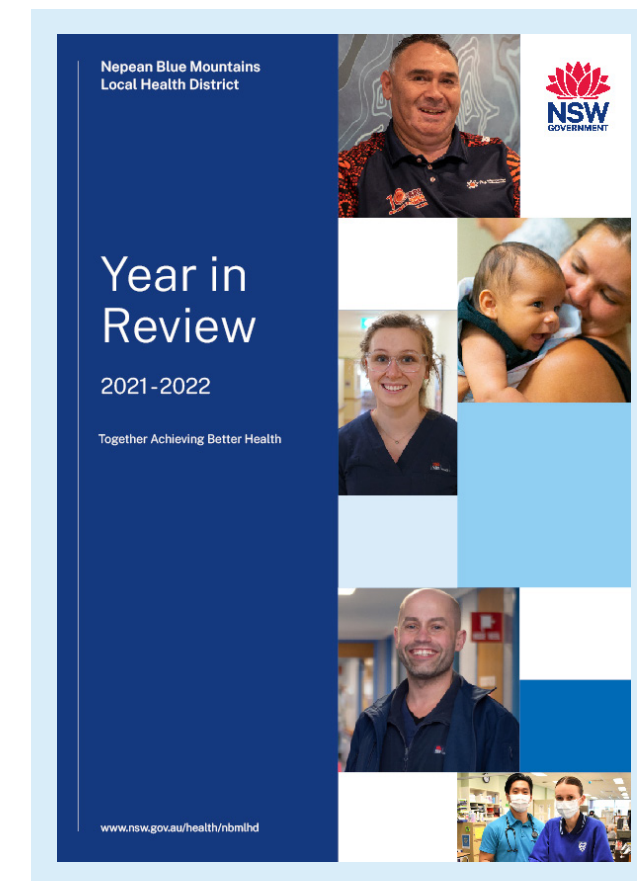
<p>Medical</p> <p>752</p> <p>staff members</p>	<p>Clinical Support, Management, Admin and Miscellaneous</p> <p>1,844</p> <p>staff members</p>	<p>Allied Health</p> <p>713</p> <p>staff members</p>
<p>Identify as Aboriginal</p> <p>139</p> <p>staff members</p>	<p>Nursing and Midwifery</p> <p>3,203</p> <p>staff members</p>	<p>Oral Health</p> <p>108</p> <p>staff members</p>
<p>Board</p> <p>9</p> <p>members</p>		<p>Research/Academic</p> <p>27</p> <p>staff members</p>

Source: Estimates downloaded from Stafflink for period 01/07/2021–30/06/2022. Data includes casual, and staff on extended or unpaid leave.

2018-2022 Achievements

Our key achievements during the previous Strategic Plan 2018-2022 are reported in our annual Year in Review publications.

Despite the many challenges for staff and services during the COVID-19 pandemic, we were still able to achieve key goals to improve health care in the region throughout the 2018-2022 period.



Download the latest NBMLHD Year in Review:
<https://www.nsw.gov.au/health/nbmlhd/about-us>

Top 10 Achievements

- 1 Implemented a comprehensive emergency response to the COVID-19 pandemic, including testing clinics and Hospital in the Home.
- 2 Enhanced the Nepean Mental Health therapeutic environment with new courtyard spaces and renovated rooms co-designed with consumers and carers.
- 3 Implemented Koori Kids program and Aboriginal traineeships to build our Aboriginal workforce.
- 4 Received NSW Premier's Award for the Patient Experience pilot in Nepean Hospital Emergency Department.
- 5 Established a dedicated joint mental health emergency response with the Police Ambulance Clinical Early Response (PACER) team.
- 6 Opened the new 14-storey Nepean Hospital clinical tower, following extensive community consultation to guide design.
- 7 Provided a public health response to multiple natural disasters, with major floods, storms and bushfires affecting all local government areas in the District.
- 8 Opened the Nepean Vaccination Clinic and implemented COVID-19 vaccination program.
- 9 Rapidly expanded telehealth and virtual care to support better connectivity between patients and clinicians.
- 10 Established new models of care and discharge processes in Mental Health and Drug and Alcohol Services to improve care for Aboriginal and Culturally and Linguistically Diverse communities.



Improving health and wellbeing for Aboriginal people

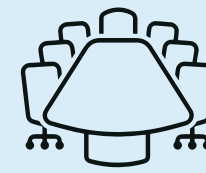
The NBMLHD Aboriginal Health Plan 2021-2026 provides our agenda for improving health outcomes among Aboriginal people and improving the experience of Aboriginal patients.

We are deeply committed to addressing the poorer health outcomes and disproportionately high rates of chronic illness experienced by Aboriginal people living in our region. We are also committed to closing the gap in both life expectancy and infant mortality.

Achieving our shared goals will require a dedicated focus across the entire District, with each team and each facility having a unique and important role to play.

Download the NBMLHD Aboriginal Health Plan 2021-2026:

<https://www.nsw.gov.au/health/nbmlhd/about-us>



7

staff workshops



9

staff consultations



2

community consultations



1

staff survey

Approach to planning

This Strategic Plan has been developed through inclusive consultation and engagement with our staff, community, the Board and Executive team.

Seven workshops and nine staff consultation sessions were attended by clinical and non-clinical staff, and key partners such as St John of God.

Separate consultation sessions were held with consumer and community advisory committees. A whole of staff survey was also undertaken to seek feedback and input on the draft plan. The Board and Executive team gave guidance and advice at key stages of the process. The outcomes of these workshops and consultations informs the Plan's deliverables.



Future Health

Our Strategic Plan aligns with other key plans across NSW and within the District.

The strategic outcomes and key objectives in this strategic plan align to **Future Health: Guiding the next decade of care in NSW 2022-2032**. Our Strategic Plan outlines how our District will contribute to achieving the goals described in Future Health.

Future Health is the roadmap to achieve NSW Health's vision. It will help guide the next decade of care in NSW while adapting to and addressing the demands and challenges facing our health system. It is also a reflection of the aspirations of the NSW community, patients, workforce and partners in care for how they envisage our health system by 2032. Future Health was developed by the NSW Ministry of Health through extensive consultation.

NSW Health Strategic Outcomes


	<p>01</p>	<p>Patients and carers have positive experiences and outcomes that matter People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.</p>
	<p>02</p>	<p>Safe care is delivered across all settings Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.</p>
	<p>03</p>	<p>People are healthy and well Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.</p>
	<p>04</p>	<p>Our staff are engaged and well supported Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences.</p>
	<p>05</p>	<p>Research and innovation, and digital advances inform service delivery Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.</p>
	<p>06</p>	<p>The health system is managed sustainably The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.</p>



01 Patients and carers have positive experiences and outcomes that matter



02 Safe care is delivered across all settings



Key Objectives

- 1.1 Partner with patients and communities to make decisions about their own care
- 1.2 Bring kindness and compassion into the delivery of personalised and culturally safe care
- 1.3 Drive greater health literacy and access to information
- 1.4 Partner with consumer representatives in co-design and implementation of models of care consultation

Our Deliverables

- 1.1.1 Implement the NSW Health Patient Reported Measures Framework at a District level
- 1.1.2 Embed advance care planning and other care planning processes
- 1.2.1 Implement the Elevating the Human Experience Strategy at a District level
- 1.2.2 Strengthen the cultural competence of the non-Aboriginal workforce
- 1.3.1 Embed health literacy principles into communications with patients, carers and the community
- 1.4.1 Implement the NSW Health Consumer Engagement Policy
- 1.4.2 Reimagine approaches to consumer engagement and adopt innovative engagement strategies

Key Objectives


- 2.1 Deliver safe, high quality, reliable care for patients in hospital and other settings
- 2.2 Deliver more services in the home, community and virtual settings
- 2.3 Connect with partners to deliver integrated care services
- 2.4 Strengthen equitable outcomes and access for rural, regional and priority populations
- 2.5 Align infrastructure and service planning around the future care needs

Our Deliverables

- 2.1.1 Comply with annual Service Agreements
- 2.1.2 Enable clinical streaming across the District and launch and embed 'Excellence Together'
- 2.1.3 Improve integration between hospital and community-based services
- 2.2.1 Expand delivery of non-admitted services through virtual care
- 2.2.2 Collaborate to design and promote hospital avoidance strategies
- 2.2.3 Implement the NSW Health Virtual Care Strategy at a District level
- 2.3.1 Build on and foster partnerships with Nepean Blue Mountains Primary Health Network, Residential Aged Care Facilities and other key stakeholders
- 2.3.2 Implement the NSW Health Strategic Framework for Integrating Care at a District level
- 2.4.1 Implement the Regional Health Plan at a District level
- 2.4.2 Launch and implement our Disability Inclusion Action Plan
- 2.4.3 Implement our Youth Health Framework
- 2.4.4 Identify and respond to access and equity issues for marginalised populations
- 2.4.5 Implement the Integrated Prevention and Response to Violence, Abuse and Neglect Framework
- 2.5.1 Deliver infrastructure and redevelopment projects across the District
- 2.5.2 Deliver our Health Care Services Plan
- 2.5.3 Implement the recommendations of the supportive and palliative care review



03 People are healthy and well



04 Our staff are engaged and well supported



Key Objectives

- 3.1 Prevent, prepare for, respond to and recover from pandemic and other threats to population health
- 3.2 Get the best start in life from conception through to aged five
- 3.3 Make progress towards zero suicides recognising the devastating impact on society
- 3.4 Support healthy ageing ensuring people can live more years in full health and independently at home
- 3.5 Close the gap by prioritising care and programs for Aboriginal people
- 3.6 Support mental health and wellbeing for our whole community
- 3.7 Partner to address the social determinants of ill health in our communities

Our Deliverables

- 3.1.1 Implement the Health Services Functional Area Supporting Plan and Pandemic Influenza Plan
- 3.1.2 Implement the NSW Health Protection Plan and Public Health Network Plan
- 3.1.3 Partner with stakeholders to address effects of climate change on population health
- 3.2.1 Deliver our First 2000 Days Implementation Plan
- 3.2.2 Deliver on relevant actions from the Henry Review Implementation Plan
- 3.3.1 Partner with Nepean Blue Mountains Primary Health Network to deliver the Joint Regional Mental Health and Suicide Prevention Strategic Plan
- 3.4.1 Implement our Multicultural Aged Care Plan
- 3.4.2 Scope further programs and initiatives under healthy ageing
- 3.5.1 Implement our Aboriginal Health Plan
- 3.5.2 Partner with Greater Western Aboriginal Health Service and other agencies to deliver integrated Aboriginal health services
- 3.6.1 Implement our Mental Health Strategic Plan and universal mental health promotion strategies
- 3.7.1 Collaborate with partners to address the social determinants that influence health outcomes
- 3.7.2 Promote and reinforce healthy behaviours of communities and individuals through health promotion strategies

Key Objectives

- 4.1 Build positive work environments that bring out the best in everyone
- 4.2 Strengthen diversity in our workforce and decision-making
- 4.3 Empower staff to work to their full potential around the future care needs
- 4.4 Equip our people with the skills and capabilities to be an agile, responsive workforce
- 4.5 Attract and retain skilled people who put patients first

Our Deliverables


- 4.1.1 Implement the NSW Health Workforce Plan 2022-2032
- 4.1.2 Respond to key themes from the People Matter Employee Survey
- 4.2.1 Implement our LHD Workforce Plans
- 4.2.2 Implement our Diversity Inclusion Plan
- 4.2.3 Implement our Aboriginal Workforce Strategy
- 4.3.1 Embed and foster the uptake of our Career Pathways Framework
- 4.3.2 Implement our Education and Training Strategic Framework
- 4.4.1 Enhance staff digital literacy and technical skills capabilities
- 4.4.2 Integrate Leadership Success Profiles across the employment lifecycle
- 4.5.1 Launch and implement our Employee Engagement and Retention Strategy
- 4.5.2 Build on partnerships with tertiary training and education providers



05 Research and innovation, and digital advances inform service delivery



06 The health system is managed sustainably



Key Objectives

- 5.1 Advance and translate research and innovation with institutions, industry partners and patients
- 5.2 Ensure health data and information is high quality, integrated, accessible and utilised
- 5.3 Enable targeted evidence-based healthcare through precision medicine
- 5.4 Accelerate digital investments in systems, infrastructure, security and intelligence

Our Deliverables

- 5.1.1 Implement our Research Strategy
- 5.1.2 Implement the National Clinical Trials Research Governance Framework
- 5.1.3 Implement the NSW Clinical Trials Management System
- 5.2.1 Implement our Data and Analytics Strategy
- 5.2.2 Develop and implement our Information Management Framework
- 5.2.3 Implement the NSW Health Data Governance Framework
- 5.3.1 Implement short and medium term actions from the NSW Health Genomics Strategy Implementation Plan
- 5.4.1 Implement an Information and Communications Technology Strategy
- 5.4.2 Facilitate the continued adoption of the eHealth Strategy for NSW Health

Key Objectives

- 6.1 Drive value based healthcare that prioritises outcomes and collaboration
- 6.2 Commit to an environmentally sustainable footprint for future healthcare
- 6.3 Adapt performance measurement and funding models to targeted outcomes
- 6.4 Align our governance and leaders to support the system and deliver the outcomes of Future Health

Our Deliverables

- 6.1.1 Deliver the range of value based healthcare initiatives, including the Leading Better Value Care program
- 6.1.2 Partner with Nepean Blue Mountains Primary Health Network to conduct collaborative commissioning approaches to improve patient and community outcomes
- 6.2.1 Implement our Sustainability Plan
- 6.2.2 Undertake climate change risk assessments and respond to identified issues
- 6.3.1 Establish our Performance Framework
- 6.4.1 Establish a Leadership Capability and Accountability Framework
- 6.4.2 Adopt a governance framework for monitoring the implementation of Future Health
- 6.4.3 Evaluate and improve effectiveness of risk management, control and governance processes

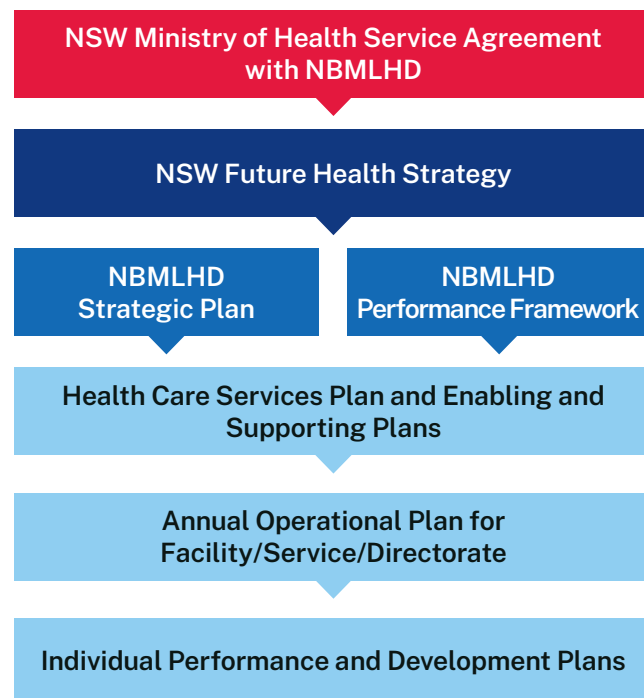
Evaluating and monitoring progress

The Strategic Plan will be implemented using the Planning and Accountability Framework below. The activities to meet our deliverables will be reflected in our service, facility and directorate annual operational plans.

Progress against operational plans will be reported quarterly, with summaries provided to the District Executive and Board. Feedback will also be provided to staff about progress against this plan.

The annual operational planning process will help the District to refresh activities yearly for the duration of the Strategic Plan.

Planning and Accountability Framework



Our Performance Framework

Our Performance Framework also supports implementing our Strategic Plan.

The Framework:

- Clearly articulates the service delivery and performance expectations of all leaders across the organisation
- Aligns performance to organisational objectives
- Monitors and supports desired performance
- Identifies, responds to and manages risks to performance
- Articulates what success looks like and how each leader contributes to the organisation's success.

The Performance Framework provides governance and consistency with our priorities and goals within the Strategic Plan. The key elements of the Framework below, are supported by the District Performance Review Process.

1. Annual Resource/Budget Allocation
2. Operational Plans
3. Performance Monitoring
4. Performance Review Process
5. Reporting Framework

The Performance Framework is being progressively rolled out across the District.



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