




SYDNEY CHILDREN'S HOSPITALS NETWORK

STRATEGIC PLAN

2023
-
2027





We would like to acknowledge Sydney Children's Hospitals Network (SCHN) sits upon the spiritual lands looked after for many thousands of years by the Gadigal and Bidjigal peoples who traditionally occupied the Sydney coast at Randwick, the Burramattagal people of the Darug Nation, at Westmead, the Gayamaygal people of Manly and the Darak people at Bankstown.

SCHN also acknowledges that no matter where you are today, under all the asphalt and concrete, this is, was and always will be, Aboriginal Land. SCHN would like to acknowledge and pay respect to all Elders, past and present, our Aboriginal children who are our future leaders and all other Aboriginal people, who form the oldest continuous living culture on earth. Particularly those from the stolen generations who never made it home.

SCHN also acknowledges events of the past continue to cause pain and suffering for Aboriginal people and communities today. We acknowledge further uncomfortable conversations, truth telling in reconciliation and action is necessary, to truly heal the wounds of our shared history.

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A MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE

The Sydney Children's Hospitals Network is the largest paediatric health care service nationally and is undergoing significant transformation. More than \$1.3 billion has been invested in redevelopment programs at the Sydney Children's Hospital, Randwick, the Minderoo Comprehensive Children's Cancer Centre, and The Children's Hospital at Westmead. The Westmead and Randwick Health and Innovation precincts are continuing their evolution into world-class health research, education and teaching hubs.

As we plan for the future, we know people are the foundation of our health services. Every day, our people provide exceptional quality care, making a difference to the lives of children, young people and their families.

This Strategic Plan (the Plan) has been developed in consultation with our people, the children, young people, families we are here for, and our health care partners. Our Plan builds on consultation with over 1000 stakeholders. This feedback has guided our future direction, priorities and plans for collaboration over the next five years. The Plan builds on our strengths as a world-leading health service, as we continuously strive to build on the very best care we provide for children and young people in NSW.

Our health system has experienced unprecedented change in responding to a global pandemic. Our people have been flexible and resilient, developing new and creative models of care, providing quality health care in challenging times. This experience has reinforced the critical importance of health and wellbeing, collaboration, partnerships, digital care, research and education – all key elements of this Plan.

Our comprehensive services and support goes beyond the hospital setting. We provide services at Bear Cottage (the only children's hospice in NSW), the Newborn and Paediatric Emergency Transport Service (a statewide emergency retrieval service), the Children's Court Clinic and Kids Research. We are leaders in translational research, personalised medicine and advanced therapeutics, using research to inform clinical change, improve outcomes and help children and young people live their best and healthiest lives.

We are committed to sustainability and are working towards 2035 net zero, making changes now to benefit children and young people and future generations. Digital advancements, such as a statewide single digital health record and interactive patient technologies, along with integrated teams, systems, processes, and sustainable funding models will enable us to do more for patients and our people.

To meet the challenges ahead we know we need to do things differently, and we will need to work together to explore and develop innovative and new ways of working to truly transform care. Thank you to everyone who has contributed and informed the development of this Plan. You have helped shape our future direction transforming the health and wellbeing of children and young people now, and into the future.

ELIZABETH CROUCH AM
BOARD CHAIR



CATHRYN COX PSM
CHIEF EXECUTIVE





VISION, PURPOSE AND VALUES

OUR VISION

A world-leading health service for children and young people





OUR PURPOSE

Helping children and young people live their healthiest lives

OUR VALUES

- | | |
|------------------------|----------------------|
| C Collaboration | R Respect |
| O Openness | E Empowerment |

OUR STRENGTHS

-  Our people, services and facilities
-  Research, innovation and data-enabled
-  Digitally enabled
-  Listening, learning and action culture

TRANSFORMING HEALTH CARE FOR CHILDREN AND YOUNG PEOPLE

This Plan provides direction to realise our aspirations as a world-leading health service for children, young people and their families. Our strategic priorities and strategic objectives will guide us, as we transform the health and wellbeing of children and young people now, and into the future.





**STRATEGIC
PRIORITY**

1

WHAT WE DO MATTERS



Children, young people and their families are central to everything we do.

Patients and families inform our models of care which are focused on the outcomes that matter to them. We value the input of children, young people and their families in the planning, delivery, evaluation and improvement of services, in order to achieve the best possible health outcomes.

We will continue to work with patients and their families to deliver child and family-centred care and improve the patient experience. Our focus is on empowering, supporting and respecting each patient's needs.

We recognise the importance of interdisciplinary teams working with patients and their families to deliver high-quality care and outcomes. We will continue to collaborate with primary care providers, local health districts and non-government organisations to connect care for patients.

We will expand our VirtualKIDS service, which provides children and young people with specialist care at home. We will continue to embrace innovation and new ways of working to make a difference in children and young people's lives.

STRATEGIC OBJECTIVES

- Engage children, young people and families as equal partners
- Adopt evidence-based, contemporary, and responsive models of care
- Ensure teams, systems and processes are integrated to support high-quality care
- Build on patient-centred partnership models across sectors to deliver shared care closer to home
- Co-design services with patients and their families to improve service delivery
- Create a physical environment that enhances health and wellbeing

INDICATORS OF SUCCESS

- Meeting or exceeding indicators of Patient Reported Outcome and Experience Measures
- Increased care closer to home:
 - » Extended access to virtual care
 - » Partnering with local providers and across sectors
- Delivering hospital redevelopments that provide environments promoting wellness

**STRATEGIC
PRIORITY
2**

SAFE CARE EVERYWHERE



The Network is committed to delivering safe, high-quality care for children and young people, in the most appropriate setting and at the right time.

We acknowledge that our patients and their families want to be involved in their care. We want to improve health literacy, and provide information that allows patients and their families to make informed decisions. We also want to expand co-ordinated care and care navigation. We will work in partnership with patients and their families as we continue to develop innovative, integrated care approaches.

We will build on strategies that promote safe, high-quality health care, as we strive for excellence in safety and quality standards, and meeting health care accreditation requirements. We acknowledge the importance of data and technology in informing and enhancing care and will continue to develop innovative approaches for using data in care settings.

At the Network, safety is everyone's responsibility. We achieve this by having great people who work collaboratively, and through trust and openness with our people, patients and their families.

STRATEGIC OBJECTIVES

- Provide high-quality, evidence-based care for children and young people
- Extend integrated models of care including regional and rural areas by partnering with local health districts and primary health networks
- Provide safe, high-quality care in our facilities and services
- Support patients and their families through care navigation and by improving health literacy
- Strengthen and extend support during the transition to adult care
- Use quality processes, systems and people to build a learning and improvement culture

INDICATORS OF SUCCESS

- Embedded best practice, aligning with national and international standards and benchmarks
- Meeting or exceeding indicators for safe, timely and efficient care
- Meeting or exceeding relevant National Safety and Quality Health Service (NSQHS) standards of governance, leadership and culture
- Maintain Child Safe Organisation – Child Safe Standards Accreditation
- Lived experience and outcomes have informed the transition to adult care

**STRATEGIC
PRIORITY
3**

**CHILDREN AND YOUNG PEOPLE
ARE HEALTHY AND WELL**



We strive to be innovative leaders in holistic health care, focused on not only the physical, but on social, emotional, cultural and spiritual wellbeing. We listen to our patients and their families, and provide a respectful environment.

We are committed to keeping children and young people healthy, including health promotion and equity of access, with a continued focus on the needs and outcomes for Aboriginal and Torres Strait Islander children, young people and their families.

We know a child's early years are the foundation for future health, development and wellbeing. We will support patients and their families in the early years to promote wellbeing and health equity.

We will continue to build on successful programs like Kids Early Years (KEYs) and Providing Enhanced Access to Health Services (PEACH), partnering with other organisations to help disadvantaged families access services. This includes improving service equity for children and young people from priority populations through early identification and supported care pathways.

The Network recognises the contribution of multiple disciplines across agencies and non-government organisations needed to keep children and young people well. Connecting children and young people to services including primary health providers, the NDIS and community mental health, enhances their ability to participate in their community, in ways that matter to them.

We will continue to develop relationships and partner with other organisations, to promote and advance the health and wellbeing of children and young people.

STRATEGIC OBJECTIVES

- Prioritise improved health outcomes for Aboriginal and Torres Strait Islander children and young people
- Target care for priority populations, including LGBTQI+, and the culturally and linguistically diverse
- Support mental health and wellbeing for children and young people
- Focus on health promotion and harm prevention across whole-of-life, particularly the early years
- Support diversity and inclusion
- Connect services to improve health outcomes

INDICATORS OF SUCCESS

- 'Closing the Gap' and improved health outcomes and access
- Programs extended for priority populations, particularly community connections
- Access to timely, local, holistic mental health care to reduce the risk of isolation, poor education and relationship distress
- Meeting the health needs of transgender and gender-diverse children, young people and their families

**STRATEGIC
PRIORITY
4**

WE VALUE OUR PEOPLE



We value, support and recognise our people and their contributions. Our culture promotes trust and collaboration to deliver exceptional care for children and young people. We celebrate our efforts and successes and support our people in their pursuit of innovation and excellence.

We empower our people, ensuring they are engaged and enabled to deliver the best outcomes for children, young people and their families. We support our people, equipping them to deliver high-quality care in an ever-changing environment. We will continue to invest in developing our leaders, and supporting our people to further their skills, equipping them for success through education, training and workplace learning.

We also acknowledge the importance of diversity, including building our Aboriginal and Torres Strait Islander workforce. We want to continue to support, care and nurture our future leaders so they can build on the strong foundations of our services to deliver the very best care for children and young people.

The Network will be a recognised leader in paediatric health care, achieved through the compassion and dedication of our highly skilled people.

STRATEGIC OBJECTIVES

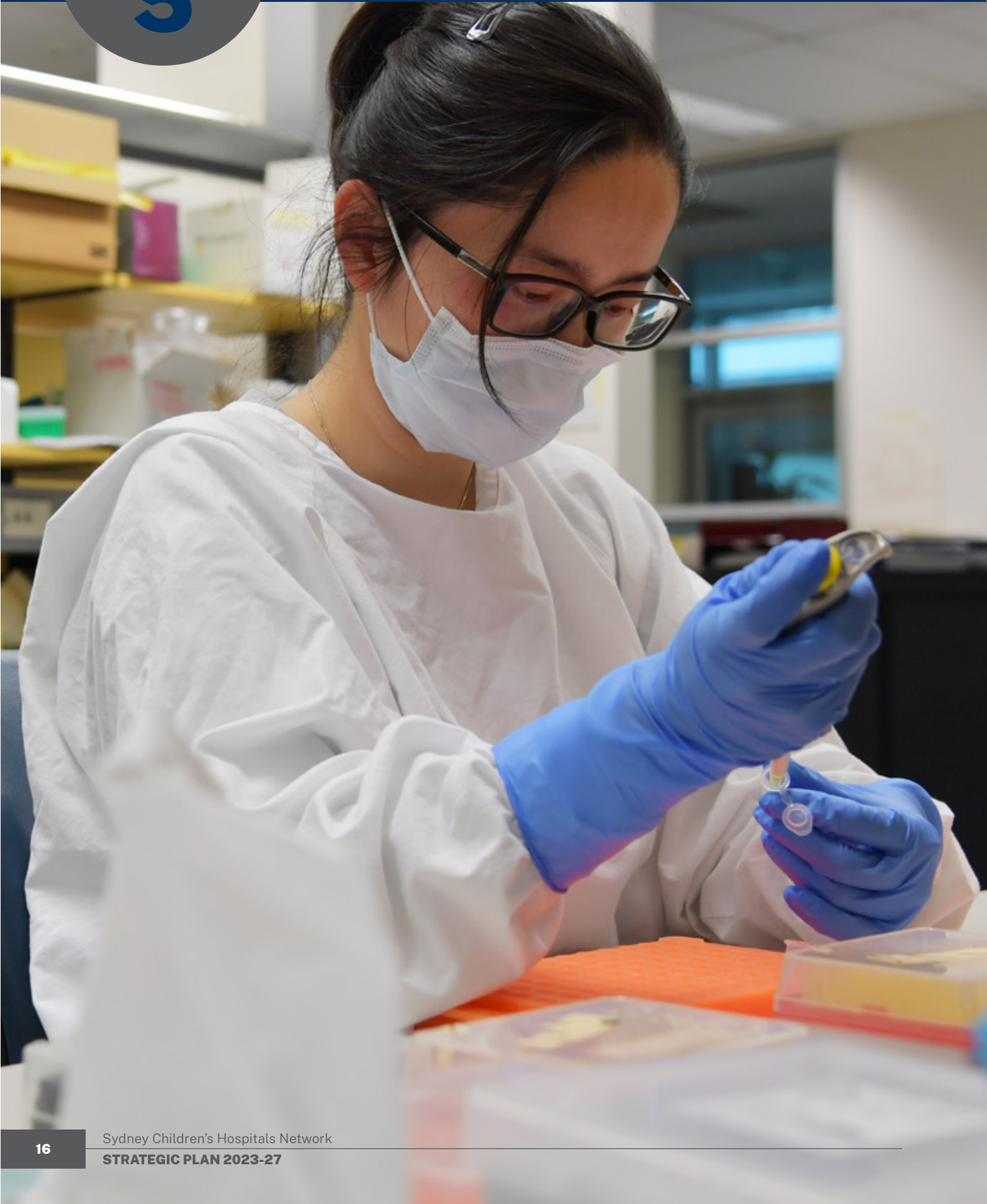
- Advance a values-based culture, where our people are respected, recognised, well and empowered to succeed
- Enable leaders to engage and communicate with their people, to build constructive, effective relationships and teams
- Prioritise collaboration
- Foster a learning culture
- Embrace diversity in service delivery, and our workforce
- Create a unified organisation – one Network, one team, providing quality health care

INDICATORS OF SUCCESS

- Improved employee engagement, higher levels of job satisfaction and staff retention
- Enhanced leadership capability and people management skills, ongoing innovation, improved service delivery and outcomes
- Established culture of appreciation and recognition
- Employee wellbeing is evident through engagement surveys and workforce data
- Increased workforce diversity to better reflect the community we serve
- Established learning and development opportunities, supporting internal career pathways, along with growth of individuals through the performance development process
- Digital Education Hub established to increase access to resources and learning opportunities
- Adoption of Learning Organisation Principles

**STRATEGIC
PRIORITY
5**

**LEVERAGE RESEARCH, INNOVATION
AND TECHNOLOGY**



The Network will transform service delivery through research and innovation, informed and enabled by data and digital technology.

We will promote, and further embed, a research and innovation culture, focused on continuing to create research and clinical practice advancement opportunities, and to lead and advocate for paediatric care. We will support early and mid-point researchers make break-through discoveries, develop their skills, and progress their careers.

We will continue to collaborate with universities and other Australian and international partners as we develop new ways of working, building on the strengths of existing programs and research.

The way we diagnose and treat patients is rapidly evolving, in parallel with emerging research and technologies. We will pursue “bench to bedside” opportunities by seamlessly translating data into novel diagnostic treatment and outcomes, using elements like artificial intelligence, learning health and big data, supported by a workforce of the future.

Expanding the work of the viral vector manufacturing facility (VVMF) will continue to be a priority. As a key component of gene therapies, the VVMF will secure the viral vector supply for researchers, and provide access to ground-breaking therapies, improving outcomes, and helping save the lives of children and young people.

We will strengthen our approach and investment in digital technology to ensure it is nimble, responsive and fit-for-purpose. We will ensure our IT systems and infrastructure support not only great clinical care, but also translational research, clinical trials, data-informed care and innovation. We will continue to deliver personalised care through digital technology that engages, connects and entertains children, young people and their families.

STRATEGIC OBJECTIVES

- Embed an integrated Network-wide approach to education, research and innovation
- Optimise the environment for research and innovation, including systems, processes, and governance
- Expand the connection between research and practice, using data to support practice and outcomes
- Strengthen our approach, investment and capability to deliver better digital and data solutions
- Ensure health data and information is high quality, integrated and accessible
- Leverage partnerships with health and innovation partners, universities and medical research institutes

INDICATORS OF SUCCESS

- Research excellence across the Network, with measurable impact on patient outcomes and experiences
- An established innovation eco-system that transforms local ideas into the world’s best solutions, therapies and treatments
- An established data environment for optimal patient care and organisational performance, which also facilitates research and collaboration

**STRATEGIC
PRIORITY**

6

SUSTAINABILITY FOR THE FUTURE



The Network is committed to an environmentally, socially and financially sustainable future. We are committed to a net zero target by 2035, recognising the impact of our actions and climate change on the physical and emotional wellbeing of children and young people, now and into the future.

We know sustainability initiatives contribute to safe, high-quality care, health and wellbeing, and reduce waste. We will promote sustainability, and focus on creating impact through our environmental, social, and governance frameworks.

Environmental impact will be critical in our service deliberations, procurement, utilisation of technology, and decision-making, now and into the future. We will be leaders in sustainability, empowering our people, and establishing accountability and targets for sustainability.

We will continue to engage with our people, patients and families as we design and develop sustainable services. Through our redevelopment programs, we will create environments for new and improved sustainable processes and systems.

We will make the best use of funding frameworks, procurements, asset management and resources, focusing on performance and outcomes, to ensure financial sustainability. We will ensure our practices are able to adapt, and are sustainable, as we continue to deliver high-quality care.

STRATEGIC OBJECTIVES

- Work towards 2035 net zero target plan
- Lead on climate change-related health care for children and young people
- Prioritise sustainability across systems, procurement and practices
- Focus on environmental design supporting health and wellbeing
- Ensure sustainability approaches consider our people, the environment and our financial position
- Align our workforce for the future to deliver on emerging opportunities and innovation

INDICATORS OF SUCCESS

- Meeting or exceeding net zero targets as outlined in our forthcoming Net Zero Pathway
- Budget and performance aligned with key performance indicators
- Redevelopment program meets five-star and green star ratings
- Framework implemented to reduce low value care
- Sustainability requirements are included in all procurement elements in our processes

ADDITIONAL INFORMATION

- [Click here to view the Consultation Report](#)



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