Concord Repatriation General Hospital

Strategic Plan

2014–2018
Sydney... it’s your local health district
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Foreword

Concord Repatriation General Hospital (CRGH, or Concord) is proud of its healthcare service excellence and leadership in clinical care. This Strategic Plan (2014–18) provides a framework to support the ongoing development of these key attributes.

Since its establishment as the 113th Australian General Hospital in 1941, Concord has built on its strengths of providing quality health services to returned servicemen and women and local communities, as well as undertaking world class clinical education and research.

Concord is now one of the premier teaching hospitals in NSW, providing secondary, tertiary and quaternary level services to patients and their families from across Sydney, NSW and Australia.

Our vision, to achieve excellence in healthcare for all, is consistent with the directions of the NSW Ministry of Health articulated in Healthy People – Now and in the Future:

- To keep people healthy
- To deliver high quality health services
- To provide the health care people need
- To manage health services well

The key purpose of the NSW public health system and CRGH is to help people stay healthy and to provide them with access to timely, high quality and patient-centred health care. Achieving this requires clear priorities, supportive leadership and staff working together, underpinned by the CORE values of:

- Collaboration – Improving and sustaining performance depends on everyone in the system working as a team.
- Openness – Transparent performance improvement processes are essential to make sure the facts are known and acknowledged, even if at times this may be uncomfortable.
- Respect – The role of everyone engaged in improving performance is valued.
- Empowerment – There must be trust on all sides and at all levels with responsible delegation of authority and accountability.

Further, CRGH will work in collaboration with Sydney Local Health District and the NSW Ministry of Health, to achieve the following:

- Keeping people healthy and out of hospital.
- Providing world class clinical services with timely access and effective infrastructure.
- Delivering quality services to mental health, dental health and Aboriginal health.
- Managing health services well and promoting local decision making.
This Concord Plan builds on the Sydney Local Health District Strategic Plan and sets out the strategy for the Hospital over the next five years. We have based this plan on seven domains which reflect our key focus in delivering health service excellence to our local communities.

These are:
- Our Patients, Consumers, Carers
- Our Staff
- Our Community
- Our Services
- Our Education
- Our Research
- Our Organisation

Goals, feasible strategies and achievable timeframes have been identified for each domain.

On behalf of the Concord Repatriation General Hospital Executive I would like to thank the staff and community members who shared their time, views and expertise to provide input into the development of this plan.

Concord Hospital is proud to deliver its first Strategic Plan under Sydney Local Health District. We are confident that the adoption and implementation of this plan will ensure that CRGH continues to be at the forefront of health service delivery in Australia.

Mr Tim Sinclair
General Manager
Executive Summary

The Concord Repatriation General Hospital Strategic Plan, aligned to the Sydney Local Health District Strategic Plan, has been developed to outline the hospital’s commitment to the priorities of the NSW 2021 State Plan and the Future Directions for Health in NSW – Towards 2025.

The key actions in developing this Strategic Plan included:
1. Reflection on the previous Concord Hospital Strategic Plan
2. Review of demographic and local population data, consideration of the changing healthcare delivery and models of care
3. Alignment to the Sydney Local Health District (SLHD) Strategic Plan and values
4. Consultation with senior managers and heads of departments.

The five year Strategic Plan provides a future direction for the hospital consistent with community needs, staff aspirations and our SLHD vision and mission.

Our Goals for 2014-18

This five year plan commits Concord to continue to improve healthcare quality, deliver safe appropriate care, ensure access to services, support our workforce, and work closely with the Sydney Local Health District and local community to manage the increasing demand for services, capital planning, infrastructure replacement, technology investment and service development will be required to meet future challenges and to ensure a sustainable future for the hospital.

Concord Hospital has identified strategies within this Strategic Plan to achieve its vision, To Achieve Excellence in Healthcare for All, and is committed to ensuring that our core business is focused on improving patient-centred care.

Concord intends to be a leading organisation that truly values staff involvement by engaging clinicians and managers in a genuine partnership. There is a clear framework for shared accountability and involvement in strategic and operational decision-making that includes regular meetings with staff, managers and departments.

Our detailed actions are outlined in the Goals and Strategies section of this document.
Vision, Mission and Values

The Sydney Local Health District (SLHD) Strategic Plan outlines the vision, core values and domains for which goals, strategies and timeframes were developed to support the delivery of healthcare that:

- keeps people healthy and out of hospital
- provides world class clinical services with timely access
- promotes local decision-making.

The Concord Repatriation General Hospital Strategic Plan is based on the seven domains identified within the SLHD plan. These are:

- Patients, Consumers, Carers
- Services
- Staff
- Education
- Organisation
- Community
- Research.

These domains reflect the key healthcare concerns that are integral to our business and represent opportunities for the future.

Our vision mirrors that of the SLHD “To Achieve Excellence in Healthcare for All” by ensuring the community has equitable access to high quality patient-centred care that is:

- timely, evidence-based, culturally appropriate and efficient
- provided by highly skilled staff who are committed, accountable and valued
- Supported by leading edge research, education and technologies.

The Ministry of Health Core Values have been directly adopted by SLHD and CRGH. These are:

- **Collaboration** – Improving and sustaining performance depends on everyone in the system working as a team
- **Openness** – Transparent performance improvement processes are essential to make sure the facts are known and acknowledged, even if at times this may be uncomfortable
- **Respect** – The role of everyone engaged in improving performance is valued
- **Empowerment** – There must be trust on all sides and at all levels with responsible delegation of authority and accountability.

The following values that were established through staff consultation in 2009 continue to underpin these Core Values. They are:

- Patient-centred care
- Respect
- Communication
- Teamwork
- Accountability
- Supporting and valuing staff
- Innovation.

These values apply to our staff and the way the hospital conducts its business. They form the basis for decisions and actions on which the hospital’s performance depends.
Introduction

History of the Concord Repatriation General Hospital

Concord Hospital was established as the 113th Australian General Hospital for the Australian Army. The 2000 bed multi-storey building was completed in 1942 and the architectural firm, Stephenson & Turner, was awarded the Sir John Sulman medal for Merit in Architecture in 1946.

Following the Second World War, the hospital became a repatriation hospital for returned servicemen under the jurisdiction of the Commonwealth Government, with a change in name to Repatriation General Hospital, Concord. In 1963 the Hospital became a teaching hospital of the University of Sydney, and the Clinical School was opened.

In the 1970s changing demographics saw the Hospital providing a greater percentage of care to general patients. Facilities were upgraded and a unit specialising in the treatment of burns was created. By March 1990 the Surgical and Diagnostic Facility was opened. This included modern operating rooms and sterilising services, medical imaging and the entrance foyer, which features a memorial stained glass window of the Hospital Ship Centaur (pictured).

In 1993, the Hospital was transferred to the Central Sydney Area Health Service as a public hospital and renamed Concord Repatriation General Hospital. Although no longer under the jurisdiction of the Department of Veterans Affairs, the Hospital retained its historical linkages to the veterans’ community in NSW. On Remembrance Day 1995 the ANZAC Health and Medical Foundation was launched and in 1996 the Kokoda Track Memorial Walkway was opened.

Facility modernisation undertaken in the early 2000’s included single and multi-bed patient accommodation, a burns theatre, cardiac catheter laboratories, a 10-bed haemodialysis unit, the Ambulatory Care Endoscopy Unit (ACE) and the Aged Care and Rehabilitation Precinct.

The ANZAC Research Institute was established in 2000 and is now a flourishing biomedical research institute with a primary focus on ageing and translational research.

On 1 January 2005 the Central Sydney Area Health Services became part of the Sydney South West Area Health Service (SSWAHS). Medical imaging expanded to include Magnetic Resonance Imaging (MRI) and digital operating rooms and the Medical Assessment Unit (MAU) were opened.

In April 2008, a new purpose built 174 bed Concord Centre for Mental Health facility was opened.

In 2009 the Cancer Survivorship Gymnasium and the Bernie Banton Centre, which houses the Asbestos Diseases Research Institute, were opened. The Institute is the world’s first stand-alone research facility dedicated to addressing issues associated with exposure to asbestos.
Our hospital today

In 2011, as part of the National Health Reform process, Area Health Services in NSW transitioned into Local Health Districts and the Sydney Local Health District (SLHD) was established. The SLHD has the legislative responsibility to provide for the healthcare of the community within the District boundaries and to manage its public healthcare facilities. CRGH is one of five hospitals within the SLHD.

Concord is a principal referral group A1 hospital with tertiary affiliations to the University of Sydney. A range of specialty and sub-specialty services are provided, many of which are recognised nationally and internationally as centres of excellence. These services include the statewide burns service, haematology, oncology, cardiology, respiratory, aged care and a range of surgical services including colorectal, ENT, orthopaedics, plastics and neurosurgery.

Concord has a long established reputation of excellence in the provision of healthcare services, with consecutive accreditation by the Australian Council on Health Care Standards since 1979.

Concord contributes to the local economy as a service provider and employer of more than 2000 staff.

In 2011/12 the hospital:

- delivered care to 48,926 inpatients
- performed 12,044 surgical procedures
- provided services to 519,732 outpatients
- met the needs of 34,695 people who presented to the Emergency Department.

Our achievements

The previous CRG Hospital Strategic Plan (2010-13) sought to improve health through promoting healthy lifestyles, obesity management and surgery, ensuring a smoke-free work environment and introducing healthy workforce initiatives.

The plan included disability access initiatives, effective and timely complaint management, opening additional funded beds, improving emergency and elective surgery performance, and ensuring efficient management of wait lists. Concord completed emergency department and patient flow reviews that informed performance and resulted in a ‘First case on time start’ plan. Concord improved access for non-inpatient and community care with the commissioning of clinics for the management of falls and wounds, additional renal dialysis chairs and support for outreach services such as the telehealth dementia service at Broken Hill and a cardiac clinic service at Brewarrina.

Over the three-year period the hospital maintained a collaborative approach to health care delivery with co-located services in mental and drug health. Concord provided support to a number of facilities within the former Sydney South West Area Health Service (SSWAHS) including radiology and clinical support services to Canterbury Hospital, haematology support to Bankstown Hospital, and surgical support for Liverpool, Bankstown and Fairfield hospitals. Corporate relationships with HealthShare NSW were developed following the transitioning of linen and food services.

Concord embraced information technology opportunities through the implementation of PACs/RIS for medical imaging, and provided a leading role in the development and implementation of electronic prescribing and medication management. Commitment to research was strengthened with the opening of the Bernie Banton Centre, named in honour of the late asbestos campaigner.

Concord was flexible and responsive to risk and opportunity during the 2010-12 period. The NSW Health Integrated Risk Management model was implemented and health and safety in the workplace was promoted. Sustainability strategies were implemented that resulted in external recognition for our operating theatre waste management program.
Planning for the next five years

In developing the Concord Strategic Plan, an Executive and senior staff planning day was conducted to review progress against the previous strategic plan, and to identify key priorities, initiatives and opportunities. A significant aspect of the development of the SLHD Strategic Plan (2014–2018), was the staff and community forums. Over 450 people attended these forums from across the District. The feedback and outcomes were consolidated and utilised to inform the District’s Strategic Plan. Subsequent to the Concord executive and senior staff planning day the draft Strategic Plan was presented to the Concord Clinical Council and circulated for wider staff consultation.

Key priorities outlined in this plan are:
• To develop a Master Plan for the Concord site, including
  ◦ Aged care
  ◦ Ambulatory care
  ◦ ED imaging
  ◦ Cancer centre
• To deliver high quality care consistent with the National Safety and Quality Healthcare Standards (NSQHS)
• To establish Ambulatory Care Services and an ambulatory precinct
• To develop the new palliative care service
• To improve patient flow and throughput
• To work with our communities and consumers, including our veterans
• To engage with the Inner West Sydney Medicare Local
• To facilitate research and development
• To continue to roll out the electronic medical record
Our Community

Concord Hospital has both a strong focus on meeting the healthcare needs of the local area, and also plays a role as a multi-specialist tertiary referral hospital, receiving patients from across NSW for specialised consultative healthcare, advanced medical investigation and treatment of complex or life threatening conditions.

Concord is situated on the northernmost peninsula of Concord West, between Brays Bay and Yaralla Bay on the Parramatta River. It is located in the City of Canada Bay Local Government Area (LGA), and close to several major arterial roads, bus routes and the train network. Neighbouring LGAs include Strathfield, Burwood, Ashfield, Ryde (NSLHD) and Auburn (WSLHD).

At the time of the 2011 Census:

- The population of the City of Canada Bay LGA in 2011 was 75,762, living in 32,145 dwellings with an average household size of 2.52. 19.6% of the population was aged between 0 and 17, and 19.0% were aged 60 years and over, with a median age of 37.

- The population of Burwood Council LGA in 2011 was 32,423, living in 11,939 dwellings with an average household size of 2.80. 18.2% of the population was aged between 0 and 17, and 19.1% were aged 60 years and over, with a median age of 35.

- The population of Strathfield Council LGA was 35,188, living in 12,744 dwellings with an average household size of 2.87. 20.3% of the population was aged between 0 and 17, and 16.2% were aged 60 years and over, with a median age of 33.

In 2011/12, 50.7% of inpatient separations in Concord were recorded as District residents. The greatest number of District residents were from City of Canada Bay LGA (18.1% of total hospital separations), followed by Canterbury LGA (8.7%), Burwood LGA (7.2%) and Strathfield LGA (6.7%).

Inflows to the hospital (residents of other Districts treated at Concord) were highest from Western Sydney LHD (15.2% of total hospital separations), Northern Sydney LHD (12.7%) and South Western Sydney LHD (10.4%).

The estimated population projections for the Concord catchment and neighbouring areas indicate new areas of urban infill and Greenfield developments are to result in significant population growth across Canada Bay, Auburn and Sydney Olympic Park areas, including an additional:

- Rhodes Peninsular: 16,000 people
- Wentworth Point: 15,000 people
- Sydney Olympic Park: 2,000 people
- Ryde and Putney: 2,000 people
Breakfast Point: 6,000 people
The demand for healthcare services within the local catchment area will continue to grow over the next 10-15 years with a predicted 19% growth in the Canada Bay LGA.

The following table summarises the standardised separation rations for key diseases and conditions for three of Concord’s catchment LGAs.

**NSW hospitalisations per LGA, Standardised Separation Ratios (smoothed estimate)**

<table>
<thead>
<tr>
<th>Disease /Condition</th>
<th>Year</th>
<th>Burwood</th>
<th>Canada Bay</th>
<th>Strathfield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol</td>
<td>2010/11 to 2011/12</td>
<td>68.7</td>
<td>87.8</td>
<td>76.7</td>
</tr>
<tr>
<td>COPD* &gt;65yr</td>
<td>2009/10 to 2010/11</td>
<td>42.5</td>
<td>61.7</td>
<td>51.2</td>
</tr>
<tr>
<td>Coronary heart disease</td>
<td>2009/10 to 2010/11</td>
<td>64.4</td>
<td>56.2</td>
<td>65.7</td>
</tr>
<tr>
<td>Diabetes</td>
<td>2009/10 to 2010/11</td>
<td>96.2</td>
<td>80.7</td>
<td>95.6</td>
</tr>
<tr>
<td>Falls &gt;65yr</td>
<td>2010/11 to 2011/12</td>
<td>104.1</td>
<td>99.9</td>
<td>99.3</td>
</tr>
<tr>
<td>High BMI*</td>
<td>2010/11 to 2011/12</td>
<td>72.2</td>
<td>77.1</td>
<td>67.1</td>
</tr>
<tr>
<td>Smoking</td>
<td>2010/11 to 2011/12</td>
<td>67.6</td>
<td>68.2</td>
<td>68.2</td>
</tr>
</tbody>
</table>


*Abbreviations: COPD – Chronic Obstructive Pulmonary Disease; BMI – Body Mass Index (weight in kg/height in metres).
Definitions: A separation is a formal process whereby an inpatient leaves a hospital after completing an episode of care.

Improving communication and shared care opportunities with external service providers such as General Practitioners, Allied Health Practitioners and Nursing Homes is a key priority for this five year plan. We will seek to develop and improve community engagement by working with community groups, volunteers, community representatives and participation in community events.

**For our Community:**

- Improve communication and planning for clinical practices and services by managing our relationships and partnerships
- Maintain referral source/competitive edge through engagement with general practitioners. The hospital will work with the Inner West Sydney Medicare Local.
- Support clinicians and service providers in community health through initiatives that identify health needs that can be meet by complementary non acute healthcare service delivery
- Keep the community informed and engaged in planning for the future through community participation
Our Services

The following table outlines the services at CRGH

<table>
<thead>
<tr>
<th>Clinical Stream/CRGH Site Service Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gastroenterology and liver</strong></td>
<td>Colorectal surgery</td>
</tr>
<tr>
<td></td>
<td>Endoscopy</td>
</tr>
<tr>
<td></td>
<td>Gastroenterology</td>
</tr>
<tr>
<td></td>
<td>General surgery</td>
</tr>
<tr>
<td></td>
<td>Hepatobiliary surgery</td>
</tr>
<tr>
<td></td>
<td>Upper GI surgery</td>
</tr>
<tr>
<td><strong>Critical care</strong></td>
<td>Anaesthetics</td>
</tr>
<tr>
<td></td>
<td>Burns ambulatory care, burns operating rooms, burns unit</td>
</tr>
<tr>
<td></td>
<td>Emergency department</td>
</tr>
<tr>
<td></td>
<td>HDU</td>
</tr>
<tr>
<td></td>
<td>ICU</td>
</tr>
<tr>
<td><strong>Cardiovascular</strong></td>
<td>Cardiac rehabilitation</td>
</tr>
<tr>
<td></td>
<td>Cardiology</td>
</tr>
<tr>
<td></td>
<td>Heart failure services</td>
</tr>
<tr>
<td></td>
<td>Hypertension unit</td>
</tr>
<tr>
<td></td>
<td>Renal medicine</td>
</tr>
<tr>
<td></td>
<td>Vascular medicine</td>
</tr>
<tr>
<td></td>
<td>Vascular surgery</td>
</tr>
<tr>
<td><strong>Neurosciences, bone and joint, plastics</strong></td>
<td>Clinical immunology and allergy/HIV medicine</td>
</tr>
<tr>
<td></td>
<td>ENT surgery</td>
</tr>
<tr>
<td></td>
<td>Hand surgery</td>
</tr>
<tr>
<td></td>
<td>Infectious diseases</td>
</tr>
<tr>
<td></td>
<td>Neurology/stroke</td>
</tr>
<tr>
<td></td>
<td>Neurosurgery</td>
</tr>
<tr>
<td></td>
<td>Ophthalmology</td>
</tr>
<tr>
<td></td>
<td>Orthopaedic surgery</td>
</tr>
<tr>
<td></td>
<td>Pain medicine</td>
</tr>
<tr>
<td></td>
<td>Plastic and reconstructive surgery</td>
</tr>
<tr>
<td></td>
<td>Rheumatology</td>
</tr>
<tr>
<td><strong>Cancer services</strong></td>
<td>Breast surgery</td>
</tr>
<tr>
<td></td>
<td>Clinical haematology</td>
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<tr>
<td></td>
<td>Dermatology</td>
</tr>
<tr>
<td></td>
<td>Endocrine surgery</td>
</tr>
<tr>
<td></td>
<td>Gynaecological oncology</td>
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<tr>
<td></td>
<td>Head and neck surgery</td>
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<tr>
<td></td>
<td>Medical oncology</td>
</tr>
<tr>
<td></td>
<td>Palliative care</td>
</tr>
<tr>
<td></td>
<td>Urology</td>
</tr>
<tr>
<td><strong>Medical imaging</strong></td>
<td>Radiology</td>
</tr>
<tr>
<td></td>
<td>General ultrasound</td>
</tr>
<tr>
<td></td>
<td>Nuclear medicine</td>
</tr>
</tbody>
</table>
## Clinical Stream/CRGH Site Service Group

<table>
<thead>
<tr>
<th>Category</th>
<th>Services</th>
</tr>
</thead>
</table>
| **Aged care and rehabilitation** | Geriatric medicine  
Rehabilitation medicine  
Transitional care  
Aged care community services  
Carer respite  
Cognitive and behavioural disorder of the elderly  
Outreach clinical services and telemedicine |
| **Complex care, general practice and general medicine** | Andrology  
Dental, oral medicine  
General medicine  
General practice  
Endocrinology including diabetes  
Infectious diseases  
Clinical Immunology and allergy/HIV medicine  
Clinical genetics  
Respiratory medicine  
Medical ambulatory care services  
Outreach clinical services and telemedicine  
Medical assessment unit (MAU)  
Molecular medicine  
Thoracic surgery |
| **Women's health and neonatology** | Gynaecology |
| **Allied health** | Allied health administration  
Nutrition and dietetics  
Occupational therapy  
Physiotherapy  
Podiatry  
Psychology  
Social work  
Speech pathology |
| **Corporate and clinical support** | Child care centre, commercial services administration, engineering services, environmental and security services, mail room, residential accommodation, sterilising services, switchboard, supply distribution  
Case-mix and statistics, executive management, retail services, finance, human resources, ISD, marketing and fundraising, medical administration, medical records, medical teaching, nursing education, nursing executive, nursing resources, WHS, outpatient administration, pastoral care, quality improvement, research and ethics, staff health, veteran liaison, volunteers, ward secretaries, patient registration and admissions  
Ambulatory care clinics, biomedical engineering, CAPAC, DOSAC, discharge lounge, infection control nursing, library, operating suite, pharmacy, preadmission clinic |
Clinical Stream/CRGH Site Service Group

Co-located services

**Mental Health**
- Adult mental health
- Child and adolescent mental health
- Psychogeriatrics
- Specialist mental health services for older people
- Speciality programs
- Youth mental health

**Drug Health**
- Opioid treatment program
- Inpatient and outpatient detoxification
- Residential rehabilitation
- Hospital consultation and liaison
- Medical outpatient clinics
- Counselling

Partnership/hosted services

**Laboratory Services**
- Anatomical pathology (including cytopathology)
- Microbiology
- Molecular diagnosis
- Serology
- Immunopathology
- Clinical chemistry
- Laboratory genetics
- Laboratory haematology (including blood bank)
- Clinical pathology (including endocrinology and toxicology)

Third party provider partnerships

- Food services (HealthShare NSW)
- Linen (HealthShare NSW)
- HRIS (SLHD)
- Payroll (HealthShare NSW)
- Supply services (HealthShare NSW)
- Combined LHD transport services

The following table indicates hospital activity for two financial years

<table>
<thead>
<tr>
<th>Hospital Activity</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separations</td>
<td>47,990</td>
<td>48,899</td>
</tr>
<tr>
<td>% of same day separations</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>Total bed days</td>
<td>227,412</td>
<td>232,130</td>
</tr>
<tr>
<td>Average LOS (acute) include SD</td>
<td>4.16</td>
<td>4.08</td>
</tr>
<tr>
<td>Daily average of inpatients</td>
<td>131.48</td>
<td>133.97</td>
</tr>
<tr>
<td>Bed occupancy rate</td>
<td>93%</td>
<td>92%</td>
</tr>
<tr>
<td>Acute bed days</td>
<td>202,040</td>
<td>199,270</td>
</tr>
<tr>
<td>Non-admitted patient services</td>
<td>415,228</td>
<td>519,732</td>
</tr>
<tr>
<td>Daily average available beds</td>
<td>456</td>
<td>475</td>
</tr>
</tbody>
</table>

Source: SLHD Performance Unit
The following figures shows the relative number of hospitalisations for selected priority diseases and conditions at Concord.

Clinical Activity increased over the last five years with a 16% increase in hospital admissions and an 18% increase in Emergency Department presentations. A 27% increase in admissions is projected between 2009 and 2021.

Figure 2: Projected Concord hospital activity 2009–2021

Source: AIM 2011
For our Services:

- A comprehensive modern environment in which to deliver healthcare based on capital planning
- Patient-centred quality healthcare that meets consumer and community expectations through service planning
- Modification and enhancement to models of care and information systems
- Management and ongoing investment in physical assets including plant, equipment and facilities
- Efficiencies, clinical care benefits and technological developments realised via equipment replacement programming
- Operational performance and accountability and management.

Our hospital’s key challenges include:

- the changing demand for healthcare services as the population ages
- the growth in emergency presentations and the associated best practices performance targets
- determining the right balance of care delivery for our changing local community
- recruiting and maintaining a flexible workforce in a competitive environment with changing generational expectations
- providing a statewide role in burns care delivery
- managing our ageing infrastructure with some buildings, plant and equipment reaching the end of their projected lifespan
- sustaining our capacity to deliver innovative clinical services, research and financial performance in an environment of fiscal restraint

Service Priorities:

Key services identified for development are:

- Palliative care unit (20 beds)
- Operating theatres and radiology
- Ambulatory care
- Emergency department
- Hospital in the home
- The Concord cancer centre
- The Aged Care and Rehabilitation Precinct
Our Patients, Consumers and Carers

Concord Hospital has a strong patient-centred approach to care based on evidence and research.

Communication between the hospital teams and general practitioners will be strengthened and there will be further investment in information technology. To ensure patients, consumers and carers have better access to information the hospital will update its website and explore opportunities for social media and e-communication.

For our Patients:

- Patient care delivery that is well informed and appropriate through effective care planning and full implementation of the Essentials of Care Program
- A better experience through consumer engagement in healthcare decisions
- Communication that is a mainstay of care delivery
- Improved early intervention, primary healthcare delivery and the continuum of care through flexible and appropriately resourced models of care
- Continuing ongoing care within the community through knowledge of and access to support services
- Timely improved access through monitored and managed waiting times for clinical services
- A hospital that has the capacity to meet increased activity through investment in service planning

Over the next five years Concord will strive to improve its interface with the community by strengthening its relationships with Canada Bay Council, Department of Veterans Affairs, general practitioners and the Inner West Sydney Medicare Local. We will be proactive in our encouragement of volunteer programs, community participation and representation on our committees.
Our Staff

Our staff, both clinical and non-clinical, are our most valuable resource and fundamental to our success in delivering patient and family centred care.

Concord is committed to showing respect for our workforce through sustained and reasonable workloads, promotion of a healthy work/life balance and staff recognition programs. We remain focused on identifying potential leaders and employees who inspire others to achieve.

For our Staff:

- Staff health and wellbeing and a safe workplace
- Well informed and consulted staff who share their skills and knowledge through open, effective communication and engagement
- Staff participation and engagement in an environment that fosters empowerment and trust
- Staff profiles and achievements that are promoted and recognised locally
- Patient care and services that are supported by an appropriate staff profile and skills mix
- Service partnerships that support a safe, productive workplace.
Our Research and Education

Research
Concord is renowned for its teaching and scientific achievements in partnership with the University of Sydney and other prestigious research entities. This includes:

- **Asbestos Diseases Research Institute (ADRI)** with research associated with asbestos related diseases and a focus on early detection, prevention and treatment for patients with mesothelioma.

- **ANZAC Research Institute** with research programs in andrology, neurobiology, biogerontology, bone biology, vascular biology, cancer pharmacology, burns and reconstructive surgery, Concord Health and Ageing in Men Project (CHAMP), Australian Vietnam Veterans Health Study and dendritic cell biology.

- **Centre for Education and Research on Ageing (CERA)**
  Centre for Education and Research on Ageing (CERA) has a research and education focus on geriatric medicine and the epidemiology of ageing.

Concord Hospital provides a research travel scholarship program for postgraduate students, nurses, and allied health professionals, medical, surgical or scientific staff who have a principle appointment at the Hospital.

The hospital is committed to positively growing its research and encouraging a spirit of discovery and enquiry.

For our Research:

- Strategic research partnerships that foster collaborative relationships, multidisciplinary research and innovation
- Maintenance of Concord’s national and international reputation through sustainable investment in research
- Clinical leadership that optimises patient outcomes through application of proven effective healthcare intervention resulting from research

Education
This Strategic Plan recognises the strong commitment of the SLHD to education. Training should be relevant, and adequately resourced to match learning expectations. Staff need to be supported to undertake career and personal development.

This plan commits Concord to advocate within the SLHD for appropriate training methodologies and relevant mandatory training delivery that results in measurable learning outcomes. Additional computers will be provided for staff to access online education. We will also actively engage in the provision of rostered time for staff to complete mandatory training. We have committed to identifying and developing staff to become ‘in-house’ trainers and clinical nurse educators and we continue to support staff undertaking external education.
For Our Education:

- Improved staff development, job satisfaction and career focus through formal and informal mentoring opportunities
- Safe, high quality and responsive care for patients through investment in education and training
- Continued recognition as an employer of choice within healthcare, by providing opportunities for advancement and demonstrating that staff are valued
- Mandatory training provision that meets healthcare standards in a manner that provides for clarity and consistency in learning, and flexible delivery across the whole workforce.

Our Organisation

SLHD has a well-defined clinical and corporate management structure, with clinical streams and facilities jointly taking responsibility for the delivery of services.

The Concord General Manager is responsible for establishing and maintaining an organisational structure that ensures that the decisions of the SLHD and Ministry of Health are implemented, the day-to-day management of the hospital’s operations is in accordance with both the Hospital and SLHD strategic plans, and that key performance indicator targets are met.

Key organisational objectives include:

- high quality patient and family centered clinical services
- improvement in patient flow
- improvements in performance
- improvements in outcomes
- research and education
- resource management and infrastructure improvement
- effective change management
- developing partnerships
- improved communication
- community and consumer engagement.
The governance arrangements include both gazetted and hospital management committees with clearly specified authority and responsibilities. Peak committees within the hospital include:

- Clinical Council
- Executive Committee
- Quality and Risk
- Medical Staff Council
- Facility Operations Committee
- Allied Health Committee.

**For Our Organisation:**

- Healthcare safety and quality, operational performance and accountability as a result of effective performance monitoring/management
- Sustainability embedded in capital planning and integrated environmental performance through appropriate procurement, transport, energy, water and waste management
- Minimised strategic uncertainty, realised opportunities, a successful Activity Based Funding implementation, and Work Health and Safety performance through effective risk management
- Strengthened governance and a cooperative culture that supports open and transparent communication and decision-making
## Goals and strategies

<table>
<thead>
<tr>
<th>Patients Consumers Carers</th>
<th>SLHD Goal</th>
<th>CRGH Objective</th>
<th>Strategy</th>
<th>Key Action(s)</th>
</tr>
</thead>
</table>
| **1. For Our Patients, Consumers and Carers** | • To have equitable access to safe, compassionate, high quality patient-centred care  
• To be well informed and encouraged to participate in their own care  
• To have equitable access to targeted prevention programs  
• To be treated with dignity, compassion and respect | Improving early intervention, primary healthcare delivery and the continuum of care through flexible and appropriately resourced models of care | Develop and evaluate flexible models of care to manage the complexity of clinical health care delivery | • Review the existing model of outpatient priority appointments and duration of support provided for opportunities to transition care to GPs and improve clinic access for new patients  
• Review opportunities to improve Cardiac Rehabilitation waitlist management through engagement with Inner West Sydney Medicare Local  
• Review and establish clear Maternity & Gynecological/paediatric treatment and transfer protocols |
<table>
<thead>
<tr>
<th>Patients</th>
<th>Consumers</th>
<th>Carers</th>
<th>SLHD Goal</th>
<th>CRGH Objective</th>
<th>Strategy</th>
<th>Key Action(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve patient safety and outcomes through care practices that are fundamental to the patients’ health and wellbeing</td>
<td>Essentials of Care program implementation, review and evaluation</td>
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<td>Communication is seen as a mainstay to care delivery and engages both users and service providers</td>
<td>Improve the delivery of patient and family centre care</td>
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<td>Engage with GP’s to better communicate and manage care delivery expectations of patients</td>
<td>• Engage with GP’s to better communicate and manage care delivery expectations of patients</td>
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<tr>
<td>Provide training &amp; education for front line staff re: difficult patient management/culturally relevant care</td>
<td>• Provide training &amp; education for front line staff re: difficult patient management/culturally relevant care</td>
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<tr>
<td>Work with referrers to inform patients of alternative models of care that may reduce reliance on inpatient services</td>
<td>• Work with referrers to inform patients of alternative models of care that may reduce reliance on inpatient services</td>
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<tr>
<td>Improving the healthcare experience for patients and their families/carers through consumer engagement in healthcare decisions</td>
<td>Involve and inform patients and their carers in the healthcare they receive</td>
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<tr>
<td>Patients Consumers Carers</td>
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</table>
|                           |           |                | Patient care delivery is well informed and appropriate through effective care planning | • Work to raise the profile and visibility of the Patient Representative  
• Review and update available patient information to ensure documents and websites adequately convey “What to expect” information.  
• Continue to undertake general and targeted Patient Journey interviews  
• Improve patient engagement and commitment in relation to both admission and discharge planning through education and clinician endorsement  
• Actively advocate for improved utilisation of Advanced Care Plans |
|                           |           |                | Developing individual health care plans that assist in managing and supporting patients and their healthcare needs | • Engage with clinicians to better identify clinical care/end of life palliation vs. treatment options that support patient dignity  
• Work with CNCs to achieve standardisation of case management for models of care |
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|                          |           | Continuing ongoing care within the community through knowledge of and access to support services | Ensure that tools are available and arrangements in place to support flexible healthcare delivery to our patients | • Explore opportunities to establish and enhance Community Health presence  
• Develop and make readily available to clinicians a directory of community support services and referral opportunities |
|                          |           | Timely improved access to healthcare and capacity to meet increases in activity | Improving the accessibility of our services | • Explore opportunities to establish/develop external access to pre-admission testing/preadmission clinic screening to avoid facility attendance prior to admission  
• Monitor and review equity of access against, competing objectives to ensure appropriate care delivery and KPI/revenue targets are met  
• Review and implement relevant actions from the SLHD Disability Action Plan  
• Support existing Outreach programs (Telehealth dementia service to Broken Hill, cardiac clinic service to Brewarrina) and explore new opportunities for collaboration with rural health districts |
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|                          |           | Being ready for opportunities and demands of demographic changes through investment in service planning | Operational efficiency and sustainability is achieved through decisions underpinned by evidence based planning | • Undertake ongoing service planning and review to develop and enhance our clinical services delivery  
• Undertake ongoing service planning and review to sustain current service delivery for specialty surgical and medical services such as Andrology and Burns  
• Planning for improving the transition to adult healthcare for adolescents and young adults |
<table>
<thead>
<tr>
<th>Staff</th>
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</tr>
</thead>
</table>
| 2. For Our Staff | • To treat our patients with dignity, compassion and respect  
• To be highly skilled, committed, accountable and valued  
• To be recognised by the community and their peers as leading edge, highly skilled and as innovative in their field  
• To work in safe, respectful, healthy and productive workplaces  
• To share their expertise with others | Staff health & wellbeing and a safe workplace | Enhance staff safety and wellbeing | • Promote Safety First through consultation, plans, risk identification and mitigation in workplace safety (WHS)  
• Develop and implement a sustainable WHS/Staff Wellbeing Strategy that includes healthy lifestyle and work/life balance promotion |
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</table>
|       |           | Champion aggression minimisation | • Include in WHS induction the need to balance Clinical Duty of Care vs. WHS duty of care to self and others  
• Provide ongoing support to Code Black response team including education and training  
• Increase the visibility of security services through specific ward/unit visits and foot/parking patrols as an element of the Facility Security Improvement Plan | |
|       |           | Well informed and consulted staff who share their skills and knowledge through open, effective communication and engagement | Staff engagement through effective communication | • Explore options with IM&TD for expansion of function applicable email address vs. personal email address  
• KPI dashboard reporting displayed at Dept/unit level  
• Identify ongoing resource support for development of Department intranet websites  
• Explore and implement as appropriate TV contract options for Concord dedicated broadcast channel | |
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|       |           | Staff participation and engagement in an environment that fosters empowerment and trust | Communication process that includes feedback for suggestions and ideas provided by staff | • Tri annual staff/manager forums facilitated through HR Department  
• Opportunities for staff acknowledgement via the staff forum  
• Staff surveys conducted by HR Department and resulting action plans |
<p>|       |           |               | Clarification and information dissemination relating to responsibilities and delegations | Regular service/divisional meetings with the Hospital Executive |
|       |           |               | Embed the values framework throughout the organisation | Appropriate and simplified communication to ensure the CORE values are outlined in relevant plans, policies, guidelines and training programs |
|       |           |               | Identify opportunities for staff to improve engagement in decision-making | Review committee terms of reference for opportunities to include relevant staff participants |</p>
<table>
<thead>
<tr>
<th>CRGH Objective</th>
<th>STAFF</th>
<th>Key Action(s)</th>
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<tbody>
<tr>
<td>Staff profiles and achievements that are promoted and recognised locally</td>
<td>Acknowledge contributions by staff who have shown enthusiasm and engagement through employee recognition programs.</td>
<td>Promote opportunities for staff to be nominated for the Employee of the Month program. Implement the Team of the Quarter recognition program. Meeting agendas to include achievements, acknowledgements and compliments not just incidences and complaints.</td>
<td>Acknowledge contributions by staff who have shown enthusiasm and engagement through employee recognition programs.</td>
</tr>
<tr>
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<td>Target potential future leaders for development</td>
<td>Explore internal opportunities for mentoring, training and development for both clinical and support services staff</td>
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</tbody>
</table>
|       |           | Facilitate specific relevant training | • Finance training for managers to enhance budget and reporting compliance  
• Develop and implement manager induction kit  
• Review and implement relevant actions from the SLHD Education Strategic Plan  
• Ensure managers education sessions foster skills in grievance management and discipline  
• Promote Customer Service training for all frontline staff | |
|       |           | Service partnerships that support a safe, productive workplace with services that are seamless to patients, carers and visitors | Collaborate to achieve system wide service delivery and identify opportunities for improvement | • Actively engage with onsite providers including HealthShare NSW and NSW Pathology to ensure effective service delivery  
• Recognise contributions by such service providers to the workplace and clinical care through employee recognition programs and KPI performance reports |
<table>
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<tr>
<th>Community</th>
<th>SLHD Goal</th>
<th>CRGH Objective</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3. For Our Community</td>
<td>• To be engaged and work in close partnership with SLHD, the Inner West Medicare Local, NGOs, Councils and others to address the social determinants of health</td>
<td>Improved communication and planning for clinical practices and services through managing our relationships and partnerships</td>
<td>Recognition of the important role that the community plays in healthcare</td>
<td>• Continue to embrace our strong relationships with veterans and veteran organisations</td>
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<td></td>
<td>• To access the healthcare they need through an integrated network of primary and community health services across public and private health services</td>
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<td>• Expand relationships with Canada Bay, Strathfield, Burwood and Ryde Councils through existing council communication structures and participating in council events</td>
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<td>• Review and enhance Concord Hospital’s Community Participation Framework in line with SLHD Framework</td>
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<td>• Establish police liaison meetings with Burwood Local Command</td>
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<td>• Improve knowledge of, and access to, community transport to support discharge</td>
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<tr>
<td>Community</td>
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</table>
|           | To be engaged with and networked closely with SLHD, NGOs and related healthcare and service partners to provide health services | Maintaining referral source/competitive edge through engagement with general practitioners in a manner that supports integrated care delivery for patients | Deliver the best care for our patients through relationships with key partners in health | • Promote use of care plans by GPs  
• Participate in SLHD active engagement with Inner West Sydney Medicare Local  
• Promote consultation and advice communication channels for GPs and establish accessible contact/service directories  
• Refresh our local GP network forum and information exchange  
• Work with IM&TD to improve availability of discharge documentation, reports, clinic letters through developments electronic media, Cerner ‘Clindocs’ and email applications |
|           | Support for clinicians and service providers in community health through initiatives that identify health needs that can be met by complementary non acute healthcare service delivery | Ensure the delivery of quality health services, which benefit the community and improve the experience of individual patients | • Explore opportunities for Community Health Service inclusion in Ambulatory models of care  
• Expand Aged care facility support (nursing home) multi-disciplinary model of care  
• Continue the partnership with CERA to achieve improved health outcomes and quality of life for older people in our community  
• Promote healthy lifestyles through local community participation and support |
<table>
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</table>
|           |           | Keeping the community informed and engaged in planning for the future through community participation | Develop and maintain a strong reputation in consumer, carer and community participation with our community being active partners in decision making | Enhance community participation through:  
- committee representation  
- consultation in the development/implementation of relevant facility based plans  
- involvement in service and strategy planning  
- Align plans and strategies with emerging communities and new population areas  
- Utilise community radio to target ethnic-specific public health issues/promotions  
- Improve public notification for hospital activities through media opportunities and websites |
### 4. For Our Services

<table>
<thead>
<tr>
<th>Services</th>
<th>SLHD Goal</th>
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<th>Strategy</th>
<th>Key Action(s)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• To be culturally sensitive and available to all regardless of culture, income or complexity</td>
<td>Patient &amp; family centered quality healthcare that meets consumer and community expectations through service planning</td>
<td>Deliver high quality and safe care</td>
<td>• Review and evaluate performance against clinical indicators</td>
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<td></td>
<td>• To incorporate a population health focus to improve the health and wellbeing of the population</td>
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<td>• Review current integration with Mental Health Services for opportunities to improve patient transfer, care delivery and performance reporting data</td>
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<td></td>
<td>• To be innovative, sustainable and evidence-based</td>
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<td>• Focus on identifying achievable Infection control initiatives that improve outcomes and implement the NSW Health cleaning policy and audit system requirements</td>
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<td></td>
<td>• To be efficient, high quality, safe and appropriate</td>
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<td>• Review the suitability of current services and methods of delivery to our patients giving consideration to cultural, generational and ability variation</td>
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<td></td>
<td>• To provide an appropriate mix of prevention, early intervention, treatment, outreach and palliation</td>
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<td>• Review National Safety and Quality Healthcare Standards for compliance with the mandatory criteria</td>
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<td>• To be clinically networked across the District and have clearly delineated roles</td>
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<td></td>
<td>• To be networked with general practice and healthcare and related service partners</td>
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<td>• To be accommodated in high quality, well-equipped facilities with leading edge technology</td>
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<td>• To have excellent information management and technology services</td>
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<td>• To be accredited and recognised for excellence</td>
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<tr>
<td></td>
<td>• To be well maintained, clean and safe</td>
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<td>Services</td>
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</table>
|                          |           |                | Develop and implement clinical initiatives and enhancements focused on patient outcomes | - Open Concord Cancer Centre and seek support for development of radiation oncology services  
- Open new funded beds based on projected consumer presentations across surgical/medical/rehab/cardiac/respiratory/ICU  
- Review pain service profile and resources targeting mental health, burns and aged care. |
|                          |           |                | Develop and review care models for specific patient cohorts               | - Explore funding options for implementation of Hospital in the Home  
- Review ambulatory care service model to assess future development needs. |
|                          |           |                | Improvements in patient flow                                             | - Increase focus on medical staff compliance with discharge planning and ward utilisation of the discharge lounge  
- Review and implement medical staffing support and changes to admission/discharge practices to achieve improvements in ED performance against national targets |
<table>
<thead>
<tr>
<th>CRGH Objective</th>
<th>Services SLHD Goal</th>
<th>Key Action(s)</th>
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<tbody>
<tr>
<td>Modification and enhancement to Models of Care and Information Systems through service enhancement</td>
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<tr>
<td>Introduction of innovative models of care</td>
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<td>Service review and improvement through Clinical Redesign programs aligned with the NSW Agency for Clinical Innovation</td>
<td></td>
<td>• Service review and improvement through Clinical Redesign programs aligned with the NSW Agency for Clinical Innovation</td>
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<td>Identify opportunities to invest in patient self care innovations and equipment to reduce inpatient occasions of service</td>
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<td>Identify opportunities to develop an infusion and treatment centre in consultation with Croydon or other non campus location</td>
<td></td>
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<td>Identify and explore options to relocate Concord interventional services (non surgical) from the operating theatres and invest in relevant technology</td>
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<tr>
<td>IM&amp;T IT information accessibility</td>
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<td>• Upgrade local websites</td>
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<td>• Fully implement Surgi-net in the Perioperative environment</td>
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<td>• Progress rollout of remaining eMR stages</td>
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<tr>
<td>• Review and modify eMR model implemented in aged care</td>
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<td>• Progress rollout of eMR throughout the Hospital</td>
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<tr>
<td>• Progress rollout of remaining eMR stages</td>
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<td>Comprehensive modern environment in which to deliver healthcare based on capital planning</td>
<td>Planning toward new facilities and infrastructure</td>
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</table>
|          |           | Planning for capital redevelopment of existing facilities | • Develop the Ambulatory Care service consolidation and purpose built facility concept  
• HIV dementia residential care relocation to Dame Edith Walker Estate. Service transition to Concord management  
• Examine opportunities for other non-acute service utilisation of the DEW estate  
• Progress the palliative care purpose-built facility | |
|          |           | Planning for Education and Research facilities | • Plan for the emergency department rebuild  
• Redevelop the aged care precinct (ramp ward) | |
<p>|          |           | Sydney University Education Centre and Clinical school | | |</p>
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<td>Whole of life optimisation, management and ongoing investment in physical assets including plant, equipment and facilities based on a master planning process.</td>
<td>Implement a strategy to maintain our physical assets.</td>
<td>Engineering Department site assessment for development and management of RMR building asset plan</td>
</tr>
</tbody>
</table>
|          |           | Infrastructure replacement prioritisation and budget allocation | Implement a strategy to improve staff amenities | Lift replacement in building 2. Lift 5 and 6 programming upgrade (pending funding availability)  
Sterilising/Steam refurbishment and equipment upgrade  
Parking system upgrades and HRCP resurfacing stage 4  
Accessible pathway connections assessment and systematic upgrade in support of the SLHD Disability plan  
Refurbish the cafeteria  
Identify opportunities within ongoing site refurbishment to include shower access |
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<td></td>
<td></td>
<td>Improve e-learning access</td>
<td>Identify refurbishment opportunities to expand e-learning access including redevelopment of the Environmental Services department</td>
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</tr>
</tbody>
</table>
|          |           | Master planning redevelopment of existing facilities | • Operating theatre and DOSAC staged refurbishment including exploration of options for diagnostic hybrid lab  
• Explore options with NSW Pathology for redevelopment of Anatomical Pathology  
• Radiology staged refurbishment |
|          | Efficiencies, clinical care benefits and technological developments realised via equipment replacement programming | Capital, maintenance and asset initiatives and funding allocation | Allocate priorities within Capital, Maintenance and Asset Plans. Review and update annually |
|          | Strengthen procurement through the SLHD Business Unit | | • Implement and review departmental three year equipment procurement budget plans to accompany Essential Equipment Committee submissions for prioritisation of procurement  
• Establish Asset Registers to department level for all assets >$1,000  
• Promote knowledge and utilisation of SLHD resource with departments and clinical services to support procurement |
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</table>
|          |           |                | Major equipment replacement project planning | • Allocate priorities within major equipment replacement plan Review and update annually  
• Prioritise patient care equipment procurement  
• Undertake urgent patient monitoring equipment replacement Cardiology, ICU, burns unit  
• Facilitate imaging equipment replacement program to minimise impact of capital sensitivity on income generation |
<table>
<thead>
<tr>
<th>Education</th>
<th>SLHD Goal</th>
<th>CRGH Objective</th>
<th>Strategy</th>
<th>Key Action(s)</th>
</tr>
</thead>
</table>
| **5. For Our Education** | • To support the training and development of future generations of staff  
• To encourage a culture of evidence-based practice and innovation  
• To ensure multi-modal educational options for staff (on-line, face-to-face, mentoring)  
• To create study and career pathways for all levels of the workforce  
• To facilitate education that is interdisciplinary and focused on teamwork | Improved staff development, job satisfaction and career focus through formal and informal mentoring opportunities | Facilitate career development and retention of staff | • Review and implement relevant actions from the SLHD Education Strategic Plan  
• Identify and support candidates for SLHD health service managers postgraduate training through University of Tasmania  
• Investigate opportunities to initiate facility-based mentor development and mentoring programs  
• Identify and support candidates for Certificate III and IV courses |
|   | Safe, high quality, responsive care for patients through investment in education and training | Education is seen as an essential part of all aspects of our business |   | • Foster learning as a continuum through support for facility based continuing education programs such as Clinical Week, ‘Chat’ sessions, Human Resources Manager Education sessions, Journal Clubs  
• Engage cooperatively with education providers including University of Sydney Clinical School, University of Tasmania, University of Western Sydney, Health Education and Training Institute (HETI)  
• Facilitate high quality clinical placements where our staff provide the teaching and learning experience |
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Promote educational opportunities and skills advancement for staff across all disciplines</td>
<td>Continue to support and encourage employees to improve professional skills through external study, or by acquiring additional qualifications</td>
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<td></td>
<td>Mandatory training provision that meets healthcare standards in a manner that provides for clarity and consistency in learning and flexible delivery across the whole workforce</td>
<td>Education and training is seen as enabling Concord to deliver our strategic goals</td>
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<td></td>
<td>Professional development opportunities through training, research and career planning that demonstrate our commitment to staff</td>
<td>• Identify opportunities to contribute to SLHD reviews that target training objectives and healthcare workplace delivery systems</td>
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<td></td>
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<td>Remain a recognised employer of choice within healthcare by providing opportunities for advancement and demonstrating that staff are valued</td>
<td>• Balance staff resources/organisational educational needs against mandated educational requirements</td>
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<td></td>
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<td></td>
<td>• Explore for facility-based educational opportunities</td>
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<td>• Continue support for professional participation and achievement acknowledgement [Publications, employee of the month/team of quarter, awards, scholarships, conference/seminar participation]</td>
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<td>• Conduct annual performance reviews that are meaningful for individual staff and provide for opportunities to further career development</td>
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<tr>
<td>Education</td>
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|           | • To be innovative, leading edge and internationally recognised  
• To collaborate with universities, research institutes and clinical groups  
• To be translated into healthcare practice  
• To be supported by peer review grants from government, non government, industry and other sources | Strategic research partnerships that foster collaborative relationships, multidisciplinary research and innovation | Strengthen opportunities for teaching and research with existing research partners | Maintain an organisation wide framework for coordinating and supporting research with  
• ANZAC  
• ADRI  
• Sydney University  
Develop new partnerships to provide broader research opportunities | Explore research opportunities with other organisations including NSW Health agencies  
Promote innovative and collaborative research across the organisation | Promote website links and include research profiles in Healthmatters, Concord Connection and other facility publications  
Build capacity to undertake research by supporting emerging researchers | • Review governance and mentoring arrangements to support multidisciplinary approaches to research  
• Facilitate research time and funding allocation in a manner that supports emerging researchers  
• Provide opportunities for basic research and experimentation designed to acquire knowledge with no currently identified application or use |
<table>
<thead>
<tr>
<th>Research</th>
<th>SLHD Goal</th>
<th>CRGH Objective</th>
<th>Strategy</th>
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<td></td>
<td></td>
<td>Maintain Concord’s national and international reputation through sustainable investment in research</td>
<td>Investment in research to promote the health and wellbeing of the population</td>
<td>Develop the new animal research house</td>
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<td></td>
<td>Support grant, fellowship and scholarship funding to reduce financial impact on the hospital</td>
<td>Identify and utilise available research funding options</td>
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<tr>
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<td>Priority-driven research</td>
<td>Develop a plan that prioritises research supportive services</td>
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</table>
|          |           | Clinical leadership that optimises patient outcomes through application of proven effective healthcare intervention resulting from research | Culture of continuous improvement and innovation in delivering clinical care | • Commitment to clinical leadership and Quality Unit engagement to redefine models of care based on research outcomes  
• Review and implement relevant actions from the SLHD Research Strategic Plan |
<p>|          |           | | Actively collaborate with research partners to implement best practice | Participate in appropriate clinical studies |</p>
<table>
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<tr>
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<th>Strategy</th>
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</thead>
</table>
| 7. For our Organisation | • To make the most effective use of resources and ensure financial sustainability  
• To provide good governance, effective risk management, strong performance monitoring and excellent planning  
• To be adaptive and responsive to our community and staff needs  
• To ensure the CORE values framework is embedded across all functions of the organisation  
• To be an organisation that is widely regarded as an employer of choice | Sustainability embedded in capital planning and integrated environmental performance | Sustained commitment to the environment | • Consider sustainability in all relevant decision making  
• Focus on more efficient use of fleet, energy and water through education and energy saving investment  
• Review and implement relevant actions from the SLHD Sustainability Plan  
• Build on current achievements to further reduce waste and increase land fill diversion (recycling) for clinical waste utilising department/service champions |
| | To be recognised as a major part of the local economy in its role as an employer and in service delivery | Minimised strategic uncertainty, realise opportunities, successful Activity Based funding implementation, and Work Health & Safety performance through effective risk management | Financial sustainability through careful management of financial resources | Continue to build on achievements in private patient revenue performance with a focus on single bed availability  
• Improve quality and utility of financial and workforce reports for managers  
• Monitor performance against facility/department/service efficiency and revenue improvement plans  
• Develop and implement annual business plans for departments and services based on the facility and SLHD plans |
| | | | Improve access and plan future services based on the needs of our communities | |  
Gain more value from application of Enterprise Risk Management approach | Translate current manual Risk Registers to centralised e-register |
<table>
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<td>Maintain our Work Health &amp; Safety framework</td>
<td>Update Work Health &amp; Safety (WHS) strategic plan and Security Improvement plans</td>
<td>Review and implement the revised organisational structure</td>
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<td>Undertake and participate in audits for WHS and compliance with NSW Health Protecting People and Property</td>
<td>Implement and sustain Management and Staff forums</td>
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<td></td>
<td>Strengthened governance and cooperative culture that supports open and transparent communication and decision making</td>
<td>Improve consultation, communication, business planning capabilities and accountability</td>
<td>Implement and sustain department and performance meetings with General Manager and Service Directors</td>
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<td>Identify opportunities to further communicate with staff, the general public and communities about achievements and services</td>
<td>Identify opportunities to further communicate with staff, the general public and communities about achievements and services</td>
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<td></td>
<td>Healthcare safety and quality, operational performance and accountability as a result of effective performance monitoring/management</td>
<td>Organisational-wide performance monitoring and accountability</td>
<td>Review utility and relevance of Dashboards and Score cards</td>
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<td>Review and monitor clinical service performance based on Activity Based Funding</td>
<td>Review and monitor clinical service performance based on Activity Based Funding</td>
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<td></td>
<td>Rationalise auditing (clinical and non clinical) for best use of resources to achieve clinical outcomes and compliance with mandatory reporting or standards</td>
<td>Rationalise auditing (clinical and non clinical) for best use of resources to achieve clinical outcomes and compliance with mandatory reporting or standards</td>
</tr>
</tbody>
</table>
References


Appendices

Diagram 1: Organisational Structure for the Concord Hospital

[Diagram of organisational structure with hierarchical lines and nodes representing roles such as General Manager, Director of Medical Services, Director of Nursing, etc.]
Appendices

Diagram 2: Committee Structure for the Concord Hospital
Definitions

**Vision:** Defines the desired or intended future state of an organisation or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long term view, sometimes describing how the organisation would like the world in which it operates to be.

**Values:** Beliefs that are shared among the stakeholders of an organisation. Values drive an organisation’s culture and priorities and provide a framework in which decision are made.

**Strategic planning:** An organisation’s process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. The resulting document is called the “strategic plan.”
Sydney... it's your local health district.
Concord Repatriation General Hospital

2014–2018