

CANTERBURY HOSPITAL

Strategic Plan



2013 - 2018



Health
Sydney
Local Health District

Contents

Foreword	3
Executive Summary	5
Canterbury Hospital Vision, Mission and Values	7
Introduction	9
Our Patient Consumers and Carers	10
Our Community	10
Our Services	13
Our Staff	17
Our Research and Education	17
Our Organisation	17
Goals and Strategies	18
References	48



Sydney... it's ***your*** local health district

Foreword

Canterbury Hospital has been an important and caring part of the Canterbury community for the greater part of the last century. We have a proud record of compassionate care, health improvement and innovation and have consistently worked to forge strong, ongoing and vital links with our local community.

This Strategic Plan (2013-2018) provides a framework to support the ongoing development of this important service.

Our vision, **To Achieve Excellence in Healthcare for All**, the Sydney Local Health District (SLHD) Vision, is consistent with the directions of the NSW Ministry of Health:

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

Our mission is to provide access to timely, high quality, patient-centred healthcare. Achieving this requires clear priorities, supportive leadership and staff and community collaboration, underpinned by the core health service values of **C**ollaboration, **O**penness, **R**espect and **E**mpowerment. At Canterbury we have implemented our “CORE values” framework under the emblem “Canterbury Cares”.

This plan has been purposefully developed to closely align with the SLHD Strategic Plan, while articulating the particular issues, challenges and strategies that are important for our local Canterbury community, our staff and our management. The Plan’s goals recognise the primacy of the focus on patients, staff, community and the need for excellence in services, education, research and organisational support.

The format of the Plan has been devised based on the seven domains articulated in the SLHD Strategic Plan which reflect our key concerns in delivering health service excellence:

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

For each of these domain areas this Strategic Plan outlines goals, feasible strategies and achievable timeframes which reflect both the ideals of the District and the operational aspirations of the hospital.

Importantly, this Plan has been developed through a process of community and staff consultation and discussion. In developing the District Strategic Plan consultations were held at Canterbury Hospital and in the Canterbury community. In addition to this, a facilitated staff forum was held at the hospital to devise our local strategies and actions.

I am proud to deliver this five year Strategic Plan for the Canterbury Hospital which readies us for the future and its challenges. This ensures that our strategic direction will be well aligned with the needs and aspirations of our community and our staff.



Ann Kelly OAM
General Manager
Canterbury Hospital



Executive Summary

Health improvement and the high quality provision of healthcare to our local community are integral to Canterbury Hospital's role. Canterbury Hospital has a well-established reputation for excellence in the provision of healthcare services and for managerial and fiscal responsibility.

The vision, outlined in this Strategic Plan, is *"To Achieve Excellence in Healthcare for All"*. Its accompanying mission embeds concepts of equity, patient-centeredness, health improvement, timeliness and efficiency, recognising that evidence-based service delivery requires highly skilled and valued staff supported by research, education and state-of-the-art technologies. The Plan's strategies identify how these aspirations will be realised in service delivery. Integral to this Strategic Plan is the "CORE values" articulated by the Ministry of Health. These important values – collaboration, openness, respect and empowerment – are embedded within the Plan and inform every aspect of the hospital's business.

Population growth, ageing and increasing births are projected to result in a significant increase in healthcare demands on Canterbury Hospital's services over the next decade and may require additional enhancement to the current services. Cultural and socioeconomic diversity will continue to pose challenges for equitable service delivery in respect of both access and outcomes. A strong and collaborative engagement with our local communities, community organisations, primary care and other health providers is vital to the hospital's mission. Through the local Aboriginal community, Canterbury Hospital will strengthen both its mainstream health services and targeted programs to address the health needs of Aboriginal people.

Canterbury Hospital will ensure that patient-centredness, excellence and cost-effectiveness is embedded in all clinical care and that services and outcomes are of the highest quality. Supporting and empowering our valued staff is critical to patient-centered care. A prime focus is on recognising and supporting the core services in the modern hospital - emergency, intensive care, diagnostic services and operating theatres. Our services will continue to be networked with general practice, community organisations and related service partners. Our clinical services will be supported by effective information and communication systems that link care settings (across acute, subacute and primary care settings), are responsive to clinical needs and enable the extraction of meaningful clinical and service development data.

Service developments and additional infrastructure capacity will be required to keep pace with increasing demand and to ensure that the hospital has state-of-the-art technology, evidence-based clinical treatments and public health improvement strategies in place.

There have been a range of service-related challenges that have been identified at the Canterbury Hospital. These issues will need to be further developed and explored within the District Healthcare Services Plan. These include the following:

- The need to establish a dedicated aged care and rehabilitation service
- The importance of expanding the space and capacity of the Emergency Department and other clinic areas
- The need to revise maternity bed and service needs for Canterbury and strengthen links with RPAH in accord with changing demand
- The need to review Ambulatory Care provision
- The importance of the electronic medical record roll-out
- The need to develop a stronger imaging service
- The need to address Aboriginal health inequity and access issues in collaboration with Redfern Aboriginal Medical Service
- The need to develop the Paediatric service including further integrating the paediatric unit at Canterbury Hospital with Royal Prince Alfred (RPA) Hospital and improving links with other Paediatric facilities
- The importance of strengthening clinical leadership arrangements

So as to facilitate health service excellence, the organisational and business processes of our hospital will be well managed, efficient and responsive: this includes the corporate, financial, governance, risk management, performance, monitoring and planning functions.



Canterbury Hospital Vision

Mission and Values

Our Hospital Vision

“To achieve excellence in healthcare for all”

Our Hospital Mission

Ensuring the community has equitable access to high quality patient centered 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

Our Values

- **Collaboration** – Improving and sustaining performance depends on everyone in the system working as a team.
- **Openness** – Transparent performance monitoring and reporting is 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 for people to improve performance in a sustainable way.



Introduction

Canterbury Hospital is a 215-bed metropolitan acute general hospital, providing services in emergency medicine, general surgery and medicine, obstetrics and gynaecology, paediatrics, aged care, rehabilitation, palliative care and outpatients.

This Strategic Plan provides a direction for the hospital which aligns it with the District's strategy and takes into account local challenges and issues. Issues span across quality assurance, community engagement, service enhancement, staff development, the development of evidence and research capacity and business process enhancement.

There are a great many service-related challenges over the next five years for Canterbury Hospital. Key amongst these include developing the aged care and rehabilitation service, developing our emergency, maternity and paediatric service capacity, looking at options for the development of non-inpatient services, developing our diagnostic and imaging capability, ensuring the smooth transition to the electronic medical record, keeping pace with technological developments and ensuring our workforce reflects our District Aboriginal and Torres Strait Islander populations.

History of the Canterbury Hospital

Canterbury has been delivering health services to the local community on this site for almost a century.

Community members first began a campaign for a local hospital in the early 1900s with Returned Soldiers Association, local medical practitioners, the Campsie Red Cross Society actively pushing for the establishment of a hospital in the Canterbury area.

The foundation stone for the hospital was laid on 1 October 1927 by then Health Minister Robert Stuart-Robertson. The Canterbury District Memorial Hospital was opened just over two years later on 26 October, 1929 with 28 beds to service the local population of 70,000. In its first year of operation the hospital treated 587 patients. By the end of 1931 the number of inpatients seen exceeded 1,000. The outpatients and casualty departments treated 2,355 people that year.

Over the next century the hospital received many additions and restructures to cater for the needs of the community. During the 1930s and 1940s the Anti-TB Clinic was opened and hospital capacity was increased through additions to the original buildings and the construction of Thorncraft House. Thorncraft House recognised 11 years of service by Alderman Herbert Thorncraft as president of the Board of Directors. During the 1950s a new maternity block and outpatients block increased the hospitals capacity to 199 beds. The expansion of the hospital continued through the 1960s and 1970s. Canterbury District Memorial Hospital officially became Canterbury Hospital in 1972.

The hospital underwent a total redevelopment from 1996-1998 to provide one of the most modern health care facilities in the state. The \$80 million redevelopment was officially opened in November 1998.

Our Patient Consumers and Carers

Canterbury Hospital is committed to providing high quality, evidence-based patient care. To achieve this, the following broad strategy is featured in the Strategic Plan:

- Ensuring that ongoing systems, support, staff and quality assurance measures promote high quality, evidence-based patient care

Our Community

Canterbury Hospital caters for a population larger than the Canterbury Local Government Area (LGA) of 220,000 people, of which 70% speak a language other than English at home. The main languages spoken in the local community are Arabic, Greek, Chinese, Italian, Vietnamese and Korean. The Canterbury area is also the initial home for significant numbers of refugees and humanitarian entrants from a wide range of war-torn countries including Burma, Sierra Leone, Iraq, Pakistan, China and Sudan. Canterbury population is projected to increase over the next 10 years. The population is projected to have larger cohorts of aged people.

The Canterbury Local Government Area (LGA) is located 17 km south-west of the Sydney CBD and comprises 16 suburbs spread over approximately 34 square kilometres. Canterbury City includes the suburbs of Ashbury (part), Belfield (part), Belmore, Beverley Hills (part), Campsie, Canterbury, Clemton Park, Croydon Park (part), Earlwood, Hurlstone Park (part), Kingsgrove (part), Lakemba, Narwee (part), Punchbowl (part), Riverwood (part), Roselands and Wiley Park.

While Canterbury City is predominantly a residential area, there are also significant commercial and industrial areas. The City of Canterbury is well-served by both State Transit and private bus services and the CityRail Network.

Canterbury has a high birth rate and a significantly higher fertility rate than NSW. Important maternal indicators show that women tend to present at a later time for antenatal care and vaccination levels tend to be lower than across NSW. This information suggests a poorer maternal health profile for the residents of Canterbury.

Table 1: Maternal indicators, Canterbury LGA and NSW

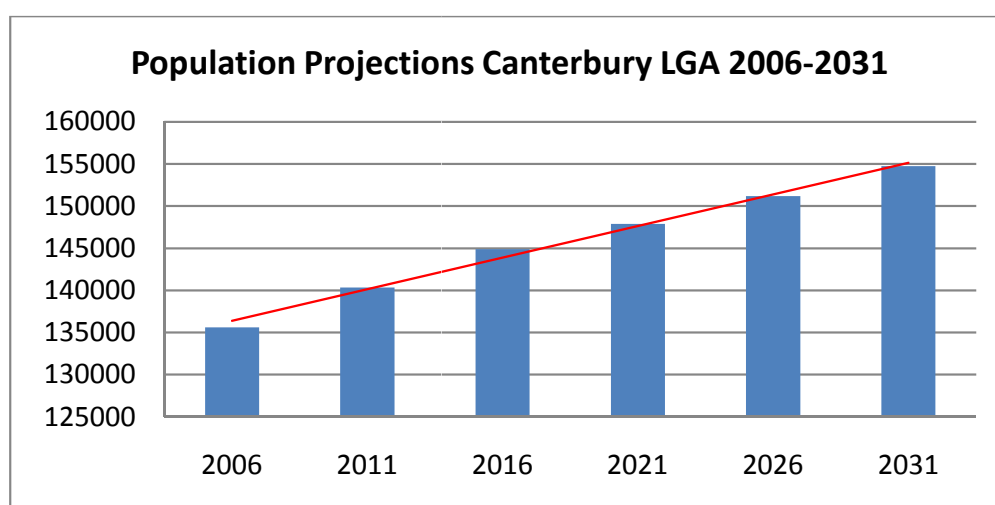
Maternal indicator	Canterbury	NSW
Actual births 2011	2,442	99,054
Total fertility rate 2011	2.21	1.86
First antenatal visit before 14 weeks of gestation, 2008 to 2010 combined, smoothed percent of pregnancies, smoothed standardised prevalence ratio	70.0% (87.6) -	79.3% # (100)

Source: ABS 2011 Catalogue No. 330010DO004_2011 and NSW Health Chief Health Officer's Report 2010
2010 only

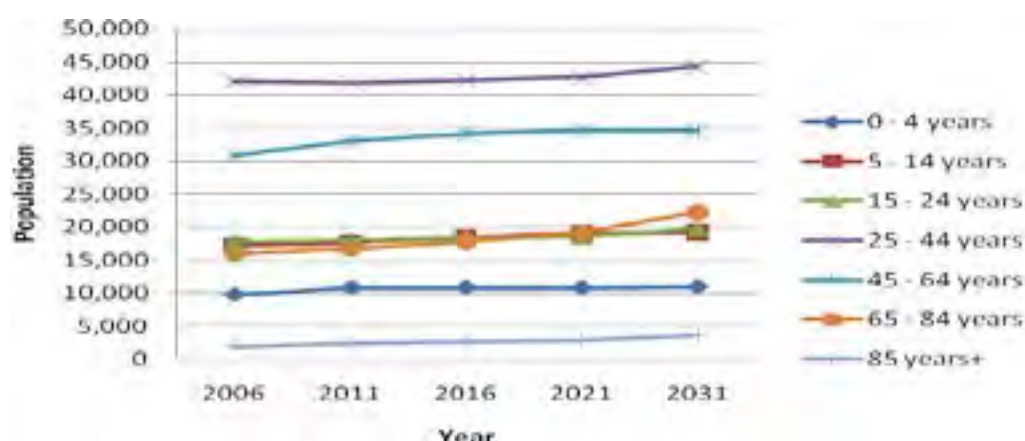
- below the state average at 1% level of significance

The population projections and age-based projections are outlined below in Graphs 1 and 2.

Graph 1: Canterbury LGA projected population



Graph 2: Canterbury LGA projected population age groups



Source: NSW Health Population Projection Series 1, 2009

The following table provides some basic demographic information in relation to Canterbury Local Government Area (LGA) residents. Canterbury is highly culturally and linguistically diverse and has a developing Aboriginal population.

Table 2: Canterbury Population Demographic Indicators

Population Characteristics	Canterbury LGA
Aboriginal and Torres Strait Islanders	794 (0.6%)
Persons born overseas	66,130 (48.1%)
Language spoken at home – English only spoken at home	39,093 (30.1%)
Three most common languages other than English spoken at home	Arabic: 18,175 (13.2%)
	Greek: 13,411 (9.8%)
	Mandarin: 7,696 (5.6%)
Disability: Has need for assistance with core activities	7,238 (5.3%)
Carers: Unpaid assistance provided to a person with a disability	12,347 (9.0%)
Unemployed	4,855 (8.2%)

Source: ABS Census, 2011

The following table provides a selection of health status indicators relevant to the Canterbury local area. Overall, the health status of Canterbury residents is slightly better than that of NSW. The self-rated health status of the people of Canterbury was similar to that of NSW. The LGA has a lower percentage of residents eating three or more vegetables per day, lower rates of vaccinations and higher rates of diabetes hospitalisations.

Table 3: Indicators reflecting health status of Canterbury residents

Indicator	Canterbury	NSW
Self-rated health - Excellent, very good, or good self-rated health status by year, persons aged 16 years and over, 2005 - 2007	81.3%	80.4%
Smoking attributable deaths, 2006 to 2007, smoothed number of deaths per year, sSMR	90 (91.6)	(100)
Smoking attributable hospitalisations, 2009 - 2010 to 2010 - 2011, smoothed number of hospitalisations per year, sSSR	700 (82.7)	(100)
Deaths potentially avoidable by primary prevention, persons aged under 75 years, 2006 to 2007 combined, sSMR	107 (89.8)	(100)
Ambulatory care sensitive conditions: hospitalisations, 2009 - 2010 to 2010 - 2011, smoothed number of hospitalisations per year, sSSR	3,220 (89.2)	(100)
Vaccinated against influenza in the last 12 months by year, persons aged 65 years and over, 2011	67.3%	72.4%
Vaccinated against pneumococcal disease in the last 5 years by year, aged 65 years and over, 2011	54.0%	59.5%
Diabetes hospitalisation 2009 - 2010 to 2010 - 2011, smoothed number of separations per year, sSSR	401 (109.7%)	(100)
Three or more serves of vegetables a day by year, persons aged 16 years and over	7.1%	8.4%
Adequate physical activity by year, persons aged 16 years and over, 2011	56.1%	54.6%
Current smoking, persons aged 16 years and over, 2011	14.9%	14.7%

Source: SLHD A Picture of Health, 2012

The following are key strategies related to improving our community engagement:

- Engaging in a purposeful and strategic way with community organisations, partners and relevant stakeholder groups to ensure high quality care, excellent communication and health improvement. Canterbury is keen to strengthen our ties and partnerships with non-government and local organisations and groups, the Council and the Inner West Sydney Medicare Local.
- Developing a strategy for improving discharge information, communication and planning across the District. The Hospital will develop a taskforce to establish a concerted effort to improve communication. A particular focus on Discharge Planning will be undertaken.
- Developing the profile of, and strategy for, community-based and health promotion services.
- Developing additional hospital-in-the-home and ambulatory care targeted services for marginalised groups and new models of outreach and community health services in close collaboration with GP services, and the Inner West Sydney Medicare Local.

Our Services

Our core services include the following:

- Emergency medicine
- Cardiology and cardiac rehabilitation
- High Dependency Unit (HDU)
- Surgical sub-specialties including general surgery, ENT, orthopaedics, urology and gynaecology
- Medical sub-specialties including general medicine and respiratory with other sub-specialties on consultation
- Maternity, special care nursery
- Paediatrics
- Aged care and rehabilitation
- Palliative care (District-level service)
- Dental care
- Drug health
- Imaging – CT, ultrasound, and general radiography
- Allied health
- Outpatient services

The hospital has recently supported the development of an after hours general practice casualty service to develop the community's access to primary care.

On the site of the hospital is the Canterbury Community Health Centre, which provides a comprehensive range of community health and mental health services.

Inpatient Services

Services provided at Canterbury Hospital include general medicine, surgical, maternity, paediatric, High Dependency Unit, emergency, aged care and palliative care. The hospital also provides an antenatal shared care and obstetric early discharge program for new mothers and a Surgical Day Procedure Unit.

The wards at Canterbury Hospital are named after Australian native plants and flowers and are located as follows:

Level 2	Level 3
• Acacia	• Telopea
• Gumnut	• Grevillea
• Waratah	• Banksia
• Boronia	• Medical Assessment Unit
• Operating Suites	• Emergency Department
• Day Procedure Unit	

The main entrance to the hospital is on level 3 off Thorncraft Parade. The entrance to the Emergency Department is also located off Thorncraft Parade.

The Day Procedure Unit on level 2 is specifically designed for patients undergoing surgical, medical or investigative procedures that do not require overnight admission.

Outpatient Services

The hospital provides the following clinics and other services where patients are seen by appointment. Referrals are necessary except at the Emergency Department.

• Emergency	• Audiology
• Chest Clinic	• Dental
• Dietetics	• ECG
• Diabetes Education	• Occupational Therapy
• Gynaecology	• Physiotherapy
• Pathology	• Pre- and Post Natal
• Podiatry	• Speech Pathology
• Radiology	• Pre-admission Clinic
• Rehabilitation Unit	• Fracture Clinic
• Ultrasound	• Hydrotherapy Services
• Palliative Care	• Anaesthetic Clinic

Canterbury Hospital also has a close relationship with the private After Hours General Practice Clinic which is located within the Outpatients Department. The clinic bulk bills all patients to Medicare.

Table 4 below shows the activity for Canterbury 2010-11:

Table4: Canterbury Hospital Activity July 2010 to June 2011

Overview of Hospital Activity	
Separations	16,995
% of Same Day Separations	26.30%
Total Bed Days	58,526
Average LOS (Acute) including same day	3.25
Daily Average of Inpatients	148.85
Bed Occupancy Rate	88.05%
Acute Bed Days	53,733
Non-Admitted Patient Services	226,287
Average Available Beds	214.60

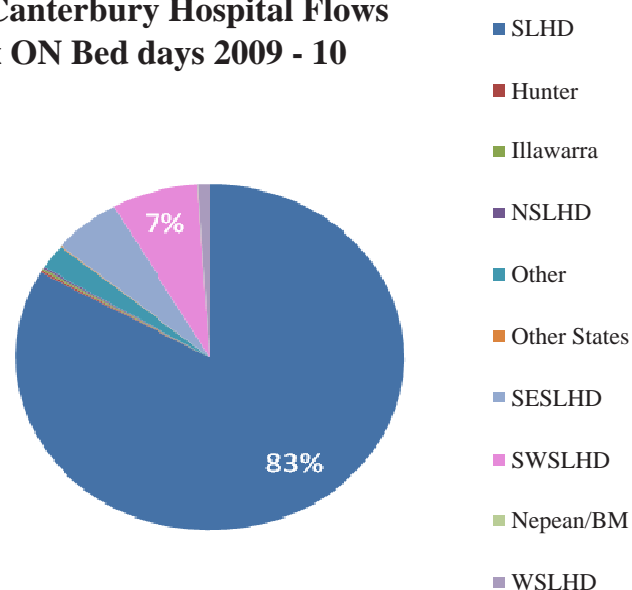
Source: SLHD Performance Unit

The hospital has a very busy Emergency Department with 34,222 presentations in 2010/2011 and a busy maternity service with 1,657 births in 2010/2011. A little over 25% of hospital episodes are same day. There are close to 250,000 non-admitted patient episodes each year.

Canterbury Hospital predominately services Canterbury LGA, with some inflows from the nearby Bankstown LGA and the southern suburbs of Rockdale and Hurstville.

Table 5 and Figure1: Canterbury Hospital Inflows 2009-10

Canterbury Hospital Supply (Inflows) %	
SLHD	83.3
SWSLHD	7.2
SESLHD	5.7
Overseas	1.9
WSLHD	1.0
Illawarra	0.2
NSLHD	0.2
Hunter	0.2
Central Coast	0.1
Other	0.3

Canterbury Hospital Flows
x ON Bed days 2009 - 10

Source: Flow-Info V 11.0

Residents of the Canterbury LGA receive almost 30% of their total hospital needs, locally. Outflows are to:

- The Royal Prince Alfred Hospital for obstetrics, gastroenterology, respiratory medicine and other tertiary services;
- Concord for interventional cardiology, gastroenterology, neurology and cardiology;
- St George Hospital for neurology, respiratory medicine and non-subspecialty medicine and surgery; and
- Bankstown-Lidcombe Hospital for respiratory medicine, orthopaedics, non-subspecialty medicine and gastroenterology.

Inpatient activity and bed need is projected to increase in coming years at the Canterbury Hospital as is shown in Table 6.

Table 6: Canterbury Hospital Projected Bed Need to 2022

Canterbury Hospital Projected Bed Needs to 2022									
	2009			2017			2022		
	Separations	Beddays	Beds @85%	Separations	Beddays	Beds @ 85%	Separations	Beddays	Beds @85%
Acute Activity									
Overnight	9,623	40,933	132	10,350	43,957	142	10,928	46,259	149
Day Only	3,288	3,288	11	3,805	3,805	12	4,120	4,120	13
Total Acute Bed Need	12,911	44,221	143	14,155	47,762	154	15,047	50,374	162
Sub-Acute and Non-Acute Activity									
Overnight	522	5,932	18	655	9,553	29	723	10,436	32
Day Only	9	9	0	3	3	0	7	7	0
Total Sub/Non Acute Bed Need	531	5,941	18	659	9,556	29	730	10,443	32
Total Bed Need			161			183			194 (+34)

Source: AiM 2012

Future Service Developments

There have been a range of service-related challenges identified at Canterbury Hospital. These issues will need to be further developed and explored within the District Healthcare Services Plan. These include the following:

- The need to establish a dedicated aged care and rehabilitation service
- The importance of expanding the space and capacity of the emergency department and other clinic areas
- The need to revise maternity bed and service needs for Canterbury and links with RPAH in accord with changing demand
- The need to review and develop Ambulatory Care provision
- The importance of the electronic medical record roll-out
- The need to work towards 24-hour radiology cover
- The need to address Aboriginal health inequity and access issues in collaboration with Redfern Aboriginal Medical Service
- Maintaining and developing “core” hospital and ambulatory care services- Emergency Department, Intensive Care, theatres, diagnostics and moving toward the provision of 24/7 services
- Developing the Paediatric service including further integrating the paediatric unit at Canterbury Hospital with RPA and improving links with other Paediatric facilities. Overnight paediatric cover will be reviewed.
- The importance of strengthening clinical leadership arrangements

Priority service development directions for Canterbury Hospital include:

- Development of the High Volume Short Stay Surgery Model of Care
- 24-hour radiology services
- Antenatal service development (occasions of service have doubled in the last 18 months)
- Increase the capacity of the emergency department
- Establish a dedicated aged care, geriatric medicine and rehabilitation unit



Our Staff

Canterbury Hospital employs 661 FTE staff. We are proud of the high standards and positive approach of our staff. Key strategies that will be employed include:

- Ensuring strategies are in place to address workforce recruitment, education, development, staff support and workplace culture
- Ensuring that staff have the skills and necessary support to undertake their roles and to cope with, and manage, change

Our Research and Education

Canterbury Hospital is keenly involved in planning with the SLHD for the strategic development of research and education. Canterbury has a strong role in ensuring evidence-based modern health care practice and in ensuring that our staff are educated to achieve the highest standards of care.

Of importance at Canterbury is ensuring that education has a strong values framework: Canterbury Cares. A regular column in Canterbury's newsletter will focus on education and research.

The hospital will undertake a training needs analysis to ensure that our staff skills match our service requirements. The staff need for education on research methods will be explored.

Our Organisation

In terms of our organisation and business functions, the following are key strategic directions.

- Re-organising financial, performance monitoring and planning capabilities to ensure the smooth transition to activity based funding
- Providing transparent and efficient financial, performance monitoring and business planning capabilities to improve service efficiency
- Ensuring efficient and transparent human resource systems and processes
- Ensuring that services maintain the revenue base derived from providing services to privately insured patients
- Ensure Canterbury Hospital as an organisation has a strong focus on sustainability. This includes establishing a Sustainability Committee which will develop strategies for achieving the SLHD sustainability targets in the areas of energy, procurement, water, transport, food, waste and capital works. A short Business or Action Plan will be developed to ensure clear targets are established and monitored.
- Ensuring communication with the public and SLHD communities about healthcare services, achievements and excellence.



Goals and Strategies

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
For Our Patients, Consumers and Carers	<ul style="list-style-type: none"> 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 	Review care planning process for patients to assess their appropriateness	Undertake annual selected medical record audit to review compliance	Improved patient care & communication and improved health service outcomes	Director Nursing and Midwifery Services Allied Health Representative	June 2013 Ongoing
		Improve the systems designed to support the timely exchange of relevant information related to patient care	Undertake annual audit of timeliness of medical record exchange	Improved patient care & communication and improved health service outcomes	Quality Improvement and Safety Manager	June 2013 Ongoing
		Regularly survey patients and conduct patient/carer interviews to assess their satisfaction with services and to take action to address concerns Conduct ward or department specific surveys to increase the sample size and decrease the number of departments surveyed to provide in depth reviews including interpreter usage	Undertake patient satisfaction surveys annually Continue to participate in NSW Patient Survey	Improved patient care & communication and improved health service outcomes	General Manager	Annually June 2013

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Provide translated patient education information which outlines healthcare rights and responsibilities and provides information on the Australian healthcare system Provide guided hospital tours to minority and special interest groups to allay cultural fears.	Review need for additional translated hospital information pamphlets outlining rights and responsibilities	Improved communication with patients with limited English	Patient Liaison Officer General Manager Community Participation Coordinator Patient Liaison Officer General Manager Community Participation Coordinator	June 2013 Ongoing
	Work with local private health practitioners, including general practitioners, allied health practitioners and community pharmacists, to enhance patient referral pathways between Canterbury Hospital services and provide them with up-to-date clinical and service information Work with Medicare Locals (1 July 2012)	Hold meetings and education programs with local private health practitioners in conjunction with Medicare Local	Improved patient care & communication and improved health service outcomes	Clinical Council General Manager	December 2012 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Complete the implementation of the Essentials of Care Program	Review and evaluate Essentials of Care program	Improved patient care & communication and improved health service outcomes	Director Nursing and Midwifery Services	December 2012
	Monitor and manage waiting times for clinical services including outpatients	Regularly review waiting times and put measures in place to address problems	Improved service efficiency and access	General Manager	Ongoing June 2013
	Implement the SLHD surgical program and support other LHDs in providing surgery within the clinically appropriate time frame Implement the High Volume Short Stay Surgical (HVSSS) model.	Regularly review planned admission dates to ensure patients are seen within the clinically appropriate time	Improved service efficiency and access Surgical program KPIs met	General Manager Operating Suite Manager HVSSS Impl. Committee	Ongoing June 2013

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
For Our Staff	<ul style="list-style-type: none"> To treat our patients with dignity, compassion and respect 	Embed a values framework across all aspects of Canterbury Hospital's activity	<p>Include an outline of the CORE Values in all plans, policies and, guidelines. Further roll out the Canterbury Cares program and the 5 "P's"</p> <p>Implement the employee excellence awards system and promote through newsletters, forums</p>	Improved patient and staff relations, improved care & communication	Canterbury Cares Working Party Director Nursing and Midwifery Services	December 2012 Ongoing
	<ul style="list-style-type: none"> To be highly skilled, committed, accountable and valued 	Embed the Canterbury Cares program including rounding for staff, patients and managers			Patient Liaison Officer General Manager Community Participation Coordinator	Ongoing
	<ul style="list-style-type: none"> To be recognised by the community and their peers as leading edge, highly skilled and as innovative in their field 	Strengthen the opportunities provided to staff and students for mentoring, training and development	Participate in the implementation of the SLHD Education Strategic Plan	Improved staff skills & practices	Executive Committee	June 2013 Ongoing
	<ul style="list-style-type: none"> To work in safe, respectful, healthy and productive workplaces 	Improve the opportunities to recognise, provide positive feedback and promote the achievements of staff	Introduce a program for public nomination of outstanding staff members	Improved staff relations	General Manager Director Nursing and Midwifery Services	December 2012 Ongoing
	<ul style="list-style-type: none"> To share their expertise with others 					

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Promote and embed the Star Employee & Employee Excellence Award	Staff acknowledgement in the newsletter HealthMatters			Ongoing
	Strengthen systems, including grievance processes, to address bullying and harassment Strengthen a culture of no tolerance to bullying and harassment, and further promote education and policy for managers	Embed all Canterbury staff training programs with CORE values Identify and reward workplace champions Improve grievance and discipline processes	Improved staff relations	General Manager Manager Human Resources	December 2012 Ongoing
	Ensure managers and staff are appropriately engaged in performance management Provide routine and regular appraisal with constructive feedback	Audit of % staff involved in performance management Periodic review of performance management systems	Improved staff performance and management	General Manager Manager Human Resources	December 2012 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	<p>Consult staff and conduct staff surveys to assess workplace culture and satisfaction and develop and implement actions to address identified areas of concern. Surveys to include issues such as:</p> <ul style="list-style-type: none"> • Workplace bullying reduction • Culture of inclusion and involvement • Acceptance of change management • Clinical engagement and empowerment <p>Promote Your Say, hospital newsletter and employee excellence awards</p> <p>Provide regular communication with staff</p> <p>Aim for a higher response rate with staff surveys including Your Say</p>	<p>Conduct Internal and external staff surveys annually at Canterbury Hospital</p> <p>Develop action plans to address issues</p> <p>Provide alternate means of completing surveys to ensure privacy, anonymity and access</p>	Improved staff relations and improved workplace culture	<p>General Manager</p> <p>Director of Human Resources</p> <p>All Managers</p>	<p>December 2012</p> <p>Ongoing</p>

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Implement a range of health promotion activities and policies for employees, including the NSW Health Smoke-free Workplace Policy, Breastfeeding Policy, Live Life Well @ Health-Healthier Food and Drink Choices, Staff and Visitors in NSW Health Facilities Policy, and the promotion of active transport for staff	Implement healthy public policy plans review annually and strategies for implementation established at Canterbury Hospital	Improved staff health; reduced sick leave	General Manager Director Nursing and Midwifery Services Director Medical Services	June 2013 Ongoing
	Increase the visibility of security services at Canterbury Hospital, especially after hours	Review security visibility at Canterbury Hospital & develop localised strategies to ensure effectiveness	Improved safety; reduced incidents	Director Corporate Services Security Manager	December 2012 Ongoing
	Promote car park escort after hours and engage security in ward rounds				

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
For Our Community	<ul style="list-style-type: none"> To be engaged and work in close partnership with SLHD, the Inner West Sydney Medicare Local, NGOs, Councils and others to address the social determinants of health To support and promote personal and community health, empowerment, responsibility and a health promoting environment To access the healthcare they need through an integrated network of primary and community health services across public and private health services To be engaged with and networked closely with SLHD, NGOs and related healthcare and service partners to provide health services 	Review and enhance Canterbury Hospital's Community Participation Framework and structures to ensure there is effective engagement with the local community	Implement the SLHD Community Participation Framework in the Canterbury Hospital	Improved community relations; additional service feedback	Community Participation Coordinator General Manager	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Develop a Communications Plan to support effective communication with key internal and external stakeholders and the local community. This should include strategies for innovative IT and media for communication between patients, staff, departments, community organisations and partners. Such strategies include social marketing, apps, SKYPE, translated material etc	Develop a Communications Plan of the innovative IT strategies Communications Activity Plan Redevelop interactive website	Improved communication with the staff and community	Executive Committee	June 2013 December 2012 Ongoing
	Provide targeted technology delivery methods to accommodate the various audiences				
	Continuously promote Canterbury Hospital and its services				

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Ensure there is a Canterbury Hospital item in every issue of HealthMatters	Provide a monthly article to SLHD media unit for inclusion in HealthMatters	Improved communication Feedback received and improvements made	Quality Improvement and Safety Manager Workplace Health and Safety Manager	March 2013 Ongoing
	Embed the Canterbury Hospital newsletter as normal business		Improved communication		Ongoing
	Provide an electronic and hard copy version of the SLHD and Canterbury Hospital newsletter		Improved communication		Ongoing
	Develop a Canterbury Hospital Taskforce on Communications to examine and improve our current approaches	Establish taskforce	Improved communication		Ongoing
	Promote Canterbury services to the community e.g. Midwifery Group Practice, Palliative Care, High Volume Short Stay service	Develop a strategy in consultation with key clinicians and providers	Improved profile for Canterbury Hospital	Director Nursing and Midwifery Services General Manager	June 2013
		Promote Canterbury Hospital as the only current Palliative Care inpatient service for the District	Improved profile for Canterbury Hospital		June 2013

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
		Implement, promote and lead the SLHD in High Volume Short Stay Surgery		Executive	2014 Ongoing
	Strengthen the work of Population and Community Health Services in devising programs that support and improve the health of the community	Participate in the development of the Population Health Plan Participate and support Community Health in strengthening health promotion particularly surrounding diabetes, respiratory and chronic care	Evidence- based strategies for health improvement developed based on the needs of the SLHD community	Executive Committee	December 2012 Ongoing
	Participate in the development of the Health Promotion Plan				2012 - 2013
	Invest in Community Health and develop the profile of Community Health Strengthen links with community health	Work with Aged Care Assessment Team (ACAT) to provide timely services	Community-based health care services are planned and appropriate resources allocated	Chronic and Complex Care CNC	July 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Support the development process of a Memorandum of Understanding (MOU) and strengthen relationships with the Inner West Sydney Medicare Local to identify opportunities for improving the health of the local community, improving communication between sectors, promoting well integrated and coordinated care, supporting clinicians and service providers and identifying health needs	Participate in the development of the MOU as required.	Strong linkage/ partnership with General Practice at patient, service and organisational levels	General Manager Director Medical Services	June 2013 Ongoing
	Implement the partnership agreement signed with Redfern Aboriginal Medical Service to ensure conjoint policy implementation, planning, partnered health improvement approaches and complementary service developments	Revise and implement the Aboriginal and Torres Strait Islander Canterbury Hospital Better Health Action Plan	Canterbury Hospital Better Health Action Plan for Aboriginal and Torres Strait Islanders	General Manager	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
		Monitor demographic changes and increases in the Aboriginal and Torres Strait Islander population within the community and adjust Canterbury Hospital's practices to accommodate specific health care needs for Aboriginal and Torres Strait Islander people.			
	Engage with community organisations and groups at organisational and service delivery levels to promote positive health, quality integrated and coordinated care and information exchange	Strengthen links with local NGOs, residential aged care facilities and other services such as Tresillian.	Strong linkage/ partnership with NGOs to promote positive health, healthcare quality, integrated and coordinated care and information exchange	Chronic and Complex Care CNC General Manager Executive Committee	December 2012 Ongoing
	Engage with Local Government Organisations and relevant other organisations in relation to healthy urban development and plans for health improvement and social development	Meet with key Local Government Officers annually Participate in community consultations about health plans in collaboration with Local Government Officers	Strong linkage / partnerships to promote positive health, healthcare quality, integrated and coordinated care and information exchange	General Manager	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
		Strengthen links with the local government and identify areas of responsibility			
	Work with other local health districts and professional bodies to ensure that standards of care, clinical practices and services are improved	<p>Actively participate in Senior Executive Forum and Ministry Committees and Taskforces</p> <p>Work with senior planning staff</p> <p>Promote HVSSS and support other local health districts by advising them on the implementation process</p>	Improved cross-sector planning and communication	<p>General Manager</p> <p>Director Medical Services</p> <p>Director Nursing and Midwifery Services</p>	<p>June 2013</p> <p>Ongoing</p>

For Our Services	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	<ul style="list-style-type: none"> To be culturally sensitive and available to all regardless of culture, income or complexity To incorporate a population health focus to improve the health and wellbeing of the population To be innovative, sustainable and evidence-based To be efficient, high quality, safe and appropriate To provide an appropriate mix of prevention, early intervention, treatment, outreach and palliation 	Participate in the Healthcare Services Plan for the SLHD	Participate in the development of the Healthcare Services Plan	Effective forecasting of future service need and appropriately planned service and facility developments for example review of clinical service requirements	General Manager Clinical Council Clinical Directors	June 2013 Ongoing
		Participate in the development of the Community Health Plan for SLHD	Participate in the development of the Community Health Plan	Community-based health care services are planned and appropriate resources allocated	General Manager Executive Committee	December 2012
		Participate in the development of the Health Promotion Plan for SLHD	Participate in the development of the Health Promotion Plan	Evidence-based strategies for health improvement developed based on the needs of the SLHD community	General Manager Executive Committee	June 2013
		Regularly review all the clinical services provided by Canterbury Hospital within the life of the SLHD Strategic Plan to ensure that they are timely and accessible	Undertake two service reviews per year and implement findings Review service requirements with Clinical Stream Directors	Improved service delivery	General Manager Clinical Council Clinical Directors	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
<ul style="list-style-type: none"> To be clinically networked across the District and have clearly delineated roles To be networked with general practice and healthcare and related service partners To be accommodated in high quality, well-equipped facilities with leading edge technology To have excellent information management and technology services To be accredited and recognised for excellence To be well maintained, clean and safe 	Establish an effective system of weekly and monthly monitoring, reviewing performance of services in line with the LHD's KPIs	Ensure all service managers have performance contracts with actionable KPIs	Improved accountability, improved service delivery	General Manager Executive Committee Clinical Council Quality Improvement and Safety Manager	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	<p>Assist in strengthening the partnership with the Redfern Aboriginal Medical Service and Aboriginal Health Team in implementing the National Strategic Framework for Aboriginal and Torres Strait Islander Health, The NSW Aboriginal Health Strategic Plan, the SSWAHS Aboriginal Health Plan, the Aboriginal Workforce Strategic Framework, the Aboriginal Oral Health Program, the New Directions Program for Aboriginal Families, the Aboriginal Chronic Care Program and other related policies, plans and projects. The implementation of these strategies will be undertaken in accordance with the Sydney Metropolitan Health Partnership Agreement.</p>	<p>Participate in the development of the Aboriginal Health Business Plan to integrate all plans</p> <p>Develop a local Aboriginal Health Business Plan and strengthen local links</p> <p>Develop the local workforce strategy</p> <p>Include the Centre for Education and Workforce Development e-learning course “respecting the difference” in the mandatory training program.</p>	<p>Implement the Aboriginal and Torres Strait Islander Better Health Plan for Canterbury Hospital</p>	<p>General Manager</p> <p>Executive Committee</p> <p>Community Participation Coordinator</p>	<p>June 2013</p> <p>Ongoing</p>

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Engage with local Aboriginal and Torres Strait Islander organisations		Improved communication	Executive	Ongoing
	Participate in the development of the SLHD Aboriginal Better Health Action Plan		Improved health outcomes	Executive	Ongoing
	Implement the SLHD Aboriginal Better Health Action Plan		Improved health outcomes	Executive	Ongoing
	Participate in the roll out of the Electronic Medical Record (eMR) at Canterbury Hospital	Support the linkage of GPs to the eMR and enable point of care access Ensure resources and staff education is provided for the eMR system	Improved patient safety and outcomes; improved access to information; integrated system; improved communication; improved efficiency	Health Information Manager Director Nursing and Midwifery Services Director Medical Services	June 2013 Ongoing
		Complete the development of a Cerner Electronic Medication Management System	Improved patient safety and outcomes, improved access to information, integrated system, improved communication, improved efficiency	Pharmacy Manager	June 2014 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
		Complete the rollout of the Chronic Care Program in partnership with SLHD, SWSLHD, the Divisions of General Practice and the Central Sydney Medicare Local	Improved patient safety and outcomes	Chronic and Complex Care CNC General Manager	June 2014
	Participate in the review and implementation of the SLHD Disability Action Plan	Participate in the SLHD Disability Planning group Participate in the development of the SLHD Disability Action Plan	Improved access, service suitability and patient and carer outcomes Implementation status of current plan identified Five-year plan developed	General Manager Clinical Council All Managers Community Participation Coordinator	June 2013 December 2012 June 2014
	Strengthen Discharge Planning to better involve patients or carers with links to GPs and relevant community agencies	Participate in the SLHD Annual Discharge Planning Forums to link health, community and primary care services with Canterbury Hospital	Improved communication and information	General Manager Director Nursing and Midwifery Services Director Medical Services Health Information Manager	June 2013
	Participate in the Annual Discharge and Community Services forum		Improved discharge process	Executive	Annually

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Develop the Transfer of Care policy and processes from admission to discharge		Improved patient journey	Executive	Ongoing
	Define the needs and community service requirements of high density residential area developments	Monitor any high density residential area developments and implement appropriate plans as required	Ensure adequate health care services are available	General Manager	June 2014 Ongoing
	Participate in the development of measures to improve access to Interpreters	Clarify interpreter access problems Participate in the development of the SLHD telephone interpreting pilot Develop internal systems to improve access and availability to telephone interpreting services	Improved communication with patients with limited English language skills; improved patient outcomes	Executive Committee	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Promote the recruitment of staff able to speak relevant community languages, where this skill would enhance patient care or service delivery	Ensure bilingualism is identified as a skill in relevant position descriptions Define the appropriateness of involving and utilising staff and family members for interpretation requirements	Improved communication with limited English patients: improved patient outcomes	Executive Committee General Manager Human Resource Manager	June 2013
	Participate in the consultation regarding the construction of the sub-acute (Palliative Care) Facility at Concord Hospital	Participate in the development of the Concord Cancer Centre	Improved service capacity for cancer	General Manager Clinical Director Cancer Services Director Nursing and Midwifery Services Director Medical Services	June 2014

For Our Education	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	<ul style="list-style-type: none"> To support the training and development of future generations of staff 	Participate in the development of an Education Strategic Plan for the SLHD in collaboration with staff, the Centre for Education and Workforce Development, universities and the Central Sydney Medicare Local	Participate in the SLHD Education Strategic Plan development Improve educational access	Strategies and actions are established to ensure relevant educational provision	General Manager Executive Committee Clinical Council	June 2013 Ongoing
	<ul style="list-style-type: none"> To encourage a culture of evidence-based practice and innovation To support mentoring, clinical supervision and nurturing of staff 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 	Assist in strengthening the SLHD's role as a provider of education and training to clinicians and managers through its partnership between the Centre for Education and Workforce Development, Universities, Health and Education Training Institute (HETI), specialist Medical colleges and the Central Sydney Medicare Local	Assist the Education and Research Board Committee Ensure facilities for computers and internet access are available to complete e-Learning packages Incorporate discharge planning in the educational schedule	Strategies and actions are established to ensure relevant educational provision	Director Corporate Services General Manager Nurse Educators	June 2013 Ongoing

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
<ul style="list-style-type: none"> To facilitate education that is interdisciplinary and focused on teamwork 		Strengthen the identification and support for health service managers of the future and strengthen SLHD's post graduate health services management and research training in partnership with the University of Tasmania.	Assist in the development of high quality health service management training programs	Improved staff management skills.	General Manager Executive Committee	June 2013 Ongoing
		Support, wherever practicable, study activities that articulate to nationally recognised qualifications Promote skill sets for all staff similar to those available for nursing, educator and manager skill sets	Ensure, wherever practicable degree, certificate or qualifications for educational programs Improve the process to identify skill shortages and conduct training needs analysis	Enhancement of staff qualifications and career pathways	General Manager Executive Committee Director Nursing and Midwifery Services	June 2013 Ongoing
		Expand Canterbury Hospital's clinical placement capacity and ensure adequate support and resources for these placements	Participate in the establishment of a SLHD integrated regional task force to work on expanding clinical capacity	Clinical placement capacity is expanded; additional staff are available	Director Nursing and Midwifery Services Director Medical Services	June 2013 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Examine options for developing cultural competency education as a component of all relevant education at Canterbury Hospital and as a specialised course targeting clinicians	Participate in the development of an options paper Promote and include the e-Learning, Cultural Competency course, in the mandatory training requirements	Improved inter-cultural communication, usage of interpreter services; improved patient care and outcomes	Nurse Educators Community Participation Coordinator	June 2013 Ongoing
	Develop educational metrics/milestones which are linked to performance review	Develop educational metrics	Clearer criteria for performance measurement available	Director Human Resources Department Managers	June 2013 Ongoing
	Review measures to better integrate mandatory training and ensure it is balanced with clinical development opportunities	Review mandatory training requirements to condense and consolidate Enhance non-clinical training opportunities Liaise with Centre for Education and Workforce Development (CEWD)	Efficiency in mandatory training established	WHS Manager Nurse Educators	June 2013
	Provide regular training in CIAP and CERNER so as to promote evidence-based practice	Provide programs	Evidence-based practice promoted	Librarian	June 2013 Ongoing

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
		Review options for providing staff education, development and understanding of community and NGO services. This could include consideration of "work swaps"	Participate in the development an options paper	Consideration of NGO involvement advanced	General Manager	December 2012
		Publish a regular column on the Canterbury Hospital education and teaching activities in the Canterbury Hospital newsletter to promote the education undertaken	Advertise actions undertaken	Improved communication about available courses	Nurse Educator WHS Manager	March 2012 Ongoing
		Promote the education programs available and promote education undertaken within Canterbury Hospital	Display educational opportunities prominently on the website	Improved communication about educational activities	Nurse Educator WHS Manager Human Resource Manager June 2013	Ongoing

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
For Our Research	<ul style="list-style-type: none"> • 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 	Participate in the development and implementation of a SLHD Research Strategic Plan in collaboration with clinicians, researchers, the research institutes and universities	Participate in the SLHD Research Strategic Plan	Strategic approach to research development established	General Manager Clinical Council Clinical Directors	December 2012
			Review research governance, including ethics processes, within Canterbury Hospital to ensure that it meets the NSW Health Policy for research governance	Research processes accord with state and national requirements	General Manager Clinical Council	June 2013
		Promote a research-positive culture at Canterbury Hospital Increase the commitment to high quality clinical trials Encourage clinicians and researchers to collaborate Promote a focus on clinical and population research	Implement the SLHD Research Strategic Plan	Research activities are strengthened and supported across the District	General Manager	December 2012 Ongoing

Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Participate in strengthening the SLHD's role as a leader in medical and health research through its partnership with University of Sydney and the medical research institutes located in SLHD with the aim of developing a research "hub" of international standing able to compete effectively for national and international research grants	Implement the SLHD Research Strategic Plan Ensure information is disseminated and translated to the clinical community Promote translational and patient safety research Provide education regarding methods to conduct research	Research activities are strengthened and supported across the District	General Manager Clinical Council Clinical Directors	December 2013 Ongoing
	Wherever possible cooperate and assist with the development of the University of Sydney's major research centre, the Centre for Obesity, Diabetes and Cardiovascular Disease	Wherever possible assist the University to develop the world leading research centre	Enhanced and strengthened research in SLHD	Executive Committee	June 2013 Ongoing
	Support the collaborative involvement of consumers in research	Review consumer involvement in research	Enhanced and strengthened research in SLHD	Quality Improvement and Safety Manager	June 2013

	Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
For Our Organisation	<ul style="list-style-type: none"> 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 To be recognised as a major part of the local economy in its role as an employer and in service delivery 	Develop a strategy for readying Canterbury Hospital for the implementation of Activity Based Funding	Develop and implement strategy	Canterbury Hospital compliance with national health reform established	General Manager Director Corporate Services Health Information Manager	December 2013
		Implement clinical services in line with service level agreements with SLHD and SWSLHD for the provision of Mental Health, Oral Health, Drug Health, selected Community Health Services, Population Health and Pathology services	Develop and review agreements	Establishment of District governance and services completed	General Manager Clinical Council	June 2013
		Participate in the review the LHDs performance and culture management framework	Conduct annual review of performance for all senior staff	Improved performance and positive workplace culture	Human Resource Manager General Manager	June 2013 Ongoing
		Review and establish excellent, accessible and interactive websites for Canterbury Hospital	Develop Canterbury Hospital website Investigate translation possibilities Promote the Canterbury Hospital library catalogue that is available on the internet.	Improved communication, information and service delivery	General Manager Webmaster Director Corporate Services	December 2013 Ongoing

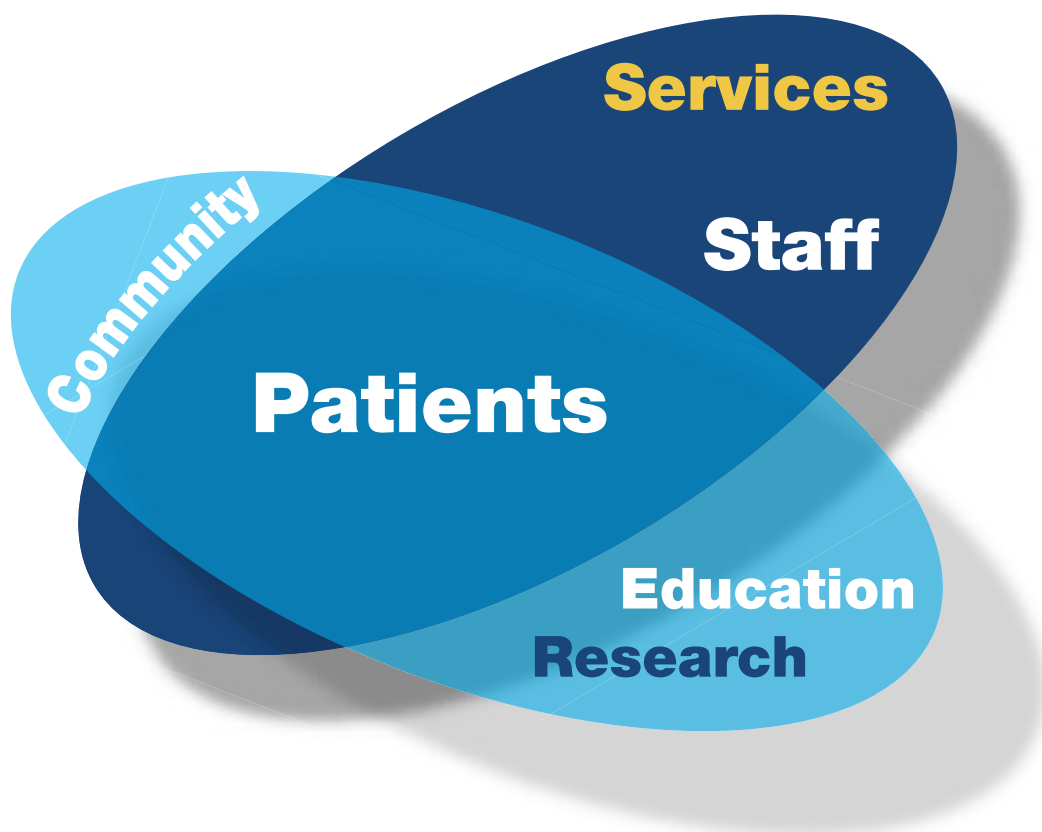
Goal	Strategy	Action(s)	Expected Outcomes	Responsibility	Timeframe
	Cooperate with the Director of IT to establish access to interactive referral databases as a replacement for paper service directories and promote community and NGO services as well as health services	Establish referral databases established	Paper service directories replaced, improved communication, improved efficiency	General Manager Director Corporate Services	June 2014
	Improve staff recruitment processes in collaboration with HealthShare NSW	Streamline recruitment approval processes, expedited and reliable Ensure SLHD plan is in place to improve efficiency, progress reporting and transparency	Faster, more transparent recruitment outcomes	Human Resource Manager	June 2013 Ongoing
	Develop a strong focus on sustainability.	Establish a Sustainability Committee Develop a Business or Action Plan Establish and monitor targets	Sustainability targets in the areas of energy, procurement, water, transport, food, waste and capital works.	Director Corporate Services	June 2013 Ongoing
	Work with HealthShare NSW to improve the efficiency of equipment procurement and maintenance	Actively participate and assist the Procurement Committee with HealthShare NSW representation	Faster, more transparent, better managed procurement processes	Director Corporate Services General Manager	June 2013 Ongoing



References

SLHD, 2013, SLHD Strategic Plan 2013 – 2018. Sydney.

SLHD, 2013, The Picture of Health. SLHD, Sydney.



CANTERBURY HOSPITAL STRATEGIC PLAN

2013-2018



Health
Sydney
Local Health District

AVS 70884