

Paediatric and Neonatology Clinical Stream Service Development Priorities 2014 - 2018

Leading care, healthier communities



Health

South Western Sydney
Local Health District

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Foreword by Clinical Director

The Paediatric and Neonatology Clinical Stream provides a range of services that focus on improving the health and wellbeing of babies, children and young people, and their caregivers. The health, wellbeing and safety of our children are our highest priority. We will work together in partnership with clinicians, administrators and families to ensure health care deliveries are of high quality, safe, efficient, and responsive to the needs of the children and their families. The Stream will ensure comprehensive planning and development of services for babies, children and adolescents, including their transition to adult services.

Introduction

The health services provided by South Western Sydney Local Health District (SWSLHD) are organized both vertically within an area of geography (hospitals and health centres serving defined population catchments) and horizontally across a service or process (clinical streams). Financial, workforce, activity and performance management is vertically integrated at the facility level. Clinical Streams primarily focus on:

- Clinical services planning and the development of clinical networks
- Identifying service gaps and reviewing the appropriateness and configuration of services
- Innovation, research and best practice in models of care
- Maintaining and improving patient access to care
- Flexibility and robustness of clinical systems to respond quickly to changing environments
- Improving consistency and quality of care, safety and clinical governance
- Workforce planning, ensuring the right clinical teams in the right place at the right time
- Strengthening partnerships between facilities within a clinical specialty and between clinical services within a facility

Three strategic planning documents guide the future directions of SWSLHD:

- Strategic and Healthcare Services Plan- *Strategic Priorities in Health Care Delivery to 2021*
- Corporate Plan 2013 – 2017 *Directions to Better Health*
- Summary of Strategic Directions

Together these Plans form the basis of aligning all SWSLHD services to achieving the Vision of **Leading Care, Healthier Communities**. SWSLHD facilities have prepared Operational Plans which outline local corporate strategies and actions. This includes the clinical streams with facility management responsibilities i.e. Mental Health, Oral Health, Community Health, Population Health and Drug Health. These Operational Plans outline how SWSLHD strategic and corporate priorities will be achieved within local vertically integrated facilities.

For those Clinical Streams that have not prepared an Operational Plan a high level *Service Development Priorities* plan outlines the priority actions that will be pursued horizontally in areas of Stream responsibility, to assist in achieving SWSLHD service development and corporate strategies. It outlines high priority actions for the Stream in the eight *Priority Strategic Directions in Service Development* from the Strategic & Healthcare Services Plan and for other core areas of Stream focus from the Corporate Plan i.e. providing high quality health services, community partnerships, developing our staff, supporting business and efficiency and sustainability.

The Strategic and Healthcare Services Plan outlined for each Clinical Stream in the timeframe to 2021, models of care for the future, service development directions and partners in service development. These are included at Attachment A, providing the framework for development of these Service Development Priorities.

Vision, mission, values and primary purpose

The Paediatrics and Neonatology Clinical Stream is committed to achieving the **SWSLHD Vision** of

Leading care, healthier communities

It is also committed to the **SWSLHD Mission** which is to promote the health of the residents of the District and patients using our health services through the delivery of high quality healthcare.

We do this by providing health services that are population based, patient-centred and involve families and carers.

We use evidence to inform health practices; and consult, communicate, engage and collaborate with patients, local communities, agencies and care providers to improve the way we plan and provide health care services and programs.

We strive to deliver services that are respectful of personal dignity and autonomy; and sensitive to the needs of people from different cultures.

We emphasise learning and reflection and are committed to continuous quality improvement and innovation in delivering efficient and sustainable health care.

Our culture enables excellence and accountability, values our people and supports positive leadership and teamwork.

Staff in the Paediatrics and Neonatology Clinical Stream upholds the **core values** of

Collaboration

Openness

Respect

Empowerment

Services provided by the Clinical Stream

Overview of current paediatric and neonatal services within SWSLHD

The following outlines current paediatric and neonatal services in the SWSLHD for 2014:

A. Inpatient Paediatric Units

South Western Sydney Local Health District (SWSLHD) has five inpatient paediatric units located at Bankstown, Liverpool, Fairfield, Campbelltown and Bowral Hospitals. These services are outlined below:

FACILITY	LEVEL	NUMBER OF BEDS	BED TYPE/SERVICE	OVERNIGHT PAEDIATRICS SEPARATIONS / ACTIVITY 2012/13	SAME DAY PAEDIATRICS SEPARATIONS /ACTIVITY 2012/13	EMERGENCY DEPT UNDER 16 YRS PRESENTATIONS 2013
Bankstown Hospital	4	14	Inpatient beds, with four surge beds and 6 swing beds available	1,649	276	9,258
Liverpool Hospital	4	20	Inpatient beds with one surge bed available and an additional 4 PSSU beds	2,756	252	13,305
Fairfield Hospital	4	12	Inpatient beds, no surge beds available	1,106	86	8,096
Campbelltown Hospital	5	22	Inpatient beds including high observation area, eight surge beds available	3,814	123	14,955
Camden Hospital	0	0	No inpatient unit	0	0	4,165
Bowral Hospital	3	8	Inpatient beds, no surge capacity	523	154	3,878

The total inpatient activity from Emergency Department admissions within the District is 8,973 admissions and an additional 9,848 overnight separations for the inpatient units

B. Emergency Department Presentations Children Under 16 Years

Children under 16 years presenting to Emergency Departments amount to 53,657 in 2013. These children are managed by Emergency Department staff supported by various specialties, including Paediatrics. In comparison, the total number of children seen at the two Children's Hospitals in Sydney is about 110,000 per annum.

C. Neonatal Intensive Care Unit

SWSLHD has one neonatal intensive care unit with twelve beds, located at Liverpool Hospital, to care for high risk neonates. These neonatal intensive care beds are a state wide funded service and are subject to planning by the Ministry of Health via NSW Kids and Families (Perinatal Services Network). PSN co-ordinate the neonatal intensive care services and monitors the availability of beds within New South Wales and ACT via the NSW Neonatal Intensive Care Bedstate Reporting System.

D. Special Care Nurseries

Special care nursery beds in SWSLHD provide levels 1-4 care for neonates requiring investigations, monitoring and management of neonatal conditions. There are a total of 55 Special Care Nursery cots in the five facilities across the district to provide for local care of babies born within the facility. These special care cots also serve as step down cots for the Neonatal intensive care unit. These services are outlined below:

FACILITY	LEVEL	BEDS	BED TYPE	SEPARATIONS/ ACTIVITY 2012/13
Bankstown Hospital	3	10	Special care nursery beds	403 neonatal o/n separations
Liverpool Hospital	5	12	Neonatal intensive care beds	1,146 neonatal o/n separations
	4	19	Special care nursery beds in a level 5 unit, Neonatal Family Support Program and Neonatal Intensive Care Unit Follow Up Program	
Fairfield Hospital	3	8	Special care nursery beds	348 neonatal o/n separations
Campbelltown Hospital	4	16	Special care nursery beds and three rooming in beds	706 neonatal o/n separations
Bowral Hospital	1	2	Level 2 Special care nursery beds on demand staffed by maternity.	61 neonatal o/n separations

E. Ambulatory Care Services

There are four Ambulatory Care Services that are available within the District including Campbelltown Paediatric Ambulatory Care Service, Fairfield Paediatric Ambulatory Care Service, Liverpool Paediatric Ambulatory Care Service and the Newborn Family Support Program.

These ambulatory care services bridge the care between the hospital and community/ home environment by facilitating early discharge by providing care or support in the home. In addition, ambulatory care at Campbelltown and Fairfield Hospitals can accommodate short stay care of paediatric patients that are admitted through the Emergency Department or by direct referral from a General Practitioner requiring short admission for treatment of minor health conditions, avoiding Emergency Departments and minimising hospital admissions.

Ambulatory Care Services

FACILITY	LEVEL	No. BEDS/ CHAIR	SERVICE/HOURS	ACTIVITY 2012/13
Liverpool Hospital	4	Nil	Liverpool Paediatric Ambulatory Care Service (Home visiting); 5 days per week/8hrs Newborn Family Support (Home visiting)	3,343 occasions of service 994 new assessments 1,673 occasions of service
Fairfield Hospital	4	14	Fairfield Ambulatory Care Service; 7 days per week/8hrs clinic Home visiting service operates 7 days per week/8hrs	7,842 occasions of service 1,623 New referrals 3,380 occasions of service
Campbelltown Hospital	5	10	Campbelltown Paediatric Ambulatory Care Service (Home visiting) 7 days per week/8hrs	7,552 occasions of service
Bowral Hospital	3		Home visiting 1 day/week (8hrs)	

F. Outpatient Clinics

General Paediatric medical outpatient clinics are conducted at four facilities across the District and provide a source of referral to follow up on any hospital or ambulatory care admissions that require further medical attention. Appointments at these clinics are made on discharge from either the inpatient or ambulatory care services.

G. Subspecialty Clinics - (networking with Sydney Children Hospitals Network)

Subspecialty clinics are conducted at both Campbelltown and Liverpool Hospitals in conjunction with specialists from the Sydney Children's Hospitals Network and cater for conditions including endocrinology, diabetes, respiratory, cardiology, immunology, obesity, ophthalmology, neurology, sleep, genetics, hearing screening, surgical, burns and medical/renal conditions. These clinics bring the care for children within the District closer to their place of residence.

Key Partnerships/Relationships:

NSW Paediatric and Neonatal Transport Service	To assist with the transfer of neonates requiring specialised care in neonatal intensive care units or transfer to Sydney Children Hospitals Network.
NSW Pregnancy and Newborn Services Network (PSN)	Coordinates NICU beds within the State and ACT and assists with planning for future direction of neonatal services within the District/State.
Sydney Children’s Hospitals Network	<p>This network provides Tertiary and Quaternary Level services including Neonatal surgery, cardiology, Cardiac surgery, neurology, complex genetic and metabolic diseases.</p> <p>The Network provides and shares expertise to assist the care of children within the LHD, and also provides junior medical staff to our facilities.</p>
Children’s Health Care Network-Western	This network provides support of LHDs within the region by promoting uniformity in care, education, and undertaking services improvement projects and initiatives.
Australian and New Zealand Neonatal Network (ANZNN)	Audit development and quality improvement of Neonatal Intensive Care Units throughout Australia and New Zealand.
SWSLHD Primary and Community Health Service	The service provides universal and early intervention for children, young people and families and targeted services for vulnerable or at risk communities with co-ordinated access to acute, post-acute, palliative and chronic care services.
Miracle Babies	The Foundation supports premature and sick newborns, their families and the hospitals that care for them.
24 Hour Fight against Cancer	The 24 Hour Fight Against Cancer Macarthur is an annual fundraising movement that exists to provide the Macarthur Cancer Therapy Centre, the Oncology Ward and the Paediatric Ambulatory Care Unit at Campbelltown Hospital and the Palliative Care Unit and associated Outreach service at Camden Hospital with the extra services and equipment they need to assist in the treatment, care and comfort of children and adults dealing with cancer.
Kids of Macarthur	The local children’s health charity provides paediatric medical equipment to Campbelltown and Camden hospitals. Funds also support numerous children’s community health programs as well as research is also being conducted to establish preventative programs for children’s health issues specific to Macarthur.
Humpty Dumpty Foundation	The Foundation provides essential and life-saving medical equipment for Neonatal Units and Paediatric wards in hospitals and health service centres.

H. Paediatric Surgery

Paediatric surgical operations are performed by general surgeons or by subspecialty surgeons across the District at Bankstown, Fairfield, Liverpool, Campbelltown and Bowral Hospitals, with paediatric elective surgery lists for the District conducted at Liverpool and Campbelltown Hospitals. All complex cases are managed at Sydney Children Hospitals Network. In addition, paediatric surgeons provide consultation services to both the neonatal intensive care unit and the foetal maternal unit.

The status quo projections suggest the prime strategic imperative in paediatric surgery is to address the high flows to the Children's hospitals, examining the feasibility of undertaking locally more of the surgical and procedural activity that does not require the specialised paediatric services only available at the Children's hospitals. Of particular interest would be planned short stay surgical activity in general surgical, ENT and orthopaedic disciplines.

I. Paediatric Services provided by Community Health

South Western Sydney Local Health District also provide a large number of other paediatric services within Community Health including developmental disability services, refugee clinics, children out of the home clinic, branches clinic, child protection service, early childhood services and Karitane.

J. Allied Health Services

Allied Health services are provided for inpatients at all hospitals dependent upon clinical need. Liverpool and Campbelltown Hospitals provide the full range of therapy services whilst the other hospitals predominantly provide Social Work and physiotherapy services. Non admitted patient care is provided within all community health centres and hospital outpatient units. However, Campbelltown and Liverpool Hospitals are the only hospital units able to provide Occupational Therapy, Speech Pathology and Physiotherapy services with complex needs.

- 1) Speech Pathology services** are currently provided to children from birth to 8 years within all community health centres within SWSLHD.

Services are provided from birth to school entry for children with developmental or physical disabilities or children with complex needs at Campbelltown Hospital. Bowral Hospital currently provides services to children up to 18 years of age with various service delivery models dependent upon age and condition. Liverpool Hospital provides services for children up to year 4 and a consultation service for primary aged children year 5 and above. The Speech Pathology service has extensive waiting times ranging from same day service up to 26 months.

- 2) Physiotherapy** is provided on an acute basis within the general physiotherapy teams at all hospitals. Campbelltown, Liverpool and Bowral Hospitals also have designated paediatric outpatient services. A physiotherapist is also employed to provide services from Bankstown Community Health Service. Services are prioritised according to clinical need with waiting times ranging up to 4 months.

- 3) Occupational therapy** services are provided from birth to 18 years of age. Specific paediatric services are provided at Campbelltown, Bowral and Liverpool Hospitals and through Community Health in Macarthur and at Bankstown. Waiting lists vary across the area with some waiting times being up to 12 months in Community Health and 2 years in some

hospital outpatients services. There is a lack of service provision at a number of sites and reductions in service delivery have been made in order to better support demand.

- 4) **Social Work** services are provided for babies and children within inpatient services as well as within child and family counselling teams. Social work involvement in multidisciplinary outpatient services is inconsistent.

Services Summary Table

Specialty or Service	Service Type	Facility or Setting				
		Bankstown	Bowral	C'town	Fairfield	Liverpool
Paediatrics	I/P beds	√	√	√	√	√
	I/P Consult	√	√	√	√	√
	Ambulatory Care			√	√	√
	O/P Clinics		√	√	√	√
	Short Stay			√		√
	Outreach/home visiting		√	√	√	√
NICU / SCN	I/P cots	√	√	√	√	√
	I/P Consult					√
	Ambulatory Centre					
	O/P Clinics	√		√	√	√
	Outreach					√

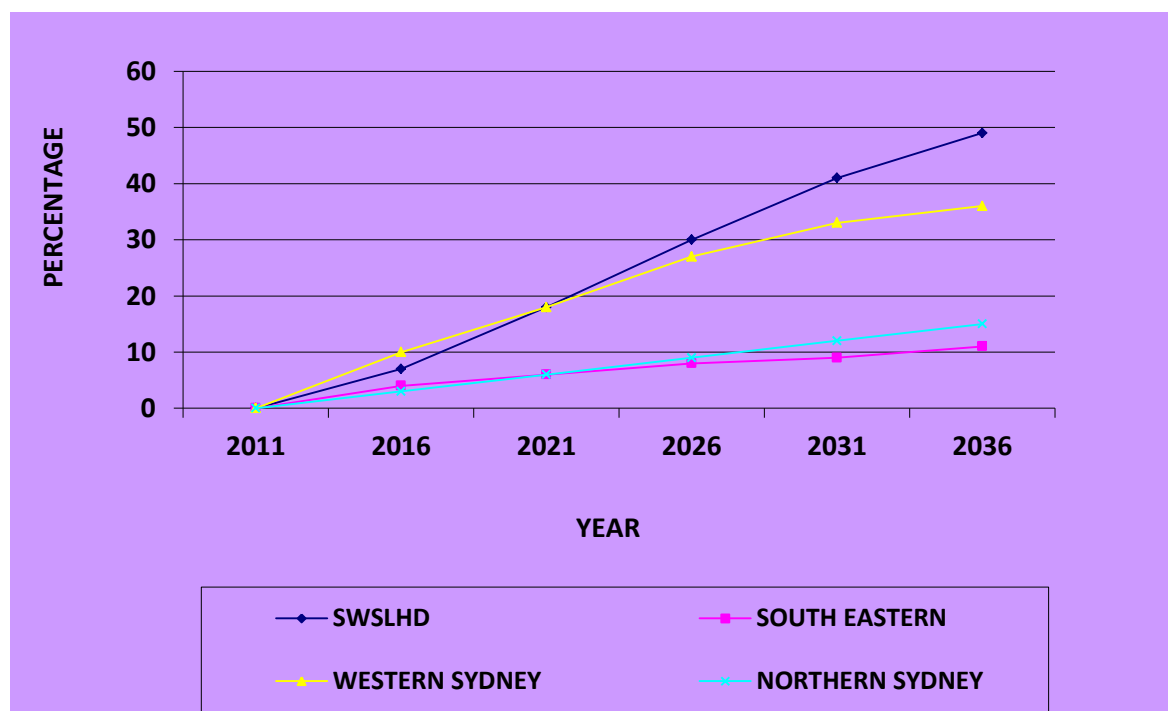
Demographic and health profile of SWSLHD communities

Comprehensive demographic and health status profiles of SWSLHD communities are available at <http://www.swslhd.nsw.gov.au/planning/>. The population of SWSLHD is expected to grow significantly over the period covered by the *Service Development Priorities* plan, with Graph B outlining the projected population by LGA and age category in 2011, 2016 and 2021.

Aspects of the demographic and health status profile and projected growth of SWSLHD communities of particular importance for the Paediatric Clinical Stream include:

The paediatric (0-19 years) population of NSW is projected to grow by 19% from 2011 to 2036. In the South Western Sydney Local Health District the projected growth is 49% over the same period, making this LHD the fastest paediatric growth district in the state (Graph 1). Presently, there are 262,921 children in our LHD and this number is expected to increase to 309,062 in 10 years and 392,719 in 25 years. SWSLHD currently has a younger profile than NSW.

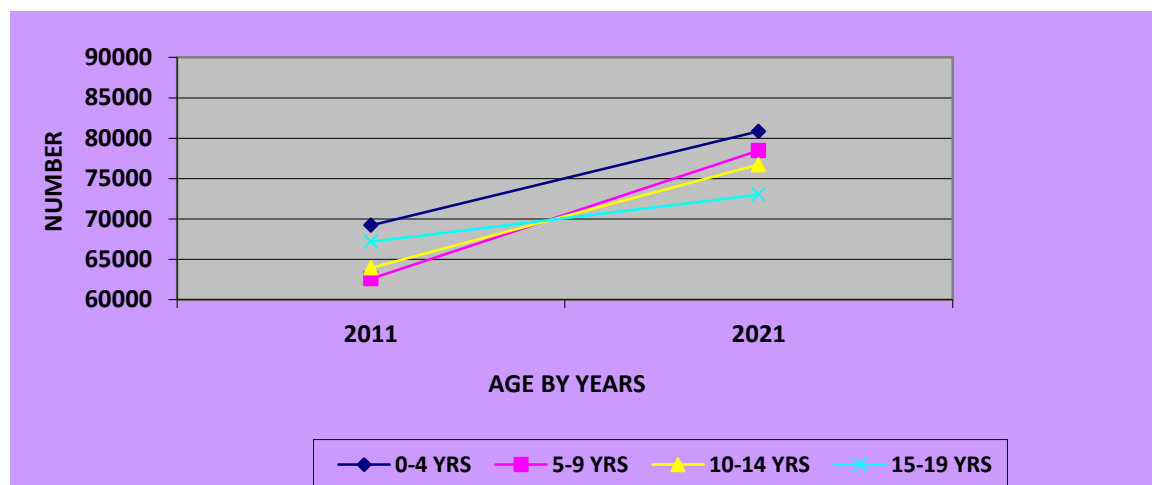
GRAPH 1: South Western Sydney: Percentage of Paediatric population growth 2011 - 2036



When this paediatric population in the South Western Sydney LHD is examined closer, it is the younger age subgroup (0-14 years) that is expected to grow faster than the older subgroup (15-19 years) (Graph 2).

The main growth corridor for children and adolescents in South Western Sydney is expected in order to be in Camden, Liverpool, Campbelltown and Wollondilly. The five facilities in the South Western Sydney LHD in total managed 9848 separations in their inpatient units for 2012/13. South Western Sydney is amongst the ten most disadvantaged LGAs in metropolitan Sydney. There are pockets of social disadvantage in Liverpool, Fairfield and Bankstown and Campbelltown which has its challenges in terms of child protection issues, chronic diseases, oral health, and obesity.

**GRAPH 2: SYDNEY SOUTH WEST:
GROWTH NUMBERS OF CHILDREN ACCORDING TO AGE 2011 - 2021.**



With population growth, demands on the clinical stream are expected to grow significantly. This will include demands for the provision of care as hospital inpatients, outpatients and care provided in the community. Attachment C illustrates the projected growth in demand from SWSLHD residents for inpatient hospital care by Service Related Group, a combination of DRGs that align with clinical specialties. Aspects of projected demand of particular importance for the Clinical Stream include:-

Delivering on priority strategic directions in service development

The SWSLHD Strategic and Healthcare Services Plan- *Strategic Priorities in Health Care Delivery to 2021* identified eight priority strategic directions to underpin service development, enhancing the way health care is delivered and organizations partner for better health in local communities. The following identifies priority areas where the Paediatrics and Neonatology Clinical Stream will contribute to delivering on the eight strategic directions.

Build capacity to effectively service growing demands for health care

- Development of a Strategic Health Improvement Plan for Children, Young People and Families in SSW LHD to 2024. This plan will provide strategic directions on capacity building to effectively service growing demands for health care
- Developing or enhancing of Paediatric Short Stay Units as a strategy to improve quality and timely access to care of children in Emergency Department
- Optimise utilisation of SCN beds in District, including models of care promoting earlier discharge and care in the home for selected neonates, and networking of SCNs across the District
- Advocacy for appropriate resources including bed numbers, equipment and staff, to meet current and future demands for neonatal and paediatric services
- Develop transition service to assist transfer of care for Young Person to adult health service

Redesign of services bringing them closer to people and their communities

- Manage growing demand for elective imaging studies under general anaesthetic
- Development or enhancement of ambulatory care and outreach for children
- Developing paediatric speciality services within facilities in the District, in conjunction with Sydney Children's Hospitals Network
- Priority given to develop strategies to meet increasing demand on Paediatric Diabetes Service at Campbelltown Hospital and exploring feasibility of a Paediatric Sleep Unit in SWSLHD
- Increase planned paediatric surgical activity in the District, including identifying facilities for capacity enhancement
- Advocacy for designated high observation area at inpatient ward, reducing the need for transfer to a Children's Hospital

Integrated action with primary care providers and regional primary health organisations

- Develop relationship with Medical Local

Partnering with external providers to deliver public health care

- Networking with Sydney Children's Hospital Network for provision or expansion of sub-speciality services in the District
- Collaborate with NSW Kids and Families to achieve state goals for health children in the District
- Partnership with Children's Healthcare Network in implementation of statewide program and guidelines
- Networking with NSW Pregnancy and Newborn Services Network (PSN) and the Australia and New Zealand Neonatal Network (ANZNN) for data sharing to improve safety and quality of care

Enhancing service networks and growing centres of excellence

- Improve networking between Liverpool NICU and Special Care Nurseries in SWSLHD
- Establishing the Neonatal Intensive Care service in Liverpool as a centre of excellence for education and research within SWSLHD
- Collaborate with Women's Health and Clinical Genetics in the management of pregnancies at risk
- Collaborate with Infant Child and Adolescent Mental Health Service in developing service enhancement for care of children in ED and Children's ward, as well as establishing a tertiary Complex Case Clinic to enable multidisciplinary approach to management of difficult behaviour and mental health of the intellectually disabled

Shared access to unified information for all the health care team

- Encourage standardisation of care using common clinical care pathways
- Ensure access to Clinical Practice Guidelines across the District
- Development of the Paediatrics and Neonatology Clinical Stream website
- Improve integration with hospital paediatric services and have a clear referral process for child protection service within the LHD

- Advocate for uniform eMR across facilities and departments, including paediatric OPD consultation letters to be available on Powerchart

An integrated focus on primary prevention for patients and communities

- Safeguarding children at risk from family violence, abuse, and neglect by liaison with SWSLHD Child Protection Strategy Unit around ensuring training requirements
- Completion of the Paediatric and Neonatology website for consumers in South Western Sydney

Embedding education and research within service delivery

- Enhance affiliations with University of Western Sydney and University of New South Wales and develop Clinical Academic Positions in Paediatrics across the District
- Increase participation in quality and innovation award programs
- Increase paediatric research activities in each facility
- Commitment to active participation to innovative national and international multi-centre Neonatal research
- Commitment to Post Graduate Paediatric Nursing and Midwifery education
- Commitment to training future Paediatricians and Neonatologists in conjunction with Sydney Children's Hospital Network and Royal Australasian College of Physicians (RACP)
- Commitment to provide education and training to medical students of University of NSW, University of Western Sydney and University of Wollongong

Working with facilities on corporate enabling strategies

The SWSLHD Corporate Plan 2013 – 2017 *Directions to Better Health* identified eight areas of corporate action where organizational values and vision can be included in the day to day operation of health services. The corporate areas of action are underpinned by the eight priority strategic directions identified in the SWSLHD Strategic and Healthcare Services Plan. Implementation of the corporate actions is primarily the responsibility of facilities and the way this will be achieved is outlined in each facility's Operational Plan.

Clinical streams will work with facilities on corporate actions which have close alignment to the areas of focus of the Streams. The earlier identification of priority areas where the Clinical Stream will contribute to delivering on the eight strategic directions also identifies the Stream's contribution to three corporate action areas – seamless networks; research and innovation; and enhancing assets and resources. Clinical Streams will also contribute to delivering on the remaining five corporate areas of action – providing high quality health services; community partnerships; developing our staff; supporting business; and efficiency and sustainability. The following identifies priority areas where the Clinical Stream will contribute to delivering on these five areas of corporate action.

Providing high quality health services

- Monitor and review Paediatric and Neonatology IIMs and KPI dashboard bi-monthly
- Active participate in quality improvement and safety program in conjunction with CEC and NSW K&F including:
 - Between the Flags
 - Clinical Emergency Response Systems (CERS) and escalation protocols for children
 - Paediatric and Neonatal “Sepsis Pathway”
 - Detect Junior
 - Resus4Kids
- Improve breastfeeding rates in SWSLHD through initiatives such as Antenatal and Postnatal Lactation Consultancy Services
- Encourage, support and promote Essentials of Care programs that improves nursing practice and patient care at a ward and unit level
- Strategies to enhance paediatric diabetes service at Campbelltown
- Explore feasibility of a paediatric Sleep Unit in the District
- Contributing to statewide and international audits for Neonatal Intensive Care and participating in quality improvement practice arising from such audits

Community partnerships

- Active community representation in the Clinical stream
- Kids in Macarthur
- BDCU Children’s Foundation, Bowral
- Miracle Babies and Humpty Dumpty Foundations

Developing our staff

- Focus on multidisciplinary training using simulation for paediatric and neonatal staff in SWSLHD
- Develop and maintain resuscitation training for all frontline clinicians
- Increase participation in quality and innovation award programs
- Develop and promote the use of uniform Clinical Practice guidelines
- Development of staffing profile plan for the clinical stream that includes Neonatal Nurse Practitioner, Paediatric ED nurses, General Paediatric nurses, paediatric Allied Health, Anaesthetists with paediatric experience, Paediatric Imaging specialists, paediatric surgeons, general paediatricians
- Have an active succession planning program
- Commitment to establish a Neonatal Nurse Practitioner program in NICU as a model of care

Supporting business

- Ensure infrastructure and capacity for increased paediatric surgery in stage 2 of Campbelltown development plan
- Advocate for an integrated IT platform to enable quality, safe and efficient use of eMR for frontline clinicians, including availability of Clinical Decision Tools, and ease of data collection for audit and research
- Access to new technologies in Neonatal Intensive Care Unit, Paediatric wards and Clinics

Efficiency and sustainability

- Develop models of care that support timely access to care in emergency settings
- Develop effective and efficient short Stay Units in Liverpool and Bankstown
- Consider expansion of Paediatric Ambulatory care Service in Campbelltown, and include model of care to improve timely access of children presenting to ED.
- Recruit and maintain a committed and experienced Neonatal and Paediatric workforce through innovative continuing education and practice development models, as well as active participation in research
- Participate in the consolidation of the Department of Community Paediatrics and enhance integration with the Clinical Stream

Attachment A: Models of care, service development directions and partners

Models of Care for the future

The future model of care in **paediatrics and neonatology** for SWSLHD will involve an integrated health care system by a multidisciplinary team of clinicians, where care is coordinated around the child and their family and located as close to the home environment as possible. Core characteristics of this model include:

- Establishment and expansion of ambulatory care services at each facility to maximise hospital avoidance and emergency department avoidance
- Provision of healthcare services for children as close to the home as possible, optimised by enhanced outreach capacity
- Placing the child and their family at the centre of the care plan, with their participation and active involvement in the management of the child's case plan
- Defining a clear role delineation for each facility and protocols for rapid transfer to other facilities for definitive care where the child's care needs are outside the facility's capabilities
- Ensuring the size of neonatal and paediatric units are sufficiently large for cost efficiency and for development and maintenance of clinical expertise
- Further development of subspecialty services, in conjunction with state wide service programs and networking with Sydney Children's Hospitals Network to maximise access to expertise and resources
- A focus on timely access to evidence based services

Service Development Directions

- Explore the feasibility of a paediatric centre for surgery within SWSLHD with the suggested site being Campbelltown Hospital, with complex cases being transferred to Sydney Children's Hospital, Randwick and/or The Children's Hospital, Westmead.
- In the interim, ensure that there is provision of infrastructure and resources required for paediatric surgery at all acute hospitals
- Development of paediatric assessment units and ambulatory care services at Liverpool and Bankstown hospitals.
- Enhance affiliations with the University of Western Sydney and University of New South Wales and develop a Clinical Academic Position in Paediatrics across SWSLHD
- Improve recruitment and retention of staff, in particular nurses in paediatrics and neonatology and allied health clinicians with specialised paediatric skills in their discipline
- Develop website and social media portals that focus on paediatrics and neonatology services
- Increase Adolescent Mental Health Inpatient beds within SWSLHD
- Establish an ED and Children's Ward psychiatry consultative service for adolescent mental health
- Enhancements to optimise a comprehensive child protection service for the LHD.
- Expansion of paediatric subspecialty outpatient services, networking with the Sydney Children's Hospital Network

- Expansion of neonatal intensive care and Special Care beds at Liverpool Hospital in line with the increasing paediatric patient catchments and establishment of innovative models of care in Neonatology
- Development of a high observation bed capacity for paediatrics at Liverpool, Campbelltown and Bankstown-Lidcombe hospitals
- Expansion of therapy and developmental assessment services to meet current and emerging demand.
- Development of a tertiary education program for paediatric nursing
- Establishment of a Tertiary Complex Cases Clinic to enable a multidisciplinary approach to management of Mental Health in intellectual disability
- Develop a transition service to support movement of older children and young adults into adult services from 16 years of age e.g. for those with chronic surgical problems, congenital malformations and chronic care issues

Partners in Service Development

The priority areas where close liaison with partners is required to implement models of care and service developments include:

- Enhanced integration with services provided by Community Health e.g. for developmental disability, refugees, children out of home, child protection, early childhood etc.
- Development of health facilities closely linked with universities to ensure capacity to expand as a tertiary facility i.e. Campbelltown Hospital affiliation with University of Western Sydney.
- Enhancement of IT infrastructure with ISD to ensure data collection is optimised to take advantage of opportunities under activity based funding.
- Strengthen the relationship with New South Wales Child Health Networks, in particular Greater Eastern and Southern Child Health Network and the Western Child Health Network to enhance service improvement projects and initiatives
- Develop a relationship with the *NSW Kids and Families* entity and the associated Board to ensure the needs of the South West are included in their strategic planning for the future of paediatric services in New South Wales
- Establishing a paediatric education program with the South Western Sydney Medicare Local

Attachment B: Projected population of SWSLHD communities 2016 and 2021

Population projections	SWSLHD			Bankstown		
	2011	2016	2021	2011	2016	2021
0 - 4 yrs	63,172	73,317	80,383	14,291	15,979	16,546
5 - 14 yrs	125,198	133,606	149,714	26,276	27,861	30,526
15 - 44 yrs	371,889	400,104	428,701	79,512	81,425	84,949
45 - 69 yrs	246,607	274,788	298,218	51,713	55,762	59,348
70 - 84 yrs	57,062	68,380	87,866	15,071	15,663	18,409
85+ yrs	11,835	15,942	19,065	3,988	4,834	4,971
All ages	875,763	966,137	1,063,947	190,851	201,523	214,749

Population projections	Camden			Campbelltown		
	2011	2016	2021	2011	2016	2021
0 - 4 yrs	4,678	6,110	8,585	11,118	13,499	15,095
5 - 14 yrs	9,326	12,974	15,932	21,558	22,983	26,739
15 - 44 yrs	25,499	38,139	47,235	65,809	71,687	77,402
45 - 69 yrs	15,115	21,298	27,282	44,008	47,798	50,674
70 - 84 yrs	3,045	4,685	7,030	7,307	10,037	14,549
85+ yrs	776	1,204	1,614	1,373	1,830	2,310
All ages	58,439	84,409	107,680	151,173	167,834	186,768

Population projections	Fairfield			Liverpool		
	2011	2016	2021	2011	2016	2021
0 - 4 yrs	12,736	14,680	15,085	14,407	17,017	18,882
5 - 14 yrs	26,337	26,318	28,653	28,611	30,359	34,330
15 - 44 yrs	84,114	84,237	86,146	84,603	92,302	100,482
45 - 69 yrs	56,978	61,545	64,396	49,085	56,654	63,815
70 - 84 yrs	13,826	15,627	19,228	9,809	12,367	16,091
85+ yrs	2,488	3,527	4,367	1,573	2,512	3,353
All ages	196,479	205,933	217,875	188,088	211,212	236,953

Population projections	Wingecarribee			Wollondilly		
	2011	2016	2021	2011	2016	2021
0 - 4 yrs	2,696	2,482	2,510	3,246	3,551	3,680
5 - 14 yrs	6,171	5,997	5,864	6,919	7,114	7,669
15 - 44 yrs	14,361	14,211	13,966	17,991	18,103	18,522
45 - 69 yrs	16,229	16,928	16,997	13,479	14,803	15,706
70 - 84 yrs	5,490	6,690	8,123	2,514	3,311	4,436
85+ yrs	1,179	1,433	1,675	458	603	776
All ages	46,126	47,741	49,134	44,607	47,485	50,789

Source: NSW Department Planning and Infrastructure, New South Wales State and Local Government Area Population Projections: 2014 Final

Attachment C: Growth in demand for inpatient care at SWSLHD hospitals to 2016 and 2021

Projected separations of SWSLHD residents at all hospitals by Service Related Group

Service Related Group	2010-11	2016-17	% Δ to 10-11	2021-22	% Δ to 10-11
Acute Care					
11 Cardiology	10,655	11,897	11.66%	13,769	29.23%
12 Interventional Cardiology	4,346	5,219	20.09%	6,176	42.11%
13 Dermatology	783	820	4.70%	915	16.89%
14 Endocrinology	1,154	1,376	19.27%	1,586	37.43%
15 Gastroenterology	18,573	21,836	17.57%	25,079	35.03%
16 Diagnostic GI Endoscopy	14,184	16,345	15.24%	19,089	34.58%
17 Haematology	1,645	1,958	19.02%	2,199	33.66%
18 Immunology and Infections	2,067	2,252	8.96%	2,537	22.73%
19 Oncology	1,573	2,155	37.02%	2,565	63.04%
20 Chemotherapy	2,396	3,200	33.55%	4,021	67.80%
21 Neurology	6,695	7,536	12.57%	8,634	28.97%
22 Renal Medicine	2,383	2,666	11.87%	3,201	34.34%
23 Renal Dialysis	42,543	53,799	26.46%	64,444	51.48%
24 Respiratory Medicine	12,471	13,878	11.28%	15,769	26.45%
25 Rheumatology	1,032	1,368	32.57%	1,587	53.81%
26 Pain Management	1,380	1,362	-1.27%	1,559	12.98%
27 Non Subspecialty Medicine	10,686	12,256	14.69%	14,257	33.41%
41 Breast Surgery	1,615	1,833	13.47%	2,047	26.77%
42 Cardiothoracic Surgery	936	981	4.76%	1,094	16.89%
43 Colorectal Surgery	4,585	5,209	13.60%	5,823	27.00%
44 Upper GIT Surgery	4,486	4,862	8.39%	5,433	21.11%
46 Neurosurgery	4,129	4,617	11.82%	5,299	28.35%
47 Dentistry	3,098	3,607	16.45%	4,150	33.94%
48 ENT & Head and Neck	8,485	9,511	12.10%	10,676	25.82%
49 Orthopaedics	18,859	21,466	13.82%	24,743	31.20%
50 Ophthalmology	9,314	12,210	31.10%	15,496	66.37%
51 Plastic and Reconstructive Surgery	5,446	6,101	12.02%	7,023	28.95%
52 Urology	9,662	11,015	14.00%	12,665	31.08%
53 Vascular Surgery	2,669	2,781	4.20%	3,245	21.59%
54 Non Subspecialty Surgery	14,553	15,876	9.09%	17,819	22.44%
61 Transplantation	56	49	-12.73%	53	-4.86%
62 Extensive Burns	52	68	31.06%	75	44.15%
63 Tracheostomy	342	444	29.71%	519	51.81%
71 Gynaecology	10,690	11,634	8.83%	12,771	19.47%
72 Obstetrics	17,434	19,566	12.23%	21,132	21.21%
73 Qualified Neonate	2,739	2,981	8.83%	3,342	22.01%
74 Unqualified Neonate	10,623	12,145	14.33%	13,300	25.20%
75 Perinatology	617	578	-6.33%	657	6.47%
81 Drug and Alcohol	1,828	1,975	8.04%	2,126	16.31%
99 Unallocated	413	413	0.00%	413	0.00%
Total Acute all Hospitals	267,197	309,846	15.96%	357,288	33.72%
Sub and Non Acute Care					
84 Rehabilitation	12,153	17,395	43.14%	22,580	85.80%
85 Psychogeriatric Care	142	133	-6.46%	160	13.00%
86 Palliative Care	1,477	1,835	24.26%	2,095	41.87%
87 Maintenance	583	888	52.35%	1,106	89.77%
Total Sub and Non Acute all Hospitals	14,355	20,252	41.08%	25,943	80.72%
Grand Total all Hospitals	281,552	330,097	17.24%	383,231	36.11%



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