

Surgical Specialties 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 Surgical Specialties stream covers orthopaedic surgery, plastic surgery, ophthalmology, hand surgery, ENT, neurosurgery and trauma services across SWSLHD. This disparate group contains numerous individual challenges for sustainable, equitable services to continue, based on population projections and practice changes. By identifying these challenges we can restructure service delivery to meet these challenges while simultaneously developing ways to improve the service. This document highlights the challenges and opportunities expected to be the greatest priority in the next 5 years.

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 centre's 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 Surgical Specialties 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 Clinical Stream upholds the **core values** of

Collaboration

Openness

Respect

Empowerment

Specifically the prime purpose of the Surgical Specialties Clinical Stream is to provide timely, high quality, comprehensive, compassionate and individualised care to people within the SWSLHD who are requiring elective or emergency surgical consultation and/or treatment within the defined specialties.

Services provided by the Clinical Stream

The Surgical Specialties Clinical Stream supports: Orthopaedics, ENT, Hands, Neurosurgery Ophthalmology, Plastics and Trauma. Services are spread across the facilities as per Table 1 below.

Table 1. Distribution of surgical specialties within the stream, across SWSLHD institutions.

Specialty or Service	Service Type	Facility or Setting				
		Bankstown	Bowral	C'town	Fairfield	Liverpool
Orthopaedic	Elective Surgery	√	√	√	√	√
	Emergency Surgery	√	√	√		√
	O/P Clinics	√ *		√*		√*
ENT	Elective Surgery	√	√	√		√
	Emergency Surgery	√				√
	O/P Clinics					√*
Hands	Elective Surgery	√	√		√	
	Emergency Surgery	√	√		√	√**
	O/P Clinics				√	
Neurosurgery	Elective Surgery	√				√
	Emergency Surgery					√
	O/P Clinics					
Ophthalmology	Elective Surgery	√	√	√		√
	Emergency Surgery	√	√			√
	O/P Clinics	√				√
Plastics	Elective Surgery	√		√		√
	Emergency Surgery	√				√
	O/P Clinics					√
Trauma	Elective Surgery					
	Emergency Surgery	√***	√***	√***		√
	O/P Clinics					

* Limited outpatient services

** Supports Fairfield Hand Clinic after hours

*** Minor / moderate trauma only – major trauma transferred to Liverpool

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 Attachment 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 Clinical Stream include:

- Increased paediatric population, particularly in Bankstown, Camden, Campbelltown and Liverpool LGA, will increase demand for ENT services
- A 55% increase in the years 2011 – 2021 in people aged 70+ years across the LHD will have a significant impact on orthopaedic elective and emergency surgery demands as well as ophthalmology services, particularly cataract surgery.
- Expected above average population growth across SWSLHD will increase demand for all surgical specialties over the coming five years and beyond.

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:

- Ophthalmology Services, particularly cataract surgery
- Orthopaedic surgery, particularly in 70+ age group for hip fracture and joint replacement surgery
- ENT surgery, increasing surgery for head and neck surgery, skull base surgery and sleep apnoea, sustained high demand for day-only surgery

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 Clinical Stream will contribute to delivering on the eight strategic directions.

Build capacity to effectively service growing demands for health care

- An Ophthalmology Cataract Clinic at Liverpool Hospital with integrated clinic and surgical spaces.
- Networked integrated Plastics and Reconstructive Surgery model of care between Liverpool and Bankstown hospitals.
- Revised model of care for ENT Surgery across SWSLHD to ensure sustainability and accessibility, in particular the management of paediatric patients requiring tonsil and adenoid surgery including review of the role of day surgery and comprehensive patient information sheets

- Development of high Volume Short Stay (HVSS) models for surgery at Campbelltown and Bankstown hospitals
- Enhanced volume of spinal procedures at Bankstown and introduction of spinal surgery at Campbelltown through an integrated networked Neurosurgical department

Redesign of services bringing them closer to people and their communities

- Decentralised hand therapy clinics creating a hub and spoke model of care.
- Develop outpatient clinics with capacity to support direct GP referrals.
- Collaboration with Tharawal Aboriginal Medical Services to expand outreach services.
- Redesign of ophthalmology clinics and surgical procedure process to improve access and reduce wait for the community

Integrated action with primary care providers and regional primary health organisations

- Developing model of ophthalmology care incorporating Optometrists and GP's into the multidisciplinary team to support the management of chronic illness.
- Collaborate with local GP's to develop strategies to assist the coordination and management of falls and refracture prevention programs.
- Support the NSW Refugee Health Service to improve access and health outcomes for refugees in SWSLHD and across the state

Partnering with external providers to deliver public health care

- Work with NSW Kids and Families to improve access to paediatric surgery across the SWSLHD to bring care closer to home
- Engage Medicare Local and GP's in a strategy to assist the coordination and management of Refracture prevention programs.
- Strengthen links between ENT and Tharawal Aboriginal Medical Service to ensure continuity of ENT clinics and supportive services

Enhancing service networks and growing centres of excellence

- Implement the ANZ Hip Fracture Registry across SWSLHD
- Implement the Arthroplasty Clinical Outcomes Registry across SWSLHD
- Establish a new integrated ophthalmology centre of excellence for cataract surgery
- Engage Bankstown and Liverpool hospitals to develop a networked model of care for plastic surgery
- Strengthen the recently created Hands Department at Fairfield to improve access to hand therapy

Shared access to unified information for all the health care team

- Support Surginet upgrade across the SWSLHD
- Promote improved remote access to IT systems, particularly radiology viewing
- Develop Surgical Specialties Stream web page to provide unified service directory and resources

- Develop and implement a “fractured Ribs pathway” including an information sheet for patients diagnosed with fractured ribs outlining rehabilitation and pain management strategies to support their discharge.

An integrated focus on primary prevention for patients and communities

- Develop a Falls and Refracture Prevention program for patients over 50 years in collaboration with the patient, GP’s and Medicare Local
- Explore the development of an international program titled ‘Preventing Alcohol and Risk Taking Behaviour in Youth’ aimed at school aged teenagers to demonstrate and educate youth on the risks associated with alcohol and risk taking behaviours in a multidiscipline, multi agency program.

Embedding education and research within service delivery

- Foster clinical research through links with Ingham Institute, UNSW and UWS for all stream specialties
- Utilise Clinical Skills and Simulation facilities to develop, enhance and refine clinical skills for the multidiscipline team.
- Support national and international research projects through enrolment and participation
- Nominate local services to be a trial site for MoH and Pillar initiatives
- Support programs such as SWAN Trauma conference, medical grand rounds, Nursing Showcase and Patient Safety Seminar

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

- Support implementation of Essentials of Care, Releasing Time to Care, In Safe Hands and Communication with Purpose into departments and wards.
- Support participation in quality and safety improvement programs (e.g. In Safe Hands)

- Record and report (feedback) on quality and safety (e.g. Hip Fracture Registry, Arthroplasty Clinical Outcomes Registry, departmental audits)
- Support strong clinical governance frameworks
- Develop, lead and participate in local, national and international clinical research

Community partnerships

- Include community and agency consultation at all levels of strategic service planning
- Increase community participation in research projects
- Develop Refracture Prevention program with community and GP involvement
- Support the NSW Refugee Health Service to improve access and health outcomes for refugees in SWSLHD and across the state

Developing our staff

- Provide models of education that foster inter and intra-disciplinary team work
- Working with other agencies to expand education opportunities and build professional workforce
- Developing systems and processes to identify the skill mix for new models of care and managing job redesign
- Promote career opportunities locally
- Support career and study pathways through recognised training programs

Supporting business

- Participate in national and state wide technology developments
- Develop new models of care to support the increased demand for service associated with being centred in the south western Sydney population growth corridor.

Efficiency and sustainability

- Enhancing capability, understanding and responsiveness to Activity Based Funding (ABF)
- Reviewing efficiency and effectiveness of services, identifying strategies for reengineering and disinvestment
- Developing and implementing models of care to improve the management of patients requiring surgical procedures including promoting day only and day of surgery admissions as well as HVSS models
- Networked departments across facilities with joint waitlist management responsibilities

Attachment A Models of care, service development directions and partners

The Surgical Specialties clinical stream provides care across a wide range of predominately surgical disciplines including neurosurgery, orthopaedics, plastics, hands, trauma, ophthalmology and ENT.

Models of Care for the future

- Developing high volume short stay models of care at Liverpool, Bankstown and Campbelltown for procedures requiring a short inpatient stay
- Investigate feasibility of acute surgical units to assist the timely management of emergency surgery focused on increased emergency surgery during business hours with decreased delays and cancellations
- Development of specialty specific home wards at Campbelltown, and improve capacity of home wards at Fairfield, Liverpool and Bankstown to support a higher complexity of patients.
- Provide an increased range and complexity of plastics surgery at Bankstown
- Enhance training and education for plastics registrars, nurses and JMO's/ medical students
- Provide a fully comprehensive onco-plastic breast service across SWSLHD, including specialist in hospital nursing for support & early post-operative discharge, improved coordination between GPs & discharge nurses for early post op discharge and community nursing support,
- Improved integrated model of care between specialties such as plastics and oncology
- Increased day surgery procedures and greater utilisation of community nursing/GP's to facilitate early discharge initiatives.
- Increased pre procedure monitoring and assessment for patients using models such as FOHKS
- Streamlined ENT procedural work as part of HVSS surgical unit
- Increased networking between hospitals
- Post operative outcome data collection for elective and emergency patients
- Consider role for expert workforce such as Nurse Practitioners
- Identify and develop models for a comprehensive stand-alone Eye Centre providing clinical and consultation space, within either a hospital or community setting or in public/private partnership
- Identify and develop models for hand surgery to ensure timely acute care interventional procedures and hand therapy (occupational therapy and physiotherapy)
- Becoming a training centre for hand surgeons with accreditation from Australian Hand Surgery Association
- All models designed around evidence based best practice
- Strong research and education focus
- Rostering practices based on 24/7 hospital

Service Development Directions

- Bankstown Plastics accredited for registrar training
- Develop a culture of research
- Foster evidence based clinical practice
- Increased teaching for medical and nursing staff including simulated training
- Increase day only and day of surgery procedures
- Improved network for Neurosurgery with the introduction of c-spine surgery at Bankstown
- Improved discharge and follow up procedures including improved access to post op outpatient clinics
- Greater networking for services across facilities
- Expansion to acute and sub-acute theatre sessions
- Development of departmental data bases to record/report quality of care data for accreditation/ benchmarking / patient focused service development

- Comprehensive Asset register and equipment replacement/enhancement plan for each service at each site
- Development of Fellowship positions in key specialties
- Flexible employment practices
- Workforce planning to match future predicted surgical workload across specialties and support innovative models of care
- Development of protocols and practices to support for fractured hips in the elderly patient to support the ACI orthogeriatric standards and KPI's in areas such as time to theatre.
- Explore development of spinal surgery at Campbelltown hospital through an intergrated LHD wide neurosurgical model of care

Partners in Service Development

- Potential for increased use of private care providers such as hand physios
- Community education sessions on common topics/presentations like skin cancers
- Greater integration of GPs and community nurses to support early discharge initiatives
- Improved dental service
- Support and education for GP's on services available and post discharge care
- Seek "preferred provider" status with Workcover and insurance companies
- Consider public/private or privately referred non-inpatient models of care and funding
- Involvement in corporate funded research trials
- Collaboration with emergency departments to improve initial emergency care for specialties such as hands
- Multidiscipline multiagency health promotion program aimed at alcohol and risk taking behaviours in youth

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 SWSLHD residents 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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