<table>
<thead>
<tr>
<th>Contents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building a hospital for the future</td>
<td>2</td>
</tr>
<tr>
<td>Our values and vision</td>
<td>4</td>
</tr>
<tr>
<td>Demographics – our community and our staff</td>
<td>6</td>
</tr>
<tr>
<td>Highlights from 2017/2018</td>
<td>8</td>
</tr>
<tr>
<td>The year ahead</td>
<td>10</td>
</tr>
<tr>
<td>+ Healthy people and communities</td>
<td>11</td>
</tr>
<tr>
<td>+ Better patient and consumer experiences</td>
<td>12</td>
</tr>
<tr>
<td>+ Talented, happy and engaged workforce</td>
<td>14</td>
</tr>
<tr>
<td>+ Responsible governance and financial management</td>
<td>15</td>
</tr>
<tr>
<td>+ Hub for research and innovation</td>
<td>16</td>
</tr>
</tbody>
</table>
Building a hospital for the future

The NSW Government has committed at least $1 billion to the Nepean Redevelopment which will deliver a major expansion and upgrade of Nepean Hospital and our community-based health services. It is an opportunity to design, deliver and operate a truly world class hospital that will allow us to provide new, innovative models of care.

Stage 1

Construction of the $550 million first stage of the redevelopment is ongoing and is expected to be complete in 2021. When complete, it will deliver Penrith and its surrounding suburbs contemporary, integrated care that meets the needs of our growing District. It will also help to strengthen Nepean Hospital’s position as a leading tertiary, teaching, research and referral hospital in NSW.

Stage 2

In March 2018, the NSW Government committed at least a further $450 million for the Nepean Redevelopment to continue the transformation of Nepean Hospital. Planning for Stage 2 will commence in late 2018 and construction will follow after Stage 1.

The first stage of the redevelopment includes:

- A new clinical services block
- A new and expanded Emergency Department
- More than 12 new operating theatres
- 18 birthing suites in new accommodation - an increase of ten
- A new Neonatal Intensive Care Unit with additional cots
- More than 200 additional overnight beds
- A new helipad
- A new multi-storey car park to support the expansion of services
- An expansion of the Nepean Cancer Care Centre
Our vision

Together Achieving Better Health

We will drive innovation and excellence in health service delivery and provide safe, equitable, high quality, accessible, timely and efficient services that are responsive to the needs of patients and the community.

Our values

Our values support our vision, shape our culture and reflect our principles and beliefs.

Proudly accredited by White Ribbon

Nepean Blue Mountains Local Health District has been recognised by White Ribbon Australia as an organisation that has committed to stopping violence against women. We are now an accredited White Ribbon Workplace.

Our organisation has demonstrated effective leadership, resource allocation, communication, HR policy development and training to create a safer and more respectful workplace.

As a District we have taken steps to:

+ Increase the knowledge and skills of staff and managers to address issues of violence against women.
+ Enhance the capacity of workplaces to respond to the issue of violence against women.
+ Change the attitudes and behaviours that allow violence against women to occur.

The District is proud to be officially recognised as a workplace pioneer that is contributing national cultural change to prevent and respond to violence against women.
Our changing community

**Lithgow**
- Lithgow Hospital
- Portland Tabulam Health Centre

**Hawkesbury**
- Hawkesbury District Health Service

**Blue Mountains**
- Blue Mountains District Anzac Memorial Hospital
- Springwood Hospital
- Nepean Hospital

**Penrith**

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**OUR CHANGING COMMUNITY**

<table>
<thead>
<tr>
<th>Residents in 2016</th>
<th>Residents in 2036</th>
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<tbody>
<tr>
<td>373,205</td>
<td>464,072</td>
</tr>
</tbody>
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**Demographics – our community and our staff**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing and Midwifery Staff</td>
<td>2,729</td>
</tr>
<tr>
<td>Elective surgeries</td>
<td>11,079</td>
</tr>
<tr>
<td>Medical Staff</td>
<td>811</td>
</tr>
<tr>
<td>Allied Health Staff</td>
<td>632</td>
</tr>
<tr>
<td>Oral Health Staff</td>
<td>90</td>
</tr>
<tr>
<td>Clinical Support, Administration, Management and Miscellaneous Staff</td>
<td>1,429</td>
</tr>
<tr>
<td>Research and Academic Staff</td>
<td>20</td>
</tr>
<tr>
<td>Babies born</td>
<td>5,195</td>
</tr>
<tr>
<td>Emergency surgical procedures</td>
<td>8,339</td>
</tr>
<tr>
<td>Admissions to hospital</td>
<td>84,566</td>
</tr>
<tr>
<td>Community and outpatient occasions of service</td>
<td>1 mil+</td>
</tr>
<tr>
<td>Presentations to Emergency Department</td>
<td>120,661</td>
</tr>
<tr>
<td>Research proposals</td>
<td>99</td>
</tr>
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</table>

**5,711 Total Staff**
Highlights from 2017/2018

Our dedicated staff have delivered many innovative projects in 2017 - 2018 to help us achieve our aims.

1. Healthy People and Communities
   - Established Australia’s first family obesity service.
   - Developed the Penrith Health Action Plan with Penrith City Council and Nepean Blue Mountains Primary Health Network (NBMPHN) – another first.
   - Implemented the Healthy Food and Drink in NSW Health Facilities for Staff and Visitors Framework, removing sugary drinks from sale and ensuring all our food outlets provide healthy menu options, including reduced portion sizes.

2. Better Patient and Consumer Experiences
   - Implemented the Leading Better Value Care (tranche 1) – Osteoarthritis Chronic Care Program service in NBMLHD, which has been acknowledged as an exemplar service across the state.
   - Opened the Hawkesbury Living Cancer Trust Chemotherapy Unit and completed a $1.17 million upgrade of the Blue Mountains District Anzac Memorial Hospital Emergency Department.
   - Enabled the early discharge of patients that have undergone hip or knee replacement, with a significant reduction in length of inpatient stay through effective provision of Primary Care and Community Health services.

3. Talented, Happy and Engaged Workforce
   - Rearmed and implemented the NBMLHD Aboriginal Workforce Strategy and expanded our Allied Health Aboriginal Workforce.
   - Provided free, onsite and continuing education for all staff through our annual Allied Health Professional Development workshops.
   - Achieved accreditation as a White Ribbon Workplace.

4. Responsible Governance and Financial Management
   - Developed and launched the NBMLHD Strategic Plan 2018-23.
   - Involved junior medical officers and junior nurses on root cause analysis teams as observers or participants in the review of major incidents.
   - Expanded our consumer engagement through workshops held in partnership with Health Consumers NSW and NBMPHN.

5. Hub for Research and Innovation
   - Achieved recognition at the NSW Health Quality and Innovation Awards for a number of our initiatives, including our High Risk Influenza Screening Test, Chronic Obstructive Pulmonary Disease project and The Patient’s Voice – a patient delivered handover.
   - Continued to be a leader in Australian robotics surgery, significantly enhancing patient outcomes through the use of robotic surgery.
   - Continued to lead the state in Telehealth achievements, including our District-wide Telepsychiatry services.
Healthy People and Communities

To support our commitment to healthy people and communities we will:

1. Work with our partners to develop and implement Health Plans for priority areas, including regional mental health and suicide prevention, Aboriginal health, Aboriginal mental health and child and youth health.
2. Work with the NBMPHN to further develop the Health Pathways Information Portal, facilitating input from specialist services and general practice.
3. Expand and encourage access to health promotion and risk reduction programs across the District, such as healthy weight and active living programs, targeted oral health programs, domestic violence routine screening and infant health strategies.
4. Use innovative communications to build greater confidence in our hospitals and services, improve health literacy and support vulnerable populations to achieve better healthcare.
5. Improve surveillance and public health management of acute rheumatic fever and rheumatic heart disease.
6. Implement the Housing for Health program with local community housing organisations.
7. Undertake qualitative research into the reasons for parents not consenting to human papillomavirus vaccination in the adolescent school vaccination program.
8. Enhance our responsiveness to major incidents and disasters through the appointment of appropriately trained and skilled disaster staff.
9. Continue to work with St John of God Health Care to provide appropriate local healthcare services to people of the Hawkesbury.

From the Chief Executive

The size of our District and the range of socioeconomic statuses in our community are continuing challenges, but this is also a time of great opportunity.

The NSW Government has committed at least $1 billion to the Nepean Redevelopment for a new hospital, community-based health facilities and a multi-storey car park. This will enable us to better plan for the services our communities will need into the future and to shape the way we deliver healthcare.

There will also be great opportunities for our District from the Western Sydney City deal—a formal partnership between the Australian Government, NSW Government, and the local governments of the Western Sydney region.

By working with our partners, particularly with the NBMPHN, Councils, education providers and non-government organisations, we can improve the health of our community.
One of the key challenges in improving patient and consumer experiences is the integration of primary healthcare in the community with acute clinical care in hospitals. An example of this is the disjointed nature of medical record systems across the health system, from primary care to the hospital setting.

The Nepean Redevelopment provides the opportunity to better integrate hospital and primary care services through purpose built facilities that deliver new models of care. The integration of these systems will support faster access to care, shorter hospital stays and greater well-being.

Engaging with our community and learning from their feedback will also help us develop more effective and appropriate services that match need to delivery. This continuous dialogue will help to enhance our reputation as a professional, trusted and approachable provider of world-class healthcare.
To support our commitment to a talented, happy and engaged workforce we will:

1. Design and deliver a District-wide organisational culture and performance improvement strategy, including embedding the Talent Management Program
2. Implement action plans to address the results of the People Matter Survey 2017/18
3. Ensure all senior and junior medical staff have completed performance appraisals, mandatory training and appropriate credentialing
4. Improve junior medical officer wellbeing through mentoring, resilience training and reducing rostered overtime
5. Develop and publish the Drug and Alcohol Workforce Plan 2018 - 2021
6. Continue to implement the Aboriginal Workforce Strategy 2018-2021
7. Rollout the Finance Directorate restructure to build a sustainable finance workforce
8. Develop succession planning within Nursing and Midwifery, including rotation and transition strategies, cadetships and traineeships
9. Develop innovative models to attract and retain a strong clinical workforce at both Lithgow and Portland, including the 'Grow your own' strategy and establishing Lithgow as a recognised Registrar placement
10. Further develop the ICT organisational structure to meet the needs of the District moving forward
11. Work towards a 30 percent reduction in staff illnesses and musculoskeletal injuries by 2022
12. Support staff development by inviting them to present at the inaugural NBMLHD Together Achieving Better Health Conference in November 2018
13. Support staff to participate in redesign training to build knowledge across the organisation
14. Improve collaboration and staff engagement opportunities through better communication and an improved intranet site
15. Strengthen relationship with Nova Employment and the Disability Scheme for employment within the Total Asset Management team

FROM THE CHIEF EXECUTIVE

Key Hyman

Our staff are, without question, our greatest asset and the $1 billion Nepean Redevelopment provides a once-in-a-lifetime opportunity for staff to shape hospital care for the future. With such a significant investment, we have a great opportunity to grow our leadership capability and build an engaged and resilient workforce.

While an exciting opportunity, the Nepean Redevelopment also presents the challenge of growing, recruiting and retaining an appropriately skilled workforce for a much larger hospital. This is in addition to facing an aging workforce profile and an increasingly competitive employment market. Lithgow and Blue Mountains Hospitals face further workforce challenges due to their regional locations.

Collaboration with our education partners in The Quarter, Penrith will provide opportunities to meet these challenges.

RESPONSIBLE GOVERNANCE AND FINANCIAL MANAGEMENT

To support our commitment to responsible governance and financial management we will:

1. Embed a business partnering model with Patient Safety and Quality, Finance and Workforce People and Culture to better support responsible governance and financial management
2. Select and implement a peer reporting framework that encourages a culture of reporting unprofessional behaviour that threatens patient or co-worker safety
3. Support and promote safe and high quality care through a patient safety and quality framework and the implementation of the Clinical Excellence Commission programs
4. Continue to enhance the governance and management of hospital and patient data/information (including collection, protection, access and quality)
5. Continue to refine financial and other data availability, analytics and performance reporting to enable effective decision making
6. Improve corporate governance and implement strategies to drive financial performance and accountability at Nepean Hospital
7. Improve capacity to monitor activity performance, clinical outcomes and patient flow in Primary Care and Community Health
8. Conduct a review of printed publications, identifying opportunities to reduce publication costs and waste and ensure consistency of information provision
9. Continue to enable a culture of lean thinking principles through training and education to improve productivity and enable efficiencies

FROM THE CHIEF EXECUTIVE

Key Hyman

With our rapidly growing population and the opportunities presented by the $1 billion Nepean Redevelopment, it is even more important that we ensure current funding is used as efficiently as possible and that adequate recurrent funding is attained to meet future need.

We can achieve this through strong business partnerships with internal stakeholders and by providing our staff with the tools, skills and knowledge they need to make informed decisions that will enable us to deliver high quality, cost-efficient patient care.
To support our commitment to being a hub for research and innovation we will:

- Host the inaugural Nepean Together Achieving Better Health Conference in November 2018, which incorporates the Nepean Research Day
- Promote our research through a specially developed, district-wide research publication
- Seek and support opportunities for the development of a research institution at Nepean Hospital
- Continue to encourage a culture of leading-edge translational research and innovation
- Implement local and state-wide strategies to improve research and ethics processes, including REGIS state-wide ethics approval system
- Continue to foster research across all disciplines, for example through the newly established Associate Professor of Midwifery position
- Establish a Drug and Alcohol quality and research group
- Seek opportunities to expand Telehealth applications and innovations throughout NBMFLHD and beyond
- Collaborate with our partners in The Quarter, Penrith to identify additional research opportunities
- Partner with Medrobotics and the University of Technology Sydney (UTS) to further education, training and research in robotic surgery
- Undertake a collaborative project with UTS and Mental Health to apply ‘design’ methodology to the acute care setting
- Plan for a clinical school in conjunction with one hospital in the Blue Mountains
- Define the procedures and regulatory requirements surrounding medical equipment involved in research to streamline the clinical trial process

FROM THE CHIEF EXECUTIVE

Kay Hyman

We are committed to ensuring research, development and innovation are seen as business as usual throughout our District so we can continue to improve patient care, service delivery and business culture. We will continue to support translational research, taking discoveries from the laboratory to the bedside.

Using leading-edge design and technology will allow us to deliver innovative solutions and world-class, evidence-based services and facilities.