

Illawarra Shoalhaven
Local Health District



Strategic Delivery Plan 2023-2028

Illawarra Shoalhaven Local Health District (ISLHD)

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“

The continuity of care through Binji and Boori during my pregnancy and after my son was born was great. The nurses and Aboriginal Health Workers during this time were great. We established a good rapport so I could ask questions and be comfortable doing so. They were so knowledgeable, advocated for me and made me feel supported with the birth of my first child.

Chantelle Davis pictured with her brother Clint, her mother Louise and her son Tyresse.



ISLHD Statement of Commitment

We work and live on Aboriginal lands

We acknowledge those who have come before, and continue to be, the caretakers and custodians of this land.

Aboriginal people are the First Nations people of New South Wales and have lived in the Illawarra and Shoalhaven region for over 65,000 years; cultures, lores, ceremonies and connection to the land and waterways are strong and enduring.

Respect is extended to elders past and present; especially those affected so unjustly by local health policies. We apologise unreservedly for the profound effects of those stolen from their families, we are deeply sorrowed by the deep hurt, the physical, emotional, and spiritual damage, and the ongoing intergenerational trauma of Aboriginal peoples today.

We recognise that history has resulted in a lack of trust by many Aboriginal peoples and we highly value and will continue to work in true partnership with local Aboriginal community-controlled services. We remain committed to work in genuine partnerships with Aboriginal peoples, communities, services, and survivors of the Stolen Generations.

The gaps in Indigenous health are unacceptable. Quality data will be sourced and used for open and honest accountability, and to inform excellent and safe clinical practice.

Racism will not be tolerated in the Illawarra Shoalhaven Local Health District, and will be challenged. We will find ways to overcome institutional racism created by history.

We are committed to providing a culturally safe and welcoming environment for patients and will support staff to feel culturally secure and safe within our services.

We commit to furthering professional development of all staff in acquiring a better understanding of culture and how to best support the cultural wellbeing of Aboriginal colleagues and patients.

We acknowledge the vital importance of Aboriginal language and its relationship to spiritual wellbeing and will seek to work with local peoples to incorporate language and naming throughout our services and the system.

The Illawarra Shoalhaven Local Health District acknowledges the principles of the Uluru Statement of the Heart. We share aspirations for a fair and truthful relationship and a better future for our children based on justice and determination through truth telling. We recognise that when Aboriginal people have power over their destiny, their children will flourish, and will walk in two worlds and their culture will be a gift to this country.

We will continue to work with, and walk together with, Aboriginal peoples to enable their empowerment and control over their destiny and health outcomes.



'Garadyigan' artwork by Jasmine Sarin.
Garadyigan Dharawal meaning healer; one who uses medicines to heal.

A message from the Chief Executive

Margot Mains



By working together, we will evolve our organisation for the future, and improve the health and wellbeing of our community.

After a period of sustained demand, challenge and reflection, the next five years are an opportunity for our District to reflect, revitalise, reenergise and redesign the way we deliver care to our incredible community. I am proud to lead an organisation made up of so many hard working and passionate people, working together to make a positive impact on the communities we serve. This Strategic Delivery Plan will serve as our framework and reference point to galvanise these efforts.

Our Strategic Delivery Plan 2023 – 2028 outlines the direction of our organisation over the next five years as we work to achieve our purpose of providing best practice health care and programs that promote the health and wellbeing of people in the Illawarra Shoalhaven.

Guided by the NSW Health Future Health Plan, the Strategic Delivery Plan strengthens our commitment to excellent services, quality partnerships, and healthy communities by focusing on six key strategic outcomes.

Working collaboratively, not just across our organisation, but through meaningful and respectful partnerships with other government, non-government and community sector organisations, we can continue to strengthen our services and ensure that patients and their carers remain at the centre of what we do. This collaboration especially includes partnerships with our Aboriginal and Torres Strait Islander Communities as we work to improve the experience and health outcomes of Aboriginal people in our care.

We know that our opportunity to revitalise and redesign our business is only possible by communicating with our staff and consumers, because it is their insight that will drive lasting improvements. Our business is helping people to care for people. Through this plan, our goal is to make sure our staff are engaged and well supported by acknowledging the invaluable contribution they make to the District and the impact they have on every patient journey.

Our Strategic Delivery Plan will be grounded by an annual plan and connection to other District plans, such as the Health Care Services Plan, that allow us to maintain and measure momentum on the road to achieving our purpose. By working together, we will evolve our organisation for the future, and improve the health and wellbeing of our community.

Upholding safe, high-quality clinical service delivery remains one of our highest priorities and we will continue to transform our care through health and medical research and innovation, digital technologies and the use of health data and analytics.

Over the next five years we will deliver more specialised health care to our community through new hospital builds, redevelopments and bringing care closer to home. Driven by this Strategic Delivery Plan and reinvigorated by the changes to our places and systems, we are excited to deliver a stronger emphasis on wellbeing, preventative health, home and community-based care and opportunities to empower our patients to work as partners in care with us.

A message from the Board Chair

Chris Bertinshaw



The Illawarra Shoalhaven Local Health District (ISLHD) values our relationships with our local Aboriginal peoples. We are committed to reconciliation and recognition that the lands on which we operate are their traditional lands. We acknowledge the ancestors of that country and pay our respects to elders past, present and future. In 2022, the Board reaffirmed our Statement of Commitment to Aboriginal people, their families and communities. We wish to express our gratitude that we share these lands today, our sorrow for the costs of that sharing, and our hope and belief that we can move to a place of equity, justice and partnership together.

The Strategic Delivery Plan 2023-2028 for the Illawarra Shoalhaven Local Health District sets a clear direction for our service and highlights the ongoing incredible commitment the District continues to make to our communities and stakeholders.

The Board's role is to oversee and track progress in these areas and to ensure systems are in place to achieve these goals.

We have structured board committees of Health Care Quality and Safety; Finance and Workforce Performance; Aboriginal Health Care and Research, Data and Environmental Sustainability to dive into each of these aspects deeply and ensure the organisation is appropriately serving our community, whilst meeting strategic goals and fulfilling our mission and values.

We strive to bolster our reputation of delivering high-quality care, relying on meaningful consultation and engagement with our consumers and collaboration with our patients, employees and partners.

Having seen firsthand what the staff of the Illawarra Shoalhaven Local Health District can achieve and their unwavering passion for enhancing the lives of our community, I'm confident the focus areas of this plan will be delivered to the highest standard.

We strive to bolster our reputation of delivering high-quality care, relying on meaningful consultation and engagement with our consumers and collaboration with our patients, employees and partners.

About ISLHD



The region

The Illawarra Shoalhaven region is the traditional home of the Dharawal and Yuin nations, who have lived in the region for millennia. Their cultures, laws, ceremonies and connection to the land and waterways are strong and enduring.

The region's natural setting is the backdrop to a mix of coastal, urban and rural lifestyles, concentrating residential areas into a narrow strip along the coast extending from Helensburgh in the north to North Durras in the south.

The region has over 420,000 residents, living in the Local Government Areas of Wollongong, Kiama, Shellharbour and Shoalhaven.

Our vision

Excellent services, quality partnerships, healthy communities.

Our purpose

To provide best practice health care and programs that promote the health and wellbeing of people in the Illawarra Shoalhaven.

The District

ISLHD operates Coledale, Bulli, Wollongong and Shellharbour hospitals in the Illawarra, and David Berry, Shoalhaven and Milton Ulladulla hospitals in the Shoalhaven. Community health services operate from approximately 59 locations across the region.

ISLHD is one of the region's largest employers with a workforce of more than 7,300 staff and an annual expense budget of over \$1 billion.



Our story

Our people



ISLHD population
422,500



Adults
75 years and over
9.8%

By 2041
they will represent
13.6%

Born
overseas
22.7%



Speak language other
than English at home
16.4%



Identify as Aboriginal or
Torres Strait Islander
4.3%



Carers
13.5%



Need assistance with
core activities
7.1%



Identify as
homeless people
1,496

Their health



Overweight
or obese
63.6%



Mental health
condition
7.4%



One or more health
condition
32.6%



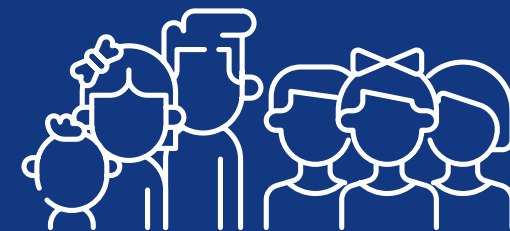
Current smoker
12.2%



Drinking alcohol at level that
may bring long-term risk
36.2%



Experience high
psychological distress
11.7%

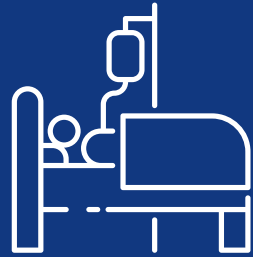


Vulnerable in 2 or more domains
10.4% of children

A day in the life of ISLHD



Presentations to
Emergency Department
447



Admission to hospital
128



Occupied beds
926



Babies born
8



Telehealth / virtual
health appointments
749



Potentially preventable
hospital admissions
18



Surgical procedures
performed
59



Patients
receiving dialysis
65

Our workforce



Total employees
7,790



Nurses and midwives
3,794



Medical staff
848



Identify as Aboriginal or
Torres Strait Islander
192



Allied health
staff
876



Hotel service
staff
414



Corporate services and
hospital support staff
1,270



Maintenance &
trade staff
29

Introduction

Future Health: *Guiding the Next Decade of Care in NSW 2022 - 2032* is the roadmap for ISLHD to meet the current and emerging needs of our local communities over the coming decade. This Strategic Delivery Plan outlines the areas of this roadmap we are driving towards over the next five years. The focus will be on a digitally capable and sustainable health system that delivers outcomes that matter most to patients and the community, ensuring care is personalised, and investments are made to support wellness.



Why do we need a Strategic Delivery Plan?

This Strategic Delivery Plan looks towards the next five years, and articulates how the District will deliver improvements and investment by ensuring:

Patients and carers have positive experiences and outcomes that matter 	Safe care is delivered across all settings 
People are healthy and well 	Our staff are engaged and well supported 
Research and innovation, and digital advances inform service delivery 	The health system is managed sustainably 

The Strategic Delivery Plan is supported by a Strategic Implementation Plan and a number of District-wide plans. Each year, our Annual Planning process will detail the initiatives needed to achieve our aims outlined in the Strategic Delivery Plan.

How will we implement this plan?

A corresponding ISLHD Strategic Implementation Plan 2023-2028 has been developed to achieve the goals articulated in the Strategic Delivery Plan. The Implementation Plan has been formulated in consultation with the ISLHD Executive and their teams. This Implementation Plan outlines specific steps and actions necessary to achieve the strategic objectives over the next five years. It is proposed that the Implementation Plan be used during the annual planning process to inform agreed actions which should be assigned to individuals with specified measures.

This Strategic Delivery Plan will be used to inform ISLHD's annual planning process. Each year, ISLHD teams will use the Strategic Delivery Plan and the Strategic Implementation Plan to identify implementation priorities.

How will we know we have achieved this plan?

The plan contains long-term outcome measures for each strategic outcome. These outcomes measures will be taken at baseline and after five years. Additionally, ISLHD annual plans will include process measures and will be measured annually.

An annual report will be developed against this Strategic Delivery Plan that describes strategic actions achieved in the previous year.

The Strategic Delivery Plan will be reviewed, including analysis of progress against its focus areas and goals, will occur in year three and year four.

Overcoming today's challenges

An aerial photograph of a coastal town and harbor. The town is built on a peninsula, with buildings, roads, and green spaces. A large harbor is filled with numerous sailboats. The water transitions from a deep blue in the open ocean to a lighter turquoise near the shore. A sandy beach is visible on the right side of the peninsula, and a rocky coastline is seen further down. The background is dominated by dense green forest.

In 2023, ISLHD, like many healthcare organisations across the world, faces a unique set of challenges that require strategic approaches and innovative solutions.

One significant challenge for our organisation is managing the increasing demands on our healthcare systems, including the growing ageing population and rising prevalence of chronic diseases. ISLHD must continue to strive to find ways to address the strain on resources, ensure timely access to care, and provide comprehensive services to our diverse community.

Another pressing challenge is adapting to the evolving healthcare landscape and technological advancements. ISLHD must rise to the challenge of navigating the integration and utilisation of digital health solutions, such as telehealth and electronic health records. Ensuring the secure and seamless implementation of these and other technologies, addressing interoperability issues, and training our workforce to effectively leverage them will be crucial challenges for our District.

ISLHD must also continue to strive towards financial sustainability amidst rising costs and increasing demand. ISLHD must explore innovative financing models, cost-effective care delivery strategies, and collaborative partnerships to optimise resource allocation and enhance operational efficiency.

Overall, ISLHD faces the ongoing task of adapting to change, embracing technology, and meeting the evolving healthcare needs of Illawarra and Shoalhaven residents.

This Strategic Delivery Plan sets out to address these challenges by describing how the future will look and what success looks like across our six strategic priorities. The corresponding Strategic Implementation Plan details actions to be undertaken in the short and medium term to support ISLHD in addressing the current challenges and achieving its strategic goals.



Strategic landscape

This Strategic Delivery Plan is a crucial tool for ISLHD to achieve its goals and improve health outcomes as it sets out the directions and improvement ideas to achieve ISLHD's mission and vision over the coming five years. The diagram demonstrates how the Strategic Delivery Plan fits into the broader state-wide strategic direction and how the plan interrelates with other existing local plans.



2023-2028 Strategic Delivery Plan on a page

ISLHD VISION

Excellent services,
quality partnerships,
healthy communities

ISLHD PURPOSE

To provide best practice health care and
programs that promote the health and wellbeing
of people in the Illawarra Shoalhaven.

ISLHD CORE VALUES

Collaboration Openness Respect Empowerment



Positive experiences
and outcomes
that matter

1



Safe care is
delivered across
all settings

2



People are
healthy and well

3



Staff are
engaged and
well supported

4



Research,
innovation and digital

5



Health system
is managed
sustainably

6

FOCUS AREAS

- Provide consumer driven care with compassion and cultural safety
- Improve Aboriginal patient experience

- Provide safe and timely access to health care
- Deliver integrated models of care
- Improve patient outcomes

- Elevate and prioritise Closing the Gap
- Strengthen partnerships
- Enhance mental health and wellbeing across the lifespan

- Build safe and positive work environments
- Grow and empower our people

- Advance health data and analytics
- Accelerate digital investment
- Embrace research as the frontier for innovation

- Deliver services in financially sustainable way
- Commit to an environmentally sustainable footprint



Patients and carers have positive experiences and outcomes that matter

Person-centred care is about treating a person receiving healthcare with dignity and respect and involving them in all decisions about their health. This approach recognises and values each individual's health needs and uniqueness.

Co-design is a process of collaboration between healthcare providers and patients that involves active engagement, participation, and shared decision-making in the design and delivery of healthcare services. It is a key element of patient-centred care, as it empowers patients to play a more active role in their own care and contributes to a more holistic and personalised approach to healthcare.

How will the future look?

ISLHD consumers:

- Are actively involved in their own care
- Have health information delivered in plain language that meets the patient's information needs
- Are involved in decision making and planning their current and future health and care needs.

What will success look like?

- People are empowered to have control over their own health, and make informed decisions about their care.
- Care is provided seamlessly across multiple settings.
- Staff understand the goals of individuals and genuinely share decision making with people.
- People feel culturally safe when accessing our services.
- Care is provided in a kind and compassionate manner.
- The consumer voice is critical in all aspects of service design and capital planning.

FOCUS AREAS

- Provide consumer driven care with compassion and cultural safety
- Improve Aboriginal patient experience

OUTCOME MEASURES

Year-on-year increase in:

- Overall patient experience index
- Patient engagement
- Number of staff completing "Aboriginal Culture: Respecting the Difference" training



“

The waiting room is just the start of the journey people might be on. We are here to be a friendly face and help people in what can be a scary and uncertain time.”

Katrina and Tennaya
Patient Experience Officers



Safe care is delivered across all settings

Over the next five years, ISLHD will continue to strive to deliver safe, high quality and reliable healthcare. ISLHD will be focused on reducing harm and unwarranted clinical variation, ensuring timely access to high-value care and increasing equitable access to services, particularly for those who are vulnerable.

ISLHD patients and community members often prefer to access healthcare services as close to home as possible, or virtually from the comfort of their own homes. ISLHD will continue to grow its telehealth and community-based healthcare services.

How will the future look?

Safe, high quality, reliable healthcare is delivered in a sustainable and personalised way, within our hospitals, in communities, at home and virtually. Care will be provided in a seamless and integrated way, in partnership with other healthcare providers.

FOCUS AREAS

- Provide safe and timely access to healthcare
- Deliver integrated models of care
- Improve patient outcomes

OUTCOME MEASURES

Year-on-year decrease in:

- Potentially preventable hospitalisations
- Patients discharging against medical advice
- Number of overdue elective surgery patients
- Hospital acquired conditions

Year-on-year increase in:

- Care delivered at home and in the community
- Timeliness of category 1 and 2 triage in Emergency Department
- Timeliness of appropriate discharge

What will success look like?

- Priority populations have increasingly more equitable outcomes and access to care.
- People are given choices for the setting in which they receive healthcare services to best suit their needs in a clinically appropriate way.
- The District provides increasing volumes of care in community, home and virtual settings in a safe, high quality, reliable manner.
- People receive more coordinated care experience.
- Hospitals and community health teams continue to achieve timely access and quality of care outcomes compared to benchmarks.
- Infrastructure and service planning is aligned to changing demand, in particular supporting digitally-enabled care settings.



This service is incredible. I feel like someone knows my condition and truly cares about my wellbeing - even from a distance. The service has meant my wife and I can manage my condition from home. Given the positive experiences I have encountered with VeCC, I can only hope that the scope of conditions that this service covers will be expanded over time.”

Paul Breeze,
former Virtually enhanced
Community Care (VeCC) patient

Paul Breeze: 1949-2023.
We would like thank Paul's family for giving
permission to share his experience with VeCC.



People are healthy and well

Being well and maintaining good health is extremely valuable for our community throughout their entire life, from before birth to old age.

ISLHD will continue to increase its focus on promoting positive health behaviours, delivering early risk-based interventions, supporting people to manage chronic conditions and be responsible for their own health across their lifespan. ISLHD will also strengthen its focus on transforming Aboriginal health. This will strengthen our community's ability to lead fulfilling and productive lives and lessen the pressure on our health and aged care systems.

Evidence shows that there is a strong relationship between health and the social environment, therefore there will be a collaborative approach in partnering with other organisations to support people to be healthy and well, and to address the social determinants of health.

How will the future look?

Investment is made enabling people to stay healthy, preventing ill health and tackling health inequality in our communities.

What will success look like?

- Children get the best possible start to life in their first 2000 days.
- People are supported to make healthier choices, with a reduction in the harmful use of tobacco, drugs and alcohol and increased consumption of fruits and vegetables and physical exercise.
- Decrease in the number of individuals experiencing thoughts of self-harm or taking their own lives.
- Aboriginal people experience improved health outcomes and wellbeing and better experiences of care.
- The impact of infectious diseases and environmental factors (including COVID-19 and natural disasters) on the wellbeing of the community is reduced.
- Collaborative partnerships are well established to address social determinants of health and support positive health outcomes.
- Enhancement for early detection, support, and treatment of dementia.

FOCUS AREAS

- Elevate Closing the Gap
- Enhance mental health and wellbeing across the lifespan
- Strengthen partnerships

OUTCOME MEASURES

- Decrease in number of people smoking and smoking during pregnancy
- Increase in vaccination rates
- Increase in people seeking mental health support through Safe Haven and the Mental Health Line
- Improved child developmental milestones



“

Collaborative partnerships are really powerful. The co-design process brings together lots of different voices and experiences. It's enabling us to achieve some concrete things that are going to be impactful and make a difference in people's lives”.

Delia Rambaldini-Gooding from the University of Wollongong on improving maternal health services for refugee and migrant women at Wollongong Hospital

Pictured L-R Delia Rambaldini-Gooding, Sofia Lema, Claudia Tait and Irene Thiru.



Our staff are engaged and well supported

We aim to create an environment where every team member can thrive personally and professionally, by supporting and empowering our workforce. We believe that when our staff feel valued and supported, they are better equipped to provide exceptional care and services to our patients.

A positive workplace environment and psychological safety is important to support staff wellbeing, collaborative working, innovation and learning for all clinicians, non-clinicians and volunteers.

In order to meet the changing needs of the community, the workforce will need to expand, attracting highly skilled people. To support and understand our community, it is important that our staff reflect the community that we serve. It is therefore critical we promote a diverse and inclusive workforce and that our workplaces are culturally safe.

How will the future look?

Staff are supported to deliver safe, reliable, person-centred and culturally-safe care, driving the best outcomes and experiences.

What will success look like?

- There is a positive workplace culture where leaders value and energise staff, and staff wellbeing and psychological safety is prioritised.
- The workforce is diverse at all levels of the system and representative of the community we serve.
- Staff are supported to work to their full potential through extended scope of practice, multi-skilled and combined-function roles.
- Staff are provided ongoing opportunities to learn and upskill, so they are fit-for-purpose for now and the future.
- ISLHD is a highly valued place to work with good retention rates, and ability to attract skilled people.
- Staff have access to contemporary employment arrangements.

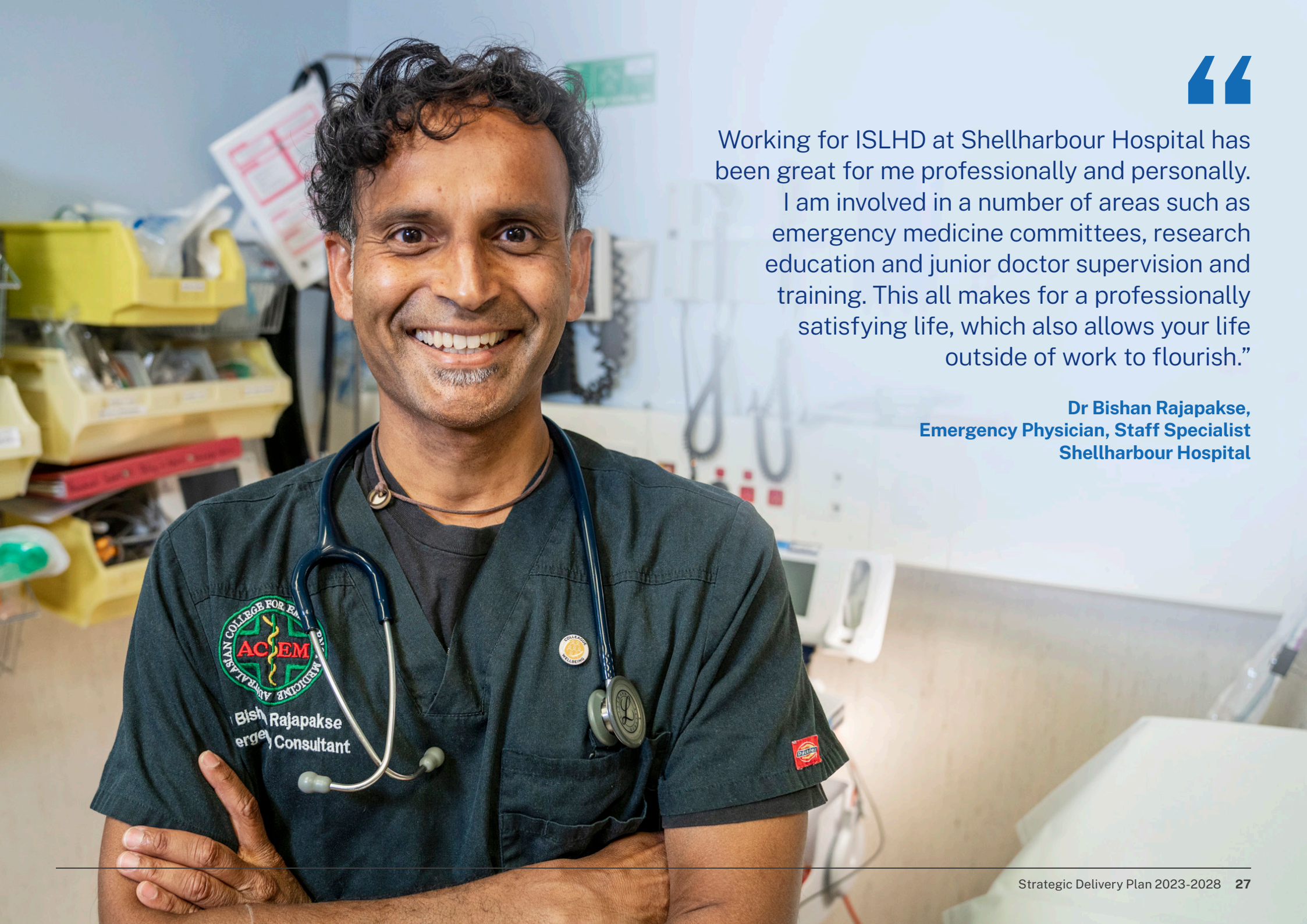
FOCUS AREAS

- Build safe and positive work environments
- Grow and empower our people

OUTCOME MEASURES

Year-on-year increase in:

- Staff job satisfaction levels
- Staff wellbeing scores
- Staff retention
- Employee engagement
- Number of Aboriginal staff at all levels of employment



“

Working for ISLHD at Shellharbour Hospital has been great for me professionally and personally.

I am involved in a number of areas such as emergency medicine committees, research education and junior doctor supervision and training. This all makes for a professionally satisfying life, which also allows your life outside of work to flourish.”

**Dr Bishan Rajapakse,
Emergency Physician, Staff Specialist
Shellharbour Hospital**



Research, innovation and digital advances inform service delivery

The future of research, innovation and digital advances within the healthcare industry holds immense potential for revolutionising the way ISLHD delivers care. The future of healthcare is dependent on continued investment in research, technology and innovation that will help drive the industry forward and bring about real, meaningful change.

Over the next decade, ISLHD's ability to leverage big data and analytics will transform our ability to deliver personalised and effective care.

Research and innovation are critical to improving safety and quality outcomes, improving experiences for patients and the community and building a financially sustainable healthcare system. Research creates exciting new opportunities for prevention, diagnosis and treatment and builds the evidence base for delivering the best care possible.

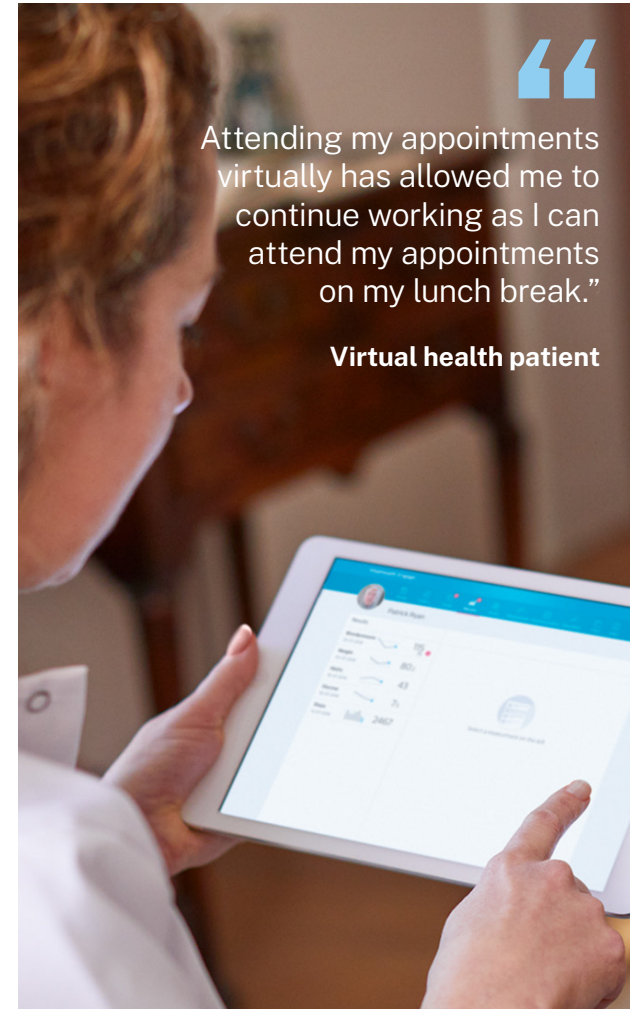
FOCUS AREAS

- Advance health data and analytics
- Accelerate digital investment
- Embrace research as the frontier of innovation

OUTCOME MEASURES

Year-on-year increase in:

- Non-admitted services delivered by virtual care
- Ethics application approvals within 90 days
- Number of clinical trials
- Number of translational research publications
- Number of successful research grant applications co-designed with partners and consumers



How will the future look?

Clinical service delivery continues to be transformed through health and medical research, digital technologies and data analytics.

What will success look like?

- Research findings are translated to improve policy and practice, resulting in improved health outcomes and reduced health inequalities and hospitalisations.
- Patients can get personalised information that helps them take better care of themselves.
- Data analytics are used as a predictive tool to target and shape service delivery.
- Patient reported experiences and outcomes are systematically collected and analysed.
- Virtual care is enabled through secure, seamless and accessible technologies.
- Our systems are protected from cyber security risks.
- There is innovative health and medical research that is translated into evidence-informed policy and safe clinical practice.



This project is a great example of clinicians identifying a need, finding a solution, using translational research methods, including implementation science to generate evidence for change, and upscaling that change with those who have policy influence.”

Professor Kate Curtis,
lead researcher HIRAID™: The Emergency Nursing Framework



The health system is managed sustainably

ISLHD has a responsibility to ensure future financial and environmental sustainability to enable the delivery of safe and quality healthcare over the next decade. Value-based healthcare will be the focus, ensuring there is a shift from outputs to outcomes, to support a financially sustainable future.

The healthcare system is responsible for a significant portion of greenhouse gas emissions and other environmental impacts. In order to ensure that our health system can meet the needs of current and future generations, it is essential that we find ways to make it sustainable.

How will the future look?

The District is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.

What will success look like?

- Value-based healthcare principles and successful implementation of efficiency plans deliver improvements in patient outcomes, system capacity and partnerships.

- Purchasing and procurement decisions deliver value for money on a whole-of-life basis.
- The District is more environmentally sustainable, including a robust approach to managing energy, water, waste and other resources.
- Key performance indicators and measures are aligned to outcomes, including budgetary and operational performance.
- Partnering with primary and aged care to ensure local service needs are met.



FOCUS AREAS

- Deliver services in financially sustainable way
- Commit to an environmentally sustainable footprint

OUTCOME MEASURES

- Expenditure and revenue matched to budget
- Carbon emissions reduction against baseline



Upgrades have been made across the District to enable the buildings to run more efficiently. Environmental solutions provider, Veolia, has identified the upgrade will have significant environmental benefits with a reduction of 4,000 tonnes of carbon emissions each year and an energy cost saving to the District of \$680,000 per annum.

Illawarra Shoalhaven
Local Health District

