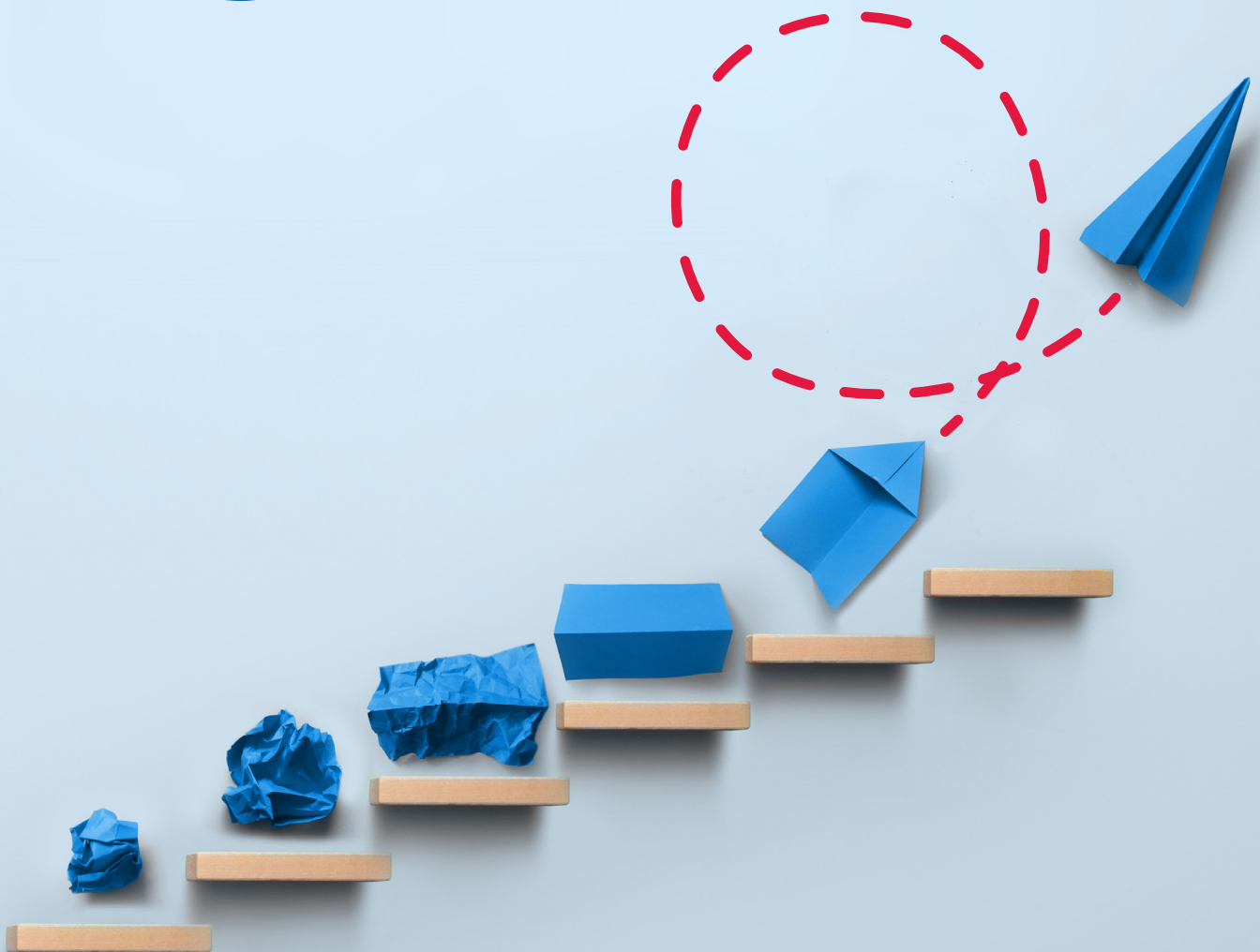
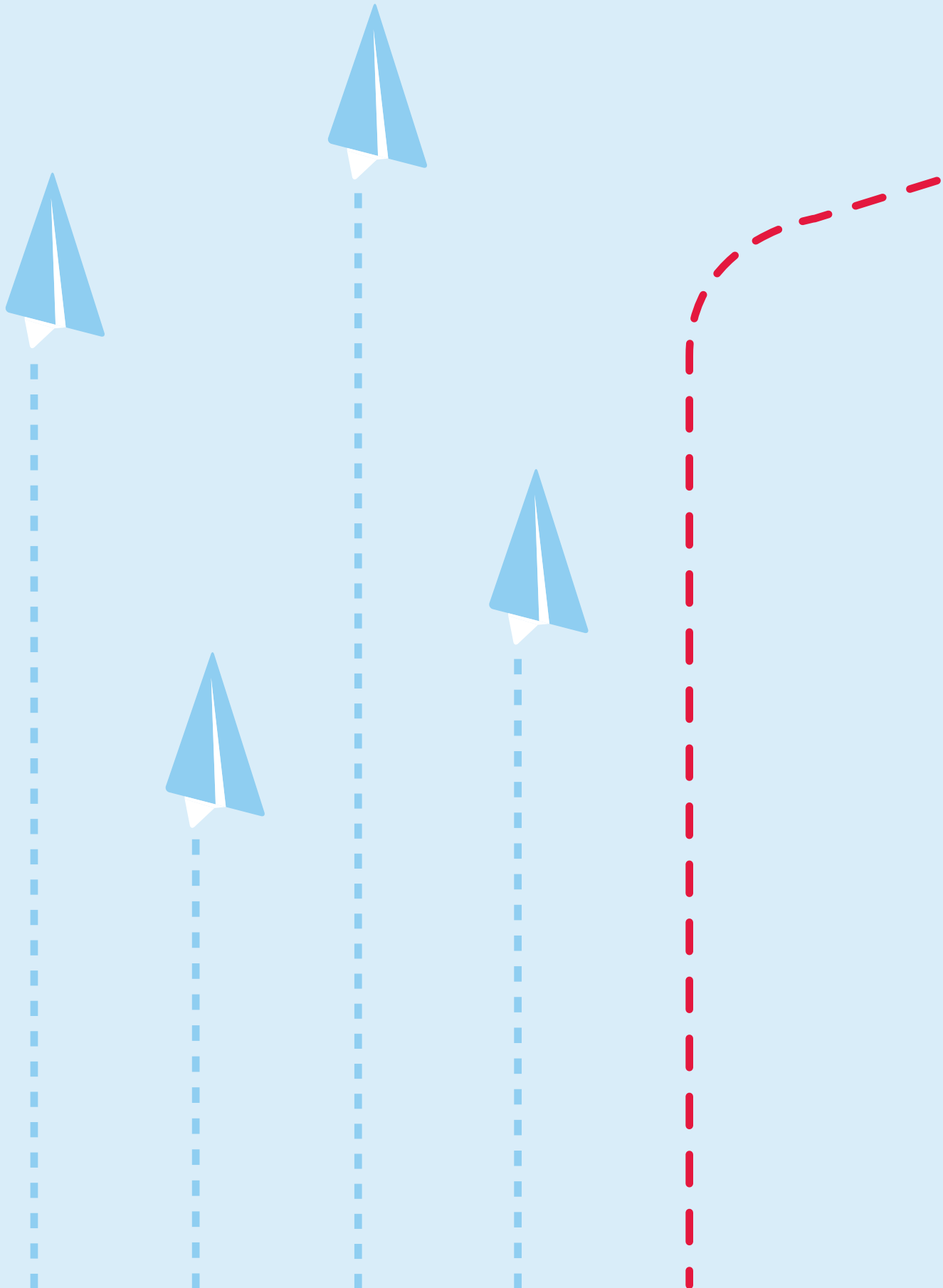
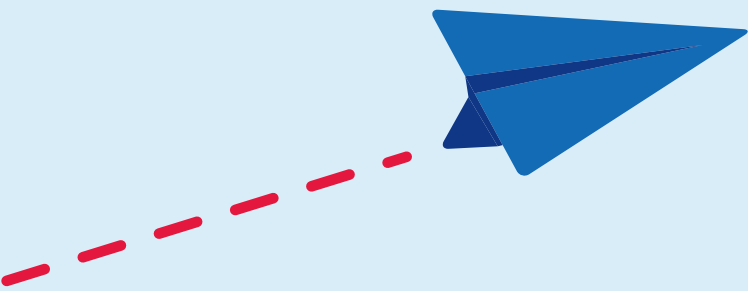


Creating a Sustainable Future Together







Sustainability means
'meeting the needs of the
present without compromising
the ability of future generations
to meet their own needs'.

Creating a Sustainable Future Together (CSFT) is the framework which underpins everything we do, why we do it, how we do it, and who we do it with. This framework positions our health service for the future.

This 'whole of organisation approach' is founded on the NSW Health CORE values of Collaboration, Openness, Respect, and Empowerment and centres on principles like equity, engagement, empowerment, and partnership, that are the foundation of our decision making.

The framework resets how we think about innovations, efficiencies and sustainability. This will enable us to continue to deliver safe, high quality, patient-centred healthcare for our local communities well into the future.

Through the CSFT framework, we'll continue to strengthen a positive organisational culture, empower our staff and our leaders and build strong partnerships with organisations who share our goals. The framework will be continuously reviewed, refined, and improved in response to feedback we receive and ideas that are generated throughout the process.

The **Creating a Sustainable Future Together Program** is a three-year change management program. During this period, the program will establish plans, systems and processes to embed the CSFT framework into the way we work.

Why do we need to create a sustainable future together?

We are committed to the ongoing provision of excellent, patient-centred health care to our community.

The past few years have been challenging, navigating the COVID pandemic, floods, bushfire emergencies, and the rising cost of living and inflation. These external pressures combine with a range of issues affecting our health services including:

- workforce shortages
 - increased demand for health services
 - increased operating costs
- a substantial increase in agency labour.

Despite these challenges our staff have succeeded in delivering high quality and positive care outcomes.

To continue to provide excellent, patient-centred health care to our community, we need to adapt as circumstances evolve. This involves critically reviewing what we do, how we do it, and how we partner with others; the culture that we create within our organisation; and the innovative opportunities that we can seize.

CSFT is our roadmap to change

Creating a Sustainable Future Together is the framework that ensures we will effectively achieve our goals for the future, while embedding a culture of empowerment and engagement and innovation among our staff.

Our goals for the future

The LHD is in the process of developing its vision and identifying the primary drivers required for us to achieve this vision. These will be the key focus areas of CSFT.

We're already on our way

The Creating a Sustainable Future Together Program will be delivered in three phases over three years (July 2023 - June 2026).

Each year will have a distinct focus as outlined in Table 1 below. In each phase of the program, we'll work on several initiatives under each primary driver. This will ensure we make progress in all six key areas.

Phase	Change Management Process	Program focus
Year 1 Foundational	Creating a climate for change	Enhancing partnerships (internal / external), reducing premium labour costs, capturing what we already do, empowering leaders and improving culture, developing Health Care Services Plan (HCSP), developing Financial Recovery Plan, developing Operational Plan.
Year 2 Embedding	Engaging and enabling the whole organisation	Enhanced financial discipline, improving operational efficiency, implementing HCSP initiatives, developing directorate and service plans in line with the Operational Plan, establishing champions process.
Year 3 Sustaining	Implementing and sustaining the change	Embedding productivity improvements, implementing clinical service models aligned with catchment populations / improved access.

Table 1: Focus of each phase of the plan

Efficient processes

Our care and corporate processes are contemporary, sustainable and outcomes focused.

Service delivery
Accessible, safe and culturally appropriate care is delivered across all settings.

Workforce

A supported, inclusive and engaged workforce that is at its best.

Vision

Together, we deliver excellent care now, for a healthier community tomorrow.

Patient experience

Patients, carers and community have positive experiences and outcomes that matter to them.

Assets and systems

Physical and digital assets, systems and technology are fit-for-purpose, with capabilities maximised.

Partnerships

Strengthening connections and working together to improve the health system and outcomes it delivers.

Draft, subject to further consultation

Achievements of Phase 1: Foundational

Enhancing partnerships, innovation, and digital health strategies

- MOU established with Healthy North Coast to seize opportunities in collaboration with our primary health partners
- Virtual Care expansion to interpreter services, clinical escalation pathways.

Ensuring clarity of vision and direction across the health service

- development of Health Care Services Plan
- review of governance structures to align with the CSFT program
- development of Vision and Drivers; these will become our organisation's Operational Plan.

Enhancing models of care to better meet the needs of our community

- review of Hospital in The Home (HiTH) Service
- centralised intake for patient flow.

Working together to optimise the efficiency of the services we provide

- development of Financial Recovery Plan
- reduction in premium labour costs

- significant reduction in cost and utilisation of nurse agency staffing, saving \$40M
- standardised locum payments
- establishment of Restricted Funds and Assets (RFA) Committee to focus on utilising donated funds and assets effectively
- we are on track to deliver our FY24 Efficiency Improvement Plans (EIPS).

Empowering leaders and improving our culture

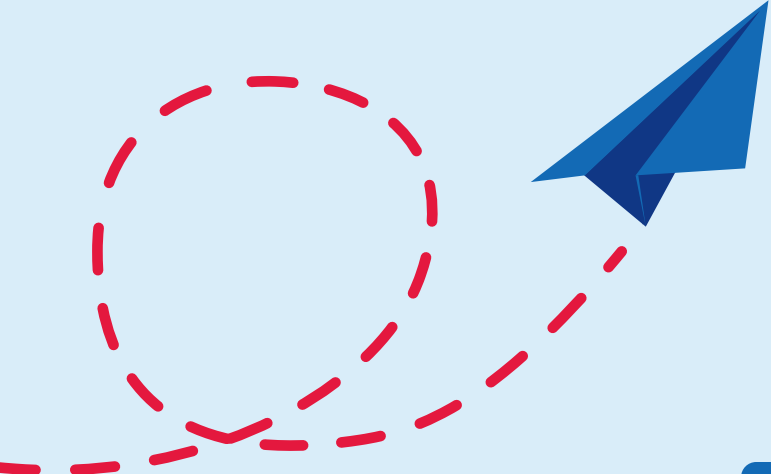
- Executive Leadership Team offsite workshop to build vision and cohesion
- Senior Leaders Summit to consult and build vision and cohesion.

Maximising procurement savings and revenue enhancement

- recruitment of Clinical Documentation Auditor/Educator
- recruitment of Associate Director of Procurement with the aim of achieving efficient procurement processes across the LHD.



Plans for Phase 2: Embedding

- working together to improve culture and empower our people
 - ensuring clarity of vision and direction across the health service
 - enhanced financial discipline
 - improving operational and service efficiency
 - commencing operational planning process with the development of LHD and Directorate Driver Diagrams
 - reviewing priorities of the LHD
 - revising delegations.
- 

How you can be involved

All staff have a role to play, and great ideas and innovations can come from anywhere across our LHD.

We want your ideas and are looking for people who want to get involved as **Change Champions**. Change Champions are individuals who facilitate system and practice changes by gaining support, overcoming resistance, and ensuring effective implementation.

If you would like to work with us as a change champion please email us at nswlhd-sustainablefuturetogether@health.nsw.gov.au



For more information contact

NNSWLHD-SustainableFutureTogether@health.nsw.gov.au

