South Eastern Sydney Local Health District

NSW GOVERNMENT

EXCEPTIONAL CARE FOR CONNECTED HEALTHIER LIVES

STRATEGIC PLAN 2026-2028

Acknowledgment of Country

SESLHD acknowledges Aboriginal and Torres Strait Islander peoples of the Dharawal, Gadigal, Wangal, Gweagal and Bidjigal peoples as the Traditional Custodians of the lands we operate on. We pay our respects to Ancestors and Elders, past and present.

SESLHD is committed to honouring Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Artist: Brenden Broadbent

This artwork is 'South Eastern Boundaries' and depicts the lands and waterways of the Traditional Custodians of the south eastern Sydney area.

The artwork is based on the South Eastern Sydney Local Health District boundary map and replicates the locations of the facilities from Sydney's Central Business District in the north to the Royal National Park in the south.

The Meeting Places (circles within circles) represent The Sutherland Hospital, St George Hospital, Prince of Wales Hospital and Royal Hospital for Women, Sydney and Sydney Eye Hospital, Calvary Health Care and War Memorial Hospital.

The lines with dots represent the patient's journey from their homes, to and from the facilities where people access our healthcare services. The other symbols are the local Aboriginal Community Elders, Men, Women and Children who call the south eastern Sydney area their country and home. The dark and light blue circles are the strong currents and waves which surround the beautiful coastline of the east coast. The assortment of coloured dot patterns are of the surrounding Aboriginal Nations which surround and connect all Aboriginal Nations and our people to each other in respect and harmony.

Contents

Acknowledgement of Country 2

A Message from the Board Chair and Chief Executive 3

SESLHD Profile 4

The Opportunity 5

Our Statement of Intent 6

Our Strategic Priorities 7

- Providing person-centred care 7
- Strengthening healthier communities together 7
- Empowering capability and culture 8
- Shaping the future 8

Appendices 10

A Message from the Board Chair and Chief Executive

We are pleased to present *Exceptional Care, Healthier Lives 2026–2028*, a strategy that sets a clear and practical direction for South Eastern Sydney Local Health District (SESLHD) over the next three years. It reflects our commitment to delivering safe, person-centred care and improving the health and wellbeing of our diverse communities.

This strategy is organised around four focus areas: providing person-centred care, strengthening healthier communities together, empowering capability and culture, and shaping the future. These priorities guide our efforts to transform care delivery, support our workforce, and ensure our health system remains sustainable and responsive.

A central focus is shifting more care into the community. By expanding multidisciplinary services, we will support prevention, early intervention, and care closer to home. We will continue to grow our Hospital in the Home and virtual care programs, providing safe, connected, and convenient alternatives to inpatient care that improve patient experience and system efficiency.

The implementation of the Single Digital Patient Record marks a major transformation for NSW Health. While the transition presents significant challenges for our staff and services, it also offers unique opportunities to improve safety and integration. A single, unified view of patient information has the capacity to enhance clinical decision making and enable seamless, coordinated care across the district and care across NSW.

This strategy has been shaped by the insight, expertise, and dedication of our staff, partners, and community members. We thank everyone who contributed to its development and who continues to champion exceptional care for our community every day.

We look forward to working with all our partners and communities as we bring *Exceptional Care, Healthier Lives 2026–2028* to life.

Leisa Rathborne
Chief Executive
SESLHD

Dr Greg Levenston OAM
Board Chair
SESLHD

SESLHD Profile

979,203
people will call the district home by 2028.

10,353
people identify as Aboriginal or Torres Strait Islander (2021).

9,207
births across SESLHD (2024).

4.6% of our population are under five years of age (2024).

12% of our population are over 70 years of age (2024).

40% of our residents were born overseas.

30% of our residents report speaking a language other than English at home.

37% of residents have one or more long term health conditions.

Our Hospitals and Facilities

1. Sydney Hospital and Sydney Eye Hospital
2. War Memorial Hospital
3. Prince of Wales Hospital
4. Royal Hospital for Women
5. St George Hospital
6. Calvary Health Care
7. The Sutherland Hospital
8. Garrawarra Centre

District-wide services include Population and Community Health and Mental Health Services.

The Opportunity

Our consultation with staff told us that we need to strike a balance between goals we can deliver on and aspirations for the future. We need to focus on collaboration and opportunities to improve the sustainability of health services.

Our consultation with consumers across the district told us that we need to provide trauma-informed care in services and facilities that are culturally safe.
We heard that we should be embracing digital technologies across our services, whilst ensuring that human connection remains at the centre of care.

There are changes on our doorstep, with the implementation of the Single Digital Patient Record (SDPR) bringing digital and clinical transformation across the system. With change, comes opportunity. We have the opportunity to transform the care we deliver and to think differently about how people access services, with sharpened focus on improving access to care outside of the hospital walls, including optimising the potential of virtual service delivery.

Demands on our services are increasing:

If nothing changes, by 2031

12% increase in admissions
15% increase in ED presentations
256 additional beds required

People aged 70+ are disproportionately high users of our health services, accounting for:

12% of population
19% of ED presentations
45% of acute bed days
76% of sub acute bed days.

Our Statement of Intent

Our statement of intent provides a clear and shared direction for our organisation to 2031.

It has been shaped by staff, partners and communities who shared their vision for the future and perspectives on what makes SESLHD unique. The 10-year statement defined our purpose, the value we provide and the impact we have on communities. Exceptional Care, Healthier Lives is the roadmap to achieve our intent.

A leading integrated healthcare provider, trusted by individuals for the care and compassion we deliver.

We shape equitable, person-centred care in partnership with communities.

Our staff feel valued, respected and proud of the quality of their service.

We are a global leader in innovative and sustainable health services.

Exceptional Care, Healthier Lives

Our strategy is underpinned by the NSW Health CORE values:

Collaboration

We work together, recognising the contributions of everyone, to build supportive workplaces that produce the best health outcomes.

Openness

We seek to understand new perspectives to learn, grow and continuously improve. We communicate transparently to build a safe and inclusive workplace that values diverse experiences.

Respect

We value one another and recognise that everyone has talents, ideas and skills to contribute. We are considerate and listen to understand.

Empowerment

We are trusted and enabled to take ownership of our work and goals, make decisions and contribute our unique talents and ideas to advance NSW Health.

Our Strategic Priorities

Our Strategic Plan aligns closely with the NSW Health Future Health: *Strategic Framework 2022-2032* and is centred on the quadruple aim, focusing on patient outcomes, population health, financial sustainability and workforce wellbeing.

The Strategic Priorities for SESLHD are:

PROVIDING PERSON-CENTRED CARE

Collaborate across teams and communities to ensure care is compassionate, coordinated and accessible with people at the heart of everything we do.

STRENGTHENING HEALTHIER COMMUNITIES TOGETHER

Work together with individuals, communities and service partners to co-create programs and services that are evidence-based, culturally safe and equitable.

EMPOWERING CAPABILITY AND CULTURE

Enable an inclusive and collaborative culture where people are valued and empowered to be at their best, now and into the future.

SHAPING THE FUTURE

Harness opportunities through innovation, purposeful research and evolving technologies to improve the delivery of high quality and safe patient care.

The principles underpinning these priority areas include:

Delivering Safe and Timely Care in the Right Setting
People receive the care they need, when they need it, in the most appropriate and safe place.

Enhancing Experiences of Care
Improving how care is experienced, both for those receiving it and those providing it.

Proactively Adapting to Change
Responding with agility and foresight in a dynamic and evolving health landscape.

Ensuring Financial Sustainability and Accountability
Managing resources responsibly to support long-term sustainability and value.

Our enablers include:

Technology › **People** › **Places** › **Data insights**

PROVIDING PERSON-CENTRED CARE

Collaborate across teams and communities to ensure care is compassionate, coordinated and accessible with people at the heart of everything we do.

What does success look like?

- People experience care that honours their values, supports shared goals, and empowers choice at every stage of their health journey.
- Consumers, carers and families are actively involved in care decisions.
- Increased representation and engagement of consumers, carers and communities in service planning, design and evaluation.
- Patients, families and carers can access health information that is clear and enables people to make informed choices and engage confidently in their care.

We will turn this into action by:

1. Ensuring patient records reflect and document individual's beliefs, values, preferences and lived experiences.
2. Providing clear and accurate healthcare information to patients/consumers and their carers, tailored to the unique needs of individuals.
3. Ensuring shared goals are documented and visible in patient records.
4. Employing co-design principles in service and program planning and evaluation.
5. Enabling systems and structures to support and encourage feedback from consumers, carers and community members.
6. Enable opportunities for people to receive care closer to or within their home, utilising virtually enabled models of care.

STRENGTHENING HEALTHIER COMMUNITIES TOGETHER

Work together with individuals, communities and service partners to co-create programs and services that are evidence-based, culturally safe and equitable.

What does success look like?

- People across the district experience improved health and wellbeing through strengthened prevention, earlier detection, and timely intervention.
- Services are better integrated and connected and responsive to changing community needs.
- Improved health outcomes with measurable reductions in disparities and preventable conditions.
- Inter-agency partnerships are strong, transparent and founded on mutual accountability to support the health and wellbeing of the population.
- Data and feedback are used continuously to refine services, ensuring they remain relevant and effective.

We will turn this into action by:

1. Embedding health promotion at all points of care.
2. Authentically engaging with community members and service partners in service and program planning and design.
3. Collaborating with partners to improve health literacy in the community.
4. Ensuring transfers between services happen quickly, are clearly explained, and people get the support they need.
5. Continuing focus on the implementation of the *Healthy Mob, Strong Community*, SESLHD Aboriginal Health Plan.
6. Supporting accountability through clear goal setting, progress measures and reporting with partners.
7. Sharing stories of impact to build momentum for continued improvement.
8. Using real-time data and digital platforms to identify gaps in access, monitor outcomes, and tailor services to meet the needs of our priority populations.

EMPOWERING CAPABILITY AND CULTURE

Enable an inclusive and collaborative culture where out people are valued and empowered to be at their best, now and into the future.

What does success look like?

- Staff have their wellbeing supported through positive work environments.
- SESLHD has a diverse workforce that reflects the community we serve.
- Staff have the skills and capabilities to meet current and future needs.
- Attraction and retention of people who work collaboratively for positive impact.
- SESLHD is an employer of choice.

We will turn this into action by:

1. Embedding robust performance and recognition programs, with processes enabling and fostering a culture of high performance.
2. Focusing on leadership development for emerging and existing leaders.
3. Continuing to focus and engage with the principles of the *Diversity, Inclusion and Belonging Strategy*.
4. Strengthening the Aboriginal workforce.
5. Ensuring staff have access to programs and resources that support them at all stages of their career.

SHAPING THE FUTURE

We will harness opportunities through innovation, purposeful research and evolving technologies to improve the delivery of high quality and safe patient care.

What does success look like?

- An embedded culture of curiosity with innovation that is intentional, evidence based and scalable.
- Sustainable and resilient systems that are able to adapt to challenges.
- Continuous learning drives system-wide improvement and is enabled through collaborative leadership and shared accountability.
- Data and insights are used proactively to inform decisions, measure impact and guide improvement.
- Success is shared and celebrated, creating momentum and reinforcing a culture of excellence.

We will turn this into action by:

1. Embedding research as business as usual.
2. Supporting care delivery within and beyond traditional care settings, including an increase in care delivered virtually and in Hospital in the Home models.
3. Learning from what works and scaling successful models.
4. Prioritising initiatives that positively impact sustainable healthcare.
5. Strengthening digital and data capability across the workforce.
6. Using qualitative and quantitative insights to predict, adapt and improve care delivery.
7. Shortening the time from research to practice through translational avenues.

Appendices

Appendix A | Strategic Plan Framework

This plan has been informed by, and aligns with, the strategic landscape the district operates in, including the below national, state and local documents.

- NSW Health Future Health: Guiding the next decade of care in NSW 2022 – 2032
- Secretary Priority Projects
- NSW Health Workforce Plan 2022 – 2032
- NSW Regional Health Strategic Plan 2022 – 2032
- Health Research and Innovation Strategy 2025 – 2030
- eHealth Strategy for NSW Health 2016 – 2026
- Elevating the Human Experience – Our Guide to Action
- SESLHD Health Care Services Plan 2023 – 2033
- Healthy Mob, Strong Community 2024 – 2026
- Diversity, Inclusion and Belonging Strategy 2024 -2026

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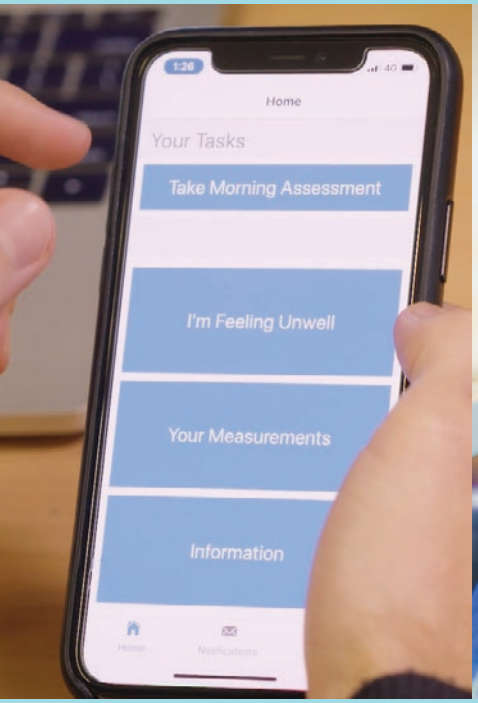

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