



**NATIONAL PARTNERSHIP AGREEMENT
ON HOSPITAL AND HEALTH
WORKFORCE REFORM**

NSW Subacute Care Implementation Plan

**Progress report
July to December 2009**

NSW Subacute Care Implementation Plan

Report for the period July to December 2009

Summary

Under the National Partnership Agreement, NSW received \$165.652m to enhance subacute care service delivery over the period 2009-10 to 2012-13.

In developing its Implementation Plan, NSW Health took account of the timeframes required to plan, develop and implement service enhancements, as well as the need to provide a sustainable funding base for the year on year growth required under the NPA.

For the year 2009-10, \$17.9m was allocated to the eight Area Health Services, the Children's Hospital at Westmead and the NSW Department of Health. NSW Health¹ has made pleasing progress in the first six months of the four-year implementation plan for subacute care.

Activities in this first six months have generally focussed on:

- Establishment of governance arrangements, for example Area-wide or care type-specific oversighting/advisory committees
- Developing/refining models of care and clinical pathways
- Commencement of capital works planning
- Recruitment to medical, nursing and allied health positions, and other administrative positions including data management
- Purchasing of equipment
- Reviewing and refining data collection and management practices
- Commencing/enhancing services

New services have commenced in a number of areas, predominantly metropolitan. Recruitment to some positions, particularly specialist positions, in rural NSW has been challenging. Rural Area Health Services are considering alternative strategies should current recruitment efforts be unsuccessful.

At the regional level there have been different emphases on setting of care and on care type, as the following report against deliverables indicates. At the state-wide level, the proportion of activity in admitted and non-admitted settings, as measured in bedday equivalents, has remained as it was in 2007-08 (approximately $\frac{3}{4}$ of all bedday equivalents are provided as admitted care).

A first year target was not set by NSW Health in its Implementation Plan. Nonetheless, NSW expects to achieve at least 5% growth in service activity in 2009-10, compared to baseline.

¹ NSW Health is the collective term for the NSW Department of Health, the 8 Area Health Services, the Children's Hospital at Westmead and other public health organisations such as the Ambulance Service of NSW.

Key deliverables

Organisation	Key deliverables	Progress	Comment	Funding 2009/10
Children's Hospital at Westmead	Gaining a better understanding of the scope of subacute care activity at CHW through mapping the patient journey	In progress		\$75,000
North Coast Area Health Service	GEM / psychogeriatric inpatient services: <ul style="list-style-type: none"> Planning for establishment of 2 GEM units at Lismore Base and Port Macquarie Hospitals 	In progress		\$1.28m
	Palliative care: <ul style="list-style-type: none"> Service planning for the Richmond Network 	In progress		
Greater Western Area Health Service	Data education strategies implemented	Ongoing		\$0.72m
	Recruitment of clinical staff for rehabilitation, GEM and palliative care	Recruitment in progress		
	Development of Allied Health Assistant Subacute Care Certificate IV traineeship	In progress	The program is being developed by GWAHS in collaboration with SSWAHS and SWAHS, and the Department as the RTO	
	Enhancement of Telehealth and outreach education	Mapping of current resources underway		
Greater Southern Area Health Service	Palliative care: <ul style="list-style-type: none"> Enhanced palliative care (Queanbeyan) 	In planning phase		\$3.25m
	Data management: <ul style="list-style-type: none"> Review data collected and data collection practices and develop and implement training package for staff 	In progress	Further work on Albury Base Hospital data is required as ABH is now part of Albury Wodonga Health Service managed by Victoria	
	Planning and priority setting for service enhancements: <ul style="list-style-type: none"> Development of service hubs to enhance service delivery in 	In progress		

Organisation	Key deliverables	Progress	Comment	Funding
	community and outpatient settings			
Northern Sydney Central Coast Area Health Service	Staged implementation of GEM program at Long Jetty and Woy Woy Hospitals: <ul style="list-style-type: none"> Recruitment to allied health positions Conversion of general beds to dedicated GEM beds (staged over 4 years) 	In progress In progress		\$2.0m
Sydney West Area Health Service	Data management: <ul style="list-style-type: none"> Quality improvement processes implemented 	Ongoing		\$1.79m
	Service planning: <ul style="list-style-type: none"> Refinement of clinical pathways and service reconfiguration (e.g. co-locating palliative care with medical oncology at Westmead Hospital) 	In progress		
Sydney South West Area Health Service	GEM: <ul style="list-style-type: none"> Development of day hospital facility at Bankstown Hospital 	Service delivery has commenced		\$2.77m
	Rehabilitation: <ul style="list-style-type: none"> Ten in-patient beds established at Fairfield Hospital Ambulatory outpatient service for young people with disabilities established 	6 beds opened Service has commenced		
	Palliative care: <ul style="list-style-type: none"> Expand palliative care unit at Canterbury Hospital Establish day hospital/therapy centre at Camden Hospital Extend after hours patient support 	6 beds opened In progress In progress		

Hunter New England Area Health Service	Rehabilitation: <ul style="list-style-type: none"> Establish new service across HNE area 	Planning in progress		\$1.7m
	Palliative care: <ul style="list-style-type: none"> Expansion of adult service Establish paediatric service 	Recruitment in progress Planning in progress		
	Data management: <ul style="list-style-type: none"> Data quality improved 	Recruitment in progress		
South Eastern Sydney Illawarra Area Health Service	Rehabilitation: <ul style="list-style-type: none"> Increase therapy intensity in inpatient facilities 	Recruitment of allied health positions underway		\$3.47m
	Palliative care: <ul style="list-style-type: none"> Provide support for residential aged care facilities Enhance services at Wollongong and Port Kembla Hospitals 	Staff specialist appointed Increase in staff specialist FTE achieved		
	GEM: <ul style="list-style-type: none"> Establishment of aged care clinics in northern Illawarra and Shoalhaven and flying squad at Waverly War Memorial Hospital 	Recruitment in progress		
	Psychogeriatric care: <ul style="list-style-type: none"> Establishment of community specialist mental health services for older people 	Recruitment in progress		
	Data management: <ul style="list-style-type: none"> Data quality improved 	Recruitment in progress		
NSW Department of Health	Data management: <ul style="list-style-type: none"> Upgrade web-based non-admitted patient data application Develop and implement education resources for Area data coordinators Develop policies and processes for data management 	In progress In progress In progress		\$0.8m
	Stakeholder consultation: <ul style="list-style-type: none"> Convene stakeholder advisory/reference groups 	Ongoing		

Growth in subacute care services – NSW – July to December 2009

Growth in subacute care services, July – December 2009				
Year	Patient type	Admitted	Non-admitted	Combined
	Unit of measure for services	<i>Separations</i>	<i>OOS</i>	<i>Bedday equivalents⁽²⁾</i>
2007-08	Baseline data ⁽¹⁾	35,524	1,336,406	692,045
July-Dec 2009	Activity	21,673	862,840	427,909
2009-10	Targeted growth ⁽³⁾	-	-	-

⁽¹⁾ Baseline data as provided in the NSW Implementation Plan submitted in January 2010.

⁽²⁾ The conversion methodology employed by NSW converts both separations and occasions of service to bedday equivalents. One separation equates to 15.01 bedday equivalents and 8.41 occasions of service equates to one bedday equivalent.

⁽³⁾ The NSW Implementation Plan does not set out a growth target for 2009-10 (rather a target of 10.25% growth by June 2011), therefore targeted growth is not reported. Nevertheless, on current trends NSW expects to achieve greater than 5% growth over baseline by the end of 2009-10.