

# Caring for the Coast Preparing for the Future

Our Vision

The Challenge





## OUR VISION

*Healthy people – vibrant community*

## OUR MISSION

*Promote and enhance the health and wellbeing of our community*

## OUR VALUES

*Collaboration • Openness • Respect  
• Empowerment*

## OUR STRATEGIC PRIORITIES

### Our patients

Provide best practice care to ensure patient safety and satisfaction

#### Our staff

Support and develop our most important resource and provide a safe and rewarding workplace

#### Our resources

Use resources effectively and efficiently

#### Our community

Invest in better health by promoting a healthy lifestyle and available health services

#### Our future

Develop strong and effective partnerships to meet the community's health needs



# A time of challenge and opportunity

The Central Coast Local Health District Board was established to manage and be accountable for the provision of health services to our community.

The Board accepts that responsibility and is committed to working with the Chief Executive to ensure we provide the best possible healthcare with the resources provided to us.

Our guiding principles are **Collaboration, Openness, Respect and Empowerment**, and it is in that spirit that this document has been prepared.

A key part of the Board's role is to plan for the future and it is important to provide the community with an overview of our plans and to encourage participation and comment.

The growth and ageing of the Central Coast population over the next ten years will drive demand for public health services at a pace that will challenge the Local Health District.

By necessity, ours will be a changing health service, adapting to meet demand and challenges. Resources will be allocated to where they are most needed. Innovation, new technology and the skills and experience of our workforce will be key factors that shape our health service.

While Gosford Hospital will remain the main hospital on the Central Coast and continue to expand in size and services, there will be an increased focus on Wyong Hospital and the Wyong region where the population is expected to grow by 17 per cent.

Between the two hospitals, 180 additional beds will be needed by 2022.

Community based health services must grow and change as they take on a larger role in primary healthcare, providing new models of care that improve access, address people's health needs early and effectively, and reduce the need for hospitalisation.

Strong partnerships will play an increasingly important role.

One of those partnerships will be with our community where more individual and collective responsibility needs to be taken to manage and maintain good health. The District will play a leading role in this partnership by providing and promoting programs that support good health.

To ensure we meet the health needs of our community and the challenges of the future, comprehensive plans have been developed and submitted to the NSW Ministry of Health. Those plans define our needs and identify strategies that provide a path to meet those needs.

The next step is to turn the plans and strategies into effective, accessible health services. All of us at Central Coast Local Health District look forward to making that happen.



**Paul Tonkin**

Chair  
Central Coast Local Health  
District Board





# Our vision: a healthy and vibrant community

*"Our vision extends beyond more beds and services. It encompasses a partnership with the community where together we take responsibility for our health and well-being. Without that, we will be forever seeking more funding, far exceeding taxpayers' ability to provide it."*

**Matt Hanrahan, Chief Executive, Central Coast Local Health District**

## Leading the way

To achieve our vision of a healthy and vibrant community, Central Coast Local Health District (CCLHD) will play a leading role in making the Central Coast a place where the health of the people is maximised through quality health services, accessible when and where people need them.

Strategies are in place that will address critical infrastructure needs, provide new models of health care delivery, expand existing services and bring new services on line.

The District will work with Central Coast NSW Medicare Local to enhance the access to primary care services and address issues such as GP shortages and after-hours access.

Relationships with universities will be fostered - particularly the University of Newcastle - to meet clinical workforce needs, provide a stronger emphasis on teaching and research, and encourage and support innovation and excellence in healthcare.

But, perhaps the most important partnership of all is the one with our community.

If, together, we can effect life-style changes that improve our health and prevent illness, we will have made a major step forward in achieving our vision.



*Introducing healthy eating habits at an early age.*





# Turning a vision into reality

*We all know the lifestyle factors that influence our health. But, it is one thing to know them, it is another thing to do something about them.*

*The District can help bring about healthy change in our community by providing programs, information, education, skills, tools and opportunities.*

## Prevention through education and intervention

- Intervention is essential to improving health and Central Coast Local Health District adopts a 'life course' approach, beginning with pre-natal care and infancy, through to aged care.
- Through early intervention we can prevent or reduce risk of illness or injury as well as the progression of health conditions.

## Prevention through partnerships

- Intervention is most effective when done in partnership with individuals, families, carers, communities, government, non-government and private sector organisations.

## Prevention now

- Current interventional programs include Positive Parenting Classes, Mental Health and Parenting Program, Better Health – self management workshops for people with chronic health conditions, Falls Prevention, Active over 50s, Partners in Depression, Mental Health First Aid, and Work for Wellness to name a few.
- The District will continue to develop and invest in health promotion activities.

*Reducing falls at home and in hospitals*



# The challenge: a growing population and increasing demand

## Wyang population to surge

CCLHD is challenged by a population growth rate higher than that of NSW overall. By 2022 the population of the Central Coast will increase by 12 per cent to over 355,000.

The most significant aspect of that projected growth is the increase in the number of people over 70 years of age, 24 per cent in Gosford and 32 per cent in Wyong.

By 2022 one in four hospital beds will be occupied by a person over 85 years of age.

Most of the population growth – 72 per cent – will occur in the Wyong Local Government Area (LGA) and live predominantly in new housing developments such as Warnervale-Wadalba and The Entrance.

Our population growth is not just attributed to the elderly.

At the other end of the spectrum the number of people under the age of 15 will increase by 3 per cent in the Gosford LGA and by a significant 15 per cent in Wyong LGA.

## High activity levels and pressure on hospitals and services

Gosford and Wyong Hospital Emergency Departments are consistently among the ten busiest in the state. In 2011/12, more than 113,500 people presented to our EDs seeking care. In 2022, this will increase by 38 per cent to 157,000 people.

CCLHD hospitals also experienced high activity levels in 2011/12 with 81,000 admissions.

With an occupancy rate of almost 96 per cent at Gosford Hospital and 92 per cent at Wyong Hospital, the District found it necessary to contract with local private hospitals to increase

bed resources during the busy winter peak period.

Theatres at Gosford and Wyong Hospitals are operating at or near capacity performing over 22,300 emergency and elective surgery operations in 2011/12.

Renal dialysis centres are also operating at capacity, with patients attending evenings for treatment.

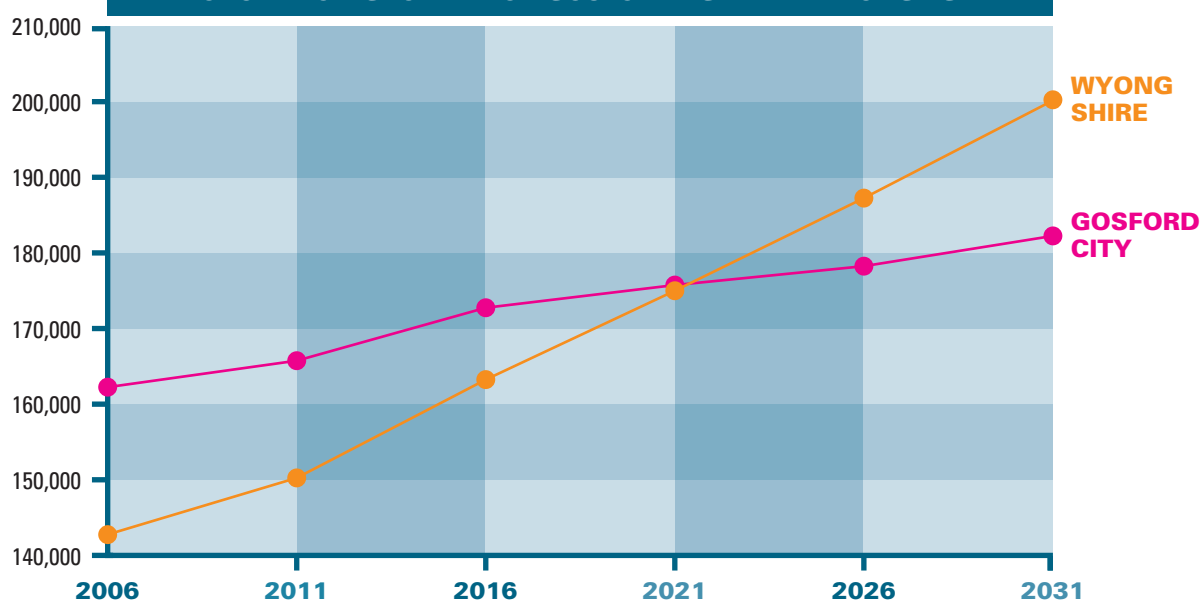
Community services, too, are feeling the pressure of increasing demand. In 2011/12 over 891,000 occasions of care were delivered in the community.

Maternity services delivered 2,731 babies, an average of 52 per week.

The reality is that there is no facility or service within the District that has not felt the increasing pressure on its services in the last few years.



POPULATION GROWTH FOR GOSFORD LGA AND WYONG LGA



Source: Wyong and Gosford Council websites (id Consulting, 2010)



# Meeting the challenge

*CCLHD is steadily expanding its facilities, services and staff to meet demand. Ours is a lean, efficient health district that prioritises its resources to the areas of greatest need.*

## Staff

- Central Coast Local Health District has over 5,000 staff.
- The number of doctors and nurses employed continues to increase as services expand.
- More clinicians have been employed in emergency medicine, cancer services and aged care.

## New services

- In 2013 the District will provide public radiotherapy services for cancer treatment.
- Planning is currently underway for an Urgent Care Centre and an Emergency Medical Unit at Wyong Hospital.
- Gosford Hospital will open an Emergency Medical Unit in 2014.



*Ground-breaking ceremony for the Central Coast Cancer Centre*

## Education and training

- The Wyong Training and Education Centre for student clinicians opened in 2012.
- New state-of-the-art simulation mannequins assist with training for clinicians.
- A new library providing modern facilities for education and research opened in 2012.

*Simulation mannequins provide realistic training for clinicians*

## Expanded services

- Both Gosford and Wyong chemotherapy units expanded treatment capacity in 2012.
- In 2011 a 'sleep lab' was opened at Gosford Hospital.

## New equipment

- A new CT scanner installed at Wyong Hospital in 2012.

## New wards

- A 28-bed aged care ward opened at Wyong Hospital in 2012.
- In 2012, a 12-bed Transitional Care Unit opened at Long Jetty Healthcare Centre preparing patients for return to their place of residence.
- In 2013 a 30-bed aged care and rehabilitation ward at Woy Woy Hospital will open.



*30-bed aged care and rehabilitation ward to open at Woy Woy Hospital in 2013*





## Building capacity

*CCLHD faces many challenges in meeting current and projected demand for hospital services and significant capital investment will be required.*

### Master Plan

The NSW Ministry of Health has recognised the urgency of preparing for the next ten years and has approved the development of a Master Plan for the District. Work has commenced on the plan and is expected to be completed in mid 2013.

The Master Plan will build on the Clinical Services Plan 2012-2022 and Strategic Asset Plan prepared by the District and submitted to the Ministry of Health in 2012. These plans define in detail future demand and the infrastructure and services to meet that demand.

The Master Plan will provide a blue-print, costing and time frames for health services through to 2022 and beyond.

### Growing hospital based services

The pressure on hospital-based services is intense. For Central Coast Local Health District, high activity levels occur year-round not just in the traditional winter peak period.

District staff constantly review and revise strategies to maximise existing bed availability, meet demand for elective surgery, improve the performance of emergency departments and meet the demand being placed on hospital services overall.

Eventually however, - and we believe that time is now - the District needs to expand its hospitals and the range of services we provide including

- Theatres, high dependency and intensive care units
- Rehabilitation wards
- Obstetrics and maternity wards
- Mental Health wards
- Cardiology, respiratory, endocrinology, gastroenterology, neurology and renal medicine services
- Paediatric services
- Medical imaging and diagnostic services
- Staff and visitor accommodation and parking

### Growing community inpatient sites

- Woy Woy Hospital to expand its aged care services
- Long Jetty Healthcare Centre to accommodate a renal dialysis satellite unit

*New models of healthcare delivery will keep people out of hospitals*







## Growing community based services

- Integrate community health services and establish centrally based and easily accessible primary care centres.
- Establish a Women's Health Centre and centralised Child and Family Health Centres.
- Establish centres for chronic disease management, aged care and rehabilitation.
- Establish outpatient centres at non-hospital sites
- Increase oral health services.
- Develop community based programs to deliver primary healthcare outside of the hospital setting.
- New models of healthcare delivery will keep people out of hospitals.





# A health service ready for the future



At the beginning of this document, our Board Chair, Mr Paul Tonkin, said this is a time of both challenge and opportunity for our district, and he is right.

In the pages following Paul's message we have tried to provide an overview of the challenges we face and the plans to meet those challenges.

As the major provider of health services on the Central Coast the task ahead of us is ambitious but achievable.

Yes, we will need the support of our staff and the community, collaboration with local state and federal members of parliament, and the backing of government if we are to succeed.

And yes, there are challenges, but our future is also filled with opportunities, including - as individuals and as a community - the taking on of more responsibility to improve and maintain our own health.

It's an old saying but a very true one, prevention is the best cure. The reality is that many of the presentations to our emergency departments and admissions to our hospitals are avoidable.

At a recent community forum, our Director of Health Promotion told the participants that if, as a community, we can reduce smoking rates, illicit drug taking and alcohol abuse, exercise more and maintain a healthy weight, we may well be able to announce the closing of hospital wards and beds as opposed to seeking funding for more.

There are other opportunities as well, and they are ours to make.

By embracing change and looking at how we do things now and how we can do them better in the future, we can adapt our existing resources to changing models of healthcare delivery, particularly in the delivery of community health services.

However, we must accept the fact that the business of providing hospitals and healthcare is an expensive one, where resources are finite and must be prioritised. That is the role of the Board and management but they also need input and guidance from the community.

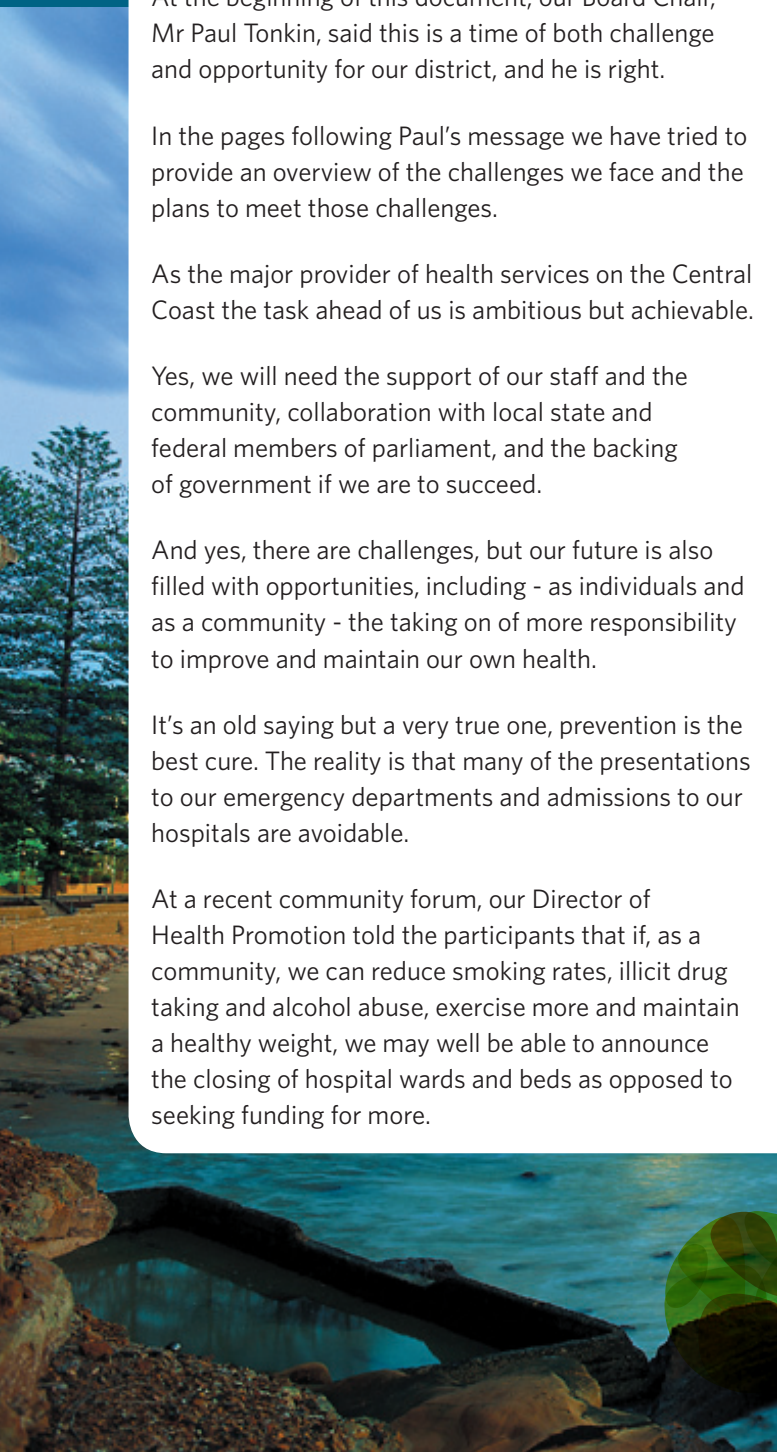
This document is a broad look at our challenges, needs and plans. As time moves on, our challenges will change and so will our plans.

We invite all stakeholders to join with us as we move forward.



**Matt Hanrahan**

Chief Executive





# Snapshots

## 1945

- Gosford Hospital opened with 37 beds to serve 32,000 people on the Central Coast.
- At the official opening were calls to expand to 100 beds to meet demand.
- The Central Coast was growing and its only hospital was operating at capacity.

## 2012

- The population has grown to 320,000.
- Beds have increased to more than 900.
- Hospitals and services are operating at or near capacity.

## 2022

- The population will reach more than 355,000.
- The number of elderly patients will have increased significantly.
- An additional 180 beds will be needed.



*"The time is opportune to accept the view that extensions to the hospital were already urgently necessary."*  
**The Gosford Times, 29 May, 1945**



# Caring for the Coast

## Caring for our Future

### HAVE YOUR SAY

Central Coast Local Health District Board established a Community Engagement Committee to provide advice to the Chief Executive and Board on the provision of health services from a community perspective.

The Board encourages feedback from the community on this document as well as any aspect of the services provided by the District.

If you would like to make a comment or suggestion or if you would like more detailed information on our plans and strategies, please contact the Community Engagement Committee via

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