



Interim Mental Health Strategic Plan

2023 - 2025

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www.wslhd.health.nsw.gov.au

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1. Acknowledgement of Country

Western Sydney Local Health District acknowledges the first people of the land.

We pay our respect to Elders past, present, and emerging.

We acknowledge the importance of land, water, spirit, kinship and culture, and the importance that these elements have to the health, well-being and future of the Aboriginal community.

2. Acknowledgement of lived experience

We acknowledge people with lived experience of mental illness, and we are reminded that we are here to improve the services provided those effected by mental illness.

3. Strategic Plan at a Glance

	Our Consumers, Families & Kinship Groups	Our Services & Facilities	Our Community, Partnerships and Environment	Our Staff	Our Research	Our Education
Strategic Goals	<i>We partner with consumers in co-designing care which is accessible and appropriate for our diverse community. Our consumers, families and kinship groups have a positive experience of care.</i>	<i>Our services are trauma-informed and recovery focused. Our facilities are integrated, modern therapeutic spaces which support best practice care.</i>	<i>We have strong partnerships with primary care and community services which deliver on the Western Sydney Regional Health Plan. We work with our internal partners to deliver integrated and comprehensive care for our consumers with a focus on prevention and early intervention.</i>	<i>The role of peer workers is elevated within our workforce. Our staff are supported to perform and succeed in their roles.</i>	<i>Our research program translates into improved care for our consumers.</i>	<i>Our staff are supported to improve through our education, supervision, and team development programs</i>

	Our Consumers, Families & Kinship Groups	Our Services & Facilities	Our Community, Partnerships and Environment	Our Staff	Our Research	Our Education
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Our Strategic Priorities:

Our Consumers, Families & Kinship Groups	<ul style="list-style-type: none"> • Co-design models of care through equal and reciprocal relationship between all stakeholders. • Advance our consumer participation in committees and service delivery. • Strengthening delivery of service to homeless mental health consumers. • Establish clear and consistent pathways for all mental health consumers eligible to access the NDIS. • Develop programs and address the identified mental health needs for young people. • Drive greater mental health literacy, access to information, and reduction of stigma.
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Our Services & Facilities	<ul style="list-style-type: none"> • Develop Models of Care for the Integrated Mental Health Complex. • Minimise and, where possible, eliminate the use of seclusion and restraint. • Develop and implement virtual mental health care across the service. • Reduction of self-harm and suicide through implementation of Towards Zero Suicides Initiatives. • Implement Pathways to Community Living Initiative (PCLI). • Implement business process improvements, including improved use of data and risk management approaches. • Implement best practice ECT procedures across MHS. • Implement updated integrated models of care in Emergency Departments.
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	Our Consumers, Families & Kinship Groups	Our Services & Facilities	Our Community, Partnerships and Environment	Our Staff	Our Research	Our Education
Our Strategic Priorities:						
Our Community, Partnerships and Environment	<ul style="list-style-type: none"> Strengthen partnerships to improve care for our consumers, specifically: Drug Health, Primary care, Geriatrics services and partner organizations to deliver the right care in the right place. 					
	<ul style="list-style-type: none"> Strengthen our ability to deliver culturally proficient services to Aboriginal and Torres Strait Islander People. Develop and implement a community-based Clozapine program in collaboration with the PHN 					
	<ul style="list-style-type: none"> Improve workplace culture through establishment of the culture improvement committee and associated action plan. 					
Our Staff	<ul style="list-style-type: none"> Develop a mental health workforce plan to meet the needs of the Western Sydney communities and the expansion and development of mental health services across the LHD. 					
	<ul style="list-style-type: none"> Strengthen workforce governance, including leadership and organisational structures with focus on Aboriginal and Allied Health teams 					
	<ul style="list-style-type: none"> Implement improvements to reduce violent incidents against staff 					
	<ul style="list-style-type: none"> Foster leadership development and succession planning 					
	<ul style="list-style-type: none"> Develop a capability framework based on MoC expectations for workforce skills and MDT approach 					

	Our Consumers, Families & Kinship Groups	Our Services & Facilities	Our Community, Partnerships and Environment	Our Staff	Our Research	Our Education
Our Strategic Priorities:						
Our Research	<ul style="list-style-type: none"> • Foster innovation by building research skills and capacity among clinical staff • Use research and quality improvement processes to promote evidence-based care improvements • Ensure health data and information quality is high, integrated, accessible and utilised • Improve integration of the clinical service with tertiary partners including the University of Sydney and Western Sydney University 					
Our Education	<ul style="list-style-type: none"> • Ensure staff have access to continued professional development, supervision, mentoring, and coaching arrangements. 					
	<ul style="list-style-type: none"> • Promote and encourage participation in supervision, coaching, and mentorship. 					
	<ul style="list-style-type: none"> • Provide leadership and management development through WSLHD Manager Capability program. 					
	<ul style="list-style-type: none"> • Promote higher grade duties to ensure equitable access to career development opportunities. 					



4. Our Vision, Key Priorities and Values

Our Vision:

To deliver a world class mental health service by using education and research to foster a culture of innovation.

Our Key Priorities:

1. Delivering world-class Mental Health Care
2. Fostering a culture of innovation
3. Developing research & evidence-based practice

Our CORE Values:

Collaboration: acknowledges that every person in the health system plays a valuable role that contributes to achieving the best possible outcomes.

Openness: encourages communications that are transparent and two-way to build trust, confidence, and greater cooperation.

Respect: upholds the dignity of each person, and regard for the role, abilities, knowledge, skill, and achievements of each person.

Empowerment: recognizes the knowledge sharing to make well informed decisions to enhance health care.

5. Introduction

The WSLHD Mental Health Strategic Plan sets out our strategic goals and priority actions for 2023-2025. Our Strategic Plan is guided by local, state, and national mental health priorities and policy directions.

We provide high quality mental health services to the diverse and growing population of Western Sydney. We employ over 1000 clinical, support and technical staff, who provide compassionate, responsive, and evidence-based care for our consumers. We provide care across 3 hospital sites and across 6 community mental health settings. Each year our teams support over 7,000 people with 10,400 episodes in hospitals and over 124,000 people with 291,000 occasions of care in community.

The **Integrated Mental Health Complex (IMHC)** project, due to be delivered in 2026, will deliver a modern purpose-built facility within the Westmead Health Precinct planned and designed to respond to national and state mental health reform strategies. The new facility will provide for:

- 270 mental health inpatient beds across the Westmead Health Precinct, including the refurbishment/fit-out of the Westmead Hospital Emergency Department (ED) Psychiatric Emergency Care Centre (PECC) and Consultation and Liaison Service
- Integration of clinical services across the Westmead precinct including support services, and mental health educational services.

The main objectives that have defined the scope of the IMHC project are to:

- Address outdated infrastructure, improve functionality, support efficient and effective care
- Ensure a safe therapeutic environment and dignified care to improve the experience of consumers, carers and staff
- Implement contemporary models of care for trauma informed and recovery oriented mental health care
- Increase service integration across the Westmead precinct.

The **NSW Premier's priorities** informing this workforce plan include:

- Towards zero suicides
- Improving service levels in hospitals
- Improving outpatient and community care.

Living Well in Focus 2020-2024 from The NSW Mental Health Commission aligns with the NSW Premier's Priorities and the directions of the Strategic Framework for Suicide Prevention in NSW 2018-2023. Strategic Priority 3 from the Living Well report seeks to ensure the right workforce for the future and enable a skilled well-resourced and compassionate workforce. The key actions for mental health workforce reform are to:

- Address critical workforce shortages in public mental health services, and
- Invest in the culture and leadership of the mental health workforce to deliver on NSW Government priorities.

The **NSW Strategic Framework and Workforce Plan for Mental Health 2018-2020: A Framework and Workforce Plan for NSW Health Services**, sets out a strategic framework that provides guidance in meeting the future needs of the community.

Locally, improving mental health services has been prioritised by the WSLHD Board and Executive through the:

- WSLHD **Better West Strategic Priorities**
- WSLHD **Health Services Plan to 2026: Growing Good Health in Western Sydney**
- WSLHD **Health Services Plan to 2036: Mental Health.**

The **WSLHD MH Clinical Services Plan** directs that investment in the mental health workforce and capital is required for the next ten years to enable the mental health service to achieve its vision, specifically:

- Increased capital and recurrent investment are required, across all services within the WSMHS
- Investment in building capacity in community mental health services must be balanced with continued investment in and expansion of the spectrum of bed-based services to create appropriate options for therapeutic and least restrictive care
- Investment in the mental health workforce of tomorrow with the attitudes and capabilities required of a modern public mental health service is critical.

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6. Our Consumers, Families, and Kinship Groups

Our Strategic Goal:

We partner with consumers in co-designing care which is accessible and appropriate for our diverse community. Our consumers, families and kinship groups have a positive experience of care.

Current service & achievements:

WSLHD is home to a large and diverse multicultural community. Understanding our community and their needs is key to providing care in partnership with our community. A detailed breakdown of the WSLHD community, including population numbers, growth projections, cultural diversity and socio-economic factors is included in Appendix A.

The Integrated Mental Health Complex design includes a bridge connecting mental health services with the Clinical Acute Services Building (CASB). Contained within CASB is the new Cultural Gathering Place designed in consultation with local Aboriginal communities and Aboriginal Liaison Officers to serve as a safe space for reflection and education for all hospital visitors. The construction of a purpose-built Mother and Baby Unit at Westmead Hospital is expected to be completed early 2023. This is the second state-wide specialist service for pregnant women and new mothers experiencing mental illness.

Our Strategic Priorities:

- Co-design models of care through equal and reciprocal relationship between all stakeholders.
- Advance our consumer participation in committees and service delivery.
- Strengthening delivery of service to homeless mental health consumers.
- Establish clear and consistent pathways for all mental health consumers eligible to access the NDIS.
- Develop programs and address the identified mental health needs for young people.
- Drive greater mental health literacy, access to information, and reduction of stigma.

7. Our Services and Facilities

Our Strategic Goal:

Our services are trauma-informed and recovery focused. Our facilities are integrated, modern therapeutic spaces which support best practice care.

Current service & achievements:

WSLHD's mental health services are provided from and are closely networked with five WSLHD hospitals and a network of community health centres. The networked arrangement of services across WSLHD is crucial to the optimal provision of health care.

The Integrated Mental Health Complex (IMHC) project will deliver future-focused service models and infrastructure to the NSW health system for state-wide services, and to the rapidly growing population of Western Sydney.

Community Mental Health

Our Community Mental Health Services aim to improve the mental health and wellbeing of people living in Western Sydney by providing treatment and care in community settings, away from hospitals. We do this through a network of local, district-wide, and state-wide service units. A complete list of Community Mental Health Services is at Appendix A.

Consultation-Liaison Psychiatry

Consultation Liaison Psychiatry (CLP) provides specialist mental health services to the Emergency Departments and general wards of the hospitals, including cancer, neurology, renal and women's health services.

Facility Based Inpatient Mental Health Services

Acute and subacute / nonacute inpatient mental health services are provided as a network of inpatient units across Cumberland, Westmead, and Blacktown hospitals.

Cumberland Hospital services include psychiatric acute, nonacute, very long stay (rehabilitation) and forensic mental health services providing inpatient and ambulatory care services and some specialty outpatient clinics.

Westmead Hospital provides care to people with mental health issues who present to the Emergency Department and acute inpatient adult services in two inpatient wards. Ward C4a provides adult acute inpatient services including medical psychiatric, eating disorder inpatient (with associated day patient and outpatient) services and the unit has specific expertise in perinatal mental health. Ward C4b provides psychogeriatric services. The State-wide Outreach Perinatal Service – mental health (SwOPs-mh) is also based at Westmead Hospital along with a specialist perinatal mental health service. Consultation-liaison services are provided to the Emergency Department and general hospital. Acute psychiatric inpatient and day only adolescent services are provided from Redbank House.

Blacktown Hospital provides psychiatric acute inpatient adult services at ward B22 and from the Melaleuca Unit (nonacute / subacute). A Psychiatric Emergency Care Centre (PECC) is included in the Emergency department. Consultation-liaison services are provided to the Emergency Department and general hospital.

Current Bed Distribution

All inpatient mental health beds are currently allocated on a district wide basis and patient flow is monitored to ensure equity of access. Some state-wide beds managed or located within the boundaries of the District that our residents use such as Mental Health Intensive Care Unit (MHICU), Forensic Mental Health (FMH) and CAMHS beds. Overall, WSLHD has a range of acute and nonacute mental health inpatient beds that total 317 beds including FMH. A complete list is at Appendix B.

Our Strategic Priorities:

- Develop Models of Care for the Integrated Mental Health Complex.
- Minimise and, where possible, eliminate the use of seclusion and restraint.
- Develop and implement virtual mental health care across the service.
- Reduction of self-harm and suicide through implementation of Towards Zero Suicides Initiatives.
- Implement Pathways to Community Living Initiative (PCLI).
- Implement business process improvements, including improved use of data and risk management approaches.
- Implement best practice ECT procedures across MHS.
- Implement updated integrated models of care in Emergency Departments.

8. Our Community, Partnerships and Environment

Our Strategic Goal:

We have strong partnerships with primary care and community services which deliver on the Western Sydney Regional Health Plan. We work with our internal partners to deliver integrated and comprehensive care for our consumers with a focus on prevention and early intervention.

Current service & achievements:

Western Sydney Local Health District Mental Health Services have developed strong partnerships, both inside and outside WSLHD.

The Western Sydney Primary Health Network partnership includes with a commissioning role in regional mental health services, suicide prevention and alcohol and other drugs services since 2016. Some of the programs commissioned through the PHN include:

- ATAPS (Access to Allied Psychological Services); three community-based clinicians with two co-located with WSLHD MHS
- Partners in Recovery
- Recovery College
- Child and Youth ED Diversion

Current priorities for the partnership between WSPHN and WSLHD MHS are:

- HealthPathways
- Patient-centred approaches to clozapine delivery
- Implementation of the Western Sydney Regional Plan for Integrated Mental Health and Suicide Prevention (a requirement under Fifth National MH and Suicide Prevention Plan)

NSW Ambulance and NSW Police Force

In addition to the 2018 MoU between NSW Health and NSW Police, the Mental Health Service has a longstanding partnership with Ambulance and Police including a Local Protocol Committee that meets regularly to enhance communication and timely problem-solving.

The Mental Health Acute Assessment Team (MHAAT) is an award-winning Western Sydney initiative in which experienced mental health clinical staff attend community-based calls with Ambulance officers to facilitate assessment, early treatment and safe transport. More recently in 2020 a PACER team has been established with Blacktown LAC.

NSW Department of Communities and Justice (DCJ) [formerly Family and Community Services – FACS]

WSLHD shares the care space and governance with DCJ for our residents in the policy areas of Child Protection, Disability (incl. Intellectual Disability), and Housing.

Since 2013, WSLHD and then Western Sydney District FACS now DCJ have worked more closely together on a number of local initiatives that are relevant to the mental health of local residents. Western Sydney District then Family and Community Services partnered with WSLHD, WentWest,

SCHN and other government agencies in service delivery reform to change the future environment of publicly funded services, working together to improve outcomes for local residents. Projects include:

- Making a Safe Home (MaSH)
- Child and Youth Mental Health initiatives, including Whole Family Team

Justice Health and Forensic Mental Health Network

The Bunya unit on Cumberland East campus is part of the JHFMHN and is the only medium secure inpatient forensic unit in the Sydney metropolitan area and the only regional unit specialising in female forensic inpatients. The network works closely with WSLHD facilities that accommodate forensic clients and community mental health services for forensic clients. Services provided include community forensic mental health, and mental health screening and ambulatory mental health services within correctional and detention centres.

Our Strategic Priorities:

- Strengthen partnerships to improve care for our consumers, specifically:
 - Drug Health services to support consumers with dual diagnoses
 - Primary Care services to support consumers with physical health needs
 - Geriatric service to support consumers with age-related needs
 - Primary Health Network (PHN), General Practitioners, Non-Government Organisations, and other external stakeholder to deliver the right care in the right place
- Strengthen our ability to deliver culturally proficient services to Aboriginal and Torres Strait Islander People, including:
 - Realignment of targeted MH positions to a single team to deliver services across our service
 - Develop & implement Model of Care for Aboriginal Mental Health services
- Develop and implement a community-based Clozapine program in collaboration with the PHN

9. Our Staff

Our Strategic Goal:

Our staff are engaged and well supported

Current service & achievements

As at March 2023, 1359, staff are employed by WSLHD Mental Health (WSMHS) in permanent, casual and contract positions, equating to an FTE of 1011. The breakdown of the WSMHS workforce is as follows:

- Full-time employees account for 61% of staffing
- Part time workers and casual workers represent a total of 30%
- Contractors and all other employment types account for the remaining 9% of the workforce
- Nurses represent the largest profession with 51%
- Allied Health clinicians represent 17%; and
- Senior and junior medical staff representing 10% of WSMHS staff.

Figure 1 – Employment type, March 2023

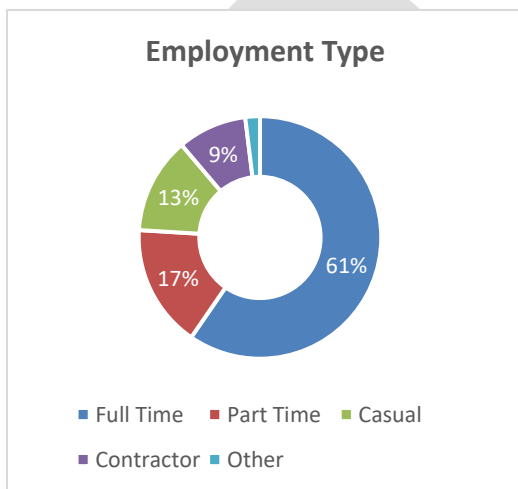
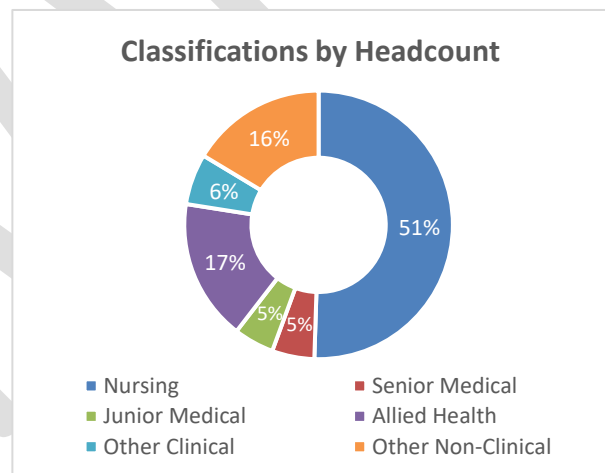


Figure 2 – Employment classifications, March 2023



Most staff employed within WSMHS are aged between 35 and 44 years of age with female employee’s representing the largest gender demographic; almost 80% of the workforce. Notwithstanding, gender equality is prevalent in most classifications.

Figure 3 – Gender profile, March 2023

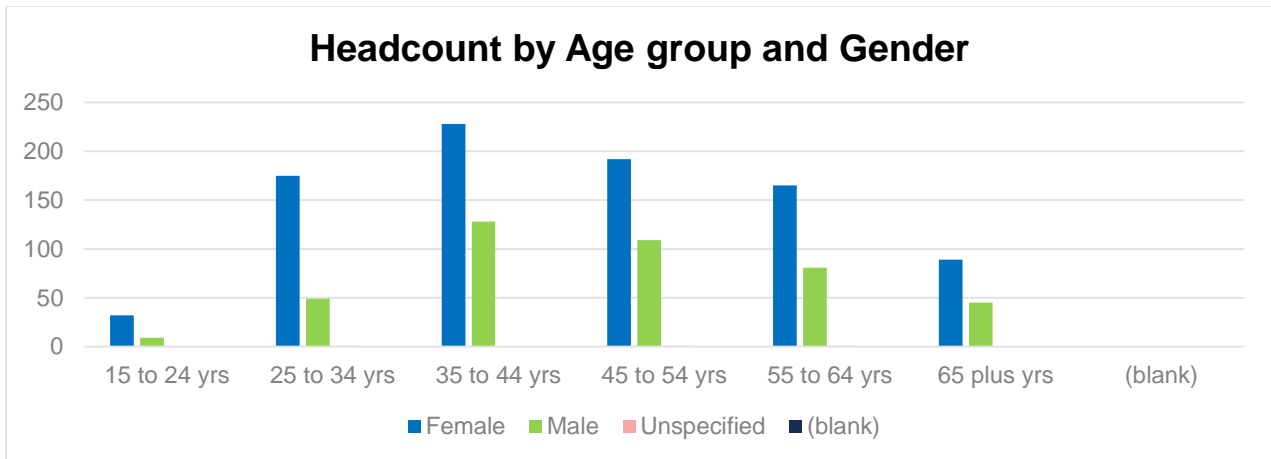
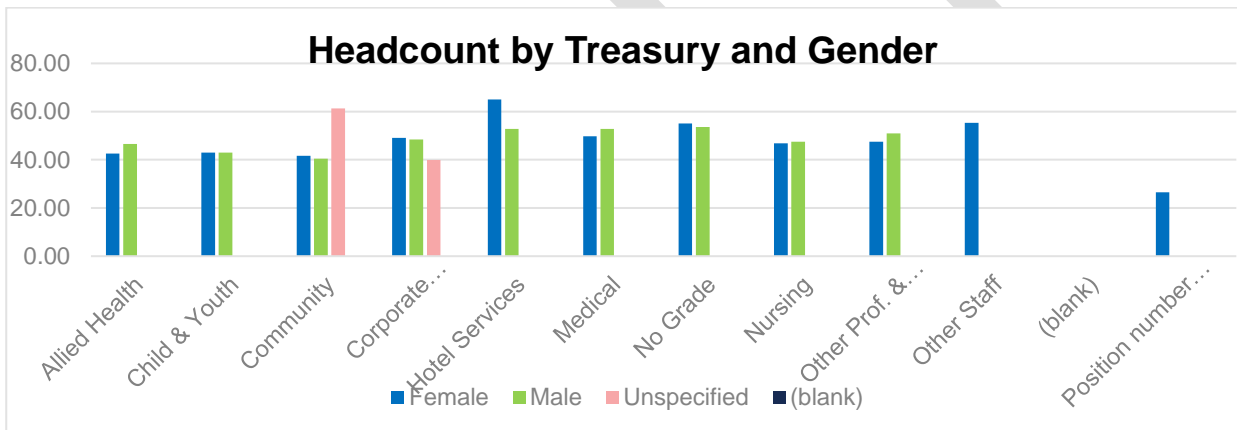


Figure 4 – Gender classification profile, March 2023



Our Strategic Priorities:

- Improve workplace culture through establishment of the culture improvement committee and associated action plan.
- Develop a mental health workforce plan to meet the needs of the Western Sydney communities and the expansion and development of mental health services across the LHD.
- Strengthen workforce governance, including leadership and organisational structures with focus on Aboriginal and Allied Health teams
- Implement improvements to reduce violent incidents against staff
- Foster leadership development and succession planning
- Develop a capability framework based on MoC expectations for workforce skills and MDT approach

10. Our Research

Our Strategic Goal:

Our research program translates into improved care for our consumers

Current service & achievements:

Translational research units associated with Western Sydney have made major contributions in the fields of understanding of psychiatric illness and the neurosciences, new treatments, and the evidence-base for the psychotherapies. The Brain Dynamics Centre is a highly successful and productive NHMRC funded research centre. The Psychotherapy Program has contributed Level 1 evidence in the field of psychotherapy research and continues to advance our knowledge in this field. The current research program includes:

- Imaging and neurophysiological measures for psychotic disorders
- Diagnostic studies into major depression
- Early intervention for obsessive-compulsive and related disorders
- Psychotherapy for complex trauma
- Transdiagnostic approaches for anxiety disorders
- Mental health literacy for young mothers

Western Sydney Mental health has partnered with The Mid-North Coast LHD and Southern Cross University test the effectiveness, replicability and value of a nurse-led collaborative aggression de-escalation intervention developed in the Mid-North Coast LHD. Following training, the intervention is integrated into care as usual, aiming for nurses to employ the model for each episode of consumer disruptive behaviour or aggression. A unique feature of this intervention is that it seeks to enhance the capabilities of the entire nursing team, with nurse peers actively supporting each other during therapeutic co-de-escalation.

Research has been identified as a key priority in for our Mental Health Service. Research is seen as driving the service's ambition to become the state's leading Mental Health Service and to become a key driver in the Westmead Innovation Precinct. The strategy involves:

- Encouraging clinicians to engage in clinical research projects
- Ensuring models of care integrate research and outcome measurement
- An annual Mental Health Specific Research Day
- Mental Health specific grants and research prizes
- Encouraging applications for the Quality Awards program
- Research forums to foster research that include consumer representation at both Cumberland and Blacktown Hospitals
- Listing research projects and opportunities on the Mental Health Service website
- Enhancing collaboration and student research via universities.

Our Strategic Priorities:

- Foster innovation by building research skills and capacity among clinical staff
- Use research and quality improvement processes to promote evidence-based care improvements
- Ensure health data and information quality is high, integrated, accessible and

utilised

- Improve integration of the clinical service with tertiary partners including the University of Sydney and Western Sydney University

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11. Our Education

Our Strategic Goal:

Our staff are supported to improve through our education, supervision, and team development programs.

Current service & achievements:

Together with collaborative research and innovation, and world class services, education forms the third pillar of our strategy to build the leading mental health service in NSW. These pillars are fundamental to the agenda of our Mental Health Clinical Council meetings where the importance of education sessions, training and links to our universities has been emphasised. Completion of HETI online modules are reported at the Mental Health Safety and Quality meetings.

Education is required to ensure that all staff practice evidence-based medicine and best practice. Education and training shows that we value and want to develop our staff. The investment in a four-day Violence Prevention Management training is a recent example of an education program that intends to empower staff, improve the safety and quality of care provided and that demonstrates our commitment to our staff.

The mental health service has a significant role in the training and education of health professionals including graduate and post-graduate students from medicine, occupational therapy, social work, nursing, and clinical psychology. The highly regarded Psychotherapy Program affiliated with the University of Sydney is based in Western Sydney LHD and includes opportunities for current staff of the mental health service to undertake training in specific short-term therapies as well as being linked to a postgraduate degree for students wishing to become expert in longer-term therapies.

Our Strategic Priorities:

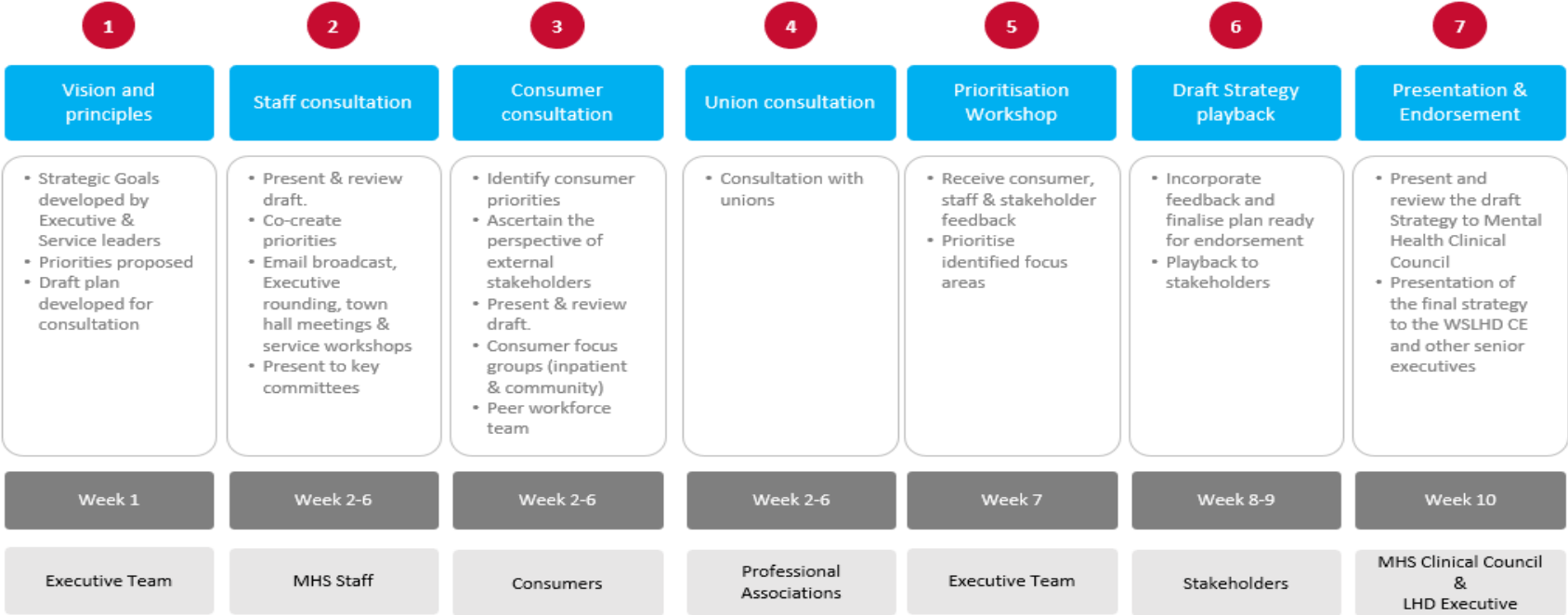
- Ensure staff have access to continued professional development, supervision, mentoring, and coaching arrangements.
- Promote and encourage participation in supervision, coaching, and mentorship.
- Provide leadership and management development through WSLHD Manager Capability program.
- Promote higher grade duties to ensure equitable access to career development opportunities.

12. Consultation and Governance

The strategic plan will undergo consumer, staff and stakeholder consultation as part of its development. Upon completion the implementation of this plan will be monitored by the Mental Health Executive monthly, with oversight from the Clinical Council.

Stakeholder Engagement Plan

A series of opportunities will be provided to develop the Strategic Plan



Appendix A

Community Mental Health

Our Community Mental Health Services aim to improve the mental health and wellbeing of people living in Western Sydney by providing treatment and care in community settings, away from hospitals. The following services are available in WSLHD:

Service Name	Age Range	Geographic Location
Children of Parents with Mental Illness	0 to 25 years	District wide
Therapy for Kids and Families	2 to 12 years	District wide
Whole Family Team		District wide
Statewide Outreach Perinatal Service	Pregnancy and 0 to 2 years	Statewide
Perinatal and Infant Mental Health Service	Pregnancy and 0 to 2 years	District wide
NSW School Link		District wide
Youth Community Care	0 to 18 years	District wide
Getting on Track in Time Program	5 to 8 years	District wide
Engaging Assertively and Building Links to Empower	12 to 18 years	District wide
Prevention Early Intervention Recovery	12 to 24 years	Parramatta
Blacktown Early Access Team	12 to 24 years	Blacktown
Acute Care Teams	All ages	Blacktown Parramatta
Assertive Response Teams	18 to 65 years	Blacktown Granville
Clinical Care Coordination	18 to 65 years	Blacktown Parramatta Hills Auburn/Merrylands
Aboriginal Mental Health Team	All ages	District wide
Homelessness Team	18 to 65 years	District wide
Towards Zero Suicide Safe Haven	All ages	Westmead
Suicide Prevention Outreach Teams	All ages	Blacktown and Parramatta
Pathways to Community Living Initiative	18 years and over	District wide
Police Ambulance and Clinical Early Response team	All ages	Blacktown
Mental Health Ambulance Assessment Team	All ages	Parramatta
Older People's Mental Health Teams	65 year and older	Blacktown Merrylands
Westmead Psychotherapy Program		District Wide
Anxiety Treatment and Research Unit		District wide
Emotional Health Clinic and Research Unit		District wide
Eating Disorders Day Treatment Program	12 years and older	District wide
Transcultural Mental Health Centre	All ages	Statewide
Multicultural Problem Gambling Service	All ages	Statewide

Appendix B:

Facility Based Inpatient Mental Health Services

Acute Inpatient Services

Acute services provide 24/7 specialist psychiatric care for people who present with acute episodes of mental illness. Episodes which are predominantly moderate to severe episodes of clinical symptoms of mental illness and disorders, which have potential for risk of self and/or others are within scope. All units are declared under the Mental Health Act (2007).

Subacute and Nonacute Inpatient services

These services are declared under the NSW Mental Health Act (2007) and provide care for persons who continue to experience acute symptoms and/or treatment resistant illness and persistent clinical risk. They are differentiated primarily by length of stay and clinical risk status.

Acute and subacute / nonacute inpatient mental health services are provided as a network of inpatient units across Cumberland, Westmead, and Blacktown hospitals:

Cumberland Hospital

Mental Health services are located across the West and East campuses of the hospital, and include psychiatric acute, nonacute, very long stay (rehabilitation) and forensic mental health services providing inpatient and ambulatory care services and some specialty outpatient clinics.

Westmead Hospital

Westmead Hospital currently provides care to people with mental health issues who present to the Emergency Department and acute inpatient adult services in two inpatient wards: Ward C4a provides adult acute inpatient services including medical psychiatric, Eating Disorder inpatient (with associated day patient and outpatient) services and the unit has specific expertise in perinatal mental health; ward C4b provides psychogeriatric services.

The State-wide Outreach Perinatal Service – mental health (SwOPs-mh) is also based at Westmead Hospital along with a specialist perinatal mental health service. Consultation-liaison services are provided to the Emergency Department and general hospital.

Acute psychiatric inpatient and day only adolescent services are provided from Redbank House.

Blacktown Hospital

Blacktown Hospital currently provides psychiatric acute inpatient adult services at B22 and from the Melaleuca Unit (nonacute / subacute). A Psychiatric Emergency Care Centre (PECC) is included in the new Blacktown Emergency as part of the BMDH Expansion Stage 2. Consultation-liaison services are provided to the Emergency Department and general hospital.

Current Bed Distribution

All inpatient mental health beds are currently allocated on a district wide basis and patient flow is monitored to ensure equity of access. There are some state-wide beds managed or located within the boundaries of the District that our residents use such as Mental Health Intensive Care Unit

(MHICU), Forensic Mental Health (FMH) and CAMHS beds. Overall, WSLHD has a range of acute and nonacute mental health inpatient beds that total 317 beds¹ including FMH (Table A1).

Table A1 Current distribution of inpatient mental health beds within WSLHD boundaries (public sector) *

Unit Name	Bed Type	Bed Capacity (Oct 2020)
Yaralla	Adults – MHICU	10
Paringa	Adults - Acute	33
Hainsworth	Adults - Acute	33
Riverview	Adults - Acute (Mood Disorders/Early Intervention)	20
Acacia	Adults - Nonacute	20
Boronia	Adults - Nonacute	20
Bunya (Cumberland East)	Adults - Forensic (Medium Secure)	24
Willow	Adults - Very Long Stay (Rehabilitation)	20
Waratah	Adults - Very Long Stay (Rehabilitation)	25
Banksia	Adults - Very Long Stay (Rehabilitation)	25
Subtotal Cumberland Hospital (including Forensic)		230
Redbank House	Adolescents - Acute	9
C4a	Adults - Acute	12
C4b	Older People - Acute	10
Subtotal Westmead Hospital		31
B22	Adults - Acute	30
Melaleuca	Adults - Subacute	20
PECC	Adults - Acute	6
Total beds managed by WSLHD		317
St Joseph's	Older People's Mental Health (OPMH) - Acute	15
SCHN (CHW)	Child and Adolescent	TBC

¹ Does not include the CHIPS Cottages, which historically are staffed but not counted as 'beds'.

References

ⁱ NSW Ministry of Health and NSW Police, 2018 *NSW Health – NSW Police Force Memorandum of Understanding 2018* accessed at <https://www.health.nsw.gov.au/mentalhealth/Pages/mou-health-police-2018.aspx>

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