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Ambulance Service of NSW

Chief Executive Officer: Greg Rochford

Telephone: 9320 7777 **Facsimile:** 9320 7800 **Website:** www.ambulance.nsw.gov.au

Achievements

- Over 1,119,000 total emergency and non-emergency responses.
- Average 3,068 responses per day, one every 28 seconds.
- Average responses per day increased 0.4 per cent on 2008.
- Emergency activity declined, from 675,000 incidents in 2007-08 to 672,000 in 2008-09.
- Non-emergency activity increased, from 280,000 responses to 294,000.
- Fifty per cent potentially life-threatening cases responded to within 10.27 minutes, against 9.85 previous year. Deterioration due primarily to longer hospital turn-around times, limiting overall availability to respond and increase in emergency ambulances transporting non-emergency patients.
- Expansion of Extended Care Paramedic (ECP) program, which establishes specialist paramedic skills in treatment and referral. ECPs now operate in western Sydney, Port Macquarie and Central Coast. Twenty-four new positions funded for 2009-10.
- Ambulance Research Institute established, with substantial research program underway and scholarships awarded to research fellows
- Advanced cardiac care pilot program established in Hunter, tests methods for rapid delivery early reperfusion treatments for heart attack patients.
- Implementation and evaluation of pilot program (in collaboration with Greater Southern AHS) to expand clinical role of paramedics in rural and remote communities.
- Mental health training for paramedics expanded - 568 trained, bringing total number authorised to exercise powers under Mental Health Act (2007) to 1,487 - 58 per cent of workforce.
- New award for paramedics, providing death and disability scheme, extra front-line supervision and improved career structures, rostering and fatigue management.
- Rapid response capability expanding, as result of changes to ambulance rescue responsibilities in Sydney, Wollongong, Central Coast and Newcastle.
- Volunteer programs expanded where resources permitted. Twelve Community First Responder programs established, in collaboration with State Emergency Service and fire authorities.
- New equipment, including mechanical restraining devices, 30 new stretchers and two Megalift vehicles for bariatric and special operations.
- Planning ambulance electronic medical record system completed, preparations underway for field trials and implementation start 2009-10.
- Development upgraded, integrated Statewide computer-aided dispatch progressing, with final implementation anticipated 2009.
- Enhancement of rural facilities included new station at Deniliquin and MPS facilities at Bombala, Batlow, Junee, Nyngan.
- 46 new front-line paramedic management positions strengthened support for on-road staff.
- Policy and procedures for raising workplace concerns reviewed and simplified, through publication of "easy guides" for use by all staff and managers. Help in deciding best response to all workplace concerns, including patient complaints, staff grievances, clinical practice issues and misconduct.
- Eighteen grievance contact officers trained and deployed to provide informed, independent advice in grievance matters.
- Organisational values and behaviour examined through staff surveys, focus groups and workshops. Clear set of values and behaviours developed for promulgation in 2009-10.
- Respectful workplace behaviour reinforced through training program. All current staff completed training, also included in induction of new staff.
- Ambulance Management Qualification (AMQ) program started. Includes above initiatives, plus practical operational supervision as core skills for all managers. All 450 front-line managers will complete program by early 2010. AMQ (or equivalent) will become pre-requisite for managers.
- Programs to support ambulance staff engagement with communities developed, with increase of on-line community forums, e-community newsletter and campaigns such as Ambulance Heroes and Emergency Helpers.

Clinical Excellence Commission

Chief Executive Officer: Professor Clifford Hughes, AO

Telephone: 9382 7600 **Facsimile:** 9382 7615 **Website:** www.cec.health.nsw.gov.au

Achievements

- Clinical Leadership Program
- E-learning modular program for quality improvement
- Conference and seminar presentations
- Between the Flags: Learning package - DETECT - for front-line clinical staff
- Re-introduction of hand hygiene project under the National Hand Hygiene Initiative
- Antibiotic Stewardship
- Second and third bi-annual reports of Incident Information Management System (IIMS)
- *Chartbook 2007* distributed to all wards and workplaces across NSW Health
- *Chartbook 2008* completed

Partnerships

- Citizens Engagement Advisory Council
- Clinical Council
- Shared quality and safety reporting function with NSW Department of Health
- Hospital Alliance for Research Collaborative (HARC)
- Centre for Health Record Linkage (CHeReL)
- Greater Metropolitan Clinical Taskforce (GMCT)
- Institute of Medical Education and Training (IMET)
- Australian Commission for Safety and Quality in Health Care (ACSQHC)
- Quality and safety seminars in conjunction with ACSQHC
- Partnership with Sax Institute to fund fellowship of Dr Diane Watson

Research

- Ian O'Rourke PhD Scholar
- Database to support Collaborating Hospitals' Audit of Surgical Mortality (CHASM)
- Hospital Alliance for Research Collaborative (HARC)
- Centre for Health Record Linkage (CHeReL)

Strategic planning and development

- Planning meeting to review board performance and produce strategic plan 2009-2012
- Recruitment Director, Health System Improvement, expansion QSA portfolio
- Recruitment Director, Undergraduate Quality & Safety Education (p/t)
- Expansion Special Committees secretariat to improve implementation and evaluation of audits of surgical and anaesthetic mortality
- Development management frameworks for CEC projects
- Response to Special Commission of Inquiry Report (Garling)

Publications

- A companion to the *Easy Guide to Clinical Practice Improvement*
- *Annual Report 2007/08*
- *Between the Flags – The Way Forward*
- *Between the Flags – interim report*
- *Chart Book 2007* errata
- *Clean Hands Save Lives* – hand hygiene compliance report
- Clinical focus reports from review of RCAs and/or IIMS data:
 - Airway management
 - Falls
 - Management of tracheostomy and tracheostomy emergencies
 - Sedation/excess sedation as an adverse outcome
 - Second review of acute coronary syndrome incidents
 - Transfer of unstable patients
 - Use of midazolam
- *Collaborating Hospitals' Audit of Surgical Mortality (CHASM)* brochure
- Enhancing project spread and sustainability
- *Falls Prevention is Everyone's Business* – CD and DVD
- *Incident Management in the NSW Public Health System January-June 2008*
- *Medication Safety Self-assessment for Anti-Thrombotic Therapy in Australian Hospitals*
- *Medication Safety Self-assessment for Australian Hospitals*
- *Quality Systems Assessment Statewide Report*
- *Strategic plan 2009-2012*



Justice Health

Chief Executive Officer: Julie Babineau

Address: 300 Anzac Parade, Malabar NSW 2036

Telephone: 9700 3000 **Facsimile:** 9700 3493

Website: www.justicehealth.nsw.gov.au

Achievements

- Long Bay Hospital operating July 2008 under public private partnership (85 beds). With forensic hospital, significant boost to bed numbers for mentally ill patients and acute and rehabilitative services for people in NSW criminal justice system.
- Forensic hospital open November 2008. Very significant milestone. First of its kind in NSW, 135-bed facility provides care for patients in total therapeutic and multi-disciplinary environment, under full responsibility of Justice Health.
- Start health centre at Emu Plains Juvenile Justice Centre.
- Health centre at Wellington Adult Correctional Centre underway.
- Won NSW Health Aboriginal Health Award - Innovation in Chronic Care - for Aboriginal chronic care program 'Murr-roo-ma Dhun-barn' - To Make Strong. Expanded to seven new sites (Wellington, Glen Innes, Silverwater Women's, Mid-North Coast, Kirconnell, Kariong, Frank Baxter) bringing to 16.
- NSW Premier's Public Sector Award - bronze - Fairness and Opportunity category - Improving Access to Health Services for Women in Custody.
- Shared silver with Corrective Services NSW - partners in Rights, Respect and Responsibilities - Mental Health Screening Unit.
- Major focus on challenge of H1N1 influenza pandemic. Provided valuable experience to respond to similar events in future.
- Key accomplishment - re-signing partnership agreement with Aboriginal Health & Medical Research Council.
- Developed family and carer training packages.
- Established clean air (smoke-free) environment in forensic hospital for staff and patients from first admitted patient.
- Completed Australian Council on Healthcare Standards organisation-wide survey.
- Reviewed 2009-2011 audit plan by KPMG, to align with strategic risk profile.
- Completed OH&S injury management profile.
- Completed best practice climate survey.
- Implemented storage area network (SAN).
- Completed BOCSAR report 'Evaluation of Court Liaison Service'.
- Developed five-year CHRCJ strategic plan and research governance framework.

Chief Executive's Year in Review

The year under review has been challenging yet rewarding with many significant achievements for Justice Health. The new additions to Justice Health facilities include the new Forensic and Long Bay Hospitals which commenced operations in 2008 under a Public Private Partnership.

The 135-bed Forensic Hospital, a first of its kind in NSW, provides care for young people, women and men in a total therapeutic and multidisciplinary environment under the full responsibility of Justice Health. The 85-bed Long Bay Hospital remains under the responsibility of Corrective Services NSW (previously known as the Department of Corrective Services) where all health care services remain under the jurisdictions of Justice Health.

One of the key challenges this year has been the recruitment of staff for these new facilities. Whilst Justice Health is committed to recruiting new skilled health professionals and clinicians, we have also continued to provide educational and professional development opportunities for our existing workforce.

Another major focus for Justice Health was the challenge H1N1 posed within the custodial environment. We were fortunate to test and evaluate our recently developed pandemic plan with four stakeholder agencies in response to H1N1. As a result we are more confident than ever that we are ready to respond to similar events in the future. A further key achievement for Justice Health this year was re-signing of the Partnership Agreement with the Aboriginal Health & Medical Research Council (AH&MRC).

Above all, I would like to convey my appreciation for the dedication and efforts shown by Justice Health staff during the year. Together with our stakeholders and partners, we are working to deliver international best practice health care for those in contact with the criminal justice system.

The Children's Hospital at Westmead

Chief Executive Officer: Dr Antonio Penna

Telephone: 9845 0000 **Facsimile:** 9845 3489 **Website:** www.chw.edu.au

Achievements

- Kim Oates Paediatric Simulation Centre, first in southern hemisphere, opened. Provides valuable training opportunities, using advanced technology to replicate real-life scenarios. Technology so advanced mannequins respond to treatment like normal patient and even to cry like a sick baby or child. Funding provided by generous supporters.
- Multi-million dollar interventional radiology suite opened. New technology makes possible complex procedures for conditions previously untreatable and delivers improved diagnostic accuracy, lower radiation risk and faster recovery times for children. Made possible by generosity of Sargents Pies Charitable Foundation.
- To tackle obesity, Dr Shirley Alexander appointed staff specialist for child and adolescent weight management services – a world first. Will proactively teach children and families about healthy eating and exercise options.
- Emergency Department upgraded with eight-bed emergency medical unit - children observed overnight in more comfort, improved waiting area, three fast-track cubicles and new area for patients mid-way through treatment.
- One-off \$1M funding from NSW Government enabled improvements and repairs to Bear Cottage, home-like setting for children with terminal illnesses and their families, for respite and end-of-life care, on Sydney's Northern Beaches. New playground, renovated bathrooms and Quiet Room, where volunteers provide massage therapy and reflexology to families, all enhance environment.
- The Children's Hospital at Westmead leads in improving hand hygiene among staff. Innovative hand hygiene program won several awards, and is being adopted by other hospitals around Australia. Proven best way to reduce hospital acquired infections is improve hand hygiene among health care workers.
- *Learn to Stop Burns!* inter-active computer-based learning resource for primary schools launched. Teaches children about potential of burn injuries in and around home. Hospital is State referral centre for children with serious burns.
- Developmental calendar, *Bringing out the Best in Your Baby* launched. Free to all new parents in NSW, tells when to expect milestones in new baby's development and provides practical tips and advice. Also suggests activities for healthy physical, intellectual and emotional development.
- First of its kind in NSW, CAPAC, (Community Acute and Post-acute Care) or 'Hospital in the Home', provides care for many patients, including those with cystic fibrosis, major skin disorders and conditions requiring intravenous medications. Functions as virtual hospital ward, with nurses and physiotherapists visiting children in own homes.
- Research into causes and cures of childhood diseases is strong focus. Doctors trialling new treatments for adolescents with eating disorders, vaccination to prevent whooping cough in very young infants, innovative therapies to prevent diabetes, new drugs to cure cancer and treatments to improve health of children with chronic lung disease. Now known as Kids Research Institute.
- Hospital won four awards at NSW Health awards. Recognise and reward projects, initiatives and approaches producing measurable improvements.
- Inaugural Staff Celebration Week in 2008, rewarded and celebrated achievements of over 4000 staff and volunteers who form hospital team. Achievements underpinned by dedication and talent of teams and individuals.
- In significant milestone, The Children's Hospital at Westmead received over \$30M in donations for 2008-2009 financial year. Community support allows staff to do more for children and families – open new services, employ more staff, purchase updated equipment and fund exciting ground-breaking research.
- *Bandaged Bear Day™* appeal, hospital's major public fundraiser, reached 20th anniversary milestone in 2009.
- Physiotherapy celebrated 100 years. Were two honorary masseuses and director of gymnastics in 1909. Now 45-strong department.
- Adolescent Medicine Unit celebrated 30 years. Pioneered comprehensive, integrated creative model of care, linking inpatient, out-patient and community services.
- Memorandum of understanding signed between Beijing Children's Hospital and The Children's Hospital at Westmead, to collaborate in education, resources and training.



Area Health Service

PUBLIC HEALTH UNITS

Greater Southern Area Health Service

Albury Public Health Unit

PO Box 3095, Albury, 2640

Phone: (02) 6080 8900 Fax: (02) 6080 8999

Goulburn Public Health Unit

Locked Bag 11, Goulburn NSW 2580

Phone: (02) 4824 1834 Fax: (02) 4824 1840

Greater Western Area Health Service

Bathurst Public Health Unit

PO Box 143, Bathurst NSW 2795

Phone: (02) 6339 5601 Fax: (02) 6339 5173

Broken Hill Public Health Unit

PO Box 457, Broken Hill, 2880

Phone: (08) 8080 1499 Fax: (08) 8080 1196

Dubbo Public Health Unit

PO Box 739, Dubbo NSW 2830

Phone: (02) 6841 5569 Fax: (02) 6841 5571

Hunter/New England Area Health Service

Newcastle Public Health Unit

Locked Bag 10, Wallsend, 2287

Phone: (02) 4924 6477 Fax: (02) 4922 3164

Tamworth Public Health Unit

PO Box 597, Tamworth, 2340

Phone: (02) 6767 8630 Fax: (02) 4922 3164

North Coast Area Health Service

Lismore Public Health Unit

PO Box 498, Lismore, 2480

Phone: (02) 6620 7500 Fax: (02) 6620 2552

Port Macquarie Public Health Unit

PO Box 126, Port Macquarie, NSW 2444

Phone: (02) 6588 2750 Fax: (02) 6588 2837

North Sydney/Central Coast Area Health Service

Gosford Public Health Unit

PO Box 361, Gosford 2250

Phone: (02) 4349 4845 Fax: (02) 4349 4850

Hornsby Public Health Unit

Hornsby-Ku-ring-gai Hosp, Palmerston Rd, Hornsby NSW 2077

Phone: (02) 9477 9400 Fax: (02) 9482 1358

South Eastern Sydney Illawarra Area Health Service

Randwick Public Health Unit

Locked Bag 88, Randwick 2031

Phone: (02) 9382 8333 Fax: (02) 9382 8314

Wollongong Public Health Unit

Locked Mail Bag 9, Unanderra NSW 2526

Phone: (02) 4221 6700 Fax: (02) 4221 6759

Sydney South West Area Health Service

SSW Public Health Unit

PO Box 374 Camperdown 1450

Phone: (02) 9515 9420 Fax: (02) 9515 9467

Sydney West Area Health Service

Parramatta Public Health Unit

PO Box 7118, Parramatta BC NSW 2150

Phone: (02) 9840 3603 Fax: (02) 9840 3591

Penrith Public Health Unit

PO Box 63, Penrith, NSW 2751

Phone: (02) 4734 2022 Fax: (02) 4734 3444

Justice Health

PO Box 150, Matraville, 2036

Phone: (02) 9311 2707 Fax: (02) 9700 3747

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