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# NSW Health organisations



# NSW Ministry of Health

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 Business hours: 9am–5pm, Monday to Friday

## Secretary Susan Pearce

(Biography on page 9)

### Key achievements

- Launched the Future Health Strategic Framework, our roadmap for how we deliver services over the coming decade. It aims to deliver on our vision for a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.
- Established the Regional Health Division to provide advice to the Minister for Regional Health and NSW Health Executive about matters concerning health in regional communities.
- Released the NSW Virtual Care Strategy 2021–2026 and supporting guide for patients, carers, families and the community. The strategy builds on the foundational and innovative work of local health districts, specialty health networks, primary health networks and other health partners across NSW.
- Launched the NSW LGBTIQ+ Health Strategy 2022–2027, the first of its kind in NSW, which provides a system-wide approach for NSW Health to understand and address the health and wellbeing needs of our LGBTIQ+ population.
- Released a comprehensive plan to eliminate hepatitis C as a public health concern by 2028 with the NSW Hepatitis C Strategy 2022–2025. The new strategy is centred on prevention, testing, treatment, and addressing stigma and discrimination associated with the disease.
- The public health network has managed and supported 2.6 million positive COVID-19 cases in NSW (1.4 million PCR and 1.1 million RATs), with 25.6 million PCR tests having been conducted.
- Awarded The Beryl Institute’s Organizational Innovation Award – international recognition for our efforts to put more humanity back into healthcare with the first statewide strategy, Elevating the Human Experience – Our Guide to Action.
- Personal protective equipment, medical consumables and devices in NSW remained fully stocked throughout the pandemic. The State Health Emergency Operations Centre provided emergency management responses to eight regional NSW local health districts, deploying almost 2,400 staff across the state. In addition, the team supported more than 198 COVID-19 outbreaks in residential aged care facilities and 74 disability group homes and procured more than 1,400 ventilators to support a worst-case pandemic response.
- Since inception, the State Health Emergency Operations Centre implemented 24 Public Health Orders with more than 480 changes made throughout the COVID-19 pandemic.
- Made a breakthrough in the treatment of babies diagnosed with spinal muscular atrophy at birth, in a world-first clinical trial of the gene therapy drug Zolgensma®, which is now listed on the Pharmaceuticals Benefits Scheme. Sydney Children’s Hospitals Network, the first accredited treatment centre in Australia, has since treated more than 30 patients with this life-changing therapy.
- Invested \$13.8 million in mass media public education campaigns to reduce smoking rates, increase skin cancer protection behaviours, and increase participation in cancer screening. This investment is estimated to deliver \$74.5 million in future benefits.
- Provided public dental activity (excluding the mobile dental program) to the value of approximately \$249.3 million, with \$9.7 million provided to Aboriginal Community Controlled Health Organisations, the Poche Centre for Indigenous Health and local health districts, to deliver dental care to Aboriginal people as part of the NSW Ministry of Health’s Non-Government Organisation Grant.
- New suicide prevention support was rolled out across the state with 20 calming non-clinical hubs called Safe Havens and 20 Suicide Prevention Outreach Teams embedded in communities across NSW. We also upskilled and supported staff to provide the very best mental health care, with 6,700 staff trained in suicide awareness and response skills under the Community Gatekeeper initiative and trained 1,700 NSW Government staff working outside mental health services in suicide prevention.
- Achieved high levels of participation from centre-based early childhood services, with 3,679 (87%) taking part in the Munch & Move initiative that supports the healthy development of children from birth to five years by promoting healthy eating and physical activity.

# Statutory health corporations

## Agency for Clinical Innovation

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Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Dr Jean-Frédéric Levesque

Dr Jean-Frédéric Levesque joined the Agency for Clinical Innovation as chief executive in June 2017. He brings experience in clinical practice in refugee health and tropical medicine, clinical governance and academic research. Jean-Frédéric is a member of the Strategic Analytic Advisory Committee of the Canadian Institute of Health Information and a fellow of the Royal College of Physicians of Canada in Preventive Medicine and Public Health. He holds a Doctorate in Public Health, a Master's in Community Health and a medical degree from the Université de Montréal, Canada. He is an adjunct professor at the Centre for Primary Health Care and Equity of the University of New South Wales.



### Year in review

Looking back on another challenging year, I am proud that the Agency for Clinical Innovation continued to support the pandemic response while progressing innovations that enable clinicians to deliver better care to patients.

The Agency for Clinical Innovation-led communities of practice and networks published important guidance to support the clinical care for people with COVID-19 in a variety of settings. The Critical Intelligence Unit produced ongoing rapid, evidence-based insights that continue to inform decisions on the pandemic response. The unit was a finalist in both the NSW Health Awards and the Premier's Awards this year.

Together, the Agency for Clinical Innovation teams celebrated many successes including our Alcohol and Drug Cognitive Enhancement program winning a 2021 NSW Health Award. We progressed a value-based approach to surgical care in NSW and we worked closely with partners across the health system to embed capability for virtual care across the state.

We worked closely with regional local health districts to connect to the NSW Telestroke service, which now provides patients in these areas with access to life-saving stroke diagnosis and treatment.

I would like to thank the Agency for Clinical Innovation staff, our consumer collaborators, partners and the many clinicians who connected with us this year to progress our vision of creating healthier futures for the people of NSW.

### Key achievements

- Published timely guidance for clinicians covering the assessment, management and medical treatment of people with COVID-19 in hospital and community settings, use of antivirals and timing of surgery following infection.
- The Critical Intelligence Unit produced hundreds of briefs, reports, dashboards and rapid evidence checks to inform decision making across the NSW Government during the COVID-19 pandemic.
- Patients completed more than 29,000 surveys in the new Health Outcomes and Patient Experience (HOPE) IT platform to share information with their treating clinicians that informs their ongoing treatment. More than 330 health services participated in the HOPE patient-reported measures program.
- Worked with partners to embed the myVirtualCare video-conferencing platform across NSW. More than 12,400 clinicians are using the platform and more than 220,400 virtual consultations were conducted over the year.
- Recorded and published 17 profiles showcasing how local health districts and specialty health networks are using virtual care in a wide range of settings to meet patient needs.
- Published a model of care and online implementation toolkit on clinical genomics, which outlines best practice for equitable access of patients to genomics services in NSW.
- Developed and published two key resources to support the health of *Aboriginal people*; *Finding Your Way: Shared Decision Making Model* and the *My Rehab, My Journey – Gadjigadji project*. These resources promote shared decision making and help clinicians to create a culturally safe environment for Aboriginal people in hospital.
- Supported 33 project teams from across NSW to undertake a Graduate Certificate in Clinical Redesign, enabling sustainable improvements to health services and patient outcomes.
- Developed key principles for a statewide Enhanced Recovery After Surgery model to apply to colorectal surgery and principles for prehabilitation models of care.
- Completed implementation of the NSW Telestroke service in 23 rural and regional hospitals, linking more than 2,300 stroke patients to specialist stroke physicians in metropolitan hospitals via telehealth.

## Bureau of Health Information

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### Chief Executive Dr Diane Watson

Dr Diane Watson has led the establishment of three reporting agencies in Australia that use big data to drive decisions on healthcare provision nationally and locally. For more than 25 years, Diane has held senior management positions measuring, monitoring and reporting on the performance of healthcare systems to drive improvements in health, patient care and productivity. Diane was the inaugural chief executive officer of the Victorian Agency for Health Information and the inaugural chief executive of the National Health Performance Authority.



### Year in review

In 2021–22, the Bureau of Health Information continued to provide the community, healthcare professionals and policy makers with independent healthcare performance information to inform improvement and strengthen accountability for the state's health system.

The Bureau of Health Information shaped its work program to respond to areas of high priority for patients and for the healthcare system. This included analysis and reporting in areas such as Aboriginal patient experience, the impact of the COVID-19 pandemic and the emergence of new virtual models of care.

The annual *Healthcare in Focus* and *Healthcare Quarterly* series included wide-ranging insights into the impact of the pandemic on activity and performance in the NSW healthcare system, particularly regarding emergency departments, elective surgery, admitted patients and ambulance services.

Through the NSW Patient Survey Program, the Bureau of Health Information provided transparency for the community about patients' experiences of emergency, admitted, virtual and outpatient cancer care, while giving healthcare professionals detailed benchmarks and trends to support improvement. In 2021–22, further insights were published into the experiences of Aboriginal people and patients in rural and regional areas.

The Bureau of Health Information continued to drive innovation in analytics, survey design and digital reporting of healthcare performance information.

### Key achievements

- Informed improvements to patients' experiences by giving voice to more than 56,500 patients across NSW about their experiences with public hospitals and health services, and used sophisticated analytic methods to deliver insights into health system performance.
- Advanced the digital delivery of healthcare performance information through the new Bureau of Health Information data portal by uploading the first sets of survey results – for emergency department, adult-admitted and outpatient cancer clinic patient experiences – which attracted increasing numbers of users.
- Increased agility and timeliness in the NSW Patient Survey Program by developing more flexible surveys to provide further insights in areas such as virtual and GP care; sending surveys to patients sooner after their hospital stay; and promoting online completion.
- Supported health system managers and clinicians to make greater use of patient survey results in informing improvement, by providing new, tailored summaries to local health districts and piloting awareness and education sessions.
- Informed safety and quality action by providing system managers and clinicians with updated information regarding mortality rates, and risk-standardised 30-day mortality ratios for seven clinical conditions.
- Delivered unique insights into health system performance during the pandemic by publishing *Healthcare in Focus* and four issues of *Healthcare Quarterly*, featuring detailed information about activity and performance of NSW public hospital and ambulance services.
- Reported the results of the first NSW Virtual Care Survey, providing insights into patients' experiences of virtual care outpatient appointments with NSW public hospitals, as this form of consultation continued to expand during the pandemic.
- Applied advanced methods to analyse and report on the experiences of Aboriginal patients, including differences in metropolitan and rural hospitals, and the benefits of Aboriginal health workers. In collaboration with the Centre for Aboriginal Health, we sought feedback from thousands more Aboriginal patients to support further reporting in the future.
- Informed accountability by providing patient experience and engagement key performance indicators for local health districts in line with their 2021–22 service agreements with NSW Health.
- Demonstrated commitment to excellent governance and management by securing a fourth consecutive external audit with no management letter from Audit Office NSW, and again maintaining the highest Employee Engagement Index score of all NSW Health organisations in 2021.

## Cancer Institute NSW

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 Business hours: 9am–5pm, Monday to Friday

### Acting Chief Executive Sarah McGill September 2021 to June 2022



Sarah McGill has held the position of director for Cancer Screening and Prevention since 2012 and served as acting chief executive for the majority of 2021–22.

A registered nurse, Sarah holds a Master of Public Policy and Post Graduate Diploma in Business Management. She is a fellow of the Australian College of Health Service Management and is recognised as a Certified Health Executive. She is also a graduate of the Australian Institute of Company Directors. Prior to joining the institute, Sarah worked in the New Zealand public health system in a number of strategic and operational roles. Sarah has been responsible for providing leadership, management and accountability for a wide range of clinical services, enterprise-wide clinical governance and patient safety, quality, risk and corporate services. She has significant experience in service leadership, change management and service redesign.

### Professor David Currow FAHMS July to September 2021

Professor David Currow FAHMS was the chief cancer officer of NSW and chief executive officer of the Cancer Institute NSW from March 2010 to September 2021. Prior to his tenure at the institute, David was the foundation chief executive officer of Cancer Australia. David is a fellow of the Australian Academy of Health and Medical Sciences, the previous president of the Clinical Oncological Society of Australia and past president of Palliative Care Australia.

## Year in review

Despite excellent survival rates, cancer continues to be a public health issue and cause of premature death impacting thousands of people.

The Cancer Institute NSW provides the strategic direction for cancer control across the state, driven by the goals of the NSW Cancer Plan 2022–2027. The goals are to:

- reduce inequity in cancer outcomes
- reduce the incidence of cancer
- increase cancer survival
- enhance the quality of life and experience for people at risk of and affected by cancer.

The institute collaborates with the health system, non-government organisations, community and researchers to develop and implement person-centred cancer control initiatives aligned with the plan.

There is a focus on improving outcomes for groups disproportionately affected by cancer, including Aboriginal people and multicultural communities.

One in three cancers is caused by lifestyle behaviours. The institute promotes healthy behaviours through preventive health strategies, including public campaigns to promote national cancer screening programs and smoking cessation initiatives, such as the NSW Quitline and [icanquit.com.au](http://icanquit.com.au).

The institute continued to support cancer services to gain efficiencies in the delivery of care during the COVID-19 pandemic, optimising resources without compromising outcomes. Through the institute's channels, the public was encouraged to continue to access health services and see their doctor about symptoms.

### Key achievements

- Set the vision for how cancer control partners and stakeholders will work together to reduce cancer incidence and ensure high-quality, compassionate care in NSW through the NSW Cancer Plan 2022.
- Promoted early detection of breast, bowel and cervical cancers through the delivery of comprehensive screening programs with focused approaches for Aboriginal and multicultural communities.
- Continued action to reduce smoking rates by supporting health professionals to offer brief smoking cessation interventions to pregnant women during routine antenatal care, people being treated for cancer and those seeing their GP.
- Prevented cancers by promoting healthy lifestyle behaviours and championing the importance of shade in the community, including the provision of information on the benefits of built and natural shade to local councils for community strategic planning.

- Worked towards closing the gap in cancer outcomes for Aboriginal people by providing community grants for local initiatives and partnering with key stakeholders, such as the Aboriginal Health and Medical Research Council of NSW, to deliver programs and resources for the Aboriginal health workforce and people affected by cancer.
- Improved person-centred cancer care by expanding the statewide model for collecting electronic patient feedback on health-related experiences and outcomes in nine community languages. Surveys generated real-time, actionable insights to support clinical consultations.
- Invested \$13.8 million in mass media public education campaigns to reduce smoking rates, increase skin-cancer-protection behaviours and increase participation in cancer screening. This investment is estimated to deliver \$74.5 million in future benefits.
- Monitored the impact of the COVID-19 pandemic on cancer rates, screening and treatment delivery, and supported cancer services to understand the impacts and continue to deliver safe, high-quality cancer care.
- Increased cancer literacy in multicultural communities through the production and dissemination of print, web and audio-visual resources in 35 languages, which were developed in consultation with health professionals and community members.
- Invested \$23 million in cancer research, including early phase clinical trials and major translational research programs, which aim to support rapid uptake of innovative therapies into clinical practice.

## Clinical Excellence Commission

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Business hours: 8:30am–5pm, Monday to Friday

### Acting Chief Executive Dr James Mackie MB BS FRACP 13 December 2021 to 30 June 2022



Jim Mackie is passionate about patient safety and quality improvement and strongly advocates for robust data and reliable systems to enhance the patient experience. His substantive role as medical director patient safety includes leading the data and analytics team. Jim works closely with eHealth on all aspects of patient safety in the electronic domain.

Jim joined the Clinical Excellence Commission in late 2018. He is a renal physician who has worked over many years in several local health districts as a clinician and manager. Outside of his interest in patient safety, he has a long interest in kidney transplantation and service development especially in the provision of dialysis services. He has served as the medical executive director for South Eastern Sydney Local Health District.

### Chief Executive Carrie Marr 1 July 2021 to 12 December 2021

Carrie Marr began her professional health career as a nurse in Scotland. She has held several executive roles within the National Health Service, Scotland, including director, Tayside Centre for Organisational Effectiveness and associate director, change and innovation. Prior to taking up her role at the Clinical Excellence Commission in 2015, Carrie worked at Western Sydney Local Health District.

Carrie is a graduate of the advanced training program in Quality Improvement at Intermountain Health Care, Utah, USA and holds a Bachelor of Science (Nursing), a Diploma in Education (Nurse Teaching) and a Master of Science (Organisation Consulting).

## Year in review

In another year marked by significant disruption and challenges, I have been immensely proud of the Clinical Excellence Commission teams whose work is designed to support our invaluable healthcare colleagues coping with the rolling impacts of the pandemic and multiple natural disasters. These unprecedented events are affecting the demand for and delivery of healthcare.

With our focus firmly on improving safe and high-quality care, the Clinical Excellence Commission has developed critical safety and quality programs, tools and resources in priority areas such as infection control, maternity and medication safety as part of our ongoing work to support a more resilient health system. I am forever grateful to the Clinical Excellence Commission staff who have ensured our core work has continued and grown during this time.

In December 2021 we farewelled Chief Executive Carrie Marr and Board Chair Associate Professor Brian McCaughan AM after many collective years of service. It has been my incredible privilege to take on the role of acting chief executive and welcoming new board chair Professor Andrew Wilson.

Caring for staff is vital as the effects of fatigue on the system are felt. Our commitment to continuing to support the pandemic response across NSW with a focus on staff safety and wellbeing were perhaps our most crucial achievement this year.

### Key achievements

- Continued to provide input into the COVID-19 pandemic response across 24 quarantine hotels, airport and patient transport services. Expert infection prevention and control professionals provided electronic auditing, expert guidance, and program development. The Clinical Excellence Commission conducted 925 audits, made 543 recommendations (all actioned) and held 144 education sessions.
- Risk-assessed 928 notifications for issues with medical devices, medicines and biological agents. Of these, 53 required system-wide critical responses and 32 required urgent safety alert broadcasts. Three critical device issues and four urgent medication issues required rapid activations of an inter-agency management team, with weekly management meetings.
- Continued to lead and enhance the statewide respiratory protection program with participation by more than 100,000 health workers.
- Developed comprehensive training and eLearning modules for staff involved in serious adverse event reviews to support new NSW Health investigating and reporting requirements. We also held 31 Fundamentals, Methodologies and Team Leader workshops with local health districts and specialty health networks, with more than 550 participants.
- Developed a collaborative access model to ensure medicines for reducing hospitalisations and death among at-risk COVID-19 patients were widely accessible. The model allowed community clinicians to prescribe for dispensation at NSW Health pharmacies, in a departure from standard practice. More than 5,000 patients accessed treatment.
- Supported the governance framework and initial list of approved medicines for the NSW Medicines Formulary. The formulary is part of a NSW Health initiative for governing the procurement and usage of pharmaceuticals to support optimal clinical governance and better value healthcare, leading to improved patient outcomes.
- Collaborated with the ims+ team and vendor on an automated process for receiving daily data, sorting it and presenting it to users in meaningful ways. The data are triangulated with patient administrative data and integrated into Quality Improvement Data Systems (QIDS), a platform that can integrate user data for further insights.
- Implemented the Safety and Quality Essentials Pathway across all NSW Health entities to help reduce harm through tailored workforce capability development. The Clinical Excellence Commission Academy partnered with 19 NSW Health entities for sustainable local implementation of the pathway.
- Established the data extract QIDS MatIQ. It already contains data on 140,000 births, is refreshed weekly and currently reflects 75% of NSW's public births using local health district maternity data. More than 5,000 trend and multilocation reports are generated each month, supporting NSW's clinicians and maternity services and improving patient safety.
- As the health system lead for infection prevention and control, we provided critical pandemic guidance, resources and education. We supported infection prevention and control practitioners with a novel leadership framework and a comprehensive Infection Prevention and Control Manual. We also supported the system and community with infection prevention and control advice for the monkeypox virus.
- Launched a podcast series with senior clinicians sharing their leadership journey in safety and quality. Each conversation is an engaging narrative on the significance of psychological safety to facilitate open discussions that enable the diversity of perspectives within a team.

## Health Education and Training Institute

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Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Adjunct Professor Annette Solman



Annette Solman commenced as chief executive of the Health Education and Training Institute in June 2015. Annette is focused on strengthening relationships with health and academic partners to lead innovative and contemporary education and training for improved health outcomes and support the diverse NSW Health workforce.

Annette holds a Master of Nursing (Research), Bachelor of Health Science, Diploma in Health Science (Nursing) and is an adjunct professor at the University of Sydney and the University of Technology Sydney, honorary professional fellow at the University of Wollongong and a member of the International Practice Development Journal Editorial Board.

### Year in review

The Health Education and Training Institute continued to face the challenges of supporting system training requirements through the demands of the COVID-19 pandemic response. The institute continued to deliver training virtually where possible. The institute responded to the training needs of the Public Health Response Branch by delivering a bespoke version of the People Management Skill Program in November 2021 and delivering three e-learning modules specifically tailored to their needs.

The institute also delivered a rapid response to the workforce training needs for the care assistant rollout. The Health Education and Training Institute rapidly designed and delivered a virtual three-and-a-half-day training program to 299 participants.

In addition to the COVID-19 response, the institute continued a high level of activity in the development of training resources available through the My Health Learning platform, The Health Education and Training Institute Higher Education and the NSW Health Registered Training Organisation, while maintaining its delegated role in medical intern accreditation and placement.

The Health Education and Training Institute Higher Education continued the development of short courses that can be combined to gain credit towards a recognised qualification or completed for professional development. This feature has provided more flexible options for staff to improve their skills in mental health knowledge and delivery of care.

### Key achievements

- Delivered the rapid rollout of care assistant training for COVID-19 workforce response, providing a training program to 299 participants in 21 cohorts.
- Released 258 new or refreshed online learning modules onto the statewide My Health Learning platform for access by staff anytime and anywhere.
- Delivered an ongoing program of virtual accreditation surveys for facilities to host medical interns and accreditation for Rural Junior Doctor Training Innovation Fund terms.
- Reviewed, redesigned and relaunched the Financial Management Essentials Series as a contemporary, fit-for-purpose finance education product for staff and launched the second cohort of the NSW Health Finance Executive Development Program.
- Delivered the Next Generation of Leaders and Managers in NSW Health program with two cohorts completing and three in progress.
- Adapted the established NSW Health People Management Skills program to a bespoke four-module program for the Public Health Response Branch during a peak in the pandemic.
- Developed core e-learning modules in My Health Learning for the Public Health Response Branch.
- Facilitated the clinical placement of 32,575 students with 10.7 million clinical placement hours hosted by NSW Health.
- Delivered Mental Health Pathways in Practice in collaboration with the Nursing and Midwifery Office to improve mental healthcare-related capabilities in nursing and allied health staff.
- Delivered Phase 1 of the Toward Zero Suicide training plan to support the Premier's Priority of reducing suicide rates.



# Specialty health networks

## Justice Health and Forensic Mental Health Network

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Business hours: 8am–5pm, Monday to Friday

### Acting Chief Executive Wendy Hoey

Wendy Hoey is an experienced health leader and registered nurse, has a Graduate Certificate in Health Management and is currently studying a Master of Business Administration and Public Health at Torrens University. Wendy has more than 20 years experience in senior health management roles within the public sector. Prior appointments include executive director for Central Queensland Hospital and Health Service and nursing director for the Central Queensland Mental Health Service.



Wendy joined Justice Health and Forensic Mental Health Network as executive director of clinical operations in 2019 and is currently acting chief executive.

### Year in review

Justice Health and Forensic Mental Health Network provides access to healthcare for people who come into contact with, or are at risk of coming into contact with, the criminal justice system. This includes in secure inpatient, custodial, court and community settings.

Healthcare to some of NSW's most vulnerable people needs strong collaboration with cross-government agencies and the Aboriginal Community Controlled sector, and this year we strengthened our partnerships to Close the Gap.

Together for Healthier Tomorrows is our 10-year strategic plan being prepared to shape our direction and purpose into the future. Through consultation, we heard the voices of our people and partners who recognise the need for transformation.

The plan will provide the catalyst for change to create a unifying vision that collectively focuses on a common ambition to deliver healthier tomorrows for the people in our care.

Thank you to our staff who delivered an exceptional response to COVID-19, with staff and patient safety paramount in the delivery of a coordinated approach across all our settings. It has been a mammoth task, but it has demonstrated the ability of people to collaborate, adapt and deliver – skills that will be fundamental to transforming our future.

### Key achievements

- Provided 4.5 million treatment events in NSW correctional settings in the 2021–22 financial year.
- Administered more than 54,000 COVID-19 vaccinations since March 2021 and 3,888 flu vaccinations as part of the vaccination program, ensuring our patients have access to vaccination in line with community standards.
- Implemented myVirtualCare, a clinical waiting room and video-consultation platform across every prison and multiple services to further increase virtual care encounters by 7.4%.
- Developed strong relationships with the broader continuum of justice including Youth Justice NSW, courts, diversion programs, the State Coroner and Corrective Services NSW to deliver best practice healthcare to the people in our care.
- Increased initiatives to transform outcomes for Aboriginal people and communities through partnerships with Aboriginal Community Controlled health services to support in-reach and care, and by supporting diversion away from custody where appropriate. The statewide Court and Community Liaison Service assesses adults with mental illness appearing before the court. The courts diverted 1,911 individuals recommended by the service for diversion in 2021–22. Of those diverted, 445 (23%) identified as Aboriginal.
- Achieved an 86% reduction in seclusion rates in the Forensic Hospital by less restrictive, more recovery-orientated care, without compromising patient and staff safety. We are using this success in our broader pathway to reduce restrictive practices.
- Received \$1.18 million in funding over three years for the Community Transitions Team, to support a test service to reintegrate back into the community and reduce the re-incarceration rate.
- Achieved a 42% decrease in patient waiting time and satisfaction scores of 96% in teledentistry, an adjunct to on-site oral health treatment. This helps provide timely assessments that enhance the triage process, ensuring an appropriate wait list of access to care that also supports an upstream approach.

- Delivered multiple co-designed patient information systems, such as:
  - Moodbox, to collect patient experience feedback
  - a digital resource hub (for Forensic Hospital families and carers)
  - a health and fitness portal for offender tablets
  - the development of health information resources to promote health literacy among our patients.
- Secured \$1.5 million for up to three years to commence a problem behaviours clinic, strengthening our mental health services, improving care provided to this patient cohort, their families, carers and those affected in the community.

## The Sydney Children's Hospitals Network

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Business hours: 8am–5pm, Monday to Friday

### Chief Executive Adjunct Associate Professor Cathryn Cox PSM



Cathryn Cox has extensive experience as a senior executive within NSW Health in relation to a wide range of health policy, planning, infrastructure, service development and strategic reform strategies and programs. Most recently Cathryn led NSW Health Infrastructure as its interim chief executive, and since August 2020 has been the chief executive of The Sydney Children's Hospitals Network. Her early role as a physiotherapist at Royal Prince Alfred Hospital paved the way for a long-term career in health and she remains committed to a health system that is focused on delivering outcomes that matter to patients and their families, and which delivers the experiences that our patients, families and our staff deserve.

Cathryn is passionate about the role of the Sydney Children's Hospitals Network in providing world-class patient-centred care for children and young people, and their families, as well as ground breaking health research and its translation into clinical practice. Cathryn received a Public Service Medal in the 2018 Australia Day Honours awards, is a member of a number of boards and is an adjunct associate professor of the University of Sydney.

## Year in review

The Sydney Children's Hospitals Network, incorporating Sydney Children's Hospital, Randwick, The Children's Hospital at Westmead, the Newborn and paediatric Emergency Transport Service (NETS), Bear Cottage and the Children's Court Clinic, is the largest provider of paediatric health services in Australia.

In 2021–22, the Sydney Children's Hospitals Network cared for 158,200 children with 49,951 hospital admissions to The Children's Hospital at Westmead and Sydney Children's Hospital, Randwick (excluding virtualKIDS); 91,324 emergency department presentations; and 1,108,321 occasions of service for non-admitted patients.

We adapted our models of care in response to the pandemic, including support for COVID-19 positive families in the community through our home-in-the-hospital model and virtualKIDS service.

More than 16,000 positive patients were cared for by virtualKIDS during 2021–22, with more than 2,500 cared for in one day on 20 September 2021.

Staff wellbeing continued to be a focus, with several initiatives introduced to support our people through the pandemic and beyond.

Our researchers continued to lead life-changing research, including a breakthrough in the treatment of babies diagnosed with spinal muscular atrophy and the discovery of a biochemical marker that could help detect babies more at risk of sudden infant death syndrome (SIDS), opening up the possibility for life-saving intervention.

## Key achievements

- Provided statewide leadership, advice and support in the clinical and psycho-social management of children and families with COVID-19. This included stewardship of meetings with paediatric partners in NSW, SA, VIC, QLD and NZ as well as the establishment of innovative models of care such as a home in the hospital model and a 'flying squad' of experts who visited and supported COVID-19 positive families in the community.
- Progressed Stage 1 of development of the viral vector manufacturing facility at Westmead Health and Innovation Precinct, the first of its kind in Australia. The facility will provide faster access to the next generation of medical treatments that will save and improve lives.

- Led a breakthrough in the treatment of babies diagnosed with spinal muscular atrophy at birth, in a world-first clinical trial of a gene therapy drug. Zolgensma® is now listed on the Pharmaceuticals Benefits Scheme. The Sydney Children's Hospitals Network is the first accredited treatment centre in Australia and has treated more than 30 patients with this life-changing therapy.
- Stage 2 redevelopment of The Children's Hospital at Westmead and detailed design for the redevelopments at Randwick and Westmead completed.
- Delivered clinician-led innovation forums to promote and support innovation currently underway across the network, and provide mechanisms for cross pollination and leveraging of this work.
- Sydney Child Health Program is accepted as a Graduate Diploma in Child Health by Western Sydney University.
- Worked collaboratively with the Department of Education, the Department of Communities and Justice, NSW Police and Western Sydney Local Health District to develop the Kids Early Years Network (KEYS) project in Western Sydney. It is the first network of its kind in NSW, connecting families with children under five to essential services centred on the child's and family's needs.
- Recognised for leadership and innovation in research and patient care, including winning the Transforming Patient Experience Award in the NSW Health Awards for The Quiet Pathway initiative, and Dr Cathryn Crowle being awarded Allied Health Researcher of the Year in the NSW Excellence in Allied Health Awards.
- Developed a multi-site project to investigate paediatric patient observation/vital signs and physical assessments undertaken by registered nurses within the Sydney Children's Hospitals Network. The project is being extended to three NSW local health districts in collaboration with the Agency for Clinical Innovation's Paediatric Network clinical nurse consultants and the NSW Children's Healthcare Networks.
- Established the Network's Leadership Development Reference Group and framework to support consistent capability development and ensure our people have the skills and confidence to meet the challenges of the future – one of a range of initiatives to support and develop our workforce.

## St Vincent's Health Network

390 Victoria Street, Darlinghurst NSW 2010

Telephone: (02) 8382 1111

Email: svhn.ceo@svha.org.au

Website: svhs.org.au

Business hours: 9am–5pm, Monday to Friday

### Chief Executive A/Professor Anthony M. Schembri AM



Anthony M. Schembri AM joined St Vincent's Health Network Sydney as chief executive officer in 2014. He is a board director of the Central and Eastern Sydney Primary Health Network, the Garvan Institute for Medical Research, the Victor Chang Cardiac Research Institute, the St Vincent's Curran Foundation, the National Centre for Clinical Research of Emerging Drugs, Co-Chair of the Nursing Research Institute of the Australian Catholic University/St Vincent's and Councillor for Sydney Partnership for Health Education Research Enterprise. Anthony holds academic appointments with the University of New South Wales, University of Notre Dame Australia and the Australian Catholic University.

### Year in review

It has been another milestone year for St Vincent's. From a \$25 million capital works grant provided by the state, two priority clinical redesign projects were commenced to deliver additional intensive care unit beds, addressing ongoing and very high occupancy, as well as additional consultation and treatment spaces in the Heart Lung Transplant Clinic to support the growing demand.

While expansion occurs on campus, we continue to extend care beyond our hospital walls. We are doing this via home-based care services supported by virtual technology and remote patient monitoring. We are also further growing our community-based care services for vulnerable populations who traditionally have the poorest access to healthcare and often experience the most complex needs.

In May 2022 we achieved St Vincent's Network Sydney-wide accreditation (St Vincent's Hospital, St Joseph's Hospital, Sacred Heart Health Service and The Kinghorn Cancer Centre) with all standards and actions being met.

We continue to play a leading role in the state pandemic response. As our services adapt in response to the evolution of the disease, St Vincent's is looking ahead to the treatment and management of the long-term effects of COVID-19, both in clinical services and extensive research into the disease.

## Key achievements

- Launched a dedicated post-acute multidisciplinary long COVID clinic, to manage patients with ongoing symptoms. The clinic is a hybrid model of both virtual and face to face and includes physical rehabilitation and mental health support.
- Commenced the St Vincent's Special Needs Dentistry Service for vulnerable persons. The clinic sees people who may have substance dependencies, experiencing homelessness, living with mental ill health, as well as those who have been incarcerated or are facing incarceration.
- Launched the GP Cancer Support Line – GPCanShare – a centralised GP cancer and cancer-related palliative care support line based at The Kinghorn Cancer Centre. The Central and Eastern Sydney Primary Health Network-funded GPCanShare service involves collaboration between Sydney Local Health District, South Eastern Sydney Local Health District, St Vincent's Local Health Network and general practices in the region.
- Launched the St Vincent's Diabetes in Youth Service – a clinic aimed specifically at people aged 16 to 25 years with Type 1 or Type 2 diabetes. The new service boasts a multidisciplinary team, enabling all their needs to be met in one setting and providing an opportunity to connect with their full-service diabetes team.
- Commenced a homeless Health Mobile Health Clinic, a mobile van equipped to provide robust chronic disease care in the community as well as specialist health care, including drug and alcohol treatment, mental health care and comprehensive physical health care. The St Vincent's mobile health clinic is equipped with telehealth facilities, enabling specialist care appointments with clinicians without the need to leave the community and come to hospital.
- Identified the nerve toxin causing brain fog and cognitive impairment following long COVID. This discovery signals the opportunity for trialling potential treatments, including those already used for other conditions, such as cancer or epilepsy.
- Pioneered the virtual biopsy in collaboration with Victor Chang Research Institute, to identify the likelihood of organ rejection post transplant. The new technique replaces invasive procedures for our patients.
- Developed the Radiofrequency Ablation Elimination of Anal Dysplasia (READY) protocol. A new treatment method for anal pre-cancers, currently in clinical trial. This approach promises to be highly effective, with minimal side-effects and is the first study of this kind in Australia.
- Implemented St Vincent's@Home Palliative Care Service to improve access and experience for people requiring palliative care.
- Commenced the co-design of trans and gender diverse healthcare training and set of principles for working with trans and gender diverse patients. This has already been successfully implemented within several key departments.

# Health Administration Corporation

## NSW Ambulance

Balmain Road, Rozelle NSW 2039

Telephone: (02) 9320 7777

Email: [ambulance-communications@health.nsw.gov.au](mailto:ambulance-communications@health.nsw.gov.au)

Website: [www.ambulance.nsw.gov.au](http://www.ambulance.nsw.gov.au)

Business hours: 9am–5pm, Monday to Friday

### Chief Executive Dr Dominic Morgan ASM

Adjunct Associate Professor Dominic Morgan has more than 30 years of ambulance experience across a broad range of roles in the areas of operations, clinical practice and leadership within ambulance services and the financial sector. After commencing his career with NSW Ambulance, he was appointed as chief executive officer of Ambulance Tasmania in 2009 and returned to NSW Ambulance in 2016 as chief executive and commissioner.



He is a board member of The Australasian Council of Ambulance Authorities, the peak body representing the ambulance sector in Australia and New Zealand and he has chaired a number of international sub-committees. He is also a member of the Ambulance Service Advisory Board.

Dominic has a number of professional affiliations including adjunct associate professorship with the University of Technology, Sydney, as well as being a registered paramedic.

Dominic holds a Diploma in Education, Bachelor of Health Science and a Master of Business Administration. He completed his PhD in 2018, undertaking a study into the factors that influence early access to defibrillation following out-of-hospital cardiac arrest.

## Year in review

It was one of the most challenging years NSW Ambulance has ever faced. The organisation responded to the highest number of Triple Zero (000) calls in its 127-year history due to the ongoing COVID-19 pandemic and the busiest New Year's day ever recorded. Severe weather events involving flooding and landslides in early 2022 further pressed NSW Ambulance to new heights.

Throughout the year NSW Ambulance has risen to new levels of collaboration and achievements. Significant recruitment of additional paramedics enabled a surge workforce to combat the unprecedented demand. A new fleet of five fixed-wing aircraft was introduced in January 2022, with enhanced technology and equipment to enable flight nurses to better deliver care. Enhancements to infrastructure continued with construction commencing at several new ambulance sites in metropolitan and regional areas.

As an integral part of NSW Ambulance's demand management plans, a Virtual Clinical Care Centre was rapidly implemented. The Virtual Clinical Care Centre provides expert clinical care and advice to patients who call Triple Zero (000) and are identified as cases suitable for management in the community or referral to non-emergency care locations that will better meet their healthcare needs.

## Key achievements

- Fast-tracked delivery of the final enhancements of the Statewide Workforce Enhancement Program during the fourth year of the program. The program enhanced the operational workforce by 750 paramedics and control centre staff, and surged the workforce through the recruitment of an additional 268 paramedics to respond to the pandemic.
- As part of the four-year initiative to convert 246 paramedic positions to intensive care paramedic positions, 73 paramedics commenced training for the higher clinical positions, to facilitate direct recruitment to regional intensive care paramedic positions.
- Commenced work to establish a new, fit-for-purpose NSW Ambulance State Operations Centre at Sydney Olympic Park, which will co-locate the Triple Zero (000) control centre with the aeromedical control centre. Planning and design for the fit-out has commenced.
- Enhanced infrastructure through the opening of Iluka Station under the stage 1 Rural Ambulance Infrastructure Reconfiguration program. Construction also commenced for the new Central Sydney Ambulance Station through the Sydney Ambulance Metropolitan Infrastructure Strategy program. Refurbishments were completed at 67 ambulance stations throughout metropolitan and regional areas.

- Delivered services and operations within budget, despite the innovations and challenges brought about by the pandemic.
- The NSW Ambulance control centre responded to unprecedented levels of activity throughout 2021–22. During the surge of COVID-19 cases through the Omicron wave in January 2022, NSW Ambulance received 116,421 calls for the month, the highest number ever recorded.
- Continued our strong focus on the health and wellbeing of our staff including:
  - the launch of the Wellbeing Platform app, to offer a personal health and wellbeing experience by delivering staff health programs, tailored resources, fitness challenges, healthy habit trackers and mindfulness activities
  - inducting more than 1,600 employees into the Medic Fit program, which provides exercise equipment at worksites and offers support from the health and fitness team consisting of health coaches and injury prevention specialists
  - hosted the 100th Wellbeing Workshop, which is a development program designed to support the mental and physical health of staff.
- Delivered an additional 69 intensive care ambulances with 50 going to rural and regional areas identified through a service planning process.
- Following funding allocation for 532 mechanical cardiopulmonary resuscitation units, 492 have been deployed. These will ensure that at least one mechanical cardiopulmonary resuscitation unit is available to every ambulance station across NSW.
- Supported Far West Local Health District in Wilcannia with COVID-19 testing and treatment. Assisted with the establishment of community support accommodation to further assist close contacts of people with COVID-19 to isolate safely if they could not do so at home.

## Health Infrastructure

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 Email: [hi-info@health.nsw.gov.au](mailto:hi-info@health.nsw.gov.au)  
 Website: [www.hinfra.health.nsw.gov.au](http://www.hinfra.health.nsw.gov.au)  
 Business hours: 9am–5pm, Monday to Friday

### Chief Executive Rebecca Wark

Rebecca Wark is an experienced leader of major infrastructure projects and has been with Health Infrastructure in various roles since 2008, overseeing the development of some of the state's largest hospitals and public health services.



Today, she is proudly leading the delivery of the largest health capital works portfolio in Australia.

Prior to Health Infrastructure, Rebecca worked on major projects across the public and private sectors including in health, education, justice and environmental management. Her first public sector role was planning and delivering venues for the Sydney 2000 Olympics. She has completed studies in landscape architecture and project management and acts as a mentor to young professionals in business and construction. She is also a non-executive director of Royal Far West.

### Year in review

Health Infrastructure continued to progress the \$11.9 billion health infrastructure capital investment program, delivering critical new and upgraded facilities and services across NSW. Twelve projects were completed in 2021–22 including the final stage of the \$241.3 million Dubbo hospital redevelopment, \$35 million Dubbo Western Cancer Centre, \$470 million Maitland Hospital and key facilities at Blacktown and Royal Prince Alfred hospitals under the Statewide Mental Health Infrastructure Program.

To safely and sustainably deliver the program, Health Infrastructure collaborated with construction and university partners to complete Project 5 – A Weekend for Every Worker two-year study and pilot, outlining a way towards a healthier, safer and more sustainable construction sector. Health Infrastructure also launched a Safety, Health and Wellbeing Strategy and an online platform, project toolkit, to facilitate strategic, efficient and consistent delivery of the capital program and embed NSW Health's facility planning process.

In addition to capital delivery, Health Infrastructure supported NSW Health to embed the statewide asset management framework with significant progress made towards strengthening assets accountability, performance, efficiencies and capability across the health system. Health Infrastructure also collaborated extensively across NSW Health and government on formative strategies and frameworks – including the draft NSW Health Precinct Strategy, Industry Prospectus and Commercial Framework. These will guide a more efficient and effective approach to health precinct development and commercial partnerships across NSW Health for improved health, economic and social outcomes.

### Key achievements

- Spent \$1.39 billion on the planning and delivery of health facilities, including completion and handover of 12 projects to local health districts.
- Completed 14 business cases for projects with a combined total value of \$3.3 billion.
- Awarded \$1.22 billion of construction contracts across 20 projects/programs across NSW.
- Embedded the statewide Asset Management Framework to strengthen accountability, performance, efficiencies and capability across the NSW Health system.
- Launched a new online platform, project toolkit, to facilitate strategic, efficient and consistent delivery of Health Infrastructure's capital program and embed NSW Health's facility planning process.
- Led the development of the draft NSW Health Precincts Strategy, which sets the outcomes and actions Spent for Health's places and precincts over the next five years to unlock innovation and partnership opportunities.
- Developed NSW Health's Industry Prospectus highlighting NSW Health's key strengths, capabilities and current opportunities to drive industry partnership and investment.
- Led the development of NSW Health's Commercial Framework which will guide more effective, efficient and consistent delivery of commercial partnerships and transactions.
- Progressed the establishment of Australia's first commercial-scale viral vector manufacturing facility, seeking industry expertise and capital investment.
- Completed Project 5 – A weekend for every worker, a two-year study and pilot with construction and university partners to work towards a healthier, safer and more sustainable construction sector.

## HealthShare NSW

1 Reserve Road, St Leonards NSW 2065

Telephone: (02) 8644 2000

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Website: [www.healthshare.nsw.gov.au](http://www.healthshare.nsw.gov.au)

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Carmen Rechbauer



Carmen Rechbauer has worked with HealthShare NSW since its inception in 2005 and was appointed to the chief executive role in 2018. In her previous role of executive director, Clinical Support Services, Carmen was responsible for the delivery of hospital support services, including food, linen, cleaning, portering and security.

She also led the design and implementation of the My Food Choice program, which transformed patient meal services and resulted in improved experiences for patients, staff and clinicians.

Prior to joining HealthShare NSW, Carmen worked with South Eastern Sydney Area Health Service where she gained frontline service delivery experience across seven hospitals. Since being appointed to the HealthShare NSW chief executive role, Carmen has focused on the organisation's culture, greater system collaboration, embedding sustainable practices, and enhancing the patient experience through collaborative system-wide reforms.

### Year in review

Over the last 12 months, HealthShare NSW has continued to care for patients, support the NSW Health system and operationalise important system reforms. At the same time we have been collaborating with our NSW Health partners, patients and community to deliver patient-centric services and assist in our state's COVID-19 and flood responses.

We released our first Sustainability Plan 2021–2024 and Diversity, Inclusion and Belonging Strategy 2021–2024 to strengthen our culture of respect for one another and the world around us. We exceeded all of NSW Government's diversity targets in 2021–22 but are committed to doing more. Likewise, while our sustainability initiatives are growing, our footprint as a statewide service provider gives us scope to work closely with our local health district partners to deliver statewide solutions.

Our patient transport service and food service teams supported NSW communities during the devastating floods, particularly in Northern NSW. This included temporary expansion of our services into new regions to safely transport NSW Health staff and COVID-19 patients.

Thanks to a huge effort spearheaded by our procurement team, more than 150 million RAT kits were ordered, ensuring essential government services could remain open, students could return to school, and at-risk and disadvantaged members of our community were supported.

### Key achievements

- Implemented Project CHEF at Bowral Hospital, validating significant benefits for food services reform principles.
- Developed and implemented a web-based platform called myPTS, which allows community and dialysis patients to view and monitor the status of their bookings, including live tracking of vehicles and estimated pick-up times. For community-based transfers, myPTS sends patients a text message confirming their transport. Regular dialysis patients can access myPTS at any time using a secure login.
- Achieved \$65.2 million of procurement savings (97% target) in the 2021–22 financial year.
- Delivered Phase 2 of the DeliverEASE program (management of medical consumables from dock to ward) at four South Eastern Sydney Local Health District hospitals (Prince of Wales, Sutherland, Sydney/Sydney Eye and Royal Hospital for Women). This program optimises stock control and inventory management principles for medical consumables at hospital wards by understanding what is in stock, when to replenish it, how much to order and how often.
- Achieved and exceeded diversity targets, including employees of Aboriginal background (3.5%); employees with a disability (6.7%); employees whose first language spoken as a child was not English (30.3%); women employees (65.8%); and women in senior leadership roles – Tier 1, 2 or 3 (58.6%).
- Sourced and supplied 36.5 million vaccine consumables to support the establishment of the vaccination hubs.
- Established the Health Prototyping Centre, a jointly created and funded venture between HealthShare NSW, eHealth NSW, NSW Health Pathology and Health Infrastructure. The centre provides spaces that mimic clinical, community and laboratory settings and services, as well as workshop facilities. Staff can explore products, systems and experiences to improve services in a low-cost, safe-to-fail environment. Prototyping teams will be able to use the centre to discover early on what ideas should be further developed and potentially introduced into our services.

## NSW Health Pathology

Level 5, 45 Watt Street, Newcastle NSW 2300

Telephone: (02) 4920 4000

Email: NSWPATH-info@health.nsw.gov.au

Website: www.pathology.health.nsw.gov.au

Business hours: 9am–5pm, Monday to Friday

### Chief Executive Tracey McCosker PSM

Tracey McCosker PSM has worked in the NSW public health system for almost 30 years and held the positions of director of finance, director of corporate services and director of clinical services for the Hunter New England Local Health District.



Tracey was appointed chief executive of NSW Health Pathology in 2012 after developing a business model for an integrated statewide public pathology service.

In 2018, she was awarded an Australian Public Service Medal for her outstanding service to public health in NSW.

She has a Bachelor of Commerce (Newcastle University) and a Master of Business Administration (University of Southern Queensland). She is a member of the Australian Institute of Company Directors and is a board member for Life Without Barriers, a national not-for-profit organisation that provides out-of-home care and support services for children, refugees and people with disabilities.

### Year in review

NSW Health Pathology continued to deliver quality, patient-centred public pathology and forensics services while responding to further COVID-19 and other public health challenges.

Our staff were resilient and innovative in dealing with record testing volumes generated by the 2021–22 Delta and Omicron outbreaks, and catastrophic flooding events that again threatened service delivery. I thank them for their selfless dedication to our communities.

We were proud winners of a 2021 NSW Health Secretary's Award for using pathogen genomics to help protect and save lives. The award recognised clinical scientists, translational researchers and clinicians at our Institute of Clinical Pathology and Medical Research, Westmead.

Our Public Health Pathology Director Dominic Dwyer was honoured in the 2021 Premier's Awards for his ongoing contributions to pandemic management.

We responded to the emerging public health concerns of Japanese encephalitis virus and monkeypox with new laboratory testing protocols.



Our Forensic and Analytical Science Service teams continued to provide world-class forensic analysis and advice for our police and justice partners.

I am extraordinarily proud of our people and the critical role we play at such a challenging time for health services everywhere.

### Key achievements

- Processed more than 3.4 million COVID-19 tests across 60 laboratories providing certainty to patients about their diagnosis and earlier access to treatment if needed.
- Created a secure results portal for patients to access their positive and negative COVID-19 results and download verifying reports for third parties such as employers and schools.
- Implemented a winter testing strategy across NSW Health enabling patients tested for COVID-19 to also be tested for influenza and, in some cases, other respiratory viruses.
- Opened a new Campbelltown laboratory, increasing pathology capacity across South West Sydney, and a new Maitland Hospital laboratory and collections centre in the Hunter.
- Completed the rollout of the Akuna Electronic Specimen Tracking System to improve patient safety, provide real time notification of any special requirements, and ensure the integrity and timely delivery of all specimens entrusted to NSW Health Pathology.
- Progressed the rollout of a new invoicing and Medicare billing application to 50% of NSW Health Pathology sites, replacing four legacy systems with one statewide solution.
- Progressed to tender evaluation for a statewide laboratory information management system and other enabling projects, including a statewide quality management system. The Fusion system will enhance quality of care for our communities.
- Developed a purpose-built forensic medicine information system to transform the capture of workflow, clinical information, case management and reporting. The single statewide case record for all coronial referrals will improve timeliness and service for bereaved families.
- Provided expert scientific analysis to support the NSW Government's Drug Surveillance Strategy to directly inform community alerts about harmful substances and to support the treatment of critically ill patients presenting to emergency departments.
- Celebrated the considerable achievements of our committed staff with four finalists – including a winner – in the 23rd Annual NSW Health Awards recognising leadership, patient safety and our ongoing contribution to COVID-19 management.

## eHealth NSW

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821 Pacific Highway, Chatswood NSW 2067  
Telephone: (02) 9880 3200  
Email: [EHNSW-eHealthCE@health.nsw.gov.au](mailto:EHNSW-eHealthCE@health.nsw.gov.au)  
Website: [www.ehealth.nsw.gov.au](http://www.ehealth.nsw.gov.au)  
Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Dr Zoran Bolevich

Dr Zoran Bolevich has a background in medicine and business administration and has worked in senior health system management, health IT and data analytics leadership roles in Australia and New Zealand.



Leading a team of more than 1,600 staff, Zoran is focused on implementing the eHealth strategy for NSW Health, streamlining governance of eHealth NSW's key programs and activities, and developing a highly effective, customer-focused health IT organisation.

Zoran is well-recognised in the healthcare sector and information and communications technology industry for driving innovation and influencing rapid change across NSW Health. He is passionate about improving the health system through meaningful and effective use of digital technologies, data analytics, research and innovation, in partnership with patients, clinicians, health organisations, government and industry partners.

He represents NSW Health on the board of the Australian Digital Health Agency and on the NSW Government's Information and Communications Technology Leadership Group and is a board member of the Australian Institute of Health and Welfare.

Previous roles include the NSW Ministry of Health's director of demand and performance evaluation, and executive director, Health System Information and Performance Reporting. Zoran also oversaw the national health information strategy and architecture for New Zealand's Ministry of Health.

As well as a Doctor of Medicine, Zoran holds a Master of Business Administration and is a fellow of the Royal Australasian College of Medical Administrators and executive fellow of the Australian and New Zealand School of Government (ANZSOG).

## Year in review

eHealth NSW has continued to support the health system in its response to the ongoing pandemic. Investments made in previous years to build consistent information and communications technology foundations and platforms have enabled us to respond with agility and efficiency.

Efforts to refresh critical infrastructure and transition digital systems to the cloud and government data centres continue to be progressed, resulting in greater scalability and security.

Providing safe, secure, and sustainable digital systems is vital. The launch of the Essential Eight cybersecurity program will help NSW Health lift its maturity in this important area.

Adoption of virtual care and telehealth continues, with the NSW Telestroke service being used for more than 2,370 patient consultations while more than 25,000 clinicians have used myVirtualCare video consultation service.

A range of new capabilities have been developed and are being progressively implemented, such as the NSW Health Enterprise Data Lake, SafeScript NSW and HOPE (the patient-reported measures platform).

Enhancing patient experiences, through digital solutions is a key focus, with collaborations across NSW Health, other government agencies and industry on the NSW Health App, Child Appointment Reminder Service, and Outpatients Referral Management.

Our partnerships across the healthcare and technology sectors have been instrumental in our achievements, as has the dedication and work of our staff. eHealth NSW strived to deliver technology to improve patient safety, quality and continuity of care, and provide a consistent experience for patients and staff across the health system.

## Key achievements

- Completed the rollout of the NSW Telestroke service which is now active at 23 rural and regional hospitals across NSW and has been used in more than 2,370 patient consultations.
- Delivered a significant upgrade of a computer-aided dispatch system for NSW Ambulance. This improves clinical question and answer pathways, patient geolocation, address points and points of interest, mapping functionality and routing of ambulances to incidents.
- Implemented the Electronic Transfer of Care (eTOC) System, a first-of-its-kind in Australia, in nine hospitals. eTOC enhances the safety of patients being transferred from intensive care units to general hospital wards.
- Implemented the Health Outcomes and Patient Experience (HOPE) platform across 457 NSW Health clinics to capture patient, carer and community feedback.
- Introduced SafeScript NSW, a new online, real-time prescription monitoring system. Since implementation was completed in May 2022, SafeScript has been adopted by 13,752 health practitioners and used to support clinical decision making regarding the monitored medication of 51,496 patients.
- Provided ongoing education to NSW Health staff on cyber security, reduced vulnerabilities across NSW Health systems, uplifted NSW Health's cyber security maturity, and continuously improved NSW Health's cyber security incident response plan.
- Expanded the new Radiology Information System and Picture Archiving and Communication System to nine local health districts and one network.
- Delivered the NSW Health Enterprise Data Lake, a significant step towards using data and analytics across NSW Health to drive reform and innovation and support value-based healthcare.
- Continued to transition NSW Health systems to NSW Health government data centres and the cloud environment. In many instances, these cloud transitions were the first achieved globally for particular health applications.
- Completed the statewide implementation of the junior medical officer recruitment and onboarding platform.

# Local health districts



NSW Health’s 15 local health districts cover metropolitan, regional and rural areas across NSW, varying in both geographical size and population. Districts provide hospital, community and population-based healthcare services that meet the needs of their local community.

Providing a comprehensive range of medical specialties, the districts deliver in-hospital care, outpatient services, mental health services, child and family health services, oral health services, Aboriginal health services, and drug and alcohol rehabilitation.

The COVID-19 pandemic created significant challenges for the districts, as did the floods. Many were impacted by these unforeseen circumstances but the overarching theme has been the incredible resilience of staff, as they continued to strive to provide high-quality safe care to their patients and communities.

Read on to discover each district’s achievement for the year and visit their websites to find out more about the services they provide.

## Metropolitan NSW local health districts

- Central Coast
- Illawarra Shoalhaven
- Nepean Blue Mountains
- Northern Sydney
- South Eastern Sydney
- South Western Sydney
- Sydney
- Western Sydney

## Rural and regional NSW local health districts

- Far West
- Hunter New England
- Mid North Coast
- Murrumbidgee
- Northern NSW
- Southern NSW
- Western NSW

## Central Coast Local Health District

Holden Street, Gosford NSW 2250

Telephone: (02) 4320 2111

Email: CCLHD-Feedback@health.nsw.gov.au

Website: www.cclhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Scott McLachlan From November 2021



Scott came on board as chief executive in November 2021, having held leadership roles in both private and public health systems across the past two decades. Raised in country NSW, he understands the highly complex landscape of the healthcare environment and the unique challenges of healthcare delivery in Australia. Scott is passionately motivated every day to lead improvements in health outcomes for the community through authentic engagement, strong collaboration with clinicians, strategic partnerships and fostering innovation. Scott was previously chief executive at Western NSW Local Health District for eight years.

### Acting Chief Executive Brad Astill From April to November 2021

Executive Director System Performance Support Brad Astill was interim chief executive prior to Scott's appointment. Brad is an experienced health leader in both management and operations. He has previously acted in a number of senior executive roles in NSW local health districts, including as the interim chief executive at Far West Local Health District.

## Year in review

Central Coast Local Health District provided high quality, safe care for our local community, while managing the ongoing impacts of COVID-19. We displayed a commitment to growth, collaboration and improvement amid increased pressures and demands.

Innovative and safe ways of caring for our patients during the pandemic was a priority. Education and training ensured our staff remained protected and informed with the latest resources and advice.

Our nursing and midwifery directorate established a surge workforce team, rapidly onboarding 150 new staff. Many staff were also redeployed to support contact tracing teams and other COVID-19 response efforts.

Our public health unit supported and educated the broader community and staff on how to stay safe during the pandemic. They also supported the management of COVID-19 and influenza outbreaks in vulnerable community settings.

Nunyara Aboriginal Health Unit celebrated 25 years of supporting the health and wellbeing of our Aboriginal community, and Woy Woy Hospital marked 50 years since its official opening.

We welcomed 153 nursing and midwifery graduates, 68 interns and had one of the state's largest intake of assistants in medicine, with 24 final-year students. There were a further 800 student placements in various fields.

Our teams demonstrated incredible dedication and resilience and we thank them for their unwavering efforts.

## Central Coast Local Health District : Demographic summary

### Size

1853 km<sup>2</sup>

### Population size

349,249 residents

Projected to increase to 378,235 by 2032

### Age

16% aged 70+

70+ age group predicted to increase to 70,226 by 2032

### Culture

4.9% Aboriginal or Torres Strait Islander background

21% born overseas

More than 0.6% Central Coast residents reported having low English proficiency

Darkinyung (Darkinjung) people are the traditional custodians of the land

### Health challenges

Ageing population

Demand for culturally safe Aboriginal services

Strong workforce to ensure safe, quality care

Mental health service demands

Chronic health conditions

## Key achievements

- Completed major infrastructure projects including:
  - the \$200 million Wyong Hospital redevelopment, featuring a new and expanded emergency department, 13 additional treatment spaces and a modern intensive care unit
  - the \$72.5 million Central Coast Clinical School and Research Institute, with the University of Newcastle, bringing together world-class education and pioneering research.
- Installed a large-scale PV solar system (1.36MW) at Gosford Hospital to support the rollout of the first battery-powered electric vehicle fleet in NSW local health districts.
- Launched the Caring for our Community Plan 2021–2031, shifting towards community-based care and outlining the future direction for the health and wellbeing of the local community.
- Collaborated on the Healthy Jarjums Healthy Future initiative to provide access to children’s health checks for Aboriginal and Torres Strait Islander children starting kindergarten.
- Progressed virtual healthcare initiatives including:
  - a virtual wellbeing program during COVID-19 for residents of the special health accommodation, in partnership with the Faculty of Social Work at the University of Newcastle, to reduce emotional and psychosocial impacts
  - a remote patient-monitoring program for patients in acute and post-acute care and those diagnosed with gestational diabetes mellitus (GDM).
- Implemented the Health Outcomes and Patient Experience (HOPE) platform across 13 services, giving clinicians access to real-time information, which improves understanding of what matters to patients and supports shared decision making about care, treatment and health interventions.
- Delivered more than 128,000 COVID-19 vaccinations across the region.
- Supported 147 early childhood education services as part of the Munch & Move program, including menu reviews for 19 services.
- Developed a hospital-acquired complications improvement and recovery plan to improve patient safety.
- Implemented Electronic Medical Record (eMR) solutions including:
  - Comprehensive Care, supporting clinicians in ensuring patient’s healthcare is planned and informed by their clinical and personal needs
  - smoking cessation to standardise documentation and enhance interventions across NSW Health services through the inclusion of relevant questions, tools and prompts.

## Far West Local Health District

2–4 Sulphide Street, Broken Hill NSW 2880

Telephone: (08) 8080 1333

Email: [FWLHD-Feedback@health.nsw.gov.au](mailto:FWLHD-Feedback@health.nsw.gov.au)

Website: [www.fwlhd.health.nsw.gov.au](http://www.fwlhd.health.nsw.gov.au)

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Umit Agis



Umit Agis was appointed chief executive in January 2020.

Umit’s career in health service delivery spans more than 25 years, with the last 15 in senior

management. His previous roles include executive roles at Country Health South Australia, and at Tasmanian Mental Health Services, Forensic Mental Health Services, Prison Health, Forensic Mental Health Services and the Drug and Alcohol Services.

Umit’s qualifications include a Bachelor of Social Work, Graduate Diploma in Health Sciences and a Master of Management. He is a graduate and member of the Australian Institute of Company Directors and is halfway through completing a Doctor of Business Administration. He also holds an academic chair with the International Institute of Organisational Psychological Medicine.

### Year in review

This year proved the resilience of Far West Local Health District staff and its communities. In August 2021, the far west succumbed to a major COVID-19 outbreak in our remote communities. With the help of key partner organisations and community members, the local health district provided safe alternate care and accommodation for people who were unable to isolate from their family members. The collaborative effort should be recognised for the outstanding outcomes achieved.

The Virtual Intensive Care Unit (vICU) was launched at the Broken Hill Health Service and Royal Prince Alfred Hospital. This technology enables the delivery of better healthcare for community members. It also provides opportunities for staff to enhance their skills in critical care medicine, both through real-time training and education opportunities via vICU link and a series of exchange opportunities.

In addition, an Aboriginal Health NHARATJI (meaning together) logo was created by Aboriginal artists and Paakintji and Wilyakali man Corey Payne in 2021.

In recognition of Reconciliation Week and NAIDOC Week 2022, staff wore the NHARATJI shirts and continue to wear the shirts to work daily.

## Key achievements

- Confirmed funding of \$10 million for the redevelopment of the Broken Hill Health Service emergency department and mental health inpatient unit, as well as \$30 million for the Wentworth Health Service redevelopment.
- Established the COVID-19 community response team, made up of doctors, nurses, administration staff, Aboriginal health workers, adult and adolescent mental health services, as well as drug and alcohol services and violence, abuse and neglect services. The aim was to meet the needs of people who were in isolation and people who tested positive for COVID-19 or living with someone who tested positive for COVID-19.
- Broken Hill Health Service joined the statewide NSW Telestroke service to improve timely access to specialist stroke clinician care and remove barriers caused by geographical location.
- As part of a Closing the Gap initiative, the Aboriginal Health Workforce commissioned an Aboriginal logo to be used as part of the local health district's emblem and displayed on Aboriginal work shirts, to wear as part of the staff uniform.
- Exceeded NSW Ministry of Health targets for referrals to the Get Healthy information and coaching service. The results are:
  - Health professional Referral Goal
    - 204% of annual target reached (96/46 referrals)
  - Health Professional Enrolment Target
    - 112% of annual target reached (29/26 enrolments)
  - Get Healthy in Pregnancy Referral KPI
    - 123% of annual target reached (38/31 referrals).
- Local early childhood services exceeded the annual target for the Munch & Move program (65% of trained early childhood services adopt 80% of program practices), with around 71% of services adopting the program to the agreed standard. The program aims to increase healthy eating and physical activity of children in early childhood services settings.
- Implemented an alternative model to transition non-emergency nurses to emergency nursing, building capacity of the emergency nursing workforce in Broken Hill. This structured model has potential to improve recruitment and retention of emergency department nursing positions within the Broken Hill Health Service.
- The South Australia Commission on Excellence and Innovation in Health partnered with the Compassion Collaborative team to send local staff messages of support in recognition of the tough time experienced during the COVID-19 pandemic. The 228 messages of support were accessible between December 2021 and January 2022. More than 1,000 messages were accessed by staff, with the 'Loved' button used 96 times.
- Established a psychotherapy clinic for mental health drug and alcohol (MHDA) clinicians, focused on increasing the skill set of these clinicians and consumers. Staff develop essential clinical skills, while consumers receive a service which improves short- to medium-term outcomes.
- Launched a new website in June 2022, which was the first of the NSW Health websites developed under the NSW Government's website consolidation OneCX program. The contemporary website better connects local health services with the community, providing a refreshed look that is now easier to access and navigate, especially on a mobile device. The site makes it simple to find and understand health information published by the government, better meeting the needs of our diverse community. It provides a new single home for information for patients and carers and features improved search functionality.

## Far West Local Health District : Demographic summary

### Size

194,949 km<sup>2</sup>

### Population size

28,717 residents

Projected to decrease to 24,743 by 2032

### Age

16% aged 70+

70+ age group predicted to increase to 22% by 2032

### Culture

13% Aboriginal or Torres Strait Islander background

5% born overseas

4% speak a language other than English

Barkandji, Wilyakali, Ngiyampaa, Muthi, Wadigali, Malyangaba and Wangkumara peoples are the traditional custodians of the land

### Health challenges

Aboriginal health and wellbeing

Chronic disease, including diabetes, cardiovascular disease, chronic obstructive pulmonary disease and cancer

Smoking during pregnancy

Suicide

Childhood vulnerability

## Hunter New England Local Health District

Lookout Road, New Lambton Heights NSW 2305

Telephone: (02) 4985 5522

Email: HNELHD-SRC@health.nsw.gov.au

Website: www.hnehealth.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Michael DiRienzo

Michael DiRienzo holds tertiary qualifications in commerce and economics. He held senior positions in a range of manufacturing organisations prior to entering the health field.



Michael has extensive experience in senior management roles within health support services and was senior operational leader of the district's major referral hospitals prior to becoming chief executive in January 2011.

### Year in review

Our steadfast commitment to providing safe and quality healthcare to those across Hunter New England has not wavered, despite a challenging year in the ongoing fight against COVID-19.

We scaled up our testing, tracing and treating of COVID-19 twice due to the Omicron variant. This redirection of resources was possible because of an above-and-beyond commitment and we are extremely grateful to our staff.

Together, we converted community halls and a major hardware facility, built numerous pop-up clinics and transformed dozens of wards into vaccination centres. We also provided outreach services to the vulnerable in our community.

We delivered virtual care consultations and implemented several workforce development strategies to increase access to allied health professionals in regional communities.

New health infrastructure and redeveloping our existing facilities ensures we can meet the diverse needs of our population. We recently completed the redevelopment of Maitland, Murrurundi and Inverell hospitals, with more infrastructure planning underway.

We continue to turn our attention toward improving the care we provide to each patient; support infrastructure projects that will deliver enhanced health services and jobs closer to home; maintain our laser-sharp focus on sustainability in order to become carbon and waste neutral by 2030; and invest in digital technologies.

I want to thank our 17,000 staff across the district for their resilience, compassion and determination these past twelve months.

### Key achievements

- Launched a new chemotherapy service in partnership with the community of Narrabri.
- Implemented a new ear, nose and throat service and dementia service for Tamworth and surrounding communities.
- Developed a shared care project with GPs to support management of children with attention deficit hyperactivity disorder (ADHD), increasing access to services and medication, and creating more capacity for children to be seen in the public health system.
- Opened Safe Haven suicide prevention hubs in Newcastle and Tamworth to support people feeling distressed or having suicidal thoughts.

## Hunter New England Local Health District : Demographic summary

### Size

131,785 km<sup>2</sup>

### Population size

955,551 residents

Projected to increase to more than 1.1 million by 2032

### Age

- 15% aged 70+
- 70+ age group predicted to increase to 18% by 2032

### Culture

9.6% Aboriginal or Torres Strait Islander background

16.6% born overseas

5.4% speak a language other than English

The Kamilaroi, Gomilaroi, Geawegal, Bahtabah, Thungutti, Awabakal, Aniawan, Biripi, Worimi, Nganyaywana, Wonnarua, Banbai, Ngoorabul, Bundjalung, Yallaro and Darkinung peoples are the traditional custodians of the land

### Health challenges

Stroke

Cancer

Gastrointestinal disease

Kidney disease

- Delivered a record number of telehealth consultations, helping patients receive timely, specialist care closer to home, while reducing travel and time away from family and friends.
- Implemented the Allied Health Rural Generalist Program, an innovative workforce development strategy to increase access to highly skilled allied health professionals for rural and regional communities.
- Achieved significant gains in our commitment to becoming carbon and waste neutral by 2030, including a 17% reduction in CO<sub>2</sub> emissions, 19% increase in water capture, 12% increase in waste diverted from landfill and 9% increase in water recycling. John Hunter Hospital was also the site of the world's largest solar power installation on a health facility.
- Delivered COVID-19 Care in the Home services to around 90,000 adults and children, supporting those who tested positive but were well enough to stay home. The service provided dedicated medical and nursing support and equipment to monitor symptoms and support recovery.
- Completed multiple infrastructure projects for our communities, including new hospitals for Inverell, Murrurundi and Maitland; a new birthing suite for Singleton; and the Belmont vaccination hub. Progressed designs for stage 1 of the John Hunter Health and Innovation Precinct, eating disorder clinic, Banksia Mental Health, Moree, Glen Innes, Gunnedah, Manning and Muswellbrook hospitals.
- Made significant progress in introducing the single digital patient record initiative, which will provide holistic medical and patient information at the point of care whilst offering a consistent and high-quality experience for patients and clinicians.

## Illawarra Shoalhaven Local Health District

Suite 2, Level 2, 67-71 King Street  
Warrawong NSW 2502

Telephone: (02) 4221 6899

Email: [ISLHD-CEOffice@health.nsw.gov.au](mailto:ISLHD-CEOffice@health.nsw.gov.au)

Website: [www.islhd.health.nsw.gov.au](http://www.islhd.health.nsw.gov.au)

Business hours: 8:30am-5pm, Monday to Friday

### Chief Executive Margot Mains

Margot Mains began her career as a nurse and held senior leadership roles in health in New Zealand and South Australia, before taking up the position of chief executive in 2014. Margot has extensive health executive leadership and management experience at hospital and district level. She also holds a Bachelor of Laws. Margot has led the district through a significant period of change, including leadership reform and the COVID-19 pandemic, and has a strong focus on research. Margot is a fellow of the University of Wollongong, admitted in recognition of her expertise and strategic leadership for improving health outcomes and connections across the Illawarra and Shoalhaven healthcare community.



### Year in review

Another significantly challenging period for all, which saw COVID-19 measures dominate the year. Our public health team worked on the immense task of contact tracing and outbreak management. We developed special health accommodation facilities to support safe isolation and commenced the vaccination program rollout, which saw the creation of a mass vaccination centre within a disused department store in just over a month.

## Illawarra Shoalhaven Local Health District : Demographic summary

### Size

5620.2 km<sup>2</sup>

### Population size

428,500 residents

Projected to increase to 489,100 by 2032

### Age

14.75% aged 70+

70+ age group predicted to increase to 86,658 by 2032

### Culture

4.34% Aboriginal or Torres Strait Islander background

22.66% born overseas

11.29% speak a language other than English

Dharawal and Yuin peoples are the traditional custodians of the land

### Health challenges

Cancer

Heart disease

Injuries

Mental health conditions

Respiratory disease



We further developed engineering solutions for safe air flow in our hospitals, created outdoor staff respite areas and developed innovative solutions to challenges, including new models of care.

Our dedicated staff delivered outstanding services while maintaining the strictest protocols. Their resilience and adaptability was wholeheartedly acknowledged during a week of thanks to mark their momentous and ongoing contribution.

The increased use of technology has been crucial. We supported thousands of COVID-19 patients in their homes and enabled inpatients to communicate virtually with their families. The NSW Telestroke service was implemented at Shoalhaven Hospital, enabling rapid virtual access to specialist stroke services.

Amidst COVID-19, we celebrated important milestones. This included the purchase of land at Dunmore for construction of the new Shellharbour Hospital, while land acquisition and planning continued for the much-anticipated redevelopment of Shoalhaven Hospital.

### Key achievements

- Developed and implemented dedicated programs to manage ongoing COVID-19 measures, including creating a mass vaccination centre to deliver more than 200,000 doses of the COVID-19 vaccine. We also established accommodation facilities to support isolation measures, implemented outreach programs for vulnerable communities and escalated the public health response.
- Increased the district's telehealth capability to provide services for patients in their own home, including the Virtual Community Care service, which supported thousands of COVID-19 patients and those with chronic conditions.
- Implemented a new nursing care model within emergency departments, known as HIRAIID, to quickly identify patient deterioration. This has improved treatment times for patients and enabled immediate and measurable emergency nursing care for 150,000 patients annually. It has also been recognised by the National Health and Medical Research Council and implemented in 32 other Australian emergency departments.
- Established the region's first cardiothoracic surgery service in partnership with Wollongong Private Hospital. The collaboration has provided services to more than 100 patients, who otherwise would have required transfer to Sydney for treatment. It has enabled provision of other highly specialised cardiac procedures that were not available locally.
- Launched the Quick Access Therapy team to provide an intensive home-based program to support hospital discharge and reduce risk of readmission. Delivered by an interdisciplinary allied health team, it has prevented 438 unnecessary hospital admissions in the past year.
- Commenced the Mental Health Police and Ambulance Program to deliver an emergency response alternative for patients experiencing a mental health episode. It has provided specialised care options for more than 1,100 consumers, without the need to attend an emergency department.
- Delivered the Care to Connect initiative that provides structured support for hospital patients to virtually communicate with family during visitor restrictions or distance challenges. The program has reduced patient isolation, kept families informed and alleviated increased phone calls to wards.
- Designed a dietetics project dedicated to reducing hospital-acquired malnutrition, an issue that impacts patient outcomes and increases mortality. Through improved identification and coding practices, the project has resulted in an 82% decrease in the number of patients with this complication.
- Expanded the SEED workplace wellness program to further support staff during another challenging year. The program has worked to build resilience and enhance connectedness and wellbeing at work.
- Outstanding staff were recognised at state level, with five nominees in the Excellence in Nursing and Midwifery Awards. This included three Healing Heart Awards for Exceptional Care nominated by the community.

## Mid North Coast Local Health District

Morton Street  
Port Macquarie NSW 2444  
Telephone: 1800 726 997  
Email: MNCLHD-ConsumerRelations@health.nsw.gov.au  
Website: www.mnclhd.health.nsw.gov.au  
Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Stewart Dowrick



Stewart Dowrick began his career in healthcare administration at the then Children's Hospital at Camperdown in 1989. He moved to the Central Coast Area Health Service in 1993 and the Mid North Coast Area Health Service in 1999. Since 2000, he has held numerous executive positions with the Mid North Coast and North Coast Area Health Service and was appointed chief executive at the beginning of 2011. Stewart has a particular interest in health service partners working together. He holds a Doctorate in Health Studies, and tertiary qualifications from the University of New South Wales, the University of Newcastle and the Australian Institute of Company Directors.

### Year in review

Our teams have continued to respond to the COVID-19 pandemic, playing an integral role in protecting our community. Coordinating isolation accommodation, standing up testing clinics at showgrounds and sporting fields, leading the local vaccination program and establishing a COVID-19 Care in the Community service were all key to this response.

Major capital projects across the district reached important milestones, with a multistorey clinical service building opening at Coffs Harbour and new HealthOne centres becoming operational at Bowraville and Camden Haven.

Our team's achievements were recognised at the 2022 Health Innovation Awards, which showcased excellence across a range of clinical and non-clinical programs. We also celebrated the dedication of Coffs Harbour Pink Ladies President, Helen Mears, who was named the NSW Health Volunteer of the Year.

With our Aboriginal teams and partners, we paused across the local health district in acknowledgement of National Sorry Day and to witness the NSW Health apology to the survivors of the Stolen Generations.

We continued to embed the Aboriginal Cultural Safety and Security Framework and established an Aboriginal-led specialist wellbeing service. In addition, we launched a new district Aboriginal artwork representing the region's nations and partnerships, providing visual representation of local Aboriginal culture and collaborative relationships into the future.

We thank our healthcare team for their compassion, commitment and resilience.

## Mid North Coast Local Health District : Demographic summary

Size	Culture	Health challenges
11,335 km <sup>2</sup>	6.7% Aboriginal or Torres Strait Islander background	Chronic disease
<b>Population size</b>	15.6% born overseas	Ageing population with complex needs
228,420 residents	6.3% speak a language other than English	High rates of cancer – melanoma, prostate
Projected to increase to 244,270 by 2032	Gumbaynggirr, Dunghutti, Birpai and Nganyaywana peoples are the traditional custodians of the land	High Aboriginal population / Lower socio-economic communities
<b>Age</b>		High rates of risky lifestyle behaviour and bio-medical risk: overweight/obese, inadequate physical exercise, high blood pressure, high blood glucose, smoking rates, alcohol rates
19% aged 70+		
70+ age group predicted to increase to 57,844 by 2032		

## Key achievements

- Achieved district-wide accreditation.
- Supported vulnerable populations in COVID-19 response.
- Opened the new Coffs Harbour Health Campus Clinical Services Building, as part of the \$194 million expansion project.
- Implemented all four of the Towards Zero Suicides initiatives.
- Delivered Youth Well Fund through a regional leadership model to build capacity for preventive health.
- Achieved the prestigious World Stroke Organisation Angels Gold Status Awards at Port Macquarie Base Hospital and Coffs Harbour Health Campus.
- Launched a chronic care service located at Kempsey District Hospital, in collaboration with Durri Aboriginal Corporation Medical Service.
- Delivered a range of engagement programs to inform, support and empower staff.
- Achieved the first large-scale battery storage project at Port Macquarie Base Hospital to reduce emissions.
- Chief Co-Investigator on two Medical Research Futures Fund grants into musculoskeletal research.

## Murrumbidgee Local Health District

Level 1, 193–195 Morgan Street  
Wagga Wagga NSW 2650  
Telephone: (02) 5943 2003  
Email: [MLHD-FeedBack@health.nsw.gov.au](mailto:MLHD-FeedBack@health.nsw.gov.au)  
Website: [www.mlhd.health.nsw.gov.au](http://www.mlhd.health.nsw.gov.au)  
Business hours: 8.30am–5pm, Monday to Friday

### Chief Executive Jill Ludford

Jill Ludford leads a team of more than 3,500 staff who deliver healthcare across 47 health facilities in the Riverina Murray region.

Having started her career as a registered nurse and midwife, Jill is passionate about improving access to essential healthcare in rural communities and advocates for digital clinical programs, including telehealth and electronic medical record systems.

Under Jill's leadership, the district has sponsored new models of patient care, improved patient experience and introduced staff wellbeing programs. Jill has strong links with the regional community and has fostered partnerships with a range of stakeholders, including non-government organisations, Aboriginal services and tertiary institutions.



### Year in review

Murrumbidgee Local Health District continues to build and sustain innovative healthcare models to support our communities and consumers. Strengthening our multidisciplinary approach in care delivery, while navigating the response to the pandemic was our focus.

## Murrumbidgee Local Health District : Demographic summary

### Size

125,243 km<sup>2</sup>

### Population size

245,855 residents

Projected to increase to 256,883 by 2032

### Age

15% aged 70+

70+ age group predicted to increase to 19% by 2032

### Culture

5.8% Aboriginal or Torres Strait Islander background

10% born overseas

7.5% speak a language other than English

Wiradjuri, Wamba Wamba/Wemba Wemba, Perrepa Perrepa, Yorta Yorta, Nari Nari and Muthi Muthi peoples are the traditional custodians of the land

### Health challenges

Cancer

Chronic disease

Heart disease

Mental health/suicide

Health risk factors of smoking and above healthy weight

We progressed Living Well Your Way with the Murrumbidgee Primary Health Network. Co-designed with consumers and clinicians, the initiative uses technology to link patients from hospital to home to support them in managing their disease.

A new generation of junior doctors are being inspired by our Rural Generalist Training Pathway to choose a career in primary care and support rural hospitals with their advanced skills.

Our public health team responded to detection of Japanese encephalitis. Case interviews and clinician alerts were established quickly to keep our communities safe.

As proud partners of Ngunggyalali, the Riverina Murray local decision-making accord, the alliance prepared a feasibility study and business case to establish an Aboriginal cultural rehabilitation and recovery centre in the region.

Major works continue at the Griffith Base Hospital with work commencing on the new clinical services building, a major component of the \$250 million redevelopment.

Our first Environmental Sustainability Strategy 2022–2024 was released and our Research Framework 2022–2027 refreshed to cultivate locally led research.

We acknowledge the contribution and compassion of our staff, volunteers, and community advocates. We share our heartfelt thanks with everyone who provides exceptional rural healthcare across all healthcare settings.

### Key achievements

- Griffith Base Hospital was the first public hospital to introduce Magseed – a tiny, stainless steel ‘seed’ implanted in a cancerous breast tumour marking its location for surgery.

- Safe Havens opened in Wagga and Griffith for people experiencing suicidal distress. Offering an alternative to going to a busy, stressful emergency department, Safe Havens have provided support for 131 people, and the Suicide Prevention Outreach Team supported a further 618 people.
- Our local health district had its highest ever number of intake of new graduate nurses through the GradStart program, onboarding more than 140 early career nurses.
- Implemented the Emergency Department to Community program, providing care for people with complex chronic health and social care needs. The local health district reviewed 1,355 people and enrolled 72 into the program. Frequent emergency department presentations are identified early and consumers receive care from a multidisciplinary team in the community.
- Developed the Enhancing Paediatrics in Primary Care Model in partnership with Murrumbidgee Primary Health Network. Murrumbidgee Local Health District employed its first community paediatrician, supporting healthcare providers to better identify and respond to vulnerable children’s developmental and behavioural needs.
- The new \$50 million Tumut Hospital was opened in November 2021. Final works were completed in late 2022, including landscaping, a carpark and helipad.
- A public ophthalmology clinic commenced in Griffith, in partnership with Foresight Australia. The hospital is providing access to public outreach eye services and is targeting vulnerable communities.
- The innovative new professional development program, Mental Health Pathways in Practice is building the core capabilities of clinicians working in mental health services through knowledge acquisition and workplace activities in clinical practice.
- Joined the Southern Cluster Rural, Regional and Remote Clinical Trial Program, in partnership with ACT Health, Illawarra Shoalhaven Local Health District and Southern New South Wales Local Health District to grow the number of clinical trials and the capacity to conduct them in rural areas.
- We celebrated the collection of the 1,000th patient reported measure this financial year. Patient reported measures have been implemented across 26 services. They are a critical component in shifting our focus from measuring the volume of care, to measuring the value of care we provide from a patient and carer perspective.

## Nepean Blue Mountains Local Health District

Nepean Hospital  
 Derby Street, Penrith NSW 2750  
 Telephone: (02) 4734 2000  
 Email: NBMLHD-mail@health.nsw.gov.au  
 Website: www.nbmlhd.health.nsw.gov.au  
 Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Kay Hyman



Kay Hyman has proudly held the role of chief executive for more than 10 years. Kay is passionate about addressing health needs of the local health district's communities and Closing the Gap for Aboriginal health.

### Year in review

Of all our achievements, we are most proud of our staff's response to yet another challenging year. Their desire to excel and model superior care is evidenced by the number of statewide awards. This is not just because we compassionately look after our patients, community and one another, but also how we strive to create the best possible patient experiences.

Our staff were supported to pursue research and explore their passions in providing innovative care. The establishment of a post COVID-19 follow-up service and development of our research strategy will help guide even more achievements in this area.

Prioritising research and cultivating an enquiring workforce means better care for our patients and consumers. Strengthening our consumer contribution is highly valued so that improvements we make are positively received by our community, particularly through our newly established Disability Consumer Council.

The future health of our region is a firm focus: we continue to implement environmentally sustainable initiatives, prioritise programs to support Closing the Gap through our Aboriginal Health Plan and cater to our growing population with our new 14-storey clinical tower.

### Key achievements

- Released the Aboriginal Health Plan 2021–2025 detailing our plans to improve the cultural safety of our services and health outcomes for Aboriginal people.
- Responded to disasters – pandemic and natural. Our COVID-19 response included vaccination, contact tracing, clinical care and support for residential aged care facilities. Floods and severe weather impacted Penrith, Hawkesbury and the Blue Mountains with ongoing support provided by our mental health disaster recovery.
- Opened the new 14-storey Nepean Hospital Clinical Tower as part of Nepean redevelopment, following extensive community consultation to guide design.
- Launched our first ever Disability Consumer Council to provide lived experience expertise into healthcare design, including development of our Disability Inclusion Action Plan.
- Received statewide recognition for Space Camp, a school-based child and youth mental health program, which won the Excellence in the Provision of Mental Health Services category in the 2021 NSW Health Awards.

## Nepean Blue Mountains Local Health District : Demographic summary

### Size

9,179 km<sup>2</sup>

### Population size

383,834 residents

Projected to increase to 15% by 2032

### Age

11% aged 70+

70+ age group predicted to increase to 62,748 by 2032

### Culture

4.7% Aboriginal or Torres Strait Islander background

20% born overseas

14% speak a language other than English

Darug, Gundungarra and Wiradjuri peoples are the traditional custodians of the land

### Health challenges

Cancer

Circulatory disease

Respiratory disease

Injury and poisoning

Mental disorders

- Established a post COVID-19 follow-up service, improving health outcomes for patients with a multidisciplinary team – the first service of this kind in NSW.
- Installed 3,579 energy-efficient LED lights across our five hospitals. Also installed 1,202 solar panels on Lithgow, Blue Mountains District ANZAC Memorial, Springwood and Portland Tabulam facilities. Both actions are part of our commitment to become more energy efficient and reduce energy-related expenditure.
- Produced A Healthy Start to Big School video which won the district's Keeping People Healthy Quality Award. It has more than 2,307 views and was used by the NSW Ministry of Health to promote healthy eating messages statewide.
- Celebrated our staff who received recognition in NSW awards:
  - Allied Health Assistant of the Year Sarah Gibson, and Allied Health Professional of the Year Anwar Hassan, in the inaugural NSW Health Excellence in Allied Health Awards.
  - Junior Medical Officer Manager Sharon Kuipers receiving the Judy Muller Award (Junior Medical Officer Manager of the Year).
  - NSW Health Excellence in Nursing and Midwifery Awards finalists, Kasey Wright from Blue Mountains Hospital for Aboriginal Nurse of the Year, and Midwifery Educator Richard Gilfillan for the Judith Meppem Leadership Award category.
- Developed the inaugural Research Strategy and Implementation Plan, which articulates a vision and sets five strategic aims for district research activity and operations.

## Northern NSW Local Health District

Crawford House  
Hunter Street, Lismore NSW 2480  
Telephone: (02) 6620 2100  
Website: [www.nnswlhd.health.nsw.gov.au](http://www.nnswlhd.health.nsw.gov.au)  
Business hours: 8:30am-5pm

### Chief Executive Wayne Jones

Wayne Jones has nearly 40 years' experience in the public sector, starting in health more than 30 years ago with his generalist nursing training.



Wayne obtained multiple post-graduate nursing qualifications in areas including intensive care and cardiology, and he has also obtained a graduate qualification in health management.

Wayne then progressed into a variety of nursing management roles and eventually moved to the Northern Rivers as the executive officer at Lismore Base Hospital. Wayne held a variety of roles on the north coast including manager of planning, director of clinical streams and chief of staff, prior to his appointment as chief executive at Northern NSW Local Health District in 2016.

In 2021, Wayne was seconded to the NSW Ministry of Health as the deputy secretary for Patient Experience and System Performance, and has led aspects of NSW Health's operational management of the COVID-19 pandemic to support sustained hospital capacity. Recently, as the state health services functional area coordinator, he was responsible for leading NSW Health's response to the flooding in Northern NSW and flood affected parts of Sydney.

## Northern NSW Local Health District : Demographic summary

### Size

20,732 km<sup>2</sup>

### Population size

311,177 residents

Projected to increase to 326,039 by 2032

### Age

17.2% aged 70+

70+ age group predicted to increase to 22.7% by 2032

### Culture

5.2% Aboriginal or Torres Strait Islander

12.9% born overseas

7.7% speak a language other than English at home

Bundjalung, Githabul, Gumbaynggirr, and Yaegl peoples are the traditional custodians of the land

### Health challenges

Poor health behaviours, such as risky alcohol consumption, smoking during pregnancy, physical inactivity, overweight and obesity

Chronic disease and ageing-related conditions

High cancer incidence and mortality

High rates of hospitalisation for type 1 diabetes, intentional self-harm, and illicit drugs, along with high rates of suicide

## Year in review

The COVID-19 pandemic significantly affected our district, with local cases and hospitalisations peaking in January 2022 as part of the Omicron wave. Staff continued to respond extremely well in hospital settings, in community and outpatient settings, and through our public health response.

In February, and then in March, our district was devastated by the worst flood event on record. The widespread damage, transport difficulties and telecommunications outages affected delivery of health services across the region.

The tireless work of our staff in caring for patients and attending evacuation sites to provide health services, mental health care and logistical support was amazing. Maintenance, transport and systems staff worked around the clock to keep health assets safe and functional.

Some staff suffered unimaginable personal loss and hardship, the effects of which will be felt for many years to come. Our employee assistance provider delivered onsite psychological first aid and counselling and we continue to support staff through their recovery.

With help from emergency agencies, Ballina District Hospital was evacuated to avoid rising floodwaters. Health staff established a fully functioning emergency department, along with inpatient areas, in a matter of hours.

The North Coast Public Health Unit COVID-19 Response Team reduced the risk of widespread outbreak in our most vulnerable, flood-affected communities, as well as protecting emergency workers and volunteers.

We strengthened collaboration between our Aboriginal health partnership members to deliver whole-of-population outreach COVID-19 vaccination clinics. Through this program, 3,452 doses of the COVID-19 vaccine were administered over 7 weeks.

### Key achievements

- Increased COVID-19 double dose vaccination rates within Byron local government area from 38% to 83.5% over four months. This was achieved through a targeted, evidence-based campaign reaching those who were vaccine-hesitant, unconcerned or experiencing barriers to vaccine access.
- Embarked on establishing the Aboriginal Allied Health Academy, in partnership with Indigenous Allied Health Australia. The academy opened its doors in early 2022 at Southern Cross University. Students can gain an understanding of university life and, on completion of the two-year course, will hold their Higher School Certificate and Certificate III Allied Health Assistant.
- Delivered more than 125,000 COVID-19 vaccine doses and visited more than 50 locations across Northern NSW including hospitals, shopping centres, public parks, sporting fields and events through a fixed clinic and mobile vaccination program. At its peak, the program provided more than 4,600 vaccinations each week to the most vulnerable, in partnership with several government and non-government organisations.
- Recruited an environmental sustainability manager, ensuring greater environmental sustainability in the delivery of healthcare, specifically climate mitigation and adaptation within the local health district. A roof-mounted 720kW solar power system has been commissioned for Byron Central Hospital, expected to be operational by the end of 2022.
- Created and launched the Leadership Academy for Nursing and Midwifery Managers. This is a unique, interactive, research-informed and technologically optimised portal built to meet the resource, support and development needs of this group of leaders in a contemporary and sustainable way. The leadership academy is a first for Northern NSW and NSW Health.
- Established interdisciplinary person-centred, intervention-based programs for pressure injury prevention and management, falls prevention and management, nutrition and hydration management, as well as delirium, cognition and restraint management.
- The North Coast Public Health Unit COVID-19 Response Team implemented and continues to assess outcomes of a new care model. The model focuses on vulnerable community groups, including residential aged care facilities, Aboriginal and culturally and linguistically diverse (CALD) communities. The team leads the outbreak response and supports containment plans, testing regimes, line listing, source identification, risk assessments, isolation, and infection prevention and control.
- Commenced the Specialist Palliative Care Service (SPCS), an after-hours telephone service that is available seven days, as well as on weekends and public holidays. It is for all patients registered with our specialist palliative care service.
- Implemented the Virtual COVID Care service, supporting more than 3,713 patients from September 2021 to June 2022. The aim of the service is to provide home support to patients with COVID-19, prevent hospitalisation, support general practice and reduce the burden on the hospital system.
- Embedded the NSW Telestroke service in Tweed, Lismore and Grafton, providing a median door-to-needle time of 65 minutes, which is equitable to a metropolitan stroke service.

## Northern Sydney Local Health District

Reserve Road, St Leonards NSW 2065

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Email: [NSLHD-Mail@health.nsw.gov.au](mailto:NSLHD-Mail@health.nsw.gov.au)

Website: [www.nslhd.health.nsw.gov.au](http://www.nslhd.health.nsw.gov.au)

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Deb Willcox

Deb Willcox became chief executive in November 2017. Her career has included roles in both government and non-government organisations.

Her experience spans clinical, corporate services, government departments, the research environment and senior government advisor roles.



Deb has held several senior executive and leadership positions within NSW Health, including director of operations, Sydney Local Health District; general manager, Royal Prince Alfred Hospital; director customer service and corporate governance, HealthShare NSW; and director executive and ministerial services, NSW Ministry of Health.

### Year in review

The COVID-19 pandemic set the course for our health services and hospitals this year. Staff from every corner of the district made a significant contribution to the NSW Health response.

While navigating the pandemic, we expanded our telehealth and virtual care services to ensure people accessed safe and timely care. We partnered with the Sydney North Health Network and GPs to provide a rapid response service to our elderly and frail residents in their home to avoid admission to hospital.

A dedicated youth response team cared for young people struggling with mental health issues, as construction continued on Australia's first adolescent and young adult hospice at the former Manly Hospital site.

We also focused on the wellbeing of our staff, including the establishment of a Diversity, Inclusion and Belonging Council.

I want to express gratitude to our staff and volunteers who did such an incredible job to provide high-quality care to the community, while continuing to respond to the unprecedented challenges of the COVID-19 pandemic.

### Key achievements

- Opened Hornsby Ku-ring-gai Hospital's Clinical Services Building, after its completion as part of the hospital's \$265 million redevelopment. The new emergency department is now three times larger, with a dedicated paediatrics unit.
- Earned a highly commended at the 24th Annual Australian Council on Healthcare Standards Quality Improvement Awards for an initiative that involved working with the Aboriginal community to overcome barriers in accessing healthcare services. Mental Health Drug and Alcohol services' Hey You Mob, Tell Us You Are Here program has been adopted by five local health districts in NSW.
- Established the culturally and linguistically diverse (CALD) group and Women in Leadership Network, as part of the district's diversity, inclusion and belonging framework. The CALD network identified professional development opportunities for its members such as English courses available through TAFE. The Women in Leadership Network was involved in setting up domestic violence competency training for managers.

## Northern Sydney Local Health District : Demographic summary

### Size

900 km<sup>2</sup>

### Population size

956,486 residents

Projected to increase to more than 1 million by 2032

### Age

12.8% aged 70+

70+ age group predicted to increase to 164,509 by 2032

### Culture

0.5% Aboriginal or Torres Strait Islander background

39.1% born overseas

29.8% speak a language other than English

Darug, Guringai, Cammeraygal, Wallumedegal peoples are the traditional custodians of the land

### Health challenges

Alcohol-related harm

Vaping

Age-related conditions

Youth mental health

Inadequate physical activity in children



- Developed the St Leonards Health Campus – Health, Education and Research Precinct Plan, which will provide an environment for future investment, employment and innovation. The plan captures the vision to further develop public and private health services, education and research sectors into an integrated and innovative project.
- Progressed planning for the \$479 million redevelopment of Ryde Hospital. Established a community and consumer group to provide input into models of care and design of the hospital.
- Committed to reach net zero carbon emissions by 2035, with most of the reduction – 70% to 80% – to be achieved by 2030 as part of the district’s planetary health initiatives. Appointed a planetary health senior medical consultant, responsible for driving implementation of the Planetary Health Framework 2021–2023.
- Developed an \$11.2 million program to keep the frail and elderly out of hospital. The program supports GPs to identify at-risk patients and provide them with faster access to specialists and social support in the community, as an alternative to an emergency department.
- Supported NSW Health’s whole-of-system pandemic response and assisted special health accommodation and Western Sydney hospitals to treat a high volume of patients due to COVID-19. Established the Virtual Hospital where patients with COVID-19 are treated in their home but receive care by a team of doctors and nurses.
- Expanded the co-design models of care with the district’s consumers and recruited 29 mental health peer worker consumers. The peer worker consumers work alongside clinicians as part of the care team to support mental health and drug and alcohol patients.

- Mona Vale Hospital’s new palliative care unit admitted 57% of patients directly from the community instead of the emergency department. The NSW average is 16%. Patients were admitted to the unit directly from home when their condition required it, rather than presenting to an emergency department. This minimised stress and provided symptom relief more rapidly.

## South Eastern Sydney Local Health District

Sydney Hospital and Sydney Eye Hospital  
8 Macquarie Street, Sydney NSW 2000

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Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Tobi Wilson

Tobi Wilson was appointed the chief executive in April 2019.

He began his career as a physiotherapist before

completing a Master of Health

Science Management at the University of South Australia.



Tobi has a wealth of experience in health service management and has held various executive positions. Prior to his appointment as chief executive he held the role of general manager, Prince of Wales Hospital, Sydney Hospital and Sydney Eye Hospital. Prior to this he held senior roles in different jurisdictions, including chief operating officer roles at the Royal Melbourne Hospital and South Adelaide Local Health Network. In all the roles he has held, Tobi has demonstrated a proven ability to drive clinical change through redesign, including the delivery of capital redevelopments and large-scale transformational change.

## South Eastern Sydney Local Health District : Demographic summary

### Size

468 km<sup>2</sup>

### Population size

898,675 residents

Projected increase to 994,971 by 2032

### Age

11.7% aged 70+

70+ age group projected to increase to 14.6% by 2032

### Culture

42.2% born overseas

37.8% speak a language other than English

1.1% from Aboriginal and Torres Strait Islander background

Dharawal, Gadigal, Wangai, Gweagal and Bidjigal peoples are the traditional owners of the land

### Health challenges

Diabetes

Hypertension

Cancer

Mental health

Ageing population

Tobi is passionate about innovation in healthcare. He has a strong history in external partnerships, leveraging the knowledge and experience of other sectors to resolve the challenges that confront healthcare delivery.

## Year in review

It has been another challenging year for everyone that works in the health system; however, I remain to be in awe of our people who have continued to show care, empathy and resilience as they support our community through the COVID-19 pandemic.

We launched the district's new strategy Exceptional Care, Healthier Lives, which takes us to 2025 when our local population will have grown to more than one million people. The strategy has been shaped by staff, partners and communities, who contributed their vision and perspectives on what makes our district unique.

The district also launched its Virtual Health Strategy, building on our foundations of world-class innovation and research. The strategy builds on the rapid changes that have been made over the last two years, providing a strong framework for clinical teams to continue to innovate, ensuring we provide flexibility to our patients and consumers.

Milestones reached this year include the Aboriginal health unit's 25-year anniversary of providing culturally sensitive care and leadership across the district, and the celebration of 100 home births with The Royal Hospital for Women's home birth program.

I'm proud of the services we provide and thank staff, volunteers and our partners for their hard work and dedication in improving the health of our community.

## Key achievements

- Provided life-saving treatment to more than 2,200 patients in regional and rural NSW through the NSW Telestroke service. Hosted by Prince of Wales Hospital, the service connects patients to rapid stroke assessment, treatment and management.
- Launched our integrated healthcare hub at Wolli Creek in collaboration with Karitane. Providing early intervention and prevention services for women, children and families means families feel empowered to provide their children with the best start in life.
- Delivered a new fertility treatment for women, involving less hormone injections than traditional IVF and at a significantly lower cost. The Royal Hospital for Women's Fertility and Research Centre is the fifth location in the world offering the new CAPA-IVM treatment.

- Opened the Dharawal Aboriginal Carers Lounge at Sutherland Hospital. A culturally appropriate space that celebrates Australia's Indigenous heritage, where patients, families and carers can wait while patients are treated.
- Received \$4 million in federal government funding for research into liver cancer at the University of NSW Microbiome Research Centre at St George Hospital.
- Provided district-wide virtual care services for COVID-19 patients isolating at home through the COVID-19 Community Management Centre. The centre works with COVID-19 Hospital in the Home teams at Prince of Wales, St George and Sutherland hospitals, who safely care for high risk COVID-19 patients in the community.
- The St George Hospital Prostate Cancer Institute celebrated 20 years of providing world-class health care to men with prostate cancer. It remains the only public facility in NSW providing seed brachytherapy for patients diagnosed with prostate cancer.
- Commenced work on the \$88.5 million operating theatres complex at Sutherland Hospital. The new building will provide more operating and procedures rooms, surgical short stay and recovery spaces, a Central Sterilising Services Department, and new MRI suite.
- The NSW Government announced an additional \$82.5 million for the Prince of Wales Hospital Integrated Acute Services Building fit out, bringing the total investment for this project to \$802.5 million. The new services building will deliver state-of-the-art infrastructure to support new and innovative approaches to acute health care.
- Appointed 10 wellbeing ambassadors for a 12-month period to make positive workplace cultural change and champion staff wellbeing and resilience. Wellbeing grants of up to \$10,000 were also awarded to support wellbeing in the workplace.

## South Western Sydney Local Health District

Liverpool Hospital (Eastern Campus)

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Website: www.swslhd.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Amanda Larkin



Amanda Larkin has more than 25 years' experience in health service management, a Bachelor of Social Work, an Associate Diploma in Environmental Science and an Honorary Doctorate from the University of New South Wales.

Amanda's extensive experience in health management and commitment to safe, high-quality care, as well as her passion to further develop health and education precincts across the district, places the region at the forefront of world-class healthcare.

Amanda serves as a board member of the Ingham Institute of Applied Medical Research, South Western Sydney Primary Health Network and Health Infrastructure, and as chair of the Sydney Partnership for Health.

### Year in review

South Western Sydney Local Health District was at the centre of the state's response to the Delta wave of COVID-19. Rising to the challenge, our people demonstrated agility, ingenuity and dedication to provide vital care and information to our diverse community.

Drawing on learnings from 2020, staff across the district were redeployed to cover frontline roles, join the emergency operations centre and participate in the historic vaccination effort.

As Delta subsided and Omicron became the dominant variant, our people faced a new set of challenges – resuming services while continuing to manage the demands of the pandemic. The number of COVID-19 patients in our hospitals peaked at 552 inpatients on 18 January, including 45 in intensive care.

While continuing to manage the COVID-19 response, our people have introduced new services and models of care, undertaken innovative research and led a range of improvement initiatives.

The depth and breadth of talent revealed through this challenging time places our district in a unique position to re-imagine healthcare into the future, continually improving the safe, high-quality care we provide to our community.

### Key achievements

- Implemented an integrated COVID-19 community response team to collaborate with community partners and manage escalating cases, as well as establishing a clinical team, patient tracking, escalation pathways, and a referrals system including a general practitioner hotline.
- Provided COVID-19 vaccination across South Western Sydney at an accelerated rate during the Delta outbreak. With high case numbers in the community, we partnered with community leaders and the primary health network to deliver comprehensive, targeted, in-language campaigns and outreach to keep our diverse community healthy.

## South Western Sydney Local Health District : Demographic summary

### Size

6,243 km<sup>2</sup>

### Population size

More than 1.1 million residents

Projected increase to more than 1.2 million by 2023

### Age

10% aged 70+

70+ age group projected to increase to 163,051 by 2032

### Culture

35% born overseas

40% speak a language other than English

2% from Aboriginal and Torres Strait Islander background

Cabrogal clan of the Darug Nation, peoples of the Dharawal and Gundungurra Nations are the traditional owners of the land

### Health challenges

Diabetes

Respiratory conditions

Circulatory diseases

Mental health

Malignant neoplasms (tumours)

- Launched the region's first Safe Haven, an innovative service offering responsive care and support to people experiencing suicidal distress, as an alternative to attending the emergency department or not seeking any support. The community-based centre's staff have lived experience of suicide.
- Connected patients with health services and loved ones through myVirtualCare technology, facilitating virtual visiting and consultations. Clinicians connect remotely with peers across the health network, offering patients access to expertise locally.
- Implemented targeted home visiting across the local health district, providing greater support and quality care to vulnerable families. Regular health care visits commence during pregnancy and continue for up to two years, supporting families and their babies.
- Established new partnerships – the Nursing Midwifery Research Alliance and the Allied Health Research Collaboration – to foster research between clinicians, Ingham Institute for Applied Medical Research, and seven participating universities.
- Successfully piloted Aboriginal GOT IT! A ground-breaking, collaborative, school-based program, led by a team of mental health workers. The program encompasses traditional healing practices and Aboriginal ways of being alongside western psychological practices, improving classroom behaviour and proving valuable for children and families.
- Completed the new 12-storey clinical services building as part of the \$632 million stage 2 redevelopment of Campbelltown Hospital. The building brings new health services to the area and is designed to service the 130,000 new residents expected to call the Macarthur region home over the next decade.
- Partnered with Ingham Institute for Applied Medical Research, Western Sydney University, University of New South Wales and funding partner Walker Corporation to develop a new, world-class \$47.5 million medical research centre in Campbelltown. To open in 2024, this collaborative partnership will create more research opportunities.
- Supported staff and patients using a range of Transforming Your Experience strategies at critical times during the pandemic. Wellness rounding supported staff wellbeing, while risk huddles and leader rounding facilitated the flow of rapidly changing information.

## Southern NSW Local Health District

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Website: [www.snswlhd.health.nsw.gov.au](http://www.snswlhd.health.nsw.gov.au)

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Margaret Bennett

Margaret Bennett joined the district on 2 March 2020 after nine years as chief executive officer of Northeast Health in Wangaratta, Victoria. Her broad clinical background includes senior executive roles in health and hospital services in NSW, Victoria and Western Australia, with a proven track record as an experienced, capable and successful leader.



## Southern NSW Local Health District : Demographic summary

### Size

44,534 km<sup>2</sup>

### Population size

217,168 residents

Projected to increase to 240,662 by 2032

### Age

15.6% aged 70+

70+ age group predicted to increase to 20% by 2032

### Culture

4.12% Aboriginal or Torres Strait Islander background

12.5% born overseas

8% speak a language other than English

Ngambri, Ngarigo, Yuin, Gundungurra, Ngunnawal peoples are the traditional custodians of the land

### Health challenges

Ageing population

High rates of smoking/ smoking during pregnancy

High oral health risk factors

Service access challenges including poor health literacy, internet access and network coverage, as well as lack of private health insurance and public transport

Margaret's leadership of significant and complex transformation includes successfully uniting 6 hospitals and 12 community health services across a large geographic area during her six-year tenure as inaugural general manager of Coffs Harbour Health Campus and the Coffs-Clarence Network of the (then) North Coast Area Health Service.

## Year in review

The theme for Southern NSW Local Health District's Quality Awards this year was resilience. It is a word that captures the dedication and commitment of more than 3,000 staff who continued to prioritise excellence in care despite the ongoing challenges of natural disasters and COVID-19.

Employees were introduced to Elevate, the workplace culture and performance program based on the nine Studer principles. More than 1,300 staff responded to a wellbeing survey that is informing a range of actions to improve staff satisfaction and engagement.

Southern NSW Local Health District's commitment to rural and vulnerable communities was exemplified by its management of COVID-19, especially the local vaccination rollout. The vaccination team continue to run pop-up clinics in south east NSW and were immensely proud to be mentioned in parliament for the highest Aboriginal COVID-19 vaccination rates in NSW.

Southern NSW Local Health District's virtual care program rapidly responded to the need for home monitoring of COVID-19 patients. Virtual care transformed our ability to connect patients with specialists and services and is already reducing travel and wait times.

Capitalising on new and strengthened partnerships formed as part of local flood, bushfire and COVID-19 response work, we are now better connected with community groups, emergency services and local government regarding the healthcare needs of our residents.

## Key achievements

- Expanded virtual care services across a range of areas, with a continued focus on high risk COVID-19 patients.
- Launched the NSW Telestroke service at South East Regional, Moruya, Goulburn and Cooma hospitals.
- Opened the new clinical services building at Goulburn Hospital and a new emergency department at Crookwell Hospital.
- Established clinical leads to advocate for best models of care within 13 specialty areas, enabling the delivery of quality healthcare to consumers.

- Launched the Aboriginal Mental Health and Wellbeing Plan and hosted the statewide Aboriginal Mental Health Forum at Narooma Golf Course.
- Launched Strategy 2026, Southern NSW Local Health District's five-year strategic plan.
- Launched *We Are Southern* internal and external quarterly magazine and monthly newsletter.
- Developed new patient feedback resources and new patient reported measures roles to enhance and improve consumer and patient experience.
- Established strong partnerships with local government, emergency services and community groups to manage the local COVID-19 response, vaccinations and care.
- Implemented workplace culture and performance framework, Elevate, including a workforce wellbeing survey, Studer leadership program and a Care and Kindness Charter.

## Sydney Local Health District

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Website: slhd.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Dr Teresa Anderson AM FIPAA, B.App Science (Speech Pathology) PhD



Teresa Anderson is the chief executive for Sydney Local Health District, one of the

leading public health organisations in Australia.

Dr Anderson is an internationally recognised speech pathologist, with more than 40 years of experience as a clinician and health service executive. She was appointed a Member of the Order of Australia (AM) in 2018 in recognition of her contribution to NSW Health and the community.

Teresa is a vice-president and fellow of the NSW Institute of Public Administration Australia, a member of six medical research, health and primary health network boards, and an active member of Sydney Health Partners Governing Council and Executive Management Group, an Advanced Health Research Translation Centre.

She is passionate about developing people, programs and services to support and improve the health and wellbeing of the community.

## Year in review

I am immensely proud of our staff and our community who continue to work together to support our COVID-19 response. This year we have transitioned to living with COVID-19, managing and caring for those with COVID-19, while continuing to provide excellent health care for our communities.

More than 1.4 million people attended our outpatient services, almost 165,000 people presented to our emergency departments and more than 143,000 people were admitted and discharged at our hospitals.

Almost 40,000 operations were performed in our hospitals and almost 6,000 babies were born at Royal Prince Alfred (RPA) and Canterbury Hospitals.

Our staff joined the biggest vaccination campaign in history, giving more than 1.6 million COVID-19 vaccinations through our vaccination centres and our mobile vaccination program. We even received a Premier's Award for Putting Customers at the Centre for our NSW Health Vaccination Centre.

We are harnessing the incredible innovations and partnerships with our community and other government and non-government organisations from our COVID-19 response, introducing new ideas, changing practice and making plans for a brighter and sustainable future to enhance the experiences of our patients and staff.

I would like to thank our staff, volunteers, patients, partner organisations and our communities – we remained stronger together.

## Key achievements

- Supported the NSW COVID-19 response by:
  - establishing a new long COVID clinic
  - caring for more than 2,800 patients with COVID-19 in our hospitals, 23,000 people in special health accommodation and almost 60,000 through rpvirtual since January 2020
  - maintaining surveillance and screening programs in our hospitals and community, including at NSW ports
  - supporting the NSW Health Vaccination Program through vaccination centres, mobile outreach and Koori Vaccination Clinics
  - implementing an Australian-first COVID-19 vaccine closed-loop medication system for the safe storage and preparation of COVID-19 vaccines
  - delivering a dedicated outbreak management response for vulnerable communities, including a 24-hour cultural response team, ensuring equity of access for one of the most diverse communities in NSW.
- Celebrated 80 years of Concord Hospital and opened the \$341.2 million stage 1 redevelopment of Concord Hospital, including:
  - The Rusty Priest Centre for Rehabilitation and Aged Care
  - a comprehensive cancer centre
  - Australia's first National Centre for Veterans' Healthcare
  - Fussell House, a 19-room residential accommodation facility for Veterans and their families.
- Progressed the \$750 million redevelopment of RPA. This includes completing refurbishment of the paediatric ward and RPA Kidney Centre Dialysis works. We also commenced construction of RPA HealthOne at Green Square.

## Sydney Local Health District : Demographic summary

### Size

126 km<sup>2</sup>

### Population size

740,000 residents

Projected to increase to 855,351 by 2031

### Age

8.8% aged 70+

70+ age group predicted to increase to 91,498 by 2031

### Culture

1.1% Aboriginal or Torres Strait Islander background

45% born overseas

58% speak a language other than English

Gadigal, Wangal, Bediagal People of the Eora Nation are the traditional custodians of the land

### Health challenges

Insecure housing and homelessness

Chronic conditions, such as cardiovascular disease, diabetes, obesity

Mental health

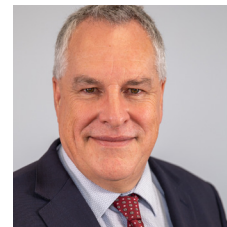
Infectious and communicable diseases, such as COVID-19, sexually transmitted infections and blood-borne viruses

- Progressed the redevelopment of the Camperdown Health Education and Research Precinct, a key part of Tech Central Innovation Precinct, including receiving funding for the state-of-the-art Sydney Biomedical Accelerator Complex at RPA in partnership with the University of Sydney and Centenary Institute.
- Progressed our Digital Health and Innovation Strategy through the Florence Digital Patient Portal and the Virtual Intensive Care Unit (vICU), in partnership with Far West Local Health District, linking care teams in far west NSW with clinicians and intensive care specialists at RPA.
- Opened the \$9.9 million Naamuru at RPA. This is the first parent and baby unit delivered as part of the statewide Mental Health Infrastructure Program, providing specialist multidisciplinary support for parents requiring acute care and their babies.
- Opened new Aboriginal Cultural Garden at Canterbury Hospital during National Reconciliation Week, acknowledging the Bediagal people of the Eora Nation.
- Recorded the highest Engagement (68%) and Culture Index (64%) in NSW Health in the NSW People Matter Employee Survey.
- Became the first employer in Australia to achieve level two accreditation as a carer-friendly organisation.
- Extended our focus on our LGBTIQ+ community – one of the largest in Australia – with the recruitment of the state's first LGBTIQ+ program manager.

## Western NSW Local Health District

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 Telephone: (02) 6809 8600  
 Email: [wswlhd-ce@health.nsw.gov.au](mailto:wswlhd-ce@health.nsw.gov.au)  
 Website: [www.wswlhd.health.nsw.gov.au](http://www.wswlhd.health.nsw.gov.au)  
 Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Mark Spittal



Mark Spittal was appointed chief executive in January 2022 and leads a passionate team committed to improving health outcomes for rural people through the delivery of high-quality care as close to home as possible.

Mark's extensive leadership experience, spanning more than three decades in healthcare both in Australia and overseas, has shaped his dedication to improving standards of patient care and clinical safety through innovation, collaboration and effective community engagement.

Mark is committed to addressing the needs of the district's proud Aboriginal and Torres Strait Islander communities by providing safe, culturally appropriate services, and to the continued development of services that meet the changing needs of the entire Western NSW population.

### Year in review

It has been another year full of challenges for our health system, however our communities once again demonstrated their resilience and determination in the face of the pandemic, natural disasters and economic instability.

## Western NSW Local Health District : Demographic summary

### Size

247,000 km<sup>2</sup>

### Population size

283,027 residents

Projected to increase to 298,519 by 2032

### Age

14.2% aged 70+

70+ age group predicted to increase to 17.1% by 2032

### Culture

13% Aboriginal or Torres Strait Islander background

17% born overseas

3.6% speak a language other than English

Barindji, Barrinbinja, Barundji, Gunu, Kamilaroi, Muruwari, Wailwan, Wiradjuri and Wongaibon peoples are the traditional custodians of the land

### Health challenges

Cancer

Chronic obstructive pulmonary disease

Diabetes

Congestive heart failure

The COVID-19 pandemic reached an unmatched scale of severity and our teams continued to learn and react amid a changing situation, which placed unprecedented pressure and demand on the health system and our workforce.

Together with the community and partner agencies, we supported vaccination and care strategies through targeted and innovative delivery methods to ensure our communities were safe and their complex social, economic and cultural needs were appropriately met.

We also continued to develop strategies to support face-to-face care, including the expansion of our Virtual Rural Generalist and Virtual Clinical Pharmacy services, to ensure our communities could receive first-class care regardless of location or circumstances.

We remained focused on our priorities of improving Aboriginal health and wellbeing, implementing innovative workforce strategies and developing genuine collaborative opportunities across our district's entire footprint.

The resilience, adaptability and commitment of our healthcare team cannot be understated and in the past year their efforts have been unparalleled.

### Key achievements

- Launched the Care Partnership – Diabetes program with Far West Local Health District, the Western NSW Primary Health Network and NSW Rural Doctor's Network. The program aims to provide consistent, accessible and targeted care for people living with type 2 diabetes by supporting service providers in local communities.
- Improved district-wide cancer care network services, including the delivery of the Western Cancer Centre in Dubbo and the only PET/CT scanner in the Western NSW Local Health District. We also continued development of clinical trials in Orange.

- Developed and implemented the COVID-19 Care in the Community and Remote In-Home Monitoring team. More than 9,000 patients were cared for, with almost 40% identifying as Aboriginal or Torres Strait Islander.
- Established the Western Clinical Trial Support Unit to cover both Western NSW and Far West Local Health Districts in the new financial year. This unit will increase the number of clinical trials and sites available across regional communities. It will also improve community awareness or trials, increase the number of participants and focus on trials being delivered using a range of different methods.
- Continued implementing Towards Zero Suicides initiatives, including delivering Safe Havens in Dubbo and Parkes, Suicide Prevention Outreach Teams (SPOT) in Orange and Dubbo, and establishing Safeguards teams, which are dedicated to child and adolescent mental health response.
- Completed stages 3 and 4 of the Dubbo Hospital redevelopment, commenced construction on new MRI service at Bathurst Health Service, and early preparation works on redevelopment plans for both Bathurst and Cowra Hospitals underway.
- Launched the Virtual Care Strategy 2021–2024 to deliver on our commitment to develop a district-wide approach to enhancing care through the provision of virtual health services, continuing to embed virtual care seamlessly throughout the entire district.
- Developed and supported numerous training pathways, including the development of Masters of Nursing Rural and Remote Specialisation course in partnership with Charles Sturt University. Implementing scholarships will help to support and develop rural generalist nursing network pathways.

## Western Sydney Local Health District : Demographic summary

### Size

774.15 km<sup>2</sup>

### Population size

More than 1 million residents

Projected to increase to more than 1.2 million by 2032

### Age

8.8% aged 70+

70+ age group predicted to increase to 132,686 by 2032

### Culture

1.9% (Western Sydney) and 2.9% (Blacktown) Aboriginal or Torres Strait Islander background

46.8% born overseas

50.3% speak a language other than English

Darug peoples are the traditional custodians of the land

### Health challenges

Coronary heart disease

Heart failure

Asthma

Diabetes

Mental illness



- Enhanced mental health services, including the launch of a virtual community mental health team, mental health emergency care service, two peer navigation roles in Warren and Coonabarabran and Moderate Online Social Therapy, which is a virtual pilot project in partnership with Orygen Digital.
- Launched new Collaborative Care program in partnership with Western NSW Primary Health Network, NSW Rural Doctors Network and local stakeholders to address primary care needs in Lachlan Valley and improve service provision across multiple service providers.

## Western Sydney Local Health District

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Business hours: 8:30am–5pm, Monday to Friday

### Chief Executive Graeme Loy



During the past 18 years, Graeme Loy has held several executive roles, including chief executive of Northern Sydney Local Health District. He was appointed to the role of chief executive of Western Sydney Local Health District in 2019. His knowledge of both clinical and corporate services includes a strong focus on system performance through healthy relationships.

Graeme has accumulated significant experience in all aspects of leadership in both the public and private sectors, delivering highly complex clinical services and positive patient experiences through high-performing teams.

His breadth of knowledge spans facility, district and statewide environments and enables him to ensure optimal provision of safe, high-quality and timely clinical and community health services.

### Year in review

The dedication, agility, responsiveness and resilience of our district was evident as we expanded our services, undertook new research and planned for the future of healthcare, all while continuing our efforts in responding to COVID-19 in Western Sydney.

We established the mass vaccination centre at Qudos Bank Arena in just 12 days with fully functional information and communication technology infrastructure and hospital network capacity. The vaccination hub was the largest in NSW with a workforce of 2,700 people, administering more than 360,000 COVID-19 vaccinations.

Our vaccination outreach and multicultural health teams worked tirelessly to vaccinate vulnerable and priority populations at churches, temples, homeless shelters and even meat-processing facilities.

We ran the inaugural Western Sydney Local Health District Culture Roadshow and established our new culture program Our Place Our People, with a focus on innovation and wellbeing.

The Westmead Health Precinct continues to grow as a leader in health innovation for the state. Consultation with our community has continued for the new \$300 million Rouse Hill Hospital, focusing on a design that works for our patients and ensuring we can connect with the community and take care out to them.

I am proud of our staff for the way they put the needs of the people of Western Sydney first and thank them for everything they do for our organisation.

### Key achievements

- Developed the Western Sydney Local Health District communities of practice structure to support networking between clinicians, improve clinical practice, and build a culture of safety and continuous quality improvement. Since the establishment of the structure 56 communities of practice facilitators (over 9 workshops) have been trained.
- Launched a reward and recognition framework through our People and Culture team that integrated peer recognition, years of service, and iKindness. The Q1 awards received more than 800 nominations across the district.
- Co-designed an outreach vaccination model with 88 internal and external public, private and non-government partner organisations and local leaders to deliver culturally safe COVID-19 vaccinations to priority population groups. Priority groups included Aboriginal and Torres Strait Islander people, culturally and linguistically diverse (CALD) communities, people experiencing or at risk of homelessness, people with a disability and people with chronic and complex health conditions.
- Redeployed more than 300 staff to rapidly expand the inTouch COVID-19 Care in the Community telehealth service for more than 42,000 patients, which reduced hospital admissions and responded to NSW hotel quarantine by providing more than 134,000 phone-interpreting sessions in 88 languages.

- Collaborated with Nepean Blue Mountains Local Health District to develop and then implement a revised Falls Risk Assessment and Management Plan (FRAMP) to support the implementation of the new FRAMP tool and the overall Western Sydney Local Health District Falls Prevention and Management Policy.
- Launched the SMS discharged patients contact process known as My Experience Matters (MEM) at Blacktown, Mount Druitt, and Auburn hospitals. The aim is to enhance our understanding of patients, carers, as well as family experiences and care needs, with 16,263 surveys completed in 2021-22.
- Strengthened our accountability by enhancing clinical governance reporting processes, governed by the following new frameworks:
  - Clinical Audit Framework 2022
  - Hospital Acquired Complication and Safety Indicators Response Framework
  - Patient Experience Data Accountability Framework
  - Hospital Acquired Complication and Safety Indicators Response Framework (as part of the reporting cycle outlined within this framework a monthly Safety Indicator Report is generated for each facility/service).
- Partnered our patient experience coordinators with clinicians in the emergency departments to raise awareness and promote the NSW Health Towards Zero Suicides initiatives. This was done through the provision of information on our Suicide Prevention Outreach Team (SPOT) and Safe Haven to patients and carers.
- Progressed the Pathways to Community Living Initiative to facilitate the transition of long-stay mental health consumers into the community. A total of 158 consumers with a combined length of stay of more than 720 years have been discharged from district mental health units since the program's commencement in 2016.
- Developed one of the first system of engagement solutions built on a Microsoft platform in NSW Health with a real-time data flow integration with the Electronic Medical Record (eMR). In partnership with Microsoft, a foundational product was created that helps Integrated and Community Health enhance use of clinical systems to manage COVID-19 clinical workflows for care coordination and delivery, and patient experience.