



SECTION 6

NSW Health Organisations

NSW Ministry of Health

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

Secretary: Elizabeth Koff

(Biography on page 8)



Key achievements

- Coordinated the statewide public health response to the bushfires including evacuation of health facilities within fire-affected districts, advice and education on air quality, asthma and mental health services, delivery of P2 masks, and care for patients in emergency departments and temporary emergency operations centres.
- Established the Public Health Emergency Operations Centre (PHEOC), comprising teams of contact tracers, planners and epidemiologists, to respond to the COVID-19 pandemic. The PHEOC coordinated the public health response, providing health advice, supporting more than 24,000 contacts to self-isolate and minimise community transmission, and issuing 22 new COVID-19 Ministerial public health orders by 30 June 2020.
- Established the State Health Emergency Operations Centre to assist local health districts to build intensive care and emergency department capacity, increase available ventilators, establish COVID-19 testing clinics and coordinate the supply of personal protective equipment.
- Developed a dedicated online workforce portal to support surge capacity. During the COVID-19 pandemic, more than 1200 clinical and non-clinical applications were received to support the workforce.
- To provide virtual care during the pandemic and keep patients and staff safe, virtual technology software and support enabled virtual meetings to rise by 641 per cent and virtual meeting rooms to triple to more than 10,500.
- Patient safety was improved by the electronic medication management system being implemented at 73 sites, now available for 21,200 beds at 195 NSW Health sites. More than 24,350 critically ill patients had care recorded via the electronic record for intensive care (eRIC), now available for 21 hospitals and 422 beds. This eliminates the need for paper-based ICU records.
- Coordinated the statewide distribution of a record three million influenza vaccinations from March 2020, an increase from 2.4 million in the previous year.
- Increased recruitment of graduate nurses and midwives, with more than 2600 new graduate nurses and midwives employed in 2019-20, a rise of more than 40 per cent since 2015.
- Research capacity in cardiovascular disease was strengthened across two rounds of grant funding for multiple clinical scientists and senior researchers by an investment of \$29.7 million from the Office for Health and Medical Research.
- To support care and service delivery, 23 infrastructure projects worth approximately \$2 billion were completed on time and on budget.
- Provision of 26,300 occasions of care in the community via Out of Hospital Care packages, included almost 16,500 community care packages, more than 8100 safe and supported at home packages and 1700 last days of life palliative care packages.
- \$68 million in funding provided to local health districts to provide five integrated care initiatives assisting more than 52,240 people to live healthier lives for longer, manage their own care in more appropriate settings such as primary and community care, and reduce unnecessary hospital visits.
- The therapeutic environments of 86 acute mental health facilities were enhanced by refurbishment or redevelopment as part of the \$20 million Therapeutic Environments Minor Capital Works Program.
- Patient experience was monitored for new ways of providing services via more than 60,000 patient experience surveys linked into the Registry of Outcomes Value and Experience (ROVE).
- The Improving the Emergency Department Patient Experience Program was extended in May 2020, enabling an additional 86 patient experience staff at 50 emergency departments and COVID-19 clinics to combat stress and pressure on patients, their carers and emergency department staff.
- More than 400 workplaces registered with the Get Healthy at Work program, with 309 workplace health programs developed, and more than 5700 online healthy lifestyle checks completed.
- An estimated 21,000 patients across NSW were assisted by the Opioid Treatment Program, with more than 700 clinicians trained on the use of long-acting injectable buprenorphine to better assist people with opioid dependence.
- Almost 85 per cent of schools are participating in Live Life Well at School program, providing environments that enable children to eat healthily and be physically active, while the NSW Healthy School Canteen Strategy is also being achieved by more than 85 per cent of public schools.
- More than 11,700 pregnant women received support through the Get Healthy in Pregnancy service, to help achieve healthy gestational weight, meet nutrition and exercise requirements, quit smoking, and abstain from alcohol.
- To deliver culturally safe and tailored health services, \$27.9 million was provided to Aboriginal Community Controlled Health Services and 42 health-related organisations for healthy lifestyle programs, prevention and management of chronic disease, oral health, and drug and alcohol prevention and treatment.
- More than 1365 clients received assessment, consultation, counselling, case management, withdrawal management and home visiting from the significantly expanded Substance Use in Pregnancy and Parenting Services.
- Reducing tobacco use was prioritised by implementation of the NSW Health Tobacco Strategy Work Plan 2019-2021 and investment of \$17.3 million in tobacco controls, including public education campaigns, smoking cessation support, programs for vulnerable communities, and enforcement of smoke-free and tobacco retailing laws.

Statutory Health Corporations

Agency for Clinical Innovation

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Chief Executive: Dr Jean-Frédéric Levesque

Dr Jean-Frédéric Levesque joined the Agency as Chief Executive in June 2017. He brings experience in clinical practice in refugee health and tropical medicine, in clinical governance and in 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 Masters in Community Health and a medical degree from the Université de Montréal, Canada. He is a Conjoint Professor at the Centre for Primary Health Care and Equity of the University of New South Wales.

Year in review

This year, the Agency for Clinical Innovation's teams explored applications for integrating virtual care into practice, to connect patients and clinicians. Our telehealth team developed the state's capability for virtual care and membership to the capability interest group grew four-fold throughout the year. We worked in partnership with eHealth NSW and the local health districts to develop and launch a new clinical videoconferencing portal, myVirtualCare.

In January 2020, the Agency's stroke network finalised the telestroke model of care, enabling patients in rural and regional NSW access to the same life-saving treatment as those in metropolitan areas.

A successful pilot demonstrated the model, which will be rolled out to up to 23 hospitals across NSW over the next three years.

Recognising the importance of a strong evidence base in clinical work, we formally established the Evidence Generation and Dissemination Directorate as part of the Agency's structure, joining together the research, audit, evidence generation, clinical monitoring and evaluation teams.

Our clinical directorates developed a new model for clinical engagement to help strengthen the Agency's clinical networks and provide a platform for clinicians to work together to improve patient outcomes. We successfully tested this model during the pandemic and led 12 Communities of Practice to harness the expertise of clinical staff to support the system's response to COVID-19.

Our staff responded to the pandemic with agility and commitment as we faced COVID-19. We paused many network projects to enable clinicians across the state to dedicate their time to preparing for the pandemic. Our response has been multifaceted — our staff supported the Critical Intelligence Unit through the provision of rapid evidence and data analysis to inform decisions, were redeployed to support emergency operations centre activity, and mobilised clinicians in our clinical networks to contribute to the various communities of practice supporting the system response, while continuing to support the Agency's 40 networks, institutes and taskforces.

In addition, senior clinicians from four states partnered to create the Pandemic Kindness Movement, an online resource built on our website. The clinicians curated content for Australian health workers facing the stress of working on the frontline during the pandemic, which was viewed 67,914 times from its launch until 30 June 2020.

Our Agency has responded rapidly and effectively to these significant changes and we acknowledge and thank every staff member and clinician for their deep commitment and dedication during this very challenging year.

Key achievements

- Supported the system response to the COVID-19 pandemic by leading 12 Communities of Practice that leveraged our Agency's existing clinical networks and mobilised clinical leadership across NSW.
- Established the Critical Intelligence Unit to provide rapid, evidence-based advice to inform critical decision making during the COVID-19 pandemic.
- Supported the expansion of telehealth services, including training more than 2800 clinicians to use videoconferencing, expanding membership of our telehealth capability interest group, and launching a videoconferencing portal 'myVirtualCare' in partnership with eHealth and the districts.
- Finalised the telestroke model of care to support the roll out of virtual stroke care in up to 23 sites across NSW, following a successful pilot.

- Led a six-stage modified Delphi process that included face-to-face workshops and voting via email, to elicit views from 35 experts including practising clinicians, patients and consumers, managers, policymakers, data scientists and academics, to reach consensus about the vision for clinical analytics in NSW over the next five years.
- Completed *Improving the Quality of Trauma Care in NSW: Trauma Services Model of Care* guidelines to develop a patient-focused trauma system in NSW, including strengthened network referral arrangements and clarity on trauma service function and structure.
- Launched *Building collaborative cultures of care within NSW mental health services*, an online resource which focuses on maximising self-determination for people with lived experience of mental health issues.
- Implemented up to nine Leading Better Value Care initiatives with every district and two networks, and hosted webinars, forums and workshops for thousands of clinicians to support capability, skill building and knowledge sharing.
- Produced a report for using patient-reported measures to reliably inform clinical decision making and improve quality of care.
- Supported eight project teams from across NSW to commence their Graduate Certificate in Clinical Redesign as part of the first Partnerships for Improving Healthcare Delivery for Aboriginal People school.

Bureau of Health Information

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

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 20 years, Diane has held senior management positions measuring, monitoring and reporting on the performance of healthcare systems to drive improvements in health, care and productivity. Prior to joining the Bureau, Diane was the inaugural Chief Executive Officer of the Victorian Agency for Health Information. She was also the inaugural Chief Executive of the National Health Performance Authority.



Year in review

This year, the Bureau of Health Information published 14 reports and associated information, and continued to work closely with stakeholders to ensure reporting was used to inform healthcare improvement.

The Bureau continued to expand the NSW Patient Survey Program to ensure patients' feedback drives improvements in experiences and outcomes of care. We asked more than 230,000 people across a variety of care settings about their experiences of care in 2019-20.

For the first time, in 2019, all adult Aboriginal patients admitted to hospital and all Aboriginal women who gave birth in NSW public hospitals were invited to provide feedback on their experiences of care. The Snapshot report, *Aboriginal people's experiences of hospital care*, is part of a three-year collaboration with the Centre for Aboriginal Health, aimed at delivering system-wide and detailed information about Aboriginal patients' experiences and outcomes of hospital care in NSW.

During the COVID-19 pandemic, the Bureau continued collecting data as normal via the NSW Patient Survey Program on experiences of care. We also undertook targeted collections of patient-reported measures for people with longstanding health conditions to support monitoring and evaluation of the NSW Health Integrated Care program and provided NSW Health with additional patient survey data for nine high-priority Leading Better Value Care clinical cohorts.

For the first time, our *Healthcare in Focus* report, released in August 2019, examined the use and experience of mental health services by people with lived experience of mental health issues. This report examined care in the community, emergency departments and public hospitals, including specialised mental health inpatient units.

The Bureau published our third, three-yearly report exploring mortality following hospitalisation for seven clinical conditions, including individual profiles for 73 hospitals, and the third, three-yearly report exploring readmission and returns to acute care for eight clinical conditions, with profiles for 74 hospitals, both covering July 2015 to June 2018. We also released a report exploring the measurement, monitoring and reporting of patient safety in NSW hospitals.

We are proud to have reached 76 per cent engagement in the 2019 People Matter Employee Survey and we thank our staff for their continued efforts providing independent reports and information about the performance of the health system.

Key achievements

- Gave voice to more than 87,000 patients about their experiences in the NSW health system and used sophisticated data and analytic methods to deliver insights into health system performance in relation to patient experience.
- Undertook a targeted collection of patient-reported measures for people with longstanding health conditions, to support the monitoring and evaluation of NSW Health's Integrated Care program and provided NSW Health with patient survey data for nine high-priority clinical cohorts for the Leading Better Value Care program.
- Provided analyses of the most recent quarters of admitted patient and emergency department survey data to support the assessment of local health district performance in their service agreements with NSW Health.
- Published four *Healthcare Quarterly* reports featuring detailed information for the public about activity and performance in NSW public hospitals and ambulance services, including the COVID-19 Supplement, providing information on public hospital and ambulance activity during March 2020, when COVID-19 cases peaked.
- Invited every adult who identified as Aboriginal to provide feedback on their admitted patient or maternity care experience during 2019. Results will provide hospitals with valuable information about what they are doing well and where they can improve to better meet the needs of Aboriginal people.
- Developed an Aboriginal patient experience question set in collaboration with the Centre for Aboriginal Health to measure what matters to Aboriginal patients.
- Published the third set of three-yearly reports providing information about mortality for seven clinical conditions, and readmission and returns to acute care for eight clinical conditions, during the period July 2015 to June 2018 in NSW.
- Developed our approach to quarterly reporting on seclusion and restraint in NSW public hospitals and commenced routine reporting at facility level in *Healthcare Quarterly*, in line with the recommendations made in the 2017 *Review of seclusion, restraint and observation of consumers in NSW Health facilities*.
- Hosted our first Masterclass event to support capacity-building and enable networking among more than 100 NSW Health leaders and staff managing, analysing and using health service performance data.
- Examined the use and experiences of health services by people with lived experience of mental health issues in the annual *Healthcare in Focus* report.

Cancer Institute NSW

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Chief Executive Officer: Professor David Currow FAHMS



Professor David Currow FAHMS is the Chief Cancer Officer of NSW and Chief Executive Officer of the Cancer Institute NSW.

Prior to his appointment in March 2010, Professor Currow 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. He has also:

- served on the American Society of Clinical Oncology working party on palliative care education
- chaired the working party for the Union of International Cancer Control on Palliative Care for the United Nations summit on non-communicable diseases
- been a faculty member of the Australia and Asia Pacific Clinical Oncology Research Development workshops.

Year in review

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

The Cancer Institute NSW provides the strategic direction for cancer control across the state, which is driven by the goals of the *NSW Cancer Plan*: to reduce the incidence of cancer; to increase the survival rate of people with cancer; and to improve the quality of life of people with cancer.

“This year, we worked in close collaboration with the health system, researchers and community members to develop and implement patient-centred initiatives across the spectrum of cancer control, focusing on improving outcomes for groups that are disproportionately affected by cancer.”

People and communities that experience a disproportionate burden of disease include Aboriginal people, people from culturally and linguistically diverse backgrounds, people from rural and remote areas, and people from lower socioeconomic backgrounds.

The bushfires and COVID-19 pandemic presented unique challenges this year. During COVID-19, the Institute supported cancer services to implement sustainable efficiencies in the delivery of care, optimising clinical resources without compromising outcomes. This included establishing a statewide Cancer and Blood and Marrow Transplant Community of Practice, further embedding and streamlining the use of telehealth, and focusing on the delivery of radiotherapy using fewer fractions to treat some cancers.

We also assisted with the statewide emergency response to COVID-19 by supporting the contact tracing function, and seconding some Institute staff to other teams, including the NSW State Health Emergency Operations Centre.

We thank our staff for their commitment and flexibility during unprecedented circumstances, and acknowledge the professionalism and commitment of our colleagues working across the NSW health system to continue to deliver world-class cancer care.

Key achievements

- Delivered a comprehensive tobacco control campaign, with targeted approaches for the general population, Aboriginal people, and culturally and linguistically diverse groups, and undertook extensive formative research to identify and trial concepts for next year's campaign.
- Promoted early detection of breast, bowel and cervical cancers through the delivery of comprehensive screening programs, with targeted approaches for Aboriginal people and culturally and linguistically diverse groups.
- Co-designed and delivered an online cancer screening and primary care quality improvement toolkit to build the capacity and capability of the primary care sector to promote and support participation in national cancer screening programs.
- Developed and implemented multilingual educational resources about cervical screening, through consultation and collaboration with local multicultural health and community organisations.
- Worked in partnership with the Aboriginal Health and Medical Research Council of NSW and key Aboriginal stakeholders to develop the *NSW Aboriginal Cancer Governance and Engagement Framework*, which supports a collaborative approach to improving cancer outcomes for Aboriginal people in NSW.
- Achieved a 54 per cent increase in eviQ Cancer Treatments Online users per month (now 73,000) and a 28 per cent increase in eviQ Education users per month (now 7300) from 2018-19. Thirteen new learning resources (including a podcast series and rapid learning topics) are now available for oncology professionals.
- Delivered the ninth round of annual reporting for the Reporting for Better Cancer Outcomes program, providing local and statewide cancer information to local health districts, specialty health networks, primary health networks and participating private hospitals. In 2019, we reported on 98 key performance indicators across cancer control, more than four times the number of indicators reported in 2015, including new indicators for radiation, medical and surgical oncology, and new cancers included haematological, prostate and sarcoma.
- Expanded and maintained a range of supportive information for people affected by cancer, including:
 - Canrefer, an online directory listing specialists who are active members of a multidisciplinary cancer care team
 - patients.cancer.nsw.gov.au, which has information about 29 cancer types, with content available in eight languages
 - tailored information for people taking part in the Cancer Institute NSW patient-reported measures program.
- Developed and implemented an electronic patient-reported measures system in two local health districts, and tested an in-language tool to collect patient-reported measures from Arabic patients in one district. Three additional local health districts were also engaged to implement the system.
- Invested \$25 million in cancer research, and awarded new grants focused on supporting innovation; including \$3.75 million over five years for a Translational Program Grant on implementing novel therapeutic strategies for childhood brain cancer patients, and seven cancer research fellowships.

Clinical Excellence Commission

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

Chief Executive: Carrie Marr

Carrie Marr began her professional health career as a nurse in Scotland. She has held a number of 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 the 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

As for many NSW health organisations, in late 2019 and early 2020 the work of the Commission began to refocus as part of the NSW Health response to COVID-19. With the declaration of a pandemic in March 2020, under the NSW Health Policy Directive, we became the lead agency for Infection Prevention and Control. In the ensuing months, the Commission went on to deliver an intense and sustained effort, providing advice and expertise to the NSW Health community and, beyond NSW Health, to personnel in other frontline essential services protecting the people of NSW.

The Commission supported an expanded COVID-19 Infection Prevention and Control Response Team, which formed in late March, by redeploying many of our internal workforce. In April 2020, an expert clinical team, with support from the response team, met requests for advice and expertise at all levels of care.

This work included participation in newly formed communities of practice, developing instructional text and video resources on the use of personal protective equipment for frontline workers, and expert advice delivered at site visits to aged care facilities. We issued COVID-19-related medication safety alerts and recognised the pressure on frontline health workers by providing new resources on team safety culture.

Before, and during this extraordinary challenge, the Commission continued to deliver on its responsibilities as the lead agency supporting safety improvement in the NSW health system. The Commission, in its partnerships with districts and networks, continued to deliver progress in building effective, modern safety system governance, improvement tools and methods, and leading the way on safety culture in clinical teams.

From mid-2019, growth in the use of our Quality Improvement Data System (QIDS) continued its steep rise as more clinicians discovered the value of using local data to drive local quality improvement projects. By the end of June 2020, there were 29,000 users in QIDS — an increase of 500 per cent, year on year.

While work on the Mental Health Patient Safety Program was paused by COVID-19 re-prioritisation, we continued to support districts and networks and their staff with training to assist design and implementation of local mental health improvement projects.

We thank our staff for their efforts in delivering these remarkable outcomes for the year. In particular, our response to the COVID-19 pandemic has been outstanding across all teams and individuals who provided support to safer care for staff, patients and their families.

Key achievements

- Issued 17 safety alert broadcasts, distributed 12 medication safety communications and 13 medication safety updates as part of the Commission's primary function to minimise potential harm.
- Conducted risk assessments in response to 800 notifications regarding issues with medical devices, medicines and biological agents, with nine identified as high risk, requiring system-level response and coordination by our newly established Critical Response Unit.
- Graduated 63 NSW Health staff in the Executive Clinical Leadership Program and 249 in the Foundational Clinical Leadership Program through the Commission's Quality Improvement Academy.
- Conducted a range of activities to prepare NSW Health for legislative changes to serious incident management, including use of the ims+ platform. Developed a preliminary risk assessment and specification of root cause analysis alternate investigation methodologies.
- Developed and published 55 new guidance documents for COVID-19 on our website, attracting more than 200,000 downloads from visitors.
- Developed COVID-19 resources for NSW Health and a wide range of external agencies including aged care facilities, private hospitals and essential services such as NSW Police and Transport for NSW.
- Conducted 226 clinical product assessments of personal protective equipment in collaboration with HealthShare NSW.
- Under the Mental Health Patient Safety Program, supported five districts and networks to commence safety programs; delivered quality improvement training for 83 medical and clinical leads across NSW Health, and trained 51 improvement coaches across districts and networks to support 73 frontline mental health teams in safety and quality improvement projects.
- Delivered weekly personal protective equipment audits for districts and networks, with 13 cycles in our Quality Audit Reporting System.

Health Education and Training Institute

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

Chief Executive: Adjunct Professor Annette Solman



Adjunct Professor Annette Solman has significant experience in health management, nursing, inter-professional education, culture change, leadership development, facilitation, quality improvement and research. She commenced as Chief Executive in June 2015.

Trained as a registered nurse, Annette is particularly interested in person-centred care and its application in educational program design to enhance workforce practices. She is dedicated to innovative and contemporary education and training for improved health outcomes.

Annette holds a Master of Nursing (Research), Bachelor of Health Science, Diploma in Health Science Nursing, and is Adjunct Professor at The University of Sydney and the University of Technology Sydney, as well as Honorary Professional Fellow at the University of Wollongong. She is a member of the International Practice Development Journal Editorial Board.

Year in review

Lifelong learning, quality and access, and people and systems were three areas of focus for the Health Education and Training Institute over the past 12 months. Part of our 2018-2020 Strategic Plan, these focus areas were brought to life through the delivery of high quality, evidence-based education and training to the NSW Health workforce and to the Institute's higher education students.

This year the Institute placed 1029 first-year doctors – the largest number of interns to commence in NSW public hospitals to date. This included 145 interns based at rural hospitals across the state.

We also developed and implemented a new Emergency Medicine Pathway for the NSW Rural Generalist Medical Training Program to support the training of more doctors in advanced emergency skills in rural NSW.

The Institute remained at the forefront of innovation in education and training; lifting leadership and educational capabilities across the workforce. The Institute's Senior Executive Development Program was recognised with a 2019 International Brandon Hall Group Excellence Gold Award for Best Unique and Innovative Leadership Development Program.

Our e-learning team continued to leverage the use of emerging technologies to design and launch more than 80 new My Health Learning resources, including the contemporary Fetal Safety stream within the new Perinatal Safety Education pathway, in partnership with the Clinical Excellence Commission.

We commenced an intensive work program to design the new practice-focused Mental Health Pathways in Practice, set to be launched in October 2020. The program is being developed in close partnership with the Nursing and Midwifery Office and a community of practice combining 18 local health districts and specialty health networks, and consumer and carer representatives.

To support the COVID-19 health response, the Institute developed *Support During COVID-19* – a selection of resources with a focus on wellbeing, leadership and virtual environments. The Institute also partnered with the Centre for Population Health to design, develop and deliver just-in-time virtual classroom training for the new close contact calls teams, and worked together with the Clinical Excellence Commission to make available the *Personal protective equipment for combined transmission-based precautions* online learning module to all NSW Health staff.

This snapshot of achievements highlights another successful year for the Institute in promoting and supporting a connected and responsive learning community across NSW Health and we thank all our staff for their dedication and commitment to learning, training and development.

Key achievements

- Graduated 22 participants from 16 NSW Health organisations with a Diploma of Leadership and Management as part of the two-year NSW Health Next Generation of Leaders and Managers program.
- Provided a series of website resources titled *Support During COVID-19* focusing on wellbeing, leadership and virtual environments through the HETI Rapid Response Team.
- Delivered the largest cohort of participants in the NSW Health Leadership Program, with 220 people taking part; 50 per cent from rural local health districts.
- Commenced a record number (1029) of medical graduates in careers at NSW Health.

- Appointed 11 Aboriginal interns to NSW public hospitals through the Aboriginal Recruitment Pathway.
- Delivered the redesigned Advanced Training Program in Child and Adolescent Psychiatry, a two-year postgraduate subspecialist training course for child psychiatrists. Currently 26 students are enrolled in the accredited course.
- Delivered Cultural Responsiveness Training workshops in collaboration with Indigenous Allied Health Australia to support culturally responsive capabilities in the Allied Health workforce.
- Collaborated with Centre for Population Health to design, develop and deliver a new virtual classroom version of Close Contact Tracing Training for staff of NSW Health and other agencies working in close contact tracing call centres during the COVID-19 pandemic.
- Developed and implemented a new Emergency Medicine Pathway for the NSW Rural Generalist Medical Training Program to support training more doctors in advanced emergency skills in rural NSW.
- Hosted the 8th Rural Health and Research Congress, attended by 251 delegates. With a theme of Connecting Communities, the program provided 52 presentations and four workshops on consumer voice, the Aboriginal workforce, integrated care, climate and health, and more.

Specialty Health Networks

Justice Health and Forensic Mental Health Network

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

Chief Executive: Gary Forrest

Gary Forrest has worked in nursing for more than 35 years. He completed his general nursing training at Rockhampton Base Hospital in Queensland, a Bachelor of Science (Nursing) at Flinders University and a Master of Applied Management (Health) with distinction, at the University of Newcastle.



Gary joined the Network in 2002, working in nursing, population health and prison hospital management, before becoming the Chief Executive in June 2016.

Year in review

Justice Health and Forensic Mental Health Network provides healthcare to adults and young people in contact with the forensic mental health and criminal justice systems in NSW. While this year had its share of challenges, our staff rallied together to continue delivering high quality care to our patients and return them healthier to their communities.

In November 2019, the Network proudly co-hosted the NSW Aboriginal Mental Health and Wellbeing Workforce Forum. This two-day event brought together 260 Aboriginal mental health and wellbeing workers from across NSW to improve service delivery to Aboriginal people. The Forum was run in partnership with the Aboriginal Health and Medical Research Council.

As a statewide service, the Network was significantly impacted by the devastating bushfire season. The Network activated its Emergency Operations Centre to coordinate its response to the unfolding events and worked closely with affected staff to keep them and their patients safe. The Network also worked closely with partner agencies, including Corrective Services NSW and Youth Justice NSW, to maintain staff, patient and community safety.

Despite many staff facing significant personal loss from the fires, all staff showed outstanding professionalism to safely evacuate three facilities and manage many more sites on standby.

Just as the bushfire risk ended, COVID-19 began to spread. Again, the Network was quick to implement a range of procedures to prevent and control the infection in our settings. This fast response, involving close collaboration with partner agencies, kept patients safe during the pandemic, with no Network patients testing positive for the disease to 30 June 2020.

Throughout the COVID-19 pandemic, Network staff stepped up to several challenges including unprecedented demand for access to a new long-acting opioid agonist treatment. Following a successful trial in NSW correctional centres, the Network fast-tracked the roll out of this new treatment option. The Network also significantly increased its use of telehealth to ensure patients had ongoing access to care during the pandemic.

A big thank you to our Network staff who went above and beyond this year to deliver healthcare and reassurance to our patients during extremely difficult circumstances. The professionalism, resilience, and ability to meet and overcome these challenges was inspiring and has greatly benefited our patients.

Key achievements

- Tested 2391 patients for COVID-19 from 18 March to 30 June 2020, and achieved zero cases of COVID-19 among NSW adult inmates, juvenile detainees and Forensic Hospital patients.
- Screened 13,940 patients in custody for HIV, hepatitis C, and sexually transmissible infections as part of the Early Detection Program.
- Diverted 98 per cent of assessed young people with mental illness from custody into community-based care.
- Fast-tracked delivery of a new long-lasting form of Opioid Agonist Treatment (OAT) following the conclusion of a trial in January 2020, with 45 per cent of Network OAT patients now on the new treatment (612 of 1365 OAT patients).
- Delivered 34,080 patient telehealth appointments in 2019-20, an increase of 62 per cent compared to the 2018-19 financial year.
- Reduced average patient wait times by 44 per cent, partly due to an increased use of telehealth.
- Established two sensory modulation rooms in the Forensic Hospital. The rooms aim to reduce both incidence of patient aggression and the use of seclusion and restraints for patients with heightened emotions.
- Supported 2791 Aboriginal custodial patients with chronic health conditions through the Aboriginal Chronic Care Program.
- Enhanced workplace culture with 524 staff members completing strengths finder assessments as part of a new Network Staff Health and Wellbeing Framework.

The Sydney Children's Hospitals Network

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

Interim Chief Executive: Adjunct Associate Professor Cheryl McCullagh



Associate Professor Cheryl McCullagh has worked in health for more than 30 years, including roles in nursing, research, education, IT and executive management, in specialist referral hospitals in Sydney and Adelaide.

She has a Diploma in Applied Science, a Bachelor of Nursing and a Master of Health Service Management. She holds Adjunct positions in the Sydney Medical School, Faculty of Health Sciences at the University of Sydney and in the Faculty of Medicine, Health and Human Sciences at Macquarie University.

Prior to her role as Interim Chief Executive, Cheryl was the Director of Clinical Integration for the Sydney Children's Hospitals Network.

Year in review

Our Network is the largest provider of paediatric health services in Australia. In 2019-20, the Network saw occupancy averaging 84.3 per cent across both tertiary hospitals and cared for 153,027 children. Care included 963,893 occasions of service (being examination, consultation, treatment or other service provided in a non-admitted setting), and 88,829 emergency department presentations.

In 2020, NSW Health's review into the state's paediatric services recommended that The Children's Hospital at Westmead and Sydney Children's Hospital, Randwick remain comprehensive children's hospitals under the governance of the Network. We commenced implementation of the review's recommendations which will strengthen the services we deliver to children, young people and their families across the state.

The COVID-19 pandemic brought significant change, with the Network adapting its models of care to safely deliver services to patients and families. Mandatory restrictions led to a 317 per cent increase in the use of telehealth, patients were restricted to one 'in person' carer, and we reconfigured wards and adapted work practices to prepare for a possible surge in patients and reduce infection risks. The Network established the Clinical Data and Analytics Platform, developed through the Digital Health Cooperative Research Centre, to provide nationally available real-time analytics on the progression of patients with COVID-19 to severe disease, supporting frontline care.

During the bushfire crisis, the Network offered emergency backup to mental health services operating in bushfire-affected areas. We provided online links to information for families and children on coping with disasters and offered videoconference access to specialist child and adolescent mental health clinicians.

This year, the Network completed major construction on the Central Acute Services Building at Westmead* ahead of schedule. Additional state and federal investment of more than \$1 billion was also announced for further redevelopment projects at The Children’s Hospital at Westmead and Sydney Children’s Hospital, Randwick and we focused on finalising master planning for each precinct.

Our research division, Kids Research, had a record year of outstanding research grant success. Paediatric Precision Medicine, funded through Luminesce Alliance, is one example, allowing the Network to develop and build early-phase clinical trials capability, and work towards an enhanced clinical trials capacity — accelerating the delivery of novel drugs and gene therapy clinical trials.

We thank our staff and volunteers for their tireless work and commitment to caring for our sick and injured children.

Key achievements

- Successfully completed year two of the first Statewide Newborn Screening program (NBS) for spinal muscular atrophy, with more than 180,000 newborns screened since the launch of the program. NBS has supported early parental decision making, improved access to specialist neuromuscular expertise, and facilitated personalised therapeutic strategies.
- Established Paediatric Precision Medicine, allowing the Network to develop and build early-phase clinical trials capability, and work towards an enhanced clinical trials capacity — accelerating the delivery of novel drugs and gene therapy clinical trials.
- Developed the Clinical Data and Analytics Platform, through the Digital Health Cooperative Research Centre. This will provide nationally available real-time analytics on the progression of COVID-19 patients to severe disease and enable clinicians to use this data almost immediately to aid decision-making when treating patients.
- Delivered the first infusion of the CAR T-cell cancer therapy program on a patient in NSW, paving the way for Australian children using this life-changing novel therapy. The Australian Government has committed \$67 million to expand the Network and Children’s Cancer Institute’s world-leading Zero Childhood Cancer program to include all children diagnosed with cancer.
- Developed the Towards Zero Suicides project, a combined project providing alternatives to emergency departments and assertive outreach suicide prevention.

- Launched the Aboriginal Health Strategic Plan, established an Aboriginal Health Unit, held an inaugural Aboriginal Workforce Forum, and employed more Aboriginal health staff with the aim of strengthening Aboriginal services and equity.
- Finalist in the *Providing World Class Customer Service* category of the 2019 Premier’s Awards for the ‘Little Wings’ project, providing free, professional and safe flight and ground transport services for sick children in rural and regional NSW.
- Established the Intellectual Disability Mental Health Hub.
- Launched the International Year of the Nurse and the Midwife with a paediatric nursing event showcasing the projects, education and research our nurses are involved in and celebrated their dedication in caring for patients and families.
- Entered the fourth year of delivering the NSW Health Leadership Program, with more than 250 participants to date.

* Note The above refer to construction complete milestones and may include reference to individual components of larger infrastructure projects and programs that may not be recognised as officially complete.

St Vincent’s Health Network

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Chief Executive: Associate Professor Anthony Schembri AM



Associate Professor 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 St Vincent’s Curran Foundation, the National Centre for Clinical Research of Emerging Drugs of Concern, Co-Chair of the Nursing Research Institute of the Australian Catholic University (ACU)/St Vincent’s and Councillor for SPHERE.

Anthony holds academic appointments with the University of NSW, University of Notre Dame Australia and the ACU.

Year in review

Like our local health district colleagues, the Network’s response to both the horrific bushfires and the global COVID-19 pandemic was the focus of 2019-20. The impact of COVID-19 will forever change the way we work as an organisation, as we start to adjust to ‘the new normal’.

During the bushfires, St Vincent's was on standby for evacuees requiring tertiary level care, St Joseph's was on standby to assist residential aged care facilities and St Vincent's Corrections Health Service aided in relocating inmates who had been evacuated from fire-affected prisons across NSW. St Vincent's deployed staff to work in the State Health Emergency Operations Centre and several bushfire-affected regions across NSW.

This was shortly followed by the threat of COVID-19. St Vincent's began implementing our Pandemic Plan shortly before the World Health Organization (WHO) announced a global pandemic. From the outset, we formed the Emergency Operations Centre, operating seven days a week, with an incident controller rostered on 24/7.

A key component of the plan was obtaining the cooperation of St Vincent's Private Hospital and drawing on their resources. We reconfigured the emergency department to accommodate 'red' and 'green' zones, identified satellite spaces to increase capacity, and quickly isolated and managed patients presenting with suspected COVID-19.

More than 1500 staff underwent training to understand this condition and how to provide the best care available to these patients, while keeping themselves and their colleagues safe.

Foot traffic to the campus was significantly reduced, as we restricted visitor access, halted volunteer and student activity, and introduced thermal heat screening prior to entry.

The Network also transitioned to telehealth services and increased the delivery of online consultations. In addition, we established the Virtual Care Clinic to manage COVID-19 positive patients with mild symptoms in their homes. We established a COVID-19 'flu clinic' on campus. This was followed by a 'pop-up' testing clinic in Bondi and East Sydney, and a drive-through service which enabled the hospital to close the onsite clinic and minimise infection risk to staff and patients.

By the end of 2019-20, St Vincent's Pathology tested more than 40,000 members of the community and facilitated contact tracing to minimise community infection and 'flatten the curve'.

Our dedicated and passionate staff went above and beyond for the benefit of our community throughout the pandemic response which has presented the Network with a 'once in a career' event.

Key achievements

- The St Vincent's online treatment platform *This Way Up* developed and tested three different programs for clinical depression and anxiety in a randomised controlled trial, studying 158 participants over 14 weeks. The programs focused on teaching mindfulness skills, cognitive-behavioural skills, or a combination of both. Combining mindfulness training with cognitive behavioural therapy led to significant reductions in symptoms for adults with chronic mental health difficulties.

- Launched a \$3 million clinical genomics research project led by St Vincent's Clinical Genomics Unit. Exploring pharmagenomics, the research examines the genetic profile of patients with moderate-severe depression and how it affects their response to certain drugs. The project will trial genotype-guided psychotropic therapy for these people.
- Acquired the Linear Linac MRI with delivery partners, Genesis Care. The new technology shows the exact position and shape of a tumour during radiation therapy, so it can target the tumour more precisely. The MR-Linac's accuracy means fewer adverse side-effects, reduced number of treatments, and faster recovery time.
- Continued construction of St Vincent's Psychiatric Alcohol and Non-prescription Drug Assessment Unit, to be commissioned July 2020. A \$17.7 million restructure, the purpose-built facility accommodates specialised care for patients suffering from drug or alcohol-related psychotic episodes.
- Performed 7056 occasions of care via telehealth from January to June 2020 — a 381 per cent increase on 2019. Expanded our telehealth capabilities to more than 150 different services and 460 clinicians across the Network.
- Launched a new smartphone app called S-Check to provide support to people who are concerned about their methamphetamine use. The app is a tool for people who might not access treatment and provides up-to-date information, allows tracking of methamphetamine use, self-assessment of associated health problems, and links to support services.
- Collaborated with the University of Notre Dame and University of New South Wales, to offer students a place at St Vincent's Hospital Sydney as Assistants in Medicine. The initiative offers students professional experience while studying, creates paid positions for final-year students, and provides support for St Vincent's medical teams.
- Launched Flexiclinic in June 2020 to improve health outcomes for Aboriginal and Torres Strait Islander patients presenting to emergency. The clinic is managed by a staff specialist or senior registrar 24/7, and patients are seen by a senior clinician and an Aboriginal health worker soon after arrival, significantly reducing waiting times.
- Delivered fast track COVID-19 testing, providing results within an hour. Rapid testing allowed patients presenting with serious respiratory symptoms to be assessed, isolated and immediately transferred to the most clinically appropriate ward for treatment.
- Commenced novel testing and research into Remdesivir, an experimental treatment for COVID-19. St Vincent's is also leading the ADAPT study which aims to understand why COVID-19 causes severe and life-threatening symptoms in some patients, while mild symptoms and faster recovery in others.

Health Administration Corporation

NSW Ambulance

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

Chief Executive: Dr Dominic Morgan ASM

Dr Dominic Morgan ASM is a career health professional with more than 30 years' experience across a broad range of operational and clinical roles.

After commencing his career with NSW Ambulance, Dominic, a qualified intensive care paramedic, was appointed Chief Executive Officer of Ambulance Tasmania in 2009, returning to NSW Ambulance in 2016 as Chief Executive.

Dominic is Chair of the Council of Ambulance Authorities (2019-20) and holds a Bachelor of Health Science, a Diploma in Health Education and a Master of Business Administration. He completed his PhD in 2018 and holds an adjunct associate professorship through the University of Technology Sydney.



Year in review

The past year has been like few others in our 125-year history.

NSW Ambulance continued to respond to emergencies and deliver excellent care to the community throughout drought, bushfires, floods and a global pandemic. During the year, we responded to more than 1.2 million incidents and almost 1 million Triple Zero (000) calls.

The 2019-20 bushfires significantly affected NSW Ambulance frontline staff. The loss of life, destruction of property and the adverse health effects of air pollution resulted in an increased demand for our services. NSW Ambulance established a State Ambulance Recovery Team that worked continuously with fire-affected communities over six months to assist with rebuilding damaged infrastructure.

NSW Ambulance responded comprehensively to the COVID-19 pandemic. We brought forward the training of 180 paramedics scheduled for Year 3 of the Statewide Workforce Enhancement Program (SWEP) to join the workforce in April 2020 as part of our contingency planning. The safety of our frontline staff and their patients has been at the centre of our response and we implemented initiatives such as increased clinical safety awareness campaigns and changes to clinical protocols.

We continued working to support the capacity and resilience of all our staff, launching our Family Support Network, which provides information and resources to the families of our employees, and a Domestic Violence Referral Network. We also established Employee Connect, a centralised comprehensive model of customer service that connects staff and managers to the right services and ensures staff are provided one-on-one assistance with complex people-related matters. NSW Ambulance rolled out these initiatives during our response to the COVID-19 pandemic, which provided significant support through a challenging time.

This year, NSW Ambulance also secured the future of our fixed-wing aeromedical operations by establishing a new long-term contract with Pel-Air Aviation. Pel-Air will provide an initial fleet of five Beechcraft B350s entering service in 2021, and the potential for two Pilatus PC-24 jet aircraft to enter service in late 2023.

NSW Ambulance staff have responded with increased dedication and professionalism throughout all the challenges of the year and this has ensured we continue providing excellence in care to our patients and the people of NSW. Thank you to all our staff for always working together to provide care and support to the NSW community.

Key achievements

- Celebrated the 40th anniversary of women as paramedics and the ongoing contribution that women have made and continue to make across our organisation. Currently women make up more than 45 per cent of the organisation's workforce.
- Launched an advertising campaign and implemented the Body Worn Camera Concept Trial in response to occupational violence against paramedics. Titled 'It's Never OK', the campaign aimed to educate the community, while the Body Worn Cameras were trialled with volunteers across three locations – Sydney Ambulance Centre in Eveleigh, Liverpool Superstation and Hamilton Station.
- Commissioned eight purpose-built, modern stations at Pottsville, Bungendore, Yass, Rutherford, Grenfell, Cowra, Goulburn and Birmingham Gardens as part of the biggest transformation of rural and regional infrastructure in NSW Ambulance history.
- Responded to three NSW Bushfire State of Emergencies and months of fires that saw loss of life, injury and property devastation. Formed the State Ambulance Recovery Team following the fires to ensure implementation of a thorough recovery process.

- Inducted a record breaking 426 new recruits in May 2020 to prepare for the expected surge in demand due to COVID-19. This included bringing forward the training of 180 Year 3 SWEP recruits. An additional 250 time-limited casual trainees were also trained to support emergency response capability.
- Reached a cumulative audience/circulation of 521 million (with an advertising space rate of \$118 million) through more than 74,000 news stories and other free media activity.
- Acknowledged the 125th anniversary of NSW Ambulance and paid tribute to the exceptional men and women who have provided high quality and compassionate medical care to the people of NSW since 1895.
- Launched the Family Support Network for the families of employees. This provides important resources and tools for families to better support their loved ones.
- Upgraded the Far West Radio Network to support staff delivering services to people living across 120,000 square kilometres of remote outback NSW.
- Brought forward the build of 49 ambulances under the SWEP that were planned for years 3 and 4 of the program. Another 40 ambulances were built specifically to increase our capacity under COVID-19, including 35 Intensive Care ambulances. Together, a significant 89 new ambulances were built.

Health Infrastructure

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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 has also recently been appointed as a non-executive Director of Royal Far West.



Year in review

Health Infrastructure manages the largest health capital works portfolio in Australia, and is set to deliver a record \$10.1 billion in works over four years to 2023, including critical new and upgraded facilities and services across metropolitan and regional NSW.

This year we delivered more than \$2 billion in infrastructure planning and construction, and completed 23 projects across NSW, our biggest year to date. This represents a 75 per cent increase over the past two years, and was achieved despite the challenges of bushfires, floods and the COVID-19 pandemic.

Our achievements include early completion of the biggest hospital building we have ever delivered; the 14-storey Westmead Redevelopment Central Acute Services Building. Health Infrastructure also delivered the Macksville and Mudgee hospital redevelopments, three Multi-Purpose Service (MPS) facilities within the \$304.9 million Stage 5 MPS Program, and eight ambulance stations as part of the \$122 million Rural Ambulance Infrastructure Reconfiguration Program.

We supported bushfire recovery efforts, working with Infrastructure NSW and local health districts to provide practical assistance for evacuated and recommissioned facilities, and assisting with longer-term resilience planning for energy supply and water recycling.

Health Infrastructure played a pivotal role during NSW Health's COVID-19 response and focused on maximising bed supply by accelerating projects and identifying infrastructure to increase bed count, identifying other accommodation including hotels, and preparing additional capacity for a more significant outbreak, including temporary hospitals.

We worked with industry and the university sector to develop ventilator solutions to provide NSW with additional ventilator capacity if required, demonstrating rapid innovation, problem solving, and project management skills built and developed through our project work.

Health Infrastructure is collaborating with a range of partners in the delivery of world-leading health and education precincts at Westmead, Liverpool and Randwick, co-locating and integrating education, research and health partners to improve community health outcomes.

We maintained business continuity and program delivery to achieve these significant milestones; made possible by the tremendous efforts of our people and project partners who showed resilience and flexibility during this busy and challenging year of bushfires, floods and the COVID-19 pandemic. Our people and partners are commended for delivering future-focused health outcomes for NSW communities.

Key achievements

- Completed 11 business cases for projects with a combined total value of \$2.6 billion.
- Completed the final business case for the Liverpool Health and Innovation Precinct, to redevelop Liverpool Hospital into an international hub of medical excellence, research and education.
- Awarded more than \$1.8 billion in construction contracts across 27 projects.
- Delivered seven projects to support improvement of, and access to, health services in rural and regional NSW as part of the \$304.9 million Stage 5 MPS Program and \$100 million HealthOne Strategy.
- Completed construction of premises for NSW Ministry of Health and other health agencies at 1 Reserve Road, St Leonards, on behalf of Property NSW.
- Completed construction of the biggest hospital building ever delivered by Health Infrastructure; the 14-storey Westmead Central Acute Services Building as part of the Westmead Health Precinct that is transforming healthcare for western Sydney.
- Delivered 38 solar panel installation projects totalling approximately \$5 million, in a very short timeframe, providing sustainable, modern and affordable energy systems for NSW Health.
- Supported the NSW Health COVID-19 response including rapid construction of a temporary hospital solution to deliver significant additional acute or intensive care unit capacity across NSW, if required.
- Worked with the Construction Leadership Group and integrated requirements of the Premier's 10 point commitment to the construction sector with our project delivery methodology, to support sustainability of the sector and enable ongoing delivery of high quality infrastructure for NSW.

HealthShare NSW

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Chief Executive: Carmen Rechbauer



Ms Carmen Rechbauer has worked with HealthShare NSW since its inception in 2005 and was appointed to the Chief Executive role in August 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 has 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 working closely with food service staff across seven hospitals. Carmen is committed to placing the needs and interests of the health system and its patients at the heart of the organisation's strategy and service delivery model.

Year in review

HealthShare NSW plays a critical support role for NSW public hospitals and their patients. Never has this been more evident than in 2019-20. Through devastating bushfires and the COVID-19 pandemic, HealthShare leveraged its position as a statewide shared service provider to direct and adapt its services to meet the needs of the NSW public health system.

Food and Patient Support Services teams provided 'make ready' services to help hospitals re-open their doors following the fires. In the worst hit areas, teams worked extra hours, organised food supplies and even helped hose down sites while their communities burned around them. Linen Services teams packed and delivered linen ahead of the fires, drivers delivered critical medical and linen supplies to where they were needed, and the Linen Fleet and Logistics team monitored conditions to ensure driver safety in difficult and dangerous conditions.

The Patient Transport Service (PTS) assisted more than 690 evacuations and repatriations of people from hospitals and residential aged care facilities, working close to fire zones in very difficult conditions. The PTS Booking Hub ensured vulnerable people in fire zones were transported to safety. Procurement and Supply Chain teams worked to rapidly distribute emergency supplies (including 750,000 P2 masks) to communities across the state.

From the onset of the COVID-19 pandemic, HealthShare provided emergency governance support to the State Health Emergency Operations Centre. We sourced, procured and supplied personal protective equipment on a scale never experienced before in NSW, which has been used to support COVID-19 clinics, airport screening, quarantine hotels, home isolation kits, and increased safety precautions in hospitals.

HealthShare contributed to the successful hotel quarantine program, supplying meals, transportation and linen for returned travellers, including suspected and positive COVID-19 patients. Through the provision of specialist cleaning and laundering services, HealthShare has also supported enhanced infection control measures in ambulance vehicles and hospitals.

Contingency planning work, including planning for temporary hospitals, recruitment of a surge workforce, and new service models are providing the flexibility needed to respond effectively to future case spikes.

While responding to these crises, HealthShare continued to provide:

- patient meals
- hospital linen
- payroll for more than 164,000 NSW Health employees
- transport for non-emergency patients
- cleaning of hospitals and ambulance vehicles
- procurement and supply chain services
- equipment and services for people with chronic health conditions or disability to assist them with mobility, communication and self-care.

We thank our dedicated teams for their exceptional work throughout the year in what has been an incredibly testing time across the health service.

Key achievements

- Implemented the Accelerated Savings Program to achieve system-wide savings through procurement.
- Completed the Nutritional Standards operational implementation review.
- Launched Patient Transport Service's Beyond 2020, a service improvement project aimed at improving patient safety, experience and flow; and increasing productivity and sustainability.
- Piloted principles to streamline transport across health services at high cancellation facilities. The program achieved an 84 per cent reduction in on-scene cancellations and a 25 per cent reduction in pick-up times.
- Achieved annual cost savings through the refurbishment and reallocation of clinical equipment using the EnableNSW Equipment Centre refurbishment model.

- Developed a new payment process to ensure that NSW Health complied with the Faster Payment Terms Policy of 80 per cent of small vendor invoices paid within five business days.
- Successfully implemented the new International Dysphagia Diet Standardisation Initiative for thickened fluids across NSW Health.
- Developed the Co-Designing Healthy and Enjoyable Food project framework for food service reform.

NSW HEALTH PATHOLOGY

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Chief Executive: Tracey McCosker PSM



Tracey McCosker PSM has worked in public health for more than 20 years. She held several Hunter New England Local Health District executive positions before leading a range of statewide projects for NSW Health.

Tracey holds Bachelor of Commerce and MBA degrees, and is a member of the Australian Institute of Company Directors. She is committed to leading organisations that make a positive difference in people's lives, and serves on the Board of Life Without Barriers. In 2018, she was awarded an Australian Public Service Medal for outstanding public service to community health in NSW.

Year in review

Faced with drought, bushfire and a global pandemic, our 5000-plus NSW Health Pathology family continued to connect the people of NSW to first-class pathology and forensic services.

We made sure our pathology samples got through bushfire areas when air services and roads were cut, sometimes with police escort. Staff came to work after defending their own properties from fire. Some lost homes; others, livestock; and some were evacuated. But they continued to serve NSW Health Pathology with dedication.

Faced with the COVID-19 pandemic, our staff again showed the extraordinary capability that exists at every level of our organisation, displaying commitment, care and pioneering spirit as we mobilised against this unprecedented threat. Our people worked tirelessly and under enormous and unrelenting pressure to deliver a response that we are proud of.

We quickly established COVID-19 specialist diagnostic testing at 12 dedicated laboratories, and evaluated and deployed new rapid testing platforms to 37 labs, including throughout regional and rural NSW. As at 30 June 2020, we had performed more than 500,000 COVID-19 tests, a testing rate among the highest in the world per capita.

Our inspiring scientists and researchers grew the live virus from an infected patient in February and developed a game-changing serology test by March. They have played a key role helping public health officials determine how the disease spreads.

With around 99 per cent of people tested found to be COVID-19-negative, our IT team pioneered a solution to automatically deliver negative results direct to patients via SMS. Most results were delivered within 24-72 hours of lab testing to more than 300,000 people.

Beyond COVID-19, we launched our inaugural staff awards and advanced our Reconciliation Action Plan. The plan will make a real and lasting change in our organisation by promoting the importance of building meaningful and respectful relationships with Aboriginal and Torres Strait Islander people and their communities.

Thanks to everyone at NSW Health Pathology for your incredible work, expertise and care this year.

Key achievements

- Performed more than 500,000 tests to diagnose and exclude COVID-19. Achieved a testing rate of between 5000 to 10,000 tests per day, among the highest in the world per capita. Developed capability to deliver 9500 tests per day.
- Pioneered the automated delivery of negative COVID-19 results for patients tested at public health clinics and hospitals. The system provided results within 24-72 hours of lab testing to more than 300,000 people.
- Grew the live SARS-CoV-2 virus from infected patients' samples and developed a game-changing serology test used by public health officials to understand the spread of the disease.
- Contributed to the NSW Drug Surveillance Strategy to reduce illicit drug harm by evaluating severe drug toxicity in intensive care patients and working with NSW Police on the monitoring and surveillance of seized drug samples.
- Advanced NSW Health Pathology's Reconciliation Action Plan to progress goals towards increasing wellbeing for Aboriginal and Torres Strait Islander communities.
- Launched our first staff awards program and event to recognise caring, connecting and pioneering staff within the organisation.

- Created a first-of-its-kind Pathology Atlas of Variation which combined NSW Health Pathology and public hospital emergency department data to better understand test ordering and its impact on patient care and outcomes.
- Named by Microsoft as one of Australia's most innovative organisations, recognising a technology trial that securely uploaded encrypted pathology results to the internet. Patients could have blood tests in a variety of settings (including in ambulances, on football fields or during surgery) and clinicians received results in real time.
- Enrolled 25 colleagues in a fifth cohort of the Emerging Leaders program. Alumni were invited back to build skills as coaches and innovators.
- Implemented our Clinical Services Plan — a blueprint for future clinical service models in line with statewide strategies and local customer needs.

eHEALTH NSW

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Chief Executive: Dr Zoran Bolevich



Dr Zoran Bolevich is Chief Executive of eHealth NSW and Chief Information Officer of NSW Health. He 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 1350 staff, Zoran is focused on implementing the eHealth Strategy, streamlining governance of eHealth NSW's key programs and activities, and developing a highly effective, customer-focused health IT organisation. 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.

Year in review

During a year marked by bushfires and a pandemic, eHealth NSW continued to work in partnership with NSW Health organisations and industry to progress the delivery of the *eHealth Strategy for NSW Health 2016-2026* and build a sustainable health system that delivers outcomes that matter to patients and the community, is person-centred, digitally enabled, and invests in wellness.

We employed a statewide approach to ICT, coupled with the foundations set by the *eHealth Strategy*, to ensure NSW Health was able to rapidly scale up, leverage and deploy digital solutions for COVID-19.

Our robust digital health infrastructure and systems to support the rapid increase in virtual care delivery and remote working enabled the successful management of increased technology use and reliance.

In delivering the *eHealth Strategy*, we continued to work with districts and networks to deliver key clinical systems and systems that support integrated care. eHealth commenced deployment of the new radiology information system and picture archive and communication system (RIS PACS) which will transform the way thousands of medical imaging studies are captured, used and archived annually. RIS PACS was deployed at four of 58 sites with the remainder to be implemented by 2023. eHealth also delivered and supported several corporate systems, including the workflow and services management platform ServiceNow/SARA (search and request anything) and the recruitment and onboarding solution.

We continued to monitor, review and strengthen NSW Health's information systems and implement measures to ensure cyber security readiness around the clock. eHealth also redeveloped the NSW Health Electronic Information Security Policy to align with the NSW Government Cyber Security Policy.

None of our achievements would be possible if it were not for the work of our NSW Health and industry partners and the dedication of the staff at eHealth NSW. Efforts to embed a strong culture program reinforced an unwavering commitment to enhance the user experience and patient care, enabling us to deliver safer, smarter, stronger digital health systems for NSW Health's staff and patients.

Key achievements

- Supported the COVID-19 response by:
 - building and rapidly deploying a digital triage tool and doubling the number of intensive care unit (ICU) beds supported by electronic record for intensive care (eRIC)
 - increasing videoconferencing for virtual care and remote work
 - creating COVID-19-specific dashboards providing comparable data and analytics across the NSW public health system
 - establishing a rapid ICT review service to assess COVID-19-related offers of assistance.
- Deployed EMR at 186 sites with 22,260 beds now live, and developed, implemented and launched four new digital products within the EMR. Finalised implementation of disaster recovery environments across facilities using the Cerner EMR, minimising the impact to patient care.
- Implemented electronic medications management (eMeds) systems at 73 sites and went live with the second phase of the EMR (EMR2) at 34 additional sites. eMeds is now available at 195 sites across NSW.
- Installed eRIC at two hospitals and 30 ICU beds, bringing the total to 21 hospitals and 422 beds. This year, 24,351 critically ill patients had care recorded via eRIC, eliminating the need for paper-based ICU records.
- Completed a four-year collaboration with NSW Health Pathology to add pathology reports to HealtheNet, which feeds into the national My Health Record.
- Supported NSW Health to provide IT, finance, workforce, project management, procurement, security operations and crisis management services via ServiceNow/SARA. SARA staff raised and managed 446,000 IT incidents, 830,000 HR cases, and 12,000 IT changes.
- Implemented a statewide incident management system *ims+*, on track to be fully rolled out by late 2020 and enabled 45,000 NSW Health staff to complete notifier training.
- Established the Virtual Care Accelerator to ensure patients have access to the best telehealth enabled models of care.
- Implemented a clinical health information exchange to support NSW Health's first public-private partnership at Northern Beaches Hospital, allowing clinicians to digitally share the records of public and private patients.
- Launched three pilots of the Health Grade Enterprise Network, an initiative designed to enhance ICT service quality through common deployment of cabling, networking and wireless technologies, and standards and services across all NSW Health sites.

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.

This year, districts faced significant challenges from the drought, bushfire crisis, and floods, which directly impacted many, and the COVID-19 pandemic. Our incredible staff rose to these challenges admirably while continuing to provide high quality, safe care to their patients and communities. Read on to discover the achievements of districts this 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

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

Chief Executive: Dr Andrew Montague

Chief Executive of the District since August 2016, Dr Andrew Montague has extensive clinical and senior management experience within the health sector, both in Queensland and NSW. He studied both medicine and health administration at the University of New South Wales and is a fellow of both the Royal Australian College of General Practitioners and the Royal Australasian College of Medical Administrators.

Andrew's previous role was Executive Director Operations for Northern Sydney Local Health District from 2012 to 2016, where he also acted as the Chief Executive. He worked as a clinician for 10 years, both in hospitals and as a general practitioner, and since 2005 has held medical director roles at both hospitals and health services.



Year in review

Our District's ability to respond swiftly and effectively to both the NSW bushfires and global COVID-19 pandemic is testament to our preparedness and flexibility, and reflects the resilience and commitment of our staff to provide the best possible care to our coast community.

In early 2020, the District deployed four teams of multi-disciplinary mental health staff — including social workers, occupational therapists, counsellors and nurses — to join colleagues in the Illawarra Shoalhaven Local Health District to provide support to bushfire-affected communities. This was the first time our mental health staff have been deployed to an area outside our District to assist with a disaster response.

The global COVID-19 pandemic was the next significant event to face our District and we refocused our service delivery to respond to the evolving pandemic; directly resourcing intensive care units and emergency departments, while maintaining community-based support and providing care to people with long-term chronic disease. We introduced telehealth models to manage outpatient care and revised our visiting hours and working arrangements to help reduce the risk of COVID-19 spreading. We also opened two COVID-19 testing clinics.

The situation evolved rapidly, and our services quickly adapted and innovated. Our ICT team provided safe and secure remote system access to more than 2000 clinicians in under two weeks, to continue to deliver patient care. Across the District, we installed around 1000 pieces of new IT equipment, including computers and headsets, to support telehealth delivery, while pushing forward other major projects.

We strengthened our partnerships with local residential aged care facilities, increasing nurse practitioner, allied health and Aboriginal health support to residents and staff.

The District celebrated two milestones this year; 50 years of community members volunteering in our health services, and the 75th anniversary of the Gosford Hospital Auxiliary; formed in 1944 while Gosford Hospital was still under construction.

We thank our exceptional staff for their commitment to high quality care and continued hard work to ensure the best possible healthcare for our community.

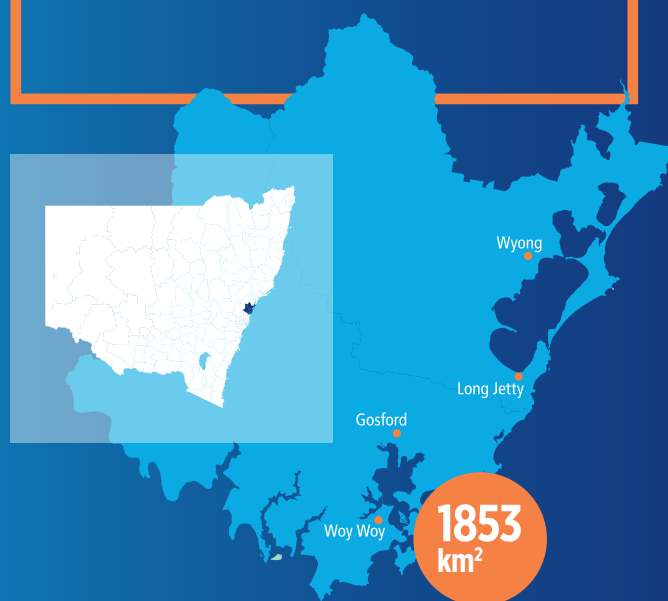
Construction commenced on the Clinical School and Research Institute for Integrated Care and Population Health, a joint initiative between the District and the University of Newcastle. The new facility will transform the ways in which we look at, develop and deliver healthcare, including integrated care, which is a priority for the District and the focus of the Institute.

Key achievements

- Continued work on the \$200 million redevelopment of Wyong Hospital, including a new six-storey building. This redevelopment will deliver first-class services including a new emergency department, intensive care unit and expanded surgical services.
- Commenced construction on the Clinical School and Research Institute for Integrated Care and Population Health, a joint initiative between the District and the University of Newcastle. The new facility will transform the ways in which we look at, develop and deliver healthcare, including integrated care, which is a priority for the District and the focus of the Institute.
- Commissioned a new Cardiovascular Suite and established a new 24/7 on-call service at Gosford Hospital. This ensures heart attack patients no longer need to be transferred outside the Central Coast after hours and on weekends.
- Achieved a 66 per cent increase in early childhood education and care services meeting the NSW Health Caring for Children nutrition guidelines and a 92.6 per cent success rate of public schools meeting the NSW Healthy School Canteen Strategy by working closely with both services to champion healthy eating for children.
- Achieved a sustained reduction in indwelling urinary catheter usage at both Gosford and Wyong hospitals by embedding effective urology practice to reduce preventable catheter associated urinary tract infections (CAUTI) and implementing the No CAUTI Sustainability Plan.
- Established Violence Abuse and Neglect (VAN) as a clinical stream; a centralised model that enables multidisciplinary clinicians to work and approach challenging issues together, providing more streamlined services to families.
- Partnered with the Primary Health Network to send letters electronically from our hospitals to general practitioners. On average, around 5000 discharge messages were delivered each month, enabling better access to clinical information for care delivery in the community.
- Established an Aboriginal Cultural Lounge and courtyard at Gosford Hospital, where Aboriginal Liaison Officers are located to support patients and families during their hospital stay.
- Reached the finals in the 2019 NSW Health Excellence in Nursing and Midwifery Awards for the Excellence in Innovation in Research category. Wound Management Nurse Practitioner, Dr Anne Purcell, was recognised for her research exploring an innovative way of using EMLA® cream as a primary dressing on painful, chronic lower leg ulcers. The intervention resulted in significant reduction in patients' wound-related pain during dressing-change.
- Vaccinated a record number of staff against influenza as part of the annual Exercise Respect program. Some 5833 staff were vaccinated; 218 more than last year and 1344 more than in 2018.

Demographic summary

Central Coast Local Health District



350,000
residents

Projected to increase to
397,370 by 2031



15% aged 70⁺

70-84 age group
Projected to increase
by **61%** by 2031



3.8% from Aboriginal or Torres Strait
Islander background

21% born overseas

8.3% speak a language other than
English at home

Darkinjung people are the traditional
custodians of the land

Health issues



Source: Department Planning, Industry and Environment:
2019 population projections.

Far West Local Health District

2-4 Sulphide Street
Broken Hill NSW 2880

Telephone: (08) 8080 1333
Email: FWLHD-Feedback@health.nsw.gov.au
Website: www.fwlhd.health.nsw.gov.au
Business hours: 8:30am-5pm, Monday to Friday

Chief Executive:
Umit Agis
(from January 2020)



Umit Agis was appointed to the Chief Executive role in January 2020. Umit's career in health service delivery spans more than 25 years, with the last 15 in senior management including executive roles at Country Health SA, 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.

Chief Executive: Steve Rodwell
(until November 2019)

Steve Rodwell was the previous Chief Executive of the District from September 2017 until his retirement in November 2019. Steve began his career as a student nurse at Royal Prince Alfred Hospital in 1980. Thank you to Steve for your years of dedicated service to NSW Health.

While the COVID-19 pandemic presented significant operational and clinical challenges, it also created the momentum for developing alternative models of care using telehealth. Use of telehealth increased from 220 sessions per month pre-COVID-19 to 1150 per month, and new models of patient care incorporating technological solutions were embedded into the District's service delivery.

Year in review

The District maintained its focus on quality patient care, successfully managing the COVID-19 pandemic while progressing its program of service and capital improvements.

While the COVID-19 pandemic presented significant operational and clinical challenges, it also created the momentum for developing alternative models of care using telehealth. Use of telehealth increased from 220 sessions per month pre-COVID-19 to 1150 per month, and new models of patient care incorporating technological solutions were embedded into the District's service delivery.

The District was able to rapidly pivot to these new models of care while maintaining a high level of patient care primarily due to the commitment of our exceptional staff.

The creation of additional Aboriginal health practitioner and trainee positions, and the successful appointment of two Aboriginal nursing cadets continued the District's focus on growing our Aboriginal workforce. The District also provided a new position providing targeted specialist support to the communities impacted by drought across the region.

Construction planned to start for the Buronga HealthOne facility on the land of the Barkandji and producing the land agreement for this facility was a first in NSW. Thanks goes to the Barkandji Elders/Nation Group and Health Infrastructure for making this project a reality. During the year the District also successfully completed the refurbishment of the Tibooburra health facility, a much-needed upgrade which has provided a better and more contemporary service to the local community.

The District examined both clinical and corporate governance processes and procedures with the aim of improving operations and augmenting the great work that has been achieved by the existing governance structures. The year closed with achievements underscored by meeting or exceeding targets in a range of performance indicators, including safety, preventable hospitalisations, timeliness and accessibility, and retaining a zero-performance rating (no performance issues).

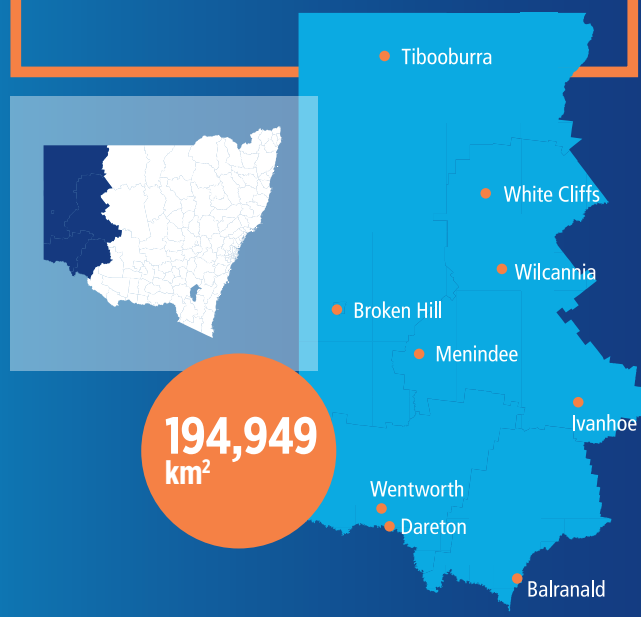
The Board and executive express our sincere thanks and appreciation to all staff for their hard work and dedication in 2019-20 and recognised this work was undertaken within a difficult and often rapidly changing environment.

Key achievements

- Connected and supported people affected by drought by employing a Mental Health Drought Relief Peer Support Worker under NSW Health's At the Farm Gate program in early 2020. This role worked with key organisations including the Royal Flying Doctor Service, Department of Primary Industries and the Rural Adversity Mental Health Program.
- Introduced Aboriginal health practitioner/trainee positions (4.6 FTE) within the Broken Hill Health Service. These after hours, seven-day-a-week positions have made a valuable contribution to the Aboriginal community and the service continues to develop in line with consumer and staff feedback.
- Expanded the Aboriginal workforce with the commencement of two Aboriginal nursing and midwifery cadets, under the NSW Health Aboriginal Nursing and Midwifery Cadetship program. The program provides financial support to enable cadets to complete studies as a registered nurse or registered midwife.
- Implemented telehealth models, developed data capturing mechanisms and provided service continuity through increased telehealth sessions during the COVID-19 pandemic.
- Construction planned to start for the Buronga HealthOne facility, which will provide an enhanced 'hub and spoke' service model including collaborative patient and client care, shared spaces, and use of new technologies to improve access to previously underused specialist services. The District worked with stakeholders including Coomealla Health Aboriginal Corporation, to review service models that respond to community needs.
- Completed the HealthOne Tibooburra initiative, a capital works project for Tibooburra Health Service. This project included refurbishment of the facility and increased contemporary clinical areas to enhance service provision to a remote community.
- Consolidated the Primary Health Care Registered Nurse School Based Service across seven primary and two secondary schools in Broken Hill. The service offers population health screening for all children and coordinates health promotion activities and complex case management. Teams supported schools during COVID-19 home isolation.
- Trained 88 per cent of all early childhood services and 100 per cent of the District's family day care services in the Munch & Move program and met 70 per cent of program practices. Trained 83 per cent of primary schools in the District's Live Life Well at School program and met 70 per cent of program practices.
- Introduced the Specialist Palliative Care Bereavement Counselling Service providing bereavement services to carers and families including visits with palliative care nurses, bereavement packs, individual counselling, grief information sessions, and bereavement groups.
- Created a conducive environment for patients and family receiving inpatient palliative and end of life care by refurbishing the medical ward of the Broken Hill Health Service.

Demographic summary

Far West Local Health District



30,144*
residents

Projected to decrease down to **27,250** by **2031**



18% aged **65+**

Projected to increase to **29%** by **2036**



13% from **Aboriginal or Torres Strait Islander** background

4.5% born overseas

8.9% speak a **language other than English** at home

Barkandji; Wilyakali; Ngijampaa; Muthi Muthi; Wadigali; Malyangaba; and Wangkumara people are the traditional custodians of the land

Health issues



Ageing related



Drought-impacted mental health



Drug and alcohol use



Chronic obstructive pulmonary disease



Diabetes-related conditions



Intentional self-harm

*NSW HealthStats.

Hunter New England Local Health District

Lookout Road
New Lambton Heights NSW 2305

Telephone: 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.



The impacts of fire were far reaching, affecting residents, local business operators and staff, both physically and mentally. As well as supporting our own communities, a mental health team was dispatched to assist colleagues in the Illawarra Shoalhaven Local Health District with the fire crisis on the South Coast.

Year in review

This year our District continued to deliver excellence in healthcare amid the demands of ongoing severe drought, bushfires and the COVID-19 pandemic.

The past year brought some of the worst, unprecedented bushfire events in the state, impacting many communities within the District, particularly Forster, Taree, Tenterfield, Glen Innes and the Hunter Valley.

With many towns clouded in smoke, the District was proactive in providing public health messaging to the community, especially for the most vulnerable community members, on how to protect themselves from negative health impacts.

The impacts of fire were far reaching, affecting residents, local business operators and staff, both physically and mentally. As well as supporting our own communities, a mental health team was dispatched to assist colleagues in the Illawarra Shoalhaven Local Health District with the fire crisis on the South Coast.

The COVID-19 pandemic was a significant challenge to our health system; however, the District managed its coordinated response well, focusing on building clinical surge capacity, equipping facilities with crucial personal protective equipment, using new technologies, and continually planning and preparing for adverse events. This ensured that staff, patients and the broader community were informed and as safe as possible.

The District took a proactive approach to COVID-19 screening and testing, completing more than 50,000 swabs in the period to 30 June with 4.5 per cent for Aboriginal and Torres Strait Islander people. The total number of swabs was higher than NSW average testing rates and is testament to the work of our staff in communicating core public health messages throughout the Hunter New England region.

Faced with the challenge of the pandemic, staff rose to the occasion by finding new ways of working that will endure well past the current crisis. This includes using technology to ensure continuity of care while still guaranteeing COVID-19 preparedness and better ways to work as a team.

Despite the challenges, staff continued to put patients first with inspiring resilience and ability to adapt, particularly during the response to COVID-19. The Chief Executive and Executive Leadership Team commend the efforts of all staff across the District in providing positive healthcare experiences and outcomes for our communities.

Key achievements

- Established a six-lane drive-through testing clinic at McDonald Jones Stadium in Newcastle where 7800 tests were completed over 10 days, one of the most successful in NSW.
- Commenced early works for the John Hunter Health and Innovation Precinct. Completed works for new hospitals at Muswellbrook, Tomaree, Manning and Inverell. Completed capital improvement projects at Gloucester, Dungog, Tenterfield, Scone, Cessnock, Belmont, and John Hunter, and a range of mental health facilities across the District.
- Implemented a collaborative Tamworth Hospital Water Recycling Reverse Osmosis Water Initiative that saves 50,000 litres of potable water weekly. To date, more than two million litres of water from the dialysis unit has been processed for reuse.
- Established a new Specialised Intellectual Disability Health Team across Hunter New England and Central Coast Local Health Districts to improve delivery of healthcare to people with an intellectual disability.
- Launched a Virtual Heart Failure service in Greater Newcastle that increased the delivery of heart failure care in line with best practice from 25 per cent of admitted patients to approximately 70 per cent, with a reduction in unplanned readmissions from 10.5 per cent to 6.8 per cent.
- Established a centralised, District-wide COVID Care at Home service using telehealth to optimise accessibility for moderate risk patients and safety for healthcare providers, while minimising unnecessary use of personal protective equipment. Since March 2020, the service has successfully managed 46 referrals.
- Initiated a High Risk Foot service at Tamworth Hospital that has reduced patient travel and improved equity of access for rural patients.
- Awarded the 2019 NSW Health Research and Innovation Award for the John Hunter Children's Hospital Type 1 Diabetes Management Program. For recurrent years HNEKids Endocrine service has achieved the lowest rates of glycated haemoglobin and low levels of associated hypoglycaemia in children.
- Implemented the Acute Incident Response program at John Hunter Hospital to better support emergency department staff dealing with critical incidents. The emergency department team reported a 14 per cent increase in support and an 18 per cent increase in leadership support, while access to debriefing has doubled since the program's inception.
- Created a series of dashboards to provide the District's health executive with access to invaluable and time-critical data to support decision-making in response to COVID-19.

Demographic summary

Hunter New England Local Health District



131,785 km²



952,381[^] residents

Projected to increase to 1,038,920[^] by 2031



14.5% aged 70⁺

70+ age group projected to increase to 18% by 2031

Families and young people
Projected to increase



5.9% from Aboriginal or Torres Strait Islander background

20% born overseas

5% speak a language other than English at home

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

Health issues



Stroke



Cancer



Gastro-intestinal disease



Kidney disease

Source: HealthStats NSW.

Illawarra Shoalhaven Local Health District

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

Telephone: 4221 6899

Email: ISLHD-TRIM@health.nsw.gov.au

Website: 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 of the Illawarra Shoalhaven Local Health District in 2014. Margot has extensive health executive leadership and management experience at hospital and District level, and is a member of the Illawarra Health and Medical Research Institute Board. She also holds a Bachelor of Laws.

Margot has a strong focus on research and has led the District through a significant period of change, including leadership reform.



Year in review

The second half of 2019-20 has been a most challenging and unprecedented time for us all. For the southern-most part of our District, this commenced with the devastating bushfires which decimated parts of the Shoalhaven, followed shortly by damaging floods in already ravaged areas. The Currowan fire raged for 74 days, burning almost half a million hectares of bushland and destroying 89 homes in the Conjola area. The staff at Milton Ulladulla Hospital were significantly impacted, and we responded by developing a staff wellbeing program and deploying specialist mental healthcare teams to support the local community.

From our emergency bushfire and flood response, the District's focus quickly turned to the COVID-19 pandemic. We immediately established a clinician-led taskforce and an emergency operations centre, and implemented extensive infrastructure changes to support the safe management of all patients. More than 60 staff upskilled to increase intensive care unit capacity, supported by the redeployment of staff and beds, procurement of additional ventilators and other specialised equipment, personal protective equipment supply, and logistics. The District established COVID-19 clinics at our hospitals, and our testing rates have been among the highest in NSW.

The COVID-19 crisis led the District to develop innovative ways to deliver patient care, including alternatives to face-to-face visits. We significantly enhanced our tele-technology to enable online specialist consultations and established a virtual care centre so that patients with COVID-19 or chronic conditions could be managed by clinical teams without needing to leave home. This initiative will continue next year.

This year, the District launched its Health Care Services Plan for the next decade, with a strong focus on community-based care and ensuring timely and appropriate access to local services. Major capital works projects progressed, including construction of the Bulli Hospital and Aged Care Centre, completion of new parking facilities at Shoalhaven Hospital and work on the redevelopment of Wollongong Hospital Children's Ward and Birthing Unit.

This has been a year we will long remember. COVID-19 has changed the world, and life as we know it. One thing that has remained constant in these extraordinary times is our amazing workforce and their focus on patient care. The agility and resilience of staff, coupled with a robust dedication to keep people safe and well, has been inspirational.

Our local communities have shown tremendous support for our workforce and together we will continue to navigate what the year ahead may bring.

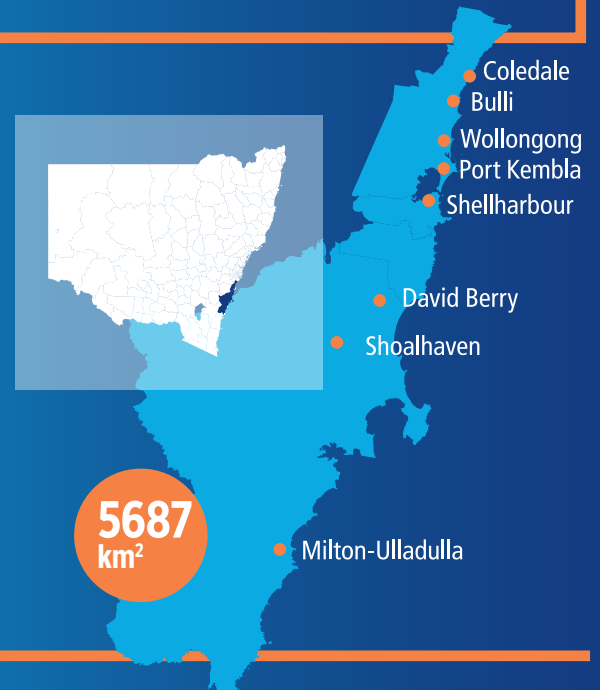
COVID-19 has changed the world, and life as we know it. One thing that has remained constant in these extraordinary times is our amazing workforce and their focus on patient care. The agility and resilience of staff, coupled with a robust dedication to keep people safe and well, has been inspirational.

Key achievements

- Commenced planning and early works on two major hospital redevelopments. The upgrade of Shoalhaven Hospital will significantly improve services for people living on the South Coast. At Shellharbour Hospital, early works signalled the start of the facility's redevelopment, which will include an expanded emergency department and increased medical and surgical capacity, including new operating theatres.
- Implemented a new 48-hour face-to-face follow-up program for discharged consumers at Illawarra Community Mental Health Rehabilitation Service and achieved a first in Australia for providing seven-day follow-up.
- Achieved a major milestone in construction of the \$50.4 million (\$16.6 million invested by a community-owned organisation) Bulli Hospital and Aged Care Centre, which will create a centre of excellence focused on geriatric medicine. A topping out ceremony was held to mark reaching the highest point of the building.
- Implemented an internationally recognised standard outcomes set for colorectal cancer, a first for the District. The framework, guided by the International Consortium of Health Outcomes Measurement, was presented at an international conference and received a nomination for both the NSW Health Awards and NSW Premier's Awards.
- Achieved 100 per cent full immunisation coverage for Aboriginal children at five years of age and consistently exceeded 95 per cent vaccination coverage for all local children at five years.
- Developed the My Care Board for use in hospital inpatient wards in support of the clinical handover process. The new tool aims to facilitate better communication among consumers, carers and clinical teams to enable stronger shared decision-making.
- Implemented technologies to improve patient care and experience, including electronic medication records and patient and guest Wi-Fi, and completed the roll-out of the Electronic Record for Intensive Care (eRIC), with implementation at Shoalhaven Hospital.
- Developed the District's first *Consumer Engagement Framework* to guide a robust and consistent approach to improved consumer interaction, feedback and connection with health services.
- Enabled further improvements in integrated care working alongside the South Eastern NSW Primary Health Network (COORDINARE). This work included developing secure messaging capability between GPs and District services to enhance the integration of care.
- Developed a new pathway for disadvantaged local families to be referred to oral health services to improve their access and experience. An oral health waiting list redesign project was also launched to improve patient wait times. This halved the number of patients waiting for their assessment and reduced wait time for dentures from six to two months.

Demographic summary

Illawarra Shoalhaven Local Health District



415,688
residents

Projected increase to
455,000 by 2031



12% aged 70+

70+ age group
projected to increase to
20% by 2031^{^^^}



4% from Aboriginal or Torres Strait
Islander background

17% born overseas

12% speak a language other than
English at home

Tharawal and Yuin people are the
traditional custodians of the land

Health issues



Source: ^PHIDU Social Atlas of Australia 2019. ^^HealthStats accessed 2020.
^^^Ministry of Health HealthApp accessed 2020.

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 partnership and service partners working together. He holds a Doctorate in Health Studies, and tertiary qualifications from the University of NSW, University of Newcastle and the Australian Institute of Company Directors.

Year in review

The District and its communities had a challenging year. Many members of our community were impacted by the bushfires that caused major devastation across NSW and in particular the Mid North Coast region. Many staff were involved in coordinating the emergency response at public health facilities and volunteered with the NSW Rural Fire Service to protect people and property in the area.

During and after the bushfire emergency, the District's Rural Adversity Mental Health Program provided vital on-the-ground support at evacuation and recovery centres across the District, including empowering the community to access services, and minimise the effects of trauma. We appointed two nurses to work with bushfire recovery services, providing clinical support to affected communities, and we continue to partner with multiple service agencies in the recovery process.

The new \$73 million Macksville District Hospital opened to patients and staff on 26 May 2020, increasing the District's capacity to meet the healthcare needs of the Nambucca Valley. The hospital, located three kilometres north of the Macksville town centre, includes 42 inpatient beds in single and double rooms, an emergency department, maternity unit, Tresillian residential unit, community and allied health, and day procedure beds and treatment spaces. As COVID-19 restrictions were in place at the time of opening, the integrated multi-media unit produced a video presentation which took the community on a virtual tour of the new hospital. This was viewed more than 19,000 times in three weeks.

The District also welcomed several new executives during the year including the Kempsey District Hospital Executive Officer and Director of People and Culture.

More than 4500 staff and volunteers provide health and support services throughout the Mid North Coast community and we recognise their outstanding work to improve health outcomes of our patients, clients and staff.

It is through their commitment and dedication that these remarkable accomplishments are possible.

More than 4500 staff and volunteers provide health and support services throughout the Mid North Coast community and we recognise their outstanding work to improve health outcomes of our patients, clients and staff.

Key achievements

- Opened the new Macksville District Hospital to patients and staff on 26 May 2020, months before it was scheduled to be completed.
- Implemented a swift response to the COVID-19 pandemic. This included opening assessment clinics, coordinating a community call centre, providing visitor screening stations in all facilities, redirecting staff to areas of most need, providing guidance on infection control practices and ensuring the wellbeing of staff. The response also included educating and informing the community on all aspects of protection against the virus.
- Officially launched the \$17.9 million Port Macquarie Base Hospital Mental Health Unit Expansion in August 2019. The project was undertaken in three stages: construction of a new Mental Health Inpatient Unit, refurbishment of community mental health office space for staff, and conversion of the former inpatient unit into a community mental health space. Consultation with mental health staff, consumers, carers and members of the local Aboriginal community was a key component of the project.
- Maintained an Aboriginal workforce of 5.7 per cent, through continued focus on the affirmative action strategy and ongoing work with schools and registered training organisations to support pathways that lead to careers in health.
- Achieved a milestone in mid-June 2020 when the \$194 million Coffs Harbour Health Campus Expansion Project celebrated construction of the multi-storey clinical services building reaching its highest point. The occasion was celebrated with a traditional 'topping out' ceremony of hoisting a tree to the highest point of the building.
- Won a 2019 NSW Health Award in the Supporting Our People category for Care Partners – Changing the Language and Culture of Care program at Dorrigo Multi-Purpose Service. The District was a finalist in a further four categories.
- Delivered the 'Your Health Link National Photographic Competition' which continued to grow and promote the benefits of healthy lifestyle choices to communities across Australia. The competition was created in response to a need to increase health literacy and encourage healthy living, and is part of a broader suite of 'Your Health Link' programs designed to connect the community to evidence-based health information.
- Hosted the annual 'Harmony in Health' Expo at Coffs Harbour in September 2019. The free expo provided information about health and support services, and access to relevant government agencies, health organisations, community groups and services, with the aim of improving social inclusion, health and wellbeing for multicultural community members.
- Developed and implemented the Mid North Coast Childhood Obesity Prevention and Management Action Plan which outlines a comprehensive collaborative approach for addressing childhood obesity on the Mid North Coast.

Demographic summary

Mid North Coast Local Health District



11,335 km²



216,705* residents

Projected to increase to 241,116 by 2031



16% aged 70+

70+ age group Projected to increase to 23% by 2031



5.7% from Aboriginal or Torres Strait Islander background

11% born overseas

5% speak a language other than English at home

Gumbaynggirr, Dughutti, Birpai and Nganyaywana people are the traditional custodians of the land

Health issues



Mental health illnesses



Age-related cardiac diseases



Age-related pulmonary diseases



Age-related diabetes



Age-related renal disease



Age-related dementia

Source: *NSW 2016 Population Projections – Department Planning, Industry and Environment. Australian Bureau of Statistics 2016.

Murrumbidgee Local Health District

Level 1, 193-195 Morgan Street
Wagga Wagga NSW 2650

Telephone: 5943 2003

Email: MLHD-FeedBack@health.nsw.gov.au

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

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

Chief Executive: Jill Ludford



Jill Ludford leads a team of more than 3500 staff who deliver healthcare across 47 health facilities in the Riverina Murray region. Commencing 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 wide range of stakeholders, including non-government organisations, Aboriginal services and tertiary institutions.

In 2019-20, our community's resilience shone. We thank the staff, volunteers, carers and community members who contributed to the health and wellbeing of our communities.

Year in review

It has been an extraordinary year across the District, with our communities tested by continuing drought, devastating bushfires and the impact of the COVID-19 pandemic.

In January, communities throughout the Snowy Valley region and along the southern border were affected by fires. Twelve facilities were impacted, and we took action to relocate aged care residents and acute patients from Tumut, Batlow and Tumbarumba hospitals to safe facilities in the District.

We were pleased to work alongside clinicians deployed from Northern Sydney and Sydney local health districts, to support fire-affected communities. Our clinicians and allied health team worked in bushfire-affected towns, while mobile care teams provided support and counselling. The effects of smoke were also felt across the District and our public health team educated the community on ways to deal with poor air quality.

The District saw 185 properties destroyed, a further 50 damaged, and more than 750 rural landholders impacted. Recovery efforts and supports, including four bushfire clinicians, the Rural Adversity Mental Health Program and other partners, continue to support the health and wellbeing of our drought and fire-affected communities.

In March 2020, we instigated the Health Emergency Operations Centre, to oversee our response to the COVID-19 pandemic. Our response focused on increasing emergency department capacity, hospitalisations, critical care requirements, and the roll out of six COVID-19 respiratory clinics, two mobile clinics, and pop-up clinics in areas of outbreak.

Our redevelopment projects continued across the region. Construction of the \$431 million Wagga Wagga Health Service Redevelopment reached the final stages, with the new Stage 3 Ambulatory Care Building scheduled for completion in early 2021. Work also commenced on the \$250 million Griffith Base Hospital Redevelopment and the new \$50 million Tumut Hospital, and we focused on bringing doctors, medical specialists and other health workers into our communities.

The District launched *Our People Our Future 2.0* in 2019 to foster a culture of excellence and develop a motivated workforce connected to our goals and purpose. Fostering a culture of excellence requires consistent leadership, and with that in mind, we held Fever Workshops throughout the year to develop and strengthen our leadership practices.

In 2019-20, our community's resilience shone. We thank the staff, volunteers, carers and community members who contributed to the health and wellbeing of our communities.

They enrich the lives of our patients, residents and communities, during challenging and complex circumstances. We are proud of the care, compassion and dedication our people continued to show our communities.

Key achievements

- Developed *MapMyRecovery*: an online interactive map as part of the Murrumbidgee Mental Health and Drug and Alcohol Alliance initiative. The map identifies and links mental health, drug and alcohol providers within the Murrumbidgee region. The portal contains information about emergency or crisis support, and contacts for clinical and allied health staff.
- Delivered the state pilot ims+ roll out across the District. Every staff member can access an incident reporting system that enables feedback after incident investigation. A total of 3348 District staff have completed training in incident notification and 58 frontline managers have completed the manager training.
- Implemented an Aboriginal Cultural Self-Assessment tool in partnership with the Centre for Aboriginal Health. The self-assessment has assisted 24 sites and services identify ways to strengthen cultural engagement with their local Aboriginal communities.
- Held the inaugural *Nurse Camp* in September 2019, an initiative to encourage high school students to remain in the region and take up a career in nursing. The immersive experience showcased rural nursing career pathways and included practical scenarios.
- Successfully relocated patients, residents and staff from Tumut, Batlow and Tumbarumba hospitals when the District was impacted by bushfires and undertook welfare checks to ensure the safety of our community.
- Implemented clinician-led communities of practice, linking clinicians across the District and leading the COVID-19 response in hospitals, residential aged care services and community services. Approximately 78 public and private residential aged care services linked up to provide care for this vulnerable group.
- Created 'M-Teams', a local model of clinical leadership and education to help protect patients, consumers, staff and the community against potential transmission of COVID-19. The teams provide wellness checks, education, support and clinical leadership.
- Developed and implemented new models of care including the Orthopaedic Criteria Led Discharge model to streamline patient's hospital journey and allow recovery at home; and the Four Bed Delirium Unit model of care at Wagga Wagga Base Hospital, providing care and support to patients diagnosed with delirium.
- Launched the Marrambidya* Leadership Program in October 2019, with more than 60 people participating in a foundational leadership workshop. The program was co-designed and delivered in partnership with the Health Education and Training Institute.
- Partnered with the Riverina Murray Regional Alliance (RMRA) to develop the RMRA Local Decision Making Ngunggiyalali (Accord), representing local Aboriginal people, to improve outcomes for Aboriginal communities within the Riverina Murray region.

*Marrambidya is the local Wiradjuri word for Murrumbidgee. The District acknowledges the traditional custodians of the land by naming the NSW Health leadership program Marrambidya.

Demographic summary

Murrumbidgee Local Health District



245,196*
residents

Projected to increase to
247,773 by 2031



19.6% aged 65+

65+ age group
Projected to increase
to **25.5%** by 2031



4.8% from Aboriginal or Torres Strait
Islander background

6.1% speak a language other than
English at home

Wiradjuri, Yorta Yorta, Baraba Baraba,
Wemba Wemba and Nari Nari people
are the traditional custodians of the land

Health issues



Cancer



Circulatory
disease



Ischaemic
heart disease



Road
traffic/
transport
injuries



Diabetes



Chronic
obstructive
pulmonary
disease



Smoking



Alcohol



Psychological
Distress

*Estimated Resident Population (2019 ABS).

Nepean Blue Mountains Local Health District

Nepean Hospital
Derby Street
Penrith NSW 2750

Telephone: 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 was appointed as the Chief Executive, Nepean Blue Mountains Local Health District in January 2011. Kay holds tertiary qualifications in marketing and economics and brings more than 20 years' health management experience in New Zealand to the role. As a resident of the District, Kay is passionate about working in partnership with the community, clinicians and the District Board towards her vision to provide extraordinary patient experience and a high performing culture.

The District opened a new chemotherapy day ward, treatment spaces and radiation equipment for cancer patients as part of Stage 1 of the Nepean Redevelopment, and worked with consumers to co-design new therapeutic spaces for mental health patients within the Nepean Mental Health Centre.

Year in review

This year was an extremely challenging one for our District, with bushfires and floods, followed by the COVID-19 pandemic. During late 2019 and early 2020, the District experienced some of the worst bushfires to impact the region in many years. Many staff were directly affected, both as NSW Rural Fire Service volunteers, and homeowners risking loss of property, while other staff managed the emergency health response, supported aged care facilities to evacuate, and kept health services operating efficiently.

This camaraderie and determination of spirit continued when COVID-19 struck in late January 2020. The pace of change throughout the first few weeks and months was extreme, and the team quickly responded to prepare our hospitals and provide testing and care to those who needed it. Testing rates were high and positive cases low, however 19 lives were sadly lost in an outbreak within a local residential aged care facility and we acknowledge this loss for our community.

While the District, hospital and health service staff demonstrated CORE values daily during the crises, staff commitment to healthcare innovation and compassionate care was evident during 2019-20. This included the publication of world-leading research, new treatment spaces and equipment, and new mobile services.

We supported staff to increase their physical activity and fruit and vegetable intake with a 'Get Healthy at Work' initiative. Staff also shared in the 2019 NSW Premier's Award for providing world-class service for the Patient Experience pilot project at Nepean Hospital's Emergency Department.

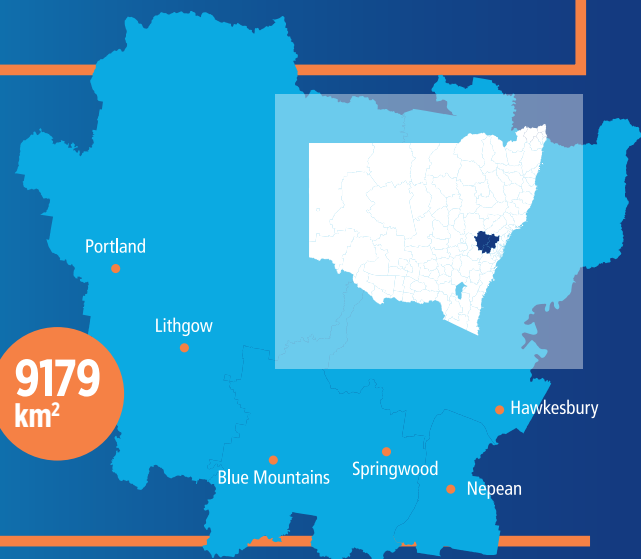
We thank our staff for their unwavering dedication and care under pressure and resilience during a time of personal risk and uncertainty, change and loss.

Key achievements

- Implemented a comprehensive emergency response to the COVID-19 pandemic via the District's Public Health Unit and instigated the District's Incident Management Team. Our clinics tested 37,000 people and our 'Hospital in the Home' service treated 163 COVID-19 positive patients remotely, making more than 2500 telehealth calls.
- Pre-emptively evacuated Springwood Hospital for 10 days and supported five residential aged care facilities to evacuate their facilities during the emergency bushfire response from November 2019 to January 2020. The 512,000-hectare Gospers Mountain fire entered the Lithgow area and burnt much of nearby Dargan.
- Opened a new chemotherapy day ward, third radiation therapy bunker and 15 new treatment spaces for the Nepean Cancer Care Centre as part of Stage 1 of the Nepean Redevelopment.
- Launched a mobile dental clinic to provide students from more than 50 schools in the Penrith, Blue Mountains and Hawkesbury Local Government Areas with free dental examinations, cleaning and fluoride treatments, as part of the NSW Health Primary School Mobile Dental Program.
- Piloted the Get Up Get Dressed Get Moving program to reduce the negative effects of prolonged bed rest and support patient recovery by helping them go home from hospital sooner. The program doubled the number of patients up, dressed and moving across three wards at Nepean Hospital.
- Enhanced the therapeutic environment within the Nepean Mental Health Centre with newly designed courtyard spaces and renovated rooms co-designed with consumers and carers.
- Professor Ralph Nanan of Nepean Hospital published world-leading research in Nature Communications indicating preeclampsia, one of the most common complications during pregnancy, may be reduced by a healthy high fibre diet.
- Provided more than 2300 telehealth consultations with patients in their homes during the COVID-19 outbreak — an increase of 377 per cent on the same period last year, and received excellent feedback from clinical staff and patients on this way of providing care.
- Improved the health of staff via a Get Healthy at Work initiative. Participants increased their uptake of vegetables by 60 per cent and their physical activity by 63 per cent over the six-week challenge.
- Received the 2019 NSW Premier's Award for providing world-class service for the Patient Experience pilot project of which Nepean Hospital Emergency Department was one of the first pilot sites.

Demographic summary

Nepean Blue Mountains Local Health District



380,996
residents

Projected to increase to **529,457** by 2036



9.2% aged 70+

70+ age group
Projected to increase to **14.3%** by 2036



5000 babies born



4.3% from Aboriginal or Torres Strait Islander background

18.2% born overseas

11.8% speak a language other than English at home

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

Health issues



Ageing population



Chronic disease



Overweight and obesity



Smoking



Diabetes

Sources: Australian Bureau of Statistics (ABS), Regional Population Growth, Australia; Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016; HealthStats (2017); Department of Planning, Industry and Environment 2019 population projection for the year 2036; Social Health Atlas of Australia.

Northern NSW Local Health District

Crawford House, Hunter Street
Lismore NSW 2480

Telephone: 6620 2100

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

Business hours: 8:30am-5pm

Chief Executive: Wayne Jones



Wayne Jones started in health more than 35 years ago, undertaking his generalist nursing training in Western Sydney. In the following 10 years, he gained multiple post-graduate nursing and management qualifications in areas including intensive care, cardiology and a Bachelor of Health Management. Wayne progressed into a variety of nursing and general management roles, and came to Northern NSW in 2000 as Executive Officer of Lismore Base Hospital. Prior to his appointment as Chief Executive in May 2016, Wayne held a number of roles within the health service, including Manager of Planning, Director of Clinical Streams and Chief of Staff.

Our District fast tracked implementation of telehealth for allied health services and provided an in-reach service at aged care residential facilities to care for residents in place, reducing the need for hospital transfers and potential virus exposure.

Year in review

The devastating bushfires of 2019 affected regions from Tweed to Grafton and resulted in a natural disaster being declared in our District. Many staff had to evacuate and residents at Multi-Purpose Services (MPS) within the District also required evacuation to hospitals or other MPS.

During the peak of the fires, a 'virtual health' emergency operations centre (EOC) provided regular situational reports to the Chief Executive and Health Services Functional Area Commander. We maintained regular contact with the State Health Emergency Operations Centre and our Health Liaison Officers were embedded in multi-agency EOCs at Casino, Grafton and Tweed.

Two Rural Adversity Mental Health Program (RAMHP) coordinators provided psychological support to affected individuals and our interagency partners. The RAMHP team continue to lead the District's response and our disaster recovery team continue to address community needs and are actively involved in the recovery effort.

Bushfire activities were rapidly followed by the emerging COVID-19 pandemic and we established a multi-pronged response. In early April 2020, the District opened the COVID EOC, with daily briefings from all services and external partners, including police and ambulance.

We established four hospital testing clinics at Tweed, Lismore Base, Byron Central and Grafton Base, and reassigned staff to work in patient support, visitor screening and emergency departments. We trained 150 staff in a COVID surge education program for intensive care units and embedded dedicated intubation teams at Tweed, Lismore and Grafton. The District employed 115 new casual staff across nursing and allied health, including additional Patient Experience Officers in Grafton, Ballina, Lismore and Tweed.

Our District fast tracked implementation of telehealth for allied health services and provided an in-reach service at aged care residential facilities to care for residents in place, reducing the need for hospital transfers and potential virus exposure.

Public health staff provided community guidance on public health orders, quarantine restrictions and physical distancing and we communicated via staff forums, emails, dedicated websites, media releases, and community briefings to keep our public informed.

During the year, the District achieved several infrastructure milestones. We opened Evans Head HealthOne on 11 February 2020, while Tweed Valley Hospital received final planning approval in June 2020, with the \$673.2 million development on track to open in 2023. Other works included the construction of a new helipad at Maclean District Hospital, completion of the Lismore Base Hospital Stage 3 Redevelopment, and commencement of the new Grafton Base Hospital Ambulatory Care Centre, due for completion in July 2020.

The commitment and dedication of health staff to keeping our community safe has been second to none. Every team in our District has been affected and we thank all staff who have worked incredibly hard to adapt and respond with professionalism and care.

Key achievements

- Opened the Evans Head HealthOne facility which provides clinical rooms, gymnasium and treatment spaces for community and allied health services, including chronic disease management, cardiac rehabilitation and respiratory groups, group child and family therapy, podiatry, dietetics and diabetes education.
- Delivered the Nursing and Midwifery Emerging Leaders program, training future clinical, education, managerial and research leaders. Eighteen nurses completed the 12-month program. A research symposium in November 2019 showcased the research of nurses and midwives.
- Established Aboriginal outreach influenza clinics in partnership with Aboriginal Medical Services, our Aboriginal Health Unit, the North Coast Public Health Unit and Aboriginal communities. The clinics provided 131 flu vaccines to Aboriginal adults, provided infant immunisation, and reinforced public health messaging about COVID-19. Following the program's success, clinics will be delivered annually.
- Launched the new Community Engagement Framework, developed with community members, staff, and the District Board, to oversee engagement across the District. In November 2019, the District and North Coast Primary Health Network co-hosted a community health conference in Ballina facilitated by Dr Norman Swan, and attended by 150 people.
- Piloted the Let's Get Physical toolkit at Kurrajong Mental Health inpatient unit in January 2020. The project provided a standardised approach to addressing metabolic syndrome among patients in mental health units and improved compliance rates for metabolic monitoring audits from 18 to 64 per cent. The toolkit was rolled out across all District mental health services.
- Launched the Knee and Hip Arthritis Service, providing care for patients with osteoarthritis, improving joint pain and function in two out of three patients, and reducing the need for surgery. The project, piloted at Tweed Community Health, won the Secretary's Award for Value Based Healthcare at the 2019 NSW Health Awards and has been rolled out across the District.
- Trained 60 mental health and alcohol and other drugs clinicians in dialectical behaviour therapy. This training enabled clinicians to provide a coordinated, evidence-informed response to people with a diagnosed personality disorder. Individual therapy and group programs are now available.
- Launched our Disability Inclusion Action Plan 2019-2023. Early achievements include disability awareness training, a successful pilot project employing people with a disability, and the development of a recruitment guide for managers.
- Held a debutante ball at Angourie Resort, Yamba in August 2019 for 18 children and young people in Out of Home Care. The Out of Home Care team, Department of Communities and Justice and agencies in Northern NSW staged the event, which was funded by a Big Ideas grant from the District.

Demographic summary

Northern NSW Local Health District



20,732 km²



298,248 residents

Projected to increase to 319,755 by 2031



22.2% aged 65+

65+ age group
Projected to increase to 30.7% by 2031



4.5% from Aboriginal or Torres Strait Islander background

20.6% born overseas

3.9% speak a language other than English at home

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

Health issues



Smoking in pregnancy



Alcohol



Overweight and obesity



Suicide and self-harm



Cancers



Circulatory disease



Injury and poisoning

Sources: 1. NSW Department of Planning, Industry and Environment, New South Wales State and Local Government Area Population Projections, 2016. 2. Australian Bureau of Statistics, Census of Population and Housing, 2016.

Northern Sydney Local Health District

Reserve Road
St Leonards NSW 2065

Telephone: 9462 9955

Email: NSLHD-Mail@health.nsw.gov.au

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

Deb has held a number of 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.



Many nurses undertook training in intensive care unit skills, telehealth capacity was expanded, and hospitals transformed emergency departments, set up COVID-19 clinics and wards, and increased intensive care unit capacity.

Year in review

This year saw the District and its staff face unprecedented trials, as bushfires and the COVID-19 pandemic impacted our community following our support to victims of the New Zealand volcano disaster.

As the pandemic emerged, staff across our hospitals took rapid action in readiness for a potential influx of critically ill patients.

Many nurses undertook training in intensive care unit skills, telehealth capacity was expanded, and hospitals transformed emergency departments, set up COVID-19 clinics and wards, and increased intensive care unit capacity.

The response is a credit to the commitment of our staff to put quality patient care first. The camaraderie, courage and energy displayed was uplifting during a very difficult time.

Staff rose to meet these challenges admirably, while maintaining excellent patient care during a year of tremendous achievements.

Outcomes for a range of diseases, including pancreatic cancer, remain among the best in the state. Our joint venture with The University of Sydney in the Kolling Institute of Medical Research is a critical part of our research.

The District's advances in research were also highlighted through the launch of Northern Lights sessions. Our musculoskeletal team led the way, describing important advances being made in the battle against arthritis, followed by a showcase on our cutting-edge cancer research.

Our infrastructure continued to evolve, with Mona Vale's Palliative Care and Geriatric Evaluation and Management buildings almost complete, complementing the impressive rehabilitation facilities and Urgent Care Centre on site. Hornsby Ku-ring-gai Hospital is also close to completing an upgrade, which will see an improved emergency department and expanded outpatient services in a new clinical services building, allowing patients to access more treatments, such as chemotherapy, closer to home.

Our hospitals continued to set quality benchmarks across NSW, with a series of strong performances reported by the Bureau of Health Information.

In an Australian first, the Clinical Health Information Exchange went live, enabling key patient information to be shared between District electronic medical record systems and the Northern Beaches Hospital. This is a huge benefit to patients and staff, allowing safer and more seamless access to patient information.

The achievements of our remarkable staff members were recognised by our peers across the state, with innovative projects winning two categories at the 2019 NSW Health Awards and a Premier's Award.

It has been an extraordinary year, and we thank all staff, volunteers, patients and friends of our District for their hard work to make these achievements possible.

Key achievements

- Launched the *Research Strategy 2019-2024*. After extensive consultation, the District's first such strategy outlines a coordinated, strategic approach to support quality research that will underpin improved patient care and community wellbeing.
- Won the 2019 NSW Health Awards Transforming Patient Experience category for the Oncology Telephone Hotline, developed to support people living with cancer. The hotline achieved an 11 per cent reduction in cancer patients seeking emergency department care.
- Opened the Tom Reeve Academic Surgical Clinic at Royal North Shore Hospital. An initiative to honour the hospital's inaugural Professor of Surgery, the clinic will provide opportunities for surgical outcomes research and clinical trials in a supportive academic environment.
- Took out the 2019 NSW Health Awards Patient Safety First category for the 'Walking the Milky Way' project, developed by the Royal North Shore Neonatal Intensive Care Unit to improve feeding regimens for premature babies. The initiative has reduced the need for intravenous nutrition and achieved a zero central line infection rate.
- Opened Hornsby Ku-ring-gai Hospital's new Medical Imaging Department offering MRI services for the first time, as well as reaching a milestone in its redevelopment, with a 'topping out' ceremony to mark the highest point being reached on the six-storey clinical services building.
- Delivered adaptive radiotherapy for cancer patients at the Royal North Shore Hospital using new artificial intelligence technology. The first hospital in the Asia-Pacific region to use this technology, it has enabled reduced planning time and faster, more accurately targeted therapy.
- Launched Hornsby Ku-ring-gai Hospital's Winter WATCH program to reduce infections, prevent falls and improve communication during the busy winter period. Allied health, nursing and midwifery, and medical teams focused on key activities to deliver safe, quality care.
- Continued the Hornsby Ku-ring-gai Hospital solar panel project. One of the largest in NSW Health, the project will save the hospital almost \$250,000 in electricity bills in its first year of operation.
- Implemented the 'Ask the Question' campaign using an animated video to encourage staff to understand the importance of asking consumers if they identify as Aboriginal and Torres Strait Islander, in order to enhance the delivery of culturally appropriate care.
- Featured in the 2019 NSW Premier's Awards for Outstanding Cancer Research. Northern Sydney Cancer Centre won the Outstanding Cancer Clinical Trials Unit award and The Australian Pancreatic Genome Initiative won the Wildfire Highly Cited Publication award.

Demographic summary

Northern Sydney Local Health District



969,723
residents

Projected to increase to
1.1 million by 2030*



11.7% aged 70+

70+ age group
Projected to increase
to **13.6% by 2030**



0.4% from Aboriginal or Torres Strait Islander background

37% born overseas

25.8% speak a language other than English at home

Cammeraygal, Guringai and Dharug people are the traditional custodians of the land

Health issues



Source: *2016 NSW State and Local Government Area Population Projections.

South Eastern Sydney Local Health District

Corner, The Kingsway and Kareena Road
Caringbah NSW 2229

Telephone: 9540 7756

Email: SESLHD-Mail@health.nsw.gov.au

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

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

Chief Executive: Tobi Wilson



Tobi Wilson was appointed Chief Executive in April 2019, previously holding senior executive roles within the NSW, South Australian and Victorian health systems. He started his career as a physiotherapist and holds a Master of Health Service Management.

Tobi is committed to driving change in how health services are delivered into the future, transitioning care closer to the patient's home and improving the wellbeing of the community through innovative use of technology. He is an advocate for empowering local decision making and ensuring patients and their families are engaged in driving improvement in services.

In line with one of the District's key priorities to foster research and innovation, we opened the Microbiome Research Centre at St George Hospital, allowing researchers to investigate how disturbances in the microbiome occur and how this causes disease.

Year in review

The year presented both great rewards and exceptional challenges for our District, with many achievements across a wide range of services.

With the new year came the devastating impact of the bushfires on communities throughout NSW and our District deployed staff to provide expert healthcare and support to bushfire-affected communities. As part of a statewide response, our mental health teams delivered specialist care to communities on the Far South Coast while dedicated nursing staff relieved colleagues impacted by the fires in the Illawarra Shoalhaven area.

Frontline and support staff continued to provide safe, quality healthcare and essential services to our community during the COVID-19 pandemic. Staff across the District undertook detailed planning, including regularly reviewing emergency department and intensive care unit capacity, staff capacity and training, and supplies of critical medical equipment, to streamline management of patients with acute respiratory illness.

This year, 242,809 people attended emergency departments across the District. Almost 45,200 operations were performed, there were more than 179,680 admissions and 179,875 discharges, while 7726 babies were delivered at the Royal Hospital for Women, St George and Sutherland hospitals.

We celebrated key milestones, including 60 years of pioneering treatment at Australia's first drug and alcohol centre, The Langton Centre, 125 years of caring at St George Hospital and partnering with the Mindgardens Neuroscience Network, which integrates treatments and research for mental health, and alcohol and drug disorders.

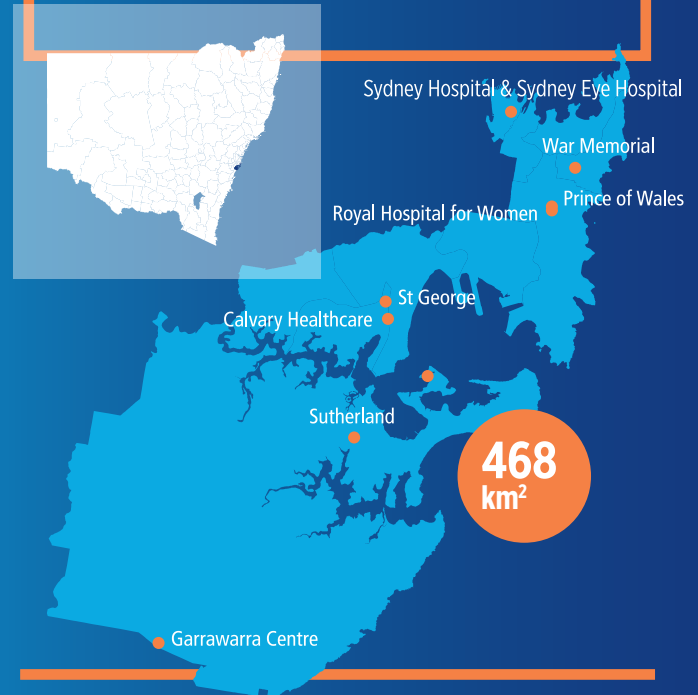
Thanks to our staff for their skill, compassion and dedication, and special acknowledgment to our teams who stepped up during exceptional circumstances; travelling to bushfire-affected areas and continuing to work tirelessly during the pandemic to keep our patients and each other safe. Thanks also to our volunteers who help us deliver services, and our community partners who work with us to improve the population's health.

Key achievements

- Managed COVID-19 screening for more than 89,650 returning air passengers, in cooperation with Sydney Airport Corporation and federal agencies. Processes and screening tools were developed to ensure community safety, timely screening, and referral for swabbing if required.
- Established the NSW Telestroke Service at Prince of Wales Hospital, connecting stroke neurologists to regional and remote patients via telehealth. In partnership with the Agency for Clinical Innovation and eHealth NSW, the service provides lifesaving, 24/7 access to specialist assessment, diagnosis and treatment planning, improving patient care and outcomes.
- Launched the Fertility and Research Centre at the Royal Hospital for Women to provide first-class fertility preservation services for people with a cancer diagnosis or rare genetic conditions. The centre is an Australian first, combining the latest research on preservation and assisted reproduction services.
- Opened the new birth unit at St George Hospital providing eight birth rooms with baths for women in labour, two acute observation rooms and new neonatal monitoring technology.
- Finalised design and advanced construction for the Prince of Wales Hospital Integrated Acute Services Building (IASB). The IASB will deliver state-of-the-art infrastructure to support innovative approaches to acute healthcare and translational research; providing purpose-built facilities that support contemporary clinical practice.
- Established the Multidisciplinary Stable Diabetic Eye Disease Screening Clinic at Sydney Hospital and Sydney Eye Hospital to enable greater access to diabetic eye screening and improved treatment planning, patient care and outcomes for patients with low risk diabetic eye disease.
- Delivered rapid implementation of telehealth at scale across the District. Between January and May 2020, more than 4500 videoconference sessions, including individual consultations, group exercise classes, the Aboriginal Healthy Lifestyle Program and mothers' groups, helped provide equitable access to patient-centred care.
- Increased completion of growth and development checks and facilitated linkages with co-located early childhood services for migrant and refugee populations via the Rockdale Hub, an integrated child and family health service.
- Implemented the Hospital in the Home (HITH) model of care at St George Hospital to enhance community access to acute and sub-acute care. The first site to trial the use of e-meds in the HITH setting, the service was pivotal in providing follow up and management of positive COVID-19 patients for acute monitoring in the community.
- Created a checking-in tool to support communication and wellbeing for staff during the COVID-19 pandemic. The tool prompted safety conversations to ensure delivery of safe, compassionate, patient-centred care.

Demographic summary

South Eastern Sydney Health District



959,100
residents

Projected to increase to **1,071,930** by **2031**



11% aged **70+**

Projected to increase to **13.3%** by **2031**



1% from **Aboriginal or Torres Strait Islander** background

40% born overseas

50% speak a **language other than English** at home

Dharawal, Gadigal, Wangai, Gweagal and Bidjigal people are the traditional custodians of the land

Health issues



Diabetes



Hypertension



Cancer



Musculo-skeletal disease



Dementia



Mental health

Source: Department Planning, Industry and Environment: 2019 population projections and HealthStats NSW.

South Western Sydney Local Health District

Liverpool Hospital (Eastern Campus)
Scrivener Street
Warwick Farm NSW 2170

Telephone: 8738 6000
Email: SWSLHD-ESU@health.nsw.gov.au
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 of experience in health service management, a Bachelor of Social Work, an Associate Diploma in Environmental Service and an Honorary Doctorate from the University of NSW.

Leading more than 15,000 staff, her extensive experience in health management and commitment to safe, high quality care for the people of South Western Sydney and 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.

We increased our intensive care capacity and provided more virtual care and telehealth, with our cancer services delivering more than 6000 telehealth consultations from March to June 2020.

Year in review

In a year like no other, hundreds of people were evacuated, and the rural village of Balmoral destroyed, as the South Western Sydney community faced devastating bushfires. The efforts of our staff who volunteered to fight fires and provide on-the-ground healthcare and mental health support in our community and neighbouring districts in the south of the state was truly inspirational. While we continued to support our community through our ongoing bushfire response, we quickly shifted our focus to the COVID-19 pandemic.

In these unprecedented times the District's commitment to high quality, safe care remained a priority throughout the year. Our COVID-19 clinics, pop-up testing and health screening at our facilities and services kept our community safe.

Our staff have embraced this once-in-a-lifetime opportunity to transform our care. We embedded virtual care into our future practice which has formed a key new direction in the District's *2018-2022 Strategic Plan* at its mid-point review. The pandemic also highlighted the effectiveness of our Transforming Your Experience strategy, which included risk huddles and leader rounding sessions to support, reassure and inform our staff.

Our hospital redevelopments are making excellent progress with a historic capital investment of more than \$3 billion. The \$632 million Stage Two Campbelltown Hospital Redevelopment has transformed the hospital site, with main works well underway, including opening of the \$34 million multi-level carpark and relocation of the Drug Health Service in modern facilities. The site will also be home to the Macarthur Medical Research Centre, a key partnership with the District, which will drive research into some of the region's most pressing health conditions.

Bowral & District Hospital celebrated 130 years of serving the community, and the \$68.7 million Stage One Redevelopment which is nearing completion, will deliver healthcare in a state-of-the-art building for many more years to come.

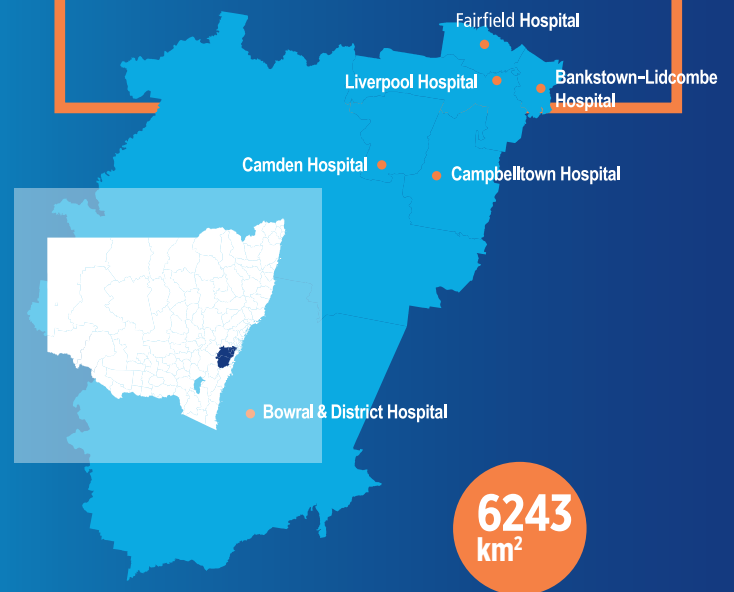
We are extremely proud of our staff this year. They provided essential support throughout the bushfires, and showed their dedication to the safety of their patients and community during the COVID-19 pandemic. Their incredible teamwork and commitment to their patients' care every day was inspirational, and we thank them for their outstanding work.

Key achievements

- Produced the *South West: Our Health Report*, an in-depth health needs analysis of the District's population now and into the future, in collaboration with the South Western Sydney Primary Health Network.
- Initiated \$700,000 in telehealth facilities at Liverpool, Campbelltown and Bankstown-Lidcombe hospitals, integrating the latest digital imaging, information technologies and videoconferencing to improve patient care.
- Continued construction on more than \$3 billion of infrastructure projects, including the redevelopments at Bowral & District Hospital (\$68.7 million), Campbelltown Hospital (\$632 million), Bankstown-Lidcombe Hospital emergency department (\$25 million) and the \$740 million Liverpool Health and Academic Precinct. Planning for the new \$1.3 billion Bankstown Hospital is also well underway.
- Installed the \$5 million, Australian-first 'five ring' digital PET-CT scanner (Positron Emission Technology-Computerised Tomography) at Liverpool Hospital to help pinpoint cancers with advanced accuracy.
- Opened the \$7 million Macarthur Community Mental Health Service redevelopment as a primary centre of community-based mental health services for Campbelltown, Camden and Wollondilly local government areas.
- Launched the Bankstown Aboriginal Community Health Centre following a refurbishment to provide a range of holistic care services, including chronic care, mental health and allied health services outreach.
- Built on the District's research objectives including appointing a new Director of Clinical Trials in conjunction with the Ingham Institute to grow the number of research groups conducting clinical trials, and establishing a Clinical Trials Centre to attract Phase 1 trials and invest in clinical trials that meet community needs.
- Opened the \$7 million emergency department redevelopment at Fairfield Hospital, including more acute and sub-acute treatment spaces, fast-track bays and treatment rooms, new triage, waiting and reception areas, and amenities in an open-plan layout.
- Completed a five-year information management strategy to deliver safe quality care, and healthier communities through predictive and proactive insights.
- Received more than 6800 responses through the My Experience Matters survey as part of our Transforming Your Experience strategy, where patients are encouraged to give real-time feedback online to help identify opportunities to improve care.

Demographic summary

South Western Sydney Local Health District



1,051,964
residents

Projected to increase to
1.2 million by 2036



9.2% aged 70⁺

70+ age group
Projected to increase
by **53%** by 2026¹



1.7% from **Aboriginal or Torres Strait Islander** background

43% born overseas²

45% speak a **language other than English** at home

Tharawal, Gundungurra and Dharug people are the traditional custodians of the land

Health issues



Cancer



Diabetes



Asthma



Ischaemic heart disease



Mental health



Bone or joint condition



Long-term injury

Sources: 1. NSW Department of Planning, Infrastructure and Environment. NSW 2019 Population Projections. 2. Australian Bureau of Statistics (ABS), Census of Population and Housing 2016.

Southern NSW Local Health District

Peppertree Lodge
Queanbeyan Hospital Campus
Collett Street
Queanbeyan NSW 2620

Telephone: 6150 7999

Email:

SNSWLHD-OfficeOfTheCE@health.nsw.gov.au

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

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

Chief Executive: **Margaret Bennett** (from March 2020)

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 WA, with a proven track record as an experienced, capable, and successful leader.

Margaret's leadership of significant and complex transformation includes successfully uniting six 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.



Chief Executive: **Andrew Newton** (until August 2019)

Andrew Newton was Chief Executive from November 2017 to August 2019. Thanks to Andrew for your years of service to the District.

The District also had two interim Chief Executives: Judy Constable from August 2019 to January 2020 and Terry Clout from 13 January to 13 March 2020.

Year in review

Staff and local communities across the District have been faced with many extraordinary challenges throughout the past 12 months. On the back of crippling drought, the District bore the brunt of the devastating bushfires which burnt through millions of hectares of bush and farmland, claimed seven lives on the South Coast, destroyed 280 homes and decimated several communities including Cobargo.

Meanwhile in the Eurobodalla, Batemans Bay and Moruya hospitals both came under direct threat from the fires. The District established an Emergency Operations Centre (EOC) in January 2020, to lead its response and coordinate efforts with other agencies. The amazing work by our staff continues to this day as they help local communities rebuild.

We were also extremely grateful to staff from Sydney Local Health District who volunteered to support their colleagues in the bushfire-affected areas.

The bushfires were followed by flooding in early February 2020, which mainly impacted the Far South Coast area of the District. While thankfully short-lived, this occurred while the District was undertaking preparations for the COVID-19 pandemic. The EOC was re-established in March 2020, to coordinate the response across the District. The District has moved to ensure the innovations and relationships established during this period become business as usual in order to improve the healthcare we provide to local communities.

During these exceptional circumstances, the District continued its unprecedented growth in infrastructure, with more projects planned or underway. This extensive investment by the NSW Government included \$150 million for redevelopment of Goulburn Health Service, \$18.6 million to refurbish Cooma District Hospital and \$8 million to redevelop Yass Hospital. The District also finalised the Braidwood Multi-Purpose Service redevelopment and in August 2019, reopened Pambula Hospital following a \$2.6 million refurbishment. Ongoing work continues on a District restructure which will provide further improvements to service delivery and the quality of our patient care.

We would like to thank our staff and communities for their commitment and resilience in the past 12 months, and we look forward to providing the highest level of care to our communities in 2020-21.

Our response to the COVID-19 pandemic included training staff, establishing assessment clinics, conducting a comprehensive community awareness campaign and testing more than 11,000 people, with 55 positive cases recorded.

Key achievements

- Continued unprecedented growth in infrastructure capital investment throughout the District. Commenced redevelopment of the Goulburn Health Service in early 2020 and continued the redevelopment of Braidwood Multi-Purpose Service.
- Completed construction of an environmentally therapeutic courtyard at South East Regional Hospital Mental Health Inpatient Unit, co-designed by consumers.
- Commenced work on a District Healthcare Services Plan.
- Implemented the Reported Patient Experience and Outcomes Measures project. Data collected from the project is being used to improve patient experience in real time.
- Completed the rollout of guest and patient Wi-Fi across all hospital facilities, implemented a central intake call centre, completed an external website, and commenced development of an intranet site.
- Implemented all Leading Better Value Care Tranche 1 initiatives and continued to transition into ongoing clinical practice. Commenced and rolled out Tranche 2 initiatives across the District.
- Formed an agreement with South Western Sydney Local Health District to partner with Goulburn Hospital intensive care unit. Under this agreement, Campbelltown Hospital provides 24/7 advice and medical supervision for critically ill patients. Campbelltown also provided clinical placements for intensive care unit nursing staff from Goulburn.
- Delivered a clinical improvement project at Queanbeyan Hospital which increased 'Code Black' responsiveness, enhancing patient safety.
- Implemented the clinical and corporate codesigned Managing Underperformance Framework, providing a dynamic process to help managers address underperformance within their teams, and re-launched the District Medical Staff Executive Council to assist senior medical staff to be heard and to foster medical engagement and leadership.
- Commenced implementation of TRIM, a centralised electronic records management system, eliminating the need for paper-based personnel files to improve corporate records management.

Demographic summary

Southern NSW Local Health District



200,176
residents*

Projected to increase to
206,903 by 2031



25% aged 60+

60+ age group
Projected to increase
by **47%** by 2031



3.5% from Aboriginal or Torres Strait
Islander background

13% born overseas²

6.1% speak a language other than
English at home

Gundungurra, Ngunawal, Ngarigo
and Yuin people are the traditional
custodians of the land

Health issues



Overweight
and obesity



Diabetes



Breast cancer
and prostate
cancer

Source: Department Planning, Industry and Environment:
2019 population projections. ABS statistics 2016.

Sydney Local Health District

Level 11, King George V Building
83 Missenden Road
Camperdown NSW 2050

Telephone: 9515 9600
Email: slhd-esu@health.nsw.gov.au
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



Dr Teresa Anderson is an internationally recognised speech pathologist, with more than 35 years of experience as a clinician and health service executive. She was recognised for her contribution to NSW Health in 2018, appointed a Member of the Order of Australia (AM).

Teresa is a Vice-President and Fellow of the NSW Institute of Public Administration Australia, a member of seven 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

Sydney Local Health District has a proud history of being at the forefront during times of adversity. This year, our staff provided care and support to victims of the New Zealand volcano disaster, and joined the bushfire response in Southern NSW and Murrumbidgee local health districts.

But it is was our COVID-19 response that touched every part of our organisation. In January we implemented our emergency operations governance protocols and increased our Public Health Unit capacity to more than 100 staff who undertook contact tracing and surveillance, and informed decision making. We established the state's first COVID-19 testing clinic at Royal Prince Alfred Hospital (RPA), followed by 12 other dedicated locations, testing almost 90,000 people.

We put digital measures in place including video conferencing for telehealth, holding 15,724 virtual meetings between February and June. The District set up special health accommodation, caring for almost 1800 people in quarantine, and screened arrivals at airports, ports and Central Railway Station.

We screened and vaccinated more than 1100 people, homeless or living in boarding houses, at 11 wellbeing clinics, tested and provided outreach to 4000 people living in aged care facilities, and delivered nearly 10,000 meals to elderly people or people with disabilities. Demand for telephone interpreting increased by 77 per cent during COVID-19 with Sydney Health Care Interpreter Service receiving more than 63,707 requests and spending almost 46,000 hours interpreting for patients and their loved ones.

More than 6000 babies were born at RPA and Canterbury hospitals this year. Almost 4500 of those babies have a digital health record for life, following implementation of Powerchart Maternity at RPA and Canterbury hospitals in October 2019.

Outpatient services cared for more than 1.7 million people; 169,344 in our emergency departments, and nearly 40,000 arriving by ambulance. Our 20 community health services delivered care to more than 33,500 adult clients at our service locations, 10,440 clients in their homes and to almost 40,000 children. The District conducted 588 active clinical trials in more than 68 departments, with more than half being international studies.

The District celebrated both the 90th anniversary of Canterbury Hospital and RPA being named in the top 100 hospitals worldwide by Newsweek, one of only four Australian hospitals to be recognised.

This year has not been easy. But together, our staff and the people of our District have demonstrated the resilience and strength of our community. Thank you to everyone who is part of this incredible team.

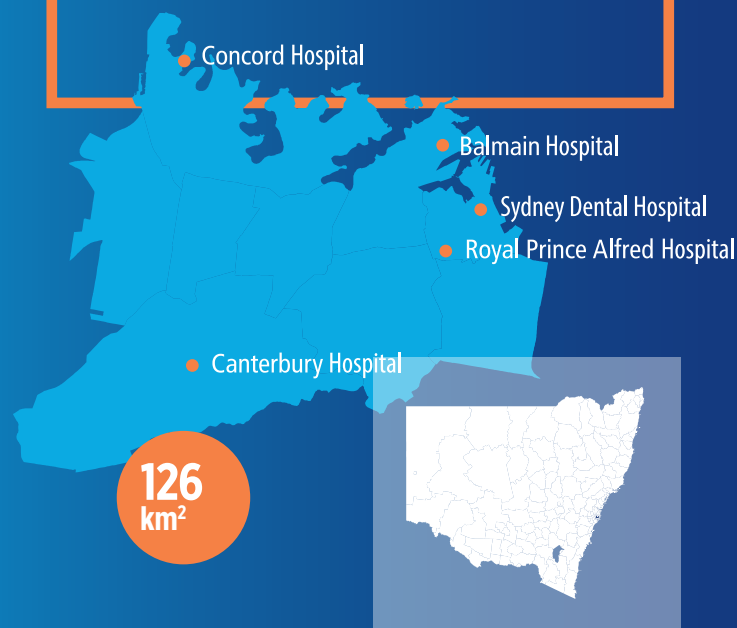
In February we launched the state's first virtual hospital, rpavirtual. In the first four months of operations, rpavirtual staff cared for more than 1000 patients, 600 who were COVID-19 positive, the highest number of COVID-19 patients cared for by a single service in NSW.

Key achievements

- Launched a comprehensive response to COVID-19:
 - established the first NSW COVID-19 testing clinic on 30 January
 - tested almost 90,000 people at 12 locations between January and July
 - supported screening and testing at Sydney International Airport, Sydney Domestic Airport, Central Railway Station and NSW Ports
 - provided special health accommodation for almost 1800 people in quarantine
 - tested more than 420 people in residential aged care facilities
 - provided screening, flu shots and food to more than 1100 people who are homeless or otherwise vulnerable
 - increased Public Health Unit capacity to more than 100 staff for contact tracing and surveillance
 - provided virtual care to almost 600 COVID-19 positive patients.
- Deployed almost 60 staff, including nurses, doctors, mental, allied, oral and environmental health professionals to Southern NSW and Murrumbidgee local health districts to support the bushfire emergency.
- Celebrated staff voting our District one of the best places to work in NSW, with the highest engagement index (67 per cent) and highest culture index (71 per cent) of any local health district in NSW in the 2019 People Matter Employee Survey.
- Implemented PowerChart Maternity at RPA and Canterbury hospitals and celebrated the birth of Charlene Nguyen at Canterbury Hospital, the first baby born in NSW to have a fully-integrated digital health record for life.
- Launched RPA Virtual Hospital in February 2020, the first of its kind in NSW. Within four months staff had cared for more than 1000 patients.
- Opened the National Centre for Veterans' Healthcare at Concord Hospital, Australia's first comprehensive care centre, providing world-class integrated care to veterans, including medical and allied health services.
- Continued the \$341 million redevelopment of Concord Repatriation General Hospital and \$6.5 million Canterbury Hospital Emergency Department Expansion. Planned for upgrades to Canterbury Hospital, the first of two tertiary mental health Mothers and Babies Units, and the \$750 million redevelopment of RPA.
- RPA selected as the state's first Immune Effector Cell Therapy Centre, to perform CAR-T infusion for haematological malignancies. The first infusion for acute lymphoblastic leukaemia occurred in June 2020.
- Launched the Specialist Team Intellectual Disability Sydney (STRiDeS), a multidisciplinary team to improve health services and outcomes for people with intellectual disability in Sydney and Western Sydney local health districts and the Primary Health Network.
- Implemented a range of wellbeing programs for staff through the MDOK and district-wide WellMD Centre.

Demographic summary

Sydney Local Health District



700,000 residents*

with more than one million people coming into the District each day to work, study and visit



Projected to increase to **910,000** by 2031[^]



15% aged 70⁺



70+ age group Projected to increase by **65%** by 2031[^]



1.1% from **Aboriginal or Torres Strait Islander** background

44% born overseas born overseas with **more than 220 countries of birth**

55% speak a **language other than English** at home

Gadigal, Wangal and Bediagal people are the traditional custodians of the land

Health issues



Sources: *Australian Bureau of Statistics 2016.
^Dept of Planning and Environment 2016.

Western NSW Local Health District

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Email: WNSWLHD-Communications@health.nsw.gov.au

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

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

Chief Executive: Scott McLachlan

Scott McLachlan leads a team driven by a commitment to improve health outcomes for rural people, and deliver compassionate, high quality and connected health services.



Aboriginal and Torres Strait Islander people make up more than 13 per cent of the Western NSW Local Health District population and Scott is committed to developing services and places that welcome Aboriginal people and the whole community.

Scott's extensive leadership experience, spanning more than two decades in the public and private health sectors, has shaped his commitment to improving standards of patient care, maintaining authentic community engagement, collaborating with clinicians and leading innovation.

Year in review

The past year has been one of the most demanding for our communities and for our healthcare team. Most of our communities have been profoundly affected by the ongoing drought, some by bushfires and floods, and all have been required to adapt to new ways of living and working due to the COVID-19 pandemic.

The team's resilience and ability to innovate has never been in doubt, however these last 12 months have tested us in extraordinary ways and our District has reached a point of substantial maturity which has been reflected in several developments.

By the end of 2019-20, our hospitals accepted more than 180,000 emergency presentations, performed more than 10,000 elective surgeries, admitted more than 87,000 people to hospital, and saw more than 881,000 patients through outpatient and community services.

The District has shown an outstanding level of effective collaboration across our operational, clinical, and corporate teams during the COVID-19 pandemic. We innovated our virtual services, both strategically, and as a tactical response to the situation, providing almost 90,000 telehealth services up to the month of May 2020; 17 per cent involving Aboriginal patients.

The District also developed a well-articulated plan for how our services would respond to increased infection rates during the pandemic. We commissioned testing clinics in most of our communities and developed two mobile testing services. Our work with other community stakeholders and service providers throughout the pandemic positioned us well in the event of an escalation.

This year we examined new ways of working with our communities to provide healthcare closer to home. Our District has a raft of virtual services in development or deployment that are designed to maximise the reach and impact of our staff. These services include Virtual Allied Health, Virtual Clinical Pharmacy, Virtual Rural Generalist Service, and vCare including a roll out of remote monitoring.

We continued our focus on working in partnership with other service providers and Aboriginal communities to improve the health of Aboriginal people.

In the past year we implemented our Aboriginal Yarning Project at 18 sites, embedded our Arts & Signage Project to improve the cultural safety of our facilities, and engaged with around 800 people through our partnership with the Ngangkari traditional healers.

The District's staff has shown an incredible commitment to providing high quality patient care in what has been an evolving and constantly changing health landscape.

In the past year we implemented our Aboriginal Yarning Project at 18 sites, embedded our Arts & Signage Project to improve the cultural safety of our facilities, and engaged with around 800 people through our partnership with the Ngangkari traditional healers.

Key achievements

- Improved services across the District, including the commission of the new Mudgee Hospital ahead of schedule and within budget, new services such as a public CT imaging service, ongoing redevelopment of Dubbo Hospital (Stage 4) and the Western Cancer Centre Dubbo, completion of the Cobar Hospital Redevelopment, and commencement of work on the Lightning Ridge HealthOne service.
- Achieved 5.3 per cent of Hospital in the Home separations, well above the state target of 3.5 per cent.
- Designed and implemented a Mental Health in the Home pilot program in May 2020 in partnership with communities, receiving 19 referrals and 14 admissions to date. Feedback has been positive, and staff have observed faster recovery times in some consumers.
- Implemented an eight-week trial of a virtual GP clinic co-located at Dubbo Health Service to better manage emergency department presentations. Care was provided to 83 patients, 21 per cent of whom were Aboriginal people.
- Instigated a virtual new parent group to support vulnerable and isolated parents and children, with 89 new parents and families registered in the first four courses.
- Created the Virtual Rural Generalist Service, providing 24/7 virtual medical support to rural and remote hospital services. The innovative model of care has had high uptake from rural facilities across the District, with 7788 phone calls and eMR consult requests from February to May 2020.
- Launched the Specialist Intellectual Disability Team which will provide a virtual service across three rural and remote local health districts.
- Implemented the District's first competitive small grants program, 'Pitch It' with nine projects receiving funding from sponsors.
- Implemented a 'Keep Doing' series of brief teaching resources for improved communication and safety in the COVID-19 environment.
- Improved the systems and processes underpinning the District's safety culture, including appointing Safety Culture Consultants to prioritise issues around personal safety and security, and introduced an Aboriginal Employee Assistance Program counsellor to create a more culturally safe support system for Aboriginal staff.

Demographic summary

Western NSW Local Health District



278,800
residents

Projected to increase to **298,316** by 2036



12% aged 70+

70-84 age group
Projected to increase by **58%** by 2036



13% from Aboriginal or Torres Strait Islander background

7.8% born overseas

4% speak a language other than English at home

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

Health issues



Cardiovascular disease



Diabetes



Cancers



Alcohol related deaths



Suicide and self-harm



Smoking

Source: *Health of the Population Report. Western NSW Health Needs Assessment. Health Intelligence Unit, Western NSW Local Health District, June 2020.

Western Sydney Local Health District

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Westmead NSW 2145

Telephone: 8890 9000

Email: WSLHD-OfficeOfTheCE@health.nsw.gov.au

Website: www.wslhd.nsw.gov.au

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

Chief Executive: Graeme Loy



During the past 14 years, Graeme Loy has held several executive roles, including Chief Executive for 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.

As the designated home of the NSW Infectious Diseases Unit, Westmead Hospital was the first in NSW to provide care for a patient with COVID-19 in January 2020.

Year in review

Infrastructure growth, impactful research, focus on staff wellbeing and an incredible response to a global pandemic have been the themes for our District in 2019-20.

We achieved many service delivery milestones throughout the year, including the introduction of Western Sydney's first home birth service, launching an osteoarthritis clinic at Auburn Hospital, delivering 100,000 diabetes screening tests in our emergency departments, gaining reaccreditation of Westmead Hospital Intensive Care Unit, and establishing the Horizons Group to build strong relationships with clinicians and executive for future planning.

Our focus on Aboriginal health included quit smoking programs, support for Aboriginal women and children, and the creation of an Aboriginal Health Advisory Committee. The District also launched a program for young people with severe mental health issues, and was pleased to accept a \$1 million grant from Google for Westmead heart research.

As the designated home of the NSW Infectious Diseases Unit, Westmead Hospital was the first in NSW to provide care for a patient with COVID-19 in January 2020.

Our COVID-19 clinics have tested more than 90,000 people in the District, and we embraced telehealth and videoconferencing care service models during the pandemic. We provided home care for patients with COVID-19 and mobile screening for our vulnerable and high-risk populations. The District also provided approximately 10,000 interpreting sessions for returned travellers spending 14 days in hotel quarantine.

Our staff are the cornerstone of everything we do, and this year, we continued to deliver our cultural transformation project and build our cultural strategy. We focused on staff wellbeing during COVID-19, with more than 5100 interactions via drop-in centres, coaching and ward visits, giving our staff a safe space to talk. Our mental health staff proudly supported regional communities during the bushfire crisis, with deployments to affected areas.

We look back on the year as one characterised by significant milestones. Congratulations to our staff for their contributions and we look forward to a bright 2020-21.

Key achievements

- Developed an integrated regional plan in partnership with WentWest, the Western Sydney Primary Health Network, to lead the improvement of mental health and suicide prevention services in Western Sydney.
- Introduced the Watchlist, a tool that enables automated and instant notification of discharge prescriptions to pharmacists, and electronic transmission of prescriptions. A national first for a public hospital, the tool decreased patient discharge time by 29 minutes (28 per cent) down to 76 minutes within its first six weeks.
- Commenced a partnership agreement in January 2020 between our District, the NSW Ministry of Health, and WentWest, to support delivery of care in the community. Two models of care, Value Based Urgent Care and Cardiology in the Community, were developed to ensure patients receive safe and timely care.
- Developed a three-year Allied Health Strategic Plan 2019-2022, targeting hospital avoidance, servicing vulnerable patients, progressing digitally enabled models of care and focusing on a data driven performance culture.
- Completed the \$700 million multi-award-winning expansion of Blacktown and Mount Druitt Hospital. The new Acute Services Building includes a specialised mental health sub-acute unit, emergency department, hybrid and digital operating theatres, intensive care, maternity, birthing suites and centre for newborn care.
- Implemented a touch screen patient engagement system. The Patient and Carer Experience Team partnered with suppliers, Hills, to create an interactive experience for patients to access our patient safety video at the bedside. This provides patients and carers with relevant safety information for their hospital stay in a similar format to airline passenger safety video announcements.
- Continued work on the more than \$1 billion Westmead Redevelopment (including the Westmead Hospital redevelopments and Stage One of The Children's Hospital at Westmead), the biggest health infrastructure project in NSW, which included finalising construction of the 14-storey Central Acute Services Building.
- Continued cultural transformation across the District, including designing a culture strategy, establishing a steering committee, recruiting an external culture partner and forming a Culture Reference Group to support culture change management. Culture change is being driven across eight project clusters, and approximately 100 projects.
- Allocated personal devices to junior medical staff, encouraging technology driven problem solving and allowing staff to overcome challenges in the workplace.
- Held a unique, all-inclusive Safety Symposium for staff to talk about safety in the workplace, hear from experts in the field and generate ideas on how the organisation can promote a safe work place for all.

Demographic summary

Western Sydney Local Health District



1,000,000
residents

Projected to increase to
1.35 million by 2031



8.5% aged **70+**

70+ age group
Projected to increase
to **10.5%** by 2031



1.3% from **Aboriginal or Torres Strait Islander** background

46.8% born overseas

50% speak a **language other than English** at home

Darug people are the traditional custodians of the land

Health issues



Diabetes



Chronic disease



Overweight and obesity



Asthma

Sources: HealthStats NSW. Australian Bureau of Statistics population census 2016.