



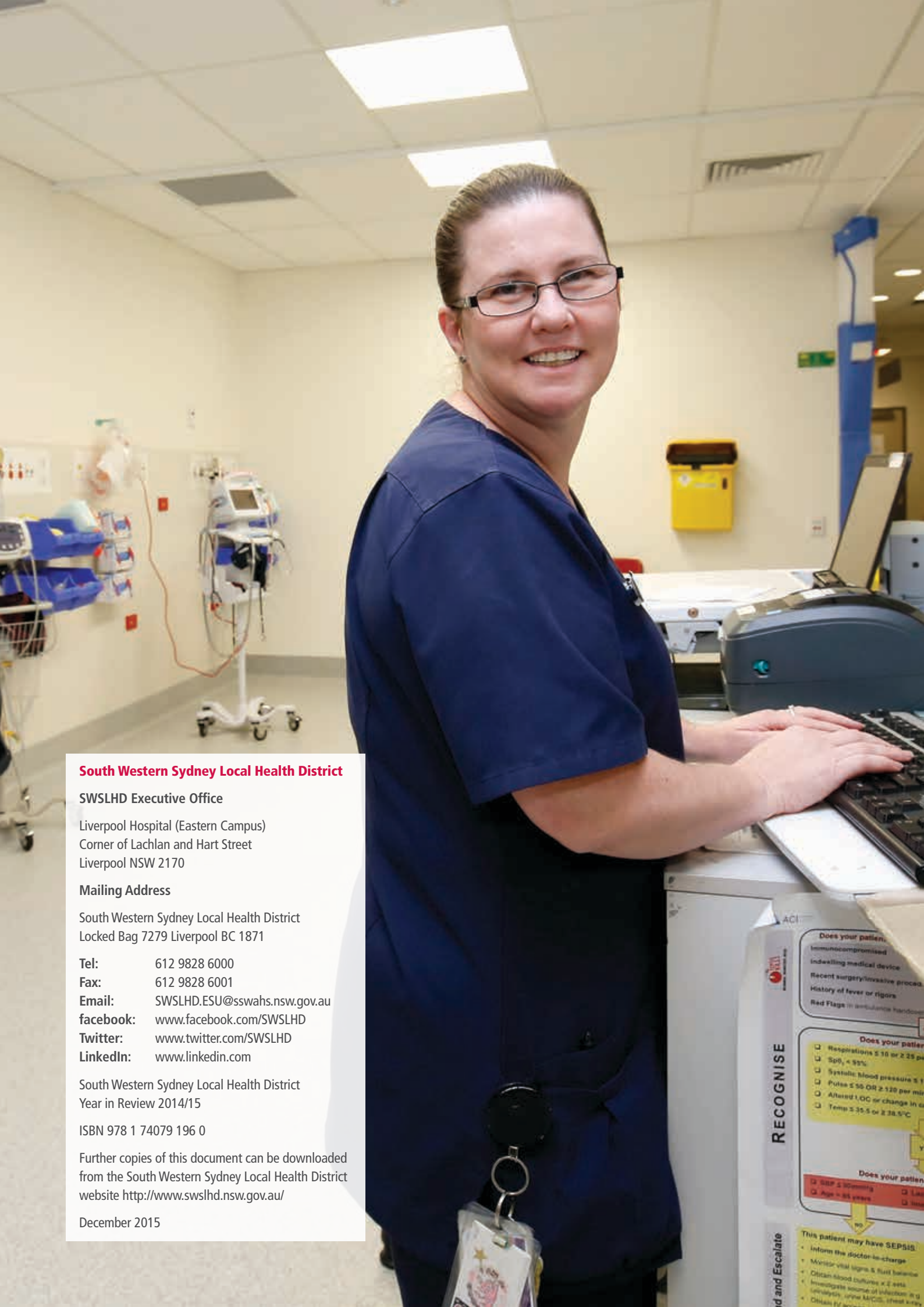
Health
South Western Sydney
Local Health District

SOUTH WESTERN SYDNEY LOCAL HEALTH DISTRICT YEAR IN

review

2014/15





South Western Sydney Local Health District

SWSLHD Executive Office

Liverpool Hospital (Eastern Campus)
Corner of Lachlan and Hart Street
Liverpool NSW 2170

Mailing Address

South Western Sydney Local Health District
Locked Bag 7279 Liverpool BC 1871

Tel: 612 9828 6000
Fax: 612 9828 6001
Email: SWSLHD.ESU@sswahs.nsw.gov.au
facebook: www.facebook.com/SWSLHD
Twitter: www.twitter.com/SWSLHD
LinkedIn: www.linkedin.com

South Western Sydney Local Health District
Year in Review 2014/15

ISBN 978 1 74079 196 0

Further copies of this document can be downloaded
from the South Western Sydney Local Health District
website <http://www.sswlhd.nsw.gov.au/>

December 2015

RECOGNISE

Does your patient:
Immunocompromised
Indwelling medical device
Recent surgery/invasive procedure
History of fever or rigors
Red Flags in ambulance Handover

Does your patient:
 Respirations ≤ 10 or ≥ 25 per min
 SpO₂ $< 95\%$
 Systolic blood pressure ≤ 90 mmHg
 Pulse ≤ 50 OR ≥ 120 per min
 Altered LOC or change in GCS
 Temp ≤ 35.5 or $\geq 38.5^{\circ}\text{C}$

Does your patient:
 GFR ≤ 30 ml/min
 Age ≥ 65 years

Identify and Escalate

This patient may have SEPSIS.
• Inform the doctor-in-charge
• Monitor vital signs & fluid balance
• Obtain blood cultures x 2 sets
• Investigate source of infection if indicated
• Obtain IV access
• Obtain IV antibiotics

Contents



Chairman's Review 2014/15 4

Chief Executive's Review 2014/15 5

About South Western Sydney Local Health District 6

Snapshots 2014/2015 9

Corporate Action Areas:

01 - Providing high quality health services 10

02 - Community partnerships 16

03 - Seamless networks 22

04 - Developing our staff 26

05 - Research and innovation 30

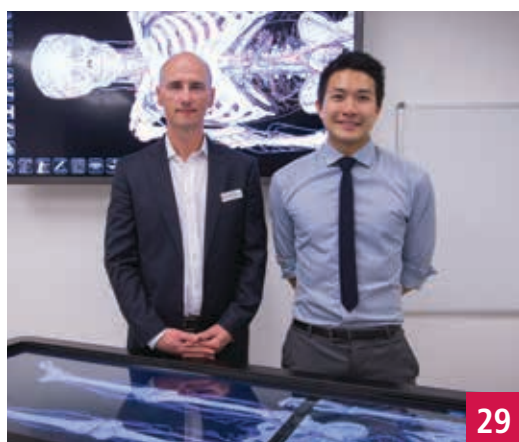
06 - Enhancing assets and resources 36

07 - Supporting business 40

08 - Efficiency and sustainability 42

Donations 44

Health service locations 46



Chairman's Review 2014/15

Professor Phillip Harris, AM

At the beginning of the year, we welcomed two new Board Members, Ms Kerri Murphy and Dr Shameran Slewa-Younan. Ms Murphy brings her experience in corporate governance and education and Dr Slew-Younan brings clinical and research expertise working with refugees and people from culturally and linguistically diverse backgrounds.

During the last 12 months, the Board has continued to oversee progress in the pursuit of the objectives of the District's Strategic Plan.

The Board has also committed itself to ensuring that SWSLHD delivers the highest quality and safest care to the local community. We have modelled these aspirations on lessons learnt from high performing international health systems and on opportunities for improvement that have been identified from our own data and sources such as the Bureau of Health Information (BHI) patient experience surveys.

The Board has asked the Chief Executive to lead a process to develop a clear strategy aimed at achieving the Board's aspirations over an initial two to five year period. So far two workshops with senior managers, clinicians and consumers have been held to review the organisation's current performance and consider focus areas for development of the strategy.

Several Board members attended the first workshop supported by the Clinical Excellence Commission and I would like to thank Dr Karen Luxford, from the CEC's Patient Based Care Directorate for her guidance and support towards developing the strategy at the workshops.

Over the coming months there will be regular reports and consultation with the Board as we continue to develop and implement the Patient Quality and Safety Strategy.

A significant amount of planning has been undertaken in preparation for the expected population growth over the coming years. The Board was delighted to see the completion of the \$134 million Campbelltown Hospital redevelopment. The announcement of a further \$300 million for the Hospital's Stage 2 major redevelopment will ensure that we are ready to meet the needs of the growing population of south west Sydney.

Consumer and community participation is a key to the District providing the best possible care. The peak consumer group for the District known as the Consumer and Community Council



(CCC) has broadened its diversity and increased its membership numbers over the past year. These have included delegates from the Mental Health Consumer, Carer and Community Committees whose addition has strengthened advocacy for, and participation of, people with a mental illness.

The CCC and local facility consumer networks provide invaluable input to planning and are, actively engaged in seeking solutions to the "Top 5" community issues: communications, transfer of care/discharge planning, signage and navigation, parking and access. The CCC also has delegates on state committees, and Commonwealth committees thus ensuring that the voice of south west Sydney consumers is widely heard.

I would like to thank the many community and consumer representatives for their support.

The Board wishes to acknowledge the many outstanding individual and collective achievements by staff of the LHD this year. The Board is inspired by the dedication and commitment of staff. We have seen many examples where members of staff have gone way beyond their normal obligations to help patients, their families and carers and on behalf of the community we thank you.

Finally I would also like to thank members of the District Board and the District Executive who work extremely hard to ensure we achieve our vision of *Leading Care, Healthier Communities*.

Chief Executive's Review 2014/15

Ms Amanda Larkin

South Western Sydney Local Health District has had an exceptional year and a great deal has been achieved over the past 12 months, thanks to the hard work and dedication of our staff.

Our staff are our greatest asset and having a workforce that is flexible, resilient, adaptive and highly skilled is key to successfully meeting the health needs of our community. I was therefore delighted to see the launch of the District's *Workforce Plan 2014-2021*. This important plan will assist the future directions in building the capacity of our workforce.

I am consistently impressed by the innovative work of staff from all levels of the District. Innovation and research are key to providing the very best quality health care and also increased workplace satisfaction. To help encourage innovation, the District held a special forum seeking input from staff on how we can better support and encourage innovative ideas. The forum was a great success with more planned in the future.

The rapid advances and innovations in Information Communications and Technology (ICT) contribute significantly to the improvement of health outcomes for patients and enable smarter, more efficient ways of working. I was delighted to be part of the launch of the District's ICT strategy this year which has been developed to help us harness the opportunities and meet the challenges of the complex IT environment.

It is important that staff provide their feedback on their experiences of working in the District. I was therefore delighted that more than 50 per cent took part in this year's *YourSay* staff survey. This was a wonderful representation of staff which will provide us with a rich source of information to help improve the working environment.

Over the past 12 months, SWSLHD has worked closely with stakeholders, staff and the community to deliver safe, quality health services.

The District in conjunction with South West Sydney Primary Health Network has continued to focus on integrated health care, research capacity and innovation to put us in a strong position to deliver innovative health services to meet emerging needs.



Together we have been exploring and discussing methodology for integrated care delivery with a regional approach to address the future population of the south west growth corridor and improve efficiency, effectiveness and improved patient experience.

I have been delighted with progress on the Oran Park Integrated Primary Care Centre which recognises that not everyone needs care in an acute hospital setting. Centres like these encourage integration with a range of other service providers including GPs and NGOs keeping people well and out of hospital.

I look forward to working with South West Sydney Primary Health Network as we continue to progress this important work.

Finally, the District continues to perform well financially and met its financial obligations in 2014/15 and was able to report a favourable result.

I would like to thank the staff, the Board, volunteers, consumer and community representatives who have worked hard this year to make all that has been achieved possible.

About South Western Sydney Local Health District

SWSLHD is one of the most ethnically diverse and populous Local Health Districts in NSW. The District's estimated residential population in 2014 was 922,000 residents, or 12.3 per cent of the NSW population.

The District continues to be one of the fastest growing regions in the state. The population is projected to increase by 21 per cent in the decade 2011 to 2021, reaching 1.06 million people and increasing by more than 18,800 people each year.

SWSLHD includes seven Local Government Areas (LGAs); Bankstown, Fairfield, Liverpool, Campbelltown, Camden, Wollondilly and Wingecarribee. It covers a land area of 6,243 square kilometres.

It is a vibrant, culturally diverse region with around 36 per cent of the population born overseas and 48 per cent of the population speaking a language other than English at home. This is most notable in Fairfield, where more than 74 per cent of the population speak a language other than English at home. 41 per cent of NSW refugees have settled in SWSLHD.

People of Aboriginal and Torres Strait Islander heritage make up 1.6 per cent of the population (3.2 per cent in Campbelltown), compared to 2.5 per cent for all NSW. Traditional custodians of the land covered by the District are the Tharawal, Gundungurra and Dharug nations.

There is high natural population growth in SWSLHD, with approximately 13,000 births each year, representing more than 13 per cent of all births in NSW. SWSLHD contains areas with some of the highest fertility rates in the state, with most LGAs well above the state average of 1.95 births per woman, including Wingecarribee (2.13), Bankstown (2.21), Wollondilly (2.06), Liverpool (2.14), Campbelltown (2.1) and Camden (2.02) (Australian Bureau of Statistics, 2014).

Across south western Sydney, there are approximately 188,000 children aged 0 to 14 years accounting for 22 per cent of the SWSLHD population in 2011.

There are approximately 69,000 people over the age of 70 years (8 per cent of the population) living in the District. In the decade to 2021, the number of people aged over 70 years is expected to increase by 55 per cent.



The main health issues facing the District (compared to the NSW average) are:

- Higher standardised mortality rate from cardiovascular disease
- Higher incidence of some cancers e.g. lung, thyroid, stomach, kidney, liver
- Higher prevalence of diabetes
- Higher rates of Hep B and Hep C
- Lower participation rate in breast cancer and cervical cancer screening
- Poorer on health related behaviours – smoking, physical activity, overweight and obesity, adequate vegetable intake
- 14 of 20 most disadvantaged suburbs in Sydney contributing to social determinants of health

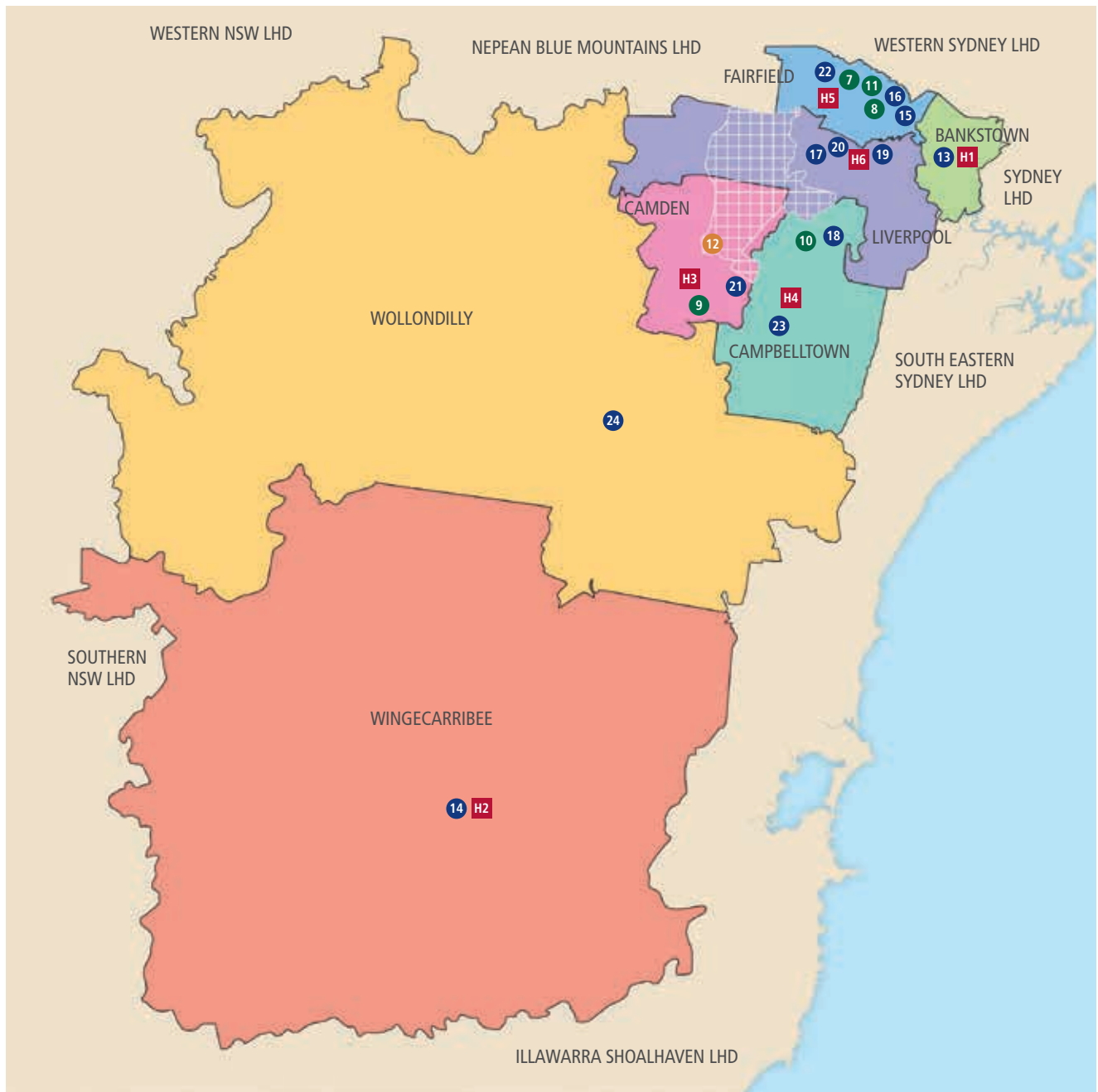
*Source: 2011 Census

2014/2015 SWSLHD BOARD MEMBERS:

- **Professor Phillip Harris AM**, Chair
- **Ms Carolyn Burlew**, Deputy Chair
- **Mr John Gordon**
- **Ms Christine Carriage**
- **Mr Frank Conroy**
- **Professor Brad Frankum**
- **Mr Mark Johnson**
- **Professor Neil Merrett**
- **Dr Matthew Gray**
- **Ms Nina Berry**
- **Dr David Abi-Hanna**
- **Dr Shameran Slewa-Younan**
- **Ms Kerrie Murphy**

2014/2015 SWSLHD EXECUTIVE:

- **Ms Amanda Larkin**,
Chief Executive
- **Mr Graeme Loy**,
Director of Operations
- **Ms Kung Lim**,
Director of Nursing (to Jan 2015)
- **Ms Jacqui Cross**
Director of Nursing (from Jan 2015)
- **Mr Greg King**,
Director Finance
- **Mr Mark Zacka**,
Director of Clinical Governance
- **Dr Brett Oliver**,
Director of Medical Services
- **Ms Sue Colley**,
Director of Allied Health



SWSLHD Hospitals

- H1** Bankstown-Lidcombe Hospital
- H2** Bowral & District Hospital
- H3** Camden Hospital
- H4** Campbelltown Hospital
- H5** Fairfield Hospital
- H6** Liverpool Hospital

Affiliated Health Organisations

- 7** Braeside Hospital
- 8** Karitane
- 9** Karitane@Camden
- 10** Scarba - South Western Sydney
- 11** Service for the Treatment & Rehabilitation of Torture & Trauma Survivors (STARTTS)

Integrated Primary and Community Care Centres

- 12** Oran Park

Major Community Health Centres

- 13** Bankstown
- 14** Bowral
- 15** Cabramatta
- 16** Fairfield
- 17** Hoxton Park
- 18** Ingleburn
- 19** Liverpool
- 20** Miller
- 21** Narellan
- 22** Prairiewood
- 23** Rosemeadow
- 24** Tahmoor

-  South West Growth Centre

Snapshots 2014/2015

	Births	ED attendances	Admissions	Non-admitted patient services	Theatre operations
Camden Hospital	-	12,895	3,007	98,393	-
Fairfield Hospital	1,765	34,846	32,223	173,879	7,288
Liverpool Hospital	3,409	78,054	81,112	1,078,889	14,521
Campbelltown Hospital	2,971	63,422	44,754	502,587	8,628
Bankstown-Lidcombe Hospital	2,217	51,012	49,625	373,376	9,816
Bowral Hospital	409	17,665	8,086	61,494	3,006



Providing high quality health services

Providing high quality health services is a key priority of the District and a driving force for our actions.

The quality of our health services is consistently monitored through clinical governance and corporate structures, with new programs continually implemented to enhance the care we offer.

National Emergency Access Targets (NEAT)

Emergency Department performance across SWSLHD has been improving since the commencement of NEAT in 2012, with progress seen each winter.

There have been many innovative strategies across the District to support improvements in Whole of Health performance. One such strategy has been the Rapid Ambulance Assessment Area in Campbelltown Hospital's Emergency Department. This has resulted in a direct and sustained improvement in Transfer of Care performance.

Bankstown-Lidcombe Hospital implemented the Rapid Intervention and Treatment Zone (RITZ) model of care, aimed at treating patients safely, quickly and efficiently. With 40 per cent of admitted ED patients going through the RITZ, the system has helped the Hospital deliver faster and more appropriate care, while achieving NEAT.

Paediatric ENT surgeries at Bankstown

Through close collaboration between Nursing and Medical staff, Bankstown-Lidcombe Hospital was able to complete an additional 242 Paediatric Ear Nose and Throat (ENT) surgeries. This allowed for the purchase of a new \$125,000 ENT microscope to ensure high quality ENT services at the Hospital.

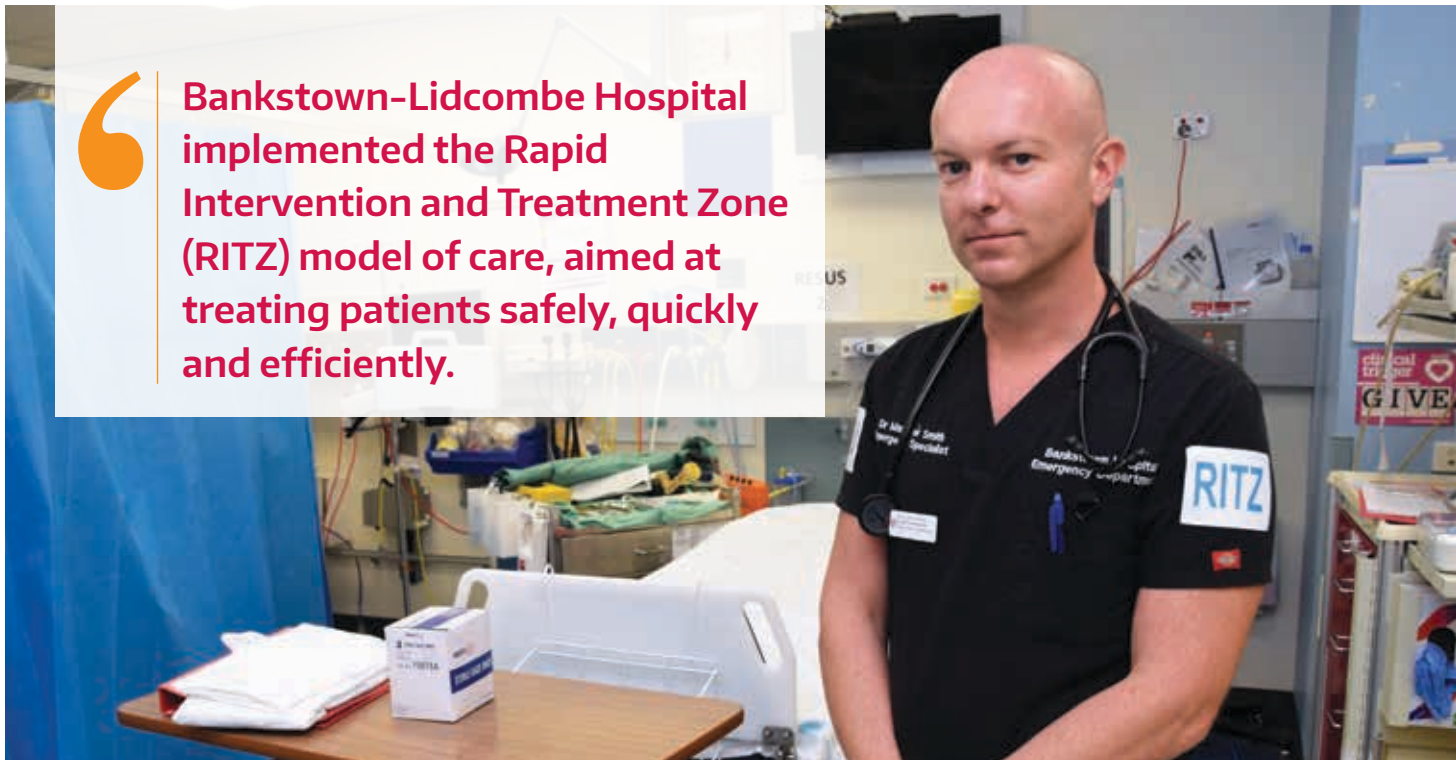
Pharmacy MMP Bankstown

To help patients and carers with medication management and safety, Bankstown-Lidcombe Hospital implemented the NSW Health Medication Management Plan (MMP).

The MMP ensures each patient receives a Best Possible Medication History within 24 hours of admission and involved a multidisciplinary clinical workforce team collaborating with patients and carers in order to minimise medication errors.

Meeting national patient safety and quality standards

All SWSLHD facilities have maintained full accreditation status with Australian Council on Health Care Standards (ACHS). During 2014/15 Bankstown-Lidcombe Hospital and Bowral and District Hospital underwent organisation-wide surveys for the



“ **Bankstown-Lidcombe Hospital implemented the Rapid Intervention and Treatment Zone (RITZ) model of care, aimed at treating patients safely, quickly and efficiently.** ”

EQUIP National program, which includes the National Patient Safety and Quality Health Services Standards. At both facilities, ACHS surveyors were impressed with the interdisciplinary team work and strong systems in place for partnering with consumers.

Community Health Services also underwent an ACHS Periodic Review and maintained a full accreditation status.

Strong clinical governance framework

The District has developed a Clinical Governance Framework in order to strengthen clinical governance structures, improve organisational culture in relation to patient safety and clinical quality, and better focus care processes and practices on patients and consumers.

The framework was finalised in 2014, with opportunities identified through the framework now being incorporated into the overall organisational quality and safety strategy.

Cancer Services

In 2014/15, there has been continued growth in the number of cancer patients seen across the District, with a 10 per cent increase in presentations. The growing numbers are due to population increases, ageing of the population and the District's ability to treat more cancers rather than referring people to other Districts. Encouragingly, the total number of patient bed days has decreased by around five per cent due to pro-active

assessments, and careful management of patients outside of the hospital.

A commitment to strategic planning and prioritisation of services has led to much activity across the Cancer Service delivered within budget. New performance dashboards will be used to monitor the Service's progress and help achieve continued improvement.

Population Health Services Plan

The *Population Health Operational Plan 2014-2018* was developed during 2014. Based on the Operational Plan, all units in Population Health will develop annual business plans that include quality improvement activities. Population Health has also developed a Quality Improvement Framework and has begun to develop a Workforce Development Plan. In July 2014 the Population Health Inter-District Agreement with Sydney Local Health District ended, and SWSLHD Population Health established a Healthy People and Places Unit and a new Public Health Unit.

Oral Health Clinical Services Plan

Oral Health Services undertook detailed planning to develop a blueprint for services for the next four years. Development included stakeholder consultation with good consumer input. Progress is reported on a quarterly basis with key achievements including the establishment of new Oral Health governance structures and a strong Oral Health promotion program.



SWSLHD continues to lead the way with the rollout of the Respecting the Difference Aboriginal cultural training framework. More than 9,800 staff have completed the online training component, while 4,700 staff have completed the face to face training component.

Respecting the Difference
An Aboriginal Cultural Training
Framework for NSW Health

 **NSW** Health

NSW Refugee Health

The Refugee Health Nurse Program saw nearly 2,000 newly-arrived refugees across metropolitan Sydney. The program provides prevention and early intervention through assessment, screening, immunisation, initial treatment for conditions such as vitamin D deficiency, and health education. The program's Nurse Manager was awarded the NSW Health *Excellence in Leadership* in Nursing and Midwifery Award, 2014.

The NSW Refugee Health Plan is informing development of a District-level Multicultural and Refugee Health Implementation Plan.

Staff awarded

The work of SWSLHD staff was recognised through the year with a number of awards and honours. The following staff were honoured at the 2014 NSW Health Excellence in Nursing and Midwifery Awards:

- Sandy Eagar, NSW Refugee Health Service won the Excellence in Leadership Award
- Elizabeth Lowrie, Liverpool Hospital, won the Excellence in Midwifery Award
- Catherine Gonzalez, Liverpool Hospital, was a finalist in the Excellence in Innovation Award – Education category.

SWSLHD staff were honoured at the 2014 NSW Health Awards. The Healthy Beginnings Program received the Preventative Health Award and the RETRIEVE Project received the Collaborative Team Award.

Staff from across the District were also recognised on Australia Day. Professor Ken Hillman was honoured with an Officer of the Order of Australia, Professor Roy Beran was honoured as a Member of the Order of Australia and Karitane Chairman Michael Coffey received a Medal of the Order of Australia. SWSLHD and Ingham Institute Director of Research, Professor Michael Barton OAM received the Health Research Award from Liverpool City Council.



Above: Catherine Gonzalez and Elizabeth Lowrie were recognised at the 2014 NSW Health Excellence in Nursing and Midwifery Awards.

Closing the Gap

A range of partnerships and strategies have been formed in SWSLHD to help close the health gap between Aboriginal and non-Aboriginal people.

The strategies have involved partnerships with Aboriginal communities, Aboriginal Land Councils and health organisations, and focussed on obesity and smoking related harm.

Lyrebird Exercise Classes for Aboriginal residents run weekly in three locations and a walking group was started at Bowral Hospital in February 2015.

Aboriginal Chronic Disease Programs

During 2014/15 SWSLHD continued to extend its Aboriginal chronic care program, incorporating a number of service enhancements including a cardiologist specialist service, exercise physiologist program and complementary drug and alcohol and mental health services. In addition to expanding the program's service range a number of system changes were made to improve service coordination and patient outcomes. These included:

- Transitioning to an electronic referral system for the 48 hour follow up program to help link chronic disease patients discharged from hospital with community-based care coordination services.
- The establishment of Aboriginal specific frequent user committees at Liverpool, Bankstown and Fairfield Hospitals to identify patients with multiple unplanned re-admissions or ED presentations.
- The establishment of shared chronic disease client review groups with Tharawal Aboriginal Medical Services and the South Western Sydney Primary Health Network.

Respecting the Difference

SWSLHD continues to lead the way with the rollout of the Respecting the Difference Aboriginal cultural training framework. More than 9,800 staff have completed the online training component, while 4,700 staff have completed the face to face training component. An evaluation of the program was undertaken by Centre for Health Equity Training Research and Evaluation (CHETRE) in 2014/15 to determine whether the training was having the desired impact. Outcomes were especially positive, highlighting a positive increase in workplace commitment (at a personal level) to improving Aboriginal health issues.

Tobacco Control

Aboriginal Tobacco Control Project

An *Aboriginal Tobacco Control Project* to reduce smoking prevalence in Aboriginal communities by at least five percent by June 2015 has been completed. Partners include the Aboriginal Medical Service, Redfern, Tharawal Aboriginal Corporation, Babana Aboriginal Men's Group and SWSLHD and Sydney Local Health Districts' Aboriginal Health Units. During 2014/2015 the final phase of implementation for the Aboriginal Tobacco Control Project included community grants, a pledge to quit competition, quit groups and provision of training for health professionals.

The project won a 2014 NSW Aboriginal Health Award in the Working in Partnership category and was also winner of the NSW Health Ministers Award.

Quit for New Life

The Quit for New Life project aims to reduce the number of pregnant Aboriginal women who smoke by two per cent each year. The program targets mothers of Aboriginal babies and their families during pregnancy, through clinical practice changes to antenatal and postnatal services. The project has seen 88 per cent of participants make their home a smoke free house and 74 per cent of participants making their car smoke free.

Obesity

The Healthy Children Initiative (HCI) is a state-wide program to address childhood obesity with a focus on early childhood and school settings and a targeted program for children who are above a healthy weight. The Live Life Well @ School and Munch & Move programs provide support to primary school and early childhood teachers, with 84 per cent of schools and 90 per cent of early childhood services across SWSLHD trained to date. The Go4Fun Program has had an amazing response with SWSLHD exceeding its target, taking 1058 enrolments.

Falls Prevention

The Health Promotion Service works in partnership with local councils, clubs, community organisations, NGOs and retirement villages to run Active over 50 (AO50) exercise classes. The classes include gentle exercise, pilates, yoga, aqua aerobics and Tai Chi. There are 73 weekly AO50 classes running across SWSLHD.

The Health Promotion Service also runs the Stepping On falls-prevention program in SWSLHD. During 2014/2015, 19 Stepping On groups were run across the District, including six culturally and linguistically diverse groups, with 257 participants completing the program.

Bankstown-Lidcombe Hospital's Falls Steering Committee developed and implemented a new Prescribe with Caution medication alert sticker. The sticker aims to warn clinical staff of the potential falls risk when prescribing sedation in patients over 65.





Bankstown-Lidcombe Hospital's Aged Care ward developed a five minute Falls Prevention video which uses visual cues (ticks and crosses) to indicate correct falls-prevention behaviour. The video has been shown since 2014 and has demonstrated a decrease in the number of falls in the aged care ward.

Special Aged Care Team

Bowral Hospital established a Special Aged Care Team (SPACT), made up of occupational therapy and physiotherapy staff. The team is responsible for contacting patients over 70 who have been discharged from the ED, in order to help keep them well. The SPACT team also visits patients admitted to the ED after a fall, to help refer them on to falls-prevention programs or other support programs.

Allied Health – Improving the patient journey and experience

Allied Health has focussed on improving the patient journey with a number of quality initiatives. Improvements have been achieved in the Guardianship and Ageing, Disability and Home Care placement process and to long stay patient management. Implementation of the In Safe Hands project across the District has improved communication and the involvement of patients and carers.

An ongoing Allied Health focus on research and evidence-based practice has lead to a number of improvement projects, including falls prevention, physiotherapy balance programs, hip fracture care, post stroke upper limb management, the management of bariatric patients and introduction of general movement assessments for early Cerebral Palsy diagnosis.

Mental Health Promotion

A Mental Health First Aid program was implemented for community workers, teachers and members of the public.

During 2014/2015, courses were conducted in Macarthur, Campbelltown and Moss Vale (youth focused) for 45 NGO workers, students and volunteers.

Disaster preparedness

In 2014/15, facilities across the District undertook Ebola preparedness, including planning meetings and staff training.

The SWSLHD Disaster Unit also participated in Exercise Poseidon, a Health Emergency Management Unit directed exercise. The exercise involved services from across the state responding to a simulated mass disaster incident, fulfilling recommendations made following the Martin Place siege.

One-day courses in Major Incident Medical Management Support were held for SWSLHD staff, teaching them a systematic approach to disaster medical management. Introduction to Disaster courses were also delivered to hospital in-charge staff.

Preventing transmission of blood borne viruses

SWSLHD has fewer HIV notifications than inner city LHDs but higher rates of both heterosexual transmission and late diagnoses. SWSLHD has developed a District HIV Testing Policy to raise awareness of the clinical indicators of HIV infection and ensure people with HIV are linked to treatment and care as early as possible.

Ready access to sterile injecting equipment is important to prevent transmission of hepatitis C, hepatitis B and HIV amongst people who inject drugs. In 2014/15, SWSLHD installed higher capacity automatic dispensing machines at Bowral and Liverpool and a new machine at Bankstown Hospital. The amount of injecting equipment distributed through automatic dispensing machines increased by 28 per cent from the previous year.

02 Community partnerships

Communities play an important role in the operation of our health service. Partnerships with patients, clients, carers and the community are integral to service development and delivery.

SWSLHD SOCIAL MEDIA SITES

[Facebook.com/SWSLHD](https://www.facebook.com/SWSLHD)
[Facebook.com/LiverpoolHospital](https://www.facebook.com/LiverpoolHospital)
[Facebook.com/BankstownLidcombeHospital](https://www.facebook.com/BankstownLidcombeHospital)
[Facebook.com/CampbelltownHospital](https://www.facebook.com/CampbelltownHospital)
[Facebook.com/CamdenHospitalNSW](https://www.facebook.com/CamdenHospitalNSW)
[Facebook.com/FairfieldHospital](https://www.facebook.com/FairfieldHospital)
[Facebook.com/Bowral-District-Hospital](https://www.facebook.com/Bowral-District-Hospital)
 YouTube Channel – SWSHEALTH
 Twitter.com: @SWSLHD @livhosp @camphosp
 LinkedIn.com: SWSLHD

Growing social media

The District is using new technology, the internet and social media to ensure our community and patients receive information in a way that is easily understood and enables them to make informed health choices.

In 2014/15 the District created a SWSLHD LinkedIn page, a Campbelltown Hospital Twitter account, Camden Hospital facebook page and a Community and Consumer Participation facebook page. The District continues to publish videos to its Youtube channel and content to each Hospital's facebook page.

Websites

All facility websites have been re-designed and updated to better meet the needs of patients, visitors and the community. Clinical streams are now also in the process of building or updating their websites. The District's Medical Imaging, Oral Health Services, Mental Health Services, Paediatrics and Neonatology, and Population Health websites have all also been completed.

The websites contain general information such as services available, locations, contact details and other useful information related to specific illnesses, procedures and patients. They also contain resources and information for general practitioners and other health care professionals including referral pathways.

Meet the Board event

Staff and community representatives from across the District attended the SWSLHD Annual Public Meeting and Meet the Board event, where guests heard about the District's achievements throughout the year and had the opportunity to meet members of the Health Board.

Consumer and Community Participation Unit

The SWSLHD CCP Framework is a foundation document that underpins how and why Consumer and Community Participation (CCP) is conducted across the District. A review of the Framework is underway, with a team of consumers and staff drafting the next version of this important document. This will be the fifth version of the Framework.

Over time CCP has evolved within the LHD, with a culture of participation now across most of the health service.

Over the past year, CCP work has expanded with allocated CCP positions in both Community Health and Oral Health Services. This has helped these services increase engagement with patients, carers, consumers and the community.

The peak consumer group for the District, the Consumer Community Council (CCC), has grown and become more diverse over the past year. The Council includes two delegates from the Mental Health Consumer, Carer, Community Committee, who have improved advocacy for people with a mental illness and their carers.

The CCC has commented on plans, reported on key initiatives of their facilities and services and addressed the top five issues identified by the Board Chair – communications, transfer of care/discharge planning, signage and navigation, parking and access.

Work continues to develop health literacy resources for patients and carers. A health literacy forum held in partnership with CANR, consumers and Deakin University has opened up ways of developing new tools to capture and evaluate health literacy.

The theme of last year's CP conference was *Consumer Participation; Creating Better Partnerships for the Community*. The conference explored consumer engagement principles, health literacy, health rights approaches to participation, the role of consumers on committees and involved an interactive approach and group discussions. The winner of the Harry Collins Award for Excellence in Consumer or Community Participation was Tricia Parker, Chairperson of the Bankstown Consumer and Community Participation Network and passionate advocate for health services.

CCPU CONTACT DETAILS

Lynda Johnston - Ph: 9828 5783 Mb: 0408 969 127
[facebook.com/Swslhd-Consumer-and-Community-Participation](https://www.facebook.com/Swslhd-Consumer-and-Community-Participation)



Changing Minds about mental health

Staff and patients from Liverpool Hospital Mental Health Service participated in a three-part documentary series called Changing Minds. The multi-award winning series aired on the ABC during Mental Health Month and aimed to change the stigmas surrounding mental illness.

Partnership with Non-Government Organisations - Drug Health Services

A collaborative forum was hosted by Drug Health Services, along with non-government organisations who offer drug and alcohol services within south western Sydney. The aim of the forum was to develop an operational framework for comprehensive drug and alcohol service delivery to south western Sydney.

The framework will develop assessment systems for transfer of care between agencies; improve the integration of service delivery and engage consumers and carers in developing services. The South Western Sydney Drug and Alcohol Steering Committee is developing an action plan to progress the outcomes from the forum and a Drug and Alcohol Interagency Committee has been launched to enhance service collaboration and networks across the District.

Building Partnerships with Aboriginal Medical Services

SWSLHD continues to build on its partnerships with Tharawal Aboriginal Medical Service and Gandangara Health Services, developing a number of new service initiatives in 2014/15.

Specific service initiatives established with Tharawal AMS include a mental health outreach service, bi-annual ENT

surgery lists at Campbelltown Hospital and a multidisciplinary paediatric service model at Waranwarin Early Childhood and Family Centre.

SWSLHD Speech Pathology has formed a partnership with Tharawal to support the ENT surgery project by providing services to children following surgery. The partnership has seen a significant improvement in attendance rates and individual outcomes for children.

Along with Gandangara Health Services SWSLHD has extended its Aboriginal aged care program to incorporate an Elders' Group at Fairfield. SWSLHD and Gandangara have also worked collaboratively to establish the Strong Fathers Strong Families Men's Group which has around 40 members.

Both Tharawal and Gandangara Health Service are also members of their local Hospital's Aboriginal Health Committees, where they have built positive working relationships with facilities and informed a number of initiatives to improve outcomes for Aboriginal patients.

App to help close the gap

The District supported National Close the Gap Day with the launch of a new phone app that provides health and wellbeing information and advice to Aboriginal families with young children. The free *Deadly Tots* phone app helps local Aboriginal families access help and support more conveniently and is based on the *Love, Yarn, Sing, Read, Play* project. The project was funded by Office for Aboriginal and Torres Strait Islander Health (OATSIH) and run in partnership with Resourcing Parents and The Families NSW State-wide Parenting Project.





The District supported National Close the Gap Day with the launch of a new phone app that provides health and wellbeing information and advice to Aboriginal families with young children.





KARI allied health partnership

SWSLHD Allied Health Departments expanded their partnership with KARI Aboriginal Services, introducing new dietitian clinics and extending occupational therapy and speech pathology programs.

Allied Health multicultural programs

Allied Health promotes improved access and education for people from multicultural backgrounds. The Look Good Feel Better program continues to support women with cancer, and is developing additional partnerships with specific CALD communities, such as the Bankstown Cancer Centre Social Work partnership with Bankstown Women's Health Centre and Multicultural Health to run cancer education and support sessions with the Vietnamese and Arabic Communities.

Support for Cancer Services

The number of dedicated volunteers and donors within the Cancer Service continues to increase, and Dry July fundraising this year generated more than \$100,000 for wellness programmes.

The Liverpool Cancer Therapy Centre celebrated its 20th Anniversary with a gala dinner. The Centre opened its doors in May 1995 and has grown significantly from just two departments to a fully comprehensive Cancer Therapy Centre, providing state-of-the-art care and treatment.

P.A.R.T.Y. PROGRAM

The inaugural Prevent Alcohol and Risk related Trauma in Youth (P.A.R.T.Y.) school program was held at Liverpool Hospital in April 2015. The preventative education program is a partnership between medical, nursing and allied health staff, ambulance, police and emergency services and local school communities. The program provides teenagers with information to recognise potential injury-producing situations and adopt behaviours that minimise unnecessary risk.

The Pacific Midwife Leadership Fellowship Program

Twice a year, Liverpool Hospital Maternity hosts the Pacific Midwife Leadership Fellowship Program where senior Pacific Island midwives visit for seven weeks.

During their stay the midwives observed clinical care in the Hospital's maternity unit and other units in SWSLHD. They visited the UWS School of Nursing and Midwifery and NSW Ministry of Health, and attended education sessions on leadership, management and communication, fetal/obstetric neonatal training and a SWSLHD Risk Management in Maternity Symposium.

Oral health

Pathways were developed to include community participation in the planning and delivery of Oral Health Services. These included consumer input into key Oral Health documents such as the *Oral Health Services Operational Plan 2014-18* and consumer representation on key committees such as the Oral Health Clinical and Quality Council and Consumer Consultative Committee.

Fairfield Hospital, Engaging the Community

Fairfield Hospital General Manager and Community Participation Manager continued to visit local schools, community groups and school meetings to provide information on the Hospital and the services provided. Talks are regularly given at school assemblies to educate students about the variety of jobs available in hospitals. This is to encourage students to consider a career in health, seek work locally and advise them of work experience opportunities.



Over the last year, enhanced engagement with culturally and linguistically diverse groups has led to the solid relationships built with major ethnic groups serviced by Fairfield Hospital. Regular community days are held at the Hospital, including Hospital tours by English-language students and newly arrived refugees, the donation of Indigenous painting by Community Elders, a Seniors Expo, a Refugee Week presentation to Prairiewood High School students, Fairfield Hospital Open Day and numerous theme days such as Kids Safe and tobacco awareness.

Campbelltown Hospital Community Open Day

Campbelltown Hospital held a Community Open Day in March 2015 to celebrate the opening of the New Acute Services Building. The Open Day provided visitors the opportunity to meet with a range of health professionals and learn about departments within the Hospital, including the Intensive Care Unit, Paediatrics Unit, Operating Theatres and Anaesthetics Department.

125 years of caring

Bowral & District Hospital celebrated 125 years of caring for the community with a year-long calendar of events and festivities including the Nancy Reynolds Lecture, unveiling of the new Quasiquicentennial Garden and a fundraising cinema night.

Karitane milestone

Karitane celebrated 21 years of providing support to new families at its Carramar site. Karitane at Carramar includes a Residential Unit, Jade House Perinatal Infant Mental Health Service and Toddler Clinic. Founding member Enid Ross attended celebrations with Karitane staff and local families.

Volunteers and Pastoral Care

Our volunteers assist patients, visitors and staff with a variety of tasks at facilities across the District. Volunteers make a significant contribution to the comfort of patients while they are in Hospital and are recognised as valuable members of our health care team.

To consolidate recruitment and the ongoing partnership with the Volunteers and Auxiliary, Liverpool Hospital's Human Resources department took up management of the Volunteer Service Group.

Bowral Hospital ran a recruitment drive in order to increase the number of community members involved in the Hospital's volunteer program and patient feeding support program.

Chaplains and pastoral care volunteers provide spiritual and emotional comfort to patients and their families. The District thanks all those who give their time to this service.

Seamless networks

Health staff and services across the District work at local and regional levels to plan for future needs, develop services and programs, improve access and improve knowledge about factors which contribute to health and wellbeing.

Partnering with our Medicare Local - Health Pathways

The District joined forces with South Western Sydney Medicare Local (SWSML) to introduce Health Pathways South Western Sydney, an online information portal which provides information on assessment, diagnostics, treatment, follow-up, referral processes and consumer information. The tool provides clinicians and consumers with ready access to current, local and tailored service information and easy to navigate referral pathways for priority health conditions.

Hospital in the Home

As a result of an external review of Community Health Services, Community Nursing in partnership with Ambulatory Care Units across the District have aligned to provide quality care to clients for Hospital in the Home services. Strategies to improve the care process and outcomes for clients include shared case reviews, co-located clinics within Community Health Centres and a single point of entry through a referral and care coordination hub (Triple I). The Hospital in the Home network will allow enhanced education and support to community nurses to deliver higher acuity care closer to where people live.

Oral Health Care Pathways

Oral Health Services have developed pathways in partnership with other services and LHDs to enable a seamless patient journey. A partnership with Aboriginal Health and Tharawal Aboriginal Medical Service delivers advanced paediatric dental care to Aboriginal children. Oral Health has worked with Nepean Blue Mountains LHD to launch an innovative Dental Access pilot to enable SWSLHD patients to be treated at Nepean Centre for Oral Health and provide a single point of contact to services for Out of Home Care children referred from Family and Community Services.

Smile for Life Project

The Smile for Life Project is a joint initiative between Drug Health Services and Oral Health Services. Smile for Life aims to increase knowledge and awareness of oral health to clients attending the Opioid Treatment Program and provide a pathway of referral to Oral Health Services for their children.



Nursing

Supporting patient handover and transfer of care

Across the District, a number of patient and carer centred strategies have been implemented to support patient handover and transfer of care. These include implementation of the In Safe Hands Program, Structured Interdisciplinary Bedside Rounding, roll out of Communication with Purpose and the introduction of follow up discharge phone calls within some services. These strategies support and enable teams to address daily challenges of patient care and empower patients to make informed health decisions.

Improving the availability of health related transport

The Health Transport Unit implemented HealthShare NSW Non-Emergency Patient Transport (NEPT) booking system in October 2014. This system is designed to improve health-related transport across the Sydney metropolitan area, through resource sharing and auto-scheduling of transport bookings.

Since its introduction, LHD transport vehicles have broadened their scope of work by performing transfers to and from private addresses and outside their originating LHD.

Osteoarthritis Chronic Care Program (OACCP)

Fairfield Hospital continues to deliver the OACCP for people awaiting orthopaedic hip and knee joint replacement surgery, with Bowral Hospital now also supporting its delivery. The program assesses all elective joint replacement patients and addresses any identified risk factors. The multidisciplinary team creates individual care plans and promotes self management strategies with the hope of optimising a person's health prior to surgery.

SWSLHD Strategy Approach to Domestic Violence

Following a domestic violence survey and focus group to ascertain how SWSLHD services respond to domestic violence, pathways and guidelines were developed to better support those affected by domestic violence.

Working with local agencies on a recovery focus for people with a mental health condition

SWSLHD Mental Health Services has developed a number of new partnerships with local agencies, including involvement in the establishment of *headspace* centres at Bankstown and Liverpool and a co-location agreement and model of care with Community Restorative Centre to provide extended clinical and support services for people on parole.

SWSLHD Mental Health Services has also strengthened its relationship with headspace at Campbelltown resulting in a co-location agreement due to be implemented in early 2015-16.

The Mental Health Service was successful in securing funding from the Mental Health Commission of NSW to help implement *Living Well: A Strategic Plan for Mental Health in NSW 2014-2024*. The funding was used to begin implementing the Strengths Model, designed to enhance recovery through collaborative goal-setting between the consumer and the clinician. An extensive project plan and implementation process has been developed and is due to commence in early 2015-16.

Mental Health Support

Berrima District Credit Union has continued to fund a child and adolescent Mental Health Outreach Nurse at Bowral Hospital, helping children up to 17 years old.

Disability access

Following a review of disability parking at Bowral Hospital, additional disabled parking spaces have been created. In addition, wards have now also been fitted with electric doors.

Perinatal review guidelines

Social Work, Community Health and interagency staff have implemented the Perinatal Review Guidelines to ensure FACS and other Child Protection and Community Health support services participate in combined case review meetings. The changes aim to ensure communication and care processes are in place to best support the care of at risk children and families.

Strengthening aged care and rehabilitation and allied health networks

Allied health and aged care and rehabilitation services have established a strong network relationship to improve services across the District. A review of Transitional Aged Care Program and Aged Care Assessment Team guidelines was undertaken and significant improvements have been made in assessment



times, referral pathways, utilisation of care packages, improved clinician relationships and modified referral requirements.

Rehabilitation programs include an in-reach model of care at Liverpool Hospital, the Intensity program at Campbelltown Hospital and the Can Do program at Bowral Hospital.

Disability and carers

The SWSLHD Carers Plan was developed in June 2015 and meets the obligations of the 2010 Carers Recognition Act and the 2014 MOH Action Plan. The Plan outlines strategies to meet the standards, as well as guidelines for the inclusion and recognition of carers and those with a disability. The Plan reflects the diverse nature of clients and carers, and ensures partnerships in care are fostered and developed.

In 2015 the NSW Carers Award was presented to Liverpool Brain Injury Unit for Brainiacs, a carer group for children who have a family member with a brain injury. The TOP 5 carer program was implemented in aged care units and more recently, a TOP 5 strategy involving a Hospital Support Plan for people with a disability living in group homes has been developed in partnership with Aging, Disability and Home Care NSW.



**Berrima District Credit Union
has continued to fund a child
and adolescent Mental Health
Outreach Nurse at Bowral Hospital,
helping children up to 17 years old.**



04 Developing our staff

Having a workforce that is flexible, resilient, adaptive and highly skilled is the key to the District successfully meeting the health needs of the community.

Building capability

SWSLHD has developed the *Workforce Strategic Plan 2014-2021* with a strong focus on building capacity. The Plan outlines the identified workforce challenges including potential skill shortages in specific occupations, a significant proportion of the District's existing workforce nearing retirement, and a large group of employees still in the formative stages of their development. This is coupled with the ability to strike the right balance in affordable service delivery and meeting the community's needs and expectations.

The Plan considers the most effective and efficient means of having the right people with the right skills, undertaking the right tasks, and SWSLHD has taken a proactive approach through use of the Graduate Health Management Program, Aboriginal Traineeships, and by supporting professional development across clinical and non-clinical areas.

Enhancing education

2015 saw the launch of the SWSLHD *Education and Training Strategic Plan 2015-2021*. Extensive consultation and research involving staff, community representatives and partner organisations was undertaken to develop the plan. Information gathered has been used to develop an innovative framework for the delivery of education and training in SWSLHD and to outline strategies to enhance patient care and staff satisfaction.

Aboriginal workforce opportunities

In support of the NSW Ministry of Health's *Good Health, Great Jobs Aboriginal Workforce Strategic Framework 2011-2015*, SWSLHD developed an Aboriginal Employment Implementation Plan. The Plan was developed to improve employment opportunities available to Aboriginal people and increase career pathways. Throughout 2014/15 the LHD's Aboriginal workforce increased from 1.4 per cent in July 2014 to 1.7 per cent in June 2015, an additional 40 Aboriginal people recruited across the District.

The engagement of Aboriginal employees across the LHD has been a result of the Aboriginal Traineeship Program, targeted recruitment campaigns and the establishment and ongoing engagement of the Aboriginal Workforce Steering Committee.

The SWSLHD Aboriginal Workforce team are currently reviewing the Aboriginal Employment Implementation Plan and developing a new Aboriginal Workforce Strategy to further enhance career opportunities for Aboriginal people and improve access to career pathways for Aboriginal staff.

Performance management

The NSW Ministry of Health's Managing for Performance Policy Directive was implemented in 2014. One of the framework's key features is that individual performance objectives are clearly linked to corporate objectives. Employees and their managers must demonstrate how their work objectives and achievements are linked to agency and sector objectives.

Improving workplace culture

The NSW Health *YourSay* survey was conducted in early 2014 and results were utilised to inform LHD and hospital executive of the main issues that concern employees within the workplace. These key issues formed part of the *YourSay* Action Plan which involved identification of strategies to address these concerns.

The *YourSay* survey was again conducted in March 2015, with more than 6,300 SWSLHD staff taking part. The participation rate of over 55 per cent of staff was a great achievement and was thanks to a number of strategies driven by nominated *YourSay* Champions.

Growing clinical placement capacity

SWSLHD is working in partnership with a number of universities, the NSW Health Registered Training Organisation and other vocational providers to support the clinical placement of 23 undergraduate disciplines.

There has been significant collaboration on projects to improve overall allied health clinical placement capacity. Allied health partnerships and funding agreements have been further developed across key disciplines with the University of Western Sydney, University of Sydney, University of Wollongong, Macquarie University and Australian Catholic University.

Project examples include:

- A nationally funded Physiotherapy Simulation Project
- An Occupational Therapy student assisted clinic for clients with cancer at Liverpool Hospital
- The pilot evaluation of a clinical unit facilitation model in Physiotherapy and Speech Pathology with the University of Sydney
- Use of Allied Health Educator roles in Social Work and Physiotherapy to support development of the clinical educator workforce
- Involvement in the clinical skills and simulation centres.





The two-metre long 'Anatmage Table' takes life-sized images like x-rays, ultrasounds or MRIs and creates 3D versions that can be manipulated, rotated, dissected and layered using a touch-screen interface.



Virtual learning

Staff and students at the Ingham Institute Clinical Skills and Simulation Centre at Liverpool Hospital are now able to slice and manipulate bodies and then put them back together with the press of a button, thanks to an advanced new virtual dissection table.

The two-metre long 'Anatomage Table' takes life-sized images like x-rays, ultrasounds or MRIs and creates 3D versions that can be manipulated, rotated, dissected and layered using a touch-screen interface. The \$80,000 table was purchased by the University of New South Wales, to provide staff and students with access to the most technologically advanced anatomical training.

Workforce development programs

South Western Sydney Centre for Education and Workforce Development appointed an Aged Care/Chronic Disease Nurse Educator. With the appointment came the opportunity to review and plan the programs within the area of aged care.

A formal review program has been developed which has resulted in a revised Clinical Nurse Educator/Clinical Midwifery

Educator Development Program, an After Hours Manager's Development Program, Venepuncture and Cannulation Program. The Diploma of Management and the Certificate IV in Frontline Management are currently under review to ensure they meet the needs of new qualifications.

Cancer Services staff

Cancer Services offer many staff development opportunities, and encourage flexibility in the workplace to assist in strengthening staff skills and research. Innovations in work practices are leading the NSW landscape in the form of internal auditable processes, and improvements to electronic management of clinical information. A number of awards, conference presentations and achievements are listed in the Cancer Services Annual Report, at www.swslhd.nsw.gov.au/cancer/annual.html.

Promoting career opportunities locally

South Western Sydney Centre for Education and Workforce Development continues to work with local schools in providing the Certificate III in Health Services Assistance, with 88 students graduating from this program in 2014.

05 Research and innovation

Health services and practices are always evolving as new evidence surfaces about how to respond to emerging needs and improve health care. There are also changes led by national and state governments that require flexibility and new ways of working.

Implementing the *SWSLHD Research Strategy 2012–2021*

The *SWSLHD Research Strategy 2012–2021* continues to be implemented, with progress being made in a number of areas.

South West Sydney Research hub

South West Sydney Research was established in November 2014. It brings together health, research and health education entities in south western Sydney as a co-ordinated hub.

The hub's vision is for south western Sydney to be internationally recognised as a leader in health and medical research.

South West Sydney Research has developed a governance framework and overarching research strategy for the Hub in line with the Office of Health and Medical Research strategy and existing SWSLHD strategies.

Hub activities contribute to achieving several priorities of the LHD. These include:

- Strengthening health research leadership by establishing a research database, profiling researchers and activities
- Increasing community interest by facilitating engagement across organisations, with a focus on local health needs and contributing to research with and for CALD groups
- Embedding education and research within service delivery with research that focuses on national, state and local priorities and by developing the Drug Health Service Research Plan.

Supporting researchers

In July 2014 the Research and Ethics Office expanded to assist in the implementation of the *SWSLHD Research Strategy*, organising the annual Research Showcase and the *SWSLHD Research Annual Report*.

Academic Units

Three inaugural South Western Sydney Academic Units have been named. These Units are being commended as nationally recognised centres of excellence with a track record of quality and innovative research translating to cutting-edge clinical practice.

The successful units were the Radiation Oncology Department, Mental Health Program and Department of Respiratory and Sleep Medicine.

Each Academic Unit provides services to patients that are multi-professional and based in one or more SWSLHD facility. The District has planned to provide resources to other Departments for their establishment as Academic Units.

Increasing clinical trial activity

In May 2015, a Clinical Trial Manager was appointed to provide support to the various Clinical Trial Centres within SWSLHD. Work is now being undertaken to develop Standard Operating Procedures for the management of clinical trials.

Showcasing our work

The 2014 Research and Teaching Showcase and Awards Dinner highlighted the research undertaken in SWSLHD, and acknowledged the research efforts of staff across the District.

Five researchers were acknowledged through the Early Career Researcher Program, with funding of \$15,000 per year for three years and one day per week release from clinical duties awarded to each. One researcher was awarded the Mid-Career Support Program. The program provided \$60,000 per year for three years.

Aligning new research with District and NSW priorities

The Drug Health Services Draft Research Plan has been developed in collaboration with the Ingham Institute, Non-Government Organisations, National Drug and Alcohol Research Centre, and Drug Health Services staff. The Research Plan is being implemented with the guidance of the Drug and Alcohol Research Steering Committee and aims to support best practice and provide better health outcomes to the community of south western Sydney.

Emergency Medicine has also developed a research strategy to align with the SWSLHD Research Strategy and the Campbelltown and Bankstown Research Committees are in the process of implementing the SWSLHD Research Strategy.



Expanding Translational research

A new centre for cancer research and treatment opened at Liverpool Hospital. CONCERT (Centre for Oncology Education and Research Translation) was opened following a \$6.5 million grant from Cancer Institute NSW. The Centre aims to accelerate the development of new drugs and treatments for people living with cancer and brings together a diverse group of more than 190 professional members from SWSLHD, Illawarra LHD and the ACT.

Collaboration for Oral Health Outcomes, Research, Translation and Evaluation (COHORTE) Research Group

Over the last seven years the University of Western Sydney has been working closely with SWSLHD Oral Health Services to develop oral health intervention programs and translate outcomes into practice.

Australia's first Midwifery Initiated Oral Health program was developed at Campbelltown Hospital and shown to significantly improve the oral health knowledge and confidence of midwives, as well as the oral health outcomes of pregnant women. UWS has now partnered with SWSLHD Oral Health Services to create a research group at Ingham Institute focusing on Collaboration for Oral Health Outcomes, Research, Translation and Evaluation.

Implementing Clinical Redesign Programs in priority areas

A new Redesign Quality Framework was introduced with a proactive District expression of interest and project selection process. This has ensured all applications were linked with coaching support to encourage achievement of objectives. In

May 2015, two applications were selected for submission for the NSW Agency of Clinical Innovation (ACI) Centre for Health Care Redesign Diploma Course.

A range of redesign projects have continued through the program this year.

- A District wide Residential Aged Care Placement Project began to improve appropriate and timely transition to a residential facility.
- An Aged Care Project, Connecting Together, has been undertaken with the aim of improving the journey of older people who are admitted under the care of a geriatrician, from the Emergency Department.
- Liverpool Hospital Recovery & Go Project aims to improve the management of patients in the recovery unit as well as patient flow in and out of the unit.
- Liverpool CT Medical Imaging project progressed with implementing a range of changes aimed at improving the quality of care provided to patients referred to the service including improved timely access to diagnostic testing.
- The final evaluation of the GreenLight Liverpool ICU project was completed showing an improvement in safe and timely transfer of patients to ICU and to the wards.

A District Redesign and Change Management Community of Practice has been established to support the sharing of knowledge and expertise in service improvement and change management, as well as the development of innovation. A coaching panel was established by the community with experienced coaches available to support others.





In the Camden Hospital Rehabilitation Unit, the implementation of Safety Huddles as part of a falls prevention program has resulted in a dramatic reduction in repeat falls.

Building the research interest and skills of nursing, allied health, community health and managers

Allied health and nursing research mentors have been identified to provide advice and guidance on research in their particular fields. This has been especially useful for new and early career researchers.

In the Camden Hospital Rehabilitation Unit, the implementation of Safety Huddles as part of a falls prevention program has resulted in a dramatic reduction in repeat falls. Safety Huddles consists of nursing, medical and allied health staff, the patient, and where possible their carer discussing the fall event and identifying interventions to prevent a repeat fall.

Quality data from this initiative was presented at the International Forum on Quality and Safety in Health Care in London.

Community Health Nurses are enhancing health care delivery to clients in the District with the use of electronic smart devices. With internet connectivity, nurses now have access to real-time information, enhancing communication and clinical documentation and promoting the quality and safety of clients cared for in community settings. A nurse-led research project is currently evaluating the use of the tablet devices.

Staff from the Centre for Applied Nursing Research are working with nurses from across the District to build research capacity through group research projects and writing for publication groups. Community Palliative Care Clinical Nurse Consultants are undertaking a retrospective review to help understand why patients receiving end-of-life care in the community present to the Emergency Department. Nurses at Bankstown Hospital are exploring the factors considered by nurses when they use a healthcare interpreter for patients with limited English-language proficiency, while colleagues at Liverpool Hospital are exploring patient complaints to determine if there are any common nurse-related themes.

As part of Liverpool Hospital's Nursing Research Seminar Series, nursing staff from across the District heard an inspiring talk from Professor Patricia Davidson on her journey from a Clinical Nurse Consultant at St George Hospital to her current position as Dean of the School of Nursing at Johns Hopkins University. Professor Davidson—currently ranked as the most influential Dean of Nursing in the United States, spoke about the importance of nurse-coordinated research which focused on translating outcomes into practice.



Above: SWSLHD was the winner in three categories of Aboriginal Health Awards.



Above: Sydney Diabetic Foot Conference 2015.

Innovation

The first SWSLHD Innovation Forum was held in November 2014 for staff to engage and participate in an open environment, generating new ideas for the organisation. The Forum was a great success with a number of participants given the opportunity to develop their innovative idea further, and \$100,000 committed to delivering the successful projects.

Successful projects included: a pregnancy phone application for SWSLHD residents, an environmentally stable workplace, a trial of staff mobile access to useful technology, improving dental outcomes for people living in residential facilities and a Liverpool Hospital staff garden and breakout space. The Innovation Forum was scheduled to be held again in November 2015, engaging a different cohort of staff.

In January 2015 the Camden and Campbelltown Allied Health Innovation Framework was launched as a facility pilot. This framework recognised that often the best ideas are generated from those closest to the problem and allowed allied health staff from all levels to participate. In March 2015 the first Innovation Tournament was completed where five groups pitched their ideas to the Hospital Executive.

The program was an overwhelming success with the winning entry awarded to speech pathology for their 'A cough a day keeps the pneumonia away' submission. Ideas presented at the tournament were chosen based on an established criteria.

Increasing participation in quality and innovation awards program

SWSLHD participated and achieved strong results in the NSW Health Innovation Awards in 2014. Four teams and two individuals from SWSLHD were named finalists. SWSLHD won two team awards for collaborative project to improve care of cardiology patients and for health promotion to prevent childhood obesity.

SWSLHD also participated in ACHS awards, Premier's Awards and Aboriginal Health Awards. Encouraging results were achieved and SWSLHD was the winner in three categories of Aboriginal Health Awards.

Sydney Diabetic Foot Conference 2015

The 2015 Sydney Diabetic Foot Conference was a great success for Liverpool Hospital and the District. The conference was attended by 300 delegates from around the world including vascular surgeons, endocrinologists, podiatrists, woundcare, surgical and vascular nurses, diabetes educators and allied health.



In January 2015 the Camden and Campbelltown Allied Health Innovation Framework was launched as a facility pilot... The program was an overwhelming success with the winning entry awarded to Speech Pathology for their 'A cough a day keeps the pneumonia away' submission.

Enhancing assets and resources

It is essential to ensure the District's health service infrastructure has the capacity to meet growing and complex healthcare needs arising from demographic change.

This requires investment in capital infrastructure programs and new technology, including information technology.

NSW Agency for Clinical Innovation (ACI) – Innovation Program

In May 2014 the NSW Agency for Clinical Innovation (ACI) invited SWSLHD to participate in the inaugural Innovation Program, which evaluates the benefits of Local Health District innovations, and supports the implementation and spread of them across the state.

The ACI identified three pilot sites, two of which were from SWSLHD:

- Renal Care Pathway – Home Therapies Unit, Liverpool Hospital and;
- Triple I (Hub) – Community and Primary Health.

Ministry of Health Planning and Innovation Fund

In October 2014, an application was submitted to the NSW Ministry of Health Planning and Innovation Fund. The funding will support integrated care initiatives across the District. The successful application, ALLIANCE (Aiming to Localise Long Term Innovation to Achieve Networks within the Community Including E-Health), was developed partnering with the South Western Sydney Medicare Local, Wollondilly Shire Council, Local General Practitioners, NGOs and industry across the Wollondilly Shire Local Government Area.

Community Palliative Home Support Packages (PEACH) Program

The PEACH Program in partnership with non-government organisation, Silver Chain, is an initiative provided across five Local Health Districts in NSW. PEACH provides intensive, rapid response and nurse-led specialist care and coordination, enabling clients to die at home if they wish to.

Campbelltown Hospital redevelopment

2014/15 has seen considerable redevelopment works to the Campbelltown Hospital campus as a result of the \$134 million development project. The new Acute Services Building was handed over in March 2015 and has capacity for an additional 90 inpatient beds, with the potential for a further 30. It also contains an outpatient floor comprising ambulatory care, antenatal and allied health consulting rooms and treatment spaces. The redevelopment also included expanded pathology and clinical information space.

The NSW Government announced a further \$300 million injection of funds to kick start Campbelltown Hospital's Stage 2 major redevelopment and gave an additional \$9 million to start construction of the new Campbelltown Hospital Clinical School, in partnership with the University of Western Sydney.

Master planning for Fairfield

Master planning for Fairfield Hospital was completed in February 2015 with adoption by the SWSLHD Board in May. The Fairfield Master Plan now sits on the District Capital Works Priority List. The Master Plan was developed following extensive consultation with staff and the community and was designed around models of care that Fairfield Hospital will need to provide into the future.

Implementing an Asset Maintenance, Replacement and Disposal Program

Each year the District submits an Asset Strategic Plan. Over the last two years this has incorporated a Maintenance Plan for the District. Key features of the plan include the principles of asset maintenance, engineering human resources, governance, and critical maintenance issues. The 2015 version of the Maintenance Plan has been expanded to include reference to biomedical engineering, IT infrastructure and medical imaging equipment, more accurately reflecting the District's investment in maintaining its assets.

Participating in sustainability strategies

Over the last two years the District has undertaken a number of energy performance management strategies, including implementing an energy monitoring and optimisation system at Fairfield Hospital and the installation of energy efficient lighting systems. The District is also seeking to replace a number of plant and equipment items at Fairfield Hospital through an Energy Performance Contract (EPC). The District is currently working on the EPC with the Office of Environment and Heritage.



Reception B



2014/15 has seen considerable redevelopment works to the Campbelltown Hospital campus as a result of the \$134 million dollar development project. The new Acute Services Building was handed over in March 2015 and has capacity for an additional 90 inpatient beds, with a capacity for a further 30.





Above: An artists impression of the Cancer Wellness Centre.

Developing a Sustainability Action Plan

A draft SWSLHD Environmental Sustainability Implementation Plan has been developed. Strategies included cost-effective energy and lighting initiatives to reduce energy use, maximising the environmental sustainability of capital works developments, trialling environmentally sustainable initiatives in selected clinical services and developing grass-roots activities among staff.

Expanding Cancer Services

Early planning for expansion of the Bankstown and Campbelltown Cancer Units is complete and a submission was made to NSW Ministry of Health for future expansion of these services. The Liverpool Comprehensive Cancer Centre, has also undergone an initial planning and design process and will soon be submitted for consideration.

The Cancer Wellness Centres continue to be progressed with architect partners, De Angelis Taylor and Associates and fundraising continues for these centres.

Expanding mental health inpatient, outpatient and community capacity

Improving access is a priority for the SWSLHD Mental Health Service. A proposal to reconfigure the SWSLHD Mental Health

Services bed base to better match the available bed types to demand has been developed and is planned for implementation in early 2015/16. The reconfiguration creates capacity for a female-specific unit which will enhance quality and safety of care for women who have vulnerabilities or for whom a mixed gender environment may not be appropriate.

In order to improve the environment and quality of care for consumers in inpatient services, a program of extensive renovation and maintenance has taken place over the past 12 months.

To improve the capacity for Community Mental Health Emergency Teams (CoMHET) to meet demand, the District increased the staffing profiles of these teams. This has improved capacity to respond to emergencies and provide follow-up to consumers within seven days of discharge from inpatient services.

The SWSLHD Mental Health Service now demonstrates consistent performance against NSW Ministry of Health requirements for seven day follow-up.

Supporting business

In a rapidly changing environment, clinicians and managers need access to current information and data to support informed choices, monitor progress and develop new ways of care.

Information management and technology provides potential for enhancing efficiency, promoting innovation and improving patient care.

Develop integrated and appropriate technology

The District launched its *Information Communication and Technology (ICT) Strategy 2015-2021* which provides a roadmap towards becoming a digital District and an integrated digital health community.

A District ICT Program Manager was recruited and is responsible for executing the Strategic Plan in accordance with *Strategic Priorities in Health Care Delivery to 2021* and *SWSLHD Corporate Plan 2013-2017*.

eMR functionality

The District's Information Management and Technology Department (IM&TD) has this year focussed on extending and enhancing the electronic Medical Record (eMR) functionality across the District, for a comprehensive single view of each patient's health care.

The eMR has been progressed with the design and implementation of electronic Patient Journey Boards (ePJB) in Hospitals. The boards provide a snapshot of the patient journey on a large screen television. They replace white boards and assist in the efficient co-ordination of care.

IM&TD has also progressed the eMR by:

- Assisting the District's implementation of the Anti-Microbial Stewardship Program.
- Planning for the rollout of Electronic Medications Management at facilities across the District.
- Progressing the Community Health and Outpatients Care Project to deliver an electronic medical record to community health services.
- Completing the eMR based clinical handover capability for nursing, clinical and ICU handover.
- Delivering quality reporting from the eMR Firstnet emergency department module for distribution to data managers.



- Implementing the eMR SurgiNet module for all patients being scheduled for theatres.
- Beginning the rollout of wireless infrastructure to all hospitals to enable the use of wi-fi for clinical care, patients and visitors.
- Completing the review and implementation of new mental health reports.
- Rolling out mobile device technology to support District community nursing services.

Sharing access

Work has also progressed to provide General Practitioners and other health care providers with access to the Electronic Medical Record. The District has worked closely with South Western Sydney Medicare Local to implement a pilot model – the Oran Park Integrated Care Project.

IM&T has also worked towards providing Wide Area Network (WAN) Services for core voice and data network for the Oran Park Precinct and Wollondilly/Tahmoor based clinics, to allow video conferencing with specialists from District hospitals.

Research and academic endeavours were also a priority, with IM&T developing research modules within the eMR, developing the ability to allow clinicians to work seamlessly in District facilities by automatic connection to university accounts. Specific research projects were also progressed, including the development of an online system for SWSLHD Medical Research Unit to monitor the late effects of immunosuppression.

Another IM&T priority for 2014/15 was developing a single point of contact for patients and the community to facilitate access to information and services and improve service coordination for patients. IM&TD continues to improve the internet capability to ensure the community can access information to improve their health and clinical care.

2014/15 has also seen a focus on expanding teleconferencing, telehealth and access to web-based technologies and utilising fibreoptic initiatives including National Broadband Network to improve clinical care, management and networking arrangements.

08 Efficiency and sustainability

Recent changes to funding models will affect how services are provided, organised and measured. There is growing emphasis on monitoring performance and identifying opportunities to improve efficiency of care and service delivery.

Meeting budget and revenue targets

The LHD is in a strong position financially, delivering high quality health services within budget allocations. Most importantly, there was a focus on meeting our small business creditor targets to ensure these valued partners are paid within agreed timeframes.

Developing services for the people of SWSLHD

Significant investments were made in developing and commissioning high quality services to the people of south western Sydney, including the Campbelltown Hospital redevelopment, creating ICU bed capacity at Liverpool, enhancing surgical capability across the LHD and promoting and investing in primary care solutions including integrated care and connecting care programs.

Activity Based Funding investment

A \$1.5 billion budget was allocated to the Local Health District for 2014/15. The majority of this funding was based on activity targets negotiated with the NSW Ministry of Health through the Activity Based Funding (ABF) framework.

The LHD continued to invest in our ABF strategy by recruiting specialist staff to help drive and improve performance. An Activity Based Management portal was rolled out to help inform best practice and model of care improvements.

SWSLHD continues to monitor and meet weekly clinical coding targets to ensure data is submitted within required timeframes. Clinical coders participate in ongoing education sessions conducted as part of the District Clinical Coding meeting.

A number of District wide coding and documentation reviews continue across the LHD, in line with the SWSLHD Clinical Information Quality Plan. A District wide coding benchmark audit conducted in 2014 showed an improvement in coding quality and accuracy when compared to the 2013 audit.

Managing risk

Throughout 2014/15 SWSLHD has continued to embed an Enterprise Risk Management Policy and framework throughout the organisation. Key activities in this plan include:

- The continued development and rollout of SWSLHD's risk management software, RiskMan
- Facilitating risk management training for Risk Champions and senior management
- Conducting risk workshops
- Seeking continued improvements in risk reporting and monitoring activities.

Cancer Services - models of care

A number of departments within Cancer Services have examined their models of care and changed the way treatment is administered to reduce length of stay and improve the patient experience:

- The opening of the Haematology Step-Down Unit at Liverpool Hospital has resulted in patients being able to receive treatment at home, rather than in the Hospital.
- A program to improve patient access to oncology services has resulting in a reduction in Emergency Department presentations across the LHD.
- Care Coordination has undergone improvements, with a new needs-based model implemented, rather than care being delivered on a tumour site specific basis.
- Multi-Disciplinary Team coordination has been standardised and communication with General Practitioners improved.
- Communication tools and resources suitable for the multicultural community have been expanded and are available on the internet. A recent survey of cancer nurses within the District will inform the development of cultural competence training packages supported by the SWS Multicultural Service.



Donations

South Western Sydney Local Health District received generous material donations and sponsorship throughout the year from members of the community and local organisations. The District is incredibly grateful for their ongoing support.

The following individuals and organisations have provided support to the value of \$5,000 or more to our hospitals.

Bankstown-Lidcombe Hospital

- Bankstown District Sports Club
- Loi Nguyen
- Picnic Point Women's Bowling Club
- Bankstown District Masonic Centre
- City of Bankstown RSL Club
- Mylee To
- Matilda News
- Bill Dawson
- Al Noori Muslim Primary School

Bowral & District Hospital

- Bowral Auxiliary
- Bowral Crafts Unlimited

Campbelltown and Camden Hospitals

- Camden Hospital Auxiliary
- Campbelltown Hospital Auxiliary
- Campbelltown Hospital Volunteers
- Kids of Macarthur Health Foundation
- 24 Hour Fight Against Cancer
- Paul Wakeling Motor Group

Fairfield Hospital

- Lee and Sons (Aust)
- Fairfield Hospital Auxiliary

Liverpool Hospital

- Frank and Maria Giglio
- Julie Tsang
- Wattle Grove Auxiliary
- Club Liverpool
- Moorebank Chipping Norton Auxiliary
- Liverpool Hospital Auxiliary
- Busby Auxiliary
- Investa development
- Liverpool Lions Club
- The LHP Espresso
- Thi Khai Giang
- Mario Korva
- Kim and Ron Stojanovic
- John Edmondson VC Memorial Club



Health Service Locations

Public Hospitals

www.swslhd.nsw.gov.au

Bankstown-Lidcombe Hospital

68 Eldridge Road
Bankstown NSW 2200
Ph: (02) 9722 8000
Fax: (02) 9722 8570

Bowral & District Hospital

97-103 Bowral Street
Bowral NSW 2576
Ph: (02) 4861 0200
Fax: (02) 4861 4511

Camden Hospital

Menangle Road
Camden NSW 2570
Ph: (02) 4634 3000
Fax: (02) 4654 6240

Campbelltown Hospital

Therry Road
Campbelltown NSW 2560
Ph: (02) 4634 3000
Fax: (02) 4634 3850

Fairfield Hospital

Corner Polding Street and
Prairievale Road
Prairiewood NSW 2176
Ph: (02) 9616 8111
Fax: (02) 9616 8240

Liverpool Hospital

Corner Elizabeth and Goulburn Streets
Liverpool NSW 2170
Ph: (02) 8738 3000
Fax: (02) 8738 9908

Affiliated health organisations

NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)

Website: www.startts.org.au

Head Office
152 – 168, The Horsley Drive
Carramar NSW 2163
Ph: (02) 9794 1900
Fax: (02) 9794 1910
Email: startts@sswahs.nsw.gov.au

3rd Floor, 157 – 161 George Street
Liverpool NSW 2170
Ph: (02) 8778 2000
Fax: (02) 8778 2020

Braeside Hospital

340 Prairie Vale Road
Prairiewood NSW 2176
Ph: (02) 9616 8600
Fax: (02) 9616 8605

Karitane (Head Office)

Cnr The Horsley Drive & Mitchell Street
Carramar NSW 2163
Ph: (02) 9794 2300
Fax: (02) 9794 2323
Web: www.karitane.com.au

Karitane Camden:

Residential and Toddler Clinic
Camden Hospital, Menangle Road,
Camden NSW 2560
Ph: 02 4654 6125
Fax: 02 4654 6213

South West Sydney Scarba Service – The Benevolent Society

92-94 Oxford Road
Ingleburn NSW 2565
Ph: (02) 9829 6911
Fax: (02) 9829 6711
Web: www.bensoc.org.au

Other services

Sydney South West Pathology Service

C/- Liverpool Hospital
Ph: (02) 8738 5003
Fax: (02) 8738 5015

Community facilities

Bankstown Community Health Centre

36-38 Raymond Street
Bankstown NSW 2200
Ph: (02) 9780 2777

Bankstown - The Corner Youth Health Service

101 Restwell Street
Bankstown NSW 2200
Ph: (02) 9796 8633

Bigge Park Centre

Cnr Elizabeth & Bigge Streets
Liverpool NSW 2170
Ph: (02) 9827 8022
Fax: (02) 9602 4352

Bowral Community Health Centre

20 Bendooley Street
Bowral NSW 2576
Ph: (02) 4861 8000

Campbelltown Mental Health Centre

6 Browne Street
Campbelltown NSW 2560
Ph: (02) 4629 5400
Fax: (02) 4628 6101

Cabramatta Community Health Centre

7 Levuka Street
Cabramatta NSW 2166
Ph: (02) 8717 4000

Campbelltown - Traxside Youth Health Service

4 Langdon Avenue
Campbelltown NSW 2560
Ph: (02) 4625 2525

Fairfield Community Health Centre

53-65 Mitchell Street
Carramar NSW 2163
Ph: (02) 9794 1700

Fairfield Liverpool Youth Health Team (FLYHT)

53-65 Mitchell Street
Carramar NSW 2163
Ph: (02) 8717 1717

Hoxton Park Community Health Centre

596 Hoxton Park Road
Hoxton Park NSW 2171
Ph: (02) 9827 2222

Ingleburn Community Health Centre

59A Cumberland Road
Ingleburn NSW 2565
Ph: (02) 8788 4200

Liverpool Community Health Centre

Health Service Building, Level 3
Corner Campbell & Goulburn Streets
Liverpool NSW 2170
Ph: (02)8738 4844

Lurnea Aged Day Care

Corner Adrian Place & Hill Road
Lurnea NSW 2170
Ph: (02) 9608 2285

Miller Health Centre

18 Woodward Crescent
Miller NSW 2168
Ph: (02) 9607 8112

Miller - The Hub

16 Woodward Crescent
Miller NSW 2168
Ph: (02) 9608 8920

Miller Pathways - Mission Australia

88 Shropshire Street
Miller NSW 2168
Ph: (02) 9608 9078

Moorebank Community Health Centre

29 Stockton Avenue
Moorebank NSW 2170
Ph: (02) 8738 9780

Narellan Community Health Centre

14 Queen Street
Narellan NSW 2567
Ph: (02) 4640 3500

Prairiewood Community Health Centre

Fairfield Hospital Complex
Corner Polding Street & Prairie Vale Road
Prairiewood NSW 2176
Ph: (02) 9616 8169

Primary & Community Health Executive Support Unit / Triple I

Suite 2, 1 Bolger Street
Campbelltown NSW 2560
Ph: 4621 8762

Rosemeadow Community Health Centre

5 Thomas Rose Drive
Rosemeadow NSW 2560
Ph: (02) 4633 4100

Wollondilly Community Health Centre

15 Harper Close
Tahmoor NSW 2573
Ph: (02) 4683 6000

Oral health services

Bankstown Child Oral Health Clinic

Bankstown North Public School
Cnr Hume Highway & Beresford Avenue
Bankstown NSW 2200
Ph: (02) 9293 3333

Bowral Oral Health Clinic

Wingecarribee Community Health Centre
Bendooley Place
Bowral NSW 2576
Tel: 1300 559 393 or 9293 3333

Fairfield Oral Health Clinic

Fairfield Hospital campus
Cnr Polding St & Prairie Vale Road
Prairiewood NSW 2176
Tel: (02) 9293 3333

Ingleburn Oral Health Clinic

Ingleburn Community Health Centre
57 Cumberland Road
Ingleburn NSW 2565
Tel: (02) 9293 3333

Liverpool Oral Health Clinic

1st Floor, Health Services Building
Liverpool Hospital campus
Cnr Campbell & Goulburn Streets
Liverpool NSW 2170
Tel: (02) 9293 3333

Narellan Oral Health Clinic

Narellan Community Health Centre
14 Queen Street
Narellan NSW 2567
Tel: (02) 9293 3333

Rosemeadow Oral Health Clinic

Rosemeadow Community Health Centre
5 Thomas Rose Drive
Rosemeadow NSW 2560
Tel: (02) 9293 3333

Tahmoor Oral Health Clinic

Wollondilly Health Centre
15 Harper Close
Tahmoor NSW 2573
Tel: 1300 559 393 or 9293 3333

Yagoona Adult Oral Health Clinic

425 Hume Highway
Yagoona NSW 2199
Tel: (02) 9293 3333



South Western Sydney Local Health District

SWSLHD Executive Office

Liverpool Hospital (Eastern Campus)
Corner of Lachlan and Hart Street
Liverpool NSW 2170

Hours of Operation:

8.30am to 5pm Monday to Friday

Mailing Address

South Western Sydney Local Health District
Locked Bag 7279 Liverpool BC 1871

Tel: 612 9828 6000

Fax: 612 9828 6001

Email: SWSLHD.ESU@sswahs.nsw.gov.au

facebook: www.facebook.com/SWSLHD

Twitter: [@SWSLHD](https://twitter.com/SWSLHD)

LinkedIn: www.linkedin.com