



SOUTH WESTERN SYDNEY
LOCAL HEALTH DISTRICT

YEAR IN REVIEW

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Health
South Western Sydney
Local Health District



South Western Sydney Local Health District

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South Western Sydney Local Health District
Year in Review 2015/16

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November 2016

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Chairman and Chief Executive Year in Review 2015/16

It has been a year for establishing and mapping out the future direction for South Western Sydney Local Health District (SWSLHD) to ensure we can continue to be a leader in health care while growing and evolving services to meet coming challenges.

A number of key plans were completed, including our *Mental Health Strategic Plan (2015-2024)*, *Advance Care Planning, End of Life and Palliative Care Strategic Plan (2016-2021)*, *SWSLHD Healthy Culturally Diverse Communities and Refugee Health Implementation Plan 2016* and *SWSLHD Consumer and Community Participation Framework (2016-2019)*.

It has been an exceptional year for research and innovation within our District. Our research capacity continues to grow, with three services within SWSLHD awarded the highly coveted title of South Western Sydney Academic Unit. A further three were awarded resources to develop their service towards Academic Unit status.

SWSLHD, together with 14 other organisations, is playing a key role in establishing an Academic Health Science Partnership (AHSP). Other organisations include major universities, local health districts and medical research institutes. The main purpose of the AHSP is foster the rapid translation of high quality research into improved health for the community. A website is being developed for the partnership and office space at the Ingham Institute for Applied Medical Research has been confirmed.

The District remains committed to cultivating innovation in the workplace, with our Innovation Working Group and the development of many innovative practices across the health service.

Significantly, SWSLHD progressed work on key elements of our Strategic Plan.

This year SWSLHD launched the first Closing the Gap Report Card. The report card ensures transparency and accountability in providing health service to SWSLHD's Aboriginal communities and clearly identifies service gaps. The Report Card also highlighted where gains had been made. Of particular note are the improvements in immunisation status.

Over the years we've made significant progress in terms of patient care, safety and quality for our health service. While we've made some great inroads, staff and patient feedback tells us there are opportunities for improvement.

That's why we've embarked on *Transforming Your Experience*. Transforming Your Experience will strengthen quality and safety systems. It also aims to provide consistent, high quality patient care, and to strengthen, nurture and value good leadership and engage staff, patients and communities.

Through *Transforming Your Experience* we will develop a long term, shared and sustainable strategy for our District.

We are working towards Stage 2 of Campbelltown Hospital's redevelopment, with the NSW Government announcing it has reserved \$300 million for the project.

The District is in a strong position financially, delivering high quality health services within budget allocations. Significant investments have been made in developing and commissioning high quality services to the people of south western Sydney, including enhancing surgical capability across SWSLHD and promoting and investing in primary care solutions including integrated care and connecting care programs.

We would like to thank staff, volunteers, consumer and community representatives and community partners, who have worked consistently this year to help us achieve all of this.

We are inspired and continually impressed by the dedication of staff across the District. Their commitment to providing innovative and leading care is admirable and we thank them.



Chairman: **Professor Phillip Harris, AM**



Chief Executive: **Ms Amanda Larkin**

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 2015 was 939,400 residents, or 12.3 per cent of the NSW population.¹

The District continues to be one of the fastest growing regions in the state. The population is projected to increase by 20 per cent in the decade 2016 to 2026, reaching 1.16 million people.²

Rapid population growth is expected in the South West Priority Growth Area resulting in the Camden and Liverpool LGA populations increasing by 58 per cent and 26 per cent respectively by 2026.

SWSLHD includes seven Local Government Areas (LGAs); Bankstown, Fairfield, Liverpool, Campbelltown, Camden, Wollondilly and Wingecarribee. It covers a land area of 6243 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. Between 2010 and 2015, 41 per cent of NSW refugees have settled in SWSLHD.³

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 2.9 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 1.9 births per woman, including Wingecarribee (2.23), Bankstown (2.22), Wollondilly (2.11), Liverpool (2.15), Campbelltown (2.17) and Camden (2.06).⁴

Across south western Sydney, it is estimated that there are 206,900 children aged 0 to 14 years accounting for 21 per cent of the SWSLHD population in 2016.

In 2011, there were approximately 69,000 people over the age of 70 years (8 per cent of the population) living in the District. The number of people aged 70 years and older will increase by 56 per cent from 2016 to 2026.

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, including lung, thyroid, stomach, kidney, liver
- Higher prevalence of diabetes
- Higher rates of hepatitis B and hepatitis C
- Lower participation rate in breast cancer and cervical cancer screening
- Poorer health related behaviours including smoking, physical activity, overweight and obesity, adequate vegetable intake
- Encompassing 14 of the 20 most disadvantaged suburbs in Sydney contributing to social determinants of health within the District's boundaries.

¹ Australian Bureau of Statistics, *3218.0 Regional Population Growth, Australia, Estimated Resident population, Local Government Area*, pp. 2016.

² NSW Department Planning and Environment, *New South Wales State and Local Government Area Population Projections*. New South Wales State and Local Government: Sydney 2014.

³ Australian Government Department of Social Services, *Settlement Reporting Facility*. 2016.

⁴ Australian Bureau of Statistics, 2014.

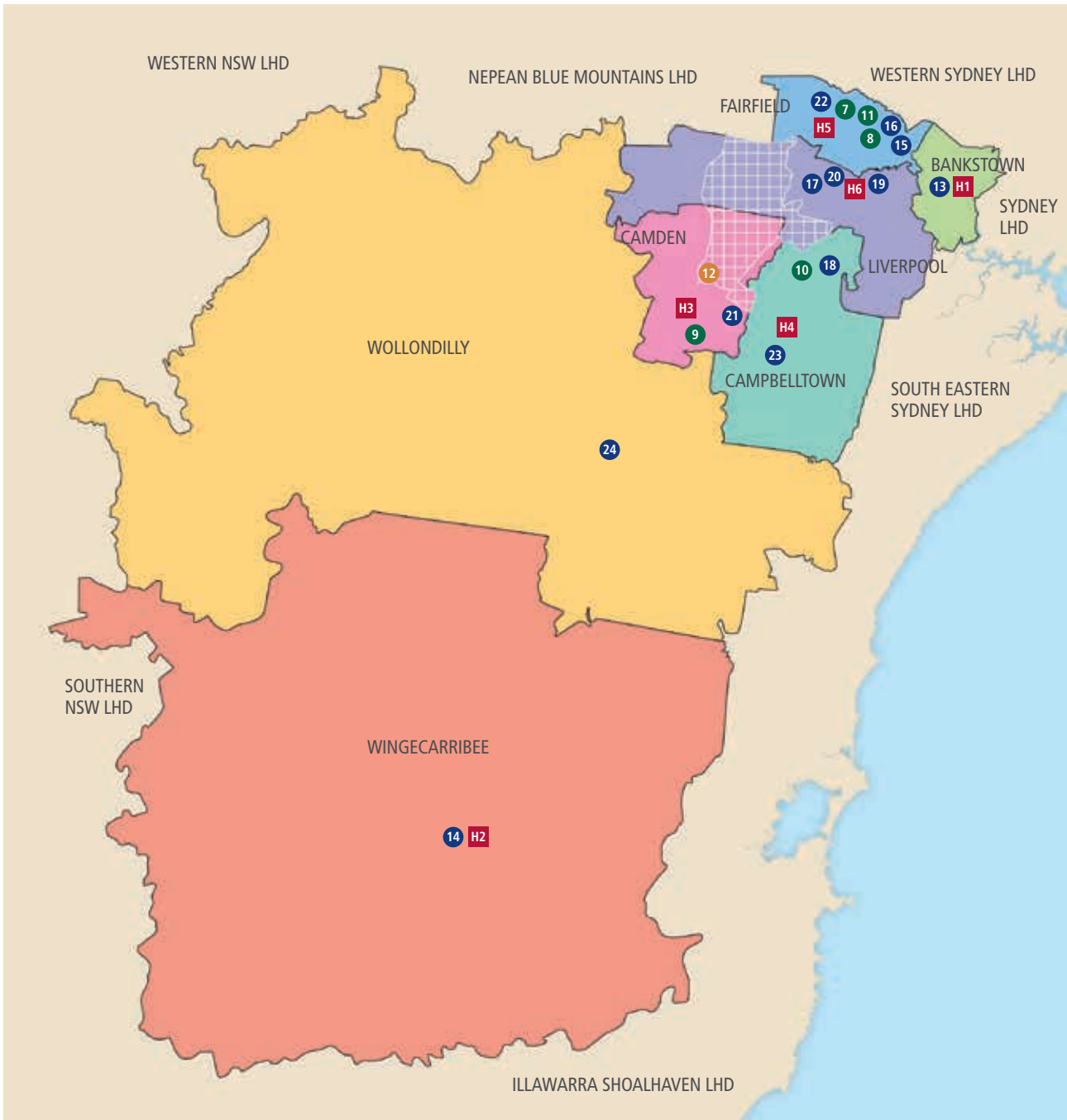
2015/2016 SWSLHD BOARD MEMBERS:

- Professor Phillip Harris AM, Chair
- Ms Carolyn Burlew, Deputy Chair
- Mr John Gordon
- Ms Christine Carriage
- Mr Frank Conroy (to April 2016)
- Professor Brad Frankum
- Mr Mark Johnson (to May 2016)
- Professor Neil Merrett
- Dr Matthew Gray
- Ms Nina Berry
- Dr David Abi-Hanna
- Dr Shameran Slewa-Younan
- Ms Kerrie Murphy

2015/2016 SWSLHD EXECUTIVE:

- Ms Amanda Larkin, Chief Executive
- Mr Graeme Loy, Director of Operations
- Ms Jacquie Cross, Director of Nursing
- Mr Ross Sinclair, Director of 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 Service for the Treatment & Rehabilitation of Torture & Trauma Survivors (STARTTS)

Integrated Primary and Community Care Centres

- 12** Oran Park Family Health






Major Community Health Centres

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

 South West Growth Centre

Snapshots **2015 / 16**



	 Births	 ED attendances	 Admissions	 Non-admitted patient services	 Theatre operations
Camden	n/a	13,130	3881	36,708	n/a
Fairfield	1693	34,586	31,852	111,647	7713
Liverpool	3555	82,058	85,200	446,172	14,543
Campbelltown	3180	65,634	51,246	256,095	8727
Bankstown-Lidcombe	2261	53,549	51,445	147,887	10,081
Bowral and District	397	18,276	8203	26,134	3028

01 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.

SWLHD strives to provide high quality care through programs and services which are patient centred, equitable, safe and improve the patient experience.



Five ways to wellbeing - A new Wellbeing Collaboration was launched to bring together organisations across south western Sydney to work towards the common goal of a physically and mentally healthier community.

Five ways to wellbeing

A new Wellbeing Collaboration was launched to bring together organisations across south western Sydney to work towards the common goal of a physically and mentally healthier community.

The initiative meets priorities set out in the NSW Mental Health Commission's *Strategic Plan for Mental Health in NSW 2014-2024*, and addresses anxiety, depression, suicide, and promotes positive mental health.

The project has included:

- A Five Ways to Wellbeing strategy which uses five simple messages to promote mental wellbeing across south western Sydney
- A District Forum, themed Collective Impact for Wellbeing
- Five Ways to Wellbeing Cultural Adaptation workshops for members of the Spanish, Hindi and Chinese communities
- A Sad Blokes: Men, Depression and Suicide workshop held during Men's Health Week
- Two Equal Not the Same: LGBTI Inclusive Practice workshops
- A Chinese Health Wellbeing expo held in Cabramatta
- A Suicide Postvention workshop held in Bowral.

Planning ahead

In January 2016, Dr David Currow, CEO and Chief Cancer Officer of the Cancer Institute NSW, launched the *SWSLHD Advance Care Planning, End of Life and Palliative Care Strategic Plan 2016-2021*. The Plan outlines the issues facing patients, families, carers, local communities and health care practitioners in meeting the needs of people with life-limiting illnesses. The Plan targets three key areas of end of life care, the need for an earlier focus on advance care planning, providing optimal end of life health care and access to specialist palliative care advice for people with complex needs and their families. Although advances in medicine have meant that people are living longer, the care of people at the end of their life has also become increasingly complex.



In January 2016, Dr David Currow, CEO and Chief Cancer Officer of the Cancer Institute NSW, launched the *SWSLHD Advance Care Planning, End of Life and Palliative Care Strategic Plan 2016-2021*.

Transforming experiences

SWSLHD has embarked on a new project to position the District as a leader in patient care, in the health of local communities, and to develop outstanding leaders at all levels of the organisation.

Through *Transforming Your Experience* SWSLHD will develop a long term, shared and sustainable strategy underpinned by CORE values (Collaboration, Openness, Respect and Empowerment) to transform the way SWSLHD engages patients, staff and communities.

Complex Pelvic Surgical Unit

A multidisciplinary Complex Pelvic Surgical Unit was established at Liverpool Hospital, which provides crossover between surgical specialties. Procedures undertaken by the Unit include pelvic exenteration, pelvic reconstruction and complex laparoscopic endometriosis surgery (with bowel and urological involvement).

The Unit consists of specialists from colorectal, urology, gynaecology, plastic surgery and pelvic radiology specialties. The service offers consultation, diagnosis and discussion at the Complex Pelvic Unit multidisciplinary team meeting.



Spy glass technology at Liverpool Hospital

Liverpool Hospital has expanded its state-of-the-art Endoscopy Suite with the addition of a third procedure room featuring new Spy Glass digital technology, making it one of the largest and busiest stand alone endoscopy centres in NSW.

Liverpool is one of only three hospitals in the state to perform the spy glass procedures which are used in complex cases, with doctors seeing patients not just from the District, but from across NSW.

Inflammatory Bowel Disease Service

The SWSLHD IBD Service is the premier service in NSW and the leading IBD Service in Australia.

The IBD multidisciplinary team meeting now runs monthly with input from gastroenterologists, colorectal surgeons, radiologists, pathologists and specialised IBD and stomal therapy nurses. During the meeting, complex IBD patients are discussed and multidisciplinary plans of care are made and actioned, ensuring provision of optimal, patient-centred care.

IBD specialists, in collaboration with SWSLHD, have set up the therapeutic drug monitoring service for patients receiving biologic therapy. Clinicians nationwide are now able to send patient samples to Liverpool Hospital for analysis. The results of these levels will directly influence the provision of personalised medicine for patients with IBD across Australia. Liverpool Hospital is the first public centre to offer this service.

New Ophthalmology Model of Care

A new ophthalmology model of care won a SWSLHD 2015 Quality Award in the Local Solutions Category, and was a finalist in the 2015 NSW Health Awards.

The new model has resulted in the new patients clinic wait list of 2.5 years being cleared and new clinic wait times being reduced to less than 365 days.

Cancer Services collaborations

SWSLHD Cancer Services has undertaken a number of collaborative projects, working with other departments within the Hospital, or external organisations to ensure a high quality of care for SWSLHD patients. These projects include:

- The development of new multidisciplinary clinics between Palliative Care and other disciplines, including motor neurone disease and renal failure clinics
- The development of a chronic pain multidisciplinary discussion group
- The review and redevelopment of multidisciplinary discussion for cancer patients. In 2015/16 14,464 individual case discussions occurred in a multidisciplinary setting
- Review and redevelopment of the care coordination model with 1875 new patients being seen in a new nurse coordination clinic
- Further funding from the McGrath Foundation for an additional breast care nurse



JBI Endorsement - Liverpool Hospital's Clinical Nurse Consultant (CNC) research group was awarded Joanna Briggs Institute (JBI) endorsement in April 2016.

- The selection of the Macarthur group by the Clinical Excellence Commission to pilot the Red Team, Blue Team project to minimise diagnostic error.

The past year has also seen the further development of the Cancer Wellness Program, with a significant increase in the number of participants and programs offered to patients and carers. The number of patients or carers accessing these services in 2015/16 was 2320.

Whole of Health Program

SWSLHD is committed to achieving agreed monthly Emergency Treatment Performance (ETP) targets set by the NSW Ministry of Health.

Continued improvement has been seen across the District. Innovative strategies which support access to care include Facility Demand Escalation plans, Criteria Led Discharge and the opening of a 10 bed Emergency Short Stay Unit at Campbelltown Hospital in November 2015.

These strategies have seen a direct and sustained improvement in Transfer of Care performance at all facilities. Off-stretcher strategies implemented across all emergency departments have also helped improve timely transfer of care and release of ambulances back into the community.

Delivering low-volume cancer surgery

Bankstown-Lidcombe Hospital is a centre of excellence for the performance of low volume cancer surgery, and leads

the delivery of this service across SWSLHD. The Hospital also facilitates the partnership between SWSLHD and Illawarra Shoalhaven Local Health District.

As part of the program, a strategy is being developed to standardise perioperative protocols to ensure consistency in best practice. In the 2015/16 financial year, 43 cases of low volume cancer surgical work were performed, an increase from the preceding financial year.

Getting ambulances back on the road

An Emergency Release Team model of care (EDART) was implemented within Liverpool Hospital's emergency department. EDART aims to facilitate ambulances getting back out on the roads faster and to provide safer care for patients presenting to the Hospital. EDART began in 2016 and sees patients cared for in a designated area, with improved access to nursing and medical staff, benefiting both patients and those at home waiting for an ambulance to arrive.

JBI endorsement

Liverpool Hospital's Clinical Nurse Consultant (CNC) research group was awarded Joanna Briggs Institute (JBI) endorsement in April 2016. JBI is an international research organisation and Liverpool Hospital is the first public hospital in Australia to receive this accolade. This endorsement allows us to use the best available evidence to inform clinical decision-making when caring for our patients.



Closing the Gap Report Card

This year SWSLHD launched the first Closing the Gap Report Card, which highlighted the work required to address the disparity in health status for Aboriginal communities in south western Sydney. The Report Card also highlighted where gains had been made. Of particular note are the improvements in immunisation status, with the rate of Aboriginal children fully immunised at 12 months now almost on par with that of non-Aboriginal children and the rate of Aboriginal children fully immunised at the age of five now higher than non-Aboriginal children, at over 95 per cent.

Protection against whooping cough

The Public Health Unit also undertook a collaborative pilot project to vaccinate antenatal mothers against whooping cough at Campbelltown Hospital. The project resulted in a significant increase in vaccine coverage and has been rolled out across the four other hospital antenatal clinics in SWSLHD.

Planning to live well

2015/16 has seen a number of plans completed which will help guide SWSLHD towards growing and evolving our services to meet coming challenges.

In November 2015, the NSW Mental Health Commissioner John Feneley officially launched the *SWSLHD Mental Health Strategic Plan (2015-2024)*, which is aligned to *Living Well: A Strategic Plan for Mental Health in NSW 2015-2024* developed

by the NSW Mental Health Commission of NSW. The Plan identifies strategies to enable SWSLHD and the broader mental health service system to be more responsive, consumer focused and recovery-oriented in the provision of care and support.

Culturally diverse communities

In April 2016, the *SWSLHD Healthy Culturally Diverse Communities and Refugee Health Implementation Plan 2016* was released as a local response to two state plans. Strategies in the Plan address local health priorities for culturally and linguistically diverse (CALD) communities and people with refugee backgrounds, such as access to health care interpreters, building the workforce capacity, consumer engagement and consultation, and specific health needs and health behaviours with relevance to community-based health promotion and preventative clinical care. The Plan recognises the importance of partnering and collaborating with a range of government and non-government agencies and ethno-specific organisations to facilitate quality and coordinated health care provision to the communities from CALD and refugee backgrounds.

Vietnamese Tobacco Project

The SWSLHD Health Promotion service has reached key milestones in the development and implementation of tobacco control programs for the Vietnamese community this year. A Cancer Institute grant of \$150,000 was awarded to SWSLHD to progress the project in Fairfield.

Achievements in oral health

Yagoona Community Oral Health Clinic has been extensively renovated, with five chairs added, increasing the capacity to nine.

Minor upgrades have also taken place at a number of other Community Oral Health Clinics. There are plans to renovate and increase chair capacity at Liverpool Hospital and Rosemeadow Community Oral Health Clinics, enabling Oral Health to recruit more dentists to meet the growing demand on dental clinical services in SWSLHD.

An oral medicine service has begun at Liverpool Hospital to support clinical streams and the needs of a growing number of medically compromised patients.

Oral Health Services met targets set by the National Performance Agreement for 2015/2016. The service maintains a very high hand hygiene compliance rate at 95.7 per cent compliance.

New menu

HealthShare NSW, in consultation with SWSLHD, introduced a new menu for patients, working in collaboration with local staff, clinicians and community representatives to meet state-wide nutrition standards.

New menus help clinicians to manage their patients' conditions and contribute to better nutritional outcomes and the result has been a better hospital experience for patients.

Wound care in the community

Community Nursing introduced a new Community Wound Assessment Team ensuring regular case reviews occur across SWSLHD. As a result of the improved monitoring and review of wound care, the service has been able to reduce the number of clients actively receiving wound management beyond 84 days from 294 to 137 (or 53 per cent) and the associated average length of stay with the service for wound management has reduced by 81 days (or 22 per cent).

Managing patients at risk

A number of strategies have been initiated across Primary and Community Health to support early intervention and illness prevention.

These include the pilot of a collaborative telemonitoring intervention at Wollondilly, endorsement of a Chronic Disease Management (health coaching) review, approval of a Chronic Disease Management pilot for Bankstown and approval of telemonitoring pilots for Bankstown and Liverpool.

These initiatives are complemented by early development work on a District-wide program to address potentially preventable hospitalisations and the design of an Aboriginal Chronic Care Program at Budyari Community Health Centre.

The Aboriginal Chronic Care Program involves a small multidisciplinary team providing a range of preventative, early intervention and treatment services for Aboriginal clients who have or are at risk of developing a chronic disease. The target conditions are diabetes and chronic heart, kidney and lung disease.



Planning to live well - In November 2015, the NSW Mental Health Commissioner John Feneley officially launched the SWSLHD Mental Health Strategic Plan (2015-2024).

Development and implementation of the Dialectical Behaviour Therapy program

A program initiated by a group of Drug Health Services clinicians is supporting clients who experience both substance use issues and difficulties regulating their emotions. The Dialectical Behaviour Therapy program teaches clients skills to regulate their emotions in a positive way, with three skill modules that focus on emotion regulation, distress tolerance and interpersonal effectiveness. Each module consists of an eight-week program. Referrals can be made by anyone and participants must be 18 years and above.

iDose

Drug Health Services (DHS) Opioid Treatment Programs provides Opiate Substitution Therapy to a large number of clients. On average six SWSLHD Drug Health Service Registered Nurses dispense these medications to over 300 patients daily. To improve efficiency and safety for clients and staff during the dispensing of these medications, Drug Health Services implemented iDose - a system which scans people's eyes in order to identify them and measure out medication.

Bankstown DHS was the first site to go-live with the iDose system in April 2016. Campbelltown DHS went live in June 2016. Following implementation, staff have reported an increase in efficiency, accuracy and job satisfaction. Clients report increased satisfaction with service provision, increased confidence they are receiving the correct dose, and a more streamlined identification and administration processes overall.

Quality care at Fairfield Hospital

Fairfield Hospital has introduced a number of patient flow strategies, which have helped maintain high emergency treatment performance rates during periods of increased demand on services.

Strategies included the Demand Escalation Matrix, Recovery Plan, Short Term Escalation Plan, Criteria Led Discharge and the Capacity Action Plan.

A redevelopment planning process for Fairfield Hospital's emergency department, medical assessment unit and emergency short stay unit has also been completed.

An End of Life Clinical Nurse Specialist has begun at Fairfield Hospital, providing care to palliative patients.

A Medical Officer has also begun as a Hand Hygiene Auditor at Fairfield Hospital, resulting in improved hand hygiene compliance amongst Medical Officers.

Improving patients' allied health experience

Allied Health has focussed on improving the patient journey and experience by investing in and taking the lead on a number of quality initiatives. This was evidenced by a 217 per cent increase in the number of 2016 SWSLHD Quality Award entries by Allied Health.

Improvements have been achieved in a range of services which involve evidence based practice interventions such as rapid access to rehabilitation, nutrition counselling, parent training for child language development, speech pathology practices in palliative care, music and art therapy for distressed clients, grief counselling, musculo-skeletal and orthopaedic management, pain management and improved timeliness for transfer to residential accommodation services. There has also been a focus on improving access for culturally diverse communities.

Hip fracture project

Campbelltown Hospital has implemented a project which helps elderly people who suffer a hip fracture. Physiotherapy, nursing and medical representatives from the Campbelltown Hospital Hip Fracture Team presented at a Health Round Table event on hip fractures. The team has achieved a significant reduction in length of stay for these patients.

Meeting Mental Health targets

The Mental Health Service (MHS) underwent its first EQUIP National Organisational Wide Survey in July 2015. The service was required to meet 213 mandatory criteria and to demonstrate progress against 91 developmental criteria. The MHS achieved 15 Met with Merits in six of the 14 standards. Met with Merits indicate that a culture of safety, evaluation and improvement is evident throughout the organisation, and the level of performance is sustainable. Surveyors described the new governance system as robust and well-functioning and were pleased with strategic and service planning and with the increased involvement of clinical staff, consumers and carers in new committees which have been set up.



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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.

Engaging through social media

SWSLHD continues to engage with the community through social media to improve access and use of health services and support healthier lifestyle choices.

The District manages nine Facebook pages, three Twitter accounts, a Youtube channel and a LinkedIn profile.

The Media and Communications Unit pioneered a successful social media campaign called Humans of the Hospital, which profiles staff from each facility. SWSLHD is also using social media to promote employment opportunities and fundraising across the District.

A health snapshot video was produced which highlighted the current health of people living in south western Sydney. View the video at bit.ly/2ckFIXB.



Annual Public Meeting

The District held an Annual Public Meeting (APM) on 3 December 2015 at Bankstown Arts Centre. After the meeting, members of the community had the opportunity to meet members of the District Board.

A Year in Review video highlighting the District's achievements across eight areas of corporate action was also launched at the APM. View the video at bit.ly/1YoucjG.

Websites

A number of clinical stream websites were completed including paediatrics and neonatology, mental health, gastroenterology and liver, and medical imaging. The Media and Communications Unit continues to upload content to the facility and District websites.

Transfer of Care

SWSLHD Nursing and Midwifery services have been working closely with consumer representatives to develop a Transfer of Care Project Package. The package consists of a revised SWSLHD adult admission and transfer of care form, a passport of care and a follow up phone call. The package is being implemented across all SWSLHD facilities and services.

Public Health Unit partnerships

Public Health Unit (PHU) staff collaborated with veterinary staff from the Local Land Services to investigate a large cluster of Q fever amongst abattoir workers, contributing to the discovery of poor compliance with Q fever vaccination and a critical review of Q fever control guidelines.

PHU's surveillance and environmental health monitoring tool for the 24th Australian Scout Jamboree's mass gathering at Cataract Scout Park led to the early detection of a gastroenteritis outbreak and water treatment equipment failure. The tool helped keep more than 21,000 participants and visitors attending the event healthy.

The PHU led a working group including representatives of state and local government agencies to develop a factsheet on Coal Seam Gas (CSG), addressing health concerns raised by Camden residents on CSG activity in the area.



Consumer and Community Participation Unit

An extensive review and consultation process was undertaken to completely refresh the *SWSLHD Consumer and Community Participation (CCP) Framework 2016-2019*. Health consumers and carers from across the District were involved, with staff and related stakeholders also included in the process.

The new Framework was completed in early 2016 and endorsed by the SWSLHD Board and the Consumer and Community Council (CCC). The formal launch included support and endorsement from Health Consumers NSW.

The framework includes a new structure for CCP, building on the solid foundations laid over the last 14 years, keeping successful aspects and tools and adding other items which have been developed through consumers and staff collaboration.

It notes a strengthening of CCP within Oral Health, Mental Health, Primary and Community Health and Drug Health Services.

The 9th Annual Consumer and Community Participation Conference was held in November 2015, with a theme of *Having a community conversation - Consumer and Carer Experiences – Improving Quality and Safety in Healthcare*. With around 140 attendees, including community members, carers, health consumers, staff and non-government agencies, the Conference has evolved over the years to become a professional development day for both consumers and staff.

Wollondilly Shire Council partnership

SWSLHD Population Health and Wollondilly Shire Council have been working together to identify ways of integrating health considerations into Council's policy and planning processes.

A planning and health forum was held and a joint working group was formed to identify tools and strategies the Council

could use and a Memorandum of Understanding was signed by SWSLHD Population Health and Wollondilly Shire Council.

Gudaga celebrates

In October 2015 The Centre for Health Equity Training Research and Evaluation (CHETRE) celebrated 10 years of the Gudaga Research Program with the local Aboriginal community. The program is a collaboration between Tharawal Aboriginal Corporation, SWSLHD and the families and children who are participating in the research.



The Gudaga Study (meaning healthy baby in the local Dharawal language) aims to address the gap in health, development and health service use of Aboriginal families and children in disadvantaged urban communities. The key to the program's success has been a close partnership with the Aboriginal community in Macarthur.

Macarthur Automotive based in Campbelltown generously donated a Mercedes Sprinter van to the Gudaga Program. The van helps project staff carry out home visits and child assessments across the Macarthur region.



Developing Oral Health pathways

Pathways have been developed to encourage community participation in the planning and delivery of Oral Health Services. Consumer input has been welcomed in key Oral Health documents such as the *Oral Health Services Operational Plan 2014-18* and there is consumer representation on key Oral Health Services committees such as the Oral Health Clinical and Quality Council and the Oral Health Consumer Consultative Committee. Community input was also included in the redesign of Bankstown and Yagoona Oral Health Clinics.

Talking about Organ and Tissue Donation

SWSLHD is the first local health district within NSW to have a Community Development Officer as part of its Organ and Tissue Donation Service. The primary responsibility of this role is to work with the diverse cultures in the local community to raise awareness of organ and tissue donation.

Over the past year SWSLHD has held a number of Human Libraries – small group forums which involve an organ donor acting as a book and telling their story to readers, or community members. Traditionally living books are people representing groups frequently confronted with prejudice or stereotypes and the reader is anyone willing to hear a new point of view. The inaugural Human Library was held in Bankstown and was used as a starting point for Organ and Tissue Donation discussion.



SWSLHD Chief Executive Amanda Larkin hosted a Community Leader's Forum in June 2016 for leaders from across the District's multicultural communities. The Organ and Tissue Donation forum explored community perceptions and ways we can work to increase awareness. Community representatives included Chinese, Vietnamese, Aboriginal, Pacific Islander, Assyrian, Lebanese, Buddhist and Muslim leaders.

Child and Adolescent Mental Health Liaison Nurse

Bowral and District Hospital was again fortunate to have the support of the BDCU Children's Foundation, which has allowed the Hospital to employ a full time Child and Adolescent Mental Health Liaison Nurse.

The Child and Adolescent Mental Health Liaison Nurse is a clinically unique role which provides a link between Bowral and District Hospital's paediatric services and Bowral Community Mental Health Service.



Partnership with Mossvale Motor Group Wheels for Life Program

A solid partnership with the Mossvale Motor group has allowed Bowral and District Hospital to purchase additional equipment and enhance services to patients. Mossvale Motor group donates \$25 from each car sold as part of the Wheels for Life program, which has already funded an additional defibrillator for the emergency department.

Working with GPs

SWSLHD's first integrated primary care centre - Oran Park Family Health was opened at Oran Park in partnership with South Western Sydney Primary Health Network. The facility includes eight GP consult rooms, a three-bed treatment room, four allied health consult rooms, four specialist suites, plus space for medical imaging, pathology collection and physiotherapy.

Building capacity in Practice Nursing

SWSLHD community nurses provided training in catheter care to local practice nurses, with these nurses soon to be accredited to provide catheter care under the supervision of a GP. In building the capacity of this workforce, SWSLHD hopes to support the ongoing management of patients by their GP.

Strengthening access and support for Wollondilly residents

The Wollondilly Health alliance (WHA) has continued to expand access to health care for residents in rural fringe and geographically isolated areas through:

- The development of a WHA website www.wollondillyhealth.org.au
- A telemonitoring pilot for 20 patients
- Video-consultation capability setup for general practices across Wollondilly
- Secure messaging support and expansion of the Dilly Wanderer health promotion bus
- Physical exercise programs
- Early childhood education and support.

Strong Fathers Strong Families

A men's health coordinator has been employed as part of the Strong Fathers Strong Families program, and has been building partnerships within the community since he began in January 2016. The men's group have been very active in community engagement and volunteered at the Aboriginal Elders Olympics held at Cataract Reserve in April 2016, an event to mark the Appin massacre which occurred 100 years ago.



Cancer services for the community

Cancer Services Wellness Program has enjoyed strong community involvement, with volunteers assisting with the Program's activities, fund raising and promotion of the service. The Program also facilitated a successful Bravery Unmasked Exhibition, which encouraged patients to turn their old radiation therapy masks into works of art.

This year, SWSLHD Cancer Services has seen the ongoing engagement of consumers in the Cancer Consumer Committee, Cancer Trials Consumer Committee and Wellness Building Program Committee. The CanRevive Chinese Cancer Patient Support Group has also strengthened ties with Cancer Services.

Mental health outreach

To improve access to and responsiveness of mental health services, Macarthur Community Mental Health Service and Tharawal Aboriginal Medical Service (AMS) have teamed up to establish a collaborative service model.

Through the service model, a Psychologist (fortnightly) and Psychiatrist (monthly) from the Community Mental Health Emergency Team, provide mental health assessment, review and treatment planning services at Tharawal AMS.

Because the service is provided from a culturally safe environment, consumers feel more comfortable and this is reflected in high utilisation rates, with more than 60 consumers accessing the Psychologist and more than 40 accessing the Psychiatrist since 2015.

The outreach model has also supported the development of a system for joint case management of consumers accessing services from Tharawal AMS, Community Mental Health and Drug Health services. A monthly case review meeting is held to discuss priority consumers and ensure coordinated service provision and consumer engagement in care planning.



Campbelltown Hospital Nurse Bobbie Elston is supporting patients at the Macarthur Cancer Therapy Centre through their treatment, after becoming the first person employed by funds raised through the 24 Hour Fight Against Cancer Macarthur.

Partnering with the Vietnamese community

Fairfield Hospital has continued to build sound community partnerships throughout 2015/16, with the local Vietnamese community banding together to raise \$82,000 for the Hospital.

The group was formed after a Hospital open day, when community members were impressed with the work undertaken at Fairfield Hospital and wanted to contribute.

Funds were used to purchase an ultrasound machine for the Hospital's antenatal clinic.

Fairfield Hospital's General Manager and Community Participation Manager have continued to increase the Hospital's profile in the local community, resulting in greater support from local community groups and schools.

KARI and Allied Health

Liverpool Hospital has a long standing partnership with KARI Aboriginal Resources to deliver speech pathology and occupational therapy services to Aboriginal children in out of home care. This partnership continues to grow in strength and the Aboriginal community-based playgroup introduced in 2015, was extended for another year due to its success.

The playgroup is designed to help Aboriginal families create strong early developmental environments and identify developmental difficulties as early as possible. It also provides a period of transitional therapy to identified clients to assist with access to local health based services. Throughout 2016 playgroup numbers have continued to grow with many children successfully transitioning into health treatment programs.

Tharawal and Allied Health

This partnership continues to demonstrate the gains that can be made through collaboration. The partnership between SWSLHD and Tharawal AMS aimed to place Allied Health services on site to engage the local Aboriginal community, develop sustainable partnerships between Tharawal AMS and SWSLHD, and access those who may not otherwise engage with mainstream services. A 3.5 year partnership has seen services evolve into onsite speech pathology clinics and multidisciplinary intervention services based within the preschool at Tharawal AMS.

Results of the services have demonstrated strong community engagement, improved knowledge and identification of children with developmental needs and use of techniques that promote language and learning.



Partnering with the community - Fairfield Hospital has partnered with the local Vietnamese community to raise \$82,000 for the Hospital.



Supporting healing - An Aboriginal reconciliation garden was opened at Campbelltown Hospital.

Miller partnership

Ready Set Go was a new partnership initiative in 2016 with Mission Australia. Its main aim was to target literacy from birth to school age by supporting at risk families, early childhood settings and early childhood educators to develop language rich learning environments as well as timely identification and intervention for children with developmental difficulties. Initial uptake from local playgroups, preschools and families has been high.

Literacy Warriors is another pilot partnership program based in Miller. The program is a health initiative partnering with Clubs NSW, Miller Art and Fact, Mission Australia, Liverpool Library and Paint Liverpool Read. A total of eight schools have signed up to the incursion program which involves literacy promotion, diagnostic testing of language impairment, pop-up libraries and parent training.

Aboriginal health partnerships for Macarthur

Partnerships between Campbelltown Hospital and Tharawal AMS have been strengthened in order to improve the health of Aboriginal people and their access to health services in the local government areas of Camden, Campbelltown and Wollondilly. Strategies include:

- Tharawal Connections: Podiatry services and Tharawal AMS established a Foot Education and Screening clinic to improve diabetic foot screening and prevention

- Aboriginal Birthing Room Project: Aboriginal Elder Aunty Jenny Shillingsworth has created several paintings in Campbelltown Hospital's birthing unit, with one room designated for Aboriginal mothers containing artwork and other features to meet the needs of Aboriginal women
- Aboriginal Chronic Care Patient Scripts: Joint case review meetings were established for shared chronic disease clients accessing services via SWSLHD and Tharawal.

New reconciliation garden helps close the gap

Campbelltown Hospital marked the 10 year anniversary of Close the Gap Day with the opening of a new Aboriginal reconciliation garden which supports healing and provides a quiet, outdoor sanctuary for patients and the community.

Aboriginal KPI Dashboard

The Aboriginal KPI dashboard remains a standing agenda item on the Campbelltown Hospital Clinical Council meeting, providing ongoing opportunity to review and address areas for improvement to Aboriginal health KPI's.

Volunteers thanked for going the extra mile

SWSLHD Palliative Care volunteers went above and beyond their roles of providing support to patients at their end of life by raising over \$16,000 to purchase special beds for patients who wish to die at home.

03 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.

Lighthouse Project

The Lighthouse Project is a national pilot project led by the Heart Foundation and the Australian Healthcare and Hospitals Association. Liverpool Hospital was one of eight national sites selected to pilot the project, which aimed to improve care pathways for Aboriginal patients with acute coronary syndrome.

The Liverpool project team collected patient stories and experiences, allowing patient-centred and personalised outcomes to be developed. Outcomes included an acute coronary pathway designed for Aboriginal patients and the introduction of a specialist Aboriginal cardiology and echo service at the Budyari Community Health Centre.

Communicating with GPs

Cancer Services has developed a series of GP communication projects to enhance engagement between SWSLHD Cancer Services and general practitioners. This series of projects involved gathering feedback from GPs about their current views on the communications received from Cancer Services, developing a list of recommendations on how to improve communication and then implementing these changes.

A component of this work concentrated on improving the timeliness of information to GPs and the project was successful with a significant reduction in turn around time from patient appointment to letter being received by the GP. Future strategies will concentrate on developing electronic communication strategies to further decrease turn around time.

Cancer Services has also this year partnered with the Public Health Network to develop Health Care Pathways in Lung Cancer and has enhanced the PROMPT Care Project to facilitate the collection of patient reported outcomes and feed them back to oncologists and GPs.

CHOPs at Fairfield Hospital

The hospital experience can be extremely distressing for older people with confusion. Care of Confused Hospitalised Older Persons (CHOPs) aims to improve the experiences and outcomes of confused older people in hospital.

In partnership with the Agency for Clinical Innovation, CHOPs was trialled at Fairfield Hospital with great success. Cognition screening is now conducted for all patients on ward 1B as part of routine admission and on high risk patients on ward 1A. Delirium alert stickers are used on wards 1A, 1B and in the emergency department. Improved signage, a high observation room, clocks and distraction boxes have also been implemented at Fairfield Hospital.

Road map to good health

An innovative online system is connecting health care providers and acute care services in order to help local patients navigate the health system.

HealthPathways SWS is an online portal that provides a roadmap for clinicians to transfer care between services. The portal maps out the referral process for the Aged Care Assessment Team, Regional Assessment Service and Respite Services and has been updated with information on the Transitional Aged Care Program and ComPacks, to provide GPs with a better understanding of the supported discharge programs available for their patients following a stay in hospital.

Chronic Disease Management Program (CDMP)

The SWSLHD CDMP review was completed in collaboration with stakeholders across south western Sydney including Primary and Community Health and the Primary Health Network.



PEACHY prize - the SWSLHD Just PEACHY- Palliative Care Home Support Group was recognised at the 2016 NSW Health Awards.

The new model of care for CDMP identifies patients early in the disease process and confirms the level of intervention required to maximise quality of life and coordination.

Bankstown-Lidcombe Hospital outreach

Outreach programs targeted at areas of need ensure safe and timely transfer from the hospital to the home environment.

Outreach programs provide a means for patients to be transferred home in a supported and safe manner. This is based on the principles of treatment and care being provided at the right place, by the right person, at the right time. At Bankstown-Lidcombe Hospital, Respiratory and Geriatrics Services have the highest need for outreach programs.

The Geriatric Outreach Program is a hospital-based acute geriatric service that provides access to a Specialist Geriatrician in a Residential Aged Care Facility (RACF) setting rather than the emergency department or an inpatient ward. The service has the capacity to review residents in the RACF within two to four hours of referral. Since the introduction of the program, the average ED Length of Stay for patients presenting from RACFs has decreased by 1 hour and 53 minutes (a 23 per cent decrease). There was also a 100 per cent decrease (to zero) of patients transported from an RACF to the hospital who died in the ED, demonstrating success in end of life management in the RACF.

The Chronic Respiratory Outreach Program is a hospital-based service that focuses on patients with an increased risk of presentation to the Emergency Department during periods of exacerbation or as the client's condition declines.

The focus is on supporting patients and carers upon discharge to manage their chronic illness at home. Results of a six month pilot study found the majority of patients were contacted within 72 hours, 212 phone calls were made and 105 home visits attended. ED presentations decreased to zero, and 86 per cent of smokers in the program quit smoking.

Hospital in the Home

In 2016, Liverpool Hospital established a Hospital in the Home (HITH) service. This service supports ongoing daily care for patients in the community within their homes. HITH services see patients discharged home sooner whilst still remaining under the care of a medical officer from the hospital.

PEACHY program grows

The PEACH Program for people with a terminal illness who wish to die at home was rolled out to residents of Wingecarribee.

PEACH provides support with rapid access to clinical and related support services designed to ensure safe and comfortable end of life care at home.

Success of the SWSLHD Just PEACHY- Palliative Care Home Support Group was celebrated at the 2016 NSW Health Awards, winning the Patients as Partners award.

The program also saw the launch of a new PEACH Program DVD developed to promote the service to clinicians including general practitioners, clients and carers.

Nursing and Midwifery

Essentials of Care Teams from Bowral Community Health, Bowral and District Hospital, Campbelltown Hospital and Fairfield Hospital presented at the 2016 NSW Essentials of Care Showcase. Essentials of Care Coordinators have also been working with the Communication with Purpose coordinator to provide leadership and culture support across SWSLHD facilities and services.

The Essentials of Care team facilitate the Change Leadership School which is conducted over five days, twice a year. The school has been running since 2013 and to date, 288 clinicians have attended. In the past, participation has been made up primarily of senior nurse leaders from across SWSLHD. However, In June 2016, the first multidisciplinary school comprising nursing, medical, allied health and corporate services staff was successfully trialled. Many participants have gone on to implement significant culture, quality and safety initiatives throughout SWSLHD.

Improving the Oral Health journey

A number of programs have been developed by Oral Health Services in partnership with other services and health districts to enable a seamless patient journey. Projects include:

- A new pathway helping Drug Health clients and adolescents to access Oral Health Services
- A partnership with Aboriginal Health and Tharawal Aboriginal Medical Service delivering advanced paediatric dental care to Aboriginal children

- A program developed in partnership with Tharawal, NSW Centre for Oral Health Strategy and Aboriginal Health providing dentures to Aboriginal patients
- A cardiovascular oral health (CARDIOH) program promoting oral health to cardiovascular patients through cardiac nurses
- A Diabetes oral health (DIOH) program which aims to create oral health guidelines and training resources for diabetic educators and GPs.

Aboriginal Transfer of Care team

The Campbelltown Hospital Aboriginal Transfer of Care (ATOC) Team is a group of dedicated health professionals who come together on a daily basis to support the transfer of care for patients from a hospital setting to the community, utilising a 15 minute huddle.

The initiative has resulted in significant improvements to unplanned re-admission rates for Aboriginal people. Within the first three months of the project, the re-admission rate of Aboriginal patients has decreased from more than 15 per cent to 5.7 per cent.

The ATOC Team is made up of key hospital and community based staff including the Aboriginal Liaison Office, Transfer of Care Nurses and Chronic Care Clinical Nurse Consultant.



ATOC - The Aboriginal Transfer of Care Team has achieved significant improvements to unplanned re-admission rates for Aboriginal people.



PACS upgrade

SWSLHD was the first local health district in NSW to upgrade to the latest version of Picture Archiving and Communication System (PACS) and Radiology Information System (RIS) to provide improved efficiency for delivery of medical imaging services.

An innovative service redesign implemented as part of the upgrade includes a priority image ordering system through electronic Medical Record, a critical results notification system and a teleradiology system to provide direct consultant cover of urgent after hours scans.

Efficient NEPT Access for Patients

Over the last two years SWSLHD has worked with HealthShare NSW to complete the transfer of its Non-Emergency Patients Transport (NEPT) Service.

The transition of nurses, drivers and vehicles to HealthShare NSW is now complete, with NEPT Services now managed on a state wide basis from centralised booking hubs. Bookings taken directly from the requesting facilities are prioritised and coordinated to ensure the most efficient use of NEPT teams.

Disability and carers

SWSLHD began implementing the Admissions 2 Discharge program across Campbelltown and Liverpool Hospitals. This program is designed to support comprehensive clinical handover across the continuum of care from admission to discharge for patients living in Ageing, Disability and Home Care run group homes. Over the coming year this program will be extended to all hospitals and offered to all group homes.

Work began on the development of the *South Western Sydney Disability and Carers Plan*, which is expected to be finalised by May 2017.



National Disability Insurance Scheme (NDIS)

SWSLD undertook significant work in preparation for the introduction of the National Disability Insurance Scheme on 1 July 2016. This work has involved developing better understanding of the new program among staff and patients. Forums were also held to help staff understand their role in assisting patients to pursue ongoing care and support. This will continue to be a focus for 2016/17.

Changing Minds

Staff and patients at Liverpool Hospital's Mental Health Service were rewarded for their participation in series one of the ABC TV program Changing Minds with a prestigious NSW Premier's Award for public service.

The three-part documentary series recorded the journeys of mental health patients and their families and the care and treatment provided by staff on their road to recovery.

Following the critical acclaim of series one, Changing Minds, series two was filmed at Campbelltown and Liverpool Hospital mental health units and focused on younger patients aged 18 and over.



Out of hours nursing care in the community

The Triple I (Intake, Information and Intervention) Hub extended its hours to 7am to 10pm Monday to Friday and 8am to 4.30pm on weekends and public holidays, as well as introducing an after-hours manager role to support the extended coordination of nursing care in the community.



Staff and patients at Liverpool Hospital's Mental Health Service were rewarded for their participation in series one of the ABC TV program Changing Minds with a prestigious NSW Premier's Award for public service.

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 leadership capability

The SWSCEWD Leadership Framework has enabled the continued enhancement and implementation of professional development programs which support challenging roles across the District. Nursing has seen the development and implementation of the Nursing In-Charge/Team Leader Course; After Hours Nurse Manager Professional Development Program and, as a multidisciplinary approach, the Line Manager Capability Professional Development Pathway.

Integrating Simulation Based Education

A Simulation Program Manager was appointed, and began implementing practical workshops for SWSLHD staff to develop and deliver simulation as an education modality.

SWSLHD in collaboration with the Clinical Simulation Skills Centre continues to develop and implement the Patient Safety Program, an interdisciplinary education program designed for professional entry students. This collaboration resulted in the opportunity to present at SIMHealth 2016 and the NET2016 Conference in Cambridge, England.

Workforce development programs

As a delivery site for NSW Health Registered Training Organisation, SWSCEWD continues to build on qualifications for staff. The Diploma of Leadership and Management, Certificate IV in Leadership and Management and the Diploma of Project Management all commenced this year, and are proving popular.

Promoting career opportunities locally

SWSCEWD continues to work with local schools to provide the Certificate III in Health Service Assistance, with 90 students graduating from this program in 2015.

Of the 30 Diploma of Nursing students who successfully completed their training through SWSCEWD, SWSLHD employed 28.

Improving Workplace Culture

Initiatives which help staff contribute to a positive workplace culture across SWSLHD remain a continued focus and in 2015/16 included:

- The 2015 Your Say Survey, which demonstrated an overall improvement with SWSLHD Engagement Index increasing to 70 percent (up by five per cent from the 2013 Your Say Survey) and an overall improvement in the Culture Index, up four per cent, to 56 percent. The overall response rate of 56 per cent was up from 21 per cent in 2013
- Implementation of the SWSLHD Positive Workplace Culture Action Plan, incorporating the 2015 Your Say Survey feedback and developed in collaboration with staff across the District



- Completion of the Respecting the Difference Aboriginal Cultural Training eLearning module by more than 10,000 (92 per cent) of SWSLHD employees, and completion of the face to face training component by more than 6859

employees. CHETRE undertook a formal evaluation of Respecting the Difference and how people's beliefs and attitudes have changed following the training. The research found that the training improved staff's confidence and understanding of Aboriginal culture

- The People Matter Employee Survey held during May 2016 which provides public sector employees with the opportunity to have their say about their workplace to help make the public sector a better place to work. SWSLHD achieved an overall increase in the response rate from 14 per cent in 2014 to 25 per cent in 2016. Results from this survey will enable SWSLHD to evaluate current workplace culture strategies and establish new areas of focus.

Community supporting staff

Community funded Nursing Scholarships at Bankstown-Lidcombe Hospital have supported educational opportunities, local research and the presentation of research at national forums.

A range of opportunities have been made available through the ongoing support of the local community, including donations from the Bankstown Sports Club, Australian Wound Management Association and Club Condell Park. This money has allowed for 20 to 30 nursing scholarships and 10 midwifery scholarships to be awarded each year.

This collaboration with the local businesses has been in place for a decade, fostering sustainable and close ties between Bankstown-Lidcombe Hospital and the community.

JETS

Liverpool Hospital has increased the number of junior doctors in 2016 with a focus on providing improved access for patients to doctors on weekday evenings. This new model of staffing (JETS), has been developed in collaboration with our Junior Doctors and the hospital executive. Since it was introduced, JETS has improved patient care and enhanced learning opportunities for junior doctors.

Aboriginal employment in Oral Health

Oral Health Services has developed an Aboriginal employment program focusing on employing Dental Assistants under the traineeship model. A trainee Aboriginal Dental Assistant was employed in November 2015 and was based at Ingleburn Community Oral Health Clinic. The trainee successfully completed the Dental Assistant Certificate III with support and mentorship and graduated in August 2016. The trainee has been provided with practical hands on experience and is now confident in her role as a Dental Assistant.



The 2015 Your Say Survey - demonstrated an overall improvement with SWSLHD Engagement Index increasing to 70 percent (up by five per cent from the 2013 Your Say Survey) and an overall improvement in the Culture Index, up four per cent, to 56 percent. The overall response rate of 56 per cent was up from 21 per cent in 2013.



Staff from Liverpool and Fairfield Hospitals were awarded the Health Education and Training Institute's (HETI) top honours for prevocational education and training.

Workforce Development Plan

The *Drug Health Services Workforce Development Plan 2016-2018* was launched, identifying four priority areas. Drug Health Services aims to meet future health needs; build a sustainable and capable workforce; become an employer of choice and develop future leaders. The plan is now in its implementation stage with an operational action plan being developed.

Leadership development

The Allied Health Leadership Program continued, offering monthly workshops to senior allied health staff on topics such as project design, project management, managing challenging conversations, successful grant writing, understanding Key Performance Indicators and quality processes.

HETI grants

SWSLHD Allied Health was successful in gaining 20 funding grants through the 2016 Health Education and Training Institute Allied Health Workplace Learning Grants Program. This amounts to a total of \$87,757 which will enable approximately 513 SWSLHD allied health professionals and assistants to access education and training.

Clinical placement

Educator development and university funding agreements have again significantly increased the clinical placement, education and training capacity in SWSLHD. University partnerships with Western Sydney University, University of Sydney and others have led to successful piloting of innovative placement models, student led clinics and broadened student exposure to targeted areas of need and specialised services. SWSLHD is one of the largest providers of clinical placements for both Western Sydney University and University of Sydney allied health students.

Maintaining a safe workplace

SWSLHD maintains sound communication channels with staff across all facilities and services ensuring necessary work health and safety (WHS) information is regularly communicated and staff are consulted about decisions which may impact their health and safety.

SWSLHD has developed a District wide WHS intranet site which provides WHS information such as procedures, guidelines and information sheets.

Manual handling is a major factor in a large percentage of workplace injuries. As part of the safe manual handling promotion, five Manual Handling and Bariatric Equipment

Expos were hosted in different facilities giving workers an opportunity to assess and select equipment for trial and purchase. SWSLHD continued to deliver a Manual Handling Train the Trainer Program to educate workers on safe transfers and safe usage of manual handling equipment.

Supporting return to work/recover at work

The implementation of the Work Injury Screening and Early Intervention project (WISE) has enhanced early identification of high-risk injured workers and allowed early intervention (by clinicians and the workplace) to prevent them developing chronic health problems.

Preparing for the future

Campbelltown and Camden Hospitals have engaged future employees using career expos and other forums aimed at promoting careers in health for secondary students.

In 2015, the Junior Medical Officer Unit held an information session for final year medical students to promote Camden and Campbelltown Hospitals as facilities of choice for internship. Eight interns graduating from Western Sydney University elected to spend all five terms of the 2016 clinical year at Campbelltown Hospital.



Staff scoop top training honours

Staff from Liverpool and Fairfield Hospitals were awarded the Health Education and Training Institute's (HETI) top honours for prevocational education and training.

Debbie Liversidge, Dr Tim West and Dr David Massasso were recognised for their outstanding support of Junior Medical Officers (JMOs), beginning their careers at hospitals across south western Sydney.

05 Research and innovation

Research and innovation are an integral part of improving the delivery of health care. SWSLHD is committed to cultivating innovation in the workplace and embedding systems to grow research capability and translate discovery into clinical benefit.



INNOVATION

Renal Supportive Care Service

A new service designed to support and cater to the needs of people living with End Stage Kidney Disease (ESKD) in south western Sydney was launched.

The Renal Supportive Care Service is a collaboration between the renal and palliative care departments and was designed for patients who decide dialysis may not be the appropriate pathway for them, as well as for patients who are on dialysis but continue to have severe symptoms and poor quality of life.

Connecting Together

A Connecting Together Aged Care Redesign Project was initiated to ensure safe and timely access to inpatient beds for the aged and frail at Bankstown-Lidcombe, Liverpool and Campbelltown Hospitals.

These facilities now have detailed models of care and seamless engagement strategies involving their emergency departments, inpatient wards, geriatricians and residential aged care facilities.

SWSLHD Innovation Working Group

The SWSLHD Innovation Working Group was established as a forum for new ideas to be raised and supported and for staff to be empowered to foster a culture of innovation in the District.

Blood Battles youth hepatitis C campaign

The HIV and AIDS Related Program (HARP) Unit, in partnership with Youth Health and Health Promotion, developed a youth social marketing campaign to raise awareness of hepatitis C amongst young people.

The Blood Battles campaign was launched during youth week and includes a comic book, mobile phone game, character costumes and an Instagram account.



Mobile pregnancy app

SWSLHD developed a new mobile app for pregnant women and their partners, which gives them important advice about pregnancy as they need it and can help them keep track of their appointments.

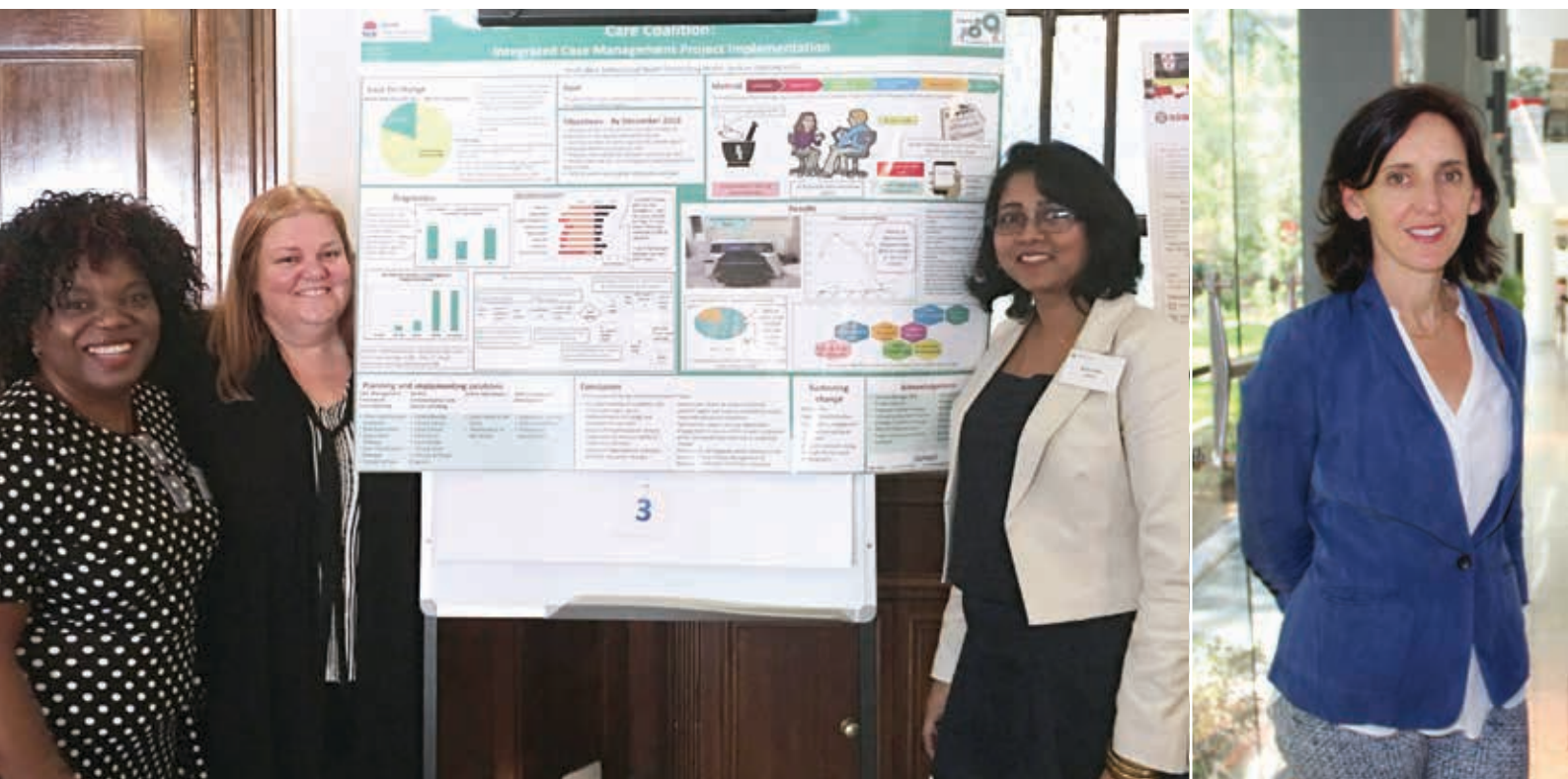
The app was designed by local health professionals, especially for women giving birth in south western Sydney hospitals.

The app was funded through the SWSLHD Innovation Fund and is the first of its kind in Australia to promote the pregnancy and parenting journey through Australian health services.



SWSLHD developed a new mobile app for pregnant women and their partners, which gives them important advice about pregnancy as they need it and can help them keep track of their appointments.





Above Left Opioid Treatment Case Management Project - aims to reduce risk to clients of the Opioid Treatment Program while improving care coordination, access and transfer of care, and increasing client satisfaction and outcomes.

Clinical redesign programs

A number of clinical redesign programs are being developed and implemented in priority areas. Programs include:

- **Feeling Safe in the ED** - focusses on the safe and appropriate management of mental health and behaviourally disturbed patients in EDs in Liverpool, Campbelltown and Bankstown-Lidcombe Hospitals
- **Pre Admission Elective Surgery (PAC & Go) at Bowral** – examines the surgery pre admission elective patient journey
- **Safe timely access to mental health** – looks at the length of stay in acute mental health
- **RACF Placement Project** - a District wide project focusing on improving the timely access to Residential Aged Care Facilities for patients from acute hospitals across the District
- **Recover & Go Project Liverpool** – aims to improve patient flow in to and out of the recovery unit in theatres
- **Aged Care Project** – improves the timely access of emergency department patients to aged care wards at Liverpool, Campbelltown and Bankstown-Lidcombe Hospitals

- **Opioid Treatment Case Management Project** - aims to reduce risk to clients of the Opioid Treatment Program while improving care coordination, access and transfer of care, and increasing client satisfaction and outcomes
- **New Clinical Model** – an early childhood diagnostic and assessment tool is being developed for integration with the National Disability Insurance Scheme (NDIS).

RESEARCH

World class research

Our research capacity continues to grow, with three services within SWSLHD awarded resources to develop their service towards the highly coveted title of South Western Sydney Academic Unit in 2016.

The Endocrinology Unit at Campbelltown Hospital, the Liver Cancer and Disease Centre at Liverpool Hospital and Stroke and Health Service Research Unit, SWSLHD Stroke Network will jointly receive funding of \$1,850,000 per year for three years to support their development to Academic Unit status.

The expert teams will run clinical trials, initiate research, employ staff, deliver cutting edge care and ultimately aim to revolutionise health outcomes.



Above Centre and Right: **World class research** - Our research capacity continues to grow, with three services within SWSLHD awarded resources to develop their service towards the highly coveted title of South Western Sydney Academic Unit in 2016.

CoHORTE Research Group

Collaboration for Oral Health Outcomes, Research, Translation and Evaluation (CoHORTE) is an innovative collaboration between SWSLHD Oral Health Services and Western Sydney University School of Nursing and Midwifery. This collaboration is the first of its kind in Australia focussing on training non-dental professionals/undergraduate students to promote oral health and integrating oral health guidelines into their clinical practice.

The group has established the following nine research streams at the Ingham Institute: Maternity, Paediatric, Aboriginal Health, Cardiovascular, Diabetes, Stroke, Aged/Palliative Care, Disability and Workforce.

The Midwifery Initiated Oral Health (MIOH) education program, pioneered in south western Sydney, has been adopted by Victoria Dental Services and rolled out across the state. To date a total of 187 midwives across metropolitan and rural Victoria have undertaken MIOH training.

An oral health module was successfully integrated into an undergraduate midwifery program at Western Sydney University, an Australian first. The module has significantly improved the oral health knowledge of midwifery students and their confidence to promote oral health during clinical placement.



An oral health module was successfully integrated into an undergraduate midwifery program at Western Sydney University, an Australian first.

Progressing medical imaging

The SWSLHD Medical Imaging stream continues to work closely with other SWSLHD streams, Universities and the Ingham Institute for Applied Medical Research to foster and strengthen a translational approach to clinical care and research. The stream has provided a platform for early adaption of cutting edge Interventional Radiology technology and imaging biomarkers in 2015/16, and has achieved international recognition.

The project examines image-guided personalised medicine and minimally invasive therapeutic approaches. It does this by linking diagnostic and therapy imaging biomarkers, or attempting to find the right therapy for each patient, rather than focussing on epidemiology data.

Health Science Partnerships

An Academic Health Science Partnership (AHSP) has been established between 14 organisations, including representatives from three universities, two local health districts, two local health networks and seven medical research institutes. A strong governance structure has been established, a secretariat has been temporary appointed and a website has been developed.

Office space at the Ingham Institute for Applied Medical Research has been confirmed and 27 expression of interests for clinical academic streams were submitted.

Boost to translational research

Two projects were successful in the NSW Ministry of Health Translational Research Grants Scheme:

- Implementation of the INCOG guidelines for cognitive rehabilitation in the Liverpool Brain Injury Rehabilitation Unit: An interdisciplinary knowledge translation project, has received \$230,939
- Implementation of a sustainable publicly-funded constraint induced movement therapy program to improve upper limb outcomes across multiple neurorehabilitation teams in SWSLHD has received \$329,115.

South West Sydney Research

SWSLHD is part of South West Sydney Research, one of a network of eight health research hubs across the state. The hubs, along with the Office of Health and Medical Research (OHMR), aim to make NSW more competitive nationally and internationally by bringing experts within the state together to support research infrastructure and governance.

2015/16 was the first full year of operation for South West Sydney Research. The hub established a web site (www.southwestsydneyresearch.org.au) to promote research success, deliver information on research resources and support collaborative engagement. Infrastructure sharing was expanded with the development of a service agreement to support access to the 3T MRI scanner at Liverpool Hospital.

During the year, the hub worked with various hospital departments, the SWSLHD Consumer and Community Council and the Research and Ethics office to build links across SWSLHD as well as between researchers within the hospitals and external organisations.

Stuttering Unit breakthroughs

The Bankstown-Lidcombe Hospital Stuttering Unit has conducted multiple research projects in collaboration with the University of Sydney following the identification of trends and themes within their service provision to stuttering children. Influential research projects from the Stuttering Unit in 2015/16 include:

- Promoting evidence of the existence of end word dysfluencies (EWD)
- A pilot study examining the results of group therapy for school aged children
- A project which found consumers with siblings who had received stuttering treatment improved at a quicker rate, and confirmed previous research regarding high severity stutters requiring more treatment.

Service provision has gradually expanded with occasions of service increasing from 3124 in 2014 to 3510 in 2015.

The power of poo in modern medicine

Bankstown-Lidcombe Hospital and Liverpool Hospital have worked in conjunction with a team of researchers from the University of New South Wales and other hospitals to treat patients who have inflammatory bowel disease (IBD).

The study showed that faecal microbiota transplantation (FMT) could play a role in diminishing symptoms of IBD.

The eight week study showed that of the 81 participants, 44 per cent given FMT experienced complete remission of symptoms; and 54 per cent given FMT had significant improvement in their symptoms.

Surgical Robot Simulation Training System

The first Surgical Robotic Simulation Training System of its kind in Australia has been established at Liverpool Hospital. A robotic training program is being established around the System and will encourage national and international guests training at Liverpool Hospital, establishing it as a centre of excellence in robotic surgery and research.

Nursing and Midwifery Showcase

The 5th Annual SWSLHD Nursing and Midwifery Showcase was held at Liverpool Hospital in May 2016. The showcase included 20 presentations from across SWSLHD and 12 poster displays. The day was a great success, with 183 attendees.

In conjunction with the Centre for Applied Nursing Research (CANR), a variety of nursing research initiatives have been undertaken in the past 12 months including:

- Safely Administering Medications and Managing Interruptions Pilot (SAMMI-P)
- Point of Community Nursing Care Documentation Healthy Outcomes (PONCHO)
- Promoting self-management of diabetes in SWSLHD: The Acclaim Study
- Bridging Language Barriers for CALD Patients: the BLEnD Study.

Population Health projects

SWSLHD Public Health Unit undertook a state-wide research project to determine if antenatal vaccination had any role in the reduction of hospitalisation of pertussis infections in infants.

A survey checklist was developed to help aged care facilities improve their awareness, preparedness and communication for influenza outbreaks, with feedback on 2015 flu season results provided to the facilities and the survey repeated in May/June 2016.

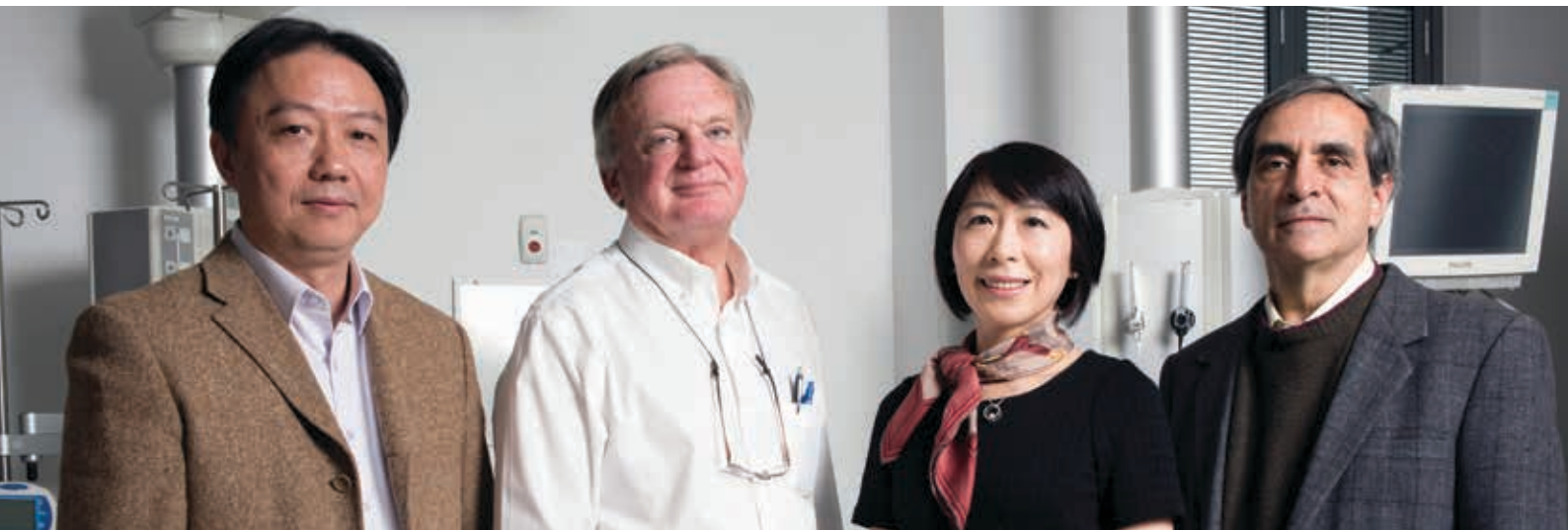
A Smoke Free Commercial Outdoor Dining Evaluation was carried out by the Public Health Unit to assess the awareness and preparedness of café and restaurant operators ahead of smoke-free commercial outdoor dining bans which commenced in July 2015. The survey revealed confusion amongst operators about the new laws prior to implementation, and found that 63 per cent of the operators decided to remove food from their outdoor areas and only provide drinks which is permissible under the law, in order to keep smoking customers happy after the bans.

Research Showcase

SWSLHD, in partnership with the Ingham Institute for Applied Medical Research, delivered the 10th annual Research and Teaching Showcase in November 2015 at Liverpool Hospital.

One of the most revolutionary hospital patient care protocols in medical history, the Medical Emergency Team (MET), was placed in the spotlight at the Showcase. The MET system was born out of Liverpool Hospital 25 years ago and is now the global mandate for patient treatment.

There were a total of 80 oral presentations, 50 poster presentations and a Three Minute Thesis competition.



Celebrating a revolution - Born out of Liverpool Hospital 25 years ago, the MET system was placed in the spotlight at the 2015 Research and Teaching Showcase.

Clinical trials improvements

Over the past year SWSLHD introduced major improvements in clinical trials which include the development of standard operating procedures, the provision of good clinical practice training for all staff on an ongoing basis and creating the position of Clinical Trials Finance Officer to assist clinical trial coordinators.

There are currently 21 clinical trials groups across 15 different specialties within SWSLHD, employing 45 clinical trial coordinators. As of April 2016, there were a total of 287 investigator-led, collaborative and industry sponsored clinical trials across the District.

Allied Health university partnerships

The SWSLHD Allied Health clinical stream has strong relationships with Western Sydney University, University of Sydney and other education partners across research (including honours and post-graduate programs), clinical placement, staff development, teaching and strategic direction.

Researchers and clinical staff are currently collaborating on funded research projects in the area of diabetes, pain, paediatric language, child development, neuro-sciences, musculo-skeletal, end of life care, and obesity research. These joint projects are designed to evaluate services and interventions and investigate and address the health needs of our local community by taking into account population factors and the cultural diversity in SWSLHD. Partnerships will be strengthened in 2016/17 through the creation of jointly funded Allied Health Professors with both universities.

CONCERT

Progress continues at the Centre for Oncology Education and Research Translation (CONCERT) - a partnership between SWSLHD, Illawarra Shoalhaven Local Health District, University of NSW, Western Sydney University, University of Wollongong and Ingham Institute for Applied Medical Research. Ongoing funding for the centre is provided by NSW Cancer Institute and University of NSW.

The CONCERT bio bank has grown, with a collection of 714 tissue and blood samples donated. The bio bank inventory now exceeds 20,000 bio specimens across all cancers including blood, fresh frozen tumour tissue and paraffin embedded blocks.

A CONCERT workshop was held in November 2015 with 72 members attending to workshop collaborative research.

Prostate cancer trial

Liverpool Cancer Therapy Centre is leading the way with a new trial of radiation therapy for prostate cancer that negates the need for invasive surgery and delivers a quicker, more targeted form of radiation therapy treatment.

The new treatment, called stereotactic radiation therapy, uses precision technology to deliver very high doses of radiation to the prostate. The treatment is administered in two separate visits to the hospital in three minute sessions.

RESEARCH HIGHLIGHTS

Further research highlights from SWSLHD in 2015/16 include:

- The Palliative Care Research Team leading the NSW trial into medicinal cannabis for anorexia in advanced care
- The use of data generated by the Collaboration for Cancer Outcomes Research and Evaluation over the past ten years used by the Global Task Force for the use of Radiotherapy to develop international benchmarks for radiotherapy service delivery
- The PROMPT Care pilot study in the collection of patient reported outcomes was highly successful and has led to further research funding by the NSW Cancer Institute with a long term plan to role this out across NSW
- After taking delivery of its prototype magnet, the MRI-Linac, the first of its kind in the country, underwent its first ever live test in a landmark moment for Liverpool Hospital and the Ingham Institute for Applied Medical Research.
- Significant progress has been made on the SWSLHD Research Plan.



RESEARCH BY NUMBERS

SWSLHD Cancer Services has seen:

120 peer reviewed publications

3 promotions to Associate Professor

29 research grants totalling greater than \$25 million

21 PhD candidates supported in various aspects of cancer research including bench top, health services, bio banking and technology development research



In July 2015 BreastScreen SWSLHD received a new mobile screening trailer and received a one third share of a second new mobile trailer to be shared with two other BreastScreen services. These trailers will allow additional screening opportunities for women in SWSLHD by bringing services closer to their homes or workplaces.

06 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.

Cardiac interventional suites

The Interventional Cardiovascular service is a diverse specialty that encompasses both life saving techniques and elective procedures. Campbelltown Hospital commissioned two interventional suites to improve access to this service. Models of care have been developed to ensure patient safety is maintained, risks are minimised and resources continue to be used efficiently.

Imaging upgrade

The Medical Imaging stream has installed new state-of-the-art medical imaging equipment across SWSLHD in 2015/16 including new 256-slice CT scanners at Fairfield and Campbelltown Hospitals, digital radiography units at Bankstown-Lidcombe Hospital and a hybrid SPECT-CT nuclear medicine scanner at Liverpool Hospital. This equipment and new technology will help to improve patient flow and radiation safety, and ensure patients in SWSLHD continue to have access to the best technology for accurate diagnosis of their medical conditions.

Bankstown-Lidcombe Hospital's x-ray room has undergone a full replacement and upgrade of equipment, including the purchase of a new Digital Mobile X-Ray Unit for use in the emergency department. Benefits have included quicker image availability for the emergency department and the ability for clinicians to review results instantly on the Picture Archiving and Communication System viewers.

These improvements have led to such achievements as 91 per cent of emergency x-rays performed within two hours and 91 per cent reported within 24 hours. These turnaround times are the highest within SWSLHD.



New space for BreastScreen

The BreastScreen SWSLHD catchment has the fastest growing 50 to 69 year old female target age population within NSW. It has been identified that in order to keep up with this increasing demand for services, additional physical resources are required. In 2015/16 BreastScreen SWSLHD commissioned a second screening site within the Liverpool CBD with capital funding from Cancer Institute NSW. This site will initially provide capacity to screen up to 6000 women per year, with the potential to be further upgraded to screen 15,000 per year.



Bowral sensory garden blooms - A sensory garden was opened for mental health consumers and staff at Bowral and District Hospital. The garden features flowers, a mural, water feature, wind chimes, a shade cloth and outdoor seating which was chosen to illustrate the five senses.

Capital redevelopment at Bowral and District Hospital

In March 2015, the NSW Government committed \$50 million for the redevelopment of Bowral and District Hospital. Planning funds were released in the 2015/16 financial year.

In October 2015, the SWSLHD Clinical Services Plan was endorsed by the NSW Ministry of Health. A Business Case has been prepared by Health Infrastructure in collaboration with SWSLHD, the project team and with input throughout the planning process by key stakeholders.

The business case addresses priority areas and is aligned to the long term masterplan objective for the site.

Maintenance works

Bowral and District Hospital also underwent significant repair and maintenance during 2015/16. This included:

- External and internal painting of the facility
- Significant roof repair

- Replacement of medical suction within the operating theatre and the high dependency unit
- Installation of electric doors
- Replacement of all chairs
- Installation of window security screens
- Refurbishment of front hospital emergency department driveway.

Campbelltown stage 1 new ASB complete

Campbelltown Hospital’s new Acute Services Building, the centrepiece of the \$134 million Stage 1 redevelopment, was officially opened.

The five-storey Acute Services Building includes: 90 new inpatient beds (with additional capacity for a further 30 beds), an expansion of the pathology laboratory and a co-located and expanded ambulatory care and outpatient floor. The redevelopment has also delivered 18 new emergency places and three new birthing suites.



Construction begins - Construction has begun on a new clinical school in south western Sydney which will provide advanced training to young medical students and researchers. The \$21 million, four-storey building is being constructed on the Campbelltown Hospital campus and is funded by the NSW Government and Western Sydney University.

Stage 2 secured

The NSW Government announced it has reserved \$300 million from the Rebuilding NSW Hospitals Fund for Stage 2 of Campbelltown Hospital's redevelopment. Stage 2 will include a new emergency department, more operating theatres and expanded intensive care - as well as enhanced paediatric services.

Yagoona Dental Chairs

From February 2016 an additional five chairs have been installed at the Yagoona Dental Service. This has increased capacity and has enabled 250 additional patients to be treated each week.

Budyari (Miller) Community Health Centre

Budyari Community Health Centre in Miller underwent a \$280,000 renovation to support improved patient care. Budyari is a unique resource that operates as a Community Health Centre with a focus on Aboriginal Health.

The renovation has allowed Budyari to expand its model of care to include new services including gastroenterologist outreach, mental health and drug health services that complement the established chronic and paediatric services.

Planning for wellness

Planning continues for purpose built Cancer Wellness Centres at Liverpool and Camden. Development Applications were submitted in December 2015 for both projects. The approved development applications will support the fundraising activities required to progress to construction of both centres.

Asset maintenance, replacement and disposal

SWSLHD completed a comprehensive asset review across the District, which aimed to identify critical assets or systems (including major bio-medical assets) and their associated maintenance requirements, long term costs and liabilities. As a result of the review, 60 projects were identified for submission to the Ministry of Health for appropriate maintenance funding.

07 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.

Telehealth project

The SWSLHD Telehealth monitoring project supports people with long term chronic conditions by enabling them to monitor their vital signs and symptoms daily in their own homes with the reassurance that if their readings go beyond the limits set for them, a clinician will be informed.

This project has improved patient's and carers understanding of their condition, which in turn has increased their confidence to manage their health with the support of their health care team.

The Bankstown-Lidcombe Hospital Telehealth Project had the following patient centred outcomes:

- Reduced unplanned hospital admissions and increases in continuity of care with a team approach to health care
- Some patients did not re-present to hospital within the 12 months of using Telehealth monitoring
- Better medication compliance
- Early recognition, detection and intervention of chronic disease issues by health coaching, videoconferencing, education and self-management
- Accurate vital sign readings and trend data to support health coaching outcomes
- Reduced anxiety
- Improved quality of life.

Point of Care Devices

Introduction of electronic Point of Care Devices has been completed for all Community Nurses, ensuring patient information is available and updated wherever the patient is seen.

PROMPT Care

SWSLHD has been working with Illawarra Cancer Services on the PROMPT (Patient Reported Outcome Measures for Personalised Treatment) Care project. Three main focuses to PROMPT Care are timely clinical care, patient self-management and research.

As part of the project reports are available in real time for clinicians to review during appointments and patients receive emails with targeted links to self-management resources.

Roadmap to success

In 2015/16 SWSLHD continued to progress the implementation of the *Information Communication and Technology (ICT) Strategy 2015-2021* which provides a roadmap towards becoming a digital District and an integrated digital health community.

Wi-Fi on way

ICT services has began implementing SWSLHD-wide guest Wi-Fi access infrastructure for patients and visitors to access internet services while in hospital. The trial has been completed and roll out for general use will soon commence.

SMS notifications

SMS appointment capabilities for clinic bookings have been further expanded to include cancer therapy patients booked in the Liverpool / Campbelltown Mosaic Oncology Information System.

CHOC

An enhancement to the electronic medical record, for a range of community-based services (including Community Health, Aboriginal Health and Allied Health) is part of a state-wide project to ensure all local health districts are able to document and access clinical information in consistent ways. The project to implement the features is called Community Health and Outpatient Care (CHOC) and will become a part of everyday clinical practice as each stream goes live.

The new forms were endorsed following extensive consultation with representatives from all local health districts and services by the NSW Government's coordinating body, eHealth NSW. The project is being implemented by the Information Management and Technology Division and stream representatives.

Benefits include access to real time information to support decision making, electronic access to client clinical history, access to pathology and radiology orders and results, reduced errors associated with manual transcription, interpretation and legibility and display of a client's health summary in a one page view.

ePJBs

Implementation of the electronic Patient Journey Board was completed during 2015/2016 across all nominated inpatient wards of the six hospitals in SWSLHD.

The electronic patient journey boards (ePJB) bring great benefits for staff in looking after our patients. They provide greater coordination of care and efficiency for each patient's journey and enhance clinical handover processes.

The electronic journey boards are refreshed every five minutes with patient information that is uploaded directly from the eMR, eliminating the need to manually transcribe information from the eMR onto a whiteboard.

This new technology was developed in collaboration between SWSLHD and Sydney Local Health District clinicians and the District's Information and Communications Technology (ICT) team, using lessons learnt from whiteboard systems and adding new features and capabilities. The solution takes data from several different sources and displays it in one, user-friendly interface for use on different, specialised wards.

HealtheNet

ICT assisted with the development and implementation of the first phases of the HealtheNet project. This included developing relevant interfaces to support the initiative.



Award winning communications - A project which provides translated appointment reminders for NSW Refugee Health Service clients was awarded a 2015 NSW Multicultural Health Week Communication Award.

HealtheNet is improving communication between hospitals, community and private healthcare settings by sharing patient information electronically and securely.

This means that regardless of which NSW Health service a patient attends, their treating doctors, nurses and allied health providers will have the information they need to deliver the best care.

My Aged Care

The transition to My Aged Care, the main entry point to the aged care system in Australia, in July 2015 has involved the need for staff to access the My Aged Care Assessor Portal, The Commonwealth Home Support Program Provider Portal and the Transitional Aged Care Provider Portal. AUSkeys were provided to key staff members allowing access to these portals and incoming referral. Aged Care Assessment Team and Regional Assessment Service assessments are now undertaken using the My Assessor app and uploaded into the Assessor Portal.

eMR progress

The electronic Medical Record (eMR) Program has been progressed to provide many benefits. Mental Health, Aboriginal health and Community Nursing Staff can now:

- Access new reports
- View a comprehensive list of clients and their scheduled appointments and outstanding tasks
- See a client's health summary in a one page view
- Record client alerts and allergies, to improve care at all service locations.

08 Efficiency and sustainability

SWSLHD is focussing on identifying opportunities to improve efficiency of care and service delivery. This will strengthen the financial sustainability of the District, minimise risk, contribute to environmental sustainability and strengthen governance.

Meeting budget and revenue targets

SWSLHD is in a strong position financially, delivering high quality health services within budget allocations. Most importantly in 2015/16 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 new beds at Campbelltown Hospital and enhancing surgical capability across SWSLHD and promoting and investing in primary care solutions including integrated care and connecting care programs.

Activity Based Funding investment

A \$1.6 billion budget was allocated to SWSLHD for 2015/16. The majority of this funding was based on activity targets negotiated with the NSW Ministry of Health through the Activity Based Funding (ABF) framework. SWSLHD continued to invest in our ABF strategy by recruiting specialist staff to help drive and improve performance.

Significant investment was made in a Data Analytics Unit to help inform decision making and drive sustainability across the business.

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.

Development towards a sustainable health service

Responsibility for the development and implementation of sustainability strategies has been devolved to facilities to allow the flexibility to implement initiatives more suited to individual facility needs and interests of local staff and consumers.

Over the last two years, the District has been developing and implementing energy performance management strategies at Fairfield Hospital. The initial Energy Monitoring and Optimisation system, installed and commissioned in July 2015, is able to monitor and reduce energy and water usage as well as associated expenditure.

Fairfield Hospital is also investigating sources of funding for energy saving projects and is in the process of implementing an Energy Performance Contract (EPC). Through the EPC, savings made through reductions in the use of water, gas and electricity will be used to replace aging equipment. The project is progressing well and a number of enhancements including lighting upgrades have been identified.

The Sustainability Action Group for the Environment (SAGE) was formed following the first SWSLHD innovation forum held in November 2014. The working group includes members from across the District. Activities to date include a staff survey on environmental sustainability, the awarding of nine grants of up to \$1000 each, the development of promotional materials with sustainability messaging and promotion of the 'Switch it Off' campaign to remind staff to switch off lights and equipment to save electricity.

Sustainability initiatives are being incorporated into the planning and construction of capital works projects. As part of this, Capital Works has recently engaged Capital Insight to assist in the development of the Asset Strategic Plan, including an asset review of the Districts Acute Service Facilities.

Strategic fundraising

A SWSLHD Fundraising Strategy and Review was completed, and recommendations are being implemented, with a Fundraising and Partnership Manager appointed and a Fundraising Steering Group established.

Managing risks

Throughout 2015/16 SWSLHD has continued to embed the Enterprise Risk Management (ERM) Policy and Framework throughout the organisation. Key activities in managing risks include:

- The rollout of the ERM information system
- Facilitating risk management training to staff
- Conducting risk workshops
- Seeking continued improvements in risk governance and reporting.

SWSLHD is a finalist in the 2016 Treasury Managed Fund (TMF) Awards for Excellence in Risk Management in two categories:

- Frameworks and Systems - SWSLHD Enterprise Wide Risk Management Framework
- Individual Achievement in Return to Work - Liverpool Hospital – Injury Management Coordinators.

Non-Government Organisations Forum

SWSLHD held a Non-Government Organisation (NGO) Forum in April 2016 to inform NGOs of a new funding structure based on performance, activity and health outcomes. Reporting requirements for the NGO Grant Program were also discussed.



SWSLHD is in a strong position financially, delivering high quality health services within budget allocations.



Donations

Bowral and District Hospital

- Moss Vale Hospital Auxiliary
- Bowral Hospital Auxiliary

Bankstown-Lidcombe Hospital

- The Bankstown Trotting Recreational Club (Club Condel Park)
- Bankstown District Sports Club Ltd
- Club Condell Park (they gave \$10k for scholarship through Club Grant)

Bankstown-Lidcombe Hospital would like to recognise the frequent support provided by the **Revesby Workers Club**. For the past three years Revesby Workers Club have **donated over \$80,000** in equipment to cardiology, the emergency department, maternity ward and the aged care ward.

Campbelltown and Camden Hospitals

- Camden Hospital Auxiliary
- Campbelltown Hospital Auxiliary
- Campbelltown Hospital Volunteers
- Kids of Macarthur Health Foundation
- 24 Hour Fight Against Cancer
- Wests Leagues Club
- Macarthur Ladies Night Out
- Dry July Foundation
- Women's Trust Luncheon

Fairfield Hospital

- Lee & Sons (Aus) Pty Ltd
- David & Alice Lu
- Janbay Hardware
- MA Consortium Pty Ltd
- Boyzant Pty Ltd
- Riverwood Family Chemist
- ABC Tissue Products
- Sydney Baseball Lions Club Inc.
- Somchay lasouvanh
- Local Vietnamese Community Group
- Local Chinese Community Group

Liverpool Hospital

- Tony and Ron Perich
- Busby Auxiliary
- Myer
- ALH Group
- Liverpool Hospital Auxiliary
- Colonial Club Auxiliary
- Liverpool City Council
- Kathy Smith
- Operation Espresso
- Carol Durkin
- Antonina Sgro
- Angelo Tigano
- Dry July Foundation
- Rotary Club of Liverpool
- Vietnamese Community Sydney
- John Edmondson VC Memorial Club



South Western Sydney Local Health District would like to thank the volunteers who generously give their time to our patients, their families and friends each year.

- Xieu Hon Hua
- The LPH Espresso Trust
- Down Australia
- Quan Trach Ngo
- Moorebank Chipping Norton Auxiliary
- Cabra-Vale Diggers

We would like to thank the following organisation for their continued generous support across a number of SWSLHD hospitals:

- **Wakelings** – providing vital equipment to our hospitals
- **McGrath Foundation** – providing two breast care nurses to support three hospitals
- **Humpty Dumpty Foundation** – providing vital equipment to the Children’s Wards
- **Miracle Babies Foundation** – supporting the NICU with life saving machines for premature babies



Since 1997, the **Wakeling Motor Group** has provided Campbelltown and Camden Hospitals with **over \$1 million worth of medical equipment** including a ventilation machine, digital weighing chair, mobile X-ray machine, cardiac monitor, digital surgical cameras and a state-of-the-art operating theatre lighting system.

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)

Web: 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

Level 2, 25 Smart Street
Fairfield NSW 2165
Ph: (02) 9646 6555

Braeside Hospital

340 Prairie Vale Road
Prairiewood NSW 2176
Ph: (02) 9616 8600
Fax: (02) 9756 8805

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

288-292 Queen Street,
Campbelltown NSW 2560
Ph: (02) 4633 3777
Fax: (02) 8568 7914
Web: www.benevolent.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

Unit 5, 39 Stanley Street
Bankstown NSW 2200
Ph: (02) 9780 2958

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

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

Budyari (Miller) Health Centre

18 Woodward Crescent
Miller NSW 2168
Ph: (02) 8781 8020

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) 9732 6500

Moorebank Community Health Centre

Cnr Lucas & Maddecks Avenue
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

Mental Health Services**ICAMHS**

3 Cordeaux Street
Campbelltown NSW 2560
Ph: (02) 4621 5000

**Campbelltown Community Mental
Health Centre**

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

Harmony House Cottage

103 Hoddle Avenue
Campbelltown NSW 2560
Ph: (02) 4620 8888

Fairfield Adolescent Mental Health

53-65 Mitchell Street
Carramar NSW

Fairfield Rehabilitation Centre

Mitchell Street
Carramar NSW

Flowerdale Cottage

19 Flowerdale Road
Liverpool NSW 2170
Ph: (02) 9601 1616

**Liverpool Community Mental Health
(servicing the LGA of Liverpool)**

Mental Health Centre
Liverpool Hospital, Elizabeth Street
Liverpool NSW 2170
Ph: (02) 9616 4354

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
Ph: 1300 559 393 or 9293 3333

Fairfield Oral Health Clinic

Fairfield Hospital campus
Cnr Polding St & Prairie Vale Road
Prairiewood NSW 2176
Ph: (02) 9616 8169

Ingleburn Oral Health Clinic

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

Liverpool Oral Health Clinic

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

Narellan Oral Health Clinic

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

Rosemeadow Oral Health Clinic

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

Tahmoor Oral Health Clinic

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

Yagoona Adult Oral Health Clinic

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

Aged Care Centres**Aboriginal Elders Group**

1 Sutton Place, Minto NSW 2566
Ph: (02) 4654 6157

Aimee's Place (Dementia specific)

56 Campbell Street
Fairfield East NSW 2165
Ph: (02) 8717 1600

Bankstown Frail & CALD Social Group

7 West Terrace, Bankstown NSW 2200
Ph: (02) 9791 9765

Broughton House (Dementia specific)

80 Broughton Street
Camden NSW 2570
Ph: (02) 4654 6157



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 8738 6000

Fax: 612 8738 6001

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

facebook: www.facebook.com/SWSLHD

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

LinkedIn: www.linkedin.com