Live, work, care locally
It has been an incredible year for south western Sydney, as we work towards our vision of “leading care, healthier communities”.

With an incredible $2.7 billion capital investment in our hospitals, together with our Transforming Your Experience strategy, we are paving the future of health.

Transforming Your Experience has achieved outstanding results, with around 85 per cent of the leadership team rounding. We also implemented our Leadership Strategy and CORE Chat to support the development of our leaders. We launched the My Experience Matters survey, where patients are encouraged to give real-time feedback online, and the 4000 responses have helped us identify opportunities to improve our care.

Construction has started on the $65 million Bowral & District Hospital and the $632 million Campbelltown Hospital redevelopments, with planning and scoping works well underway on the $740 million Liverpool Health and Academic Precinct and Bankstown-Lidcombe Hospital ED. We have almost completed the new ED at Fairfield Hospital, and commenced planning for new Bankstown Hospital – a wonderful $1.3 billion investment that was announced during the NSW election campaign.

This is an historic era of development for our hospitals and an exciting time for our community.

Our commitment to research was highlighted at the 13th Research and Innovation Showcase, where the District’s Research Strategy 2023 was launched. The Strategy guides the development of more research partnerships, as well as additional PhD students and clinical trials. We also invested more than $6.5 million in our academic units to support our research efforts.

Mental health services for our community and consumers remain a priority for the District. We refurbished the Macarthur Community Mental Health Service as a new purpose-built facility, while new mental health courtyards at Liverpool Hospital provide outdoor spaces for relaxation and exercise. The Mental Health team achieved a reduction in seclusion rates and have had outstanding success with the My Choice – Pathway to Community Living project. These are just two examples of how we are supporting mental health consumers in south western Sydney.

This is a small highlight of the fantastic achievements of our staff and there are many more you can read about in this Year in Review. We are very proud of the commitment and dedication of our amazing staff who deliver safe, quality and consistent care to the south west community.
**About us**

South Western Sydney Local Health District

The vibrant, diverse and fast-growing south western Sydney community is home to almost a million people.

Stretching from Bankstown to Bowral, our Local Health District is a dynamic mix of city and country, including some of the most multicultural communities in Australia. Close to half of our community was born overseas and speaks a language other than English at home. Our population is among the fastest growing in the nation, expected to grow to 1.2 million people in the next decade.

South Western Sydney Local Health District serves our thriving region with six hospitals and dedicated services for mental health, oral health, drug health and, primary and community health. We are shaping the future of health care with over $2.7 billion committed to redevelop our hospitals as world-class health care precincts.

It is an exciting time for south western Sydney. Together with our patients, consumers and staff, we are creating a community filled with opportunity where we live, work and care locally.

Our vision and values

Our vision is simple: Leading care, healthier communities.

We strive to achieve this vision through our commitment to consistent, safe, and high quality care.

Our vision is supported by NSW Health’s CORE values that underpin our activities and drive our commitment to providing health care excellence through our facilities, programs and services.

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**Our strategic directions**

Our six strategic directions are set out in our Strategic Plan 2018-2021 and guide us to deliver leading care, healthier communities.

**Safe, Quality Care**

Our services will be delivered based on the latest clinical evidence and reflect consumer experiences and needs. We will ensure that our health services are consistently safe and of the highest quality.

**A Healthy Community**

Our community will understand how the choices they make impact on their health and will be empowered to make healthy choices. Personal and community safety will be embedded within our programs and services.

**Collaborative Partnerships**

Our consumers, patients, carers, other service providers and the broader community will be integral to the planning, design and evaluation of our health services and programs.

**A Healthcare System for the Future**

Our healthcare system will provide innovative and responsive care through investment in new facilities, new services and emerging technologies.

**Our People Make a Difference**

Our people are our most important asset. Demonstrating a positive workplace culture, which reflects the CORE values, and where compassionate care is at the forefront, is fundamental to being a leader in health care and an employer of choice.

**A Leader in Research and Teaching**

Our reputation in research and teaching will enable us to attract leading academics and researchers and will help foster a culture of continuous learning and reflection for students and staff across all services and disciplines.
Our District

At a glance

<table>
<thead>
<tr>
<th>Location</th>
<th>Births</th>
<th>ED Presentations</th>
<th>Admissions</th>
<th>Occasions of Service</th>
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</tr>
</tbody>
</table>

Our community

The population of south western Sydney is as diverse as it is large.

- **16,000** people are Aboriginal
- **56%** of adults are overweight and obese
- **5%** of adults eat enough vegetables
- **5.8%** of people live in social housing
- **11%** of adults have diabetes or high blood sugar
- **28%** of children aged 5-15 are overweight or obese
- **26%** of adults have high blood pressure
- **51%** of adults have diabetes or high blood pressure
- **21%** are children aged 0-14
- **44.4%** were born overseas
- **11%** speak a language other than English at home

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Year in Review 2018-2019

South Western Sydney Local Health District
Transforming Your Experience

Transforming Your Experience (TYE) is our strategy to deliver safe, quality and consistent care. TYE is underpinned by four key focus areas:

- Consistent, high quality and safe care.
- Personalised, individual care.
- Respectful communication and genuine engagement.
- Effective leadership and empowered staff.

What an effort!

We are making great strides in positively transforming how our patients, consumers, staff and community experience our organisation and services through a number of practical initiatives.

KEY HIGHLIGHTS

- 85% of executive staff round regularly
- More than 2400 staff attended CORE Chat training
- Our TYE coaches and champions promoted TYE across our facilities and services
- We collected more than 4000 My Experience Matters patient surveys
- 371 staff accessed feedback from the My Experience Matters patient survey to improve care
- 7 out of 10 facilities and services have implemented leader staff rounding
- We supported 13 TYE Leadership Academy and 74 TYE Foundational Leadership Program participants with their professional development
- We supported staff to implement our seven safety essentials via resources communicated in our newsletter, internal communications and social media

FALLS CUT BY HALF

Through proactive patient rounding and risk and safety huddles, Campbelltown Hospital’s Surgical B team reduced falls from 23 to 12 in 2018.

NO COMPLAINTS

Bowral & District Hospital’s Milton Park General Ward celebrated zero patient complaints for seven consecutive months in 2019, due to open communication and active listening.

STROKE OF GENIUS

Bankstown-Lidcombe Hospital’s Stroke Ward 2B team used feedback from patients during follow-up phone calls to identify common questions, which led to a new monthly stroke awareness workshop for patients and their loved ones.

A WORD OF THANKS

Camden Hospital’s Rehabilitation Unit started a ‘thank you’ book to recognise each other for all the hard work they do.

Transforming your experience
Let’s celebrate!

Our achievements

- We reduced mental health seclusion rates by **more than half** from 8.0 per 1000 bed days in July 2018 to 3.3 in March 2019.
- We partnered with electronics giant Samsung to pilot an **Australian-first technological solution** using advanced electrocardiogram (ECG) technology to improve patient care.
- Aunty Roma’s Falls Prevention Program at Fairfield Hospital has achieved a **75 per cent reduction in falls**.
- We reduced hospital associated infections from 2.61 to **2.20 per 1000 bed days**.
- We achieved **85 per cent of our leadership team** participating in rounding as part of our Transforming Your Experience strategy.
- We partnered with Telstra Health to launch a **self-check-in kiosk** at Liverpool Cancer Therapy Centre.
- We reduced hospital acquired pressure injuries from 0.23 in 2017-2018 to 0.16 in 2018-2019.
- Cancer Services **avoided 7019 ED presentations** by using chemotherapy assessment units to manage patient care.
- The Osteoporosis Refracture Prevention Service at Liverpool Hospital improved the completion rate of bone mineral density testing from 20 per cent prior to the service to **more than 75 per cent**.
- Our **new Wellbeing Framework 2019-2021** attracted more than 250 staff at the launch.

A **$2.7 billion commitment** to redevelopment projects across our District continues to transform patient care in south western Sydney.

- Liverpool Hospital launched **multimillion dollar state-of-the-art cardiac interventional and interventional pulmonology units**, as well as a dedicated cardio-oncology clinic to provide life-saving care.
- Our Metabolic Program drastically improved the health of participants, with **nearly half** losing more than five kilograms over six months.
- Of the 650 participants enrolled in our Aboriginal Chronic Care Program, ‘high risk’ participant numbers dropped by **more than half** to 7 per cent in 2019.
- Campelltown Hospital opened the doors of its **new specialised children’s area in the Emergency Department**.
- A new **state-first staffing model for junior medical officers** at Liverpool Hospital improved patient safety, clinical review call response times and work-life balance.
- We achieved a **3.7 per cent decrease** in the proportion of Aboriginal babies born with a low birth weight and an 8 per cent increase in the number of Aboriginal women accessing antenatal care before 14 weeks.
- Through our PROMPT-Care initiative to support cancer patients, we **reduced Emergency Department presentations** by 26 per cent.
- We significantly exceeded elective surgery targets by 520 surgeries to 23,215.
Our strategic goals
Safe, quality care

Our services will be delivered based on the latest clinical evidence and reflect consumer experiences and needs. We will ensure that our health services are consistently safe and of the highest quality.

Our achievements

- Our Close the Gap Psychosocial Service launched in 2018 and reduced the assumption of care rates for vulnerable Aboriginal and Torres Strait Islander families from 20 high risk cases to 2.
- An action plan to reduce the incidence of life-threatening staphylococcus aureus bacteremia in renal patients resulted in no reported infections since January 2019.
- All District facilities and services achieved full accreditation status through The Australian Council on Healthcare Standards. Mental Health Service and Oral Health Services successfully transitioned to the new safety and quality health standards.
- We developed the BEAST protocol at Bankstown-Lidcombe Hospital to fast-track acute stroke patients for diagnosis and treatment, resulting in the fastest door-to-treatment in the District.
- Campbelltown Hospital’s Surgical B team have significantly reduced the number of patient falls in their ward from 23 in 2017 to 12 in 2018.
- The NSW government’s REACH program was rolled out to all oral health clinics, encouraging patients and visitors to express any concerns about changes in a patient’s health condition.
- Seven new sensory rooms and six new sensory courtyards across our Mental Health Service units improved the experience of consumers and carers.
- Bankstown-Lidcombe Hospital implemented skin-to-skin contact for mothers and babies following caesarean sections, improving skin-to-skin from 5 to 27 per cent, while also improving breastfeeding rates by 15 percentage points to 66 per cent.
- A new dedicated service desk supports clinicians with eMR-related enquiries, improving solution turnaround times from around 30 to 3 minutes.
- Liverpool Hospital implemented a number of measures to improve workplace safety, which has resulted in a successful annual audit, a reduction of workplace incidents and a workers compensation premium refund of $1.3 million in 2019.
- SafeWork NSW has accepted an enforceable undertaking that includes a number of strategies to improve the ongoing effective management of work health and safety risks. In 2016, a fatal medical gas incident occurred at Bankstown-Lidcombe Hospital and an investigation identified a cross connection between the relevant gases arisings. The enforceable undertaking includes:
  - The implementation of a new Risk Information system across all departments and the dissemination of education and training to ensure a sector-leading approach to the identification of risks.
  - The delivery of a Health Literacy program for prominent Culturally and Linguistically Diverse communities within the District, focusing on a number of health and safety topics to increase community confidence in the health system and reduce safety risks through education of safe work practices.
- A new Rapid Emergency Mental Health Service resulted in 214 consumer calls and 110 presentations avoiding the ED.
- Allied Health established a loan pool with the District’s new Communication and Assistive Technology clinic, giving patients access to communications devices while waiting funding for a permanent one.
- Two Fairfield Hospital teams participated in the NSW Government’s Leading Better Value Care Collaborative, which significantly reduced falls.
- In a NSW first, Bowral & District Hospital appointed an Allied Health Assistant to support a pre-waitlist model of care as part of its Osteoarthritis Chronic Care Program.
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A new weapon against heart disease

Liverpool Hospital opened its $2 million state-of-the-art cardiac catheter laboratory as its newest weapon in the fight against heart disease.

The new cardiac catheter lab was officially opened during the hospital’s open day festivities in 2018 by NSW Minister for Health and Medical Research, The Honourable Brad Hazzard MP. Similar labs are at Bankstown-Lidcombe and Campbelltown Hospitals.

“The new cardiac catheter lab offers ground-breaking technology to assist doctors to save lives, and further enhances Liverpool Hospital’s role as a leader in the network of cardiac care across south western Sydney,” Mr Hazzard said.

Liverpool Hospital has one of the busiest cardiac interventional units in Australia, with about 5000 procedures a year.
Safe, quality care

Falls prevention

Falls are the leading cause of injury-related hospitalisation in older Aboriginal people in NSW.

Fairfield Hospital’s Aunty Roma’s Falls Prevention Program is an Aboriginal and Torres Strait Islander-specific Falls Prevention Program – the first of its kind in the District.

The program is a joint initiative by our Aboriginal Chronic Care program team, Fairfield Hospital’s Aboriginal Liaison Officer Katrina Sing and allied health staff. Inspired by Ms Sing’s grandmother, Aunty Roma, the program has successfully reduced falls by 75 per cent.

It has also led to significant improvement in patient engagement, confidence level and physical activity level.

Virtual care

A fantastic new virtual model of care is helping recovering patients who live in the rural communities of Picton and Tahmoor in Sydney’s south west to access specialist rehabilitation services from Camden Hospital simply by visiting their GP.

Patients visit their local GP practice, and the doctor then facilitates a real-time digital consultation using Skype-like technology to a clinical specialist based in Camden Hospital, who provides consultation services in relation to the patient’s care.

District Clinical Manager, Aged Care and Rehabilitation – Complex Care and Internal Medicine, Bradley Warner, said the new telecommunication services are a partnership initiative with Wollondilly Health Alliance, to improve the care of residents who live locally but may have difficulty accessing rehabilitation care following an injury or operation.

A look inside

Bankstown-Lidcombe Hospital’s cardiac catheterisation laboratory launched cutting-edge technology called Optical Coherence Tomography (OCT). OCT technology enables clinicians to view inside the arteries for better patient care.

This cutting edge technology follows the opening of the $1.5 million lab, which now completes coronary stent implantation procedures.

“Being among the leaders in using this technology puts the patients of Sydney’s south west in good stead,” Bankstown-Lidcombe Hospital General Manager Peter Rophail said.

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A healthy community

Our community will understand how the choices they make impact on their health and will be empowered to make healthy choices. Personal and community safety will be embedded within our programs and services.

Our achievements

- A new program as part of our Childhood Overweight and Obesity Prevention and Management Action Plan 2017-2025 has already achieved more than 200 referrals.

- 27 long stay consumers with a length of stay over 365 days were discharged from Mental Health Units to the community under the Pathways to Community Living Initiative – a 59 per cent increase.

- Bowral & District Hospital launched a group to support mental health consumers which aims to reduce presentations through improved consultation and management.

- Oral Health Services conducted 415 growth assessments on children to improve dental care.

- Bowral & District Hospital expanded its services to provide in-hospital dialysis for renal patients, while referrals to the Home Therapy Unit doubled.

- Offering assistance in opening meal packets resulted in an 87 per cent uptake in assistance from patients, resulting in improved nutrition and hydration during hospital admissions.

- Cancer Services reduced 7019 Emergency Department presentations by using chemotherapy assessment units to manage patient care.

- The new Bowral Acute Review Kids Clinic provides local and direct access to specialist paediatric care to minimise the impact of long hospital admissions on families and carers.

- Our Safe and Supported at Home Program achieved the most participants in NSW, with more than 100 receiving community support services.

- We partnered with NSW Refugee Health Services to launch the Health Navigation Program, which supported 165 new refugees and facilitated 236 clinical appointments.

- We opened a new fortnightly paediatric clinic for refugees in the Fairfield LGA with a focus on developmental disability.

- The new Fairfield Hospital Geriatric Flying Squad cared for 162 patients in local nursing homes, with 77 per cent avoiding the Emergency Department.

- Our Oral Health Promotion Session attracted nearly 2000 consumers.

- We recruited four drug health specialists to develop a ground-breaking Youth Drug and Alcohol Program.

- We identified key findings from a needs assessment of Pacific Islander communities to develop targeted interventions and care.

- We launched ‘In the loop’ at Bankstown Community Health Centre, a program that educates participants about Hepatitis C and the risk of sharing syringes.

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A healthy community

From school programs and GP networks to outreach services, we strive to build a healthier community.

**COOPERATIVE CARE**
We signed a strategic partnership with Western Sydney Local Health District to together deliver world-class health care across our booming regions.

**MULTICULTURAL HEALTH**
Liverpool Hospital hosted the state-wide launch of NSW Multicultural Health Week in September 2018 in partnership with NSW Multicultural Health Communication Service.

**OPEN DAYS**
Liverpool and Fairfield Hospitals held open days for the community to raise awareness of the importance of good health habits, engage with the community and highlight our services.

**OVER 50S MOVE FOR LIFE**
Our Active over 50s program with trained exercise leaders helped participants increase their energy levels and improve emotional wellbeing.

**LET’S YANMA!**
We led an Aboriginal walking group called Yanma to promote physical fitness and better mental health.

**HEALTHY CHOICES**
We provided healthier food and drink options across our facilities and services as part of our Healthy Food and Drink Framework, including the removal of sugary soft drinks.

**FOOD FOR THOUGHT**
We educated Chester Hill Public School children about the importance of eating a nutritious breakfast for better class attentiveness when we served a big breakfast to students in May 2019.
Collaborative partnerships

Our consumers, patients, carers, other service providers and the broader community will be integral to the planning, design and evaluation of our health services and programs.

Our achievements

- We signed a Memorandum of Understanding with other NSW Family and Community Services to improve the social and health outcomes of patients in south western Sydney.
- Drug Health Services partnered with South Western Sydney Primary Health Network to support 274 GPs in providing care to clients with substance abuse issues.
- We partnered with Wollondilly Shire and Campbelltown City Councils to launch Healthy Places, an initiative to influence healthy urban planning and design.
- A strong partnership with Macarthur Legal Centre provides referral pathways where 61 per cent of patients reported they would have otherwise sought legal assistance.
- Cancer Services partnered with South Western Sydney Primary Health Network and Palliative Care Home Support Services to develop an eMR system for GPs.
- We developed an action plan with South Western Sydney Primary Health Network and NSW Ambulance to help clinicians manage patient anxiety caused by chronic airway limitations.
- Three new consumers joined the Oral Health Service Consumer Consultative Committee in 2019, enhancing community presence and improving diversity.
- We worked with the Mental Health Consumer, Carer and Community Committee including community representatives and consumers on the ‘Feeling Safe in ED’ project.
- We partnered with The Children’s Hospital at Westmead and Southern NSW Local Health District to support the health needs of children and young people.
- We partnered with KARI to develop a local outreach service for drug and alcohol assessment of Aboriginal parents at risk of having children removed from their care.
- We engaged consumer and community representatives on the steering committee to support our Transforming Your Experience strategy.
- We partnered with Aboriginal support services KARI to develop an oral health referral pathway project, which was nominated as a finalist in the NSW Health Awards.
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Best Cancer Centre in NSW

Macarthur Cancer Therapy Centre was rated the best public cancer centre in NSW for the third year in a row in a Bureau of Health Information (BHI) survey.

The centre sees up to 220 patients a day and manages around 1600 newly-diagnosed adolescent and adult patients a year.

BHI’s 2017 Outpatient Cancer Clinics Patient Survey released in December 2018 found the Macarthur Cancer Therapy Centre performed significantly better than the NSW average on 13 questions.

The centre topped the state in five areas of the survey, including patients having the side effects of their treatment explained thoroughly, managing side effects and patients feeling they’d had valuable time with their health professional.
Hub of innovation

South western Sydney will be an international hub of medical excellence and education with the signing of a Statement of Intent to drive the development of the Liverpool Innovation Precinct.

Together, the District, University of NSW, Western Sydney University, University of Wollongong and the Ingham Institute for Applied Medical Research will work in partnership to transform the historic City of Liverpool into a modern centre of health care, research and education.

Chief Executive Amanda Larkin said not only would the precinct attract the best minds in the world, but it would drive employment and population growth.

“It will be a hub where our top universities and local research institute, Ingham Institute, will work to deliver innovative training grounds for medical professionals and researchers now and into the future,” Ms Larkin said.

Cultural lens on youth

The Bankstown Koori Youth Space Project is a partnership with Bankstown Community Resource Group (BCRG) which started in 2018.

The project employs an Aboriginal Youth Worker seven hours a week and 11 Aboriginal young people registered to participate from February to September 2018.

It was delivered by Aboriginal Health Education Officer Tamika Briggs (Youth Health) and Aboriginal Youth Worker Maureen Underwood (BCRG).

Participants mark Aboriginal and Torres Strait Islander significant dates with arts and craft activities, indigenous activities and sporting games.

Disability expo

We partnered with Macarthur Disability Services, One Door Mental Health, Australian Hearing and Mission Australia to host the International Day of People with a Disability Expo at Campbelltown Hospital.
A healthcare system for the future

Our healthcare system will provide innovative and responsive care through investment in new facilities, new services and emerging technologies.

Our achievements

- Cancer Services introduced a rapid lung cancer referral clinic, reducing time to treatment for lung cancer patients.
- We partnered with electronics giant Samsung to pilot an Australia-first solution using advanced electrocardiogram technology to improve patient care.
- Liverpool Hospital’s cardiology department set a three-year record for improved door-to-balloon treatment times of 51 minutes.
- Bowral & District Hospital rolled out an upgraded electronic medical record system across its inpatient and outpatient services.
- Cancer Services upgraded videoconferencing technologies and rolled out electronic communications with GPs.
- Fairfield Hospital tackled gestational diabetes with a new smartphone app that directly transmits blood glucose data to the hospital.
- We launched voice translation technology, a smartphone app to save parents travelling to baby clinics, and an education video on developing fine motor skills in children, as part of our Accelerate Projects and Incubator Program.
- We implemented new network infrastructure across our hospitals and most community health centres.
- We reduced face-to-face therapy hours for occupational therapy clients by more than half.
- In a NSW-first, Liverpool Hospital launched its new Communication and Assistive Technology Clinic to assist patients with neurological communication issues.
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A bridge to better care

To support the increase in oral health services across the District, we launched Titanium, an innovative new electronic oral health record system.

Director of Oral Health Services Associate Professor Ravi Srinivas said Titanium aimed to improve data collection and clinical efficiency as well as patient outcomes.

“The new system also features intra-oral cameras that can send images direct to other services, such as Cancer Services, to provide rapid patient care on significant health issues,” Professor Srinivas said.
A healthcare system for the future

With $2.7 billion committed to hospital redevelopment projects across south western Sydney, our District is looking forward to an exciting future in health.

**Bowral & District Hospital**
- $65 million – New clinical services building
- Sod turned – construction underway
More than half of Bowral & District Hospital’s staff engaged with consumers through 71 project user groups, a schematic design showcase, 23 community forums, and other communications. The redevelopment will include a new Emergency Department, modern theatres, adult and paediatric inpatient wards, birthing suites, more single rooms with ensuites, a rehabilitation space and a new hospital entrance.

**Campbelltown Hospital**
- $632 million – stage two commenced
- Sod turned and smoking ceremony – construction underway
- Multistorey car park underway
Construction is well underway on the new multi-storey acute services building which will be home to inpatient wards, ambulatory, outpatient and allied health services. Modern theatres, and an expanded Emergency Department, along with a new paediatric precinct will transform the hospital.

**Bankstown-Lidcombe Hospital**
- $25 million – New Emergency Department at schematic design stage
- $1.3 billion – Planning of new hospital underway

**Fairfield Hospital**
- $7 million – Emergency Department redevelopment
- Almost complete
The Emergency Department redevelopment will deliver more acute/subacute treatment spaces, fast track bays and treatment rooms, as well as new triage, paediatric, waiting and reception areas to meet the needs of our growing community.

**Liverpool Health and Academic Precinct**
- $740 million – major health, research and education hub
- Schematic design stage
Billed as one of the state’s biggest infrastructure projects, it will boost the local economy and showcase Liverpool to the world as a hub of innovation and medical research.

Staff members were actively involved in project user groups to workshop schematic design concepts for the new hospital. Virtual reality technology enhanced feedback on the concept designs.

**Bankstown-Lidcombe Hospital**
- $25 million – New Emergency Department at schematic design stage
- $1.3 billion – Planning of new hospital underway

**Mental health gets a boost**

We committed to improving services for mental health consumers with six new courtyards and a District-first community mental health service to support Macarthur region residents.

The courtyards were designed to provide therapeutic spaces to promote relaxation and wellbeing. Meanwhile, the redeveloped Macarthur Community Mental Health Service features therapeutic spaces, 13 consultation rooms, two treatment rooms, clinical spaces, as well as a mezzanine for future expansion.
Our people make a difference

Our people are our most important asset. Demonstrating a positive workplace culture, which reflects the CORE values, and where compassionate care is at the forefront, is fundamental to being a leader in health care and an employer of choice.

Our achievements

- We appointed an Aboriginal Health Worker to our Sexual Assault Counselling Service, which directly resulted in 62 new referrals.
- Campbelltown Hospital eye specialist Dr Shweta Kaushik was the first in the District to use a stenting procedure to fight glaucoma.
- Liverpool Hospital social workers responded to more than 500 referrals through the Prevention and Response to Violence and Neglect program in the first half of 2019 alone.
- We appointed the first prostate cancer specialist nurse in the District.
- Fairfield Hospital celebrated its 30th anniversary and staff achievements with a number of awards presented by the Minister for Health and Medical Research, The Honourable Brad Hazzard MP.
- Liverpool Hospital is the only Australian hospital to retain a female Muslim Chaplain to provide pastoral care support to patients, families and workers.
- The 2018 Nursing and Midwifery Showcase attracted more than 250 guests, 25 oral presentations and an inspiring display of poster presentations.
- We kicked off a new monthly support group for new and acting nurse unit managers.
- We launched a new program to provide mentoring to midwifery students and graduates to support their professional development.
- We teamed up with universities to support the transition of eight new graduate nurses to our Primary and Community Health Services teams.
- A new palliative care program at Fairfield Hospital produced two specially trained volunteers to support patients.
- Three of our leading occupational therapists successfully obtained Conjoint Appointment with Western Sydney University.
- Campbelltown Hospital’s Emergency Department reduced complaints from 2.67 per 1000 presentations in 2017 to 0.72 per 1000 presentations in 2018.

Staff support eMeds

Bankstown-Lidcombe Hospital staff were key to the successful rollout of the new electronic medication management system (eMeds).

EMeds Project Manager Sally Walker said almost 2000 hospital staff – more than 92 per cent – had been trained in the system.

“Staff support legible medication charts 24-hours a day. Staff can prescribe, review and administer medications to patients which frees up time for clinicians to spend with patients.

In addition to the training of staff, the multimillion dollar project has integrated a significant number of computers into the clinical workflow. This includes all-in-one workstations on wheels, laptops and tablets for medication dispensing. The eMeds project will also be rolled out across the District to Bowral & District, Camden, Campbelltown, Fairfield and Liverpool Hospitals.
Our people make a difference

NSW HEALTH AWARDS
We took out two major prizes at the 2018 NSW Health Awards. Liverpool Hospital won in the Patient Safety First category for its central venous access service, while long-serving volunteer Janette Du Buisson Perrine won Volunteer of the Year.

MENTAL HEALTH CHAMPION
Mental Health bilingual educator Minh Tam Nguyen won the prestigious 2018 Mental Health Commissioner’s Community Champion award at the 2018 Mental Health Matters Awards.

MENTAL HEALTH
CHAMPION

KANGAROO CARE
Fairfield Hospital staff claimed the Miracle Babies Kangaroo-a-thon title, with the hospital achieving the highest number of kangaroo (skin-to-skin) care minutes in a national competition.

AMAZING NURSES
Two Liverpool Hospital nurses were honoured for their professional excellence and outstanding care at the 2018 NSW Health Excellence in Nursing and Midwifery Awards. Paula Thomas won the Excellence in Nursing/Midwifery Graduate award while Sally Forrest-Horder received the Excellence in Nursing – Registered Nurse award.

TOP PROJECT
Liverpool Hospital’s Gastroenterology and Hepatology team took out top honours for its ‘Project ECHO’ initiative at the 2019 iTnews Benchmark Awards. Project ECHO is a cloud-based technology that aims to improve the diagnosis and treatment of hepatitis C for patients living in remote and rural communities.

QUEEN’S HONOURS
District staff members were recognised for their outstanding service to health care in the 2019 Australia Day and Queen’s Birthday honours lists: Consultant gastroenterologist Dr Ahmad Alrubaie AM, psycho-oncologist professor Afaf Girgis AM, community representative and volunteer Grazia Fava AM, immunology Professor Connie Katelaris OAM and obstetrician Dr Quang Ho.

AMAZING NURSES

MEDICAL STARS
A group of second year doctors from Liverpool Hospital won the inaugural NSW Junior Doctors Conference 2018 Medical Challenge.
A leader in research and teaching

Our achievements

• We supported staff education and training with 222 face-to-face education courses attracting 15,025 staff and 116,216 online module participants.
• Liverpool Hospital hosted Australia’s first comprehensive robotic surgery training event.
• A new Macarthur Medical Research Centre is planned, which will support academics and clinicians to meet the needs of the growing Macarthur community.
• We achieved seven years’ accreditation with the Australian Skills Quality Authority.
• We are leading the charge as a major hub for clinical trials with more than 450 underway.
• Having received one of only two Aboriginal-specific translational research grants in NSW, we partnered with Western Sydney University to pilot the Aboriginal Transfer of Care model at Campbelltown and Liverpool Hospitals.
• Fairfield Hospital launched a project that engaged allied health students to encourage mobility and improve outcomes in hip surgery patients. The project resulted in a 13.7 per cent increase in patient daily mobility, and a reduction in hospital stays by around four days.
• Bowral & District Hospital partnered with the Centre for Applied Nursing Research to improve education.
• Our clinical research led to the implementation of electronic Medical Emergency Team Call and Clinical Review forms in Fairfield Hospital’s Intensive Care Unit, resulting in improved MET call compliance and clinical review documentation.
• Liverpool Hospital’s cardiology department presented 30 cutting-edge scientific abstracts at Brisbane’s 13th annual Australia and New Zealand Endovascular Therapies Meeting in August 2018.
• We launched the DREAM program to provide aged care and surgical inpatient nursing staff with interactive training strategies.
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• The Centre for Oral Health Outcomes & Research Translation (COHORT), a partnership initiative with Western Sydney University and Ingham Institute for Applied Medical Research, continues to lead with eight research streams, seven PhD students, 19 publications and two awards. NSW Health recently endorsed and distributed COHORT’s Diabetes-Oral Health resource statewide.
• We celebrated the fifth anniversary of the Ngara Education Centre.
• We launched Cultural Competency Training for all staff to increase their capacity to work effectively with culturally and linguistically diverse communities.

A swell idea

Services are continuing to expand at Bowral & District Hospital with the addition of an early detection lymphoedema service.

The two-year pilot program’s aim is to focus on awareness, risk reduction, education and early intervention of lymphoedema for patients with breast cancer post-mastectomy.

Bowral & District Hospital’s Director of Nursing and Midwifery Susan Hair said residents would be able to access expert treatment locally, reducing the need for extra travel.

“The pilot project results will determine how a surveillance and early intervention model of care can adapt to people living in smaller regional settings,” Ms Hair said.
Research excellence

The 2019 Health Beyond Research and Innovation Showcase highlighted south western Sydney as a leader in world-class research.

In partnership with Ingham Institute for Applied Medical Research and our sponsors, the showcase inspired more than 1000 guests, including local high school students, with more than 280 research abstracts, 12 workshops and seven keynote speakers.

Highlights from the annual two-day event included the launch of our Research Strategy to 2023, fascinating presentations about the potential uses of medicinal cannabis as well as an insightful speech about resilience by former Olympian and medical student, Jana Pittman.

Academic Unit Program success

As the only local health district in the state to fund academic units, we have seen significant advances in research, particularly in the fields of diabetes and child psychiatry.

Head of the Campbelltown Hospital’s Endocrinology Department Professor David Simmons was among the first to receive funding through our Academic Unit program established in 2015.

Professor Simmons’ Diabetes, Obesity and Metabolism Translational Research Unit pioneered an Australian-first diabetes and pre-pregnancy study aimed at reducing malformations in babies born to mothers with diabetes.

The study led to investigations into improving diabetes care in hospital patients, who are often admitted with high blood glucose that can lead to life-threatening infections.

Meanwhile, Liverpool Hospital’s Professor Valsamma Eapen led the Academic Unit of Child Psychiatry’s ‘Watch Me Grow’ study, which engaged parents in monitoring and promoting child development via a smartphone app that sends development observations to the family’s GP.

*Those who attend each year are inspired, amazed and excited about the changing landscape of health care, as well as the role the District plays in leading those changes.*

– Chief Executive Amanda Larkin
Meet the Bottle Kids

Four kind-hearted siblings visited Liverpool Hospital Emergency Department to say a big ‘thank you’ to staff after multiple hospitalisations in the last six years.

Isabella, aged 10, Giovanni, aged 9 and Romario, aged 6, raised their $50 donation through the collection of recyclable cans and bottles.

“All of my children have received care at Liverpool Hospital, on multiple occasions. It made sense for us to give back to the very place that has helped so much,” their mother, Colette Silva said.

Thank you for your donation.

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Thank you for your donation.
Our governance

Our leaders drive our organisation towards achieving our vision of leading care, healthier communities.

We farewelled District Board Chair Professor Phillip Harris AM, whose outstanding eight-year leadership and vision guided us to focus on delivering safe, high quality care.

We welcomed new Board Chair Sam Haddad, who served as the Director General of the NSW Department of Planning and Infrastructure for nearly a decade and brings an extensive knowledge of planning and development to the Board.

Former Chief Financial Officer for NSW Health, John Roach, and Director of Liverpool Hospital Ambulatory Care, Professor Hugh Dickson, also joined our Board.

Board members
• Mr Sam Haddad (Chair)
• Dr David Abi-Hanna
• Mrs Nina Berry
• Mr Max Bosotti
• Ms Christine Carriage
• Prof Hugh Dickson
• Mr John Gordon
• Dr Matthew Gray
• Prof Neil Merrett
• Ms Kerrie Murphy
• Mr Gary Reidy
• Mr John Roach
• Dr Shameran Slewa-Younan.

Financials

Financial Report
The District is proud of its financial achievements, and continues to meet the increase in demand for services by enhancing current services, and delivering new models of care and services to meet the growing health care needs of our community.

The Finance and Corporate directorate drives robust financial management and manages District assets through a range of specialised teams, including the financial and management accounting team, performance and analytics unit, supply services and corporate services.

Activity Based Funding
The budget for 2018/19 was $1.98 billion with the majority of this funding based on activity targets negotiated with the NSW Ministry of Health through the Activity Based Funding (ABF) framework. The District continues to invest in the ABF strategy by recruiting specialist staff to help drive and improve performance. Due to unprecedented demand, the District delivered 1.4% over its activity targets as negotiated in the performance agreement providing increased health services to our communities including ED, Inpatient, Sub-Acute and Non-Inpatient.

Executive leadership team
• Ms Amanda Larkin, Chief Executive
• Ms Sue Colley, Director, Allied Health
• Ms Suzie Snook, A/Director, Clinical Governance
• Mr Ken Hampson, Director, Clinical Governance
• Ms Wendy Loomes, Director, Information, Communication and Technology
• Mr Dimi Palamidas, A/Director, Finance
• Dr Brett Oliver, Director, Medical Services
• Ms Sonia Marshall, Director of Nursing, Midwifery and Performance
• Mr Adam Leonard, Director, People and Culture
• Ms Nel Buttenshaw, Manager, Executive and Board Secretariat
• Mr David Ryan, Director, Capital Works and Infrastructure
• Prof Josephine Chow, Director, Strategy and Partnerships
• Dr Claire Jones, Director, Mental Health
• Mr Peter Rophail, General Manager, Bankstown-Lidcombe Hospital
• Ms Alison Derrett, General Manager, Camden and Campbelltown Hospitals
• Ms Karen McMenamin, General Manager, Liverpool Hospital.

Meeting budget and revenue targets
The District experienced a challenging year to meet our expenditure budget due to the unprecedented demand for services, particularly in terms of Emergency Department (ED) presentations and unplanned surgery. The District was 1.2% over the expenditure budget of $1.98 billion and on budget for its own source revenue of $221.8 million.

Importantly, there was a focus on meeting our small business creditor targets to ensure that these valued partners are paid within agreed timeframes.

Revenue
- Visiting Medical Officers: 64%
- Employee Related Expenses: 25%
- Other Operating Expenses: 5%
- Depreciation and Amortisation: 3%
- Payments to Affiliated Health Organisations: 2%
- Other Items: 1%

Expenditure
- Sale of goods and services: 81%
- Grants and other contributions: 15%
- Other income: 4%