



2019-2020  
South Western Sydney  
Local Health District

# Year in review

*Leading care, healthier communities*

*transforming your  
experience*



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Year in Review 2019-2020  
 ISBN: 978-1-74079-238-7

This document is available on the South Western Sydney Local Health District website:  
[www.swslhd.health.nsw.gov.au](http://www.swslhd.health.nsw.gov.au)

November 2020

## A year like no other

Mr Sam Haddad,  
 Board Chairman, and  
 Ms Amanda Larkin,  
 Chief Executive,  
 South Western  
 Sydney Local  
 Health District



2020 was not what we were expecting but South Western Sydney Local Health District truly rose to the challenge.

The COVID-19 pandemic has changed the way we work and care for our community.

Our response was rapid and decisive, with our commitment to safe, high-quality care at the centre of everything.

COVID-19 clinics, pop-up testing and health screening at our health facilities have kept our community safe during the pandemic.

We increased our intensive care capacity and provided more virtual care and telehealth with our Cancer Services delivering more than 6000 telehealth consultations from March to June.

Each of our facilities and services embraced new ways of operating to continue providing care during the pandemic, some of which will be serving the community well into the future.

We embedded virtual care into our future practice and this was a key new objective included in the District's 2018-2022 Strategic Plan at its mid-point review.

The pandemic has also highlighted the effectiveness of our Transforming Your Experience strategy, with risk huddles and leader rounding sessions to support, reassure and inform our staff.

Hundreds of staff from across the District were redeployed to bolster our COVID-19 effort, working tirelessly to stop the spread.

Our researchers pivoted their efforts toward the pandemic with the COVID-19 Clinical Trials Network established in early March 2020 to maximise collaboration.

As we continued to respond to COVID-19, we have also made some major gains, with the launch of several new programs aimed at providing culturally appropriate care

to our Aboriginal community and diverting mental health consumers from our emergency departments through the use of an app, to name just a few.

As a District we are reviewing our models of care to ensure that our clinical services are delivering patient-centred and future-focused care.

Our hospital redevelopments continue to make excellent progress, with historic capital investment of more than \$3 billion.

The \$68.7 million stage one Bowral & District Hospital redevelopment is nearing completion and early works have started on the \$740 million Liverpool Health and Academic Precinct.

Construction is well under way on the \$632 million stage two Campbelltown Hospital redevelopment, following the opening of the \$34 million car park in January.

The District is a partner in the development of the Macarthur Medical Research Centre, which will drive research in some of the region's most pressing health conditions.

Fairfield Hospital's new \$7 million Emergency Department opened and work on the \$25 million Emergency Department redevelopment at Bankstown-Lidcombe Hospital is almost complete.

Planning is also underway for the new \$1.3 billion hospital for Bankstown and its surrounding community.

We want to take this opportunity to thank our staff for their commitment to providing safe and high-quality care to their patients every day, through some of the most challenging times we have faced.

We will continue to work together to achieve our vision of "leading care, healthier communities."

# Our District

## Our vision

### 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.

## A growing and diverse population

South Western Sydney Local Health District provides health care services to one of the most culturally diverse and fastest growing regions in Australia across a geographical area of approximately 6243 square kilometres.

Our thriving community is expected to grow by a third between 2016 and 2031, from just under a million people to a population of around 1.3 million. Growth is expected to be the highest in Camden and Liverpool local government areas and in the older age groups.

More than 40 per cent of the population was born overseas and after English the most commonly spoken languages are Arabic, Vietnamese and Cantonese. People of Aboriginal and Torres Strait Islander heritage make up 1.7 per cent of the population.

Six public hospitals and dedicated services for mental health, oral health, drug health and primary community health serve the region's vibrant community.



### Collaboration

Work together as one.



### Respect

Be heard, valued and respected.



### Openness

Maintain transparency and open communication.



### Empowerment

Be able to make choices and influence outcomes.

# Governance

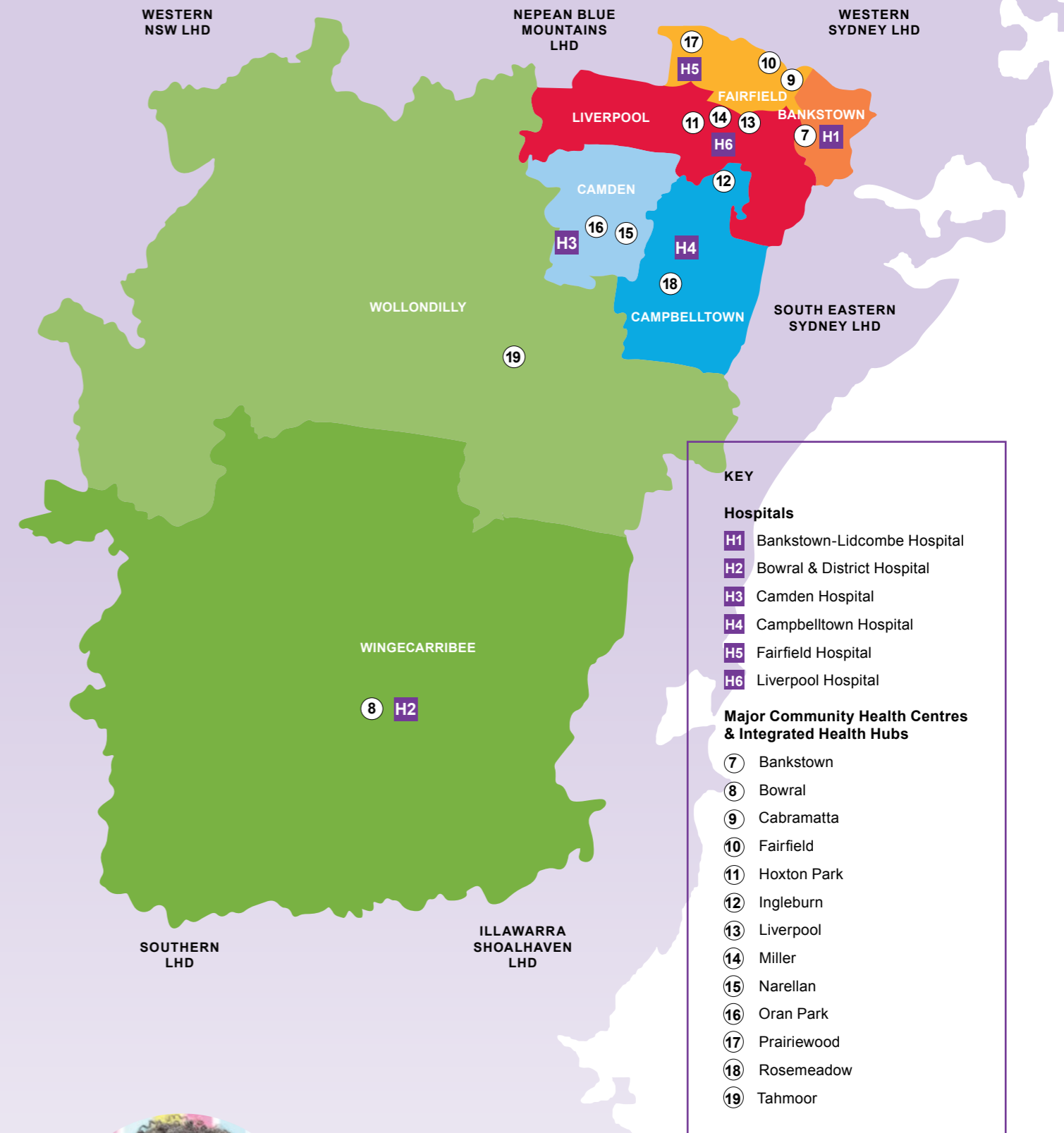
## Our Board

The South Western Sydney Local Health District Board is chaired by Mr Sam Haddad. The 12 Board members bring a wealth of experience and local knowledge to the management of the Local Health District.

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

## Executive Leadership Team

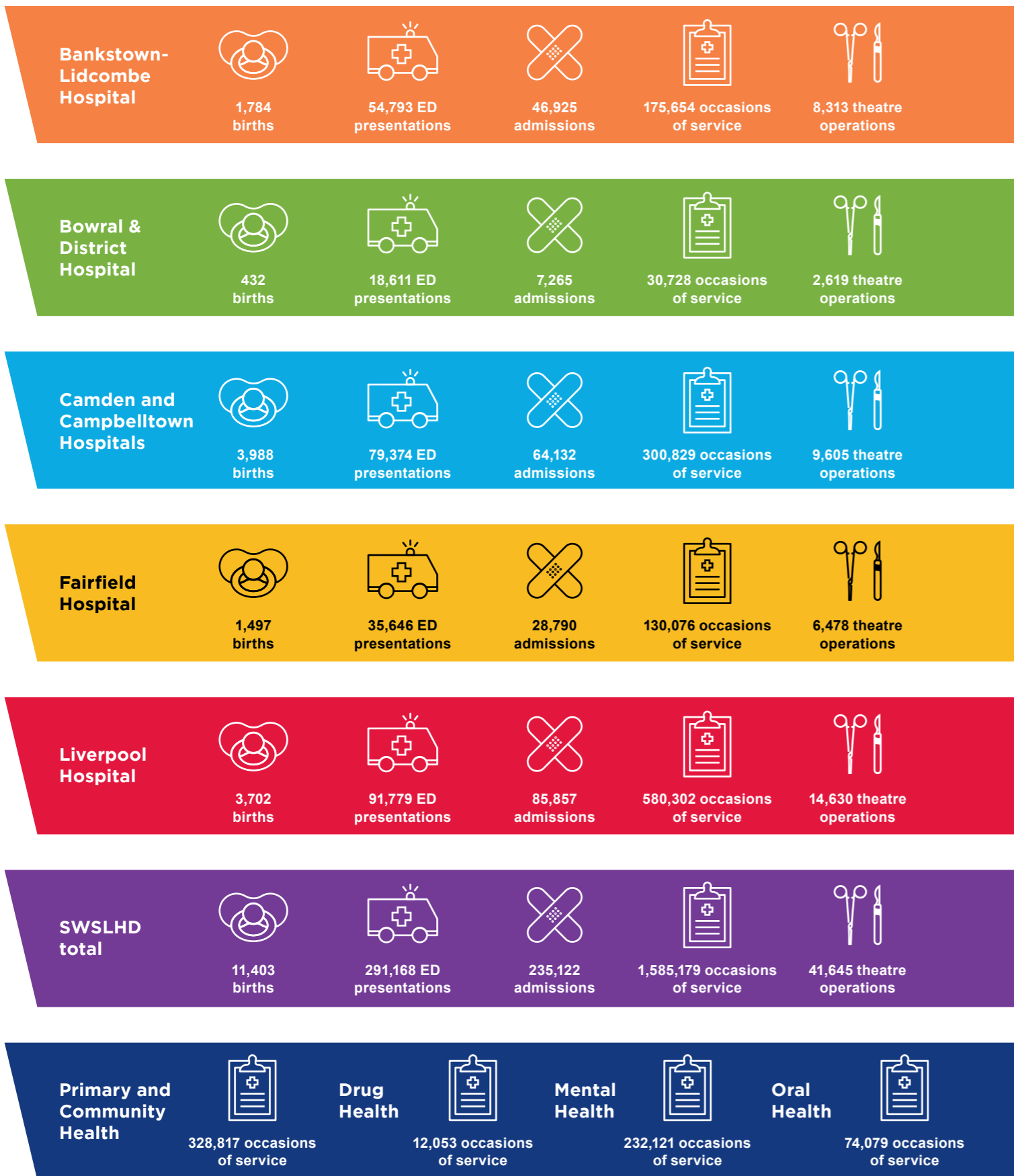
- Ms Amanda Larkin, Chief Executive
- Ms Nel Buttenshaw, Director, Corporate Governance
- Prof Josephine Chow, Director, Strategy and Partnerships
- Ms Sue Colley, Director, Allied Health and Community Services
- Ms Alison Derrett, General Manager, Camden and Campbelltown Hospitals
- Mr Ken Hampson,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



*Knowing I'm making a difference in people's lives is what drives me in my job."*

- Banchelem Assefa, District Safe and Supported at Home Coordinator

# Our Care at a Glance



# Transforming Your Experience



## Transforming Your Experience (TYE) is our strategy to deliver safe, quality and consistent care.

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

TYE proved to be immensely valuable across the District, supporting staff in their COVID-19 response:

- Risk huddles played an important role informing and reassuring staff during COVID-19 with more than 200 carried out during the pandemic.

- The TYE team collaborated with the Staff Wellbeing & Support Service team to develop wellness rounding to support staff through the COVID-19 response.

We received more than 10,000 responses through the My Experience Matters patient survey. Patient comments in these surveys have resulted in the production of information packs, improved cleanliness and team building as well as education for staff.

Milton Park General Ward introduced proactive patient rounding and leader patient rounding, reducing complaints from an average of 3.3 per month to zero for nine consecutive months.

Through the introduction of rounding and risk huddles, Fairfield Hospital's Rehabilitation and Geriatrics Ward 1B dramatically reduced falls, and went 175 days without a pressure injury.

Liverpool Psychiatric Emergency Care Centre introduced the ICARE2 model of proactive consumer rounding, co-designed and co-created by staff and consumers. The program is now being implemented in other mental health units across the District.

Risk huddles were implemented across both Camden and Campbelltown Hospitals, resulting in a sustained reduction in hospital falls and hospital acquired pressure injuries.

Bankstown-Lidcombe Hospital has increased its uptake of risk huddles from 38 per cent of its teams in 2019, to 95 per cent of teams in 2020. Risk huddles have helped staff identify and mitigate risks related to COVID-19 and disseminate rapidly changing information relating to the pandemic.

# Our COVID-19 Response

## The COVID-19 pandemic has dominated health care across the globe in 2020.

The most visible element of South Western Sydney Local Health District's efforts to stop the spread has been its COVID-19 testing clinics, first opened in March at our hospitals in the early days of the pandemic.

The District's Emergency Operations Centre opened in March, following a pandemic simulation exercise called "Operation Sneeze" and was responsible for the development and implementation of the District's coordinated response.

As the pandemic progressed, pop-up clinics were quickly set up to offer testing in areas where positive cases were identified.

In the 2019-20 financial year, almost 80,000 people in south western Sydney were tested, which would not have been possible without the dedication and commitment of staff.

Hundreds of staff were redeployed in response to COVID-19 to our health screening stations and testing clinics and to conduct the vital work of contact tracing.

A flow-on effect of COVID-19 is finding ways to remain connected while maintaining physical distance. Telehealth filled that void.

By the end of May, walk-in and drive-through clinics were a staple in our response, ensuring the community had access to testing.

The capacity of our Intensive Care Units more than doubled, while our Emergency Departments reorganised so they could safely care for COVID and COVID-possible patients.



*"This role has provided me with a unique opportunity that is a monumental moment in history and is extremely rewarding."*

– Hayley Chandler, District COVID-19 pop-up team leader

## District's COVID-19 history

- **29 January:** Coronavirus meeting with executive staff, general managers, service directors, primary health networks, clinical directors and emergency departments
- **10 March:** Campbelltown Hospital COVID-19 testing clinic opens
- **11 March:** Coronavirus Committee formed and Liverpool Hospital COVID-19 testing clinic opens
- **17 March:** Bankstown-Lidcombe Hospital COVID-19 testing clinic opens

- **18 March:** Operation Sneeze
- **23 March:** District's Emergency Operations Centre stood up and Bowral & District Hospital COVID-19 testing clinic opens
- **24 March:** COVID-19 Clinical Advisory Group formed
- **26 March:** Fairfield Hospital COVID-19 testing clinic opens



- **3 April:** District and South Western Sydney Primary Health Network began weekly catch-ups
- **5 May:** First pop-up COVID-19 testing clinic opens at Macquarie Mall, Liverpool
- **7 May:** Warragamba pop-up testing began
- **12 May:** Pop-up testing in Bankstown and Fairfield

- **13 May:** Drug Health began opportunistic testing
- **19 May:** First drive-through testing offered at Campbelltown Stadium as well as walk-in testing in Narellan
- **26 May:** Drive-through testing available in Bass Hill and Fairfield
- **11 June:** Moss Vale community provided walk-in testing option



# Our Actions



## Disease detectives keep community safe

When someone is first diagnosed with COVID-19, the first step for the Public Health Unit is to start case investigation and contact tracing.

The investigator will then complete a thorough risk assessment which includes building a timeline to trace back the case's steps. This helps in identifying possible places where the infection was acquired and others who have possibly been in contact with the confirmed case.

The team provides instructions for self-isolation to the COVID-positive person as well as quarantine guidelines for close contacts and refers them to relevant teams for clinical care and welfare checks during the recovery period.

Each case is treated individually. Someone may need assistance with groceries while another might need further one-on-one phone conversations with a trained mental health professional.



## COVID-positive wards

In the early days of COVID-19 in south western Sydney, the changes were varied and rapid.

The team at Liverpool Hospital caring for COVID-positive patients had to spend time developing strategies to provide care in ways that would minimise the risk of spread.

The result was bundled care, allowing the nurse to deliver meals on a disposable tray, take the patient's observations and provide medication, all at the same time.



## Squeaky clean

Hospital assistants across our District played a vital role in keeping our facilities and services safe.

They increased the frequency of cleaning, keeping surfaces germ-free.



## Critical care

The District's critical care team was among the first to spring into action when COVID-19 cases arrived in south western Sydney.

Intensive care staff wore full personal protective equipment (PPE) to care for COVID-19 patients.

Within 10 days, the team opened up two new intensive care units (ICU) at Liverpool Hospital, increasing its capacity to ventilate patients from 20 to 25 up to 130, should the need arise.

Campbelltown Hospital also increased its ICU capacity.

## Drug health



A multi-disciplinary drug health team ran a series of proactive COVID-19 testing clinics among our District's most vulnerable.

The idea was to meet vulnerable people, including drug health clients and homeless people, in locations where they were comfortable.

Health promotions officers approached the clients of the service, talked to them about harm reduction methods and stopping the spread, before referring them to get tested.

Beginning with a pop-up clinic in Miller, the team visited locations in Liverpool and Campbelltown, testing more than 450 people.

## Language champions



The team at Health Language Services has supported the community of south western Sydney to receive the highest quality in-language health information during the COVID-19 pandemic.

Staff made the leap into the digital realm, using Pexip, Skype, Zoom and Microsoft Teams to provide their vital service.

The team was also instrumental in communicating COVID-19 messages to our diverse community by translating health alerts and other material.

## Tech savvy



Telehealth has helped us to remain connected and provide care while maintaining a physical distance with our patients.

In the four months from March to June we offered more than 10,000 occasions of service through telehealth.

There are now more than 150 different clinical areas in the District which adopted telehealth in various models of care. Telehealth appointments increased from 16 in the first week of March to over 800 in the second week of May.

## Our Strategic Directions

# 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.**

- Bankstown-Lidcombe Hospital ranked first in Australia for 'Return to pre-admission mobility at 120 days' in the Australia and New Zealand Hip Fracture Registry 2019 and first in NSW in three categories of the National Stroke Audit of Acute Services 2019.

- The introduction of a gestational diabetes clinic at Bowral & District Hospital has reduced the number of women who have to travel to Campbelltown Hospital for treatment from two to five per month to one per month.

- The fast-track abscess pathway at Campbelltown and Camden Hospitals was recognised as a NSW Health Awards finalist. This project significantly improved the management of patients presenting with an abscess requiring surgical excision and drainage. The pathway reduced the length of stay using a day surgery model.

- Campbelltown Hospital collaborated with Tharawal Aboriginal Corporation to introduce the Aboriginal Midwifery Group Practice. Antenatal care is now provided to Aboriginal women at Tharawal, resulting in improved birth weights and increased rates of breastfeeding at discharge. To date, 39 women have participated in the service.

- Liverpool Hospital introduced the Aged Care Rapid Assessment and Investigation Unit as an integrated, multidisciplinary, patient-centred model of care. Patients received priority assessment, investigation and an integrated care plan, leading to shorter hospital stays.

- In December 2019, Liverpool Hospital was awarded formal accreditation under the Australasian Trauma Verification Program by the Royal Australasian College of Surgeons (RACS).

- In the first year since its introduction, the Rapid Emergency Mental Health Service has

assisted 1029 consumers, diverting 531 from the Emergency Department to the Community Mental Health Service.

- We rolled out two major digital information management systems the new eMeds, which manages patient medication, and IMS+ to manage incidents.

- Our five-year Information Management Strategy gives us a pathway to create technology solutions that first and foremost enhance patient care but also improve operations and connectivity between facilities and teams.



***In my role, I provide the foundation for safe quality care. I provide education to new graduates and current staff in the unit."***

**– Sara Wilson, Liverpool Hospital Clinical Nurse Educator**

- Across the District, we reduced hospital-associated infections from 86.9 to 79.0 per 10,000 episodes of care and hospital-acquired pressure injuries from 4.3 to 2.1 per 10,000 episodes of care.

- The development of the Clinical Governance Framework 2020-2023 and Quality Plan 2020-2023 provide direction for facilities and services to develop actions locally with specific targets to ensure our health and services are consistently safe and of the highest quality.

- We introduced Buvidal and Naloxone in Drug Health Services' Opioid Treatment Program in May 2019. As Buvidal and Naloxone are slow-release treatments for opioid addiction, clients need treatment less often.

- We implemented our School Mobile Dental Services Program at the District. Through this school-based program, we have delivered free dental care to some of the most at-risk children in our District.

- The Maternity Antenatal and Postnatal Program (MAPP) at Bowral & District Hospital provides continuity of care for mothers, empowering midwives and enabling mothers.

- A workshop series on preventative health called Following in the Footsteps of my Sistas' walk was introduced in Liverpool for Aboriginal women over the age of 40, covering the importance of breast, bowel and cervical cancer screening along with the benefits of a healthy lifestyle.



# 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 is embedded within our programs and services.

- We released *South West: Our Health* – an in-depth study of the health of the population now and in the future in collaboration with the South Western Sydney Primary Health Network. This report provides insights into the health of our community and helps us set our priorities.
- We launched our Health Literacy Roadmap 2019-2021 at our 13th annual Consumer and Community Participation Conference, to ensure consumers and carers can access, understand and evaluate information relating to their health and apply it to their lives.
- The Drug Health Services Blood Borne Virus Program aimed at reducing the burden of blood borne viruses among clients provided education, harm reduction, venepuncture, and hepatitis C treatment and advanced liver disease monitoring.
- We opened the Wellama Aboriginal Community Health Centre in Bankstown following a \$500,000 refurbishment to provide a range of services, including chronic care, mental health and allied health services outreach.
- Humanitarian patient Natalia Apaseray was able to return home to West Papua having finished 18 months of treatment for neurofibromatosis, a condition that caused the malformation of the right side of her face.
- The new Binya Wiyangara (Pregnant Mothers) Antenatal Clinic at Liverpool Hospital has improved access to antenatal care for Aboriginal women in the Liverpool area.
- The endocrinology and ophthalmology teams at Campbelltown Hospital

paired up to provide a suite of health checks for the early identification of eye problems and other complications which are common issues in patients with diabetes.

- A free eight-week program was offered to women in the Fairfield area to help get them off the couch and onto the netball court. The District worked in partnership with Netball NSW and Fairfield City Netball Association to provide women with the skills needed to transition into social or competitive netball.
- Enhancements to the District's Aboriginal Community Paediatric Pathway has enabled 177 children to access paediatric consultations across the region.
- The introduction of a smartphone app at Fairfield Hospital linking glucose data with relevant clinicians in real time is helping to monitor and manage women with gestational diabetes.
- Oral Health was the first service in the District to begin the staged re-opening of services after the first wave of COVID-19, with all eight clinics open by July, using physical distancing and health



- screening practices to keep staff and patients safe.
- Vulnerable residents of Wollondilly Shire received winter care packages aimed at keeping out the cold, through the Warm Up Wollondilly initiative. The District worked with the Wollondilly Health Alliance on the initiative.
- Staff used their creativity and distributed beer coasters to local pubs and clubs with hepatitis C cure messages to raise awareness on World Hepatitis Day.
- The Allied Health team has made significant developments in services for some of the District's most vulnerable residents, especially in the fields of intellectual disability and prevention and response to violence, abuse and neglect.

*“It’s a really exciting time to be in south western sydney. What we’re trying to do is work with the community to support lasting changes.”*

– Nicola Maitland, Campbelltown Exercise Physiologist and project lead on Change for Campbelltown



## Our Strategic Directions

# 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.

- The Greater Western Sydney Health Partnership brought together South Western Sydney, Nepean Blue Mountains and Western Sydney Local Health Districts to provide better health outcomes for the community. The joint initiative focuses on future-proofing our public hospitals and health services and thinking differently about the delivery of care.
- The ongoing partnership between South Western Sydney Local Health District and the Ingham Institute for Applied Medical Research continues to deliver research of the highest quality, generating opportunities for our clinicians to contribute to the future of care.
- The PEACH (Palliative Care Home Support Group) Program has continued to further improve collaboration between private pharmacies, GPs, and NSW Ambulance and develop initiatives regarding medication management and end-of-life pathways.
- The Liverpool Innovation Precinct (LIP) Steering Committee was formed to bring together key thought leaders and institutional decision makers to leverage the excellent location and capability

- of Liverpool Hospital. It aims to increase the opportunity for health, education, research and innovation investment around the hospital and greater precinct to create a new, vibrant environment to further boost the Liverpool economy.
- The Liverpool Health and Academic Precinct further broadened its vision to co-design and co-fund infrastructure with partnering universities and the Ingham Institute for Applied Medical Research.
- The S-Patch Integration Pilot (SIP) project was initiated to clinically evaluate Samsung's S-Patch electrocardiogram (ECG) solution and assess if it could transform the current arrhythmia diagnosis flow while improving patient and clinical experience. The technology and partnership was a first-in-kind in Australia, providing a unique opportunity for collaboration between a multinational technology company and our District.
- The District is a foundational partner in the development of the Macarthur Health Research Centre, which will drive research into the region's most pressing health problems.

- Drug Health Services joined forces with other local organisations as part of the South Western Sydney Drug and Alcohol Partnership to hold an event aimed at challenging stigma and discrimination around substance abuse. More than 100 people across 40 organisations attended the event.
- Health Language Services - Interpreting and Translating demonstrated significant improvements in responsiveness and the ability to support culturally responsive communication, resulting in a 17 per cent increase in activity.
- The LGBTIQ+ Networking Forum, which includes South Western Sydney, Western Sydney and Nepean Blue Mountains Local Health Districts, ACON and four major inclusive networks, was formed to explore the future of services provided to the LGBTIQ+ community.
- The Aged Care Assessment Team improved its focus on client-centred responsiveness for community referrals, resulting in significant decreases in assessment waiting times while maintaining high-quality services.



*"I help find a gentle way to solve problems and I am able to translate some of my experience for other sub-specialty teams to implement."*

– Dr Emma Clout, Bankstown-Lidcombe Hospital's Director of Surgical Training



- The development of a Risk Matrix for Opioid Treatment Program for transferring suitable Drug Health Services clients to private pharmacies allows more of our clients to receive treatment in their communities, rather than coming to hospital.
- The Diz Footprints program has enabled a group of Aboriginal high school students to gain valuable skills while working on the Campbelltown Hospital redevelopment.
- Dr Matthew Malone, Head of Department for the High-Risk Foot Service at Liverpool Hospital, is working with the MARCS Institute for Brain, Behaviour and Development to test HeMo, a world-first prototype medical device that could prevent amputation in diabetic patients.
- Liverpool Hospital partnered with DonateLife and NSW Organ and Tissue Donation Service to honour those people who have given others the gift of life through organ donation. The memorial includes a specially created work by Aboriginal artist Susan Grant.
- Fairfield Hospital worked with consumers to provide a carer space to allow carers time out when they need it.

## Our Strategic Directions

# A Health Care System for the Future

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

- We opened the \$700,000 multidisciplinary team rooms at Liverpool, Campbelltown and Bankstown-Lidcombe Hospitals, which integrate the latest digital imaging, information technologies and video conferencing to improve patient care.
- The \$7 million redevelopment of the Macarthur Community Mental Health Service opened in March 2020 to serve the Campbelltown, Camden and Wollondilly local government areas. Enhancements included a comfortable reception, clinic space, 13 consulting rooms, two treatment rooms, meeting rooms and family consultation rooms.
- Children attending the Campbelltown Hospital Emergency Department are now seen in the specialist children's area, which includes additional treatment spaces, a plaster room, two treatment rooms and separate waiting area.
- The \$7 million redevelopment of the Fairfield Hospital Emergency Department is fully operational and includes more acute and subacute treatment spaces, fast-track bays and

treatment rooms, as well as new triage, waiting and reception areas and amenities.

- The mental health service introduced a reporting app to monitor the delivery of clinical care. The app has saved approximately 25 hours of work in the preparation and reporting of mental health emergency department information.
- Staff, patients and visitors at Fairfield Hospital were delighted to be greeted by Pepper the friendly robot in a trial with the District's Clinical Innovation and Business Unit and University of Technology. Pepper offered directions in five languages – English, Mandarin, Arabic, Vietnamese and Italian – to help people find their way around the hospital.
- In an Australian first, we installed the \$5 million "five-ring" digital PET/CT scanner (Positron Emission Technology/Computerised Tomography) at Liverpool Hospital to help pinpoint cancers in the body.
- Liverpool Hospital's Diagnostic Radiology Department is now making use of new state-of-the-art x-ray equipment.



## Redevelopment focus

South western Sydney will have access to world-class health care with a capital investment of more than \$3 billion transforming the region's hospitals.

- The \$68.7 million stage one redevelopment of Bowral & District Hospital is almost finished, with the façade unveiled.
- Early works on the \$740 million Liverpool Health and Academic Precinct redevelopment have begun and the State Significant Development Application for the main works was lodged.
- The multi-storey car park at Campbelltown Hospital was completed this year and the main build of the \$632 million stage two redevelopment is taking shape.
- Bankstown-Lidcombe Hospital's \$25 million Emergency Department redevelopment achieved structural completion for the new section of its build, with the refurbishment of the previous ED expected to be completed in early 2021.
- Planning has begun for a new hospital for the people of Bankstown and surrounding areas.



*"I am very excited about the future and the opportunity to contribute to the community through medicine with patient-centred care."*

– Angus Peattie, Bowral & District Hospital Centenary Scholarship recipient

## Our Strategic Directions

# 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.

- Staff across the District met the challenges of the COVID-19 pandemic with determination and resilience, quickly adapting to the needs of the community to keep people safe.
- During the summer bushfire crisis, our nurses joined the Australian Medical Assistance Teams (AusMAT) to provide clinical support to the Batemans Bay evacuation centre and field hospital.
- To improve patient experience in our emergency departments, the role of Patient Experience Officer was trialled. The officers welcome patients and their carers and helped them as they navigated.
- A Leadership Development Pathway was implemented, allowing our leaders to take part in development activities supporting Transforming Your Experience. The program includes foundational, intermediate, advanced and executive programs to support the development of leaders at all levels.
- Dr Dana Slape was the first Aboriginal person in Australia to become a medical specialist in dermatology. Dr Slape completed her training at Liverpool Hospital before being appointed as a staff specialist.
- In 2020 more than 600 registered nurses chose SWSLHD as their preferred employer. The cohort was the first ever to undergo the recruitment process virtually to help ensure a safe experience.
- The first annual Allied Health Professionals Day was celebrated, acknowledging the vital role of our professional allied health staff within our services and health teams.
- The experience of our Junior Medical Officers was a key focus and included the inaugural JMO Career Information Night for junior doctors to explore careers in medical and surgical specialties.



*"I try to encourage my team that we can make a difference, however small, as every positive action can create a ripple effect in somebody's life."*

– Poumansing 'Raj' Gujraj, Fairfield Hospital Rehabilitation and Geriatrics Ward 1B Nurse Unit Manager



## Our award winners

### NSW Health Awards

Aunty Roma's Falls Prevention Program at Fairfield Hospital won the 2019 District Quality Award for "Excellence in Provision of Care & Service to Aboriginal clients" and the People's Choice Award in a landslide victory at the 2019 NSW Health Awards.

### 2019 NSW Excellence in Nursing and Midwifery Awards

Neil Keenan and Joshua Paroz won the Enrolled Nurse Award and Brian Lane won the Management Award.

### Rotary Australia Community Service Award

Dr Anthony Frankel was recognised for his outstanding contributions to the Bankstown regional community over many years, including his work with silicosis.

### University of NSW Clinical School 'Best Paper' Award

Liverpool Hospital's Steven Frost and Evan Alexandrou were recognised for their research on short peripheral intravenous catheters. The paper was the biggest nurse-led study in the world for vascular access.

### Royal Australasian College of Physicians

The Liverpool network of medical registrars topped the state in their clinical exam, achieving a 94 per cent pass rate – well above the national average of 69 per cent.

### Australian Human Resources Awards

Liverpool Hospital's Human Resources team were joint winners of the Innovative HR team award.

### The Harry Collins Award for Excellence in Consumer and Community Participation

Laurie Reeves won this District-wide award for his outstanding contribution to consumer involvement in mental health services.

### The Ingham Institute for Applied Medical Research

Kelsey Dobell-Brown won the excellence in teaching award for her work in establishing the District's Clinical Trials Support Unit.

### 2020 Norbert Freinkel Award

Dr David Simmons was recognised for his epidemiological research on the prevention, diagnosis and treatment of gestational diabetes.



## Our Strategic Directions

# 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.

- The South Western Sydney Local Health District Research Strategy 2023 was launched in 2019 to drive health research relevant to the south western Sydney community.
- The District is supporting a variety of academic research through our Academic Unit grants focused on addressing the health priorities of the community in south western Sydney. The priorities include research in children's mental health, innovative models of care for creating a healthy gut, maintaining foot health in high risk patients and women's and maternal health.
- Executive Director of Clinical Trials Ms Megan Ford was appointed by the Ingham Institute for Applied Medical Research to work across the District to increase the number of groups conducting clinical trials, supported by the new Clinical Trials Centre to enhance our phase one trial capacity.
- In the 2019-2020 financial year, the District conducted 420 trials, increasing the number of departments conducting clinical trials from 32 to 41.
- We have 21 research projects relating to COVID-19, including a trial of the Biofourmis Everion Armband - a light-weight wearable smart device using cloud technology - which monitors the vital signs of patients recovering at home.
- A COVID-19 Clinical Trials Network was established in March 2020 to maximise collaboration across the District and the Ingham Institute for Applied Medical Research and to expedite our research readiness for the pandemic. A COVID-19 Advisory Board was established to provide guidance on COVID-19 clinical trials.
- Departments which had a decrease in clinical trials redeployed their clinical trial coordinators to initiate and support COVID-19 clinical trials. Medical oncology, neurosciences, respiratory, palliative care, gastro-intestinal, rheumatology, endocrine, cardiology, intensive care and limb preservation provided these resources.
- Dr Sonu Bhaskar and Associate Professor Murray Killingsworth are leading stroke research as co-directors of the new NSW Brain Clot Bank. The Brain Clot Bank is a partnership initiative by NSW Health Pathology, NSW Statewide Biobank, local health districts including South Western Sydney, Ingham Institute for Applied Medical Research and the community. The Brain Clot Bank will provide a platform for research and innovation in stroke, leading to better treatments.
- We introduced a Neonatal Resuscitation Bootcamp for medical and nursing staff across the District, offering hands-on practice of their technical, teamwork and communication skills in a safe environment simulating real-life situations.
- The Campbelltown Research Committee held its inaugural Research Forum in February 2020, with 49 submissions received.
- The District partnered with South Eastern Sydney Local Health District and the Ingham Institute for Applied Medical Research to develop strategies for increasing access to and engagement with research by people from culturally and linguistically diverse backgrounds affected by cancer.
- Nine new graduates of the District's Master of Health Management Scholarship Program and Graduate Health Management Program received their certificates. The program is offered in collaboration with the University of Tasmania to help graduates advance their health careers.
- Two doctors have gained specialist skills in robotic surgery. Dr Alarick Picardo and Dr Cherynne Johansson have completed Da Vinci Fellowships while undertaking their surgical terms at Liverpool Hospital.



- A total of 35 staff took part in this year's South Western Sydney Centre for Education and Workforce Development (CEWD) graduation ceremony. Qualifications spanned Certificate III in Health Administration, Certificate IV in Training and Assessment, Certificate IV in Leadership and Management and Diploma of Leadership and Management.
- Campbelltown and Camden Hospital's Occupational Therapy Intensity Training was embedded in the department and has improved the proficiency and speed in skill development of student occupational therapists, improved the workplace culture and enhanced patient outcomes.
- Other key research areas include diabetes and obesity, robotics and health technology, cancer, stroke medicine, critical care, muscular skeletal, and respiratory.

*I love my work – starting with a clinical problem that I treat daily, taking it to the lab, being involved in the development process and ultimately taking it back to the clinic and having an immediate impact on my patients.”*

– Associate Professor Chameen Samarawickrama, Liverpool Hospital cataract surgeon and creator of Liquid Cornea

# Consumer and Community Participation



The South Western Sydney Local Health District Consumer and Community Participation (CCP) Unit engages with health consumers, community, carers, and agencies to ensure the voices, issues, concerns and ideas of the south western Sydney community have an opportunity to work in close partnership with the District.

- The 13th Annual CCP Conference included the official launch of the SWSLHD Health Literacy Roadmap.
- The District's Consumer and Community Council hosted a workshop for consumers and staff called "Understanding Standard 5 - Comprehensive Care Standard". Attendees were informed about the new standard introduced by the Australian Commission on Safety and Quality in Health Care, which explores how patients can receive co-ordinated delivery of health care.
- The CPP celebrated Carers Week in 2019 with a series of events, including the launch of Fairfield Hospital's carer space and information stalls at Liverpool, Campbelltown and Camden Hospitals.
- The new Carer Information Tab in the Patient Administration System (PAS) went live allowing health staff to identify and capture important carer details upon patient registration.
- To celebrate International Day of People with Disability in 2019, the District hosted an education session about disability awareness at Liverpool Hospital facilitated by JobAccess.
- The Mental Health Consumer, Carer and Community Committee showcased the hard work of its members through Mental Health Month, 2019. Several members were involved in speaking activities at main events, including the "Living Library". One of the consumers also spoke about the "Safewards" research project at the 45th International Mental Health Nursing Conference.



# Our Giving Community

The COVID-19 pandemic led to an outpouring of goodwill towards health workers across the globe. Our District was no exception.

We have been overwhelmed by the gratitude and kindness shown to our staff across all our hospitals and services. There were donations, thank you letters, artworks and compliments from individual community members, local partners, corporate organisations and volunteers who wanted to say thank you to health care staff at the District.

This year, our donors included:

- 24 Hour Fight Against Cancer Macarthur
- Australian Philanthropic Services
- Bankstown Koori Elders Group
- Bankstown Sports Club
- Bunnings Padstow
- Cabra-Vale Diggers Club
- Dowin Australia
- Dry July
- Jennifer Eggins Cancer Support
- Equilibrium Air Conditioning
- Girls Night In
- Golden Heart Charity Foundation
- Healthy Kids Foundation
- Holiday Inn Warwick Farm
- Human Appeal Australia
- Humpty Dumpty Foundation
- Kids of Macarthur Health Foundation
- Kim Chea
- Lakeside Golf Club – Camden Ladies
- Lee & Sons Australia
- Van T Ly
- Macarthur Ladies Night Out
- Pamela Martin
- Nestle
- MG Australia
- Mrs Irene Norris
- Project Quran
- Revesby Workers Club
- Rockpool Dining Group
- SWSLHD Consumer and Community Council
- United Hospitals Auxiliary – Camden Branch
- United Hospitals Auxiliary – Campbelltown Branch
- Wakeling 'Wheels For Life'
- Wests Leagues Club
- Westpac
- Wiping Tears Charitable Foundation - Toplace Group



# Our 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, procurement services and corporate services.

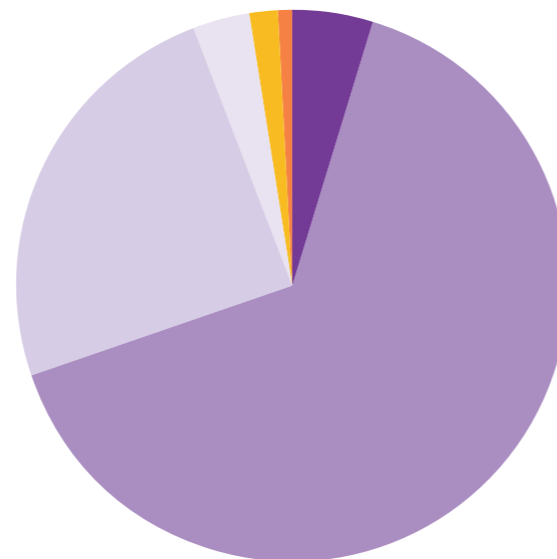
## Activity based funding

The budget for 2019-20 was \$2.1 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 to help drive and improve performance. Due to unprecedented impacts of the COVID-19 pandemic, the District was 3.4 per cent below its activity targets as negotiated in the Service Agreement with NSW Health.

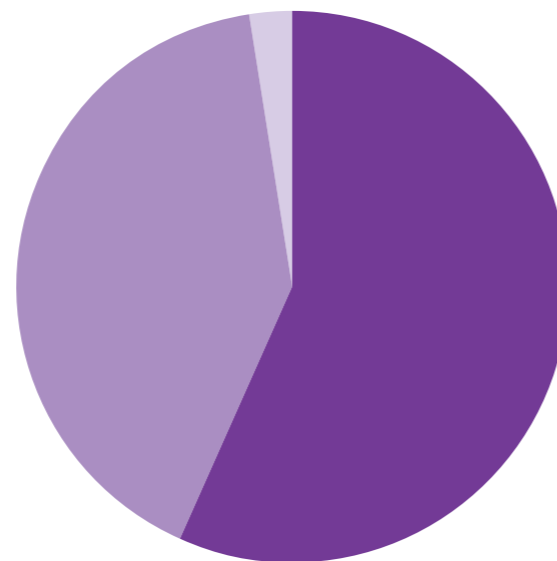
## Meeting budget and revenue targets

The District experienced a challenging year highlighted by the response to the COVID-19 pandemic. Despite reductions in Emergency Department presentations and planned surgery, significant employee-related resources were required. Additional funding was provided by the NSW Ministry of Health as part of NSW Treasury Stimulus packages.

The District met its expenditure budget of \$2.1 billion and was three per cent under its Own Source Revenue budget of \$307 million.



Expenditure	\$'000
Visiting Medical Officers	99,967
Employee Related Expense	1,362,648
Other Operating Expenses	514,785
Depreciation and Amortisation	71,856
Payments to Affiliated Health Organisations	34,271
Other Items	13,163
<b>Total</b>	<b>2,096,690</b>



Revenue	\$'000
Sale of Goods and Services	183,214
Grants and Other Contributions	132,058
Other Income	7,671
<b>Total</b>	<b>322,943</b>

# Our Services

## Administration office

**South Western Sydney Local Health District**  
Scrivener Street  
Warwick Farm NSW 2170  
P: 8738 6000

## Public hospitals

**Bankstown-Lidcombe Hospital**  
Eldridge Road  
Bankstown NSW 2200  
P: 9722 8000

**Bowral & District Hospital**  
97-103 Bowral Street  
Bowral NSW 2576  
P: 4861 0200

**Camden Hospital**  
Menangle Road  
Camden NSW 2570  
P: 4634 3000

**Campbelltown Hospital**  
Therry Road  
Campbelltown NSW 2560  
P: 4634 3000

**Fairfield Hospital**  
Corner Polding Street and  
Prairie Vale Road  
Prairiewood NSW 2176  
P: 9616 8111

**Liverpool Hospital**  
Corner Elizabeth and  
Goulburn Streets  
Liverpool NSW 2170  
P: 8738 3000

## Community health services

**Bankstown Community Health Centre**  
36-38 Raymond Street  
Bankstown NSW 2200  
P: 9780 2777

**Bowral Community Health Centre**  
20 Bendooley Street  
Bowral NSW 2576  
P: 4861 8000

**Cabramatta Community Health Centre**  
7 Levuka Street  
Cabramatta NSW 2166  
P: 8717 4000

**Fairfield Community Health Centre**  
53-65 Mitchell Street  
Carramar NSW 2163  
P: 9794 1700

**Fairfield/Liverpool Youth Health Team (FLYHT)**  
53-65 Mitchell Street  
Carramar NSW 2163  
P: 8717 1717

**Hoxton Park Community Health Centre**  
596 Hoxton Park Road  
Hoxton Park NSW 2171  
P: 9827 2222

**Ingleburn Community Health Centre**  
59A Cumberland Road  
Ingleburn NSW 2565  
P: 8788 4200

**Liverpool Community Health Centre**  
Cnr Elizabeth & Bigge  
Streets, Liverpool SW 2170  
P: 9827 8022

**Liverpool Early Childhood Health Centre**  
Health Service Building,  
Level 3 Cnr Campbell  
and Goulburn Streets  
Liverpool NSW 2170  
P: 8738 4844

**Budyari Aboriginal Community Health Centre**  
18 Woodward Crescent  
Miller NSW 2168  
P: 9607 8112

**Moorebank Early Childhood Health Centre**  
Cnr Lucas and Maddecks  
Avenue Moorebank  
NSW 2170  
P: 8738 9780

**Narellan Community Health Centre**  
14 Queen Street  
Narellan NSW 2567  
P: 4640 3500

**Prairiewood Community Health Centre**  
Fairfield Hospital  
P: 9616 8169

**Rosemeadow Community Health Centre**  
5 Thomas Rose Drive  
Rosemeadow NSW 2560  
P: 4633 4100

**Traxside Youth Health Service**  
4 Langdon Avenue  
Campbelltown NSW 2560  
P: 4625 2525

**Wellama Aboriginal Community Health Centre**  
122 Chapel Road  
Bankstown NSW 2200  
P: 9794 0960

**Wollondilly Community Health Centre**  
15 Harper Close  
Tahmoor NSW 2573  
P: 4683 6000

## Community mental health services

**Bankstown ICAMHS**  
36-38 Raymond Street  
Bankstown NSW 2200  
P: 9780 2777

**Bowral Community Mental Health and Clozapine Service**  
20 Bendooley Street  
Bowral NSW 2576  
P: 4861 8000

**Macarthur Community Mental Health Centre**  
6 Browne Street  
Campbelltown NSW 2560  
P: 4629 5400

**Liverpool Community Mental Health Team (LCMHT)**  
Entrance L,  
Liverpool Hospital  
P: 9616 4354

**Wollondilly Community Mental Health Centre**  
15 Harper Close  
Tahmoor NSW 2573  
P: 4683 6000

## Other services

**Drug Health Information Treatment & Referral Services**  
P: 9616 8586

**Early childhood centres (referrals)**  
P: 1800 455 511

**Health Language Services**  
P: 8738 6088

**Liverpool Public Health Unit**  
P: 1300 066 055

**Sexual Health Services Clinic**  
Level 1, 13 Elizabeth Street  
Liverpool NSW 2170  
P: 9827 8022





**South Western Sydney Local Health District**

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ISBN: 978-1-74079-238-7

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