

Year in Review

2021 - 2022



*transforming your
experience*

Acknowledgement of Country



South Western Sydney Local Health District would like to acknowledge the traditional owners of the land that falls within the boundaries of our District – the peoples of the Darug, Dharawal and Gundungurra Nations. We also acknowledge that all of the health facilities across the District are built on their traditional lands. We pay our respects to Aboriginal Elders past and present and extend that respect to all Aboriginal people.

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November 2022

Our People Shine

More than any time in history, 2021-22 demonstrated the value of our people.

South Western Sydney Local Health District was at the centre of the state's response to the Delta wave of COVID-19.

Through the most difficult of challenges, our people collaborated to find safe ways to care for the community through lockdowns. They demonstrated agility, ingenuity and dedication to provide vital care and information to the diverse community of south western Sydney.

Drawing on learnings from 2020, hundreds of our staff were redeployed to cover frontline roles, join the District's Emergency Operations Centre and participate in the historic vaccination effort.

As Delta subsided and Omicron became the dominant variant, our people faced a new set of challenges – resuming services while continuing to manage the demands of the pandemic. COVID-positive patients in our hospitals peaked on 18 January with 552 inpatients, including 45 in intensive care.

All our staff worked in ways they never have before in order to continue providing safe, high-quality and importantly, meaningful, care. We are incredibly proud of what our people have achieved.

Throughout these challenges and now as we adapt ways to live and work with COVID-19, we continue to make progress and achievements.

We are well on the way to embedding Transforming Your Experience, our strategy to positively transform how our patients, consumers, staff and communities experience our organisation.

Our people have introduced new services and models of care and led a range of improvement initiatives.

We have supported our most vulnerable communities, improving access for people with disability and built on our culturally responsive care.

We deepened our strategic partnerships, including with the Ingham Institute for Applied Medical Research and the Greater Western Sydney Health Partnership, while we work to revitalise our Consumer and Community Participation approach.

Our redevelopment projects have achieved major milestones as we build the healthcare system of the future, while we redefine tomorrow's care through our research, with more than 580 clinical trials under way.

The depth and breadth of talent revealed through this challenging time places our District in a unique position to re-imagine healthcare into the future, continually improving the safe, high-quality care we provide to our community.

Amanda Larkin,
Chief Executive

Sam Haddad,
Chair



Ms Amanda Larkin, Chief Executive
South Western Sydney Local Health District



Mr Sam Haddad, Board Chair
South Western Sydney Local Health District



Our Future

As we emerge from the global COVID-19 pandemic and learn to live with COVID-19, we are setting our sights on the future.

Our experience over the past two years has accelerated areas of practice and highlighted the value of our people.

The South Western Sydney Local Health District Board and Executive Leadership Team are finalising a renewed strategic plan, which will guide us through coming years.

Our new strategic directions will draw on our learnings from COVID-19 and build on the firm foundations of our 2018-21 Strategic Plan. We have grown both as a region and a health service over recent years, and must continue to understand and address the needs of the people of south western Sydney well into the future.

In coming months we will engage our staff and our community in further consultation, listening to their ideas on how we can all work in partnership to bring the strategy to life.

Our Community

A growing and diverse population

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

It is one of the largest local health districts in NSW, with more than 1.1 million residents and includes the local government areas of Fairfield, Liverpool, Campbelltown, Camden, Wollondilly, Wingecarribee and parts of Canterbury-Bankstown.

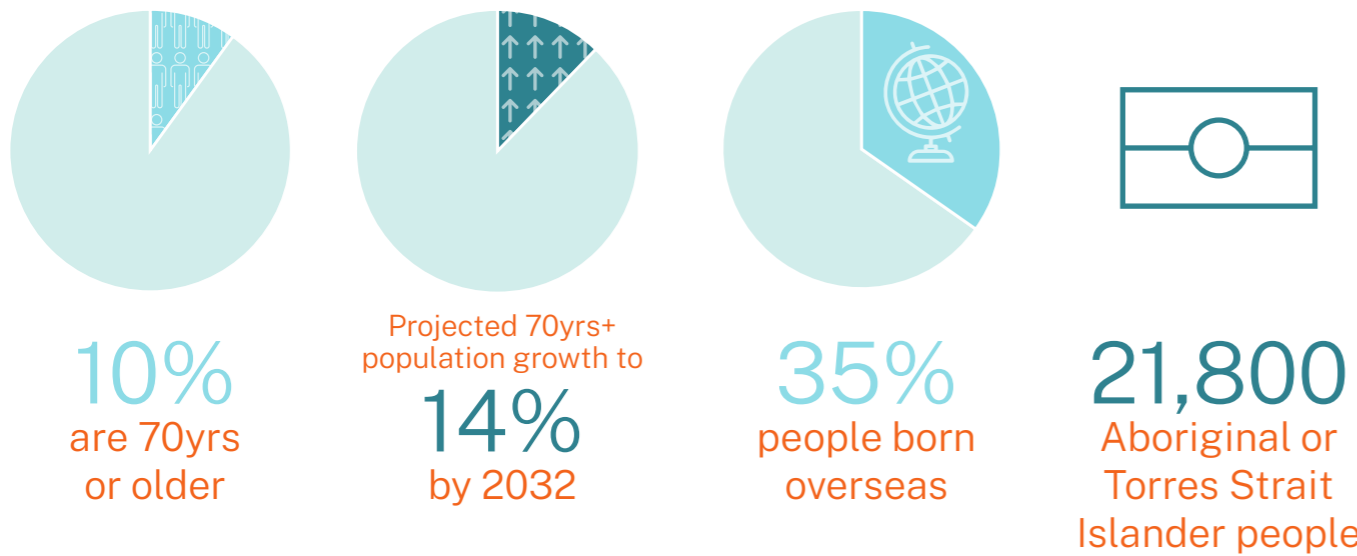
People from all over the world have come to make south western Sydney home, with around 54.6 per cent speaking a language other than English at home. The most commonly spoken languages after English are Arabic, Vietnamese and Cantonese.

NSW's largest urban Aboriginal population also resides in our District, with more than 20,000 residents identifying as Aboriginal or Torres Strait Islander.

The region has one of the most rapidly growing populations in NSW. While population growth has slowed due to the COVID-19 pandemic, our region is expected to house close to 1.2 million people by the next decade.

As a result of forecast growth in demand for a range of health services, the NSW Government has committed significant health infrastructure funding of almost \$3 billion across the District.

This investment and the associated redevelopments will provide opportunities to improve the quality of health services, methods of service delivery and models of care that are patient-centred, safe, local and accessible to the community.



Top five health issues for the District

- 1. Diabetes
- 2. Respiratory conditions
- 3. Circulatory diseases
- 4. Mental health
- 5. Malignant neoplasms (tumours)



Transforming Your Experience

We actively seek feedback from patients, consumers, carers, staff and the community to celebrate what is working well and identify areas we can improve.

Everyone who attends a South Western Sydney Local Health District service is encouraged to complete the My Experience Matters Survey to provide their experience with us.

We also know that our people make the experience. Transforming Your Experience initiatives provide tools to our staff to support their work and create a culture that embraces continuous improvement and is patient-centred and safety-focused.

We want all our patients, clients and consumers to have a positive experience whenever they are engaging with our hospitals and services.

Transforming Your Experience is at the heart of everything we do, as we actively work to find new and better ways of partnering with our patients and their carers, supporting our workforce and volunteers who deliver care and contribute to our health service.

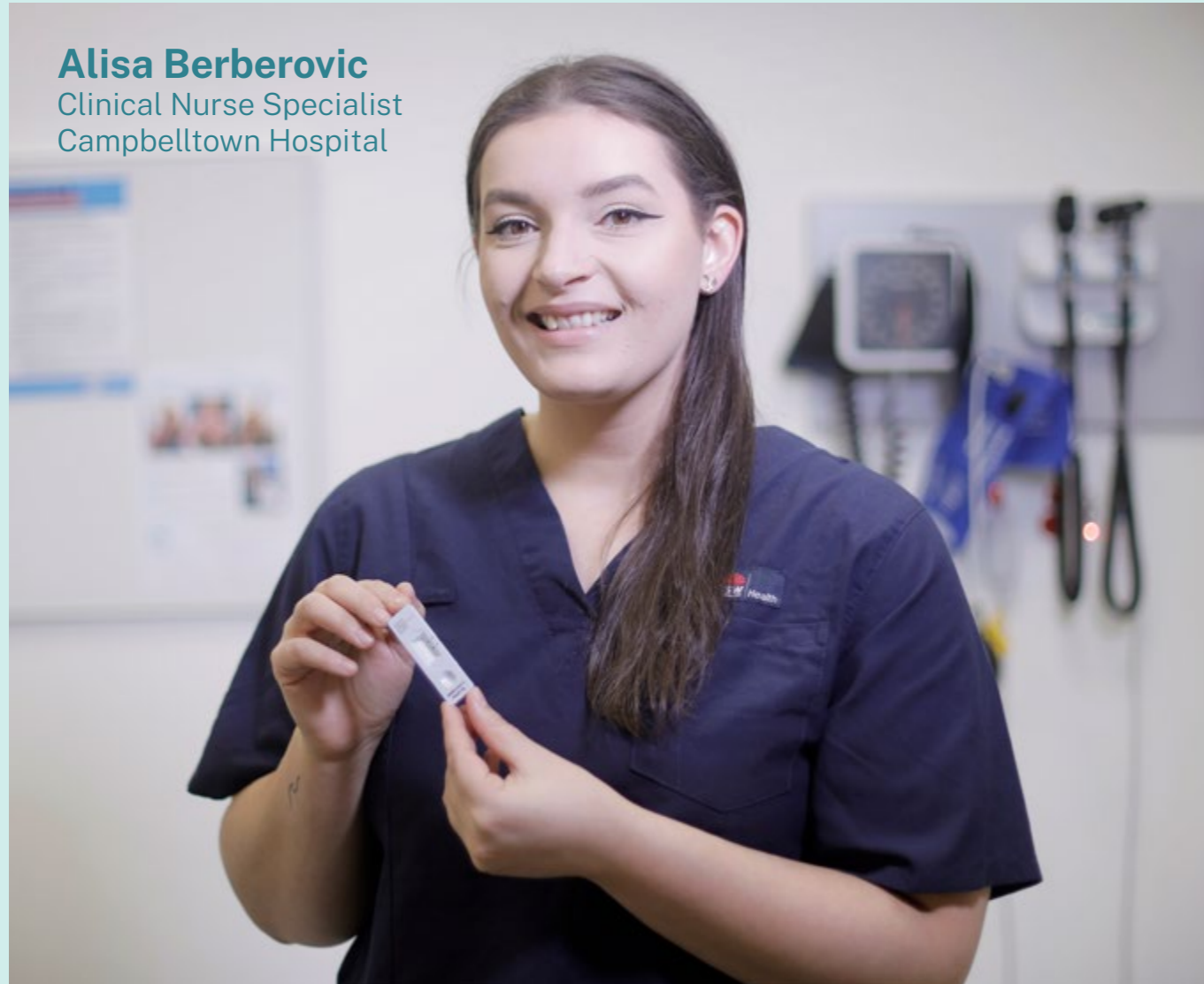
Our Care

Babies born	10,991
Presentations to our Emergency Departments	295,971
People admitted to our hospitals	225,014
Occasions of service provided through outpatient clinics	1,518,290

Operations completed in our hospitals	57,699
Primary and Community Health occasions of service	474,798
Mental Health Service events	252,040
Drug Health occasions of service	111,497
Oral Health occasions of service	47,464
Prevention and Response to Violence, Abuse and Neglect (PARVAN) occasions of service	11,595

Our Care through COVID

Alisa Berberovic
Clinical Nurse Specialist
Campbelltown Hospital



“Our hospital opened up a new ward in response to the COVID-19 pandemic. Nurses were picked from different departments to work on the COVID-19 ward and I became the Nurse Unit Manager of this new ward.

I was responsible for leading the team and creating hospital procedures to respond to the pandemic.

Most importantly, I was responsible for creating a safe environment for staff and patients.

Everyone, from all levels, had to step up and become innovative. We all had to change and elevate our practice almost overnight.

We had to be our strongest selves for our patients who were at their worst.

The pandemic changed us all.

I will also remember this time as quite sad as patients were not allowed to have visitors. COVID-19 was scary for every patient I met, and not having family around was hard.

I think every nurse that worked during COVID-19 could tell you a story of how they held a patient’s hand with one hand, and with the other hand facilitated Facetime calls with patients’ families.

The pandemic was extremely hard on healthcare workers (I am not sure anyone will ever completely understand how hard), but the camaraderie we developed was something I could never have imagined.”

South western Sydney was at the epicentre of the Delta wave of the COVID-19 pandemic in NSW. When the wave began in June 2021, the vaccine rollout was still in its infancy and hospitalisation among those who caught the virus was close to one in 10.

Lockdowns reduced movement in the community, with the tightest restrictions in the “local government areas of concern”, which included most of south western Sydney. As the Delta wave subsided towards Christmas, Omicron reached our shores. With a now highly-vaccinated population, the hospitalisation rate was lower, but the sheer numbers of cases in the community led to the highest numbers of people in our care throughout the pandemic. Through the waves of COVID-19, we continued to learn and adapt practices to care for the people of south western Sydney.

Our people rallied quickly to respond to the changing needs of our diverse community. As case numbers increased our facilities found new ways of working to look after the sick while continuing to provide care to all patients. More than 65 per cent of staff were redeployed – some to COVID wards and ICU, some to roles in the Emergency Operations Centre and others to vital roles across the District to support our facilities and services as staff levels were also impacted by outbreaks.

Emergency Operations Centre

With classes closed due to lockdown, the Education Centre on the Eastern Campus at Liverpool became the engine room of our response. Expanding to a team of 40 people, breaking into four streams to handle care, vaccination, operations and workforce, allowed for rapid and efficient work that was then rolled out by teams across the District.

Delta wave
Total cases in SWSLHD
1 June to 26 November 2021
23,341

Omicron wave
Total Cases in SWSLHD
27 November 2021
to 30 June 2022
326,894

Vaccination


The Vaccination Program was scaled and flexed depending on the vaccination needs of the community. At the height of COVID-19 transmission, the District ran four clinics, the South Western Sydney Vaccination Centre in Macquarie Fields, and fixed clinics in Bankstown, Fairfield, and Liverpool, along with an outreach service that visited more than 160 different sites.


Opened within just 28 days of securing an appropriate location in Macquarie Fields, the South Western Sydney Vaccination Centre was at the heart of the District’s vaccination effort, providing 280,034 doses to the people of the region. Its setup included the introduction of a brand new digital booking system.

 Total doses:
650,888

 South Western Sydney Vaccination Centre:
280,034

 Liverpool Hospital Eastern Campus:
191,657

 Prairiewood Youth and Community Centre:
90,807

 Bankstown PCYC:
56,653

 Outreach:
32,737





Reaching our CALD community

South Western Sydney Local Health District led an unprecedented collaborative effort to keep south western Sydney's many culturally and linguistically diverse and Aboriginal and Torres Strait Islander communities healthy with access to vaccination and timely and relevant COVID-19 information.

Partnering with community leaders and organisations, our targeted outreach program was coupled with an in-language communications campaign distributed via a network of internal and external sources.

We created more than 225 videos with trusted multilingual District and community spokespeople, and a raft of specifically developed, in-language materials for our diverse community. This material was distributed through our comprehensive network of community leaders. We



also instigated a COVID-19 CALD advisory committee and facilitated webinars in several languages to facilitate two-way communication.

Outreach locations included places of worship such as churches, mosques and temples, as well as shelters and refuges catering to homeless people, domestic violence survivors and drug health and mental health consumers. Other locations in the community included local community halls, refugee housing locations, and Aboriginal community health clinics.

Caring for our sickest patients

At the peak of the Delta wave, Liverpool and Campbelltown Hospitals had 10 dedicated COVID-19 wards and two ICU pods to care for our sickest patients. With our health system able to work across its network of Health Districts, our colleagues at Wollongong Hospital shared the load, caring for a number of patients from our region.

To prioritise our sickest patients and emergencies and reduce movement and infection risk, non-essential attendees at our facilities, and non-urgent surgery was paused. Staff from a range of roles redeployed to existing and newly-developed services. With our region locked down and visitors unable to enter our facilities, it was our staff who held the hands of the dying, holding up digital devices to facilitate video calls with family members.

When the Omicron wave hit in December, and continued through January and February, all of the District's hospitals cared for COVID-19 patients. At the peak on 18 January, there were 552 people with COVID-19 in the care of our District's hospitals. Forty five of those were in intensive care.

Our secret army

A team of more than 300 looked after people who were isolating in their homes. We implemented an Integrated COVID-19 Community Response Team to collaborate with community partners and manage escalating cases. We established a clinical team, patient tracking, escalation pathways and a referrals system including a GP hotline.

Referred to as our secret army, they partnered with interpreters to make sure our diverse community understood how to keep themselves and their loved ones safe, while helping them with a range of needs, including food, financial help and, where necessary, bereavement support.

They distributed pulse oximeters to help people monitor their COVID-19 symptoms at home, keeping them comfortable and easing the strain on our hospitals.

Contact tracing

The expertise of our contact tracers, gained during the first wave of COVID-19 in 2020, was in high demand in early 2021, with our staff supporting Victoria during its outbreak.

Delta's arrival in NSW meant their expertise was needed in south western Sydney. The team expanded with staff redeployed from across the District to gather vital data which relayed information to patients and informed care teams and the vaccination program.

Working with our community partners



Supported aged care facilities with vaccination, infection control and outbreak management.



Managed the lockdown of several apartment buildings to limit infection among communities.



Deepened our partnerships with private hospitals as they cared for non-COVID patients during Delta.



Worked with disability organisations to care for COVID-19 patients and ensure accessible vaccination.



Listened to our diverse community and adjusted our services and messages to meet their needs.



Safe Quality Care



Michelle Antoniou

Mother

Aleisha Heys

Clinical Midwife Consultant

Fairfield Hospital's Maternity Unit was one of the first in the District to conduct an Improvement Science project.

The result was the creation of a Day Assessment Unit to care for women with complex pregnancies.

"These are women who need to come in once or twice a week. They might have issues with their blood pressure, have small babies, or just need closer surveillance.

"The atmosphere here is a lot calmer, we can spend time with our patients and are often able to prevent them from having to be admitted.

"The Transforming Your Experience Improvement Science Methodology helped us look at the project from different angles, so that when we started it went really smoothly," said Aleisha Heys, Clinical Midwife Consultant.

"I've been coming here twice a week. It's good to monitor the baby and know it's OK. It's a lot quieter and more relaxed and all of the midwives are great."
 – Michelle Antoniou, mother.

Culture of continuous improvement



By striving for improvement in everything we do, we ensure our community receives contemporary, best-practice care. We foster continuous improvement as part of everyone's day-to-day work to ensure our health services are consistently safe and of the highest quality.

Delivering the services based on the latest clinical evidence and reflecting consumer experiences and needs requires us to remain engaged with those at the cutting edge of health delivery and, most importantly, the people we care for.

In 2021 the District launched its Transforming Your Experience Improvement Science Learning Pathway, which begins with training in the Foundations in Healthcare Safety and Quality. This continues with Improvement

Science workshops and project-based learning to empower staff with the knowledge and skills to recognise opportunities to enhance the care and service we provide to our community.

To date, 61 per cent of staff have completed Foundations in Healthcare Safety and Quality with more than 230 completing workshops on Improvement Science methodology.

The newly-established Nursing and Midwifery TYE Improvement Science Collaborative will work in partnership with the District's TYE Improvement Science Program to drive further quality improvements throughout the District.

Falls reduction

Reduction of falls is a key focus for a range of Improvement Science projects, the cumulative effect of which has led our District to record the third lowest rate of falls across NSW, with 4.2 per 10,000 bed days during 2021-22, less than the benchmark of 5.3.

Combined with the application of Transforming Your Experience safety essentials such as risk huddles, these projects have resulted in five of the District's six hospitals having a lower rate of falls resulting in serious injury compared with their peer hospitals and four of the six hospitals had a lower rate of all falls compared with peer hospitals.



Safe Haven



Campbelltown Safe Haven is a non-clinical alternative to the hospital Emergency Department for people who are experiencing suicidal thoughts and are in distress. It provides a welcoming space for anyone at risk of suicide. People can simply walk in when they are feeling distressed, especially outside of usual business hours and on weekends.

Since opening in May 2021, Campbelltown Safe Haven has provided 458 occasions of service to approximately 95 consumers.

Safe Haven does not replace the critical care provided by Emergency Departments and people should still phone Triple-0 if their life is in danger or they are at risk of acting on their suicidal thoughts.

Next steps for Safe Haven include the opening of an additional centre in Liverpool and promoting the service to ensure that those who are unlikely to seek traditional support are aware of this innovative approach.



Care in the community



Providing safe, high-quality care in the community and reducing the need for hospitalisation is a key focus for the District as it results in better outcomes for patients and consumers and drives value-based care. Key progress for care in the community includes the introduction of the My Care Partners (MCP) program. Eligible practices become part of a medical neighbourhood, providing enhanced care to patients with chronic and complex conditions who are at risk of frequent hospitalisations. The MCP program received its first program in August 2021. Four GP practices are currently participating in the program, with a further 10 practices to be enrolled within the next six months. 62 patients have been referred to the program, with 43 enrolled in MCP.

We are also finding ways to reduce the need for hospital stays for a range of surgical procedures, as patients often heal best at home. Through our Surgical and Procedure Plan and using Enhanced Recovery After Surgery protocols, we are continuing to investigate which procedures will be suitable for a day-only model.

Transforming Your Experience – Bankstown’s bundles



We want to keep our patients safe and well while we treat the condition that brought them to our hospital.

Ward 2D at Bankstown-Lidcombe Hospital achieved more than 260 days without a pressure injury and 100 days without a fall, thanks to the implementation of the Transforming Your Experience safety bundle.

The ward was the first to adopt the bundle approach – implementing a range of safety strategies that help assess and reduce risk and improve patient care. The bundle includes the full suite of safety essential strategies: risk and safety huddles, patient care boards, proactive patient rounding and staff rounding.

Acting Nurse Manager Meilin DuPecsen pioneered the bundles, which have now been rolled out across Bankstown-Lidcombe Hospital and at other sites.

“Ward 2D is a geriatric ward, so the patients have complex needs and can deteriorate quickly,” she said. “We implemented TYE safety bundles over a period of three months in order to improve patient outcomes.”



KPI	2018/19	2019/20	2020/21	2021/22	Benchmark
Hospital Acquired pressure injuries (per 10,000 episodes of care)	6.1	5.6 ✓	5.3 ✓	5.3 ✓	Less than 5.9
Fall related injuries in hospital; resulting in intracranial injury (per 10,000 episodes of care)	4.3 ✓	2.3 ✓	4.6 ✓	4.4 ✓	Less than 5.3
Harm scores 1 and 2 - clinical incidents (per 1,000 patient days)	0.57	0.44 ↓	0.37 ↓	0.31 ↓	N/A

Quality Award Winners 2021

South Western Sydney Local Health District recognises excellence through its annual Quality Awards program. These awards acknowledge the contribution of clinical and non-clinical teams to high standards of care and service delivered within the District. They are a chance for teams and individuals to demonstrate their commitment to transforming the patient experience through continuous improvement, innovation and the provision of safe, high-quality care.

Integrated Health Care Award

Liverpool Hospital – Care in the Community: An integrated approach to care.

This project aimed to reduce the risk of re-presentation to the Emergency Department (ED) and improve patient outcomes. A multidisciplinary team develops a care plan to identify patient goals and help them build independence over four weeks. 89.4 per cent of patients referred to Care in the Community did not re-presented to ED.

Health Research and Innovation Award

Primary and Community Health – POMSNAME: Making Palliative Care Assessment Easier.

POMSNAME is an aide to prompt the assessment and documentation of nine key areas for patients under palliative care. Clinical audits demonstrated the effectiveness of POMSNAME in improving the assessment of pain, orientation, oral health, mobility, social situation, nausea, appetite, medication, and toileting.



Keeping People Healthy Award

Drug Health Services – Drug and Alcohol Youth Services (DAYS) – an outreach service to reduce alcohol and other drug-related harms.

Provides in-reach to hospitals and outreach services, assessment, care coordination and referral of young people with moderate to severe substance use issues. This supports young people to deal with their substance, keep healthy and reduces the harm experienced by families and society.

Enhancing the Patients' Experience through Arts Award

Clinical Innovation & Business Unit – The Art of Healing – A curated health art exhibition program.

Artworks were selected from local artists and professionally curated for specific patient groups and populations. Installation of the artworks were completed using gallery railing systems in the predetermined clinical areas. The artworks were then seasonally changed every three months.

Excellence in Provision of Care and Services to Aboriginal Clients Award

Oral Health Service/Centre for Oral Health Outcomes & Research Translation – the Grinnin' Up Mums & Bubs Project.

South Western Sydney Local Health District collaborated with Western Sydney University and Poche Centre for Indigenous Health to train Aboriginal Health Workers to promote maternal oral health during pregnancy.

Patient and Carers as Partners Award

Liverpool Hospital – Caring for People with Dementia: a co-designed program.

This patient-centred, therapist-carer co-designed project provides support and education to carers of people with dementia, to improve quality of life and reduce carer burden.

Excellence in Provision of Non-acute/ Sub-acute Award

Aged Care Rehabilitation Clinical Stream – SWSLHD Community Outreach Geriatric Service – COGS

The COGS model of care provides specialised geriatric outreach to residential aged care facilities to maintain the health and independence of older people living in the community. This helps keep older people well in their place of residence, reducing hospital presentations and admissions, integrating care with general practice, supporting the older person's choice for treatment and reducing associated healthcare costs.



Collaboration – Working as a Team Award and SWSLHD Board Award

Mental Health Services – Police, Ambulance Clinical Early Response (PACER) Dual Pathway.

Police and paramedics can access specialist mental health clinicians. These clinicians conduct assessments in the community when and where required with the aim of providing the most appropriate, timely and least restrictive care for mental health consumers. Avoiding unnecessary ED presentations and providing early links to community mental health services for follow up.



South Western Sydney Local Health District: Patient Safety Champion Award

Liverpool Hospital – Dr Jay Ramanathan, Staff Specialist.

Continuously through his collaborations with other clinicians at Liverpool Hospital, Dr Ramanathan led the introduction and implementation of the Clinical Pharmacology/Toxicology Service and established a Lipid Clinic. He has also contributed to pharmacy initiatives to enhance medication reconciliation and management processes.

Excellence in Provision of Non-clinical Support Services Award

Clinical Innovation & Business Unit – H-trak initiative: Supply chain optimisation for cardiac interventional suites (SCOCI).

SCOCI has improved processes for billing, purchasing and procedure cost, assuring the availability of higher quality products to support cutting-edge patient care. This initiative resulted in over \$338,000 in reductions in procedural costs over a three-month period, and significantly reduced the time staff spent billing and increasing the recovery of prosthetics rebates from 12 per cent to 24 per cent.

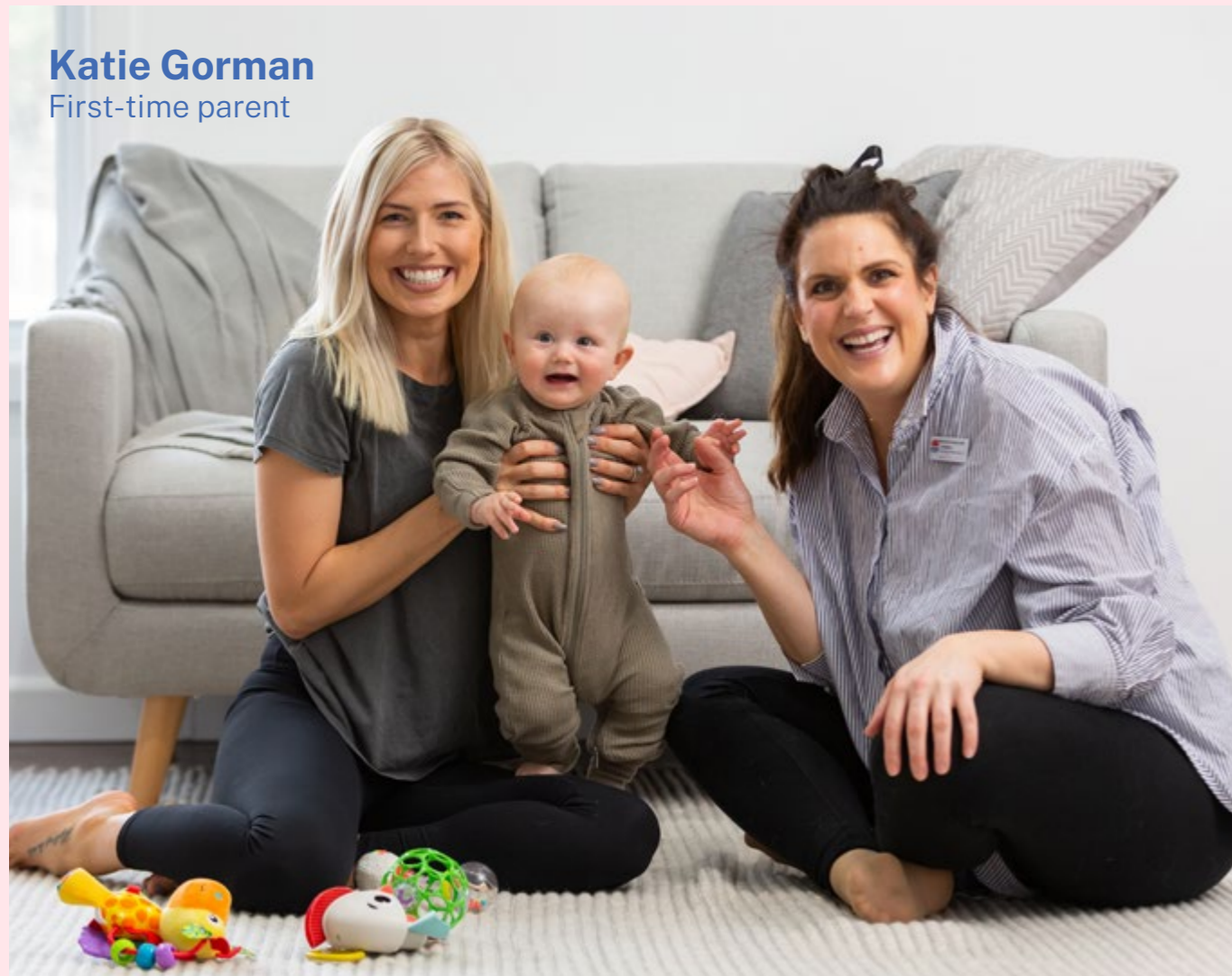
Improvement in Patient Safety Award

Drug Health Services – Opiate Treatment Program (OTP) Model of Care – transforming challenges to opportunities for service delivery during the COVID-19 pandemic.

Drug Health Services changed the model of care, allowing low-risk clients to receive their doses of methadone at community pharmacies, keeping only very unstable clients at the OTP clinic. They also operated pop-up COVID-19 testing clinics in disadvantaged locations, ensuring ongoing treatment and safety of clients, staff and the community.

A Healthy Community

Katie Gorman
First-time parent



“Being a first-time parent is both an exciting and somewhat overwhelming feeling. You can’t wait to meet your new baby but you’re also thinking about how you’re going to give them the best life, when you’ve never had to be in charge of one before.

There were a lot of nerves coming into being a new mum. Having Corinne (a child and family health nurse) there to support me at home has been absolutely amazing.

I first thought she’d mainly teach me about sleep and nursing techniques for Chase, but it’s been much more than that. It wasn’t just about childcare, it was about my care too. She’s helped me connect with other support networks,

referred educational resources and helped me build my confidence as a mother.

I can’t believe it’s already time to get back to work but I’m definitely ready. I didn’t think I’d feel this confident about it but after all the great support Corinne has provided, I know that it’s the right time for Chase and me.”

The First 2000 days



Supporting a healthy start in life is one of the most important ways our District promotes a healthy community. The first 2000 days of a child’s life is a critical time for physical, cognitive, social and emotional health. What happens during this time impacts throughout a person’s life.

Right from the start

Following a successful pilot in Bankstown, our Primary and Community Health team has now implemented Targeted Home Visiting across the District, providing greater support and quality care to vulnerable families. Regular healthcare visits commence during pregnancy and continue for up to two years, supporting families and their babies.

The Macarthur team is trialing a wraparound Allied Health multidisciplinary team including a speech pathologist,

occupational therapist, early childhood dietitian and paediatric physiotherapist to support the child and family health nurses to provide families with early identification and intervention.

Aboriginal GOT IT!

Our Aboriginal GOT IT! Program ensures young children, their families and educators are skilled in talking about and managing challenging emotions and feelings. Adapting the Getting On Track In Time program to include Aboriginal ways of learning, the team behind Aboriginal GOT IT! collaborated with Aboriginal Elders and community members, teachers and mental health workers.

All educators involved in the program said it had a considerable positive impact on overall classroom behaviour. Ninety three per cent of families who were offered a place in the program participated and 89 per cent of children who commenced the program successfully completed it. Funding for the program has been continued for a further four years.

Over the next 12 months, our District is focusing on improved early access to antenatal care, increased breastfeeding rates and improved access to child development assessment and therapy services.



Supporting vulnerable communities

Integrated Prevention and Response to Violence, Abuse and Neglect (I-PARVAN)

Despite the challenges of COVID-19, our District expanded the rollout of training for staff in the use of a referral system which supports victims of violence abuse and neglect. Referral Management and Early Response (RMER) training moved online, empowering staff to provide person-centred care for patients who need to access related services without having to re-describe their circumstances.

An intake service for managing and supporting referrals, triage and consultations, RMER is staffed by counsellors working in Violence, Abuse and Neglect Services (VANS).

The service takes referrals relating to child protection, domestic violence and sexual assault, allowing people who experience violence, abuse and neglect to receive their services from a single agency.

Culturally responsive

The District is now building the capacity of Integrated Prevention and Response to Violence, Abuse and Neglect (I-PARVAN) services to be responsive to the needs of Aboriginal communities. Aboriginal Health Services is collaborating with I-PARVAN to establish a shared governance structure and build a system to enable cultural consultations for I-PARVAN clinicians working with Aboriginal families with complex needs. The next steps for this program are to establish an Aboriginal leadership role and grow the Aboriginal workforce in I-PARVAN.

Improved access to the NDIS

People with disability face a greater risk of serious illness from COVID-19. To counter this, our National Disability Insurance Scheme (NDIS) and Disability Coordinator initiated an intergovernmental collaborative working group with Ministry of Health, leads from other Districts, the National Disability Insurance Agency, NDIS, Quality and Safeguards Commission and Department of Communities and Justice to communicate issues and collaborate on rapid strategic responses in real time.

Our District collaborated with the South Western Sydney Primary Health Network to link people with disability to appropriate vaccination options. We provided support to people with disability affected by COVID-19 and assisted them with challenges associated with isolation and temporary disconnection from disability supports. The District also played a role in managing outbreaks at disability group homes.





Alongside the COVID-19 effort, the District ran a series of initiatives to broaden the knowledge of our clinicians and service providers on navigating the NDIS in order to better serve their patients and clients with disability.

Evacuation of Afghanistan

Australia's military air evacuation of Afghanistan took place in August 2021, representing the end of Australia's involvement in the Afghanistan war. The evacuation was one of the largest humanitarian airlifts operations in Australia's history.

As the evacuees arrived in Australia, many needed health support. The NSW Refugee Health Service, which is based in South Western Sydney Local Health District, provided 1,710 health assessments to Afghani refugees through its Refugee Health Nurse Program.



Metric	Target	Performance
 Smoking during pregnancy	< 7.7%	7% ✓
 Pregnant women quitting smoking	> 30%	36% ✓
 Get Healthy Information and Coaching Service – Get Healthy in Pregnancy referrals	1,897 referrals	2,967 referrals ✓
 Sustaining NSW Families Programs – families enrolled and continuing in the program	> 65%	76.3% ✓

Transforming Your Experience - personalised care



The Transitional Care Program's Macarthur team put personalised, individualised care into action every day as they work with people over the age of 65 recovering from surgery to achieve their mobility goals.

Sometimes it's about independence through showering, or going to the shops. In this case, it was helping a consumer drive her ATV around her property so she could put her bins out.

A/Coordinator Rebekah Culbert said the program involved low-intensity therapy in the client's own home.

"We talk to patients about what they want to achieve and work with them on meeting those goals," she said.

"It's not about enforcing our ideas of what independence means, it's about truly listening to them and building a plan about what they want and need."

Collaborative Partnerships



Helen Dunnicliff
Aboriginal Metabolic
Clinic participant

The Aboriginal Metabolic Clinic, delivered at Tharawal Aboriginal Corporation Medical Centre in Airds, represents a multi-layered partnership, bringing better health outcomes to the Aboriginal community of the Macarthur region.

The clinic offers an adaptation of Camden Hospital's Metabolic Clinic, with the clinical team partnering with the District's Aboriginal Health Service and Tharawal Aboriginal Corporation to run weekly sessions that offer a comprehensive wraparound health service for local Aboriginal people.

Helen Dunnicliff attends the clinic where she can access an endocrinologist, specialist nurse, clinical psychologist, psychiatrist, dietician, physiotherapist, a gym and a support group all at one location and on the same day.

“I had a stroke a few years ago and since then, it's been really hard to stay active and healthy. If it wasn't for the clinic, I'd 100 per cent be sitting at home with high blood sugars.”

Here I get support, education, exercise and information on better things to eat. If you have trouble making it to the group, they can pick you up.

I just feel really comfortable here. They understand the culture and they support you.”

Dr Nic Kormas, endocrinologist and clinical lead for the program, says it's about tailoring care to the needs of Aboriginal people.

“We tailor it to make it work on their country. People feel comfortable and familiar, which has been translating to much higher attendance among Aboriginal clients at the Tharawal Clinic than at the hospital.”

The clinic has attracted a Translational Research Grant to evaluate the model including health and social outcomes, client experience and scalability of the approach.



Collaborative partnerships are at the centre of our District's work. Every occasion of care is a collaboration between clinician and patient. Through Transforming Your Experience, we are continually looking for ways to deepen this partnership and improve the patient experience by providing the right care at right time and in the right place.

More broadly, we collaborate extensively with colleagues within our District, working in multidisciplinary teams and across sites and services to provide the best possible care. We build partnerships with external organisations, both locally and around the world, to facilitate research, share knowledge and enhance the health of our community.

Our partnerships with affiliated health organisations (Scarba Child and Family, Karitane, the Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) and Braeside Hospital) and non-government organisations allows us to support the health and wellbeing of our community through specialised programs developed to address local needs.

Through our partnerships with the Ingham Institute for Applied Medical Research, universities and industry, we enable ground-breaking research to foster healthcare of the future.

Our partnership with the South Western Sydney Primary Health Network has deepened over the past year, as we worked together to protect our community through the COVID-19 pandemic. Together, we have vaccinated more than 95 per cent of our community against COVID-19 and our collaboration to promote primary care as a way to prevent hospitalisation and promote better health outcomes continues.

“Health innovation is the cornerstone of the Liverpool Innovation Precinct. Liverpool is emerging as an international centre of excellence in health and research with South Western Sydney Local Health District a primary partner of the LIP. The Precinct is expanding its footprint across the spectrum of public and private health care services, with significant new investment in health and research infrastructure,” Mr Borger said

“The continued support of the Liverpool Innovation Precinct by its partners will ensure south western Sydney is at the forefront of health innovation both in our region and globally.”



David Borger, LIP Chair



Health and Education Precincts

The Health and Education Precincts in south western Sydney are collaborations between local city councils, government agencies and strategic partners to advance health, research, investment and education innovation in the region. The Liverpool Innovation Precinct (LIP) and the Campbelltown Health & Education Precinct (CHEP) will ensure south western Sydney is at the forefront of health innovation both in our region and globally.

Each partner is focused on generating and commercialising innovation to solve problems, deliver value, create new local businesses, jobs and careers while reshaping the economy of south western Sydney.

LIP Independent Chair and Executive Director of Business Western Sydney David Borger stressed the importance of the partnerships formed through the precinct.



Christopher Brown, CHEP Chair

Greater Western Sydney Health Partnership

To harness our collective resources, South Western Sydney, Western Sydney and Nepean Blue Mountains local health districts have partnered to form the Greater Western Sydney Health Partnership. The greater western Sydney community shares many similarities, challenges and opportunities. The partnership is designed to improve access and provision of services to healthcare for our diverse communities, support healthier neighborhoods, and tackle local health and community issues.

During 2021-22, the partnership collaborated to improve processes for patients requiring Hospital in The Home and an Aboriginal Health Academy to provide a sustainable workforce pathway for Aboriginal people working in health.

Ingham Institute for Applied Medical Research

Our District's partnership with the Ingham Institute for Applied Medical Research is set to expand. Thanks to a partnership between the District, Western Sydney University, University of NSW and Walker, the Ingham Institute-Macarthur will soon join the Campbelltown Hospital campus on the site of the former helipad.

Due to open in 2024, the \$47.5 million building will be a world-class medical education and research facility enabling our clinicians and local researchers to address the unique health needs of the people of south western Sydney.



Partnering in paediatrics

This year, the District and the Sydney Children's Hospital Network embarked on a formal partnership to reduce the need for families to travel to Westmead or Randwick for some types of care. The partnership will use technology and relationships across facilities to provide local clinicians and families virtual access to specialist expertise and care.

Partnering with our community



Our diverse community

Our District has formal partnership agreements with the three largest Aboriginal Community Controlled Organisations in the region, Tharawal Aboriginal Medical Service, Gandangara Aboriginal Land Council and KARI. These partnerships connect us to local communities, inform our program development and link Aboriginal people to health services that are culturally responsive.

South western Sydney is home to people from all over the world, many of whom speak languages other than English and have diverse experiences of healthcare.

Our established relationships across culturally and linguistically diverse (CALD) communities were critical during COVID-19, with a CALD Advisory Committee of more than 45 key organisations formed to help navigate the pandemic. Connections established and strengthened through this committee will continue to be of benefit to the District and the CALD communities we serve.



Consumer and Community Participation

Hearing the perspectives of our patients and the community helps us improve our services and better connect with the people of our region.

South Western Sydney Local Health District's Consumer and Community Participation (CCP) networks engage with a range of health consumers, carers and agencies to achieve this.

Formal networks of health consumers play a key role advising on a range of projects across the District, including site redevelopments, accreditation and reaching out to the community. Highlights include planning wayfinding for the Liverpool Health and Academic Precinct and providing input into the District's next strategic plan.

In coming months, the District is working to increase membership and diversity amongst our participants, including a framework for informal participation, aimed at engaging a broader range of people.

Local champions

Bowral & District Hospital has entered an exciting new chapter with the opening of the new and expanded renal dialysis unit.

Completed earlier this year as part of the NSW Government's \$55 million stage two redevelopment of the hospital, the unit was made possible in part by a \$770,000 donation from the Southern Highlands Renal Appeal.

The unit allows Southern Highlands residents access to treatment close to home.

Transforming Your Experience - patient care boards



Patient care boards are an important part of our partnerships with patients and their carers. Available in all patient units across our facilities, the boards support two-way communication with staff and patients and their carers. Information on the care boards includes details about the patient, their partner or carers and their care team, daily goals, expected day of discharge and provide an avenue for family or carer to ask questions or leave comments.

"I really like knowing the nurse caring for my baby for the day and I find having goals to work towards is really helpful, especially after being in hospital for such a long time." Joanne Shumak, mum to Hunter said.

"I find the care boards helpful in planning for the day. It's great to have the parents' names readily accessible and the boards are quick and simple to fill out each shift," Paediatrics Clinical Nurse Educator at Bowral & District Hospital Alyssa Miller said.

"I like the care boards, they provide continuity of care and keep the patient and family updated and involved," said Registered Nurse Jill Langendam at Bowral & District Hospital.

A Healthcare System of the Future



Dr Glen Schlaphoff
Head of Radiology, Liverpool Hospital

Liverpool Hospital is now home to the Corindus Vascular Robot – a first in the state’s public health system.

“Interventional radiology is a great alternative to many traditional and invasive surgeries. Our team uses precise medical imaging equipment to diagnose and treat injury and disease through minimally-invasive procedures,” said Dr Glen Schlaphoff, Head of Radiology at Liverpool Hospital.

Operated by clinicians from outside the theatre room, the robot provides catheter assistance during procedures such as clot retrieval for stroke patients, offering a more precise measurement of anatomy and device positioning.

“Training is currently underway for our clinicians to use this exciting, innovative new equipment. This will ensure pinpoint accuracy translating to faster more efficient procedures with as minimal disruption as possible to patients,” Dr Schlaphoff said.



Innovation in healthcare

Part of our District’s drive for continuous improvement is investing in new technology, equipment and facilities to ensure our clinicians are able to provide innovative care to our community.

Health technology

Technology is increasingly central to the diagnosis, treatment and care of patients, both within our services and facilities and in homes and community settings.

The Ingham Centre for Robotics, Medical Devices and Health Technology Research is at the forefront of clinical research, including the development and assessment of automated devices, robotics and advanced health technology.

Already delivering projects such as housing the new Corindus Cardiac robot, more work is underway with the centre based within the Liverpool Hospital Precinct. The upgrade will offer new opportunities for improvements in cardiac robotics health, remote interventional stroke retrieval and advanced interventional and therapeutic radiology.

The Macarthur Cancer Therapy Centre has introduced its third linear accelerator (Linac) with first-of-its kind technology in the NSW public health system. It came with the ExacTrac Dynamic System, a software program that uses a combination of surface, thermal and x-ray technology to position, monitor and track radiation treatment at sub-millimetre accuracy.

A sustainable future

The District is making exciting strides towards its sustainability goals. In the past four years there has been a 17 per cent decrease in megajoules per occupied bed day. We have sharpened our focus and are looking closely at our energy use, waste and supply chain for improvements, working within our District and coordinating our response with the Ministry of Health through the Carbon Net Zero Group.

Two of our District’s clinicians, Critical Care Director Associate Professor Deepak Bhonagiri and Anaesthetist at Bankstown-Lidcombe Hospital Dr Anthony Hull are NSW Health Net Zero leads, tasked with driving sustainability within their specialties.



Digital transformation

The healthcare system is adopting new, transformational digital technologies allowing the acceleration of care, new treatment and the rapid sharing of information.

My Virtual Care

The introduction of My Virtual Care – telehealth video technology – was accelerated to ensure continuity of care during the COVID-19 pandemic. Mobile phones, tablets, computers and workstations connected patients with families and health professionals to ensure continuity of care where face-to-face care provision was not possible. This was implemented across inpatient and outpatient departments, facilitating virtual visiting and consultations.

New digital record keeping

Easy access to medical imaging bookings and results speeds up the diagnostic and treatment process. This year, the District has implemented eHealth’s Radiology Information Systems, and Picture Archiving and Communication Systems (RIS PACS) across our facilities, streamlining access to and storage of medical images.

RIS PACS are electronic solutions used by medical imaging departments to manage their services and they track a patient’s journey from an image request through to diagnosis, storing key information, digital images and results for easy access by treating teams.

Technology enabling COVID care

Behind the scenes of the District’s historic vaccination effort was the hard work of our Information, and Communications and Technology (ICT) team. They quickly built new technology to enable online appointment bookings and rapid updating of medical records for the thousands of people who came to one of the District’s vaccination centres. The ICT team also provided considerable support to the care of COVID-19 patients, both in our hospitals and recovering at home. They built new digital infrastructure for COVID-19 wards with the District’s electronic medical records (eMR) system and developed software to support the Community Health COVID Response Teams to track the wellbeing of our patients in the community.



Building the healthcare system of the future

As communities grow and demographics change so too do the health needs of the community. To address this, the NSW Government is investing over \$3 billion in significant redevelopments of our facilities, with projects underway across south western Sydney.

Clinicians, community members and consumer representatives take part in extensive planning to ensure our facilities are world-class, include evidence-based models-of-care and are patient-centred, enabled by technology and built with the future in mind.

Liverpool Health and Academic Precinct

The turning of the first sod on 16 March 2022 marked the start of construction on the world-class \$790 million Liverpool Health and Academic Precinct (LHAP). The building will be completed as part of the first stage of works. The redevelopment will provide world-class care for our community and attract leading clinicians, specialists, researchers and educators, ensuring south western Sydney is an international leader in health, medical research and innovation.

The first stage of the hospital redevelopment, due for completion in late 2023, will include a new birthing unit, expanded neonatal intensive care unit, new pathology department and pharmacy as well as a new hospital main entrance off Goulburn Street.

A new four-storey car park was completed in 2022, ahead of the new building, to provide much-needed parking for our staff, patients and visitors.

Campbelltown Hospital

Construction on the brand new 12-storey clinical services building at Campbelltown Hospital was completed at the end of May 2022, a major milestone in the \$632 million stage two Campbelltown Hospital redevelopment.

The building houses a new main entrance and emergency department, women's health services including birthing suites and a maternity unit, dedicated children's units, state-of-the-art operating theatres and an intensive care unit, along with specialised and centralised mental health units and a rooftop helipad. Hospital Street, a community space which integrates the new building with the existing hospital, includes a variety of retail outlets and eateries for staff, patients and visitors to enjoy.

The expanded and enhanced services mean more people can access healthcare closer to home.

Planning Underway

The NSW Government has committed \$1.3 billion to redevelop Bankstown-Lidcombe Hospital. Site selection is underway and early planning has commenced aligned to identify needs and contemporary models of care. Consultation workshops have identified key design principles for the new facility which include a focus on sustainability and digital transformation.

Further enhancements are coming to Bowral & District Hospital, with planning underway for the next round of works, which will bring a range of additional improvements as a part of the \$55 million stage two redevelopment.

Transforming Your Experience - bedside technology



Applying Transforming Your Experience (TYE) principles to procurement has led to a new bedside digital patient experience system (PES), being rolled out to wards within Campbelltown Hospital's new clinical services building.

Finance and Corporate Services Director Dimi Palamidis said this project was a wonderful example of how non-patient facing teams, such as the Finance and Corporate Services team, transform the experience and support optimised models of care.

"Our decisions play a key role in the experience of patients and staff," he said.

"We worked with clinicians, patients and ICT to design a solution that will improve the patient experience and assist clinicians at the same time."

Interaction with PES is via a touchscreen device on an articulating arm, which allows patients and carers to access entertainment such as movies, digital TV and podcasts and enable them to order meals, participate in virtual care consults via telehealth, and complete patient surveys.

The system also allows clinicians to access medical records, including diagnostic radiology and pathology results, right at the bedside.

The system is now being considered for additional hospitals in south western Sydney.



Our People Make a Difference

Alannah Romeo
Health Promotion Officer



“I started in Health Promotion in May 2020 and by June I'd already been redeployed to the Population Health Unit working on contact tracing.

I spent a lot of my first year redeployed but last year's lockdown was completely different – the urgency and the number of people who had to come into the team to handle the contact tracing meant we needed to break into smaller teams.

I felt my knowledge and skills had advanced a lot in that first year and I responded to an expression of interest to be a team leader. I got the chance to showcase my leadership and management skills in a way I wouldn't normally get to this early on in my career.

When I was asked to join the Emergency Operations Centre, I was one of four in the aged care liaison team. It was an amazing experience to work with such an exceptional team.”

Rising to the challenge

The COVID-19 effort has shone a light on the capabilities of the people of South Western Sydney Local Health District. When faced with the challenges of the pandemic, they responded with ingenuity, resilience and dedication.

Almost 65 per cent of staff were redeployed to alternate roles at some stage through the pandemic. The pause in non-essential elective surgeries allowed clinical staff to be redeployed to specialised COVID-19 wards as they opened.

Many staff from Population Health, the Centre for Education and Development, Oral Health and Primary and Community Health were redeployed to support screening, clinical needs, contact tracing and provide support to COVID-19 patients recovering in their homes. Staff from across the District formed the Emergency Operations Centre to coordinate care, vaccination, operations and workforce, while hundreds of nursing, pharmacy and ICT staff joined the historic vaccination effort.

Many took on leadership roles for the first time and thrived. Some have moved back to their previous roles, bringing newfound skills and leadership, while others have taken up opportunities to progress their career in health.

Supporting our staff

During the pandemic, Staff Wellbeing and Support Services stepped up their work, increasing the number of one-on-one counselling sessions, facilitating wellbeing webinars and providing resources to help staff manage the demands of the pandemic.

Attracting healthcare workers to the south west

With a competitive talent market, improving recruitment processes and timelines has been a focus within the District to support teams to attract high-quality candidates and appoint them in an appropriate timeframe. A specialised recruitment team has been formed to support managers and teams to streamline recruitment. This reduces the time managers spend on recruitment, and has resulted in improved recruitment timeframes. Bankstown-Lidcombe Hospital served as a pilot site and now averages 40 days to recruit, down from 70. The new model has already shown a 27 per cent reduction in recruitment times across the District.

Foundation skills for your future

South western Sydney is home to a diverse community of people from across the world. To support our community members to take up opportunities to work within their local health services, Bankstown-Lidcombe Hospital developed The Foundation Skills for Your Future course. It is designed to develop the language, literacy, numeracy and digital skills of culturally and linguistically diverse (CALD) staff members in areas such as general services, security and customer service.

The 20-week course aims to increase the inclusion of their CALD staff in the healthcare setting and to allow for development and upskilling into higher roles within the hospital.

All participants have successfully completed four nationally accredited Foundation Skills units and received a Statement of Attainment.

Our People


Total workforce

17,000




 Nurses
7,274

 Medical Staff
2,663

 Allied Health
1,853

 Administrative & corporate services
2,311

 General Services
82

 Hotel Services
645

Transforming Your Experience - leader rounding

Executives and managers 'check-in' with frontline staff via leader/staff rounding. This supports leaders to better understand what is working well and what can be improved in the workplace. In the past 12 months, our leaders have conducted 3,646 rounds, a 40 per cent increase from last year.

Bankstown Child and Family Health Nurse Unit Manager Prue Matthews uses leader/staff rounding to stay in touch with her team.

“It gives me the opportunity to have some one-on-one time with the team members,” she said.

“I get to examine the culture of the team, get an idea of what is working well and answer any questions that team members might have. This is important as I manage a team who I don't see every day.”

Our Award Winners



Australia Day Honours 2022

Professor Geoff Delaney AM, Staff Specialist, Cancer Services (pictured far right)

Appointed as a Member of the Order of Australia for significant service to oncology and cancer services, and to tertiary education.

Associate Professor Matthew Gray OAM, Deputy Board Chair

Received a Medal of the Order of Australia for service to community health.

Merridy Thompson OAM, Senior Workforce Educator

Received a Medal of the Order of Australia (OAM) for service to youth through the Australian Air Force Cadets.

Dr Richard Dunstan OAM, Visiting Medical Officer, Paediatrics

Posthumously received a Medal of the Order of Australia for his service to paediatrics.

NSW Health Awards 2021

Dr Jonathan Williamson, Respiratory Staff Specialist

Finalist in the Collaborative Staff Member of the Year Award

Nursing team members Kathryn Spears, Clair McEntee, Teniele McPherson, Ron Wilson and Jenny Morris

Honourable Mention in the Patient Safety First Award for establishing the Behavioural Assessment and Observation Form.



NSW Excellence in Nursing and Midwifery 2021

Sonia Kokuru

Winner, New to Practice Nurse or Midwife Award

Young Mei Lau

Finalist, Midwife of the Year Award

Bankstown-Lidcombe Hospital's Ward 2D

Finalist, Team of the Year Award

Multicultural Health Communications Awards 2021

Fairfield Hospital

Winner, Transforming the Patient Experience Award for developing wayfinding signage in various community languages

Nasrin Delshad, Fairfield Hospital volunteer

Winner, Volunteer of the Year Award

NSW Excellence in Allied Health Awards 2021

(Nominees pictured below)

Jemma Milloy

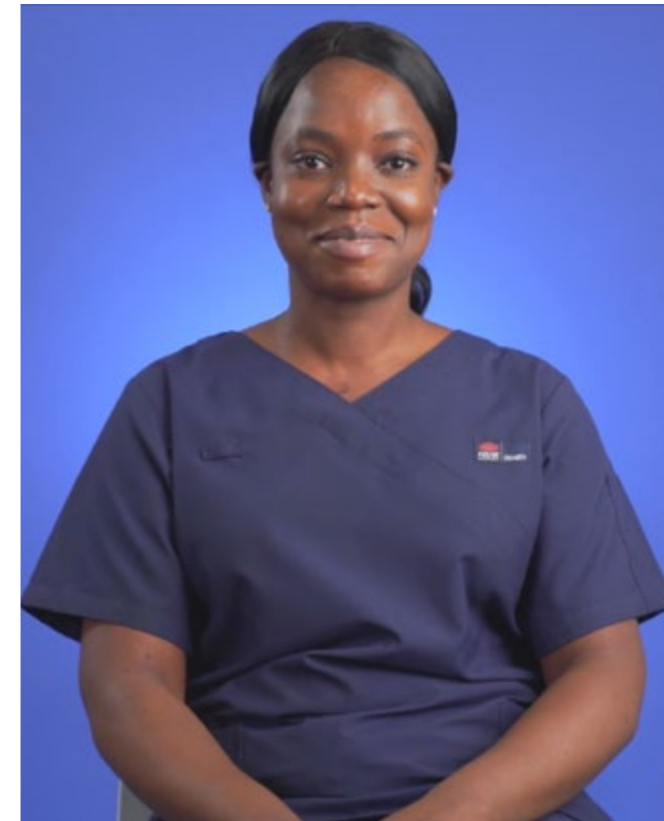
Finalist, Aboriginal Allied Health Professional of the Year

Katherine Kelly

Finalist, Leader of the Year

Justine Naylor

Finalist, Educator and Researcher of the Year



Liverpool City Council's Australia Day Award for Health 2022

Associate Professor Colin MacArthur OAM

Canterbury-Bankstown Council Volunteer of the Year Award 2022

Bankstown-Lidcombe Hospital Community Participation representative Tricia Parker

HESTA Nursing and Midwifery Excellence Awards 2022

Liverpool Hospital

Finalist, Outstanding Organisation

Australian Council on Healthcare Standards Quality Improvement Award 2021

Liverpool Hospital

Winner, Non-Clinical Service Delivery Category for its program 12 Books for 12 Months: Enhancing Early Language and Literacy Environments



South Western Sydney Local Health District Transforming Your Experience Awards 2021

Dr Milan Bassan, Liverpool Hospital

Winner Excellence in Safe and Quality Health Care Award - clinical

Faye Southcombe, Primary and Community Health Service

Winner Excellence in Safe and Quality Health Care Award - clinical

Sally Walker, Information, Communication and Technology Services

Winner Excellence in Safe and Quality Health Care Award non-clinical

NSW Health Manager Leadership Awards

Bradley Warner, Bowral & District Hospital General Manager

Winner, Aged Care category

NSW Premier's Multicultural Champion Medals 2022

Srey Kang, Community Palliative Care Nurse

Winner, COVID-19 Champion

National Commendation for COVID-19 response 2022

Dwight Robinson, Emergency Management Unit Manager, Liverpool Hospital

A leader in teaching and research

Murmur Sayed Ahmed
Clinical trials participant



“When I had the opportunity to take part in a clinical trial involving the use of aspirin for women experiencing high risk preeclampsia during their pregnancy, I wanted to be involved.”

“I felt I could do something to help other women and families. I also felt reassured and comforted knowing I had a clinical team looking after me, which involved regular check-ups including weight and blood pressure monitoring.”

“The results have been very positive with the aspirin showing good outcomes.”

The clinical trial was conducted through the Women’s Health Initiative Translational Unit (WHITU), which is leading research on understanding and preventing preeclampsia. WHITU is one of the ten South Western Sydney Local Health District funded Academic Units.

Research focus



Driving a vibrant culture of research and innovation ensures we contribute to improved health outcomes both locally and globally. Across our facilities and services, research champions promote to drive improvements in all areas of our care. More than 580 clinical trials are active across the District.

The District’s Research Directorate supports agile, responsive systems that enable contemporary research practices. This includes research methodology, linkages to biostatisticians and epidemiologists and streamlined processes grant applications.

In 2021-22, our District established new partnerships, the South Western Sydney Nursing and Midwifery Research Alliance and the Allied Health Research Collaboration, to foster research between clinicians, and the Ingham Institute for Applied Medical Research and universities.

The South Western Sydney Nursing and Midwifery Research Alliance is the latest collaboration between our District and the Ingham Institute for Applied Medical Research to benefit today’s patients and future generations. Led by newly appointed Professor of Nursing and Midwifery and District Director of Strategy and Partnerships, Professor Josephine Chow, and partnering with seven

universities, the Alliance fosters a research culture within the nursing and midwifery profession and provides opportunities to translate evidence-based research into best practice and new models of care.

The South West Sydney Allied Health Research Collaboration, which was formally established in 2021, is a strategic research and education partnership between South Western Sydney Local Health District, Ingham Institute for Applied Medical Research’s Injury and Rehabilitation Stream, The University of Sydney and Western Sydney University.



580+

clinical trials in progress





Professor Les Bokey, District Director of Research

COVID-19 research

When COVID-19 first arrived in Australia in 2020, health experts around the world quickly jumped into action to better understand the virus.

District Director of Research, Professor Les Bokey, said 21 research projects related to COVID-19, addressing a range of critical subjects were established. "We witnessed studies that investigated the feasibility of a home device for monitoring COVID-19 symptoms and explored perceptions and responses in implementing the COVID-19 Immunisation Strategy in south western Sydney."

Two of our District's COVID-19 research projects were awarded specific grants by NSW Ministry of Health.

Professor Valsamma Eapen led BestSTART-SW, a research project ensuring continued support of our most vulnerable families through the pandemic. In her study titled Watch Me Grow – Electronic, she identifies parental mental health

and child developmental needs and connects them to appropriate interventions.

Associate Professor Deepak Bhonagiri's research is evaluating a virtual model of care designed to treat rural and remote intensive care patients closer to home. By connecting Campbelltown Hospital's ICU specialists with smaller ICUs in Goulburn and Bowral & District hospitals through virtual technologies, critically ill patients can receive care locally.

All these research achievements contribute to improvements in the COVID-19 response within south western Sydney and beyond.

Healthy pregnancy, healthy baby

Professor John Hyett has been appointed to lead obstetrics research across the District and has commenced a research project to identify pregnancy complications as early as possible during pregnancy. Working in partnership with midwifery and general practice, Professor Hyett and his team identify women with risks to their pregnancy and connect them with appropriate preventative care.

Assistive technology hub

Liverpool Hospital's Brain Injury Unit and the Ingham Institute for Applied Medical Research are collaborating on an Assistive Technology Hub to help people with a brain injury achieve increased independence.

Assistive technology includes devices such as smart phones and smart home systems as well as new technologies used to support patients with independence through communication and aiding planning and memory.

The hub harnesses expertise, enables research, provides support to clinicians whose patients can benefit from assistive technology and provides learning opportunities for students looking to enter allied health professions.



Excellence in teaching



The future strength of our District's service is underpinned by our commitment to teaching today. From the moment a person sets their sights on a career in health, learning becomes a lifelong commitment. Our District partners with education providers including universities to guide our current and future staff across all fields of practice. Learning and training opportunities continue throughout the careers of our people. Many of our staff also take up the opportunity to teach and mentor, passing on their knowledge to future generations of healthcare workers.

Workforce of the future

Our Learning Partnerships



16 universities



3 colleges



TAFE

Our partnerships with key educational institutions, along with the District's Graduate Health Management and TYE Leadership Programs enhance learning and career opportunities for our staff, and prepares the clinicians and health workers of the future.

The Clinical Applications Support and Training Team worked with the District's Centre for Education and Workforce Development to streamline access to our electronic medical records (eMR) for students employed in the District.

The project allows for a smooth transition between placements and reduces administration time. The ICT Clinical Applications support and Training Team actioned more than 10,000 student accounts over the year.



Transforming Your Experience - fostering leadership

The District is committed to shaping a shared leadership culture that is collaborative, accountable and strives for excellence. The TYE Leadership Academy offers high-performing leaders an opportunity to further their skills through the 18-month course that culminates in a leadership project. One of the three projects completed this year was an evaluation of a health support tool used within the District.

The CALD Assist App is designed to assist healthcare workers communicate with non-English speaking patients for low-risk and basic care interactions when an interpreter is not available. Results indicated improved communication, with patients recommending the app to other patients and their families.

Staff reported improvement in the quality of patient interactions when using the app and an improved level of confidence that the patient understood instructions provided via the app.

"I've learned a lot of new skills through the academy and have begun to use intentional leadership with my team. They've noticed a big change in my leadership style," said project team member Laura Page.

Our Financials



The District's ability to provide safe, high-quality care and meet the needs of our community is supported by sound financial management and high-quality corporate services.

Through a number of specialised teams, including the financial and management accounting team, revenue and billings department, performance unit, procurement services and corporate services, the Finance and Corporate Directorate delivers robust financial management as well as effective stewardship and use of the District resources.

How funding works

To provide services to the communities of south western Sydney, the District received an annual expense budget in 2021-22 of \$2.4 billion and own source revenue budget of \$367 million. Own source revenue comprises of sales of goods and services, grants, contributions and other income.

The majority of the District's funding is based on the Activity Based Funding (ABF) methodology, where funding is allocated based on the expected number and complexity of patients treated and the type of services provided.

Additional funding is provided for what are regarded as 'out-of-scope' services such as population health, interpreter services and teaching, training and research.

The recurrent annual funding is formalised through a Service Agreement with NSW Health.

Financial performance

Expense: We spent \$16.5 million (0.7 per cent) less than our 2021-22 budget.

Revenue: Our revenue was \$6 million (2.4 per cent) less than expected due to changes in activity while responding to the pandemic.

Net Result including Gains/(Losses): \$5.9 million (4.3 per cent) above our budgeted position.

Activity: Despite the challenges of the pandemic, our activity was only 8 per cent below our activity target.

Impact of COVID-19

The financial and activity impacts of the COVID-19 pandemic were significant, but systems and reporting were enhanced to meet the ongoing requirements of the various Commonwealth and NSW State funding packages. To support public health measures such as screening, testing and the vaccination rollout, staffing increases and other resources were required.

The delivery of activities directly related to the COVID-19 response were not counted against the District's activity target, with the exception of elective surgery outsourced to private hospitals.

Additionally, own source revenue was impacted, particularly with outpatient services being reduced during periods of lockdown.

Highlights



Achieved a savings target of \$10 million through procurement initiatives.



Successfully directed an additional \$216 million in funding towards health initiatives to address COVID-19 in south western Sydney.

Expenditure	\$'000
Visiting medical officers	104,232
Employee related expenses	1,452,271
Other operating expenses	681,644
Depreciation and amortisation	79,060
Payments to affiliated health organisations	37,026
Other items	17,796
Total	2,371,975

Own Source Revenue	\$'000
Sale of goods and services	156,229
Grants and other contributions	183,097
Other income	3,128
Total	342,454



Our Governance



Our Board

Our Board is focused on leading, directing and monitoring the activities of the organisation, supporting continuous improvement, and has a deep commitment to safe, high-quality care.

Board members bring a wealth of experience and local knowledge to the management of the District.

Mr Sam Haddad, Chair, member since January 2019

Associate Professor Matthew Gray OAM, Deputy Chair, member since January 2013

Professor Hugh Dickson OAM, member since January 2019

Dr David Abi-Hanna, member since April 2013

Mr Max Bosotti, member since January 2017

Ms Teresa Harm, member since March 2022

Ms Annette Houston AM, member since January 2022

Mr Richard Matthews, member since March 2022

Professor Neil Merrett, member from May 2012 to 20 May 2022

Ms Kerrie Murphy, member since January 2015

Mr John Roach, member since January 2019

Associate Professor Shameran Slewa-Younan, member since January 2015

Executive Leadership Team

Ms Amanda Larkin, Chief Executive

Ms Nel Buttenshaw, Director, Corporate Governance

Professor Josephine Chow, Director, Strategy and Partnerships

Ms Sue Colley, Director, Allied Health and Community Services

Mr Damian Harrington, Director, Capital Works and Infrastructure

Ms Brenda Gillard, Director, Clinical Governance

Mr Grant Isedale, General Manager, Campbelltown Hospital

Dr Claire Jones, Director, Mental Health

Ms Rebecca Leon, Director, People and Culture

Ms Wendy Loomes, Director, Information, Communication and Technology

Ms Sonia Marshall, Director, Nursing, Midwifery and Performance and SWSLHD COVID-19 Incident Controller, Emergency Operations Centre

Ms Karen McMenam, General Manager, Liverpool Hospital

Dr Brett Oliver, Director, Medical Services

Mr Dimetrious Palamidis, Director, Finance and Corporate Services

Mr Peter Rophail, General Manager, Bankstown-Lidcombe Hospital

Our Supporters

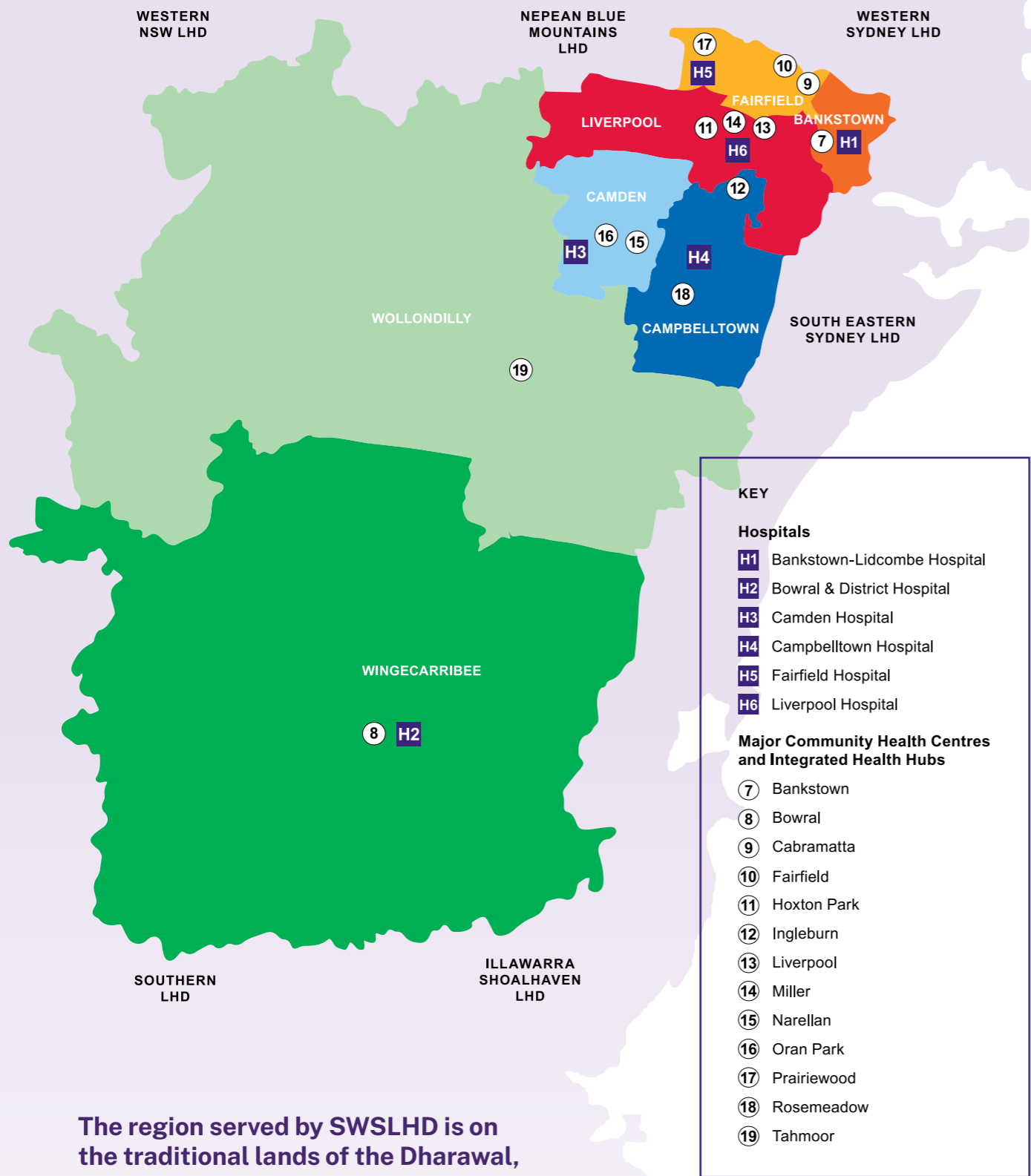
We are grateful to all our supporters, who show their passion for healthcare in a range of ways. They have donated their time and effort, contributed funds or otherwise showed their support for our District and the wonderful people who provide care to the community.

True partners in providing safe, high-quality care to the people of south western Sydney, they lift our spirits and make our community and staff feel appreciated. Thank you to all those listed below and the many more who contribute to the health of our community.

- 24 Hour Fight Against Cancer Macarthur
- AusRelief
- Bowral Crafts Unlimited
- Bowral Senior Citizens Welfare Association
- Brothers in Need
- Bunnings
- Camden Hospital Auxiliary
- Campbelltown Hospital Auxiliary
- Dry July
- Feed our Medics
- Holiday Inn Warwick Farm
- Jong Family
- Kids of Macarthur Health Foundation
- Lee & Sons Australia
- Little Helpers on the Run
- Marvel Supertee
- Ord Minnett
- Rotary Club of Liverpool
- Revesby Workers' Club
- Mr Reynaldo Santiago
- Southern Highlands Greek Community
- Southern Highlands Renal Appeal
- Wakeling Automotive Wheels 4 Life
- Wests Tigers
- Wests Group Macarthur
- Whittaker's Chocolates
- Uruguayos Unidos Inc.



Our Services



The region served by SWSLHD is on the traditional lands of the Dharawal, Darug and Gundungurra Nations

Administration Office

South Western Sydney Local Health District
 52 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
 61 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: 9794 0222

Ingleburn Community Health Centre
 59A Cumberland Road
 Ingleburn NSW 2565
 P: 4633 0200

Liverpool Community Health Centre
 Cnr Elizabeth & Bigge Streets
 Liverpool NSW 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: 8781 8020

Moorebank Early Childhood Health Centre
 Cnr Lucas and Maddecks Avenue
 Moorebank NSW 2170
 P: 1300 273 290

Narellan Community Health Centre
 14 Queen Street
 Narellan NSW 2567
 P: 4633 0500

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: 4633 0880

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: 4633 0000

Community Mental Health Services

Bankstown ICHAMS – Infant, Child and Adolescent Mental Health Services
 36-38 Raymond Street
 Bankstown NSW 2200
 P: 9780 2702

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: 4633 0400

Liverpool Community Mental Health Team
 Entrance L
 Liverpool Hospital
 P: 9616 4354

Safe Haven Campbelltown
 80 Woodhouse Dr,
 Ambarvale NSW 2560
 0457 093 109

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

Oral Health Services

Referral for clinics located in **Fairfield, Yagoona, Ingleburn, Liverpool, Narellan and Campbelltown**
 P: 9293 3333

Referral for clinics located in **Bowral and Tahmoor**
 P: 1300 559 393

Other Services

Drug Health Information Treatment & Referral Services
 P: 1300 031 131

Early childhood centres (referrals)
 P: 1800 455 511

Health Language Services
 P: 8738 6608

Liverpool Public Health Unit
 P: 1300 066 055

Sexual Health Services Clinic
 Ground Floor, 13 Elizabeth Street
 Liverpool NSW 2170
 P: 9827 8022

South Western Sydney Local Health District



@SouthWesternSydneyLocalHealthDistrict



South Western Sydney Local Health District



SWS Health

Postal address: Locked Bag 7279,
Liverpool BC NSW 1871

Tel: (02) 8738 6000 **Fax:** (02) 8738 6001

Email: SWSLHD-ESU@health.nsw.gov.au

www.swslhd.health.nsw.gov.au