



South Western Sydney
Local Health District

Year in Review

2022 - 2023



transforming your experience



Acknowledgment

South Western Sydney Local Health District would like to acknowledge the Traditional Owners of the land that falls within the boundaries of South Western Local Health 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 peoples.

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Year in Review 2022-2023
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December 2023

Foreword

The vibrant and diverse communities across south western Sydney are one of our region's greatest strengths.

From Traditional Owners to people who have made the south west home, we have a wealth of diverse communities accessing our health services. We also have local cultural knowledge and experience to draw on from our communities and staff.

During 2022-2023, our focus has been on reinforcing our ties to those communities, ensuring we take the time to understand their different perspectives and health needs to adjust our models of care and tailor our services.

Strong partnerships are key to our success in south western Sydney.

We formed the South West Sydney Multicultural Partnership in 2022 to cement the importance of intentional, formal collaboration between the District and local multicultural organisations to create better health outcomes and experiences for multicultural communities. We have established deep partnerships with local Aboriginal organisations, whose expertise in health and culture enable the delivery of culturally-responsive care.

We have strengthened our multidisciplinary teams to ensure our patients and consumers have access to the breadth of expertise we offer. We looked to agencies across all levels of government to identify ways to improve the health of the people of south western Sydney. We collaborated with universities and research institutions to drive innovation and ever-improving care.

We set our sights on the future in 2022-2023. We launched and began to embed the South Western Sydney Local Health District Strategic Plan 2022-2027 Framework to achieve our vision of leading safe, sustainable care for healthier communities. This framework is articulating our priorities and guides us in our work.

None of our achievements would have been possible without the amazing work of our people. Thank you for all of your efforts.



Mr Sam Haddad
Board Chair



Ms Sonia Marshall
Acting Chief Executive



Thank you Amanda Larkin

After leading South Western Sydney Local Health District for 12 years, Amanda Larkin took the lead role in the NSW Health response to the Special Commission of Inquiry into Healthcare Funding.

We want to express our deep gratitude to Amanda for her passion and leadership throughout her time as Chief Executive and through her earlier career in the region and wish her well in future endeavours.

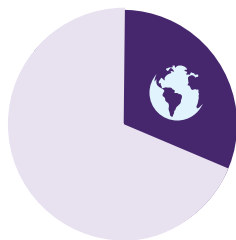
Our community

A growing and diverse population

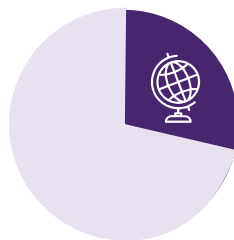
South Western Sydney Local Health District comprises one of the most culturally and linguistically diverse and fastest growing regions in Australia across a geographical area of approximately 6,243 square kilometres.

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

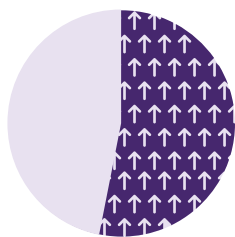
People from across the world have made south western Sydney their home, with around 48 per cent speaking a language other than English at home. The most common spoken languages after English are Arabic, Vietnamese and Cantonese.



48%
Speak a language
other than English

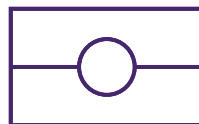


40%
people born
overseas



the population of people aged
70yrs+ is estimated to reach

65%
by 2033



2%
Aboriginal or
Torres Strait
Islander people

Top five health issues for the District



Diabetes



**Respiratory
conditions**



**Circulatory
diseases**



Mental health



**Malignant
neoplasms (tumours)**

Our care



Transforming Your Experience

Providing positive experiences to our patients, clients and consumers whenever they engage with our hospitals and services is central to our care.

Transforming Your Experience is the lens through which we provide care and make decisions. We continuously work to find new and better ways of partnering with our patients and their carers and supporting our workforce and volunteers who deliver care and contribute to our health service.

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 feedback on their experience.

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



10,358

Babies born in our facilities



306,123

Presentations to our
Emergency Departments



247,572

People admitted to
our hospitals



1,324,360

Occasions of service
provided through
outpatient clinics



52,646

Operations completed
in our hospitals



378,587

Primary and Community
Health occasions of service



226,496

Mental Health occasions
of service



136,494

Drug Health occasions
of service



12,596

Prevention and Response
to Violence Abuse and
Neglect (PARVAN)
occasions of service



53,082

Oral Health occasions
of service



128,389

Interpreter occasions
of service in 102 languages

Planing for the future

South Western Sydney Local Health District Strategic Plan 2022 – 2027 Framework

Our strategic plan provides our five-year direction, through clear goals and priorities that will be translated into action through a range of operational plans and initiatives.

Since its launch in November 2022, we have systematically incorporated the strategic plan's directions and key objectives throughout the District's operations. Many of the enabling plans linked to its objectives are already in place, with more being prepared for launch in late 2023 and early 2024.

Embedding Transforming Your Experience

With every decision we make, with each interaction we have, with each question we ask ourselves, our patients and each other, we have an opportunity to transform the experience of our staff, patients and consumers. That's why Transforming Your Experience is firmly embedded in our strategy, providing the lens through which we view every decision and action, underpinned by strategies and tools to support patient-focused decision-making.

New Vision, Mission and Strategic Directions

Our new Strategic Plan 2022-2027 Framework clearly articulates our priorities and focus areas through our Vision, Mission and five Strategic Directions that will drive our activities for the next five years.

It builds on NSW Health Future Health: Guiding the next decade of care in NSW 2022-2032, our District's clinical services planning, and the NSW Health CORE Values.

Core Values

Collaboration

Openness

Respect

Empowerment

Vision

Leading safe, sustainable care
for healthier communities.

Mission

Our mission is to deliver safe, consistent, timely
and high-quality health services of value to all
in our communities.

Our partnerships with communities promote,
protect and maintain health and wellbeing.

Our service delivery is culturally responsive and
shaped by innovation, continuous improvement,
sustainability and translational research.

STRATEGIC DIRECTIONS

KEY OBJECTIVES

Deliver safe quality care and positive experiences



- Show kindness and compassion, delivering personalised and culturally responsive care.
- Deliver safe, consistent, timely, high-quality care through seamless networks.
- Strengthen integrated care across all care settings.
- Build our culture of continuous improvement.
- Engage with consumers, communities and our partners.

Strengthen and promote healthier communities



- Close the Gap for Aboriginal people and communities to improve equity of outcomes.
- Improve equity of outcomes for all priority populations including our culturally and linguistically diverse communities.
- Build capability in our communities and partner to create social and physical environments that promote health and wellbeing.
- Engage our communities in prevention, screening and early intervention programs.
- Enhance mental health and wellbeing of individuals and communities.
- Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing.

Support and develop our people



- Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities.
- Be the employer of choice for staff who value high-quality care.
- Embed positive workplace culture valuing the wellbeing and engagement of our people.
- Equip our people with the skills and capabilities to be an agile, responsive workforce.

Lead research and innovation



- Build capacity in research aligned with clinical service planning.
- Enable evidence-based and innovative models to improve healthcare and service delivery.
- Advance and translate research and innovation with institutions, industry partners, consumers and our communities.
- Drive improvements through timely, integrated and accessible health data, information and analytics.
- Foster and facilitate an innovation culture across the organisation.

Build a sustainable future



- Build clinical service sustainability and value-based healthcare approaches.
- Plan for and deliver future-focused, fit-for-purpose infrastructure.
- Drive digitally-enabled and innovative patient care solutions and service delivery.
- Pursue environmental sustainability across the organisation.
- Strengthen financial sustainability now and plan for the future.

Deliver safe, quality care and positive experiences

To support south west communities to thrive, we must not only provide safe, high-quality care we must also ensure our services are respectful, compassionate, person-centred and individualised and that patients are truly partners in their care. We must engender trust with the communities by listening and adjusting services to ensure they are culturally responsive.



Show kindness and compassion, delivering personalised and culturally-responsive care

Caring for our diverse community

In order to meet the distinct needs of the many communities across the south west, we must work with local groups and organisations in the design and delivery of healthcare.

This takes a sustained effort and active collaboration.

Our Aboriginal Health team looked at a range of programs, revising models of care to ensure they were underpinned by a cultural framework and strong clinical governance.

New service models being progressed:

- Aboriginal Mental Health Transfer of Care Team
- Aboriginal Drug Health Team
- Realignment of Aboriginal Child and Family Service

- Extended Aboriginal Liaison Officer models at Liverpool and Campbelltown Hospitals
- Cancer Services.

Work has also commenced to improve access to a number of services by increasing cultural responsiveness. This includes new outreach models and dedicated pathways that provide prioritised access for Aboriginal community members.

Engaging multicultural communities in research and consultation is a priority for the District. This year we have undertaken targeted multicultural engagement for a number of key projects from the design of a hospital to the delivery of services. These include the Liverpool Health and Academic Precinct redevelopment, the new Menopause Hub and the Antenatal Redesign Project.

Conducting culturally-responsive care is included in staff education programs, including:

- The SWSLHD Teach Back workshop for effective communication in clinical settings, helps clinicians

encourage patients and consumers to explain instructions back in their own words, confirming understanding. The workshop now covers the use of interpreters.

- We are the only health district offering face-to-face culturally-responsive awareness training, Working in a Culturally Diverse Context.

Deliver safe, consistent, timely, high-quality care through seamless networks

A networked approach

Each of our hospitals and services is a part of a network across the District and NSW.

Care teams collaborate across hospitals and services in the community to ensure patients receive the care they need and are able to be discharged quickly once medically cleared. This year, transfer of care escalation pathways were reviewed to improve patient transfer times from ambulance to the hospital.

Projects developed using Improvement Science methodology are also underway at Campbelltown and Fairfield Hospitals to continue to refine patient flow processes throughout Emergency Departments. Liverpool Hospital has implemented a front-of-house clinician in its waiting room, assisting in early intervention and assessment and accelerating treatment timeframes. This has enabled care teams to meet benchmarks for timely commencement of care.

We have developed whole-of-hospital strategies to create capacity, ensuring patients are admitted in a timely manner. This work goes beyond the Emergency Department, identifying and addressing barriers to discharging patients once they are medically cleared, reducing unnecessary hospital stays and increasing capacity on wards.

Minimising hospital acquired complications

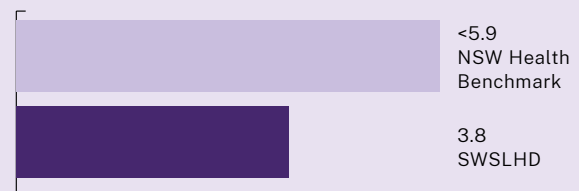
Eleven of the 14 measures for hospital acquired complications set out in the District’s Service Level Agreement with NSW Health are within benchmarks.

Injuries sustained through falls within the hospital have been consistently better than the benchmark of 5.3 per 10,000 episodes of care for five years.

During the 2022-2023 financial year, the District recorded a rate of 4.7 per 10,000 episodes of care. This has been as a result of several targeted strategies including falls risk screening, electronic falls management plans, risk huddles to proactively manage patient safety, rounding of high-risk patients, and post-fall safety huddles. Audits and easy-to-use incident management systems support a high level of reporting.

Other key measures below benchmarks

Pressure injuries



Healthcare associated infections



Medication complications



Fall-related injuries (per 10,000 episodes of care)



Strengthen integrated care across all care settings

Keeping well in the community

The Keeping Well in the Community program was established in south western Sydney in July 2021 to ensure people, families and carers experience better coordination of care across different settings such as hospitals and community services. The program was designed to support patients with complex chronic and psychosocial conditions to manage better in the community and reduce hospital presentations and admissions.

Since the inception of Keeping Well in the Community, 2,140 patients have been screened for suitability, with 651 enrolled. Preliminary analysis of data for patients who completed the program shows a reduction in hospital utilisation across a range of measures compared to those not in the program. 85 per cent of participating patients reported that clinicians were able to support them to manage at home and 78 per cent reported that services they were referred to were appropriate.

Partnering with Department of Communities and Justice

The Health Housing Partnership, established between the South Western Sydney Local Health District's Aboriginal Health Service and Department of Communities and Justice (DCJ) housing team created the Aboriginal Health Escalated Housing Pathway to support health outcomes for Aboriginal clients requiring access to housing.

A coordinated approach supports clients whose housing circumstances were exacerbating concerns with their health, safety or social and emotional wellbeing.

The pathway enables the Aboriginal Health Service to identify clients and then work collaboratively with the DCJ housing team to expedite interventions.

More than 100 clients with complex needs have had their housing issue resolved, improving outcomes in health, social and emotional wellbeing.

The District has also partnered with DCJ to establish a specialist mental health service to improve outcomes for children and young people in out-of-home care.

Improving Oral Health

Our Oral Health Service is now reaching people with disadvantage through a range of specialist services.

The new model of care involves Visiting Dental Officers providing:

- Local anaesthesia and relative analgesia specialist services
- Specialist treatment under general anaesthetic for paediatric and adult patients.

The introduction of specialist services at the Campbelltown Hospital clinic allows patients to receive specialist treatment closer to home.

The program also supports the expansion of postgraduate specialist teaching at Campbelltown Hospital starting with an oral surgery program in collaboration with the University of Sydney.

Build our culture of continuous improvement

Across the District, facilities and services are implementing the Transforming Your Experience toolkit designed to support staff, engage with patients and deliver improved outcomes in both the care and experience with our services. Known as the safety essentials, these tools collectively empower staff and patients to offer feedback on what is working, highlight areas for improvement and propose solutions. These tools include rounding with leaders and patients, patient care boards, My Experience Matters Survey follow up phone calls and risk huddles.



Especially designed to enhance our care, these tools address safety, quality and positive experiences.

Improvement Science

Our thriving culture of continuous improvement is demonstrated through the 71 entries in the 2022 Quality Awards. Representing a range of disciplines and both clinical and non-clinical areas; each entry presented a program of work designed to improve a service, care experience, process or model of care.

The District has embraced improvement science methodology since the introduction of the Improvement Science Pathway in 2021, beginning with e-learning modules, and continuing through formal classes, the pathway culminates in the Applied Improvement Safety program which includes improvement projects in the workplace. More than 65 per cent of our people have already completed the foundational level of the pathway and we now have a third cohort in the Applied Improvement Safety Program. The TYE tools coupled with improvement science are supporting teams to continuously improve the way we work and care.

This collaboration has led to District-wide improvements in patient safety by building local capability in improvement science methodology through small-group training.

Over two years, 197 participants from 51 multidisciplinary teams undertook the training, addressing issues faced in their particular services. As a result of the training and undertaking improvement science projects, improvements were seen in relation to falls, pressure injuries, surgical site infection, length of stay, breastfeeding rates, comprehensive care delivery, metabolic management, nutrition and more.

Highlighting patient safety

A range of important areas in patient safety were the highlight of comprehensive campaigns this year, targeting clinicians and the community.

Targeted messaging, information packs, webinars and face-to-face sessions supported campaigns, emphasising the importance of connecting correct patient information with blood samples, reducing unnecessary glove use, medication safety, sepsis awareness, patient safety and the introduction of National Child Safe Standards across NSW Health.

Engage with consumers, communities and our partners

Partnering with patients and consumers

Engaging with the community through consumer involvement remains a focus for the District, facilitating consumer voices within our health services and providing formal avenues for consultation.

To ensure our framework is comprehensive and inclusive, workshops held in May 2023 identified the priorities of and direction for consumer engagement across the District. The findings support the redesign of the program to better represent south western Sydney's multicultural communities.

The District has also increased informal consumer participation in clinical program development. Consumers have provided input into an antenatal redesign program, community aged care, perioperative services, hospital in the home and antimicrobial stewardship.



Our achievements in Consumer and Community Participation:

- Forming the Drug Health Service Consumer Peer Worker program, which now includes eight consumers.
- Mental health, security, clinicians and consumers at Campbelltown and Liverpool Hospital's Emergency Departments worked together to decrease incidents of violence and injury to security guards, increase understanding of trauma-informed care and create a better overall experience for consumers and carers.
- Responding to local feedback, Bankstown-Lidcombe Hospital consumer and carer representatives recommended improvements to disability services at the hospital. The result was a redesign of the service, including the creation of five disability navigator positions.

Engaging our patients

The Bureau of Health Information (BHI) measures patient engagement based on how they feel about their care and treatment at our hospitals.

We have continued to demonstrate improvement in engagement with our patients. We aim to continually improve patient experience and engagement in our care.

We use BHI data, coupled with data from our Transforming Your Experience tool the My Experience Matters surveys, to improve care delivery. In the 2022-2023 financial year, 16,837 surveys were collected – more than double the previous year. The data from My Experience Matters surveys is used to drive service improvements at a District-wide and local level.

TYE in action



In 2023, Macarthur Cancer Therapy Centre collected 468 My Experience Matters Patient surveys.

Nurse Unit Manager Denise Burns worked with her team to increase the number of surveys collected.

“The more feedback we get, the more we know where we are doing well and where we can improve,” Denise said.

“I’m really proud that asking for feedback is now a part of our everyday practice for nursing staff in



radiotherapy and chemotherapy,” she said.

Feedback from the surveys is presented to the services executive team each month, as well as to the nursing teams.

“The feedback not only improves our care, it also contributes to our positive team culture. It’s an important motivation for the team, hearing such positive feedback,” Denise said.

Patient feedback:

“It has been amazing and we are very appreciative of everyone’s assistance.”

“Staff are very caring and compassionate.”

“Communication is very good particularly regarding patient comfort.”

“I think [the] team is doing really well along with a friendly environment.”

Quality Awards 2022 - Winners

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.

Patient Safety Champion

Daniel Van Vorst
Clinical Nurse Educator and Clinical Nurse Consultant Liverpool Hospital Emergency Department (ED)

Daniel is an exceptional role model to staff, providing regular education and support that fosters a continuous culture of safety. Daniel's achievements include leading the implementation of an icon that appears on FirstNet in ED to alert staff of patients who identify as Aboriginal or Torres Strait Islander and played a significant role in establishing a formal blood coordinator role in ED.



Patient and carer as partners

Incorporating the voice of the child into clinical assessments
- Primary and Community Health.

The development and trial of a template to ensure children are involved in their clinical assessments, resulting in improved practice.

Integrated Health Care

A pre-hospital ECG transmission protocol - Liverpool Hospital

A comparison between patients treated since the introduction of the protocol and those treated before its introduction showed significantly better long-term outcomes with a reduction in both five-year mortality and adverse event rates.

Enhancing the Patients' Experience through Arts

Music therapy for older acute inpatients - Liverpool Hospital

An eight-week music therapy program for Liverpool Hospital's geriatric ward was assessed for feasibility and patient/staff perceptions, showing that the sessions were positive patient-centred interventions.

Bright Ideas

Approval: automating the fight against COVID-19 - Bankstown-Lidcombe Hospital

Bankstown-Lidcombe Hospital's Pharmacy Department rapidly developed an automated approval and notification system that was easily adaptable to changes in the COVID-19 treatment algorithm. The system improved governance of and access to COVID-19 therapy for vulnerable patients.

Keeping People Healthy

Diabetes awareness and self-management education program - Primary and Community Health

Bilingual community educators were trained to deliver a diabetes prevention education program in 12 community languages. The project was delivered under the Fairfield City Health Alliance, which comprises the SWSLHD Health Promotion Service, Fairfield Hospital Diabetes Clinic and Diabetes NSW.

Improvement in Patient Safety

COVID-19 prone positioning and pressure injury reduction - Liverpool Hospital

Pressure injury incidence was reduced significantly by:

- Placing the patient on their front with two to three hourly repositioning of face and limbs
- Use of Fluidizer for head cushioning
- Premade proning packs



Excellence in provision of non acute/subacute care

Improving the identification of and support for Aboriginal clients in the ED - Liverpool Hospital

Screening mental health inpatients for hepatitis B and hepatitis C has resulted in 24 patients being treated for their hepatitis C infection and 14 engaged regarding hepatitis B infection.

Excellence in provision of care and services to Aboriginal clients

Improving the identification of and support for Aboriginal clients in the ED - Liverpool Hospital

Liverpool Hospital created an icon that appears on Firstnet to alert staff of patients who identify as Aboriginal or Torres Strait Islander. This enables staff to better respond to their needs and facilitates early referral to Aboriginal Liaison Officers, reducing the number of Aboriginal and Torres Strait Islander people discharging against medical advice or not waiting for treatment.



Excellence in provision of non-clinical support services

OXIDIST - Rapid deployment & logistics - SWSLHD Clinical Innovation and Business Unit

In September 2021, the South Western Sydney Local Health District Pulse Oximeter Distribution (OXIDIST) was established within just one week in response to the COVID-19 pandemic, delivering 10,411 pulse oximeters to COVID-19-positive people in the community between 15 September 2021 and end of January 2022.

Health Research and Innovation

ICU exit block project: Optimising intensive care capacity - Bankstown-Lidcombe Hospital

Using a lean systems approach, Bankstown-Lidcombe Hospital optimised intensive care capacity, enhancing management of its resources and improving the discharge process. Positive outcomes from this project were felt across the whole hospital through improved patient flow.



Collaboration - Working as a Team

Accelerated ICU GradStart Program – SWSLHD Centre for Education and Workforce Development and SWSLHD Nursing and Midwifery

The Nursing and Midwifery Executive engaged the Centre for Education and Workforce Development to deliver an ICU-specific education program for 19 new graduates. The graduates received ICU-specific education and training program to assist in the COVID-19 response.

Board Award

Rapid COVID-19 disaster communications to CALD communities – Strategic Communications and Media

Partnering with community leaders and organisations to produce in-language communications distributed via a network of internal and external sources, the team created 225+ in-language videos with trusted multilingual District and community spokespeople.

Strengthen and promote healthier communities

Strengthening and promoting health within our communities is investing in the future of our region. Prevention and early intervention are vital, as they deliver immense benefits to our patients, consumers, residents and communities and at the same time, reduce pressure on our acute services. Building strong relationships with our communities enables us to provide tailored care and ultimately better outcomes to the people of south western Sydney.

Getting back into the swing of things



After a prolonged hospital stay, including intensive care, Henry required significant support when he left the hospital to return home.

Over the course of 12 weeks, the Transitional Aged Care Program helped him build his confidence and capacity to manage in the home with input from physiotherapy, occupational therapy, dietetics, social work and nursing. Working in partnership with family empowered them to set a plan to reach their goals, including working towards Henry's long-term goal of returning to golf.

Team Leader David Ha said the program works in partnership with families to help clients who have been discharged home from hospital achieve their patient-centred goals.

"We optimise their care through the provision of Allied Health Services," he said.

"Recovery in the community looks different for each person. Our program provides the unique opportunity to work in partnership with our clients, to provide support in their own environment and towards their own goals."



Close the Gap for Aboriginal people and communities to improve equity of outcomes

Providing care for First Nations people

The South Western Sydney Local Health District Aboriginal Health Plan to 2027 is critical to shaping our culturally-responsive care as we work with our Aboriginal partner organisations to Close the Gap for Aboriginal people and communities and improve equity of outcomes. It is underpinned by a series of principles, first and foremost that Aboriginal people will lead the design and delivery of health services and healthcare environments to meet the needs of local Aboriginal communities. Importantly, the plan acknowledges the context in which we are all operating, taking the cultural and social determinants of ill health into account.



A key focus for transforming our culturally responsive care in 2022-2023 has been adapting the Integrated Prevention and Response to Violence Abuse and Neglect (I-PARVAN) services to address the needs of Aboriginal communities. Improvements include the establishment of an Aboriginal I-PARVAN leadership role and embedding new Aboriginal clinician roles in services.

Improve equity of outcomes for all priority populations including our multicultural communities

Caring for our multicultural communities

Forming the South West Sydney Multicultural Partnership in 2022 cemented the importance of intentional, formal collaboration between the District and local multicultural organisations. Designed to create better health outcomes and experiences for multicultural communities, the partnership will enhance collaboration, advise on service provision and engage people from multicultural communities.

As home to many refugees, South Western Sydney Local Health District runs the NSW Refugee Health Service. The team launched the NSW Health Refugee Health Plan 2022-2027, which includes strategies to assist services to deliver culturally-responsive and trauma-informed care, support people to understand and navigate the health system, partner with consumers in co-design, implement and evaluate health services, and meet new and emerging healthcare needs for those from refugee backgrounds.

The NSW Refugee Health Service continued to support Ukrainian refugees (many of whom did not yet have Medicare) via General Practice clinics, two trained

bilingual community educators, vaccination clinics for COVID-19 and influenza, and keeping GPs up-to-date.

NSW Refugee Health Service



1,778

persons seen for a health assessment by the **Refugee Health Nurse Program**



99

new patients seen by the **Child and Family team**



380

high school students seen via schools outreach



154

referrals to the **Disability Support Team**

Work continues to enhance our culturally-responsive care, ensuring the individual needs of our multicultural communities are met through I-PARVAN and health promotion campaigns on vaccination and winter flu.

Disability services

Our District has made progress towards the South Western Sydney Local Health District Disability and Carers Strategy Action Plan. Staff with patients under the NDIS work closely with NDIS Hospital Liaison Officers to escalate issues and provide support and education to staff to support timely processes, including discharges. The number of NDIS Hospital Liaison Officers working in south western Sydney has recently increased to three in order to support the needs of the growing community.

Healthy food and drink

Food outlets in our hospitals and services are helping staff and visitors make the healthy choice the easy choice with more than 90 per cent offering only pre-packaged drinks with no added sugar.

Build capability in our communities and partner to create social and physical environments that promote health and wellbeing

Creating healthy places

Our District is the first in NSW to lead a program specifically focused on building the capability of built environment practitioners and policy makers within local government. The Healthy Places Program is changing urban design practices, improving planning policies and instruments, and building capacity for healthy neighbourhoods and streets with Campbelltown City, Liverpool City, Fairfield City and Wollondilly Councils.

We were also the first District in NSW to host and deliver an internationally recognised training course for accrediting practitioners in Healthy

Streets, an approach to design and management of streets to balance social, economic and environmental sustainability. New knowledge and skills have been embedded with four councils to trial Healthy Streets projects locally.

Starting early

The Healthy Children Initiative team launched its first online in-service training for Munch & Move educators in February. Munch & Move is an initiative that supports the healthy development of children from birth to five years. More than 50 educators providing family daycare in Bankstown attended. Participating services offered positive feedback on the support provided to implement Munch & Move guidelines and policies.

The Go4Fun and Aboriginal Go4Fun teams expanded their healthy lifestyle program for children aged 7-13 who are above healthy weight and their families. Between January and June 2023, 14 programs were conducted, including two Aboriginal programs, working with a total of 125 participants. This resulted in a 96 per cent decrease in sweet and salty snacks and confectionary during the programs and a 34 per cent increase in fruit and vegetable consumption.





Engage our communities in prevention, screening and early intervention programs

Building connections

The District's BreastScreen team is working to increase regular preventative screening amongst vulnerable populations, including the Aboriginal community. The District's Aboriginal Health service collaborated to develop and launch a video, *Following in the Footsteps of my Sistas*, to promote breast screening to Aboriginal and Torres Strait Islander women in south western Sydney. Aboriginal woman Christine Carriage shares her story to encourage others to book a mammogram every two years.

The trust our District has built with Pasifika communities through existing diabetes programs helped address a small tuberculosis (TB) cluster affecting part of the community. By engaging Pasifika community representatives and church leaders, staff from the District's Chest Clinic, Public Health Unit and Health Promotion, and NSW Health Pathology facilitated screenings for 32 people, with three found to have latent TB. A package of culturally appropriate materials explaining TB and its symptoms, diagnosis and treatment has been developed to further improve awareness.

In August 2022 the Health Promotion team launched the *Hepatitis C, Let's Cure It* video series. Since then, 34 pubs and clubs have taken part in the Hep C Cured beer coasters campaign, with 17,000 beer coasters with get tested and cured messages delivered to four licensed premises in March.

Enhance mental health and wellbeing of individuals and the community

Building on our success

Safe Haven now has locations in Campbelltown and Liverpool to provide rapid access to peer workers in a calm, non-clinical environment. Safe Havens are an alternative to hospital Emergency Departments for people who are experiencing suicidal thoughts. Everyone is welcome and they can choose to attend when they are feeling distressed, especially outside of hours.

The Police Ambulance and Clinical Early Response (PACER) program has expanded into Bowral and now covers the whole of south western Sydney. The innovative co-responder model involves mental health clinicians, police and ambulance services collaborating to safely and compassionately respond to people experiencing a mental health crisis.

Supporting young people

The District partnered with the Department of Communities and Justice (DCJ) to establish a tier four specialist mental health service for children in Out of Home Care (OOHC) across NSW. The Elver program has increased access to specialist services leading to improved health and development outcomes. Staffed by our clinicians, specialist mental health services and consultation are provided through in-person outreach or via telehealth across NSW. Several changes have been made to further improve access, including providing in-reach for the DCJ Sherwood

Making a difference



Physiotherapist Scott Foster is making a huge difference to the lives of patients living with Parkinson's disease in south western Sydney.

Scott has pioneered a movement disorders service in the District which was co-designed with local Parkinson's support groups to meet the local needs of residents living with Parkinson's disease in south western Sydney. This proactive secondary prevention approach has now been adopted by multiple local health districts across the state. Scott's role helps build capacity within the District and with local non-government organisations and private clinicians, to optimise care for people living with Parkinson's Disease.

"It's rewarding to see people who previously weren't accessing services, get the support they need to proactively optimise and manage their health to live well with Parkinson's Disease." Scott said.



program, a secure therapeutic residential home in Campbelltown, and a community OOH mental health service at Ingleburn.

To address the rapid increase in adolescent high-risk complex mental health presentations, the NSW Government invested \$105.5 million over four years, beginning in 2021 to establish 25 Safeguards teams. With flexible care provision based on child, adolescent and family need, the program provides service seven days a week with extended hours, offering daily contact if needed.

Macarthur Safeguards was the first of these teams to become operational. Evaluation of the first 300 clients of the service has shown that the program promotes wellbeing, resilience and coping skills, prevented avoidable hospital admissions and Emergency Department presentations, and engages hard-to-reach young people and families. The next step for Safeguards in south western Sydney is the introduction of a service in Liverpool and Fairfield in late 2023.

Destigmatising mental health care

Workshops held for faith and community leaders in the Assyrian, Mandaean and Muslim communities saw more than 50 leaders attending. The sessions highlighted the importance of recognising mental ill health and understanding the support services available. Topics included recognising the signs and symptoms of mental illnesses, especially in post

traumatic stress disorder (PTSD), and the related knowledge, attitudes, and help-seeking measures.

Supporting our community through tough times

The District's Disaster Recovery Mental Health Program was implemented in 2020 in communities affected by the 2019-2020 bushfires known as the Black Summer. The program has evolved to include preparedness for, response to and recovery from all natural disasters. Through the program, we have increased strategic partnerships with non-government organisations and departments across the three tiers of government and participation and engagement in community education sessions to improve the timeliness of an emergency response in the event of a natural disaster.

Support people of all ages to live a meaningful and functional life, ensuring the best start in life and promoting healthy ageing

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. An ongoing social media campaign highlights the importance of antenatal care,

baby's brain development and positive childhood experiences. Everyone has a role to play in giving babies and families the best possible start to life. The campaign reached 17,000 people through the Healthy Family Bulletin, Munch & Move and Live Life Well @ School.



Navigating the road to recovery

Corella Lodge is a 15-bed detoxification unit located within the grounds of Fairfield Hospital, servicing clients from Bankstown to Bowral. Over the past year, Corella Lodge has focused on embedding Transforming Your Experience tools to provide clients with greater input into activities. Patient care boards have been adapted following client and consumer feedback, while proactive rounding with clients has also led to initiatives such as client wellbeing activities including karaoke, grand final nights, and pizza nights.

Serving our older community

The Macarthur Older Persons Specialty Service is a medically-led, multidisciplinary outpatient service for older people in the Macarthur area living at home. The service supports vulnerable elderly patients to remain in the community, avoid unwarranted hospitalisations and reduce the likelihood of readmission. The services are provided via a clinic, telehealth and home visiting model.

Keeping connected



Continuous improvement is driven through various means; analysing literature and data, conducting research and listening to those at the heart of our services – patients and staff.

Staff rounding plays a vital role in the way executives, managers and leaders stay connected with staff, offering opportunities for two-way connections between leadership and frontline staff.

Service managers and leaders value rounding as it strengthens relationships and provides them with the opportunity to understand what matters most to their teams.

Staff who are recognised for doing a great job are celebrated in many ways, with thank you cards, certificates, personalised letters and treats.

Empowering staff to drive improvements in the care they provide and create safer working environments have been key benefits to flow from leaders rounding with staff in Bankstown-Lidcombe Hospital.

“Being recognised for my efforts makes me feel appreciated and valued by my manager and team. It makes me feel that I’ve contributed positively to the success of the ward and towards the patients I care for.” says Sophia Fiaz, Registered Nurse.



Support and develop our people

Working at South Western Sydney Local Health District has helped Kristy-Lee White to find her passion advocating for holistic healthcare and strengthening the pride and confidence of her Aboriginal community.

“Working in health is a real eye opener. The stability of employment in health helped me put into perspective where I wanted to be in life and helped me deal with my own personal growth,” she said.

“We always want to know how to support our mob. Working in health helps us to know exactly what to do and support them in the best way.”

Kristy-Lee is a Kamilaroi woman born and raised on Dharawal land. Kristy-Lee started working at South Western Sydney Local Health District in 2014 as part of the Aboriginal Traineeship program as a Hospital Assistant (cleaner). With the support of the District, Kristy-Lee has continued to develop her career, obtaining new qualifications and professional development and is now a Senior Aboriginal Health Worker for the Aboriginal Chronic Care Program.

Kristy-Lee White



Our people are the backbone of our organisation. We build the care we provide on their expertise, dedication and compassion. It is through our people that we achieve our vision of leading safe, sustainable care for healthier communities. When we support and develop our people, helping them to realise their potential, we are ensuring we deliver safe, high-quality care and positive experiences to our patients and consumers.

Plan for and deliver a workforce that meets the future needs and reflects the diversity of our communities

Planning for our future workforce

The South Western Sydney Local Health District Workforce Plan 2022-2028 was developed in consultation with our workforce, and informed by results of the People Matters NSW Government Employee Survey and philosophies of Transforming Your Experience.

The Workforce Plan sets out our priorities for the next seven years and will guide us in planning for a workforce that meets the future needs of our community and reflects its diversity. It aims to embed a positive workplace culture, equip our people with the skills they need to provide the care of the future and make South Western Sydney Local Health District the employer of choice for people who value high-quality care.

The South Western Sydney Local Health District Aboriginal Workforce Plan 2022-2026 is one of the key enabling documents of the Workforce Plan and evidences our ongoing commitment to grow and support our Aboriginal workforce and improve access to health services. This plan continues our focus on developing culturally responsive workplaces and providing career opportunities for Aboriginal people.

The commitment to employ more Aboriginal people is an important step in improving the health and wellbeing of our Aboriginal communities and Closing the Gap in healthcare outcomes.

Be the employer of choice for staff who value high quality care

Partnering with our teams

Timely recruitment and support for rostering and payroll all contribute to job satisfaction and staff wellbeing. The recruitment business partner model has been in place since February 2022, reducing the time it takes to recruit, while dealing with an increase in vacancies. Since March 2023 the timeframe for the complete recruitment process has been consistently below 40 business days

while maintaining an average of 440 letters of offer per month. Prior to the implementation of the model, the timeframe was consistently above 52 business days, with an average of 330 letters of offer each month. Timely appointment of staff has decreased the need to cover vacancies through overtime, casual and agency staff. The focus of the HR Employment Hub is now on improving day-to-day transactional work including decreasing payroll adjustments and improved rostering.

Leveraging artificial intelligence to collect information

Exit interviews are now being conducted using Curious Things, an artificial intelligence application also used in clinical scenarios in the District. When first introduced early in 2023, the exit surveys elicited a response rate of 13 per cent, which increased to 23 per cent by the end of the financial year. Information gained through the interviews is being used to improve staff retention.

Embed positive workplace culture valuing the wellbeing and engagement of our people

Winter Wellbeing

To support staff during the busy winter flu season, South Western Sydney Local Health District initiated the Winter Wellbeing Strategy. Across the organisation, non-mandatory, non-urgent and unnecessary events and training were paused for the winter months to enable staff to focus their time and energy on caring for patients and consumers.

A focus on providing staff with tips and strategies to enhance their wellbeing was the aim of the Wellbeing Webinar series. Topics included 'Taking care of your wellbeing', 'Leading wellbeing', 'Vicarious trauma and compassion fatigue', and 'Nourishing your wellbeing: The power of diet and exercise'.

The initiative also included recognition cards to allow staff to thank each other, free coffee vouchers for two to allow staff a quick coffee break with a colleague to recharge, and fruit boxes delivered to tea rooms across our facilities and services.



Developing our leaders

The South Western Sydney Leaders Forum returned in 2023, bringing 165 of the District's leaders together to discuss the future of care. Workshops focused on operationalising the District's Strategic Plan 2022-2027, with a focus on Aboriginal health, digital health, multicultural health and sustainability. Speakers delved into the challenges of leading in healthcare.

We foster the leaders of tomorrow through the Transforming Your Experience Leadership Academy, an 18-month program designed for high-performing managers across all disciplines. Since the program's inception in 2019, 95 per cent of graduates have secured either a permanent higher-grade position or are being seconded into one.

Improving processes

Timely management of misconduct and poor performance has improved, with the number of matters with unjustifiable delays halved from 38 per cent to 18 per cent.

The strong link between effective early intervention and positive recovery on return-to-work outcomes following a workplace injury is evident through the

day-to-day practices and processes of the District's Workers Compensation team. The centralisation of the team in 2022 has supported proactive return to work planning for staff members injured at work. In the team's first year, the return-to-work rate for injured workers within 26 weeks post injury was 89 per cent. Encouraging an early return to work, with the direct support of a Recover at Work Coordinator and the direct line manager, allows for a tailored approach to injury recovery, with a focus on supporting staff while returning to work.

White Ribbon accreditation

South Western Sydney Local Health District was recognised as an organisation that goes above and beyond to recognise and respond to domestic violence, providing safe environments and services for our staff and communities with White Ribbon Accreditation. White Ribbon Australia is a global social movement working to stop men's violence against women. Part of accreditation involved building manager capability to support staff experiencing domestic and family violence, with more than 800 undertaking a course through My Health Learning.

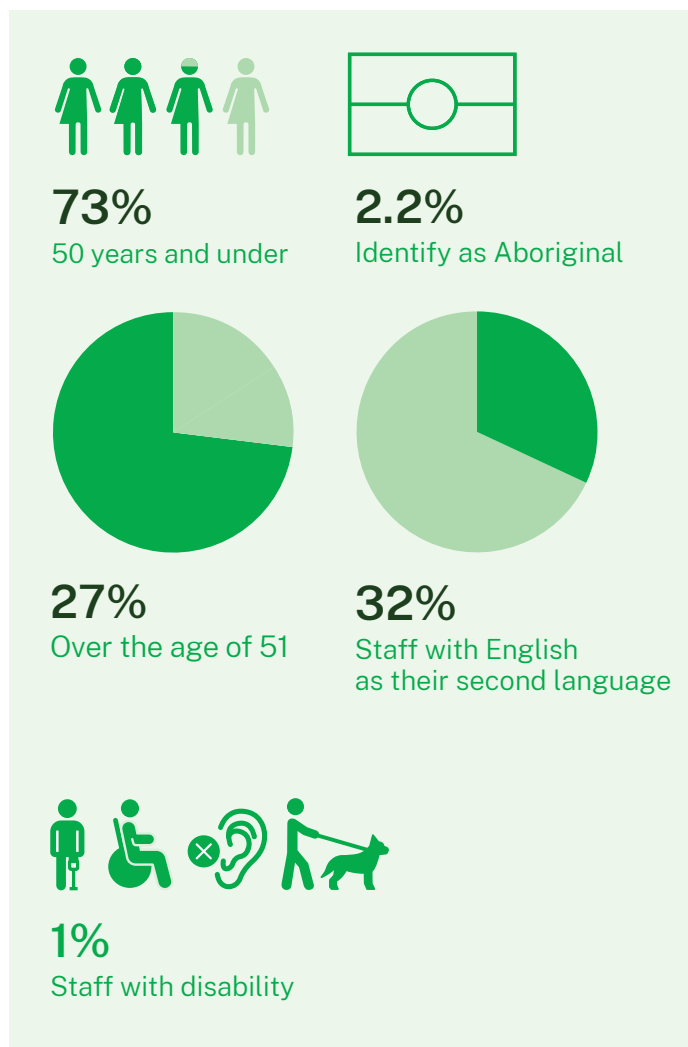
Equip our people with the skills and capabilities to be an agile, responsive workforce

Talent development

Talent development programs have been developed for Nursing & Midwifery, Allied Health and Corporate Services with work underway to align and integrate these programs. These three segments combined make up 67 per cent of our workforce. Nursing and Midwifery (42 per cent of our workforce) is finalising more than 40 development pathways to empower its people to build fulfilling careers in south western Sydney.

Education and training review

A comprehensive review of education and training needs identified an opportunity to realign the function responsible for education and organisational development. The team will implement findings from the review, including uplifting capability, improving employee engagement and building a positive workplace. The review resulted in a name change from the Centre for Education and Workforce Development, to the Education and Organisational Development Service.



Listening to our people's needs



Bowral & District Hospital's leadership team use executive rounding to seek feedback from their staff and ensure they have the necessary resources to provide safe, high-quality care to their patients and consumers.

Earlier this year, staff raised concerns about navigating the Southern Highlands' unsealed roads, paddocks and even creeks to provide a home visiting service to patients.

With staff safety and continuity of care at the forefront, the executive team arranged for home visiting vehicles to be replaced with more suitable four-wheel-drives.



Our award winners

Staff from our District were recognised with a range of local, state and federal government honours and awards.

NSW Health Awards 2022

Aboriginal GOT IT! team
Winners, Excellence in Aboriginal Healthcare



NSW Excellence in Allied Health Awards 2022



Associate Professor
Grahame Simpson
Social Work,
Liverpool Hospital
Winner, Allied Health
Researcher of the Year

Tiffany Sithideth
Social Worker,
Primary and
Community Health
Finalist, Aboriginal Health
Professional of the Year

Kylie Stewart
Occupational Therapist,
Mental Health
Finalist, Allied Health
Professional of the Year

Loren Johnson
Occupational Therapist,
Camden and
Campbelltown Hospitals
Finalist, Allied Health
Educator of the Year

Multicultural Health Communications Award 2022

District Strategic Communications and Media
Winners, Pandemic Response





NSW Excellence in Nursing and Midwifery Awards 2022

Cecilia Desousa – Liverpool Hospital
Winner, Nurse of the Year

Kim Wood – Liverpool Hospital
Winner, Midwife of the Year

Denise Burns – Macarthur Cancer Therapy Centre
Winner, Healing Heart Award for Exceptional Care

Sonia Marshall then Executive Director, Nursing, Midwifery and Performance
Winner, Judith Meppem Leadership Award

Liverpool Opioid Treatment Program
Finalists, Team of the Year

NSW Education South West Region NSW Training Awards

Kimberley Brown – Campbelltown Hospital
Winner, Aboriginal Trainee of the Year Award

Simone Mackinnon Cini – Liverpool Hospital
Winner, Downie Award for perseverance in educations and employment despite barriers faced.

Roselyn Agyei – Fairfield Hospital
Finalist, VET in Schools Student of the Year

Australia Day Honours

Dr Ian McCrossin OAM
Staff Specialist, Liverpool Hospital
Received a Medal of the Order of Australia (OAM) in the 2023 Australia Day Honours

District Transforming your Experience Awards 2022

Kate O'Connor – Social Work, Primary and Community Health
Winner, Transforming Your Experience: Excellence in Safe & Quality Healthcare Award – Clinical

Renee Golding – Liverpool Opioid Treatment Program, Drug Health Services
Winner, Transforming Your Experience: Excellence in Safe & Quality Healthcare Award – Clinical

Maree Cain – Liverpool Cancer Services
Winner, Transforming Your Experience: Excellence in Safe & Quality Healthcare Award – Non-clinical

Liverpool City Council Australia Day Honours

Associate Professor Ahmad Alrubaie OAM
Bankstown-Lidcombe Hospital
Winner, Liverpool City Council's Australia Day Health Award in the 2023 Australia Day Honours

Canterbury Bankstown Council's Australia Day Awards

Dr Yaser Mohammad
Bankstown Community Health
Winner, Canterbury Bankstown Council's Australia Day Volunteer of the Year Award

Canterbury Bankstown Local Business Awards 2023

Youth Health Service
Primary and Community Health
Finalist, Community Organisation

Lead Research and Innovation

Dr Abhijit Pal, Medical Oncology Staff Specialist, Director of Advanced Training, Liverpool Hospital, is addressing barriers to participation in cancer trials for consumers from diverse backgrounds.

“This population is under-represented and this issue is fundamental to achieving equity in access to new innovations in cancer medicines,” Dr Pal said.

“Cancer clinical trials offer the opportunity for new treatments that can improve quality and length of life for patients with cancer, so it is vital that all Australians have equitable access to these trials.”

Dr Pal’s research was published in the Journal of Oncology Practice in September as the first study of its kind.

“This issue is not just about equity either – inclusive participation will improve validity of the results and ensure new innovations have been trialled on the whole community.”



Dr Abhijit Pal

Build capacity in research aligned with clinical service planning

Growing research capability

We continue creating a vibrant research culture, attracting senior researchers and clinical leaders in areas such as mental health, obstetrics and gynaecology, nursing and midwifery, and neurology and stroke research. Progress is also underway to recruit research leads in cardiovascular and paediatrics.

A pilot Research Mentoring Program, which commenced in May 2023, is fostering a new generation of researchers amongst clinicians.

The program connects emerging researchers with experienced researchers in other disciplines within

A culture of research and innovation is vital to transforming the experience of the people of south western Sydney and all of those who work across the District. It allows us to contribute to improved health outcomes both locally and globally. Across our facilities and services, researchers and innovators promote and drive improvements in all areas of our care.



the District, expanding critical skills across the organisation, while developing research leadership.

Allowing dedicated time to complete research activities supports participants in the program, such as the Quarantined Research Time Program for senior nurses and midwives and the Mental Health Project Protected Time Agreement.

Conducting clinical trials

Clinical trials are a critical part of evidence-based care and drive the future of our service. Locating clinical trials in south western Sydney ensures the results are indicative of our diverse and growing community. Around 600 clinical trials are operating across the District.

In June 2023, the District launched the Clinical Trials Training Program to strengthen research and trials capability and increase the number of Clinical Trial Coordinators across our facilities and services. The program provides specialised training designed for new trial coordinators, improving confidence and reinforcing priorities in patient safety. Training modules and workshops cover the end-to-end requirements for clinical trials. Participants from South Western Sydney Local and Nepean Blue Mountains Local Health Districts participated, with great feedback from all involved.

Enable evidence-based and innovative models to improve healthcare and service delivery

The Model of Care (MoC) Framework has been developed to ensure that as new models of care are considered they support the District's 'One Service, Multiple Sites' networked approach. Broad consultation has shaped the framework, including development of a MoC Masterclass to support clinical teams.

The 12 participants in the masterclass were guided through planning and development and explored a range of District-wide and site-specific models of care including menopause, antenatal, keeping well in the community and community palliative care models. Evaluation of the masterclass showed all participants reported increases in knowledge and confidence.

Advance and translate research and innovation with industry partners, consumers and the community

Research partnerships

The well-established partnership between South Western Sydney Local Health District and the Ingham Institute for Applied Medical Research



continues to grow. In addition to the Institute's established facilities adjacent to Liverpool Hospital, a new Ingham Institute – Macarthur is being planned for the Campbelltown Hospital campus.

The Lang Walker AO Medical Research Building will be built on the site of the former helipad and is being delivered in a partnership with Western Sydney University, UNSW and the Ingham Institute, with funding from Walker Corporation. It will bring together world-leading researchers and clinicians across many disciplines, with a particular focus on the complex health challenges facing the fast-growing region, including mental illness, diabetes, healthcare for Indigenous and culturally and linguistically diverse communities, paediatrics, and addiction medicine.

Collaborating with regional partners

The District is a foundational partner of the Liverpool Innovation Precinct, formed to position Liverpool as an emerging international centre of world-leading healthcare and research.

The precinct is anchored by Liverpool Hospital, one of Australia's largest hospitals, and leverages its close relationship with the Ingham Institute and several universities.

This year, the partnership released the Liverpool Innovation Precinct prospectus, which showcases the opportunities for the precinct as a powerhouse of health, education, research and innovation for the local and national economy.

The District is a partner organisation with the Campbelltown Health and Education Precinct (CHEP), home to public and private health facilities, research centres, education institutions hosting more than 15,000 students, and commercial centres. CHEP partners are united by a vision for an integrated health, research and education precinct at Campbelltown, delivering world-class research, innovation and improved health outcomes for the Macarthur region and wider community.

The new Ingham Institute for Applied Medical Research – Macarthur due to be built in 2024 will be a key part of the CHEP going forward.

Harnessing the collective power of health districts is proving powerful in addressing shared barriers to health and emerging opportunities. The Greater Western Sydney (GWS) Health Partnership brings together South Western Sydney, Western Sydney and Nepean Blue Mountains Local Health Districts to understand and address the particular health needs Greater Western Sydney communities have in common.

Partnering with think-tank Western Sydney Leadership Dialogue, the inaugural GWS Health Forum was presented in 2022, bringing together decision-makers from health, academia, different tiers of Government, not-for-profits and industry. A follow-up forum is planned for late 2023.

Other initiatives the GWS Health Partnership is putting into action include partnering with Indigenous Allied Health Australia's Greater Western Sydney Aboriginal and Torres Strait Islander Health Academy, which supports traineeships in health for young Aboriginal students, a clinical trials training program and a travel campaign with Transport for NSW to support staff to make healthier and more sustainable choices for their commute to work.

The South Western Sydney, Southern NSW and Illawarra Shoalhaven LHD Collaborative Partnership was established between the three local health districts to drive positive change for our communities and healthcare system. Developed to facilitate knowledge sharing and deliver strategic projects across the region, leverage expertise and resources to achieve collective impact, the partnership will have three initial focus areas; critical care networks, allied health workforce planning and data analytics.

Understanding the needs of our community

Translational research is enhancing our understanding of one of south western Sydney's biggest health challenges, diabetes. The Diabetes Obesity Metabolism Translational Research Unit has led a range of projects focusing on the diverse communities of the region, including the Le Taea Afua (LTA) Samoan Diabetes Prevention Program and The Wollondilly Diabetes Program: An Integrated Care for Diabetes and Treatment of Gestational Diabetes Mellitus Diagnosed Early in Pregnancy.

Liverpool Hospital's newly formed Obstetric

Research Group has established a first trimester ultrasound service that allows prediction of adverse pregnancy outcomes such as preeclampsia. Professor Jon Hyett, who leads the Obstetric Research Group, is leading the study, a National Health and Medical Research Council funded trial (The Espresso Study), aiming to prevent this dangerous pregnancy complication. The group has already screened 1,000 women deemed high risk for preeclampsia last year with the intention of expanding this to 2,500 pregnancies per year by 2024.

Drive improvements through timely, integrated and accessible health data information and analytics

Putting data to work

Our District collects and produces a raft of data related to the health of individuals, the community and our operations.

Putting this data to work is vital. Data analytics will allow us to connect and interrogate data rapidly, giving clinicians, teams and leaders access to comprehensive data to inform timely decision making, enhancing efficiency and streamlining care.

Foster and facilitate an innovation culture

The Health Beyond Research and Innovation Showcase is the District's annual event, delivered in partnership with the Ingham Institute for Applied Medical Research.

With COVID-19 restrictions still in place over peak winter months, the showcase continued as online sessions, held monthly. Researchers presented their projects and offered insights into their work, methodology and benefits for health services and the community. In 2023, the showcase returned as a week-long, in-person event.

The District is also partnering with community and consumer representatives to support research across the region, forming the Consumer Research Committee. The committee provides passionate consumers the opportunity to learn more about research and contribute through advisory and co-design to best serve the people of south western Sydney.



Integrating research and care

As Acting Director of Growing Healthy Kids and Allied Health Lead for Primary and Community Health, Faye Southcombe supports a multidisciplinary team of research clinicians such as dietitians, nurses, psychologists among others who are conducting research as part of their work in childhood development.

Her own research is embedded in the District's Growing Healthy Kids Service, which aims to improve the health and wellbeing of children aged two to 17 years living with obesity. Her work forms the evidence base for the program and informs its dietary approaches. As a clinician, researcher and health services manager embedded in a clinical team, she has upskilled her colleagues in allied health, nursing and medicine in research. Faye has also developed and extended academic partners particularly with UNSW and the University of Sydney.

Build a sustainable future

“Climate change is a health issue, not just an environmental issue,” said District Sustainability Manager Wendy Hird.

Wendy drives the District’s response to this through a wide range of environmental initiatives, including waste reduction and recycling, reducing reliance on fossil fuels and supporting clinicians develop more sustainable ways to practice their specialities.

“Hospitals and health services, by the nature of our work, are large producers of waste. We need to make every effort to be more sustainable.

“It really is rewarding to be involved in advocating for change – and seeing everyone from admin staff and corporate to our frontline workers looking at their areas of work and where real difference can be made in the short and long term,” she said.

Wendy Hird



Our approach to sustainability is multi-faceted. As a public health service, we are responsible for making the most out of the resources available to us.

Financially, we need to ensure we are making the best possible use of our funding to provide the right mix of care for south western Sydney. To do this we focus on value-based care, which ensures the right person gets the right care at the right time.

Caring for our community also means caring for our environment. We are reviewing our supply chains, our energy sources and our waste for ways we can lessen our impact on the planet.

Through all this, we are ensuring the services we provide can continue well into the future.

Build clinical service sustainability and value-based healthcare approaches

Making the most of our resources

Finding new ways to deliver care ensures health services evolve and health outcomes and patient experiences improve while ensuring the long-term sustainability of our health system.

To improve models of care, we must look at evidenced-based, best-practice treatment together

with the clinical and administrative systems and processes that underpin high-quality care.

Our clinical specialities, services and facilities undertake regular reviews and planning to understand current and future need, design models of care and determine ongoing and future priorities.

The significant hospital redevelopments underway across the District are both supporting and driving improvements in models of care. Facility upgrades focus on the patient experience, as well as healthcare outcomes. Examples include expanded clinical spaces, new patient entertainment systems, more single patient rooms, and purpose-built outdoor and cultural spaces.

Models that provide care outside the hospital setting are also increasingly being introduced to reduce unnecessary hospital admissions and keep people more comfortably at home.

Models of care were developed for a new urgent care service for south western Sydney to provide elderly residents with urgent, non-life threatening, patient-centred care, reducing the need to attend the Emergency Department.

Patients will be referred to the Community Older Persons Intervention and Liaison Team (COPILOT) through their GP, NSW Ambulance, aged care emergency team or Healthdirect. A multidisciplinary team of medical and allied health specialists then attends the patient's home, providing assessment and the required care. COPILOT is part of the NSW Government's \$124 million program to introduce 25 urgent care services over the next two years.

Fast-tracking diagnosis

For a key cancer diagnostic test, Direct Access Colonoscopies, wait times have been significantly reduced (from 70 to 25 days), meaning clinicians can make a diagnosis more quickly and patients can begin treatment sooner.

Reducing the need for hospital stays

In July 2022, Campbelltown Hospital's operating theatres moved into their new home in the new 12-storey Clinical Services Building. One of the key improvements was the introduction of the Green Light Laser procedure for transurethral resection of the prostate, which relieves symptoms of an enlarged

prostate or other benign prostate disease. This minimally-invasive procedure is conducted in a single day instead of requiring a four-day stay, improving patient experience and comfort while freeing up resources in the hospital for those in acute need.



Plan for and deliver future-focused, fit-for-purpose infrastructure

Campbelltown Hospital nears completion

The \$632 million Stage 2 redevelopment of Campbelltown Hospital is nearing completion, with refurbishments and landscaping underway, following the opening of the Clinical Services Building last year.

Patients now have access to contemporary wards and patient facilities including birthing and maternity suites, children's services, operating theatres and intensive care units and an expanded Emergency Department.

The Campbelltown Hospital Campus is now home to an integrated mental health service, which centralised existing services and provided an opportunity for additional specialist services for children and adolescents, young people, adults and older people. A Mental Health Intensive Care Unit and Statewide Secure Rehabilitation Unit further enhance care for the region. Co-location within the hospital facilitates improved connectedness, safety and access to other key medical and support services.

Beyond health

Already one of Australia's largest hospitals, the \$790 million Liverpool Health and Academic Precinct redevelopment consolidates Liverpool Hospital's standing as a hub of innovation, research and education.

Crucially, the investment will allow for expanded world-class health services for the growing population.

In September 2022, the new multi-storey car park opened, offering more than 1,000 spaces for patients, visitors and staff. The carpark features NSW Health's largest artwork installation, designed by First Nation artist Biba Barba, in collaboration with Aboriginal Elders, services and community members. Adorned with 1790 petals across the façade, the nod to local flora represents the rich Aboriginal and cultural history of the Liverpool region. The artwork forms part of a broader arts and culture strategy for the hospital redevelopment.

Hospital improvements

Fairfield Hospital this year received a range of upgrades including the installation of a substation to enable additional power usage on the site. Wi-Fi was installed across the campus in April 2023 enabling the completion of a range of digital upgrades including electronic medical records and electronic medication management.

Future investment

Additionally, the NSW Government has announced Fairfield Hospital will receive a \$550 million upgrade in the coming years, along with a \$1.3 billion commitment to build a new Bankstown Hospital on a new site.

Community and staff consultation during planning and development will provide our project teams with insights and feedback about the needs of communities the hospitals serve.

Drive digitally-enabled and innovative patient care solutions and service delivery

Virtual Care

The use of virtual care across our District continues to increase, offering patients and consumers flexibility in the way they receive care. All community services now include virtual care in their options for their patients and consumers.

Planning for a digital future

Digital health is integral to everything we do:

providing care, fostering innovation, enhancing the care experience for patients consumers and carers, harnessing the power of data and streamlining record keeping, reporting and processes. Digital transformation will enhance connectivity, security, information flow and digital access across our facilities and services. It will enable us to develop innovative models of care both within and beyond the walls of our hospitals.

To be launched in the coming financial year, the South Western Sydney Local Health District's Digital Health Strategy to 2028 will meet the needs of our growing and diverse communities.

Pursue environmental sustainability

Reducing the environmental footprint

A range of initiatives are being implemented to reduce the District's environmental impact. Programs to lessen our reliance on fossil fuels and reduce waste include:

- A move to E-vehicles, with fleet vehicles purchased and charging stations installed at Liverpool and Bankstown-Lidcombe Hospitals.
- Solar panels installed on Liverpool Hospital's new multi-storey car park began generating power in March 2023 and are expected to generate over 600MWh in energy per year, representing approximately one per cent of the energy consumed across the District.
- The installation of 1000 new LED lights and six new boilers at Campbelltown, Fairfield and Bankstown-Lidcombe Hospitals to heat water will further reduce energy use.
- Plans are underway for new infrastructure at Fairfield and Bowral & District Hospitals to improve waste management workflows, to increase recycling and reduce manual handling.
- Liverpool Hospital is conducting a trial designed to improve co-mingled recycling through signage, staff education and designing workspaces to maximise recycling.

Strengthen financial sustainability now and plan for the future

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. In 2022-23 we received \$2.5 billion in funding from the Ministry of Health.

Partnering in care

While the pandemic eased in 2022-2023, it left an ongoing impact on elective surgery waiting times across the health system. South Western Sydney Local Health District has continued partnering with private hospitals to address waiting times. A temporary increase in spending on elective surgery will allow us to reduce waiting times and provide timely care into the future.

Savings through purchasing

The District has exceeded its 2022-2023 target under the Accelerated Savings Program which enables goods and services to be procured using the combined buying power of NSW Health. This program consists largely of procurement initiatives. Our target was \$6.2 million in savings, and we were able to deliver \$9.9 million across South Western Sydney Local Health District. Key projects included the optimisation of purchasing medical consumables, pharmaceuticals and prosthesis. All funds saved are re-directed to support the delivery of safe, high-quality care.

Financial report

Expenditure	\$'000
Visiting Medical Officers	\$109,408
Employee related expenses	\$1,544,579
Other operating expenses	\$697,595
Depreciation and amortisation	\$103,877
Payments to affiliated health organisations	\$36,190
Other items	\$14,520
Total	\$2,506,169

Own source revenue	\$'000
Sale of goods and services	\$196,388
Grants and contributions	\$59,065
Investment revenue	\$5,915
Other income	\$6,591
Total	\$267,959

Transforming experiences through technology



Creative use of technology has the power to transform the experience of our patients and staff. The Operating Theatres team at Bowral & District Hospital use a camera and monitor to allow mum a front row seat to her bub's first moments during a caesarean section while staff continued to care for her.

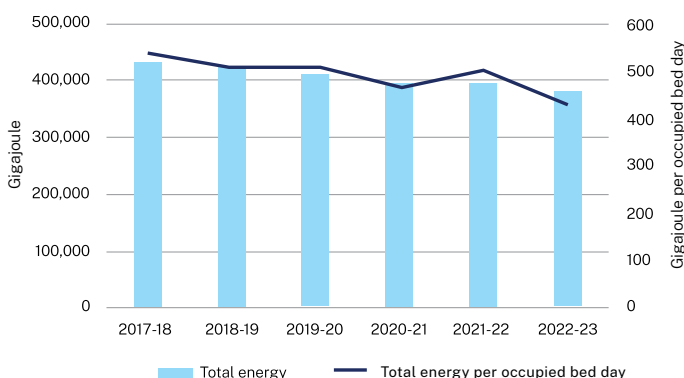
Bowral & District Hospital General Manager Bradley Warner encourages his team to get creative when it comes to enhancing the patient experience.

“Our people are continually looking for ways to improve the patient experience, whether it be a reassuring word or adapting technology to enhance one of life’s most precious moments,” he said.

“Putting the patient at the centre of our thinking is vital to providing safe, high-quality care and positive experiences.”



Reducing energy use



Our governance

Our Board

Our Board leads, directs and monitors 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, since January 2019

Professor Jill White AM, Deputy Chair since May 2023, member since August 2022

Dr David Abi-Hanna, from April 2013 to March 2023

Associate Professor Deepak Bhonagiri, since January 2023

Mr Max Bosotti, since January 2017

Professor Hugh Dickson OAM, since January 2019

Associate Professor Matthew Gray OAM, from January 2013 to December 2022

Ms Teresa Harm, since March 2022

Ms Annette Houston AM, since January 2022

Dr Richard Matthews, March 2022 to October 2022

Ms Kerrie Murphy, since January 2015

Mr John Roach PSM, since January 2019

Associate Professor Vince Roche, since January 2023

Ms Billie Sankovic, since January 2023

The Hon. Frank Sartor AO, since February 2023

Associate Professor Shameran Slewa-Younan, from January 2015 to December 2022

Executive Leadership Team

Ms Amanda Larkin, Chief Executive to September 2023

Ms Sonia Marshall, Director, Nursing, Midwifery and Performance

Ms Nel Buttenshaw, Director, Corporate Governance

Ms Sue Colley, Director, Allied Health and Community Services

Mr Michael Dickinson, Director, Digital Health

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

Dr Rebecca Leon, Director, People and Culture

Ms Karen McMenamin, General Manager, Liverpool Hospital

Dr Brett Oliver, Director, Medical Services

Mr Dimetrious Palamidis, Director, Finance and Corporate Services

Ms Simone Proft, Director, Strategy and Partnerships from February 2023

Professor Josephine Chow, Director, Strategy and Partnerships until February 2023

Mr Peter Rophail, General Manager, Bankstown-Lidcombe Hospital

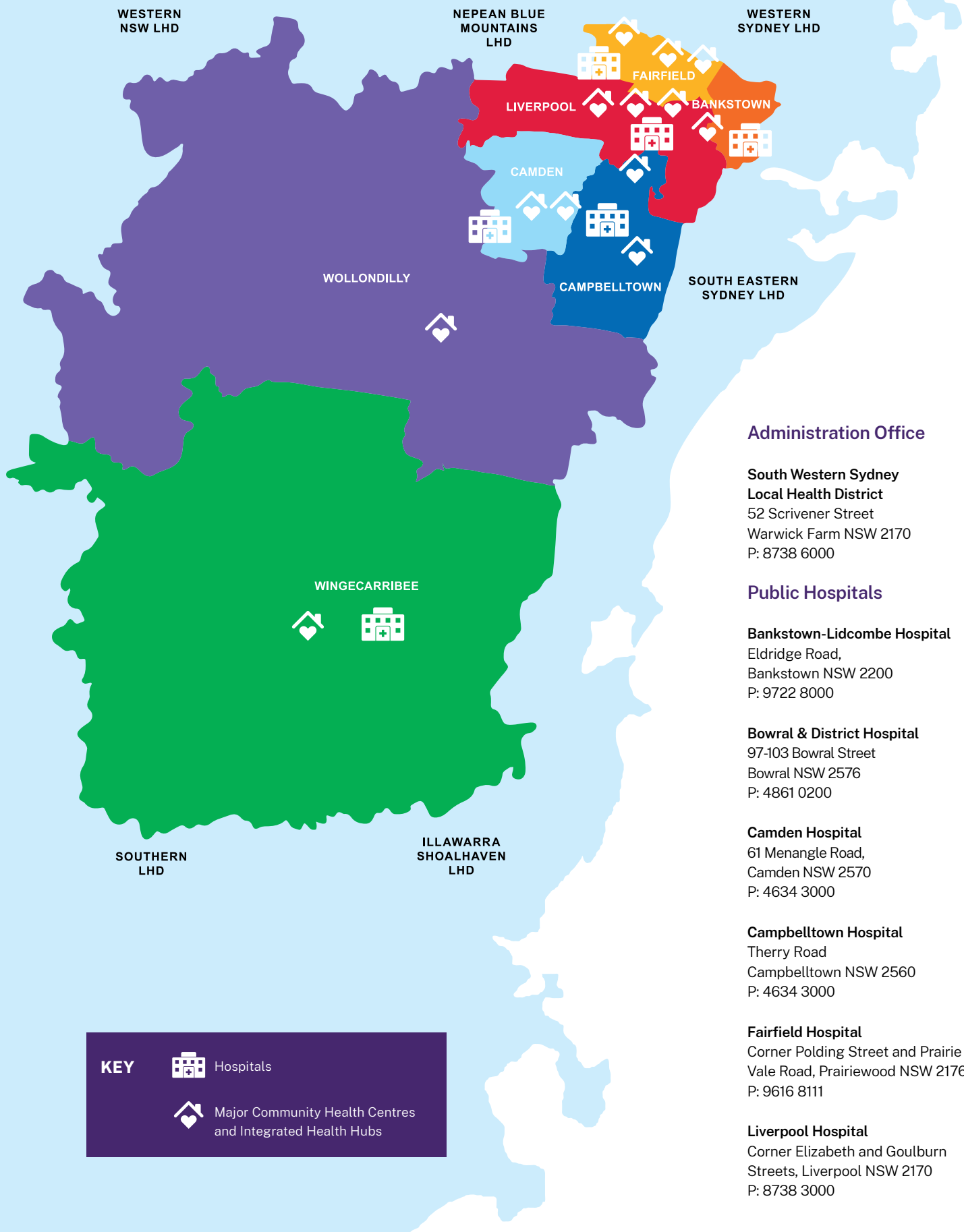
Our supporters

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 communities and staff feel appreciated. Thank you all who contribute to the health of our community.



Our services



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

KEY

-  Hospitals
-  Major Community Health Centres and Integrated Health Hubs

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 Ave
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

Mental Health

Referral service
P: 1800 011 511

Bankstown Community Mental Health Service

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

Bankstown – Older Persons Mental Health Service

Bankstown Lidcombe Hospital
P: 9722 7220

Wingecarribee-Bowral Community Mental Health Team - Adult

20 Bendooley Street
Bowral NSW 2576
P: 4861 8000

Macarthur Community Mental Health Services

6 Browne Street
Campbelltown NSW 2560
P: 4633 0400

Macarthur Community Mental Health Services

Suite 1, Level 2, 101 Queen St
Campbelltown NSW 2560
P: 4621 5000

Macarthur – Older Persons Mental Health Service

Camden Hospital Menangle
P: 4654 6342

Fairfield Community Mental Health Service – Adult Community Health Centre

53-65 Mitchell St
Carramar NSW 2163
P: 9794 1714

Fairfield - Community Mental Health Service

- Infant Child & Adolescent
53-65 Mitchell Street
Carramar NSW 2163
P: 8717 1700

Fairfield - Community Mental Health Service - Therapy & Recovery Service

152-168B The Horsley Drive
Carramar NSW 2163
P: 9794 1997

Liverpool Community Mental Health Team

Liverpool Hospital Entrance L
P: 9616 4354

Liverpool - Community Mental Health Service - Infant

Child & Adolescent
Park House: Level 1, 13
Elizabeth Street Cnr Bigge St
Liverpool NSW 2170
P: 9827 8011

Safe Haven Campbelltown

80 Woodhouse Drive
Ambarvale NSW 2560
P: 0457 093 109

Safe Haven Liverpool

Moore St Liverpool NSW 2170
(Across from Liverpool Train
Station Bus Interchange)
P: 0499 825 974

Wollondilly Community Mental Health Centre

15 Harper Close
Tahmoor NSW 2573
P: 4683 6000

Oral Health Services

Referral service

P: 1800 679 336
For clinics located in Fairfield,
Yagoona, Ingleburn, Liverpool,
Narellan, Campbelltown,
Tahmoor and Bowral

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

South West Sydney Public Health Unit

P: 1300 066 055

Sexual Health Services Clinic

Ground Floor,
13 Elizabeth Street
Liverpool NSW 2170
P: 9827 8022

NSW Refugee Health Service

Suite 1, Level 3
157-161 George Street,
Liverpool NSW 2170
P: 9794 0770

BreastScreen SWS

Appointments

P: 132 050

Locations

102 Bigge Street,
Liverpool, NSW 2170

Suite 5, Ground Floor,
157-161 George Street,
Liverpool, NSW 2170

Civic Centre, Suite 2,
Ground Floor,
66-72 Rickard Road,
Bankstown NSW 2202

Mawson Centre,
Browne Street,
Campbelltown NSW 2560

Suite 4/70 Bowral Street,
Bowral NSW 2576

Want to learn more?

To learn more about South Western Sydney Local Health District and our plans for the future, go to the SWSLHD website:

www.swslhd.nsw.gov.au

South Western Sydney Local Health District


Locked Bag 7279, Liverpool BC NSW 1871

Tel: (612) 8738 6000

Fax: (02) 8738 6001

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

 @SWSLHD

 South Western Sydney Local Health District

