CARING FOR YOU TODAY, CARING FOR YOUR TOMORROW
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COVER PHOTO: Westmead Hospital’s senior cardiopulmonary physiotherapist Alexia Kozary (left), surgical registrar Dr Nick Lee, dental student Roswin Grewal, and Blacktown and Mount Druitt hospitals’ deputy director Nursing & Midwifery Rola Tawbe embrace our digital future.
PHOTO: Registered nurses Shantelle Morton (left) and Elizabeth Wilson look into the future at the unveiling of a 3D model of the Westmead Redevelopment project.
Western Sydney Local Health District (WSLHD) provides public healthcare to more than a million residents in Sydney’s west as well as services to those outside our catchment from specialty statewide centres of expertise.

We are responsible for delivering and managing $1.8 billion in public healthcare across more than 120 suburbs in the Blacktown, The Hills Shire, Cumberland and Parramatta local government areas (LGAs).

One of 15 local health districts (LHDs) in the NSW Health system, WSLHD is the State’s second most populous and one of the fastest growing areas with the population expected to increase by 48 per cent by 2036.

Our community is complex in its diversity and its healthcare needs. It spans the full economic and social spectrums providing a rich environment to develop and implement innovative models of healthcare, research, infrastructure and new ways of doing business.

To meet our healthcare needs and projected demand we have embarked on a multibillion-dollar capital redevelopment program, and continue to research world’s best practice and innovations to maintain community expectations in healthcare delivery, research and education.

A total of 13,000 dedicated individuals work across more than 70 sites including Westmead, Auburn, Cumberland, Blacktown and Mount Druitt hospitals as well as a network of comprehensive integrated care and community-based services.

**DEMOGRAPHY**

Forty-seven per cent of our residents were born overseas and one in two speak a language other than English at home with 71.1 per cent living in the Cumberland LGA. India leads as the country of origin and Arabic is the most common non-English language.

Aboriginal people comprise 1.5 per cent of our population, residing largely in the Blacktown LGA.

WSLHD has the highest proportion of females of childbearing age at 51 per cent.

Our local health district is characterised by wealth at one end of the spectrum and significant social disadvantage at the other bringing with it a range of complex health needs and social circumstances.
WSLHD residents experience greater socioeconomic disadvantage compared to the general NSW population, except for those living in The Hills Shire LGA.

OUR HEALTH

Half the residents of western Sydney have a chronic disease and about 20 per cent have at least two.

People from culturally and linguistically diverse (CALD) backgrounds may have a higher risk of developing some chronic diseases such as diabetes.

Additional considerations with CALD people may include language barriers, problems with health literacy, absence of family support, financial stress, low social status and a sense of disempowerment.

Three categories of chronic disease in western Sydney are costing more than $2.9 billion annually.

It is estimated more than 189,200 people suffer diabetes, chronic obstructive pulmonary disease (COPD), and heart conditions averaging $2914 million annually in direct and indirect costs.

WSLHD has a 20 per cent higher incidence of diabetes and asthma than the NSW average, coupled with challenging demographics.

Australia’s leading causes of morbidity and mortality, the effects of obesity, diabetes and cardiovascular disease are particularly pronounced in Sydney’s west.

Western Sydney is a diabetes hotspot with an estimated quarter of the population likely to be affected by diabetes or prediabetes.

A total of 50 per cent of the population is overweight and at risk of developing type 2 diabetes.

SOURCE (SNAPSHOT): NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
WESTERN SYDNEY HOSPITALS
1. Mount Druitt Hospital
2. Blacktown Hospital
3. Westmead Hospital
4. Cumberland Hospital
5. Auburn Hospital

WESTERN SYDNEY COMMUNITY HEALTH CENTRES
6. Mount Druitt Community Health Centre
7. Doonside Community Health Centre
8. Blacktown Community Health Centre
9. The Hills Community Health Centre
10. Parramatta Community Health Centre
11. Merrylands Community Health Centre
12. Auburn Community Health Centre

* Hatched area of Parramatta LGA is outside Western Sydney Local Health District
WSLHD’s expenditure for 2017-18 was $1.8 billion with 66 per cent consisting of salaries and wages for more than 10,000 full time equivalent employees.

Own source revenue contributed $264 million towards funding health services.

WSLHD ensures policies and controls are in place to effectively manage its assets and finances.

Financial sustainability underpins the ability to provide a diverse range of public healthcare to the residents of Sydney’s west.

Four portfolios comprise the WSLHD Finance directorate. They are:
- Financial and management accounting
- Supply chain
- Performance and analytics
- Health records and information management

**HIGHLIGHTS**

Strong engagement and commitment by WSLHD operations and finance teams enabled a sustainable financial recovery program by the end of the year despite an increase in demand for services.

Underpinning the recovery were improvements on several fronts including clinical key performance indicators. These include emergency access at all emergency departments (EDs), a sustained solid performance in surgical programs and reduced seclusion rates in mental health services.

A significant investment in essential maintenance of assets and infrastructure across the local health district (LHD) was completed in the final quarter of the year.

The supply chain portfolio negotiated several important contracts that will provide multi-year benefits to WSLHD. They include improved access to cost-effective orthopaedic and cardiac implant devices and ophthalmology lenses.

The priority of our medical coding teams continued to be one of improving the quality of the patient record, resulting in advancement up the leader board which reflects NSW Health’s State performance.

The coverage of clinical documentation specialists has been expanded across the LHD, enhancing clinical engagement. This resulted in improvements capturing the complexity of patient events within the patient record.

The performance and analytics team provides reporting, analytics and expertise on patient activity data, activity based funding (ABF) and patient level costing.

It designed and implemented a live smart application to monitor emergency treatment times to assist in reading the waiting time at our EDs.

We had a strong focus on improving efficiency throughout 2017-18 and as a result, significant reductions were achieved in cost per National Weighted Activity Unit (NWAU).

A NWAU is a measure for health service activity. Cost per NWAU is an important gauge by which the State and Commonwealth governments determine the efficiency of hospitals and LHDs. NSW reduced costs by 1.4 per cent, while WSLHD recorded a 5.6 per cent reduction.

The annual WSLHD costing study was provided to the NSW Ministry of Health on a timely basis and data in the report used to inform future directions in health funding at a State and national level.

The complete audited financial statements are published in the 2017-18 NSW Health Statutory Financial Report and are available on our website www.wslhd.health.nsw.gov.au
WSLHD had a strong focus on improving efficiency throughout 2017-18. As a result, significant reductions were achieved in cost per NWAU.

The measurement used in the graph above is cost per NWAU (National Weighted Activity Unit). A NWAU is a NSW and national unit of measure for activity.

Cost per NWAU is an important measure by which the State and Commonwealth measure the efficiency of hospitals and LHDs.

**Between 2014-15 and 2017-18**
- **The State** costs grew by **2.1%**
- **WSLHD** costs grew by **0.3%**

**Between 2016-17 and 2017-18**
- **The State** reduced costs by **1.4%**
- **WSLHD** reduced costs by **5.6%**

**SOURCE:** NSW Health Activity Based Management Portal.
This past year has been both exciting and demanding.

It is our great pleasure to acknowledge the many individuals and organisations who have shared the commitment of Western Sydney Local Health District to provide the best possible healthcare for the community we serve.

Our hospitals, community services, and our partnerships with the primary health network, WentWest, our general practitioners and others who provide health services in the community, have been vital to achieving great outcomes for people with serious illnesses and diverse healthcare needs.

We have faced major financial challenges in our organisation this year and have established a recovery process that will give us a solid foundation on which to plan and implement the massive infrastructure developments taking place in and around our facilities at Westmead, and Blacktown and Mount Druitt hospitals.

At Westmead we have helped develop and share a vision of what the future will be with our partners at The Children’s Hospital at Westmead, the University of Sydney, the NSW Government, local councils, schools and businesses.

The contribution to the planning and building of our new facilities from NSW Health Infrastructure has been inspirational.

The strength of Sydney University in research, education and scholarship as well as the breadth of its disciplines within and beyond health make this a vital partnership for our future and for developing innovative approaches to improving health in the Westmead precinct.

We are truly engaged in building the future together, utilising the best insights available, to plan clinical services, develop and educate the future health workforce and conduct research of the highest quality.

The local health district is in a wonderful position with regard to all our university and council partners and we acknowledge their growing contributions.

At Blacktown and Mount Druitt hospitals we will soon have the second stage of the expansion program completed.
And we are fortunate to be working with Blacktown City Council, a champion of the Better Foundation which supports Blacktown and Mount Druitt hospitals.

We are also partnered with Western Sydney University and their important and evolving presence at both Blacktown and Parramatta, to help develop the smart city of students and advanced clinical research.

The University of Notre Dame Australia at Auburn Hospital is successfully bringing research and broad educational opportunities to our work in this distinctive and important community.

Part of the rapidly growing population of WSLHD, Auburn Hospital has an important and developing future as a place for elective surgery, for bringing a large number of babies into the world and for meeting the specific needs of the local population.

Still a young institution in many respects, WSLHD has the opportunity to shape its direction and develop its own approaches.

We are agile in the ways we are responding to the future. We are free to develop partnerships with others who can also access the wonderful opportunities of the rapidly expanding western Sydney community and the focus of Parramatta to create something exciting for the people of western Sydney.

These partners are crucial to making a successful and healthy environment for us all.

We thank all those who have offered the hand of friendship and engaged at so many levels in making the future so different to the past. Without the commitment, guidance and help that comes to us each day from the team at the NSW Ministry of Health, we could not provide for our community.

Just as the world has embraced new technology and social media so too are we moving with the times.

Information technology is already changing the face of clinical practice, underpinning important research in healthcare and providing a platform for each of us to be healthier.

WSLHD has focussed much energy and resources on developing our capabilities and infrastructure in this field during 2018.

We recognise the wonderful dedication and commitment of our 13,000 medical, nursing, allied health, managerial and support staff.

Each person can tell a story of how they have gone beyond the call of duty to meet the needs of people relying on our health services. In the pages that follow we touch on aspects of their commitment.

To all our supporters, we gratefully acknowledge and thank you for all you have done through the past year for us and the people of western Sydney.
HEALTHCARE FACILITIES

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PHOTO: WSLHD director Innovation and Redesign Emma Clarke chats to patient Norman Alagha.
Westmead Hospital, which is currently undergoing a billion-dollar redevelopment, is our largest tertiary referral hospital, providing comprehensive and complex services to its local community, as well as statewide and nationally.

They range from nationally funded programs such as pancreas islet cell transplants to primary healthcare. Tertiary and quaternary clinical services include:

- Major trauma
- Bone marrow transplant
- Renal transplant
- Pancreas (islet) cell transplant
- Neurosurgery
- Interventional neuroradiology
- Oral health
- Radiation oncology
- Cardiology interventional services
- Cardiothoracic surgery
- Advanced gastroenterology
- Adult eating disorders
- Deep brain stimulation
- Complex epilepsy
- Complex dermatology
- Neonatal intensive care
- Cystic fibrosis services for adults
- Huntington’s disease services; and
- Intra-uterine neonatal referral for babies requiring high level post-birth surgical interventions (neurological and cardiac) at The Children’s Hospital at Westmead.

The Westmead Institute for Maternal Fetal Medicine cares for more than 1000 of the most complicated pregnancies in the State, where either the mother, baby or both have life-threatening conditions.

The institute works closely with The Children’s Hospital at Westmead (CHW), and together provide the State service for babies with serious heart abnormalities. About 120 babies a year require major heart surgery in the first hours or days of life.

Westmead’s pelvic floor unit cares for more than 5000 women including those with urinary incontinence, utero-vaginal prolapse and pelvic floor dysfunction. It conducts the only public bladder function studies from Sydney’s inner west to the NSW border.

Our urogynaecologists have been pivotal in developing guidelines and protocols for the use of vaginal mesh. Westmead Hospital is one of five NSW centres credentialled for the management of complex mesh patients.

The pelvic floor unit’s research has led to a substantial sustained reduction in obstetric anal sphincter injuries during birth with WSLHD now having one of the lowest rates nationally.

Westmead Hospital continues to see growth in the number of patients presenting to the emergency department (ED) with a 2 per cent increase compared with the previous financial year.

Despite record demand, there were improvements in emergency treatment performance (ETP), that is patients treated and discharged or admitted within four hours, and in transfer of care (TOC), patients arriving by ambulance transferred into hospital care within 30 minutes.
ETP improved by 5 percentage points and TOC by 2.

Fundus photography is used to inspect anomalies in the eye’s retina associated with diseases such as macular degeneration, retinal neoplasms, choroid disturbances and diabetic retinopathy.

Current standards of care in EDs around the world miss up to 13 per cent of patients with clinical signs indicating life or vision-threatening pathologies because fundoscopy in the ED is technically challenging.

A portable non-mydriatic camera (NMC) was introduced in ED with photos uploaded to the patient’s electronic medical record (eMR) and reviewed by our ophthalmology team within 24 hours, improving the fundoscopy rate from 6.4 per cent to 89.5 per cent during a trial period.

It was the first portable NMC fundus photography program in Australia and demonstrates the value of collaborative fundus imaging for patients presenting to ED.

Stage one of the Westmead Redevelopment was completed with the opening of a new state-of-the-art car park, ear nose and throat and audiology unit, and a new inpatient unit, while work continued on the central acute services building. A detailed overview of the redevelopment program is on page 38.

Interpreter Project in Outpatients Clinics (IPOP), an initiative to reduce average wait time for booking interpreters, aims to improve access and the experience for culturally and linguistically diverse (CALD) patients.

Implemented in Westmead Hospital’s University Clinics, where 10 per cent of patients require an interpreter, IPOP achieved:
  • Improved communication with CALD patients
  • Streamlined interpreter check-in including a designated waiting area for interpreters

• An 83.4 per cent reduction in phone interpreter wait times
• A 49 per cent decrease in interpreter usage costs; and
• A 67 per cent reduction in time spent booking interpreters per day.

The geriatric rapid evaluation and treatment service (GREAT) realised a 26.3 per cent decrease in hospital admissions and a 30 per cent reduction in in-hospital deaths in residents from residential aged care facilities (RACFs), and an estimated $7.7 million in savings per year.

GREAT is an outreach program provided to local RACFs during business hours. A management plan is developed in collaboration with the patient’s GP, RACF staff, and family.

The Westmead Medical Research Foundation raised nearly $3 million, a 49 per cent increase on the previous year, to further the vital work of clinicians and researchers.

In October 2017, Team Westmead raised $75,000 competing in the Coleman Greig Challenge, to purchase lifesaving equipment for Women’s and Newborn Health.

The Crown Princess Mary Cancer Centre’s involvement with Dry July secured $85,000 to improve the comfort, care and wellbeing of patients receiving cancer treatment.

Our volunteers brought in $132,225 through various activities including the volunteer shop, chocolate trolley and the buggy service.

A total of 75 volunteers work across Westmead Hospital’s many departments enhancing the experience of patients and visitors through a variety of activities including pastoral care, wayfinding, offering patient and carer support and education, social interaction, and providing a tea trolley and library service.

They also transport outpatients via buggy to various clinics. The buggies conduct more than 1300 runs a month.
### Westmead Hospital Key Activity 2017-18

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Total Bed Days</td>
<td>317,581</td>
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<tr>
<td>Separations*</td>
<td>105,383</td>
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<tr>
<td>ED Presentations</td>
<td>134,152</td>
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<tr>
<td>Oral Health</td>
<td>134,152</td>
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<tr>
<td>Hospital Non-Admitted Patient Services</td>
<td>1,610,518</td>
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<tr>
<td>Ambulance Presentations</td>
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<tr>
<td>Surgeries</td>
<td>21,525</td>
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<tr>
<td>Births in Hospital</td>
<td>5688</td>
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<tr>
<td>Daily Average Available Beds</td>
<td>958</td>
</tr>
<tr>
<td>Surgeries</td>
<td>21,525</td>
</tr>
</tbody>
</table>

1. Awards to our best performers.
2. Staff celebrate the opening of the refurbished inpatient unit for patients recovering from surgery.
3. Westmead Women’s and Newborn Health administration officer Jocelyn Conate shows patient Crystal Rincon the Q-Flow patient check-in system.
4. A kidney sculpture draws attention to research in polycystic kidney disease.
5. The birthing unit celebrates 1000 water births.
6. Celebrating Chinese New Year little Kingston Wilde and his mum Sandra Wilde with trauma service director Dr Jeremy Hsu.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.

Source: NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
Clinical interpretation of data is most important for any digital solution in health.

Dr Amith Shetty, Westmead emergency staff specialist.

Dr Amith Shetty is on a mission to stop one of Australia’s most threatening health conditions in its tracks.

Sepsis occurs when the body’s response to infection causes organ dysfunction.

It is the leading cause of death from infection in Australia, with a mortality rate higher than the annual road toll.

Having worked at Westmead Hospital for 15 years, the emergency staff specialist knows just how threatening Sepsis can be.

“In ED, when you’re really sick, it can be due to a lot of possible causes. Our job is to find the cause and if it’s sepsis, we have to be quick,” says Dr Shetty.

With the assistance of WSLHD’s technical staff, Dr Shetty helped develop a sophisticated system alert which enables clinicians to confirm sepsis in patients much faster.

“Because of the alerts, we have been able to capture these patients early when they present to ED, so we can get them on antibiotics straight away.”

“Clinical interpretation of data is most important for any digital solution in health. Our systems are smart. That’s how our local health district is moving into the future.”
Auburn Hospital is WSLHD’s centre for high-volume, short-stay surgical cases for people with a low anaesthetic risk, including plastic surgery.

In late 2017 planning started to introduce low-risk joint replacement services consistent within the high-volume short-stay model. Commencing with knee joints, the program will mature to include hip joint, foot and ankle surgery along with a comprehensive pre-surgical physiotherapy conditioning program.

Elective surgery access performance maintained an excellent rating with 100 per cent compliance across all three surgical categories.

Access and support for aged care will benefit with the appointment of a specialist in geriatric medicine to commence in 2018-19, improving the flow and transition of patients from acute hospitals to residential aged care facilities.

January 2018 saw the installation of a state-of-the-art CT scanner. The hospital maintained its emergency department treatment performance with an average of 81 per cent of patients treated and discharged or admitted within four hours.

Several teaching programs were reaccredited by the relevant colleges including:
• Emergency medicine by the Australasian College for Emergency Medicine
• Obstetrics and gynaecology by the Royal Australian and New Zealand College of Obstetricians and Gynaecologists; and
• General surgery training by the Royal Australasian College of Surgeons.

Auburn Hospital’s close relationships with the local community enhances its services. Dooleys Lidcombe Catholic Club donated $25,557 for a Lucas Automatic CPR machine in ED and $33,367 for a wireless CTG machine to monitor the heartbeat of babies during labour. A Centennial Grant of $30,000 from the Commonwealth Bank was used to purchase a neonatal resuscitation unit for the operating suite.
18,816 SEPARATIONS*

41,562 TOTAL BED DAYS

166 DAILY AVERAGE AVAILABLE BEDS

121,085 HOSPITAL NON-ADMITTED PATIENT SERVICES (OCCASIONS OF SERVICE)

28,755 ED PRESENTATIONS

1363 BIRTHS IN HOSPITAL

4999 AMBULANCE PRESENTATIONS

7402 SURGERIES

1. Structured new antenatal program participants.
4. Fundraising donations.
5. Associate Professor Richard Haber retires after five decades.
6. Food services assistants Hardheet Barar and Suna Orcun.
7. Auburn celebrates 110 years: Auburn Hospital operations director Debbie Sharpe (left), local residents Beryl Duff and Hazel Gibbs with Auburn Hospital director of nursing and midwifery Kate Murphy.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.

SOURCE: NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
We are thrilled to be laying important groundwork for the digital future of healthcare for the Auburn community.

Associate Professor Naren Gunja, WSLHD chief medical information officer.

Auburn Hospital will be the first health facility in NSW to roll out eFluids, an electronic system for fluid orders and drug infusions, further increasing patient safety.

The system is part of a suite of upgrades across WSLHD. Known as the digital health clinical program, it is taking the local health district into the next era of digital healthcare.

“Digital Hospitals don’t just happen overnight,” says WSLHD chief medical information officer Associate Professor Naren Gunja.

“There is a lot of planning, testing and consultation that goes into making sure a system can support clinical care.

“That’s what we’ve been doing this year to make sure Auburn is ready to be the first facility in the State to go live with eFluids.”

As well as eFluids, Auburn Hospital will go live with essential digital upgrades in operating theatres and across multiple medical devices, streamlining workflows so clinicians can spend more time focusing on their patients.

“We’re at the beginning of a digital transformation in health, and we are making sure western Sydney is ready for the future, for our staff and our patients.”
Blacktown is a modern bustling city comprising 48 residential suburbs including Mount Druitt and is home to more than 360,000 people, making it the second largest city by population in NSW.

To cater for the needs of its growing and diverse community Blacktown and Mount Druitt hospitals are undergoing a $700 million-plus expansion project.

Blacktown Hospital currently provides 24-hour emergency, intensive and high dependency care, sub-specialty acute medical and surgical services, obstetrics and newborn care and sub-acute rehabilitation.

Inpatient acute mental health and community mental health are delivered from Bungarribee House.

A teaching facility of Western Sydney University (WSU), a clinical school is located on site at Blacktown Hospital nurturing western Sydney’s doctors of tomorrow. The WSU partnership is integral to our flourishing clinical research programs.

Mount Druitt Hospital offers 24-hour emergency care, and a local health district-wide role in the provision of planned surgery, with a high proportion of general, orthopaedic and breast surgery.

It has the highest volume of paediatric medicine and paediatric emergency department attendances of any WSLHD facility.

Blacktown and Mount Druitt Hospitals Expansion Project has forged a strong partnership with NSW Health Infrastructure during the delivery of the clinical services building and the planning of the acute services building due for completion in 2019. A detailed overview is on page 39.

An initiative known as Project RED has revolutionised the way patients are treated in Blacktown and Mount Druitt hospitals.

At Blacktown Hospital, Project RED is improving patient flow and emergency treatment performance, and reconfiguring hospital systems and processes ready for the transition to the new acute services building in 2019.

A whole-of-hospital redesign program, Project RED was developed and implemented by Blacktown, to initially improve emergency treatment performance (ETP).
1. Dr Anna Duke (left) congratulates Blacktown Mount Druitt 2017 Nurse of the Year Mitra Katebi with Dr Ahamed Zawab.
2. International Nurses Day.
3. Hitachi Billisoft machine donation.
4. Brendan Keirin at the NAIDOC week celebrations.
5. Dementia patient Shirley Mitchell and Bunnings Warehouse Prospect activities organiser Kylie Hazeltine in the new Blacktown Hospital sensory garden.
6. Volunteer Henderika Jongsma and salsa performer Sebastian Parisi kick up their heels as part of National Volunteers Week celebrations.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.

SOURCE: NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
The program focusses on improving the journey of patients through the hospital.

It involves key hospital departments, from emergency to cleaning, working together to improve ETP and patient flow.

It has helped reduce waiting times for patients to commence treatment, improved faster access to imaging services and meant less delays for patients during their time in hospital.

Project RED examined patient flow and rectified areas that can slow treatment down resulting in more efficient off-loading of ambulances on arrival, improving streaming at triage for better patient management, improving patient flow for more efficient transfers, making better use of the patient discharge lounge, and instituting dedicated cleaning and portering teams to make services more effective.

There were significant improvements in the time to commence treatment in the ED, and reduced emergency waiting times for patients despite Blacktown Hospital recording the highest year-on-year growth rate increase in ED attendances of any NSW public hospital in 2017-18.

Mount Druitt Hospital also experienced high year-on-year growth in ED presentations, more than twice the NSW ED attendance growth rate.

Despite the activity surge across both EDs over the year, there was a more than 10 per cent improvement in the key performance areas relating to timeliness of care in our EDs.

Since Project RED, the average patient spends 80 fewer minutes in ED.

Electronic medications management (eMEs) was implemented at Mount Druitt Hospital. eMEs, a digital program for the dispensing of medication, reduces prescribing errors and improves patient safety.

An electronic record in intensive care (eRIC) was implemented at Blacktown in November 2017.

eRIC is part of a statewide clinical information system across intensive care units (ICUs) in NSW to give clinicians full access to many different sets of bedside patient information to help in decision making, accurate data capture and recording.

More efficient and automated patient monitoring enables ICU staff to better care for critically ill patients.

Patients at Mount Druitt Hospital’s supportive and palliative care unit benefitted from a $658,000 investment providing greater comfort and security.

The mix of funding from the Ministry of Health, the Dry July fundraising event, and community support saw substantial refurbishment to coincide with the unit’s 20th Anniversary.

Blacktown Workers Club and Blacktown Lions revamped the front and back garden areas and a new community art mosaic was installed with the help of Bidwill Uniting Church.

The Better Foundation which supports Blacktown and Mount Druitt hospitals was launched to maximise local corporate and community fundraising relationships.

More than 400 people attended the inaugural Better Foundation Gala Dinner in May raising $40,000 to support a new multipurpose clinical space in the children’s ward at Mount Druitt Hospital.

Blacktown and Mount Druitt hospitals fundraising program secured $484,000 through the generosity of individuals and businesses.

More than 230 dedicated volunteers donated 40,645 hours improving the experience for patients, carers and visitors attending both hospitals.

“I love what I do; helping people and saving lives is what makes my job so fulfilling. When I receive a phone call at 1 or 2am to help a patient with a life-threatening condition, there is nothing like the feeling that you have saved a life. That’s the reward.”

Dr Ghiyath Alsnih, general and laparoscopic surgeon, Blacktown Hospital.
1. Mount Druitt Hospital’s 35th anniversary.

2. Ana Miranda (left), nurses Jenat Sakayanathan, Cassie Uly and Belinda Jordan.

3. Fatima Ouda (left) and daughter Souad seek guidance from GP liaison officer Angela McCole at the Mount Druitt Refugee Health Expo.

4. NSW Premier Gladys Berejiklian and NSW Health Minister Brad Hazzard at the opening of the Mount Druitt Renal Dialysis Centre.

5. New technology at Mount Druitt Hospital to support breast cancer patients.

6. Free vaccinations blitz.

7. Patient Iris Ruby thanks her carer.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.

SOURCE: NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
We are continuing to make sure western Sydney is ready for the future of healthcare.

Professor Michael Edye, director Division of Surgery and Anaesthetics, Blacktown and Mount Druitt hospitals.

For many people, having high blood pressure doesn’t normally land you in a whiz-bang digital theatre. But that’s exactly what happened to Blacktown local Patrick Dako.

Patrick had a tumour on one of his adrenal glands causing very high blood pressure. He required multiple CT, MRI scans and selective venous sampling to compare the levels of two different hormones inside his blood vessels. All before having laparoscopic surgery in Blacktown Hospital’s digital theatre to remove the lesion.

“To put this in perspective, this is not an operation we do every week,” says Patrick’s surgeon Professor Michael Edye.

“It is not a common situation, but it’s correctable and our digital theatre is fully equipped for surgeries like this.”

Patrick is one of more than 9000 patients who undergo surgery at Blacktown Hospital each year.

“We have a huge volume of patients, and they don’t have to be in New York or Switzerland for modern digital health tech. Blacktown Hospital is a very special building, and we’re ready for what the future of healthcare brings,” says Prof Edye.

Having moved from Africa to western Sydney 17 years ago, Patrick is very excited about the technological developments at Blacktown.

“It’s the place to be, that’s for sure,” he says.
PHOTO: WSLHD is protecting our Aboriginal kids, now and into the future. Immunisation nurse Hayley Carra vaccinates toddler Jirriga Councillor while comforted by her mother Emma Councillor.
MENTAL HEALTH

One in five people aged 16-85 in Australia will be directly affected by mental illness. WSLHD provides a comprehensive range of services to assist people experiencing mental illness or disorders across their lifespan from prevention through to early detection, early intervention, triage, assessment, acute and sub-acute care, and various levels of treatment and ongoing support in the community.

Inpatient services include acute adult; perinatal, child and youth mental health services; older persons mental health; rehabilitation; and forensic rehabilitation.

Our inpatient units are located in Westmead, Cumberland and Blacktown hospitals and our community mental health teams are based in Parramatta, Merrylands, Auburn, Dundas, The Hills Shire and Blacktown.

UrbanGrowth NSW Development Corporation’s Parramatta North renewal, the Parramatta Light Rail project and the Westmead Innovation District Master Plan have provided WSLHD with an opportunity to explore the redesign and relocation of mental health services to better integrate with general health in the Westmead precinct.

The Balnaves Foundation has funded the Unwired Mental Health Project over three years which tests the use of wearable e-health devices to maximise outcomes in young people with severe mental illness.

Relapse and readmission set off by stress creates a pattern which results in lost opportunity and significant disability. Personal e-health devices that can continuously monitor people and communicate physiological data such as stress and sleep quality to the individual and their mental health team, creates the opportunity to proactively intervene early in the process of relapse and help develop an awareness of stress for the consumer.

At Cumberland Hospital the electronic medications management system eMeds was rolled out.

HIGHLIGHTS

WSLHD Mental Health Services clinical services plan was further developed. It outlines how WSLHD will deliver world-class mental healthcare over the next 10 years and considers mental health reform,
population growth, specific needs of the population and changing models of integrated mental health services.

We continued to implement mental health reforms including the Pathways to Community Living Initiative which has transitioned 49 long-stay consumers to appropriate accommodation in the community.

Care navigators were instituted in Westmead Hospital’s ED where dedicated staff help transition consumers back into the community with the right supports. The program is funded through a partnership with WentWest, the Western Sydney Primary Health Network.

The Whole Family Team clinical service was implemented providing specialist in-home and community-based interventions for children and families with complex mental health and drug and alcohol issues where one or more children have a substantiated risk of significant harm report.

Delivered in partnership with NSW Family & Community Services, the NSW pilot demonstrated a 58 per cent reduction in repeat risk of significant harm reports for children in families that completed treatment.

The Redbank acute adolescent unit received NSW Health’s achievement award for its work on the Productive Mental Health Ward Program designed to improve safety, productivity and efficiency.

WSLHD Mental Health Services participated in community awareness and countering stigma activities such as the Big Anxiety Festival, R U OK? Day, Check-Up from the Neck-Up and the Sydney Science Festival.

The physical healthcare of people with severe and persistent mental illness has been identified as a serious public health challenge.

Our mental health services partnered with colleagues at Westmead Hospital to screen patients in Cumberland Hospital for hepatitis C.

Blacktown Hospital’s endocrinology department conducts metabolic screening and monitors metabolic syndrome.

Planning for cervical and breast cancer screening is underway.

WSLHD continues to reduce the use of seclusion through the implementation of the six core strategies in addition to the Creating Positive Cultures of Care Program and the Safe Wards Program.

The successful Clozapine Clinic was expanded improving access to general healthcare through partnering with GPs.

WSLHD received the NSW Health Excellence in the Provision of Mental Health Services Award for its innovative service delivery model, Mental Health Acute Assessment Team, a collaboration with the Ambulance Service of NSW, which aims to provide the most appropriate care for mental health patients and minimise inappropriate emergency department presentations via the triple-0 dispatch system.

Our volunteers play an important role in the provision of services. Seven volunteers are registered as contingent workers as part of the carer reference group. And 19 are registered to support family and carers of people attending the Mental Health Review Tribunal. There are three chaplains.

Volunteers assist staff each year with cooking or selling goods at hospital stalls. Money raised helps contribute to the rehabilitation journey of mental health consumers and enhances their hospital stay. A total of $17,434 was raised in 2017-18.

Mental health is such a dynamic place to work. The mental health professionals I work alongside are exceptional, but the patients I have met along the way are the real stars. Their stories and their strength have taught me so much.

Samantha Pozzo, nurse unit manager, mental health ward, Westmead Hospital.

1. NSW’s Health achievement award team winners from Westmead’s Redbank House acute adolescent unit nurse Jaclyn Mitchel (left), acting operations manager child and youth services Sumithira Joseph, clinical nurse specialist Elissa Yoo and nurse unit manager Julia Norcott.

2. The Big Anxiety Festival director Jill Bennett (left) with Parragirls Jenny McNally, Lynne Edmondson Paskovski and Bonney Djuric.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.*

SOURCE (SNAPSHOT): NSW Health Information Exchange and Enterprise Data Warehouse for Analysis Reporting and Decisions.
WSLHD’s Drug Health Service continued to grow and evolve over the past year to meet the demand for services.

We are seeing and treating more patients in our ambulatory clinics and at Westmead and Blacktown hospitals.

The Centre for Addiction Medicine opened at Mount Druitt Hospital in September 2017 offering a range of services including an opioid treatment program.

The needle and syringe team joined the Drug Health Service as part of the harm minimisation program assisting to eliminate hepatitis C among people who inject drugs.

Our clinics offer a one-stop-shop model of care, including the screening, diagnosis and treatment of substance use disorders and hepatitis C.

A mobile clinic will provide drug and alcohol outreach along with hepatitis C testing and screening. A collaborative service, it includes gastroenterology, sexual health and HIV teams.

We have further strengthened relationships with local GPs with HealthPathways, an online health information portal for GPs to use in patient consultations. It supports better linkages between primary care and our specialist services.

Two GPs are joining our Blacktown team to care for Aboriginal clients on the opioid treatment program.

Plans are underway to provide drug and alcohol training to GP registrars.

Part of a strategy to increase the workforce in drug health, it will further our linkages to primary care, improving outcomes for patients who require treatment for other chronic illnesses but do not routinely see a GP.

Research is integral to our services and we participate in many local and multicentre trials to improve the treatment of substance use disorders.

We are involved in a double-blind randomised controlled trial to evaluate the efficacy of lisdexamfetamine in reducing methamphetamine use. There is currently no pharmacotherapy approved for methamphetamine dependence. A trial looking at the use of buprenorphine depot for opioid dependency is set to commence.
Integrated & Community Health (ICH) works to improve the health and wellbeing of the population of western Sydney. It aims to provide treatment and care away from hospital through an integration and partnership model. ICH is responsible for population health, community-based services, Aboriginal health, priority populations and key strategic initiatives including service delivery reform, the Health Partnership Council, Western Sydney Diabetes and the Integrated Chronic Care Program. With a population of more than 1 million, projected to increase to 1.2 million by 2021, western Sydney is facing challenges in the demand for healthcare with an increase in chronic conditions, shifting consumer expectations and changing models of care. Half the residents of western Sydney have a chronic disease and around 20 per cent have at least two. ICH works in partnership with the community and a broad range of services to bridge the gap between community and hospital care. Our strategic partnerships with the NSW Government’s health and social policy agencies such as education, family and community services, police and juvenile justice, address health social determinants and provide a coordinated response to high-risk families and young people.

WESTERN SYDNEY DIABETES

Western Sydney Diabetes (WSD) is a partnership between the Western Sydney Primary Health Network (WSPHN), Diabetes NSW and ACT, the NSW Department of Premier and Cabinet and PricewaterhouseCoopers (PwC) to address the diabetes hotspot in western Sydney. The diabetes burden is large and rapidly growing with about 30 per cent of people in our region with pre-diabetes and 20 per cent with diabetes and growing at 1 per cent per year. The WSD leadership alliance has more than 110 members including government, non-government and community organisations.
Joint specialist case conferences (JSCC) assist general practitioners to better manage patients who present with diabetes. The JSCC have grown to include 1736 patients with diabetes and 229 GPs at 76 practices.

Three community diabetes forums, held at Blacktown, attracted more than 400 people.

WSD’s partnership with PwC, WSPHN, and the Australian Digital Health Agency saw the rollout of DoubleJump enabling data sharing from diabetes patients, hospital and general practice for planning and monitoring over the next two years.

We are in the early phases of developing the WSD self-management app to support patients to better manage their diabetes and improve their general health and health literacy.

**COMMUNITY-BASED SERVICES**

Clinical services are delivered via streams and are focused on the following patient cohorts:
- Child and family health
- Patients with chronic and complex conditions; and
- Priority populations including our Aboriginal and culturally and linguistically diverse peoples.

Staff work in partnership with general practitioners, hospitals, government and non-government organisations to provide healthcare in people’s homes, community health centres or venues such as early childhood or aged day centres.

**Child & Family Services**

Child & Family Services engage with women during their stay in hospital after giving birth and work in collaboration with antenatal services, particularly in relation to vulnerable families identified in the antenatal period.

This year the Child, Youth and Family Integrated Health Partnership Committee was established.

Electronic appointment reminders were implemented. The text message reminder sent out prior to an appointment, improved attendance rates and patient engagement.

**Chronic & Complex Care**

Chronic & Complex Care centre on restoring, improving, or maintaining people’s health, independent functioning and wellbeing and independence.

The focus is to assist people to regain or maintain physical, functional and cognitive abilities which support them to either maintain or recover a level of independence, allowing them to remain living at home.

Services are provided within a multidisciplinary framework and are delivered by a range of health professionals.

Chronic & Complex Care continued to evolve into a WSLHD-wide stream providing services to residents across western Sydney.

From July 2017 we assisted and continue to support our clients to access the Commonwealth’s National Disability Insurance Scheme.

Patient-reported measures are being implemented to ensure we meet the needs of our population.

Staff undertook community diabetes training to enhance their skills.

We worked and continue to work closely with FACS Housing NSW to modify the homes of our clients.
Chronic & Complex Care participated in the WSLHD partnership with Silver Chain to provide the terminally ill palliative care in the comfort of their home.

POPULATION HEALTH & PRIMARY PREVENTION

Population Health & Primary Prevention aims to improve the health of all residents and reduce avoidable hospitalisations by assisting people and organisations in western Sydney to create environments, policies and programs that support healthy choices.

Aboriginal Health Strategy

WSLHD’s first Reconciliation Action Plan was developed to implement culturally appropriate changes and develop stronger relationships with our Aboriginal and Torres Strait Islander communities to improve health outcomes.

WSLHD entered into agreements with major construction companies AW Edwards and Multiplex to assist Aboriginal and Torres Strait Islander apprentice trades people into available positions.

A director of Aboriginal Health Strategy was appointed.

Immunisation

School vaccination nurses provided 52,108 vaccine injections to students in western Sydney high schools.

Our biggest achievement has been closing the Aboriginal immunisation gap for children under five years with 97.5 per cent vaccinated, 2.6 per cent higher than non-Aboriginal children.

Tobacco Control

Staff focused on working with partners including the Greater Western Aboriginal Health Service, and Marrin Weejali Aboriginal Corporation to address smoking in pregnancy. Part of the program included a nappy incentive trial for Aboriginal mums-to-be.

Healthy Older People

A total of 31 Stepping On falls prevention courses were conducted with 363 older people who have had a fall or who are at risk.

Moving On sessions were held to ensure older people at high risk of falls continue with an exercise program.

Healthy Children’s Initiative

Healthy children’s projects focused on staff training, menu planning and policies in early childhood centres.

Our Reconciliation Action Plan will implement culturally appropriate changes and develop stronger relationships with our Aboriginal and Torres Strait Islander communities to improve health outcomes.

Associate Professor Stephen Corbett, director WSLHD Centre for Population Health.
childhood centres, school canteens and active travel at primary schools. Half of the 82 per cent of participating early childhood services implemented the practices. And of the 60 per cent of primary schools taking part, there has been a 60 per cent adoption rate.

Go4Fun, a free 10-week healthy lifestyle initiative for NSW kids aged 7-13 who are above a healthy weight, reached 1867 western Sydney children and families. The program expanded to 163 out of school hour (OOSH) care providers and supported playgroups in healthy eating, physical activity and screen time.

Healthy Eating, Active Living
More than 2025 people utilised the Get Healthy Information and Coaching Service with 1343 referred to the service by a health professional. The free phone service, staffed by qualified health coaches, supports adults to make lifestyle changes regarding healthy eating, physical activity, reducing alcohol consumption and reaching and/or maintaining a healthy weight.

All sugar-sweetened beverages were removed from all WSLHD facilities. Indoor water refill stations were installed at Westmead and Blacktown hospitals.

Environmental Health & Disaster Control
The environmental health team investigated several child lead poisoning cases among Indian and Pakistani communities. The source was an imported kohl eyeliner found in Indian grocery stores at Parramatta, Harris Park, Stanhope Gardens and Quakers Hill. The discovery is assisting in the prevention of unsafe and unregulated imported cosmetic products being sold in Australia.

Health Promotion Partnerships
We work with our partners to ensure the environments in which people live, work and play promote good health. Our health promotion partnership team works with:
• Parramatta, Blacktown, Cumberland and The Hills Shire councils
• NSW Department of Education
• TAFE NSW and Western Sydney University; and
• Legal Aid NSW.

Together we promote healthy eating and active living behavioural change programs, and advocate for changes in the built environment that support people to make healthy choices.

Christine Newman,
WSLHD Health Promotion director.

1. Make Healthy Normal at this year’s Kidtopia Festival at Parramatta Park encouraged kids and adults to get active.
2. Librarians educate young children about healthy foods at the City of Parramatta Library as part of Make Healthy Normal.
3. Go4Fun, a free healthy lifestyle program, focused on making physical activity fun for kids aged 7-13 in western Sydney. © Geoff Jones, Fairfax Media.
Initiatives include:

- The Healthy Higher Density Living project with the City of Parramatta.

Parramatta and all LGAs in WSLHD are experiencing unprecedented growth including housing density and population. Increased density if done well can have positive health impacts such as higher rates of physical activity, with more of the population walking to work, school and other destinations. But if done poorly can result in negative health impacts.

A survey of residents about their experience of living in medium to high density housing, a literature review, and interviews with community health and council staff informed council on a range of strategies to minimise the negative and maximise positive health outcomes.

- Implementation of the International Charter for Walking is a key project with Blacktown City Council to increase walking rates of residents and assist in reducing chronic diseases such as diabetes and obesity.

Initiatives include the promotion of walking groups, and ensuring built environments encourage walking for active transport and recreation by providing safe and accessible routes, public amenities, and shade.

- Libraries Health Month, a joint project with all four councils and their 25 libraries, publicises key health messages through resources and talks. Library staff promote key NSW Health programs such as Make Healthy Normal and the Get Healthy Information and Coaching Service.

Communicable Disease Surveillance
All notifiable conditions were responded to and improvements made to the surveillance and response to acute rheumatic fever, and rheumatic heart disease.

The 2017 influenza season in NSW was one of the most severe on record, extending for more than three months, due to concurrent peaks in influenza A and B strain activity. In preparation for the 2018 ‘flu season, 54 per cent of aged care facilities took part in the annual Residential Aged Care Facility Outbreak Management Workshop.

INTEGRATION, PARTNERSHIPS & ENABLERS

We work with healthcare and other providers to lead innovation and integration through clinical service redesign, new models of care and information technology.

Key milestones included:
Implementation of the five priority areas of Aboriginal health; older persons health; children, youth and family; mental health; and chronic and complex diseases.

The Western Sydney Health Care Interpreter Service provided 232,848 services in 86 languages at healthcare sites, over the phone, or in the home.

The Integrated & Community Health central referral service received 33,468 referrals and introduced fax to email e-technology to accept referrals electronically resulting in improved, quicker processing.

More than 400 additional HealthPathways, or care maps, were developed for clinicians to access through the HealthPathways website enabling all members of a healthcare team, in a hospital or in the community, to work cohesively when planning patient care.
Critical to improved healthcare is communication and integration between the hospital, GPs and patients. eHealth enablers included:

- LinkedEHR, a shared care planning tool between hospital and general practice
- Enrolled patient identification in both hospital and general practice
- GoShare, a web-app platform that allows clinicians to provide information and education materials to patients via text and email
- Health record integration between hospital and general practice allowing shared patient health summaries and documents from My Health Record; and the Better Health Together website and resources

The Western Sydney Integrated Chronic Care program, a partnership with the Western Sydney Primary Health Network, returned the following within the patient cohort:

- 2857 (34 per cent) less unplanned hospital admissions
- 10,752 (25 per cent) less bed days/reduction in hospital length of stay
- 1175 (37 per cent) reduction in preventable hospital admissions
- 3218 (32 per cent) decrease in ED presentations; and
- 1009 (23 percent) reduction in arrivals to hospital by ambulance.


Anyone can deliver medication but we can prevent patients from becoming more chronic by developing a relationship with them, assessing and addressing their needs. It is very satisfying and rewarding to work in prevention.

Josfin Charles, WSLHD care facilitator.

PHOTO: WSLHD care facilitators Josfin Charles (left), Prabash Odayan and Simon Mbugua.
1. Mount Druitt Public School ride to school program.
2. A partnership with the St Vincent de Paul Society NSW encouraging people to access a free telephone health coach was recognised in the 2018 ZEST Awards: Louise McKeon (left), Rosslyn Williams and Rachael Graham.
3. Chifley College Shalvey Campus embrace Aboriginal youth smoking cessation.
4. Siblings Afreen, Inayat and Baaz Randhawa enjoy Westmead Hospital’s water station as part of the Make Water Normal campaign.
7. Westmead allied health’s Walktober promotion.
8. Dr Francisco Valencia with patient Bill Kitson, of Toongabbie.
9. Integrated & Community Health nurses Jess King Hu (left) and Melissa Graf.

SOURCE: Community Health Outpatient Clinic, Patient information Management System & NAP DataMart.
WSLHD is committed to delivering world-class healthcare to meet the challenges of the future as well as to protect and improve the health and wellbeing of those who reside in our local health district and beyond.

Our multibillion-dollar building program is upgrading hospitals and health services so we can provide for our rapidly growing and ageing population, while taking advantage of innovative ways to deliver healthcare priorities.

Providing leading-edge patient care relies not only on traditional capital works but smart infrastructure.

Importantly we are investing and exploring eHealth initiatives that transform our ability to deliver better and safer clinical care for patients.

WESTMEAD REDEVELOPMENT

The Westmead Redevelopment project is revolutionising healthcare in western Sydney.

The $1 billion NSW Government project, the biggest health infrastructure program in the State, will transform the Westmead health, education and research precinct and deliver an innovative, integrated facility that will continue to provide high-quality healthcare for decades to come.

Westmead is a national and international leader in critical and acute healthcare, research and education. The Westmead precinct partners are working together to provide world-class innovation and services for NSW and Australia.

The NSW Government, along with the University of Sydney and other investors, have committed more than $1 billion for:
- A new 14-storey central acute services building (CASB), increasing service integration between Westmead Hospital and The Children's Hospital at Westmead. The building will be the tallest hospital structure in Australia when completed in 2020
- A new plaza forecourt
- Improved car parking
- Major refurbishment of the existing Westmead Hospital
- Expansion of Kids Research
- Early works and services upgrades for the precinct
- Embedded education, training and research; and
- Arts and culture for a diverse community.

The University of Sydney is investing $500 million over 15 years to broaden education facilities and upgrade existing spaces at Westmead Hospital.

The Westmead Education and Conference Centre was completed in September 2017, and the Westmead Hospital Library opened in June 2018.

Construction for the new central acute services building kicked off in February 2018 with the building expected to reach its highest point by the end of 2018. The CASB will include two emergency departments – an adults' and a children's; state-of-the-art digital operating theatres; inpatient beds; a centralised sterilising service; pharmacy; and the NSW Infectious Diseases Unit.

Stage one of the project’s refurbishment program was completed in May 2018. It included a new:
- Gastroenterology ward
- Ear, nose and throat and audiology units
- 64-bed inpatient unit for those recovering from a range of surgical procedures
- Westmead Education and Conference Centre, offering contemporary teaching and learning spaces; and the
- O3Hub, Westmead's first activity-based working space for finance, procurement and clinical governance staff.

The Westmead Hospital refurbishment is transforming more than 30 per cent of clinical areas between 2017 and 2022.

Planning and design are underway for stage two, with construction to start late 2018. It will include refurbishments to intensive care, aged care, the loading dock, transit lounge, and the clinical and executive offices to implement activity-based working principles.

An eight-level, 1250-space car park opened in December 2017. It features an elevated pedestrian link-bridge to the hospital.
I'm thrilled such good progress has been made and I want to thank all the great people who continue to work day in and day out to deliver this world-class facility to the people of NSW.

NSW Premier Gladys Berejiklian, Blacktown Hospital August 2017.

Construction of the CASB prototype rooms began in May 2018. Set to open in August 2018, they will be crucial for service planning and training.

May 2018 saw the launch of the Aboriginal and Torres Strait Islander Legacy Strategy and Action Plan 2018-2022 which aims to close the gap in Aboriginal healthcare, education and employment at Westmead and create welcoming, safe and connected spaces for Aboriginal people.

The project’s arts and culture strategy, due for completion in 2018, embeds art into the fabric of the Westmead precinct.

The long-term plan for Westmead is a health and education precinct that develops over time to become a world-class innovation district.

To achieve this, the Westmead Innovation District Master Plan project has been jointly commissioned by the City of Parramatta and NSW Health.

The announcement of a consortium of international and national design experts to lead the visionary master plan culminated in a two-day intensive charrette with government, industry and planning stakeholders in September 2017.

In 2018, workshops with key organisations discussed the vision for the Westmead Innovation District as a connected, productive, vibrant place to live, work, learn and play.

A Sydney Metro West station was announced for Westmead in April 2018. The metro would provide a 20-minute journey between Westmead and Sydney’s CBD and is the first step in a future east-west connection to the Western Sydney Aerotropolis.

Work on the Parramatta Light Rail (PLR) continued with stops being announced for Westmead Hospital, The Children’s Hospital at Westmead and Parramatta North (Cumberland Hospital).

The $700 million Blacktown and Mount Druitt Hospitals Expansion Project (BMDH Project) is delivering new services and facilities to meet the growing healthcare needs of the community and reduce the need to travel out of the area for treatment.

The project has been recognised nationally and internationally for its iconic design, digital innovation, consumer and clinician engagement, and partnerships.

Stage 2 expansion at Mount Druitt Hospital was completed in 2017 and officially opened in March 2018 by NSW Premier Gladys Berejiklian. It includes:

- A Centre for Addiction Medicine
- Surgical expansion including a digital theatre, pre-admissions clinic and recovery ward
- A new community dialysis centre; and new
- MRI unit.

1. Artist’s impression of the Westmead precinct.
2. Artist’s impression of a birthing room in the Blacktown Hospital acute services building.
3. Masters Student Hafsa Rana (left) and PhD students Jake Rhodes and Christopher Denes enjoy the Westmead Education and Conference (WECC) facilities.
4. WECC official opening with Member for Seven Hills Mark Taylor (left), WSLHD executive director Nursing & Midwifery, and Clinical Governance Joanne Edwards, and NSW Minister for Education Rob Stokes.
5. The Aboriginal healing garden at Mount Druitt Hospital.
6. NSW Health Minister Brad Hazzard (left), NSW Premier Gladys Berejiklian, Member for Riverstone Kevin Conolly, Member for Seven Hills Mark Taylor, and BMDH Expansion Project manager Robyn Campbell inspect the prototype room for the digital operating theatres at Blacktown Hospital.
7. Blacktown car park opening: Andrew Paris (left), NSW Health Minister Brad Hazzard, patient John Clive Riffel, NSW Premier Gladys Berejiklian, Member for Seven Hills Mark Taylor and Member for Riverstone Kevin Conolly.
8. Westmead car park opening.
An Aboriginal Healing Garden was created for the community dialysis centre. Designed by local artist Uncle Danny Eastwood, it features Aboriginal totems including kangaroo, platypus and emu, with sculptural seats by artist Henryk Topolnicki.

Stage 2 at Blacktown Hospital is well underway.

The multi-storey car park extension was officially opened by the State's Premier Gladys Berejiklian in February 2018, providing an extra 400 car spaces and the first red/green light parking guidance system in a NSW hospital.

An Aboriginal smoking ceremony in July 2017 marked the start of construction on the new acute services building at Blacktown. It reached roof-level in April 2018 and is on track for completion in mid-2019.

The acute services building (ASB) will provide purpose-built facilities for emergency, intensive care, operating theatres, and women's and newborn care.

An activity-based workspace for allied health is due to open in 2018.

In response to growing population needs, paediatrics will return to Blacktown Hospital in 2019 with paediatric emergency, clinics and an inpatient unit. Clinical staff will benefit from contemporary activity-based workspaces on all levels.

An activity-based workspace for allied health is due to open in 2018.

Further refurbishment from mid-2019 will expand outpatients and create new services including endoscopy.

In parallel with the construction program, several projects are underway to ensure Blacktown transitions successfully from a district-level hospital to a major tertiary hospital.

Contemporary, patient-centred and clinician-led models of care are being developed ahead of the transition to the new facilities.

They include a concierge model in the ED and more options in the birthing unit under a wellness model of care. A suite of prototype rooms opened in early 2018 to support design consultation, and tours of the ASB during early construction assisted in model-of-care development.

The project’s popular arts and culture program continued in Stage 2. Staff and consumers chose 21 works from the 2017 BMDH Photo Competition for the new facilities at Mount Druitt Hospital.

Selections from the 2018 competition will be displayed in Blacktown Hospital.

Work Out West, initiated in early 2018 to support recruitment and training for the redeveloped WSLHD hospitals attracted 22,000 people to the Western Sydney Careers Expo. The program included nursing career information nights and an intensive social media campaign.

The BMDH Expansion Project Weekly Update newsletter reached a major milestone with 250 issues produced complementing a growing social media presence.

Rouse Hill Hospital
Planning continued in 2018 for a new hospital at Rouse Hill.

WSLHD Capital Works
Improving hospital facilities has been a priority for WSLHD’s capital works team with $30 million in projects completed.

The main entrance to Westmead Hospital was upgraded to provide a more welcoming space for patients, carers, families and visitors.

Westmead Hospital’s University Clinics underwent a much-needed makeover. The hospital’s lifts are being upgraded with the first new patient lifts opened in April 2018. The elevator refurbishment program will continue until mid-2019.

AWARDS
BMDH Project communications manager Lilly Dolenec received the 2017 NSW Health Infrastructure Project Communications and Engagement Award.

Stage 1 of the BMDH Project was highly commended as a finalist in the prestigious Prime Minister’s Awards in 2017.

Consumers Marj and Ken Freeman each received an Order of Australia Medal (OAM) in the 2018 Queen’s Birthday Honours for their contribution to the Blacktown community, including their involvement in the codesign of Blacktown Hospital.

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Regular updates on our multibillion-dollar redevelopment and expansion projects can be found at:

www.westmeadproject.health.nsw.gov.au
www.bmdhproject.health.nsw.gov.au
Personalising patients’ care at the click of a button. Westmead Breast Cancer Institute’s Dr Elisabeth Elder uses eMR.

Australia is at the beginning of a new era of digital healthcare and in NSW, WSLHD is a leader when it comes to the technological upgrades we are delivering to cater for our growing community.

Our digital solutions are consistent with statewide, national and international agendas, which will see increased democratisation and personalisation of healthcare.

During the past 12 months, Information Technology Services (ITS) has equipped our facilities with the infrastructure, 24-hour support and clinical solutions to ensure we are delivering today, planning for tomorrow and designing the future of digital healthcare for WSLHD.

**DEVELOPING TODAY**

While we prepare for the next 30 years, we continue to develop the systems of our hospitals today.

Vast improvements have been made to the way we work behind the scenes.

This year, WSLHD became the first local health district to have a major hospital with a dedicated dual fibre connection, ensuring a backup connection during network outages.

And we were the first healthcare service in the southern hemisphere to adopt activity-based working (ABW), with set-ups in Westmead Hospital this year following on from Blacktown Hospital the previous year. ABW recognises that people perform different tasks and need a variety of work settings and the right technology.

Electronic medications management (eMEDs) systems increase patient safety by supporting doctors, nurses and pharmacists to prescribe, order, check, reconcile, dispense and record the administration of medicines.

The eMEDs expansion was one of the largest in NSW with four out of five hospitals using the system.

The electronic medical record (eMR) now includes the Westmead Breast Cancer Institute.
Other key initiatives encompass a digital theatre with advanced imaging at Mount Druitt Hospital, the implementation of the Q-Flow patient check-in system to reduce queues at Westmead Hospital’s Women’s and Newborn Health clinics.

WSLHD was the first local health district in NSW to introduce guest Wi-Fi.

**PLANNING FOR TOMORROW**

The next 12 months will see the implementation of crucial technological foundations for the next stage of the Blacktown Hospital and Westmead precinct redevelopments.

At Westmead Hospital, we have continued to build the vital digital framework that will underpin the new clinical acute service building (CASB). Information and communication technology (ICT) facilities have been installed in the audiology unit and new surgical ward.

A digital map was designed for patients to find their way around Westmead Hospital, and patient check-in kiosks will significantly reduce waiting times in our clinics.

At Blacktown Hospital, we are preparing the physical ICT fit out for the Stage 2 acute services building which will safeguard our network and server infrastructure.

At Auburn Hospital, planning for the State’s first implementation of eFluids, the electronic fluid management feature in eMEDs, will see the initiative launched in October 2018.

Complex planning has been completed for the implementation of upgraded clinical systems for Blacktown, Mount Druitt, Auburn and Westmead hospitals next year.

The improvements will provide our clinicians with more sophisticated clinical data and streamline workflows as they enter a new phase of healthcare.

DESIGNING OUR FUTURE

WSLHD is one of the state’s fastest growing local health districts, with more than 1.3 million residents estimated by 2031.

Our proactive strategic planning means we will be equipped.

We’ve completed essential business planning for our district-wide digital program, which will take our facilities to the next level of digital healthcare solutions.

Our partnerships with sector-leading universities, research institutes and commercial entities at the Westmead Innovation Centre will bring new technological capabilities.

We are investing in the technology of tomorrow with $160,000 dedicated to the implementation of a diabetes self-management app with health innovator Longevum. Part of the Western Sydney Diabetes (WSD) initiative, it is designed to keep our community healthy outside our hospitals.

We are generating large volumes of data to better understand the specific health needs of western Sydney, and investigating how these data sets will contribute to safer, more efficient healthcare in the future as we come closer to the arrival of machine learning and artificial intelligence.

Other ITS initiatives in the past 12 months will see a saving to WSLHD each year of:

- $1 million in the HP support contract
- $320,000 by migrating to a new internet link that is five times faster
- $700,000 by migrating to new, dedicated fibre network links to all facilities
- $500,000 per annum on Novell licensing; and
- A projected $1 million per annum for managed print services.
The team looked after everything. The patient doesn’t have that pressure of trying to keep track. This system is gold, it’s the future.

Fiona Neill, patient.

Fiona Neill remembers what hospitals used to be like.

After her grandmother died of breast cancer and her mother suffered breast and ovarian cancer, Fiona was having regular mammograms by her mid-30s.

“Fast forward to 2015, I tested positive for the BRAC1 gene and got breast cancer. It came crashing together,” she says.

Fiona is one of the one in eight Australian women who will be diagnosed with breast cancer before the age of 85, and one of 15,000 patients who come through the doors of Westmead Breast Cancer Institute (BCI) every year.

“To give everyone quality care, it is important the patient’s many specialists have access to structured data,” says BCI executive director Associate Professor Nirmala Pathmanathan.

Using a sophisticated digital system, specialists from different disciplines decide on a unique treatment as a team.

“Clinicians could spend half the time flicking through pages to figure out which doctor has done what, when and where.

“This can be quite distressing for a patient. The electronic medical record (eMR) now means all that time goes to the patient’s care.”

Three years on, Fiona can see the positive impact.
INNOVATION & QUALITY

PHOTO: Dr Jeremy Hsu, director of trauma at Westmead Hospital.

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Embedding positive advances from contemporary research evidence in clinical and preventive practice is a high priority for Western Sydney Local Health District.

Our goal is that all healthcare workers will use evidence-based practice as the foundation for the technical aspects of care for our patients today and use this research to transform the care of our patients into the future.

Our highly culturally and linguistically diverse population provides us with the opportunity to customise our care to different social groups based on research from within WSLHD and beyond.

Research funding increased by 20 per cent to $44 million this year, including $3 million from the NSW Health Translational Research Grants Scheme.

There are 2000 studies in progress throughout WSLHD, with 570 new projects initiated in the past year at Westmead, Blacktown, Mount Druitt and Auburn hospitals.

Major research achievements included:

- Understanding the genetic variability in human liver disease. Westmead’s Storr Liver Unit is leading the study with the International Liver Disease Genetics Consortium.
- The Mu Catheter, a new technology to treat kidney-induced hypertension co-invented by cardiologist Dr Pierre Qian and biomedical engineer Tony Barry at Westmead Hospital, is being commercialised in partnership with the University of Sydney. It has secured multimillion-dollar support from NSW Health.
- Botox injections being used experimentally to treat disabling tremors common in older people by Westmead’s Associate Professor Victor Fung’s neurology research group.
- Research on the effects of breast feeding on mothers with diabetes in pregnancy and its effect on the next pregnancy by clinical midwife consultant Sarah Melov.
- A study into alternatives to drugs in the management of patients with serious breathlessness by the Department of Respiratory and Sleep Medicine at Westmead Hospital.
- Investigations on the best way to find and treat early cancer of the large bowel, stomach and oesophagus by Professor Michael Bourke and his team.
I just turned 60. For my age group who always have our phones, it’s amazing what a digital health service like this does.”

Aranka Morton, diabetes patient.

Aranka Morton doesn’t have to travel to see her beautiful new grand-bubby. She simply picks up her phone while she’s having a cuppa to view the latest photo.

“I always carry it. I have so many photos of the little one!”

When she isn’t getting baby updates, the 60 year old receives daily tips to help manage her type 2 diabetes from Westmead Hospital via SupportMe, a digital health program assisting patients after they leave hospital anywhere, anytime.

“For those suffering chronic illness, it’s understandably very hard to stay on track when they have to get back to work and to their lives,” says SupportMe program lead Professor Clara Chow from the Westmead Applied Research Centre.

“We created a program that sends customised education in bite-sized chunks via text messages, to support patients back in the community.”

Aranka’s messages include tips such as remember when you’re cooking chips, use some spice instead of sauces or if you’re driving to somewhere, park a bit further away and walk.

“The reality is diabetes never goes away. You have to manage it for life. This program is like having Westmead Hospital in your pocket, helping you along the way” says Prof Chow.
WSLHD supported the continuing education of more than 5000 nursing and midwifery, allied health, medical and dental students and 800 doctors in the Network Training Program in 2017-18.

Nearly 10,000 staff received training through simulation to improve quality and safety. Major achievements included:

• Teaching on the Run, designed to improve the quality of the teaching and supervision of trainee doctors and students, delivered to 90 clinical educators.

• The LEADR program, designed to provide continuing professional development for clinical educators, introducing new forms of pedagogy, and updating the skills and confidence for clinical educators to use methods more suited to a contemporary learner.

• Overseas dental students participating in elective research modules at Westmead’s Centre for Oral Health.

• Mount Druitt Hospital’s palliative care team educating registered nurses employed by Anglicare in how to provide a positive end-of-life experience for their residents so they can die in their own home.

• A bullying and resilience program introduced to support junior doctors and help them address intimidating behaviours.

• Work with our university partners to develop articulation pathways from specialty skills development programs into postgraduate qualifications to foster lifelong learning.

• The intake of high school students undertaking the certificate III Health Service Assistance program which doubled from 40 to 80 participants.

• The use of virtual reality as a training tool trialled for patients and staff. The initiative is a partnership with University of Sydney and The Children’s Hospital at Westmead.

• An $8 million upgrade of the Westmead Education and Conference Centre (WECC), and a $3 million transformation of the Westmead Hospital Library completed in partnership with University of Sydney.

• Sydney Concepts, a weekly initiative of the Westmead precinct education hub in collaboration with the University of Sydney, presented innovative ideas to staff, students and academics to encourage collaboration across all disciplines.

The WSLHD Quality Awards recognise staff for their dedication and contribution to innovation and the improvement in the quality and delivery of healthcare to the people of western Sydney.

A total of 45 submissions were received across eight categories and four peak awards. The winners of the peak awards were:
IPOP – Interpreter Project in Outpatients – Westmead Hospital and Integrated & Community Health

IPOP significantly reduced average wait times for booking interpreters with an 83 per cent decrease in phone wait times and a 67 per cent reduction in time spent per day booking interpreters.

Solutions were tailored to address issues affecting culturally and linguistically diverse (CALD) patients. They included SMS follow-up, phone calls by interpreters for appointment confirmation, and improved check-in including a designated interpreter waiting area, a dedicated phone line for on-the-day enquiries and additional block bookings for interpreters.

The project’s success was the result of a partnership between patients, the Health Care Interpreter Service, Westmead Hospital University Clinics, and WSLHD’s Innovation and Redesign.

FASTER Screening for Stroke – Blacktown and Mount Druitt hospitals

The FASTER screening protocol (Fast, Affordable, Safe and True assessment in the Emergency Room) has been established for stroke presentations. Patients receive an urgent magnetic resonance imaging (MRI), generally completed within five minutes. In 996 cases, 20 per cent were positive for stroke, which was much higher when compared to the traditional CT screening. Prior to this project, patients, particularly if young, were often told that stroke was unlikely based on a non-contrast CT and were discharged with no firm diagnosis. Now all stroke episodes are identified FASTER.

More Aboriginal children than ever are protected against vaccine-preventable diseases thanks to the work of the Western Sydney Local Health District.

Ninety-five per cent of Aboriginal children are now fully vaccinated at 12 months in western Sydney and 98.5 per cent are fully vaccinated at five years.

PHOTO: Protecting our Aboriginal kids, now and into the future. Little Jirriga Councillor and mum Emma Councillor.
Protecting Our Aboriginal Kids, Now and Into the Future – Integrated & Community Health

The project saw immunisation rates drastically increase, helping to close the gap in healthcare for Aboriginal children.

An Aboriginal immunisation healthcare worker was employed to engage parents and carers of Aboriginal children in their youngster’s immunisation journey.

A purpose-built database assists to plan and keep a record for follow-up via letters, text messages and phoning parents or carers of overdue children.

The Australian Immunisation Register quarterly report showed 95.1 per cent of Aboriginal children were fully immunised at age 1, and 99.5 per cent at 4 years of age, exceeding both the targets, and the immunisation rate for non-Aboriginal children of the same age.

Think Before You Bin It – Auburn Hospital

Plastic recycling has not only saved money for Auburn Hospital but is benefitting a medical charity.

The hospital’s general services noticed a marked increase in the amount of plastic matter discarded by the operating suite and set up collection points for reusable plastic items and out-of-date or no-longer-required consumables.

Usable items were sent to Doctors Assisting in South-Pacific Islands and other charitable organisations. The waste management budget reduced by $2500 in the first month and thousands of items have been recycled since November 2017.


**WITHIN A FEW MONTHS AUBURN HOSPITAL STAFF RECYCLED:**

- **12,000 PLASTIC BOWLS**
- **6,000 KIDNEY DISHES & GALLEY POTS**
- **20,000 ITEMS OF OUT-OF-DATE STOCK**
- **21,000 PIECES OF KIMGUARD**
- **20,000 ARTICLES OF CLOTHING**

1. IPOP: Coordinator of interpreters Chamoun Bechara (left) with manager of the Western Sydney Interpreter Service Gordana Vasic.
2. Faster Screening for Stroke: Blacktown Hospital’s director of emergency medicine Associate Professor Reza Ali (left), Dr Dushan Jayaweera and patient Bruce Eden.
3. Protecting Our Aboriginal Kids, Now and Into the Future: Mum Jessica Hey (left) and baby Noah Hey with immunisation nurse Hayley Carra.
4. Think Before You Bin It: Auburn Hospital’s patient services assistant Barbara Chapman (left), project participant Alex Roberts, and project lead, senior nurse manager Kristina Roberts.
The X-Men team: Physiotherapists Gerard Regan (left), Chrissian Segaram, Josip Sulentic, clinical nurse specialist genitourinary cancers Meg Hughes, Dr Amy Hayden, and Associate Professor Sandra Turner.

Patient Gianni Spiteri (left) with his physio Gerard Regan.

So far we have helped 31 men regain their strength and confidence through our support and their will power.

It’s great to see patients feeling happier and healthier after the program.

Gerard Regan, Westmead Hospital physiotherapist, The X-Men program.

Doing these exercises has given me plenty of energy and has made me feel better.

I looked forward to going to the sessions and enjoyed the interaction with other people and doing exercise.

Gianni Spiteri, Westmead Hospital X-Men program patient.
Western Sydney Local Health District is committed to continuously improving the safety and quality of care provided to our patients and consumers.

The quality of care affects not only the patient, but their carer, family and our staff. Our safety and quality strategy prioritises patient safety, person-centred care, reliability of care and quality improvement.

Programs such as the My Experience Matters survey of patients, their families and carers help us identify areas for improvement.

WSLHD continues to transition to technological tools to assist in ensuring patient safety and quality such as the electronic record for intensive care (eRIC) and electronic medication management (eMEDs).

Electronic systems provide access to patient information and clinical decision support in real time.

eRIC was successfully implemented at Blacktown ICU improving accessibility to information for all staff involved in a patient’s care. The inclusion of the eRIC electronic handover of care provides a concise report for the receiving ward or service outlining observations, medications and comprehensive care plans, improving continuity of care for patients.

eRIC enables downloading of meticulous observations directly from cardiac monitors, ventilators and dialysis machines, graphing results that are easily interpreted to improve clinical decisions.

eMEDs enhances patient safety and modernises patient care by improving medication management in the hospital.

Planning commenced on rolling out eFluids at Auburn Hospital which will be the first hospital in NSW to go live with an electronic system for fluid orders and drug infusions.

My Experience Matters was extended to include Blacktown and Mount Druitt hospitals with 2541 surveys collected across WSLHD recording favourable rates in:
- Kindness and respect, 89 per cent
- Involvement in care, 78 per cent
- Likely to recommend, 88 per cent; and a
- Patient experience rating of 86 per cent.

Patient feedback initiated several improvements such as the Shhh campaign to reduce noise at night and the ward orientation program. Workshops were developed to improve the capabilities of staff to engage patients in their care.

WSLHD won three of the eight NSW Health Awards in 2017. The accolades recognise innovation and excellence in the delivery of health programs and services. WSLHD took out the following categories:
- Delivering Integrated Care, for Community Eye Care in Western Sydney
- Patient Safety First, for Not Another DVT in the ED; and the
- Excellence in the Provision of Mental Health Services, for the Innovative Service Delivery Model.

Community Eye Care (C-EYE-C) was launched in 2017 and partners with local optometrists for patients with low-risk and stable glaucoma and diabetic retinopathy.

In 2017, there were 699 C-EYE-C assessments completed, with an overall reduction in the need for hospital-based appointments of 62 per cent.

In 2018, the C-EYE-C model has continued through strong partnerships with local optometrists.

The Agency for Clinical Innovation’s ophthalmology network is finalising model-of-care guidelines to support wider implementation throughout NSW Health.

The C-EYE-C evaluation results will be presented at the Global Symposium on Health Systems Research in Liverpool, England in October 2018.

WSLHD’s Mental Health Service has incorporated a multi-faceted approach to reduce the use, and where safe eliminate the use of seclusion and restraint.
PHOTO: Westmead nurses Robbie Cruceanu (left) Isabella Trethowan and patient Lidia Hall celebrate the Royal wedding of Prince Harry to Meghan Markle.
Western Sydney’s unprecedented growth is reflected across our organisation as we redesign and develop new facilities, models of care, and new ways of doing business to meet the present and future demand for our services.

At the core of our organisation are our people. Teams of dedicated clinicians, technical and support staff are committed to empowering each of our facilities and community health settings to provide safe, world-class, patient-centred healthcare.

We employed 13,000 individuals in 2017-2018, totalling 10,161 full time equivalents (FTEs), in a diverse range of settings spanning hospitals to the community.

The People and Culture team supports WSLHD in the management of our people, providing workforce systems and solutions that make it easier for staff and clinicians to provide excellence in patient care. They include:

- Human resources
- Recruitment
- Staff health assessment and vaccination
- Rostering and payroll related processing
- Policy and diversity
- Training and development
- Medical and dental workforce services; and
- Consumer and community engagement.

We partnered with eHealth NSW to implement new statewide people management systems.

Recruitment and Onboarding (ROB) went live in November 2017 with our recruitment team adopting a centralised model, acting as system users and taking on the majority of administration for our hiring managers.

HealthRoster will replace three rostering systems by December 2018, reducing risks and costs associated with legacy systems and improve the allocation of suitably skilled staff to cover anticipated demand for our services.

In April 2018 People and Culture completed the Working With Children Check (WWCC) phase-in program in partnership with the NSW Office of the Children’s Guardian and the NSW Ministry of Health to ensure staff who work in an identified role obtained a current WWCC.

More than 9500 employees hold a valid WWCC.

We introduced mandatory influenza inoculations for staff working in high-risk areas and coordinated more than 8000 vaccinations.

Two new senior Aboriginal leadership positions will enhance our Aboriginal workforce as we work to improve health outcomes in our local Aboriginal and Torres Strait Islander community.

I’ve come and gone from Westmead a couple of times, but I’ve always come back. It’s the people. I walk the halls here and it feels like home, I see so many people I know. People that I’ve trained with, people that I’ve known since I was 18.

Jo Tallon, Westmead Hospital clinical nurse consultant infection control.
1. Movember in the Westmead eye clinic. 2. Occupational therapists. 3. Cumberland Hospital mental health assessment team. 4. Westmead Hospital infection control staff celebrate Infection Prevention Week. 5. Westmead’s happiest cleaner Ljubica Simic dances with Mimi Wellisch. 6. International Nurses Day Blacktown Hospital. 7. Christmas Day in Mount Druitt Hospital’s ED. 8. Melbourne Cup day in Westmead’s ED. 9. Westmead’s Centre for Oral Health opens wide for its new interns. 10. Research clinicians professors Golo Ahlenstiel (left), Mark McLean and Vicki Flood. 11. Hamming it up in the Westmead Institute for Medical Research. 12. Radiology staff Alison Brown, Julie Han, Arabella Norman and Vossco Nguyen celebrate National Radiographers and Radiation Therapist Week. 13. Westmead Hospital environmental services manager Raynelle Howat (left) and hospital assistant Pamela Stevens farewell Graham Dominick. 14. Blacktown Hospital pathology team cheering on local Aussies in the 2018 Winter Olympic Games.

Contracted full time equivalent (FTE) information as at June 30 2018 by Treasury Code.

SOURCE: SMR Workforce Reporting.
The members of the WSLHD Board are appointed by the NSW Minister for Health for a term of up to five years.

There are 10 board committees that oversee specific areas of the business including providing advice on the organisation’s strategy, approving key investments, ensuring major risks are identified and managed, and assisting the WSLHD Board in achieving its goals and objectives. They are:

- Health Care Quality
- Finance Performance and Asset
- Audit and Risk Management
- Medical and Dental Appointments Advisory
- Research Development
- Education and Training
- Governance
- WSLHD Nominations
- Aboriginal Health Collaborative; and the
- WSLHD & SCHN Redevelopment Joint Committee

**OUR BOARD**

**RICHARD ALCOCK Ao**  
*BCom, LLB (UNSW)*  
**CHAIR**

Richard Alcock is the chair of the WSLHD Board, and was previously the deputy chairman and chairman of the Finance and Performance Committee of the Sydney Children’s Hospitals Network.

Richard is the vice chairman, Bank of America Merrill Lynch, Global Banking Markets, and was previously the managing director and co-head of Transport, Infrastructure, Power & Utilities at Merrill Lynch Markets (Australia) Pty Limited from 2007.

Formerly a corporate lawyer for 25 years with Allen & Overy, he worked in Sydney, Singapore and Jakarta, was made a senior partner, head of Governance, and chairman of the Ethics Committee.

**PROFESSOR JEREMY CHAPMAN AC**  
*MB, BChir, MD, FRACP, FRCP*

**DEPUTY CHAIR**

Jeremy is the clinical director of the Division of Medicine and Cancer at Westmead Hospital and director of the Western Renal Service.

Recognised nationally and internationally in transplantation he chairs the Australian Bone Marrow Donor Registry and Cord Blood Bank Network; is past-president of The Transplantation Society; expert advisor to the World Health Organisation in Human Cell Tissue and Organ Transplantation; secretary general and past president of the World Marrow Donor Association, and the inaugural co-chair of the Declaration of Istanbul.

Jeremy has more than 400 peer-reviewed publications and is editor-in-chief of the Transplantation and Transplantation Direct.

*As at June 30 2018*
JANE SPRING
BEC (Hons), LLB, MPA, FAICD, FCIS, FGIA

Jane is an executive director with the NSW Department of Industry. A solicitor with extensive corporate governance experience, she has had a range of roles working for NSW Government.

Her involvement on diverse boards including the University of Sydney senate, Venues NSW, and Wheelchair Sports Australia has equipped Jane with a strong understanding of the strategies required for effective performance in complex organisations.

Personal experience as a paraplegic for more than 20 years has given Jane an appreciation of the care provided to her by health professionals and made her a strong advocate for patients and the public hospital system.

PROFESSOR MARK MCLEAN
BMed, PhD, FRACP
BLACKTOWN AND MOUNT DRUITT HOSPITALS (BMDH) MEDICAL STAFF COUNCIL REPRESENTATIVE

Mark is divisional director, ambulatory medicine at BMDH, and chairs the hospital’s research and education committees.

A practicing endocrinologist at BMDH and Westmead Hospital since 1996, his previous roles include director of physician training at Westmead Hospital, and foundation professor of medicine at Blacktown Clinical School, Western Sydney University.

Mark’s research interests span clinical and basic science aspects of diabetes and hormone action.

He is past-president of the Endocrine Society of Australia.

An active clinical teacher, Mark is a member of the national examining panel for the Royal Australasian College of Physicians.

PROFESSOR MICHAEL EDYE
MBBS (Syd), FRACS, FACS

Michael is the director, Division of Surgery and Anaesthetics at Blacktown and Mount Druitt hospitals.

A pioneer in laparoscopic surgery, Michael was recruited to The Mount Sinai Hospital in New York in 1993 where he practiced for 20 years establishing the new discipline.

For a decade he worked as a national advocate to the American Medical Association and US Medicare in the areas of surgical coding and reimbursement.

In 2013 he returned to Australia as chair of surgery at the Blacktown Clinical School of Western Sydney University.

PROFESSOR DIANA O’HALLORAN AO
MBBS, MPHED, FRACGP, FAICD

Di is a general practitioner with longstanding involvement in primary healthcare reform and the development of new integrated models of care.

Di chairs WentWest Ltd, the Western Sydney Primary Health Network (WSPHN), which works in partnership with WSLHD to improve cross-system integration.

A conjoint professor with Western Sydney University’s department of general practice, Di is the chair of the NSW & ACT PHN Council and co-chair of the Agency for Clinical Innovation’s General Practice Advisory Group. She is a past chair of the NSW General Practice Ministerial Advisory Council and past board member of the Royal Australian College of General Practitioners.

NARELLE BELL
BA LLB

Narelle is Australia’s Aircraft Noise Ombudsman. She is also the legal member on WSLHD’s Human Research Ethics Committee.

a member of the Centre for Health Record Linkage Community Advisory Committee, and the former legal member of the NSW Medical Council.

She is chair of the Nominations Committee and a member of the Governance Committee, both sub-committees of the WSLHD Board.

She has worked as a lawyer in the private, public and community sectors including as senior member of the Commonwealth Administrative Appeals Tribunal.

Narelle teaches and consults in legal reasoning and writing and hearing skills.

PROFESSOR CHRISTOPHER LIDDLE
BSc (Med), MBBS, PhD, FRACP
WESTMEAD HOSPITAL MEDICAL STAFF COUNCIL REPRESENTATIVE

Chris is an academic hepatologist and clinical pharmacologist at Westmead Hospital and the Western Clinical School, University of Sydney.

He heads Westmead Hospital’s Department of Clinical Pharmacology and Toxicology and is chair of the Westmead Hospital Medical Staff Council and the WSLHD Drug and Therapeutics Committee.

Chris’s research in the functional genomics of liver diseases has led to many high impact publications as well as several patent families, two of which have been successfully commercialised.

ELIZABETH CROUCH
BEC (MQ), FAICD

Elizabeth Crouch chairs the board of SGS Economics and Planning, is a board member of NSW Health Infrastructure and the NSW Institute of Sport. She is a trustee of the Museum of Applied Arts and Sciences and chairs audit and risk committees for the City of Sydney, RailCorp and the Office
of Environment and Heritage. She has vast experience in corporate governance and enterprise risk management, construction and infrastructure and recently retired as deputy chancellor of Macquarie University.

Elizabeth is a fellow of the Australian Institute of Company Directors, a member of Women on Boards, and a mentor and facilitator for the Orien Group.

**DR ANDREW PESCE**
MBBS, FRANZCOG

Andrew is a leading obstetrician and gynaecologist at Westmead Hospital.

As federal president of the Australian Medical Association in 2009 he vigorously advocated for public hospitals and clinician engagement during the national health reforms.

Locally, he chaired the Westmead Medical Staff Council from 2008-9.

His long association with Westmead Hospital began as an intern in 1984, eventually training in obstetrics and gynaecology.

He was clinical director of Women’s and Children’s Health from 2007 to 2011.

Andrew is currently the consultant heading the Breech Clinic at Westmead Hospital.

**BRUCE TURNER AM**
FFin, FPNA, FIML, PFIIA, CGAP, CRMA, CISA, CFE, MAICD, JP

As a lifelong resident of greater western Sydney, Bruce’s background spans commercial, merchant and central banking, and public administration.

He sits on the board of Wentworth Healthcare Limited (WHL). He is chairman of the audit and risk committees (ARC) for the Western Sydney Parklands Trust, WHL and Penrith City Council, and an independent member of the ARCs for the NSW Auditor-General and the NSW Department of Finance Services and Innovation.

He retired as chief internal auditor of the Australian Taxation Office and previously held senior executive roles at StateRail and Integral Energy with responsibilities including corporate governance, compliance, risk management, probity, and auditing.

**PROFESSOR DONALD NUTBEAM**
PhD, FFFP (UK)

Don is a professor of public health at the University of Sydney, and a senior advisor at the Sax Institute.

Don’s career has spanned senior positions in universities, government, health services and an independent health research institute.

Don has worked as an advisor on public health issues for the World Health Organisation for more than 30 years, and as consultant for the World Bank.

**ADJUNCT PROFESSOR KATHY BAKER AM**
M EdA, BHA, RN, CC, CT, Dip NE, MAICD, ACN (DLF), Honorary Fellow UTS, Wharton Fellow

A registered nurse, Kathy is an adjunct professor with the University of Technology, Sydney, the University of Sydney, and Western Sydney University.

She is a non-executive director on the board of Bolton Clarke and a member of their Audit & Risk Management Committee.

Kathy is the nurse advisor at the Australian Commission on Safety and Quality in Health Care and an advisor to Evercare Health Limited, Hong Kong.

**ANDREW BERNARD**
BSc (Syd), MPH (Syd), Grad Cert BA (Exec) (Monash Mt Eliza), AFCHSM, MAICD

Andrew has been a resident of western Sydney since 1977. His career includes general manager at Fairfield, and Bankstown-Lidcombe hospitals, general manager of Clinical Services at the former Sydney South West Area Health Service, and director of operations at the Prince of Wales and Sydney hospitals.

Andrew’s experience as a non-executive director has included the boards of the Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS), Bankstown City Aged Care, Neuroscience Research Australia (NeuRA), Prince of Wales Hospital Foundation, and the Health Roundtable Limited.

**Invitees**
The following members of the WSLHD executive team participated in agenda items relating to their area of expertise:

Danny O’Connor, chief executive

Adjunct Associate Professor Joanne Edwards, executive director Nursing & Midwifery, and Clinical Governance (July 2017-May 2018); and as acting general manager Westmead and Auburn hospitals (June 2018)

Adjunct Associate Professor Robynne Cooke, executive director Operations (January-June 2018)

Andrew Newton, general manager Westmead and Auburn hospitals (July-November 2017)

Sue-Anne Redmond, acting general manager Westmead and Auburn hospitals (December 2017-June 2018)

Luke Sloane, acting executive director Nursing & Midwifery, and Clinical Governance (June 2018)

Leena Singh, acting executive director Finance (July-December 2017)

Tina Stoian, executive director Finance (December 2017-June 2018)

Professor Chris Liddle, chair Westmead Hospital Medical Staff Council

Professor Mark McLean, chair Blacktown and Mount Druitt hospitals Medical Staff Council (March-June 2018)

**Acknowledgement**
We recognise the commitment, dedication and stewardship of outgoing board member Bruce Turner who served from January 2015 to June 30 2018
Our Executive Team*

The members of the WSLHD executive, individually and as a committee, support the chief executive to lead, direct, coordinate and control the operations and performance of WSLHD. Their role as strategic leaders is to formulate and execute business strategies to produce desired results critical to the organisation. The WSLHD executive is headed by the chief executive and comprises 11 individuals.

BACK ROW (STANDING):
Doug Catchpole (left), Adjunct Associate Professor Joanne Edwards, Danielle Levis, Barry Mitrevski, Barry Mather, Victoria Nesire, Mat Nott.

FRONT ROW (SITTING):
Adjunct Associate Professor Robynne Cooke (left), Danny O’Connor, Associate Professor Beth Kotze, Brett Thompson.

*As at August 2018

Danny O’Connor
BSOCSTD (Hons) MSW (Social Policy)
Chief Executive

Danny was appointed chief executive of the Western Sydney Local Health District in January 2011. He believes the primary purpose of healthcare is to improve people’s lives. And central to success is a strong partnership with consumers in continually improving services. Likewise, a robust collaboration is required between science and practice to ensure the continuous evolution of best practice in clinical care and population health programs.

Danny is an invitee on the WSLHD Board and serves on the boards of the Westmead Institute for Medical Research, and the Westmead Medical Research Foundation.

Barry Mitrevski
B Comm (Econ), Dip Acc, MBA, CPA
Acting Executive Director Finance

Appointed in July 2018, Barry brings strong governance and rigour to WSLHD’s financial, strategy and operational management.
He has more than 35 years’ experience in finance oversight including 30 years with NSW Health.

Understanding the needs of the business is the basis of his strategic and operational approach.

Barry is driven to ensure WSLHD is financially sustainable to deliver the best available healthcare to the people of western Sydney.

**ADJUNCT ASSOCIATE PROFESSOR ROBYNNE COOKE**
RN, BN, Grad Dip Gerontology, MHSM, GAICD

**EXECUTIVE DIRECTOR OPERATIONS**
Robynne commenced with WSLHD in January 2018 and is accountable for the operations of the LHD.

Previously the general manager of Liverpool Hospital, she has a distinguished 20-year record of service in corporate and clinical healthcare.

Her experience has equipped her with an extensive understanding of healthcare challenges.

She has a deep commitment to innovation. Under her stewardship, the robotic surgery program was implemented and the Australian Pacific Minimal Invasive and Robotic Surgery Training Centre developed at Liverpool Hospital.

**BARRY MATHER**
CHIEF DIGITAL HEALTH OFFICER
Joining WSLHD in August 2018, Barry is responsible for the digital health strategy, planning, solution delivery and assurance of technology reliability across WSLHD.

Barry is passionate about the role technology plays in enabling safe, efficient and effective healthcare.

His experience includes chief information officer at the Sunshine Coast Hospital and Health Service where he was responsible for IT strategy, IT operations, clinical information services and IT projects including technology design and implementation at the new Sunshine Coast University Hospital.

**ADJUNCT ASSOCIATE PROFESSOR JOANNE EDWARDS**
RN MN Grad Cert (Operating Theatres)

**EXECUTIVE DIRECTOR NURSING & MIDWIFERY AND CLINICAL GOVERNANCE**
Joanne is accountable for the development, monitoring and reporting of professional activities to optimise health outcomes provided by nurses and midwives in WSLHD.

Additionally, Joanne is responsible for WSLHD Clinical Governance, the Research & Education Network and is the Health Services Functional Area Coordinator (HSFAC) for emergency management for the LHD.

Joanne’s extensive clinical and operational experience delivers a strong focus on systems that promote patient safety and practice improvement.

**BRETT THOMPSON**
BSc (Nutrition), Grad Dip (Dietetics), MBA

**GENERAL MANAGER WESTMEAD AND AUBURN HOSPITALS**
Brett assumed the role of senior operational manager accountable for the management and performance of Westmead and Auburn hospitals in August 2018.

He is co-leading a billion-dollar capital works program to rebuild Westmead Hospital working with staff, precinct partners and the community to ensure the redevelopment transforms the delivery of healthcare in western Sydney.

Brett has more than 30 years’ experience in health service delivery, strategic and operational leadership across clinical and corporate services, capital development and implementation.

He is committed to supporting staff to achieve their potential and deliver the best possible healthcare.

**DANIELLE LEVIS**
RN, Masters (Critical Care), Gard Cert (Business Administration)

**ACTING GENERAL MANAGER BLACKTOWN AND MOUNT DRUITT HOSPITALS**
Danielle assumed the role of acting senior operational manager accountable for the management and performance of Blacktown and Mount Druitt hospitals in July 2018.

She is also responsible for the expansion of Blacktown and Mount Druitt hospitals, working closely with staff, stakeholders and the community.

Danielle’s extensive clinical and operational experience in health provides a focus on quality, safety and compassion.

**ASSOCIATE PROFESSOR BETH KOTZE**
MBBS, FRANZCP, FRACMA, Cert Child Psych, MMed (psychotherapy), MHA (UNSW)

**EXECUTIVE DIRECTOR MENTAL HEALTH SERVICES**
Appointed in April 2016, Beth is accountable for the management and performance of mental health services spanning child, adolescent to adults across a diverse range of settings from the community to inpatient.

Beth is a psychiatrist and medical administrator who has worked in a variety of public and private settings spanning 25 years including senior leadership and management positions. She is passionately committed to the delivery of quality and modern mental healthcare.
VICTORIA NESIRE
DipArts RCAE, GradDip Ed

EXECUTIVE DIRECTOR
INTEGRATED & COMMUNITY HEALTH
Victoria was appointed as director for Integrated Care to oversee the implementation of the Western Sydney Integrated Care Demonstrator, one of three demonstrators under the NSW Integrated Care Strategy.

In mid-2016 she became executive director Integrated & Community Health.

She has more than 25 years’ experience working in the NSW public health system and has held senior management and executive positions with NSW Health and at three local health districts.

DOUG CATCHPOLE
BCom CA

DIRECTOR CORPORATE GOVERNANCE
Doug commenced as the director Corporate Governance in July 2017, having previously served as the deputy director Finance.

His portfolio responsibilities include overseeing policy and legislative compliance systems, risk management and corporate legal services.

He is also responsible for the management of People & Culture services across the local health district.

Prior to joining the LHD, Doug spent 10 years as a senior finance leader in a large multinational media organisation where he successfully steered several change programs.

MAT NOTT
BA Comm (Journalism), Dip Law LPAB

DIRECTOR CORPORATE COMMUNICATIONS
Mat oversees WSLHD’s internal and external communications, branding and marketing, media relations, and digital platforms.

He is a former journalist who entered corporate communications with Queensland Health.

Mat has a specific interest in the growth and application of social media within government.

He is admitted as a lawyer in the Supreme Court of NSW.

Acknowledgments
In September 2018 WSLHD chief executive Danny O’Connor retired after nearly 38 years of public service to the people of NSW.

He served as WSLHD chief executive for seven years from 2011 overseeing visionary transformation in models of care and infrastructure to address the current and future healthcare needs of our community.

Graeme Loy, executive director System Management in the Ministry of Health, assumed the position of acting chief executive, WSLHD.

Over the past 12 years Graeme has held several executive roles, including chief executive of Northern Sydney Local Health District. His knowledge of clinical and corporate services includes a strong focus on system performance through healthy relationships.

WSLHD executive director Corporate Governance Belle Mangan retired after 43 years’ in NSW healthcare.

I have experienced up close the people who care for others. And through this I have observed enormous generosity of spirit. It also made me aware of the great diversity of people’s personal lives and circumstances we reach.

With complete sincerity I say that every success I have been associated with is because of the teams I have worked with. I extend my sincere gratitude to everyone who has worked with me.

Danny O’Connor, chief executive WSLHD

1. Acting director Finance July - December 2017 Leena Singh; executive director Finance December 2017 - July 2018 Tina Stoian
2. Chief information officer July 2017 - June 2018 Sabrina Walsh; acting chief information officer May - August 2018 Les Forrest
4. General manager Westmead and Auburn hospitals July - November 2017 Andrew Newton; acting general manager Westmead and Auburn hospitals November 2017 - June 2018 Sue-Anne Redmond and from June - August 2018 Joanne Edwards
5. General manager Blacktown and Mount Druitt hospitals July - November 2017 Sue-Anne Redmond; acting general manager November 2017 - July 2018 Jude Constable and from July - August 2018 Danielle Levis
6. Acting executive director People and Culture July - September 2017 Helen Emmerson; Executive director Strategic Business Development & Commercial Services July 2017 - June 2018 Leena Singh

“As at August 2018
PARTNERING FOR TOMORROW

Understanding the needs of our diverse community is paramount in meeting the healthcare challenges of today and planning for the future.

We encourage the community to partner with us to assist in providing the best available care.

Formal and informal channels foster a two-way dialogue that updates our stakeholders on current and future initiatives and invites feedback and participation.

Our Community and Consumer Partnership program enables us to understand the health needs of the people of western Sydney.

We purposefully select, mentor, and train consumer representatives to partner with our staff to build patient-centred healthcare for our region and beyond.

There are more than 170 language groups used in our local health district, and half of western Sydney residents speak a language other than English at home.

To reflect our population, we recruited a team of multi-lingual community representatives to partner with staff and patients to improve our understanding of the needs of culturally and linguistically diverse patients.

We developed the WSLHD Youth Council to better recognise the requirements of young people aged 18-25 who transition from The Children’s Hospital at Westmead to Westmead Hospital.

The Youth Council strengthens the voice of adolescent and young adults in western Sydney and contributes to the development of youth-focused health services.

The WSLHD Consumer Council meets monthly with up to 40 consumer and community representatives of all ages and backgrounds attending.

Consumer representatives participated in 41 committees across the LHD and gave significant input into the design of our capital redevelopment programs and new models of care ensuring we are meeting the needs of our residents.

We use a mix of platforms to communicate with our community including traditional and social media, our website and our daily electronic newsletter, The Pulse.

WSLHD’s social media is an important tool that allows us to engage with our stakeholders and staff in real time.

Our average weekly reach on all our social media platforms at June 30 2018 was more than 100,000 people and continues to increase.

Social media enables us to:
• Build a trusted bond with the community
• Inform the public on important health issues and alerts
• Provide immediate responses and information in the case of emergency incidents
• Promote our initiatives, and the diversity of the roles of our staff
• Highlight research success and clinical achievements
• Publicise our events and projects, and
• Foster positive staff morale.

Our Facebook audience is primarily women who comprise 80 per cent of followers with 30 per cent aged 25-34, and 19 per cent aged 35-44. This is similarly reflected in our Instagram audience.
Donald Ferrick’s stay at Westmead Hospital is enriched by two things: his beautiful wife of 62 years and one of Australia’s most iconic drinks, Milo.

@humansofthehospital
Westmead patient Donald and wife Jill Ferrick.

Eleven per cent of Facebook followers and 21 per cent of the @humansofthehospital Instagram audience are aged 18-24. We are working to increase this demographic on our social media channels.

Our Corporate Communications team works with the WSLHD Youth Council to identify young people’s social media and news consumption habits.

Data from Facebook users who have disclosed their location show that while the majority of our audience lives in Australia, we have overseas followers from India, the United Kingdom, US and the Philippines.

The Pulse digital news site is the first of its kind in Australia devoted to a local health service district.

It is a fully responsive platform that transports 20-30 news and feature stories a week to people’s mobile devices and computers.

The Pulse provides WSLHD with an unfiltered voice and builds community awareness.

In May 2017, there was a peak of 13,000 unique visitors, and 25,000 page views in a week.

1. Celebrating Youth Week Eunice Toriola (left), Jocelyne Noonan, Nina Livingstone, Emma Sov, Emma Rafraf, Joanne Pogorelsky, Fatimah Al Gharbawi, Jessica Dry and Jessica Lam.

2. University of Sydney students focused on developing innovative solutions to digital wayfinding at Westmead Hospital.


To access our digital newsletter go to www.thepulse.org.au

*As at June 30 2018

Donald Ferrick’s stay at Westmead Hospital is enriched by two things: his beautiful wife of 62 years and one of Australia’s most iconic drinks, Milo.

@humansofthehospital
Westmead patient Donald and wife Jill Ferrick.
PHOTO: Transplant pioneer Professor Henry Pleass was recognised by the Royal Australasian College of Surgeons with a merit award.
OUR ORGANISATION*

**AUBURN HOSPITAL**

**Senior Management**

Acting general manager Westmead and Auburn hospitals
Adjunct Associate Professor Joanne Edwards

Director Operations
Debbie Sharpe

Director Nursing & Midwifery
Kate Murphy

Deputy Director Medical Services
Dr Mary Boyd Turner

Nurse Operations Manager
Hillary Nowlan

Acting Director Human Resources
Business Partners
Kim Daniel

Director Finance Analytics and Performance Westmead and Auburn hospitals
Damien Van Rosmalen

Director Corporate Services
Director Allied Health
Mathivanan Sakthivel

**Auburn Executive Council**

Acting general manager Westmead and Auburn hospitals
Adjunct Associate Professor Joanne Edwards

Director Nursing & Midwifery
Kate Murphy

Deputy Director Medical Services
Dr Mary Boyd Turner

Director Operations
Debbie Sharpe

Nurse Operations Manager
Hillary Nowlan

Acting Director Human Resources
Business Partners
Kim Daniel

Director Finance Analytics and Performance Westmead and Auburn hospitals
Damien Van Rosmalen

Director Corporate Services
Director Allied Health
Mathivanan Sakthivel

**Head of General Medicine**
Dr Jonathan Marks

**Head of General Surgery**
Dr Lynne Mann

**Head of Obstetrics & Gynaecology**
Dr Archana Bakal

**Head of Emergency**
Dr Romesh Singam

**Head of Plastic Surgery**
Dr Paul Curtin

**Head of Cardiology**
Dr Gopal Sivagangabalan

**Chief Medical Radiation Scientist**
Damien Fielden

**Head of Pharmacy**
Wai-Jen Lee

**Nurse Unit Manager Medical Ward**
Dianne Ford

**Acting Nurse Manager Perioperative Service**
Mia Shui

**Midwifery Unit Manager**
Natalie Wearne

**Hospitalist/Career Medical Officer**
Dr Antonio Llado

**Hospitalist/Career Medical Officer**
Dr Edward David

**Hospitalist/Career Medical Officer**
Dr Vikas Kesarwani

**Manager Community Health**
Eva Litherland

**Patient Safety & Clinical Quality Officer**
Ruth McCrudden

**School of Medicine University of Notre Dame, Australia**
Associate Professor Hadia Mukhtar

**Governance Officer**
Joyce Murphy

**Consumer Representative**
(vacant)

**BLACKTOWN AND MOUNT DRUITT HOSPITALS**

**Senior Management**

Acting General Manager
Blacktown and Mount Druitt hospitals
Jude Constable

Acting Director of Medical Services
Dr Brett Gardiner

Deputy Director of Medical Services
Dr Elizabeth West

Director of Nursing & Midwifery
Danielle Levis

Deputy Director of Nursing & Midwifery
Rola Tawbe

Divisional Medical Director Surgery and Anaesthetics
Professor Michael Edye

Divisional Medical Director Acute Medicine
Dr Michael Dayner

Divisional Medical Director Ambulatory Medicine
Professor Mark McLean

Divisional Medical Director Women’s and Children’s Health
Associate Professor Harry Merkur

Divisional Nurse Manager Women’s and Children’s Health
Helen Konowec

Divisional Nurse Manager Acute Medicine
Cheryl Trudinger

Divisional Nurse Manager Ambulatory Medicine
Leanne Watson

Divisional Nurse Manager Surgery & Anaesthetics
Cesare Aguilar

Divisional Director Business Analytics and Performance
Luke Elias

Manager Finance Performance and Analytics
Dileeni Chanmugam

Acting Manager Human Resources Business Partners
Gaye Wright

Acting Quality and Accreditation
Operations Manager
Katie Conciatore

Manager Blacktown and Mount Druitt hospitals Expansion Project
Robyn Campbell

**Blacktown and Mount Druitt hospitals Clinical Council**

Acting General Manager
Blacktown and Mount Druitt hospitals
Jude Constable

Executive Director Mental Health
Associate Professor Beth Kotze

Acting Director of Medical Services
Dr Brett Gardiner

Deputy Director of Medical Services
Dr Elizabeth West

Director of Nursing & Midwifery
Danielle Levis

Deputy Director of Nursing & Midwifery
Rola Tawbe

Divisional Medical Director Surgery and Anaesthetics
Professor Michael Edye

*As at June 30 2018*
Divisional Medical Director Acute Medicine
Dr Michael Datyner

Divisional Medical Director Ambulatory Medicine
Professor Mark McLean

Divisional Medical Director Women’s and Children’s Health
Associate Professor Harry Merkur

Divisional Nurse Manager Women’s and Children’s Health
Helen Konowec

Divisional Director Business Analytics and Performance
Luke Elias

Manager Financial Performance & Analytics
Dileeni Chamungam

Director Intensive Care
Professor Graham Reece

Head of Department Cardiology
Dr David Burgess,

Head of Department Anaesthesia
Associate Professor Helen Currow

Head of Department Neurology
Dr Nigel Wolfe

Head of Department Paediatrics
Dr Peter Hong

Head of Department Aged Care and Rehabilitation
Dr Stephanie Polley

Senior Medical Advisor
Professor Peter Zelas

Medical Administration Trainee
Dr Daryl-Anne Elias

Divisional Nurse Manager Acute Medicine
Cheryl Trudinger

Divisional Nurse Manager Ambulatory Medicine
Leanne Watson

Divisional Nurse Manager Surgery and Anaesthetics
Cesare Aguilar

Clinical Academic Gastroenterology and Hepatology
Professor Golo Ahlenstiel

Head of Department Occupational Therapy
Julianne Gibbons

Head of Department Infectious Diseases
Dr Scott Chapman

Director Nursing & Midwifery
Kate Hackett

Clinical Director Surgery and Anaesthetics
Associate Professor Gary Morgan

Operations Director Surgery and Anaesthetics
Jenelle Matic

Clinical Director Critical Care and Medicine
Dr Peter Landau

Acting Operations Director Critical Care and Medicine
Peter Rophail

Clinical Director Medicine and Cancer Services
Professor Jeremy Chapman

Acting Operations Director Medicine and Cancer Services
Emma Clarke

Clinical Director Women’s and Newborn Health
Dr Terry McGee

Operations Director Women's and Newborn Health
Donna Garland

Director Oral Health WSLHD
Dr Josephine Kenny

Chair Westmead Medical Staff Council
Professor Christopher Liddle

Sydney Medical School representative
Richard Allen, professor of transplantation surgery, University of Sydney

Head of Department Upper Gastrointestinal
Dr Arthur Richardson

Staff Specialist Emergency Department
Dr Amith Shetty

Clinical Nurse Consultant Emergency Department
Margaret Murphy

Department Head Social Work Westmead and Auburn hospitals
Theodora Bikou

WSLHD MENTAL HEALTH SERVICES
Senior Management
Executive Director Mental Health
Associate Professor Beth Kotzé

Executive Manager Mental Health
Clare Lorenzen

Director of Nursing
Charles MacMillan

Acting Director Clinical Services
Dr Pradeep Jarabandahalli

Director Perinatal, Child and Youth
Dr Ashwini Padhi

Director Community Mental Health
Carolyn Fozzard

Manager Financial Performance and Analytics
Shan Chan

Human Resources and Workforce Manager Business Partner
Kristin Adair

Service Development & Executive Support Manager
Alex Bird

Mental Health Clinical Council
Executive Director Mental Health
Associate Professor Beth Kotzé

Executive Manager Mental Health
Clare Lorenzen

Director of Nursing
Charles MacMillan

Acting Director Clinical Services
Dr Pradeep Jarabandahalli

Director Perinatal, Child and Youth
Dr Ashwini Padhi

Director Community Mental Health
Carolyn Fozzard

Manager Financial Performance and Analytics
Shan Chan
Director Health Services Planning and Development
Maureen Fitzpatrick

Nursing Staff Representative
Karen Hazell Raine

Allied Health Staff Representative
Antoni Yesudoss

Carer Representatives
Cathy Kearny
Patricia Andersen

Consumer Network Representative
Suzanne Rix

Medical and University of Sydney Representative
Professor Anthony Harris

WSLHD DRUG HEALTH SERVICES Senior Management
Acting Director Drug Health
Dr Thao Lam

Senior Nurse Manager Drug Health
Glenn Hughes

INTEGRATED & COMMUNITY HEALTH Senior Management
Executive Director
Victoria Nesire

Director Centre for Population Health
Associate Professor Stephen Corbett

Director Western Sydney Diabetes
Professor Glen Maberly

Director Clinical Operations
Adam Cruickshank

Director Integration, Partnerships and Enablers
Linda Soars

Acting Director Nursing
Jennifer Fitzsimons

Acting Director Corporate Operations
Jasmine Glennan

Finance Business Partner
Austen Hang

Acting Human Resources Business Partner
David Attard

WSLHD FINANCE Senior Management
Executive Director Finance
Tina Stoian

Deputy Director Finance
Elizabeth Andersen

Director Supply Chain
Christopher Howard

Director Health Informatics Unit
Natasha Smith

Director Clinical and Business Performance
Vijay Nair

Financial Controller
Grahame Weeks

Finance Manager Westmead and Auburn hospitals
Damien Van Rosmalen

Finance Manager Blacktown and Mount Druitt hospitals
Dileeni Chamnugam

Finance Manager Mental Health Services
Shan Chan

Finance Manager District Management Accounting
Kaushaliya Kumar

WLSHD NURSING & MIDWIFERY AND CLINICAL GOVERNANCE Senior Management
Acting Executive Director Nursing & Midwifery and Clinical Governance
Luke Sloane

Acting Nurse Manager Workforce
Yervette Jones

Counter Disaster Unit
Disaster Manager
Caren Friend

Clinical Governance
Acting Director Clinical Governance
Natalie Fester Lloyd

Quality & Accreditation Manager (vacant)

Manager Patient Safety and Clinical Quality
Heather Doolan

Manager Patient and Carer Experience
Wendy Cain

Clinical Quality Programs Manager
Catriona Middleton Rennie

Clinical Governance Officer
Sally Henderson

WLSHD RESEARCH & EDUCATION NETWORK Senior Management
Director Research and Education Network
Emeritus Professor Stephen Leeder

Director Education (vacant)

Director Operations
Helene Abouyanni

Manager Medical Education
Tanya Jolly

Manager Nursing & Midwifery, and Allied Health Education
Tanya Critchlow

Manager Finance
Dalia Younan

Manager Research Development
Mark Smith

Manager Clinical Trials
Sharon Lee

Manager IP & Commercialisation
David Markwell

Manager Research Office
Kellie Hansen

Manager Research Governance
Lani Attwood

Director Animal Care Department
Executive Officer Animal Ethics Committee
Dr Ross Matthews

Manager Library Westmead
Linda Mulheron

Director Epidemiology and Health Analytics
Dr Helen Achat

Senior Research and Evaluation Officers
Dr Veth Guevarra
JoanneStubbs
Dr Lieu Trinh

Informatics & Data Management Officer
Leendert Moerkerken

Senior Health Service Analyst/Biostatistician
Dr Hassan Assareh

WLSHD INFORMATION TECHNOLOGY SERVICES Senior Management
Acting Chief Information Officer, and Chief Technology Officer
Les Forrest

Chief Medical Information Officer
Associate Professor Naren Gunja

Digital Health Program Manager
Sal Austin

Digital Health Program Director
Simon Hester

Director of Clinical Systems
Jian Liu

Director of Innovation and Architecture
Raymond Tong

Director Portfolio and Project Management
Chris Keller

Business Support Group Manager
John Luk

WLSHD PEOPLE AND CULTURE Senior Management
Director
Doug Catchpole

Director Workforce
Julie Welch

Director Workforce Effectiveness
Susan Scott

Director Human Resources Business Partners
Kim Daniel

Director Learning and Development
Maria Saupin

Director Medical and Dental Workforce
Dr Yogendra Narayan

*As at June 30 2018
WSLHD REDEVELOPMENT

Senior Management
Executive Director Strategic Business Development and Commercial Services
Leena Singh
Project Director Capital Works
Jonathan Darwen
Business Manager Capital Works
Ellie Kallianis
Director Asset Maintenance
Robert Moffat
Westmead Redevelopment Director
Strategy and Development – Westmead
Stefan Perkovic
Westmead Redevelopment Director
Strategy and Development – Cumberland
Maureen Wong
Associate Director Strategic Business Development and Commercial Services
Anna Thornton
Director Clinical Strategy and Redevelopment
Deanne Turner
Director Redevelopment Redesign and Transformation
Carla Edwards
Director Service Redesign Redevelopment
Amanda Green
Director Furniture, Fitting and Equipment
Ashley Fuller
Director Communications & Engagement
Emma Spillett
Program Director Digital Hospitals
Simon Hester

BLACKTOWN & MOUNT DRUITT HOSPITALS EXPANSION PROJECT
Manager Stage 2 Expansion
Robyn Campbell
Project Operations Manager
Matthew Tadorian
Workforce Development Manager
Julia Shaw
Fixtures, Furniture & Equipment Manager
Jenny Saunders
Fixtures, Furniture & Equipment Admin Support Officer
Nirajan Tamrakar
Project Officer
David Glastonbury
Project Officer
Nathan Ferguson
Project Support Officer
Kristy-Ann Cuthbert

WSLHD CONSUMER COUNCIL AND CONSUMER REPRESENTATIVES
Aimee Downs
Ajay Vashney
Alison Austin
Alison Coles
Amal Etri
Amanul Karim
Amparo Landman
Angela Yiu
Anne Stanfield
Bey Jordan
Bob Hunter
Brenda Bartlett
Caroline Raunjack
Cathy Kerr
Claudia Reed
Dayla Karezi
Edward (Ted) Hartley
Eliseus Feng
Erron Palmer
Evert Van Oeveren
Fiona Niell
Francisco Valencia
Gary Armstrong
Gordana Knezevic
Graham Brown
Heather Johnson
Ian Hoffman
Jafar Sabdi
James Butler
Jane Mab
Janette Welsby
Jenny Williams
Jessie Gavin
Judit Lababedi
Julie Milsom
Juliette Wiggins
June Heinrich
Kaitlyn Hockey
Kanchana Balakumar
Karen Walsh
Kathryn Van Oeveren
Kathy Collins
Ken Freeman
Kittu Randhawa
Laurence Hibbert
Lisa Keast-Jones
Lorraine Shaw
Madhusmita Raghavan
Mae Rafraf
Maria Dahm
Majid Jame<br>Maie Freeman
Maryam Zahid
Michael Watts
Mike Font
Mike Kane
Monique Pockran
Natasha Caldwell
Nav Jalal
Nitin Chitre
Peta Fraser
Philip Lee
Rachel Tauffer
Ron Robertson
Russel Ashley
Sean Vicary
Shivani Vasiseth
Stephanie Lee
Sue Ramsay
Talley Watts
Tim Attinger
Tony Myatt
Tricia Crispe
Viji Dhyanathan
Wilson Giles
Willy Bagatcholon
Zulfa Lalee

INDIVIDUALS AND TEAMS CELEBRATED
Australia Day Honours 2018
Di O’Halloran, AO, WSLHD Board member, for distinguished service to medicine in the field of general practice through policy development, health system reform and the establishment of new models of service and care

Professor Paul Mitchell, AO, head of ophthalmology at Westmead Hospital, for distinguished service to ophthalmology as a clinician, particularly in the management of age-related macular degeneration, through research into public health and ophthalmic epidemiology, and as an educator

Professor Creswell Eastman, AO, the founding director of endocrinology and diabetes at Westmead Hospital, for distinguished service to medicine, particularly to the discipline of pathology, through leadership roles, to medical education, and as a contributor to international public health projects

Dr Helen Mary Somerville, AO, Westmead Hospital, for distinguished service to medicine, particularly developmental paediatrics, as a clinician, and through advocacy roles for the care and treatment of people with intellectual disabilities

Queen’s Birthday Honours 2018
Lorraine Koller, OAM, Westmead Hospital deputy director of pharmacy, for services to pharmacy

Jane Griffith, OAM, Westmead Hospital neurology clinical nurse consultant, for services to nursing

Consumer Marij Freeman, OAM, for her contribution to the Blacktown community, including her involvement in the codesign of Blacktown Hospital

Consumer Ken Freeman, OAM, for his contribution to the Blacktown community, including his involvement in the codesign of Blacktown Hospital

City of Parramatta Council Awards, and NSW Volunteering Awards
Caroline Raunjak, WSLHD consumer representative, Australia Day Parramatta Citizen of the Year, Parramatta Woman of the Year, NSW Volunteer of the Year Award

Wilson Giles, WSLHD consumer representative, Parramatta Young Citizen of the Year

Karen Walsh, WSLHD consumer representative, NSW Volunteer of the Year Award

PROFESSIONAL ACCOLADES
Dr Khushboo Baheti, WSLHD psychiatry registrar, the Australian Medical Association’s 2017 Doctors in Training Award

Dr Eric Hau, staff specialist and researcher in radiation oncology,

*As at June 30 2018*
the Harvard Plaque to complete the Global Clinical Scholars Program at Harvard University. The prestigious Harvard Plaque is awarded to the top three students worldwide.

Linda Bell, manager of surgical skills training program, awarded Training Manager of the Year by the NSW AMA.

Dr Sujitha Thavapalachandran, Westmead Hospital’s clinical fellow, the 2018 Ralph Reader Basic Science Prize for her research into new ways of repairing damaged hearts with growth factors.

Dr Pierre Qian, Westmead Hospital’s cardiologist, the 2018 Ralph Reader Clinical Prize for his work on a medical device that targets renal nerve connections to reduce blood pressure.

Lilly Dolenc, BMDH Project Communications manager, 2017 NSW Health Infrastructure Project Communications and Engagement Award.

2018 Westmead International Nurses Day Awards
Reesa Lim, Excellence in Clinical Practice, Enrolled Nurse or Assistant in Nursing.

Urmila Shrestha, Excellence in Clinical Practice, Transition to Practice Nurse or Midwife.

Susan Lane, Excellence in Clinical Practice, Registered Nurse or Midwife.

Tegan Dawson, Excellence in Clinical Teaching.

Monique Bartlett, Excellence in Outstanding Clinical Leadership.

Lucia Labib, Excellence in Clinical Practice, Outstanding Leadership.

Richard Conway, Excellence in Clinical Practice, Nurse or Midwife of the Year.

Stomal therapy, Excellence in Clinical Practice, Nursing Team of the Year.

2018 Integrated & Community Health International Nurses Day Awards
Natasha Maunsell, Nurse of the Year.

Nina Livingstone, People’s Choice Award.

Premalosani James, Excellence in Clinical Leadership Award.

Rowena Urweiss, Innovation Award.

Megan Allen, New Graduate of the Year.

TEAM ACCOLADES
NSW Health Excellence in the Provision of Mental Health

WSLHD Mental Health Services for its innovative service delivery model, Mental Health Acute Assessment Team, a collaboration with the Ambulance Service of NSW to provide the most appropriate care for mental health patients and minimise inappropriate emergency department presentations.

2017 NSW Family & Community Services Simply the Best Customer Service Awards

Making a Safe Home (MaSH) Program, a joint collaboration between WSLHD and FACS, Customer Service Team Excellence Award.

2017 Australian Crime and Violence Prevention Awards

The NSW Health Education Centre Against Violence’s Aboriginal Qualification Pathway, Silver Award in the community-led category.

2018 Golden Scalpel Games, awarded by the NSW Health Education and Training Institute to WSLHD.

WSLHD 2018 QUALITY AWARD WINNERS

Board Chair Award for Innovation and Excellence

IPOP – Interpreter Project in Outpatient Clinics.

Westmead Hospital and Integrated & Community Health: Debbie Sharpe, Clementia Yap, Julianne Harvey, Gordana Vasic, Ting Ting Chen, Terri Bell, Susan Jones.

Chief Executive Award

FASTER Screening for Stroke.

Blacktown and Mount Druitt hospitals: Dr Andrew Owen Jones, Dr James Nol, Dr Basim Alquattawhe, Dr Patrick Wong, Dr Brett Gardiner.

WentWest Partnership Award

Protecting Our Aboriginal Kids, Now and Into the Future.

Integrated & Community Health: Joanne Cheatham, Salwa Gabriel, Julie McLean, Christine Newman, Caroline Scott, Hayley Carra, Valerie Hunter, Sunita Lata, Leendert Moerkerken, Jo Fuller, Kylie Hughes, Narelle Holden, Yvonne Toa, Jamie Matthews.

NewsLocal People’s Choice Award

Think Before You Bin It.

Auburn Hospital: Kristina Roberts, Barbara Chapman, Roshni Kumar, Helen Sala, Roseanne Smith, Sanjay Sharma, Rosalind Jindra, Alex Youssef, Sangita Tuli, Mamdoh Tobbieh, John Holder, Irena Tu, Pamela Thirunamam, Dianne Ford, Daryl Rose, Fatima Smajovic.

Patients as Partners

IPOP – Interpreter Project in Outpatient Clinics.

Westmead Hospital and Integrated & Community Health: Debbie Sharpe, Clementia Yap, Julianne Harvey, Gordana Vasic, Ting Ting Chen, Terri Bell, Susan Jones.

Delivering Integrated Care

GREAT (Geriatric Rapid Evaluation and Treatment) Service.

Westmead Hospital: Dr Poonani Muruganantham, Amy Lazzaro, Melanie Wong, Smriti Mathema, Shreshta, Dr Leesa Giang.

Keeping People Healthy

The X-Men – Exercise Classes for Prostate Cancer.

Westmead Hospital: Gerard Regan, Dragana Cepnja, Damien Dubois, Meg Hughes, Dr Amy Hayden Katherine Maka, Chrissan Segaram, Josip Sulerstic, Dr Sandra Turner.

Collaborative Teams

Protecting Our Aboriginal Kids, Now and Into the Future.

Integrated & Community Health: Joanne Cheatham, Salwa Gabriel, Julie McLean, Christine Newman, Caroline Scott, Hayley Carra, Valerie Hunter, Sunita Lata, Leendert Moerkerken, Jo Fuller, Kylie Hughes, Narelle Holden, Yvonne Toa, Jamie Matthews.

Education and Training

Increasing Dysphagia Awareness in Mental Health.

Westmead Hospital: Katrina Moore, Alison Battin, Bronwen Craig, Laura Foley, Grace Hardie, Clare Lorenzen.

Research and Innovation

Pharmaceutical Supply Chain and Medicines Organisation.

WSLHD-wide, led by Westmead Hospital: David Ng, Christopher Howard, Wendy Marfeets, David Jorgia, Amy Murray, Lorraine Koller, Nay Myo, Mark Zahra, Helga Gelo, Paul Spindler, Christopher Liddle, Ann Goufe, Alkeshkumar Patell, Rommel Navitidad, Irena D’Elia, Dr Roslyn Crampton, Akram Behdasht, Anne Chok, Deirdre D’Souza, Paulo Higa, Wai-Jen Lee, Otto Chan.

6S Success! A Redevelopment Lean Storeroom Initiative, Building Capability and Collaboration to Ensure a Successful Transition.

Westmead Hospital: Emma Clarke, Carla Edwards, Hayley Manyu, Michelle Lincoln, Natalie Tasker, Bradley Keam, Suzanne Armstrong.

Patient Safety First

Fundus Photography in the ED: Saving Lives, Eyes and Time.

Westmead Hospital: Dr Hamish Dunn, Jason Montgomery, Associate Professor Andrew White, Dr Matt Vukosevic, Julia Costello, Megan Greig, Alison Pryke, Dr Kai Zong Teo, Lakni Weerasinghe.

A Safe and Healthy Workplace

A State of Bio preparedness.

Westmead Hospital and Integrated & Community Health: Kavita Varshney, Margaret Murphy, Angela Berry, Kath Dempsey, Patricia Ferguson, Caren Friend, Shopna Bag, Penelope Clark.

*As at June 30 2018
WSLHD is committed to working in partnership with community members, consumers and key organisations in decisions about planning, delivering and evaluating healthcare leading to better quality, safety and patient outcomes. Our capital redevelopment teams work closely with construction bodies, industry and the local community to enhance collaboration in creating truly innovative, contemporary facilities.

We were proud to be associated with many organisations during 2017-18 including:

- A W Edwards
- Aboriginal Catholic Care
- Aboriginal Men’s Shed Emerton
- Active Living NSW
- Afghan Women’s Group, Blacktown
- African Women’s Group, Blacktown
- After Care
- Agency for Clinical Innovation
- Alzheimer’s Australia
- Ambulance Service of NSW
- ANISTO
- Arabic Speaking Group, Mount Druitt
- Arthritis Foundation NSW
- Auburn Diversity Services
- Australian Cook Islands Community Council
- Australian Dental Association
- Australian Digital Health Agency
- Australian Federal Police
- Australian Health Practitioner Regulation Agency
- Australian Huntington’s Disease Association
- Australian Salaried Medical Officers Federation
- Bababun Aboriginal Corporation
- Baxter
- Bipolar Australia
- Blacktown Arts Centre
- Blacktown City Council
- Blacktown Historical Society
- Blacktown Medical Practitioners Association
- Blacktown Podiatry
- Blacktown Women’s and Girl’s Health Centre
- Brain and Mind Centre
- Brain Injury Association
- BreastScreen NSW
- Bridgeview Medical Practice
- Brighter Futures
- Bureau of Health Information
- Burnside
- Campbelltown Hospital
- Cancer Council Australia
- Cancer Institute NSW
- Carers NSW
- Catholic Education
- Celestino Pty Limited
- Centre for Oral Health Strategy NSW
- Chester and Jakes Pharmacy
- Charles Perkins Centre
- Child Health Network
- Children’s Medical Research Institute
- City of Parramatta Council Aboriginal and Torres Strait Islander Advisory Council
- Clinical Excellence Commission
- Community Migrant Resource Centre
- Connect Hearing
- Contiense Foundation
- Cook Islands Council
- Cox Architects
- CSIRO
- Cumberland Council
- Cumberland Women’s Health Centre
- Definitions Health Club
- Dementia Australia
- Diabetic
- Diabetes NSW & ACT
- Dooleys Lidcombe Catholic Club
- Donnelly Construction
- Dr Sundar’s Medical Practice
- Toongabbie
- Eating Disorder and Obesity Clinic
- eHealth NSW
- Ellawell
- Epilepsy Action Australia
- Evolve Housing
- Fair Trading NSW
- Family Planning NSW
- First Friday Poets Group, Blacktown
- Food Authority
- Foodbank
- Get Kids Cooking
- GHD
- Glenwood Indian Women’s Group
- Glycaemic Index Foundation
- Good Foundation
- Greater Sydney Commission
- Greater Western Aboriginal Health Service
- (Wellington Aboriginal Corporation Health Service)
- Harman Foundation
- Harvest Hub
- Hawkesbury Harvest
- Health and Arts Research Centre Inc
- Health Care Complaints Commission
- Health Consumers NSW
- Health Education and Training Institute (HETI)
- Health Infrastructure
- Health Services Union
- HealthShare NSW
- Healthy Older People’s Association
- Hearing Australia
- Heart Foundation NSW
- Homicide Victims Support Group
- Jacobs (architects)
- Jamie’s Ministry of Food
- Jobs for NSW
- Justice Health and Forensic Mental Health Network
- Kids Research
- Kildare Road Medical Centre
- Legal Aid NSW
- Lifeline Western Sydney
- Live Life Get Active
- Macquarie University
- Marist 180
- Marrin Weeja Aboriginal Corporation
- Mount Druitt Ethnic Communities Agency (MECA)
- Mount Druitt Medical Centre
- Multiple Sclerosis Australia
- Multiplex Construction
- Muru Mittigar Aboriginal Cultural and Education Centre
- National Aboriginal Bank (NAB)
- National Centre for Immunisation Research and Surveillance (NCIRS)
- National Council of Social Service (NCOSS)
- National Disability Insurance Agency (NDIA)
- National Health and Medical Research Council
- National Heart Foundation
- National Institute of Complementary Medicine (NiCM) Health Research Institute
- Nazarian Optometrist
- Neami National
- Nepean Blue Mountains Local Health District
- Nepean Therapy Dogs
- New South Wales Nurses and Midwives’ Association
- Ngroo Education Inc
- Northern Sydney Local Health District
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Industry
- NSW Department of Planning and Environment
- NSW Department of Premier and Cabinet
- NSW Department of Sport and Recreation
- NSW Environment Protection Authority
- NSW Government Architect
- NSW Health Pathology
- NSW Industrial Relations Commission
- NSW Juvenile Justice
- NSW Kids and Families
- NSW Mental Health Commission
- NSW Ministry of Health
- NSW Office of the Children’s Guardian
- NSW Office of Sport
- NSW Police Force
- NSW Office of Preventive Health
- NSW Refugee Health Service
- NSW Volunteering
- Nuba Mountains Community Women’s Group
- Nutrition Australia
- Office of Health and Medical Research (OHMR)
- Optimun Health Solutions
- O2Harvest
- PACER Network
- Parramatta Heritage Centre
- Parramatta Light Rail
- Parramatta Mission
- Parramatta Park Trust and WS Parklands
- PCYC
- Pharmaceutical Society of Australia
- Pharmacy Guild of Australia
- Playgroup NSW
- Powerhouse Museum
- PricewaterhouseCoopers
- Ray Kelly Fitness
- Reclink
- Richmond PRA
- Richmond Road Family Practice
- Riverstone Neighbourhood Centre
- Settlement Services International (SSI)
- SHARE
LOCATION DIRECTORY*

PUBLIC HOSPITALS
Auburn Hospital
18 Hargrave Rd, Auburn NSW 2144
Ph: (02) 8759 3000
Fax: (02) 8759 3123

Blacktown Hospital
Blacktown Rd, Blacktown NSW 2148
Ph: (02) 9881 8000
Fax: (02) 9881 8020

Mount Druitt Hospital
75 Railway St, Mount Druitt
Ph: (02) 9881 1555
Fax: (02) 9881 1538

Cumberland Hospital (Mental Health Services)
1-11 Hainsworth St, Westmead
Ph: (02) 9840 3000
Fax: (02) 9840 3700

Westmead Hospital
Cnr Hawkesbury & Darcy Rds, Westmead NSW 2145
Ph: (02) 8890 5555

Western Sydney Sexual Health Centre
Jeffrey House
162 Marsden St, Parramatta
Ph: 9843 3124

AGED DAY SERVICES
Auburn Aged Day Service
Cnr Water St & Hargrave Rd, Auburn NSW 2144
Ph: (02) 8759 3939
Fax: (02) 9749 1825

Balcombe Heights Aged Day Services
Building 17, Balcombe Heights Estate, 92 Seven Hills Rd,
Baulkham Hills NSW 2153
Ph: (02) 8852 6300
Fax: (02) 9686 2138

Carninya Aged and Ethnic Day Service
8 River Rd, Ermington NSW 2115
Ph: (02) 9684 2179
Fax: (02) 9638 0621

Copperfield Cottage Aged Day Service
Mount Druitt Hospital
Railway St, Mount Druitt NSW 2770
Ph: (02) 9881 1636
Fax: (02) 9881 1773

Crestwood Aged Day Service
Embark building, Blacktown Hospital
Blacktown Rd, Blacktown NSW 2148
Ph: (02) 9881 8954
Fax: (02) 9881 8899

Hevington House Dementia Day Service
19 Hevington Rd, Auburn NSW 2144
Ph: (02) 8759 3899
Fax: (02) 9749 1825

Rosewood Cottage Aged Day Service
22 Fullager Rd, Wentworthville NSW 2145
Ph: (02) 9633 5496
Fax: (02) 9633 5428

Tallowood Dementia Day Service
Mount Druitt Hospital
67 Railway St, Mount Druitt NSW 2770
Ph: (02) 9881 1925
Fax: (02) 9881 1524

COMMUNITY DRUG HEALTH SERVICES
Centralised Intake
Ph: (02) 8860 2565
Fax: (02) 9840 3869

Auburn Community Drug Health Counselling
Auburn Community Health Centre, Norval St & Hevington Rd, Auburn NSW 2144
Ph: (02) 8759 4000
Fax: (02) 8759 4154

Blacktown Community Drug Health Counselling
Blacktown Community Health Centre
Cnr Blacktown Rd & Marcel Cres, Blacktown NSW 2148
Ph: (02) 9881 8700
Fax: (02) 9671 6360

Blacktown Opioid Treatment Unit (Drug Health)
Cnr Blacktown Rd & Marcel Cres, Unit 7/1 Blacktown NSW 2148
Ph: (02) 8670 0200
Fax: (02) 9622 6265

Centre for Addiction Medicine Cumberland
Building 83 Cumberland Hospital east campus
5 Fleet St, North Parramatta NSW 2151
Ph: (02) 8860 2560
Fax: (02) 9840 3869

Centre for Addiction Medicine Mount Druitt
15 Cleeve Cl, Mount Druitt NSW 2770
Ph: (02) 8887 5800
Fax: (02) 8887 5822

Doonside Community Drug Health Counselling
30 Birdwood Ave, Doonside NSW 2767
Ph: (02) 8670 3300
Fax: (02) 8670 3381

University of Wollongong
UrbanGrowth NSW Development Corporation
Walking Volunteers
WASH House
Wesley Mission
Western Sydney Institute TAFE NSW
Western Sydney Primary Health Network (WentWest Ltd)
Western Sydney Region of Councils WSROC
Western Sydney University
Western Sydney Woodworkers, Lalor Park
Westmead Alliance
Westmead Institute for Medical Research (WIMR)
Westmead Medical Research Foundation
Westmead Private Hospital
Westmead Precinct Education Hub
Westmead Research Hub
Woolworths
YMCA
Youth Action
Youth Resolutions

• Silver Chain Group
• South Western Sydney Institute TAFE NSW
• South Western Sydney Local Health District
• Southern Cross Care
• Spiritual Revaluation Centre
• Sri Om Care
• St Joseph’s Auburn, part of St Vincent’s Health Australia
• St Vincent de Paul
• St Vincent de Paul Society, Parramatta Central Council
• STARTS
• Stephanie Alexander Kitchen Garden Foundation
• Sydney Business Chamber
• Sydney Health Partners
• Sydney Living Museums
• Sydney Local Health District
• Sydney Markets
• Sydney Physios & Allied Health Services
• Sydney West Multicultural Services
• TAFE NSW
• Tamil Women’s Group, Mount Druitt
• Ted Noffs
• The Australian Commission on Safety and Quality in Health Care
• The Australian Council on Healthcare Standards
• The City of Parramatta Council
• The Children’s Hospital at Westmead, part of the Sydney Children’s Hospitals Network
• The Food Coach
• The George Institute for Global Health
• The Hills Shire Council
• The Hive (United Way)
• The Practice
• The Schizophrenia Fellowship NSW Inc
• The Shed
• The Sydney Children’s Hospitals Network
• The University of Sydney
• Their Futures Matter, NSW Government
• Transport for NSW
• UnitingCare
• University of Notre Dame Australia
• University of NSW
• University of Technology Sydney

• University of Wollongong
• UrbanGrowth NSW Development Corporation
• Walking Volunteers
• WASH House
• Wesley Mission
• Western Sydney Institute TAFE NSW
• Western Sydney Primary Health Network (WentWest Ltd)
• Western Sydney Region of Councils WSROC
• Western Sydney University
• Western Sydney Woodworkers, Lalor Park
• Westmead Alliance
• Westmead Institute for Medical Research (WIMR)
• Westmead Medical Research Foundation
• Westmead Private Hospital
• Westmead Precinct Education Hub
• Westmead Research Hub
• Woolworths
• YMCA
• Youth Action
• Youth Resolutions

*As at June 30 2018

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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABF</td>
<td>Activity based funding is a way of funding hospitals whereby they get paid for the number and mix of patients they treat. If a hospital treats more patients, it receives more funding. Because some patients are more complicated to treat than others, ABF also takes this into account.</td>
</tr>
<tr>
<td>ACI</td>
<td>Agency for Clinical Innovation</td>
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<tr>
<td>AMA</td>
<td>Australian Medical Association</td>
</tr>
<tr>
<td>A/Prof</td>
<td>Associate professor</td>
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<tr>
<td>ARC</td>
<td>Audit and risk committee</td>
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<tr>
<td>ASB</td>
<td>Acute services building</td>
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<tr>
<td>BCI</td>
<td>Westmead Breast Cancer Institute</td>
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<tr>
<td>BMDH</td>
<td>Blacktown and Mount Druitt hospitals</td>
</tr>
<tr>
<td>BMDH Project</td>
<td>Blacktown and Mount Druitt Hospitals Expansion Project</td>
</tr>
<tr>
<td>CALD</td>
<td>Culturally and linguistically diverse</td>
</tr>
<tr>
<td>CASB</td>
<td>Clinical acute service building</td>
</tr>
<tr>
<td>CBD</td>
<td>Central business district</td>
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<tr>
<td>C-EYE-C</td>
<td>Community Eye Care</td>
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<tr>
<td>CHW</td>
<td>The Children’s Hospital at Westmead</td>
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<tr>
<td>CPR</td>
<td>Cardio pulmonary resuscitation</td>
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<tr>
<td>CT</td>
<td>Computerised tomography</td>
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<tr>
<td>CTG</td>
<td>Cardiotocography</td>
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<tr>
<td>E/EMEDs</td>
<td>Electronic medications management</td>
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<tr>
<td>EN</td>
<td>Enrolled nurse</td>
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<tr>
<td>eEMR</td>
<td>Electronic medical record</td>
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<tr>
<td>eRIC</td>
<td>Electronic record in intensive care</td>
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<tr>
<td>ETP</td>
<td>Emergency treatment performance</td>
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<tr>
<td>FACS</td>
<td>NSW Department of Family &amp; Community Services</td>
</tr>
<tr>
<td>FTE/s</td>
<td>Full time equivalents</td>
</tr>
<tr>
<td>GREAT</td>
<td>Geriatric rapid evaluation and treatment service</td>
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<tr>
<td>HealthPathways</td>
<td>An online health information portal for GPs to use in patient consultations. It supports better linkages between GPs and specialist services</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and communication technology</td>
</tr>
<tr>
<td>ICU/s</td>
<td>Intensive care unit/s</td>
</tr>
<tr>
<td>IPOP</td>
<td>Interpreter project in outpatient clinics</td>
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<tr>
<td>ITS</td>
<td>Information Technology Services</td>
</tr>
<tr>
<td>JSCC</td>
<td>Joint specialist case conferences</td>
</tr>
<tr>
<td>LHD</td>
<td>Local health district</td>
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<tr>
<td>LGA</td>
<td>Local government area</td>
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<tr>
<td>Managed print services</td>
<td>Visibility and control of printing, which helps save money and boost productivity, and improves environmental sustainability and document security</td>
</tr>
<tr>
<td>MCI</td>
<td>Magnetic resonance imaging</td>
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<tr>
<td>NMC</td>
<td>Non-mydriatic camera</td>
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<tr>
<td>NWAU</td>
<td>National weighted activity unit. NWAU is a measure of health service activity expressed as a common unit, against which the national efficient price (NEP) is paid. It provides a way of comparing and valuing each public hospital service (whether it is an admission, emergency department presentation or outpatient episode), by weighting it for its clinical complexity</td>
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<tr>
<td>PCYMHs</td>
<td>Perinatal, Child and Youth Mental Health Services</td>
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<tr>
<td>PLR</td>
<td>Parramatta Light Rail</td>
</tr>
<tr>
<td>PwC</td>
<td>PricewaterhouseCoopers</td>
</tr>
<tr>
<td>Q-Flow</td>
<td>A patient check-in system to reduce queues</td>
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<tr>
<td>Quaternary service</td>
<td>An extension of tertiary care, even more specialised and highly unusual</td>
</tr>
<tr>
<td>RACFs</td>
<td>Residential aged care facilities</td>
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<tr>
<td>Tertiary service</td>
<td>Highly specialised healthcare, often for inpatients and on referral from a primary or secondary health professional. It includes complex medical or surgical procedures</td>
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<tr>
<td>TOC</td>
<td>Transfer of care</td>
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<tr>
<td>WECC</td>
<td>Westmead Education and Conference Centre</td>
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<tr>
<td>WHL</td>
<td>Wentworth Healthcare Limited</td>
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<tr>
<td>WSD</td>
<td>Western Sydney Diabetes</td>
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<tr>
<td>WSLHD</td>
<td>Western Sydney Local Health District</td>
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<tr>
<td>WSPHN</td>
<td>Western Sydney Primary Health Network (WentWest Ltd)</td>
</tr>
<tr>
<td>WSU</td>
<td>Western Sydney University</td>
</tr>
<tr>
<td>WWCC</td>
<td>Working With Children Check</td>
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</table>