Vision and Values

• Better health services for the people of western Sydney and beyond.

• Underpinning our vision are NSW Health’s four CORE values of collaboration; openness; respect; and empowerment.
Western Sydney Local Health District (WSLHD) is responsible for providing and managing all public healthcare in 120 suburbs that comprise five Local Government Areas (LGAs). It is one of 15 Local Health Districts (LHDs) in the NSW Health system.

The WSLHD catchment is one of Australia’s fastest growing with a rich tapestry of culture, people, traditions and beliefs.

We have the second largest population in NSW that is projected to increase to nearly 1.3 million by 2031.

To meet the future demand we have embarked on multimillion dollar capital redevelopments at our major teaching hospitals that will change the landscape of healthcare delivery, research and education in Sydney’s west.

We cover an area of approximately 780 square kilometres spanning the LGAs of Blacktown, The Hills Shire, Holroyd, Parramatta and Auburn.

We employ 11,855 people across more than 100 sites including five hospitals and an extensive network of community health centres.

Approximately 11,500, or 1.4 per cent of our population self-identified as being Aboriginal, with the majority (8,200) living in the Blacktown LGA.

A total of 48 per cent of residents speak a language other than English at home with the largest proportion from Auburn at 79.5 per cent.
An average day in WSLHD 2014-15

- **ED PRESENTATIONS AT 4 HOSPITALS**: 464
- **ADMISSIONS TO 5 HOSPITALS**: 485
- **BIRTHS A DAY**: 28
- **INDIVIDUAL CLIENTS SEEN BY OUR COMMUNITY HEALTH CENTRES**: 436

The year that was

- **BIRTHS**: 10,017
- **ED PRESENTATIONS**: 169,435
- **SURGERIES**: 41,024
- **OCCASIONS OF DENTAL SERVICES**: 163,026
- **VACCinations**: 57,595
Through effective management of our business we are ensuring our patients and those we serve receive the best possible healthcare and services.

Financial stability and sustainability are strategic priorities for WSLHD.

In 2014-15, WSLHD disbursed $1.51 billion providing healthcare to the people of western Sydney.

More than half our budget was allocated to salaries and wages while $386 million was expended on operating expenses, predominately clinical supplies and ancillary services.

WSLHD generated revenue totalling $206 million, including $84 million from patient fees. The net cost of services before the government contributions was $1,309 billion.

Looking ahead, WSLHD is committed to delivering quality patient care within budget notwithstanding the escalating costs associated with an increasing population, technological advances and complexity in patient conditions.

We are committed to maintaining open and transparent financial practices. The complete audited financial statements are published in the 2014-15 NSW Health Statutory Financial Report and available on our website www.wslhd.nsw.gov.au.
WSLHD disbursed $1.51 billion providing healthcare to the people of western Sydney during the financial year.

The past 12 months have seen enormous progress in realising our vision to provide the best purpose-designed healthcare facilities and services to meet the growing demand of our diverse and burgeoning population.

To sustain future growth we must have a vision, we must have a plan, and we must embrace change to realise our vision.

The NSW Government announced $900 million for Stage 1 of the redevelopment of the Westmead health precinct.

The Westmead Redevelopment will advance the precinct into an innovative, contemporary and integrated centre which will deliver world-class healthcare, education and research of international standing.

The $300 million-plus Blacktown and Mount Druitt (BMDH) Expansion Project Stage 1 is set to open its doors to our first patients by 2016.

BMDH Expansion Project planning for Stage 2 commenced following the State Government’s commitment of $400 million in May 2015.

Underpinning these major developments has been a strong ethos of collaboration through our extensive consultation and engagement programs with our staff, patients, carers, our university partners, external service providers and the community we serve.

These are exciting times. In addition to our infrastructure programs we also acknowledge that research and education is key in progressing our models of care and delivery of services.
There are more than 2000 research projects taking place across WSLHD facilities with 400 new projects initiated in the past year and $28 million received in research grants, an increase of 9.2 per cent on the previous year.

WSLHD and its partner group were recognised by the National Health and Medical Research Council (NHMRC) as a national centre in research that profoundly improves patient care. We are only one of four centres to be named an Advanced Health Research and Translation Centre by the NHMRC.

We became one of three local demonstrator sites in the State for the NSW Integrated Care Strategy. The demonstrator is a partnership initiative with WentWest Primary Health Network and aims to improve the management of chronic disease in primary care in western Sydney.

Blacktown and Mount Druitt hospitals were awarded accreditation from the Australian Council on Healthcare Standards (ACHS) in February. And Western Sydney Community Health received ACHS accreditation for the NSW Standards for Disability Services.

WSLHD’s progress on enabling the electronic management of records demonstrated its commitment to the digital future of data storage. Paper-Lite, the State’s first implementation of inpatient electronic medical records, went live at Blacktown Hospital in July 2014. It allows hospital staff anywhere, anytime access to vital patient information using a secure online system via any authorised device including laptops, iPads, tablets, or smartphones. The initiative involves the transition from written notes to electronic documentation for the majority of inpatient records.

Investment in an inexpensive cloud-based survey technology has resulted in a 400 per cent increase in feedback from staff and consumers within our Local Health District.

Innovation is a key priority and on behalf of the Board and our executive management team we congratulate the winners of our prestigious Quality Awards. We commend them on their commitment, devotion and ingenuity.

Our Board and its committees provided comprehensive stewardship throughout the year to address key performance challenges in addition to promoting our interests.

Most especially we thank the staff, all 11,855 of you in all your varied roles that collectively make a difference to our patients every day of the year.

Stephen Leeder
Chair

Danny O’Connor
Chief Executive
WSLHD is one of the most dynamic places to work and live in Australia, stimulated by constant growth and change to meet the needs of its people.

By 2031 the WSLHD population will increase to more than 1,274,668.

This does not include the daily working population commuting from outside the Local Health District into the commercial and industrial hubs of Parramatta, The Hills Shire, and Blacktown.

Providing state-of-the-art healthcare underpinned by innovation is essential to meeting the needs of this growth and our diverse peoples.

Models are being developed to cater for the specific needs of the population and the increasing demand on our healthcare facilities.

To sustain growth WSLHD is embracing change.

The 2014-15 year saw significant progress towards realising our vision to provide state-of-art, safe, sustainable, effective care for the community of western Sydney.

Major redevelopment planning and delivery is well underway with Blacktown and Mount Druitt (BMDH) Expansion Project Stage 1 on track for completion by 2016; and the NSW Government announcing funding for the Westmead Redevelopment Stage 1, BMDH Expansion Project Stage 2, and early planning for the Rouse Hill Hospital.

Building healthcare facilities for the future provides us with an opportunity to consider how and where services will be delivered, how we can network across the entire LHD, and the models we will use to deliver quality and safe care.

A key component in planning for the future is our growing partnerships with our patients, their families, universities and external service providers.

We have placed an emphasis on aligning our strategies to better serve the people of western Sydney through a whole-of-system approach.
Realising the vision

BLACKTOWN AND MOUNT DRUITT HOSPITALS

BMDH EXPANSION PROJECT STAGE 1

The award winning $300 million-plus first stage of the BMDH Expansion Project provides new and expanded healthcare facilities.

Designed collaboratively by clinicians, patients, carers and community representatives, it will deliver service innovations and contemporary patient-focused facilities at Blacktown and Mount Druitt hospitals.

In 2014, the project was recognised as an exemplar for community consultation, winning the Patients as Partners NSW Health Award.

Construction of the seven-storey Clinical Services Building continued with the works scheduled for completion in 2016.

The facility includes a cancer centre with a new radiation therapy service, expanded cardiology, respiratory and aged care capacity.

Refurbishment works in the existing hospital have continued with the opening of new clinical and support facilities including a digital operating theatre and a second Cardiac Catheterisation Laboratory.

At Mount Druitt Hospital refurbishments have delivered additional capacity in emergency, paediatric emergency, aged care, oral health, imaging and sterilising, and a car park upgrade.

As part of the expansion, Blacktown and Mount Druitt hospitals are undergoing a major change program to fully realise the benefits and opportunities of the new facilities.

Paper-Lite is the State’s first implementation of inpatient electronic medical records giving Blacktown Hospital staff anywhere, anytime access to vital patient information.

An arts and cultural strategy promotes well-being and a sense of place in the new healthcare buildings.

It included the installation of a 7.45 metre mural by local artist Than Tam Cao at Mount Druitt Hospital.

BMDH EXPANSION PROJECT STAGE 2

In May 2015, the NSW Government announced $400 million for Stage 2 of the BMDH Expansion Project.

Planning commenced with early works expected to start in 2016.

Blacktown Hospital is considering new facilities for emergency, intensive care, ambulatory (outpatient) care, operating theatres, extra inpatient beds and a boost to women’s health and newborn services.

Mount Druitt Hospital is looking at additional surgical capacity, a new MRI machine, an expanded drug health centre and a community renal dialysis centre.

• For more detail about the BMDH Expansion Project at Blacktown and Mount Druitt hospitals, visit: www.bmdhproject.health.nsw.gov.au
Realising the vision

STAGE 1

The Westmead Redevelopment will transform the Westmead precinct into an innovative, contemporary and integrated centre delivering high quality healthcare, education and research for decades to come.

The building program provides a once in a generation opportunity to challenge and develop how healthcare services are planned, coordinated and delivered across western Sydney to meet the future needs of the community across the full care continuum.

The Westmead precinct includes:

- Westmead Hospital
- Cumberland Hospital
- Institute for Clinical Pathology and Medical Research (ICPMR)
- The Children’s Hospital at Westmead
- The University of Sydney
- Westmead Millennium Institute
- Children’s Medical Research Institute
- Westmead Private Hospital; and
- Emergency air transport.

By 2031 we expect 25,000 people to be working in the precinct.
Over the next 10 years outpatient visits to the precinct are expected to increase from 2.6 million to 4 million per year.

Westmead Hospital and Westmead precinct partners are working together to create a vision that:

- Is a workable, liveable and accessible health city
- Focuses on integrated healthcare, teaching and research
- Promotes patient, carer and staff wellbeing and community engagement; and
- Attracts staff, students, residents, researchers and visitors internationally.

In February 2015, the NSW Government announced more than $900 million towards the redevelopment of the Westmead precinct, including:

- $750 million for Stage 1 Westmead Hospital Redevelopment
- $72 million for hospital car parking; and
- $95 million for the redevelopment of The Children’s Hospital at Westmead.

At Westmead Hospital the focus for 2014-15 has been planning in partnership with community, patient, carer, staff and external service providers to develop models of care and service delivery for the acute services building with construction anticipated to start by 2017.

Enabling works on the Westmead site saw the demolition of an administrative building, formerly the Westmead Coroner’s Court.

Upgrades to power, water, and gas commenced to ensure there is sufficient capacity to meet the increasing needs of the campus.

The first stage of the Westmead Redevelopment is focussed on setting up the Westmead precinct to support the delivery of high-end clinical services, education and research.

It will co-locate complex and critical care services into a multi-storey, centrally located acute services building.

The acute services building will include state-of-the-art operating theatres, extra inpatient beds and a new emergency department.

FUTURE DIRECTIONS

The main focus for 2015-16 is planning with WSLHD and Westmead staff, precinct partners, health consumers and their families for the way services will be delivered across western Sydney and how services and facilities might be shared, co-located or integrated across the Westmead precinct.

Early and enabling works will continue in parallel and include car parking, electrical upgrades, road realignments, service diversions, and site clearance.

• For more detail on the Westmead Redevelopment visit www.westmeadproject.health.nsw.gov.au

ROUSE HILL HOSPITAL

In March 2015 the State Government announced it would reserve $300 million for the construction of a hospital at Rouse Hill.

Services are currently being determined through a rigorous planning process across WSLHD and with our whole-of-system partners.
One of the busiest teaching hospitals in NSW, 17,103 surgeries were performed in Westmead during the year. Each case involving the care, compassion and expert skills of our dedicated surgical teams.
A teaching hospital of The University of Sydney, it is a key facility for education and world-leading medical research.

Westmead Hospital is located 3 kilometres west of Parramatta, the geographical, commercial and cultural capital of western Sydney and the second largest CBD in Sydney.

A specialist referral centre for the western metropolitan area of Sydney, it is the local public hospital to those residing in the LGAs of Parramatta, The Hills Shire and Holroyd.

The Westmead campus is home to internationally recognised institutes of health research such as the prestigious Westmead Millennium Institute for Medical Research.

The hospital's world renowned specialities include the National Pancreas Transplant Unit and the National Islet Transplant Service.

Its Statewide service responsibilities include major trauma, adolescent eating disorders, cardiothoracic surgery, neurosurgery, blood and marrow transplant and cancer genetics.

Servicing the growth corridor of Sydney's west, a multi-million redevelopment is underway to meet the specific needs of the population and the increasing demand on Westmead Hospital.

In February 2015, the NSW Government announced $750 million for Stage 1 Westmead Hospital Redevelopment; and $72 million for hospital car parking.

Westmead Hospital is the largest tertiary hospital in WSLHD and one of Australia’s most significant specialty healthcare centres of excellence.

**KEY INDICATORS 2014-15**

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Source: WSLHD Clinical and Business Performance Division
Women’s and Newborns Care partnered with Justice Health and Forensic Mental Health Network to provide an outreach antenatal clinic to pregnant women at Silverwater Women’s Correctional Centre.

Physiotherapists Dragana Ceprnja and Katherine Maka’s article Implementation of an Exercise Program in Breast Cancer Rehabilitation to Improve Shoulder Outcomes: A Pilot Study was accepted for publication in the Internet Journal of Allied Health Sciences and Practices.

The Westmead Cystic Fibrosis Service received funding for additional resources.

Speech Pathology services implemented several multidisciplinary initiatives including a fiberoptic endoscopic swallow to diagnose swallowing disorders, a voice study service, and a post-neonatal intensive care admission feeding clinic for newborns.

The Western Sydney Integrated Care (Demonstrator) program completed planning for the Rapid Access and Stabilisation (RAS) services. RAS supports GP practices in the management of chronic diseases such as cardiovascular, respiratory and diabetes. Westmead clinicians will contribute to the dynamic shared care plan with the GP to support the management of chronic disease in the community. In addition a GP Support Line was established along with care facilitators assigned to patients to assist them and their GP in the management of their condition.

Westmead has the busiest birthing service in NSW with 5474 babies born in 2014-15, an increase of 3 per cent. In addition, 1881 women were seen in the Early Pregnancy Assessment Clinic with 30 per cent of women with an unresolved miscarriage electing the new model of conservative medical management as an outpatient rather than inpatient surgical curettage.

Surgery and anaesthetics redesigned its bookings and admissions system to streamline the process for patients.

To manage the increase in demand for short-stay surgery nine beds were converted to function as extended day-only, catering for patients with an expected length of stay of 26 hours.

Nursing and Midwifery employed 100 first year registered nurses. An educational video was developed for the intranet to promote and support good communication and nursing handover principles.

**KEY ACHIEVEMENTS**

The past year saw the highest number of transplants with a total of 91 renal and pancreas. Of these 23 were live donor renal transplants.

Westmead performed 50 per cent of the State’s donor procedures for the NSW Organ & Tissue Service.

Imaging was enhanced with the installation of a 384 slice Siemens Somatom Force CT scanner providing 24/7 state-of-the-art diagnostic scans for the Emergency Department, inpatient and outpatient services.

A comprehensive clinical services plan was completed for the $750 million Stage 1 Westmead Redevelopment.

Antimicrobial Stewardship Ward Rounds, an education program targeting the appropriate prescribing of antibiotics, resulted in:

- An improvement in appropriate antimicrobial prescribing by 25 per cent; and
- An average saving of $44,703 per month, totalling $402,325 since rollout in August 2014 to June 30 2015.
The BMDH Expansion Project won a prestigious 2014 NSW Health Award for its outstanding consumer consultation, setting a new benchmark for partnering with consumers on a capital works project.
Opened in 1965, former and current staff celebrated 50 years of caring for the community.

A teaching hospital of Western Sydney University, it services the largest LGA by population in NSW.

Blacktown City Council comprises 48 suburbs and is home to 332,424 people, making it the largest city by residents in the State.

The hospital provides a 24-hour emergency service, 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 services are provided from Bungarribee House.

Mount Druitt Hospital offers 24-hour emergency care, and an LHD-wide role in the provision of planned surgery including joint replacements and paediatric medicine, inpatient and outpatient general and aged care rehabilitation, inpatient palliative care, and consultation liaison psychiatry services.

The BMDH Expansion Project is an enabler for change at Blacktown and Mount Druitt hospitals.

There has been a strong focus on consumer engagement in our planning processes.

Feedback from patients, carers, advocates and community members resulted in innovative changes to design, models of care and operational procedures including dedicated carer accommodation in patient bedrooms for overnight stays and a café-style lounge designed to reduce social isolation during chemotherapy.
The main hospital building continued to be refurbished as part of the Stage 1 Expansion Project with the new Clinical Services Building expected to open in early 2016.

The BMDH Stage 1 Expansion Project will provide additional capacity at Blacktown Hospital together with the establishment of a comprehensive cancer care centre and the development of ambulatory services heralding a new level of service delivery for the local community from 2016.

Electronic patient journey boards to help clinical teams manage discharges and patients waiting for care have been installed in Blacktown.

Patients are listed on the boards detailing what they are waiting for so the entire clinical team knows who and what for the next stage of their patient’s journey.

The boards assist to better coordinate patient care. They will be installed in Mount Druitt Hospital in the second half of 2015.

Blacktown Hospital has been selected as the pilot site for WSLHD’s Electronic Medication Management (EMM) program to commence in late 2015.

EMM will replace current paper-based medication charts with all processes moving online.

Blacktown and Mount Druitt hospitals had 72,977 Emergency Department presentations for 2014-2015 and 19,457 ambulance presentations.

Planning Stage 2 BMDH Expansion Project is underway engaging staff, consumers and the community to ensure services best meet needs.

Our focus is on strengthening our clinical networking relationships with other major centres such as Westmead Hospital and The Children’s Hospital at Westmead and continued collaboration with our university and Primary Health Network partners to deliver modern respectful services to our community.

**KEY ACHIEVEMENTS**

Blacktown and Mount Druitt hospitals were awarded accreditation from the Australian Council on Healthcare Standards.

The BMDH Expansion Project’s consumer consultation program led to elements being adopted by capital works health projects across NSW and incorporated into the Health Infrastructure Consumer Engagement Toolkit.

At Mount Druitt Hospital we have renewed the main entrance, opened a sub-acute Rehabilitation Unit, an expanded Oral Health Unit, and an Urgent Care Centre in ED.

At Blacktown Hospital the new sub-acute mental health service, Melaleuca Unit, part of the BMDH Expansion Project Stage 1 became fully operational.

The opening of a digital theatre at Blacktown Hospital elevated surgical capacity. While it can be used for routine surgery, it is purpose-built for laparoscopic, or keyhole procedures.
For more than 100 years Auburn Hospital has excelled in the delivery of quality patient care.
A teaching hospital of the University of Notre Dame Australia, Auburn Hospital is located in one of Australia’s most culturally diverse communities.

More than 64 per cent of residents were born overseas and come from widely differing ethnic, cultural and social backgrounds and enjoy diverse ways of living through their customs, languages and traditions.

Working in partnership with our patients, their families and carers we take a holistic approach to healthcare, and acknowledge the uniqueness of every patient to create a healing environment.

**KEY INDICATORS 2014-15**

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<td>Ambulance presentations</td>
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Source: WSLHD Clinical and Business Performance Division

**KEY ACHIEVEMENTS**

Auburn has consistently been a high performing hospital in Emergency Treatment Performance (ETP) and achieved full, four-year accreditation with the Australian Council on Healthcare Standards.

Consumer engagement has been a key focus. Auburn developed a patient information brochure for those nursed in isolation rooms with multi-resistant organisms (MROs). The leaflet was developed in response to feedback from an adolescent and is being translated into key languages, and adopted across WSLHD.

We improved consumer partnering and multidisciplinary teamwork through the implementation of Structured Interdisciplinary Bedside Rounds (SIBR). SIBR delivers daily interdisciplinary patient and family-centred rounds in plain language with collaborative care and goal planning involving the patient, family and the multidisciplinary healthcare team.

The Aged Care Temporary Stay Unit has been a leader in the Top 5 Carers program. For patients with dementia or cognitive impairment who are removed from their residence and are experiencing pain or discomfort, anxiety is often high. It may not be easy for staff to understand subtle signs that may indicate a patient’s anxiety is escalating. TOP 5 encourages engagement with carers to gain valuable non-clinical information to help personalise care.
MENTAL HEALTH

Nearly half of all Australians will be affected by mental illness at some point in their life.

About 50 per cent of all mental illnesses show themselves before the age of 14 years and three quarters by the age of 25.

Mental illness reduces life expectancy for men by 16 years and for women by 12 on average.

About 230,000 people in NSW experience severe and enduring mental illness while a further 340,000 suffer moderate mental illness.

WSLHD Mental Health saw more than 15,000 people during the year with a vast range of conditions in a multitude of settings throughout its five LGAs.

We care for people across all age groups and offer specialist services including the prevention of disorders through early detection and intervention, triage, assessment, acute care, Child & Adolescent Mental Health Services (CAMHS),

KEY ACHIEVEMENTS

The integrated employment partnership at Blacktown City Mental Health Service saw 65 per cent of referrals placed in jobs on award wages in industries such as retail, hospitality, IT, administration and childcare.

Weight gain and diabetes are often side-effects of mental health medication. Funded by WentWest, a Physical Activity Laboratory was established at Cumberland Hospital in partnership with Western Sydney University’s School of Science and Health.

A Children of Parents with a Mental Illness (COPMI) champion has been established in each mental health team and acute inpatient units to support family-focused care by all staff.

A clinical redesign implemented by Blacktown Community Assessment and Acute Treatment Team increased efficiency and effectiveness in crisis intervention and resolution, acute home treatment, and early discharge.

The installation of a patient electronic journey board at Westmead Hospital has improved communication between mental health teams and other disciplines. The board contains information related to coordinating care, managing patient flow and displays the status of multidisciplinary referrals.

A redesign of vocational services to support acute inpatients, and those in cottages at Cumberland aims to assist more people finding meaningful employment and returning to their community.

The Sensory Garden Project continued to revitalise the lives of those living with a mental illness and has seen a reduction in patient and staff injuries and work, health, safety issues.

The Calming Troubled Minds: Mindfulness and Relaxation Project has reduced levels of aggression and violence in the Boronia unit at Cumberland.
Specialist Mental Health Services for Older People (SMHSOP), non-acute rehabilitation, short stay units and Community Mental Health Teams (CMHTs).

WSLHD Mental Health operates in partnership with a range of government, and non-government organisations (NGOs) and GPs to offer the Housing Accommodation Support Initiative (HASI); community mental health residential programs; vocational, social and recreation programs; and carer support.

Mental health is a complex specialty. To meet the diverse needs of our patients and clients we are constantly assessing our models of care and the most appropriate settings for optimum outcomes.

Cumberland Hospital offers psychiatric intensive care, a forensic unit, acute care, long-stay residential rehabilitation, outpatient clinics, and several cottages and houses to integrate people back into their community.

There are a range of associated services connected to Cumberland Hospital located at Westmead Hospital and in the community.

Westmead Hospital caters for inpatients with medically compromised mental health problems; and patients 65 years and over in the Acute Aged Care Psychiatry Unit for psychiatric, psychological and/or behavioural disorders.

Redbank House is a tertiary referral child and adolescent unit located on the campus of Westmead Hospital providing assessment and treatment for children, adolescents and their families experiencing complex and treatment-resistant mental health problems.

CAMHS are located in Parramatta and Mount Druitt and operate in partnership with UnitingCare Mental Health under the Headspace model providing early intervention for people aged 18-24 years and their families presenting to the service with major mental health problems such as psychosis, depression and anxiety.

Therapy4Kids for children 0-12 years, located at Auburn Community Health Centre, provides comprehensive assessments of families that are referred and offers family and play therapy and medication reviews.

Adult Community Mental Health services are located in Parramatta, Merrylands, Auburn, The Hills Shire and Dundas.

Blacktown City Mental Health Service based at Blacktown Hospital includes the adult psychiatric inpatient unit Bungarribee House; a mental health short-stay unit; and the Melaleuca Unit, a sub-acute inpatient facility providing unique consumer-led step-down care for people with severe and debilitating mental illness.

Community mental health teams are based at Parramatta, Merrylands, Dundas, Blacktown, Seven Hills, Mount Druitt and The Hills Shire.

Mount Druitt Hospital’s Rupertwood inpatient unit specialises in care for people 65 years and older with severe and persistently challenging behaviours associated with mental illness and/or dementia.

**DRUG HEALTH**

Drug Health is a multi-hub service across WSLHD providing a continuum of care for patients with substance use disorders from prevention to inpatient and outpatient treatment.

**KEY ACHIEVEMENTS**

WSLHD is one of the four new sites to receive $1.6 million over four years for an expanded stimulant treatment program.

It will be leveraging existing services across WSLHD with a hub based in Mount Druitt for greater access to the area of need.

Our response to the growing demand for inpatient treatment under the Department of Addiction Medicine saw a model of care implemented to better link consumers to outpatient services and relapse prevention strategies.

Outpatient services are based at Westmead and Blacktown hospitals, Fleet Street Clinic (Parramatta), Centres for Addiction Medicine (Cumberland Hospital campus and Mount Druitt Town Centre), Drug Health Ambulatory Treatment Unit at Mount Druitt Hospital and the various community health centres in WSLHD.

Inpatient access is provided at Westmead and Blacktown hospitals.
COMMUNITY HEALTH

Community Health comprises a diverse range of services delivered throughout our five LGAs including complex aged and chronic care; child and family health; and youth health services.

Staff work in partnership with GPs, hospitals, government agencies and NGOs to provide healthcare in people’s homes; at Community Health centres; or other venues including Early Childhood (baby health) centres; and Aged Day centres.

Community Health continued to produce outstanding results with more than 344,430 occasions of service.

Key services include:

- Child and Family Health:
  - Audiology
  - Counselling
  - Nursing
  - Occupational therapy
  - Speech pathology
  - Birdwood Occasional Child Care Centre
  - Kids Gym
  - Multidisciplinary assessment clinic

- Complex, Aged and Chronic Care:
  - Dietetics
  - Nursing
  - Occupational therapy
  - Physiotherapy
  - Podiatry
  - Social work
  - Speech pathology
  - Aged Day Services

- Equity & Population Health:
  - Aboriginal health promotion and education
  - Health promotion officers
  - Multicultural Health workers

KEY INDICATORS 2014-15

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*Change in data collection methodology has increased collections.
KEY ACHIEVEMENTS

The number of newborns assessed within 28 days of birth by Child and Family Health nurses increased by 15 per cent to 7051 babies throughout WSLHD.

Child and Family Allied Health Services provided more than 7000 individual therapy sessions to children attending Auburn and Westmead Community Health centres. Working in partnership with early education and family support services, speech pathology, occupational therapy and counselling services they provide integrated care to vulnerable children and their families to achieve better health outcomes before and during the early school years.

The Speech Pathology for Out of Home Care Children information package was developed in collaboration with the Child Protection Counselling Service to increase carers’ understanding of the importance of speech pathology and their active role in supporting their child.

Chronic Aged and Complex Care Nursing teams at Westmead and Auburn have improved processes resulting in no waiting times for patients accessing these community nursing services.

The Community Nursing Clinic at Parramatta Community Health Centre commenced operations with more than 45 patients seen weekly.

Western Sydney Community Health received ACHS accreditation for the NSW Standards for Disability Services.

The expanded Doonside Community Health Centre saw an increase to eight consulting rooms, a paediatric therapies space, increased meeting rooms and offices.

HealthOne Mount Druitt joined forces with The Heart Foundation to establish a walking group.

Quit Smoking Clinics at Marrin Weejali Aboriginal Corporation at Blackett were implemented.

The Ironbark Aboriginal Falls Prevention project in Mount Druitt was established in collaboration with Community Health and The George Institute for Global Health.

HealthOne Blacktown-Doonside and HealthOne Mount Druitt GP liaison nurses continued to build relationships with local GPs to improve coordination of care for vulnerable and at risk clients.
Speciality Services

CENTRE FOR POPULATION HEALTH

The Centre for Population Health is responsible for the WSLHD’s Health Protection and Health Promotion services, programs, projects and research.

They include preventing and containing disease, promoting health and prolonging quality of life through enforcement of the Public Health Act, the Public Health Tobacco and Smoke Free Environment Acts and Regulations and through multiple strategies with many internal and external partners and organisations.

These partners and organisations include educational institutions, government and non-government agencies, local government, workplaces, private industry and the general community.

KEY ACHIEVEMENTS

The smoke-free alfresco dining laws were promoted and implemented across the community.

There was a decline in smoking rates in WSLHD of 1.9 per cent due to Quitline referrals and smoking cessation counselling.

The Immunisation Team administered 57,595 vaccinations:

- 52,801 when they attended 111 western Sydney high schools four times throughout the year immunising Year 7 and 9 students against human papilloma virus (HPV), chicken-pox, diphtheria, tetanus and whooping cough
- 2198 measles, mumps and rubella vaccines as part of catch-up programs in 25 high schools; and
- 2596 flu vaccines for chronic disease patients at 70 hospital flu clinics.

The Communicable Disease Team contained and managed 20 influenza and 26 gastroenteritis outbreaks in aged care facilities and conducted containment clinics for measles, meningococcal, pertussis and hepatitis A.

The local Healthy Children’s Initiative (Munch & Move, Live Life Well at School and Go4Fun) met above target expectations with nearly 80 per cent or more schools reaching benchmarks.

Strong promotion saw 795 of our residents participate in the NSW Get Healthy Information and Coaching Service, a 113 per cent increase on the previous year.

The Healthy Older People Partnership (HOPP), a strength and balance program, trained 1289 staff and linked with 35 aged care organisations. The initiative realised a 43 per cent increase in services running the exercises including at-home carers.
WSLHD is home to the largest indigenous population in urban NSW with more than 11,500 people self-identifying as Aboriginal. We are committed to reducing the Indigenous life expectancy gap and improving the health and wellbeing of the Aboriginal community. Diabetes, cancer and heart disease continue to be challenges and we are working with our partners to prevent and manage these conditions. Immunisation rates have improved with 92 per cent of Aboriginal children fully immunised at five years of age, which is the NSW target.

In collaboration with government departments and Aboriginal health agencies WSLHD completed the first Housing for Health project in public housing in NSW. Housing for Health, a survey and fix program, has shown to reduce admission to hospital for children with respiratory and gastrointestinal conditions. The program involved 50 homes in Mount Druitt in which newborns or young children resided.

The Quit for New Life Program which aims to reduce smoking related harm for Aboriginal women having a baby, and their family was implemented offering community-based smoking cessation support and nicotine replacement therapy for up to 12 weeks.

As part of the NSW Chronic Disease Management Program staff provided monthly community health screenings, an Aboriginal Eye Clinic, podiatry, dietician, sexual health assessments and links to a diabetes educator in partnership with Marrin Weejali Aboriginal Corporation at Emerton to support the Health Outreach Hub’s Waluwin Chronic Care Program.

The Western Sydney Aboriginal Chronic Care Network was established with the Primary Health Network WentWest, WSLHD and community-based Aboriginal services to:

- Review models of care and deliver effective coordinated chronic care services to strengthen the patient journey
- Develop and monitor the integration of care across chronic care services
- Identify risks and strategies related to access, timeliness and suitability of services; and
- Develop partnerships to ensure improved coordination of services across acute, primary care and community settings for those with chronic illness.

A 48 Hour Follow-Up Service commenced providing post-hospital discharge assistance. People are linked to the Aboriginal Care Coordination Service at WentWest, Community Health Services, their GP, pharmacy and referred to the Chronic Disease Management Program Connecting Care in the Community. The service was extended from Blacktown and Mount Druitt hospitals to Westmead and Auburn hospitals.

Connecting Care in the Community ensures Aboriginal people have access to ongoing care coordination and self-management support services. Enrolment exceeded the Ministry of Health’s key performance indicator.

More than 250 people took advantage of health services at Close the Gap Day, including blood pressure measurement and flu shots. Close the Gap Day aims to take action on achieving health equality by 2030.

The NAIDOC (National Aboriginal and Islanders Day Observance Committee) Health Tent Pit Stop event provided health promotion and early intervention.
**MULTICULTURAL HEALTH SERVICE**

WSLHD is home to one of Australia’s most culturally and linguistically diverse populations.

A total of 48 per cent of residents speak a language other than English at home with the largest proportion from Auburn at 79.5 per cent.

To minimise health risks, enhance the quality of services and health outcomes, Multicultural Health works with communities and health professionals to ensure services and programs in WSLHD are culturally appropriate and accessible to people from culturally and linguistically diverse (CALD) backgrounds.

Enhancing consumer engagement; improving access for newly arrived refugees and migrants; health information and education initiatives; and chronic disease prevention and management have been key priorities.

The hospital-based Multicultural Health teams have focused on consumer participation initiatives to strengthen the capacity of facilities to engage with CALD consumers and local communities.

**KEY ACHIEVEMENTS**

Projects included Heart 2 Heart supporting patients with chronic heart failure and their carers in western Sydney to live well at home; and improve their health outcomes and experience of care over the lifetime of their illness.

CALD communities took part in consultation sessions including service planning across WSLHD and the BMDH Expansion Project resulting in improvements to quality and safety and enhancing the patient experience and participation.

Blacktown Hospital Information and Orientation Program educated newly arrived refugee families about the Australian healthcare system, local health services and how to access appropriate care.

New Blacktown and Westmead multicultural postnatal and parenting education programs were initiated and implemented in the community by maternity liaison officers (MLOs) in partnership with Community Health and the non-government organisations.

The programs improve access and participation in birth, immunisation, cervical and breast screening and help prevent postnatal depression among refugee and migrant mums.

Postnatal depression awareness events for migrants and refugees were delivered in Auburn and Westmead hospitals in partnership with Auburn HealthOne and the Parramatta Migrant Resource Centre.

Multilingual maternity resources were developed to provide CALD mums and their families with information regarding the birth and postnatal period to enhance their active participation in care and assist with informed decision making.

Multicultural health workers across Community Health Centres and the Multicultural Health Promotion team focused on encouraging healthy living and self-management of chronic conditions. The Stanford Chronic Disease Self-Management Program was delivered to Chinese-speakers in Auburn and Blacktown. Evaluations showed participants felt more knowledgeable and confident to manage their conditions.

The health promotion initiative Shaping a Good Life encouraged physical exercise, prevention of chronic disease and linking people to services.

Addressing falls prevention in older CALD people included translations into 17 languages to assist participation in the project.

A total of 36 programs have been rolled out to better enable more than 2000 CALD parents speaking Arabic, Dari, Mandarin, Farsi and Indian sub-continent languages to increase their children’s safety and wellbeing. They have also been educating clinicians and affected communities on the health consequences of female genital mutilation.
HEALTHCARE INTERPRETER SERVICES

The Health Care Interpreter Service (HCIS) is a 24-hour-service providing onsite and phone interpreting across Western Sydney LHD, Nepean Blue Mountains LHD and Northern Sydney LHD.

Interpreting services are available in more than 120 languages including Auslan for the hearing impaired.

The top 10 languages were Mandarin, Arabic, Persian, Cantonese, Korean, Turkish, Dari, Tamil and Vietnamese.

KEY ACHIEVEMENTS

In 2014-15, HCIS received 129,494 incoming calls, and provided 90,303 appointments.

HCIS developed the Working with Interpreters in the Healthcare Setting DVD to increase health staff awareness of the risks in using relatives and friends to interpret.

Plans are underway to introduce videoconference interpreting, enabling faster access to interpreters and reducing costs associated with onsite interpreting across large geographical areas.

TRANSLATION SERVICES

Providing a full range of translation services and language consultancy in more than 120 languages Translation Service assists in improving health literacy by overcoming language barriers.

KEY ACHIEVEMENTS

In the past year they produced 25 multilingual resources in more than 20 languages raising awareness, providing education and information to CALD patients and their families during their journey in the health system. They included patient information fact sheets on the safe use of high-risk medicines, medical diagnostic investigations and procedures, the Chronic Disease Management Program, and the Australian Dietary Guidelines.

Also translated were 76 patient-related documents including pre-operative and postoperative instructions, patients’ medical histories, diagnostic and surgical procedures to assist with the management and early discharge of CALD patients.
RESEARCH & EDUCATION

There are more than 2000 research projects taking place across WSLHD facilities with 400 new projects initiated in the past year and $28 million received in research grants, an increase of 9.2 per cent on the previous year.

The Research & Education Network provides governance across WSLHD for all research and educational activities.

The strength of research in WSLHD lies in collaborating with partners to improve research and its translation into improved clinical care.

Partnerships between clinical services and research facilities are recognised as a strong enabler for good leadership in clinical care.

KEY ACHIEVEMENTS

One of the major successes of 2015 was the recognition by the National Health and Medical Research Council (NHMRC) of Sydney Health Partners (SHP) as an Advanced Health Research and Translation Centre (AHRTC). The partnership comprises Western Sydney, Northern Sydney, and Sydney Local Health districts, the Children’s Hospital Network (Westmead), The University of Sydney and their affiliated research institutions.

The acknowledgement celebrates demonstrated excellence in research, the translation of evidence into patient care outcomes and a strong focus on research and translation in the education of health professionals.

Being recognised as an AHRTC has provided a key impetus for clinicians and managers to collaborate across traditional boundaries on thematic streams.

The cardio-metabolic team are well advanced in establishing cross campus rapid access clinics for cardio-metabolic disease and expect to show clear outcomes in improving care for patients and in reducing waiting times in the emergency department.

Cardiology Westmead Hospital cardiologist Dr James Chong’s work on the regeneration of the heart muscle through stem cells was accepted for publication by one of the world’s most prestigious scientific journals, Nature. It was titled Regenerating the Hearts of Non-Human Primates with Human Embryonic Stem Cell-Derived Cardiomyocytes.

Liver A new generation of transformational oral drugs for hepatitis C with cure rates of 95 to 100 per cent and minimal side effects will become available for patients within the next 12 months, thanks to the work of Westmead Hospital’s Professor Jacob George and his team.
Respiratory Clinical nurse consultant Mary Roberts challenged current thinking on desaturation and adverse events during the six minute walk test in patients with chronic obstructive pulmonary disease (COPD) through her research published in Respirology, the official journal of the Asian Pacific Society of Respiratory. The work has important implications for shaping patient care and the clinician approach.

Neurology A large and rigorous prospective study showing promising technology for diagnosing amyotrophic lateral sclerosis (ALS) by Dr Parvathi Menon, Professor Steve Vucic and colleagues was published in Lancet Neurology titled Sensitivity and specificity of threshold tracking transcranial magnetic stimulation for diagnosis of amyotrophic lateral sclerosis: a prospective study.

Stroke Studies on stroke patients at Blacktown Hospital could change treatment protocols nationwide. Professor Richard Lindley is the lead researcher on the Thrombolysis Implementation Project for stroke.

Pharmacology Westmead Hospital’s head of Pharmacology Professor Chris Liddle was part of an international study published in the high-ranking journal Nature Medicine into the effects of fexaramine as an intestinal therapy for the treatment of insulin resistance and metabolic syndrome (in mice). The work may lead to new therapies targeting cholesterol metabolism, triglyceride production and inflammatory liver disease in humans.

The physiotherapy team at Blacktown and Mount Druitt hospitals is one of seven Sydney hospital departments participating in a four year NHMRC-funded study investigating the efficacy and cost effectiveness of rehabilitation in addition to simple advice in patients after immobilisation for ankle fracture.

Significant advances were made in electronic library resources and databases available to staff. These include site-wide licences for EndNote and an upgrade to UpToDate Anywhere.

Sixteen clinicians graduated from the Clinical Excellence Commission’s Leadership Program, each leading improvement within their areas of work.

More than 100 managers and supervisors participated in management development courses. Of these 47 graduated with a Cert IV in Frontline Management and 22 with a Diploma of Management.

At total of 900 staff received Certificate IV in Customer Contact, Certificate III in Health Services Assistance and Certificate III in Health Support Services.

A new WSLHD orientation program was developed for rollout in 2015-16.

WSLHD placed more than 3000 nursing and 1200 medical students.

Allied Health increased by 200 from the previous year to 711 students.

In addition we accommodated new disciplines accepting students from music, art, diversional, and exercise therapies and health promotion.

WSLHD delivered medical education training to more than 1000 doctors.

A $19,450 Health Education and Training Institute (HETI) grant funded the Acute Care Training with Simulation (ACTS) program. It will allow for the purchase of new simulation equipment.

The Western Sydney Surgical Skills Training Network Team won the 2014 Golden Scalpel Perpetual Trophy. The Golden Scalpel Games® showcases training across the six surgical skills networks in NSW. The 2014 Golden Scalpel Games® were featured as part of the Australian & New Zealand Medical Education & Training (ANZMET) forum. Westmead Hospital will be hosting the 2015 Golden Scalpel Games®.

There were 379 work experience placements in physiotherapy, dental and nursing. WSLHD graduated 13 high school pupils with a Cert III in Health Service Assistance. Students were able to complete studies in Health Service Assistance as part of their Higher School Certificate.

The cancer network created Cancer Qstream, an interactive online learning initiative which addresses gaps in clinical care.

The WSLHD Nursing & Midwifery Education Leadership Forum, established for educators, consultants and managers, resulted in a framework clearly defining the roles, responsibilities, domains and functions of the nurse educators.
The Patient Safety, Quality & Innovation teams seek to ensure the best possible healthcare is provided to our patients and clients in the safest environment throughout WSLHD.

They monitor, evaluate and facilitate continual improvement of patient safety and clinical excellence in each of the LHD’s healthcare services and focus on enabling the healthcare system to build the necessary capability and culture to support change and quality improvement.

Innovation and Redesign works alongside clinical and corporate teams using the Redesign and Accelerating Implementation Methodology (AIM) to improve service delivery with a patient focus to ensure change is being maintained and sustained.

This works through external support with the Agency for Clinical Innovation’s Centre for Healthcare Redesign diploma program as well as internally through local redesign capacity building.

**KEY ACHIEVEMENTS**

**2015 Quality Awards**

To provide the very best healthcare to the people of the west, WSLHD encourages its staff to strive for cutting-edge excellence in patient care, research, and disease prevention through its annual Quality Awards.

The Quality Awards recognise innovation in healthcare that benefits patients, carers and their families, staff and the community.

The awards attracted a record number of entries in 11 categories.

For the second consecutive year NewsLocal, part of Australia’s largest community newspaper network, showcased 16 finalists from 56 outstanding entries across its print and digital mastheads in our five LGAs.

The NewsLocal online poll attracted 1390 votes for the Community Choice Award.

The winners were:

**REACH**, a patient and family activated rapid response program, was implemented across more than 1500 inpatient beds in Westmead, Blacktown, and Auburn hospitals.

It enables the patient, family or carer to escalate concerns about the condition of themselves or their loved ones while they are in hospital.

Evidence continues to mount about clinical benefit of patient and family activated rapid response including significant decreases in mortality when added to clinical escalation.

Blacktown and Mount Druitt hospitals, Auburn Hospital, and Mental Health Services were awarded accreditation from the Australian Council on Healthcare Standards (ACHS).

Community Health Services achieved ACHS accreditation for the NSW Standards for Disability Services.

A total of 1894 staff attended education about Patient Centred Care.

One of the few LHDs across NSW, WSLHD achieved 100 per cent completion by departments participating in the Quality Systems Assessment Program. It provides assurance regarding local systems of safety and quality and ensures policy compliance.

Two applicants were accepted to undertake the highly competitive Centre for Healthcare Redesign diploma program run by NSW Agency of Clinical Innovation.

Foundations were established for the launch of the Quality Matters Improvement Strategy in 2015-16 to build capability within the LHD to drive quality improvement and innovation at all levels.
A secured cloud server holds the data which can be printed into a customised format for doctors.

Western Sydney has one of the highest numbers of people requiring life-saving dialysis in NSW with many choosing to have their treatment at home.

HHD has grown by 24 per cent in the past three years in western Sydney with 125 people in 84 suburbs, placing enormous demand on nursing resources to monitor these patients.

Revolutionising Home Dialysis

Western Sydney Renal Service developed the free unique patient-friendly app with The University of Sydney's Institute of Biomedical Engineering and Information Technologies.

With more than 3500 Australians on home dialysis the Home HD App has the potential to be adopted nationally giving patients vital reassurance and saving millions of dollars in home visits.

Project lead Catherine Skate and Blacktown City Mental Health Service senior occupational therapist Dhiraj Kishnani

A formal partnership with Commonwealth accredited disability employment service WISE Employment is seeing those with mental illness find purpose and independence in jobs ranging from working as chefs, or in IT, and childcare.

The first mental health service in Sydney to introduce the program, there are to 50 western Sydney mental health clients gainfully employed on award wages.

The employment service works with clinicians to ensure the client is appropriately placed into a suitable job and is supported.

The clients are integrated into the community, have quality of life, have a better choice of accommodation, can afford to go on holidays, and have an identity.

Dr Tasneem Mayat

Westmead Hospital targeted pharmacists and doctors on how to take the best possible medication history because many elderly people admitted to hospitals are unsure of the exact medications they are taking, putting them at risk.

They are now confident 99 per cent of discharge summaries contain the correct medications for our geriatric patients with a copy going to the patient, their general practitioner, and the hospital.

Elderly patients are twice as likely to be readmitted to hospital if their medication list is inaccurate because they could be sent home with wrong drugs.

Westmead found that a third of geriatric patients did not have accurate medication histories on admission.
PATIENTS AS PARTNERS

Mothers and Babies Together – Skin to Skin

Skin-to-skin contact between a mother and baby is a vital time to help the infant adapt at birth especially breastfeeding.

But babies delivered through a caesarean section had been missing out on immediate breastfeeding until Westmead Hospital initiated a special program to give these infants the same advantage as those born normally.

Now, within five minutes of the baby being delivered in the operating theatre the bub is placed on the mother’s chest.

A skin-to-skin midwife remains with the mother when she is moved to recovery where the first breastfeed can take place.

Previously women who underwent a caesarean section were separated for two hours from their baby until they were reunited on the ward.

Westmead Hospital delivers more than 5300 babies each year and of these 27 per cent are through caesarean section.

Now nearly more than 1400 of caesarean babies at Westmead will be able breastfeed within the hour.

PREVENTIVE HEALTH

HOPP Together to Reduce Falls

WSLHD has developed a unique exercise partnership to help reduce injury and death in our elderly due to falls to see them living independently at home longer.

Health Promotion’s Healthy Older People Partnership (HOPP), a strength and balance program, has trained 1289 staff and linked with 35 aged care organisations including multicultural services in western Sydney.

HOPP had seen a 43 per cent increase in services running the exercises including at-home carers.

There are 84,742 people 65 years and older living in the WSLHD catchment.

No other single injury cause, including road trauma, costs the NSW Health system more than a fall.

Falls are a leading cause of unintentional injury-related death and disability in older adults.

INNOVATION

How Cold is too Cold? Thermal Management of the Fragile Neonate

Keeping a newborn baby warm is paramount but when the infant arrives prematurely it becomes critical.

Westmead Hospital’s Neonatal Intensive Care Unit (NICU) has devised practices to keep these tiny bubs at the optimum temperature of between 36.5C and 37.5C.

The first hour of life, known as the golden hour, is when babies born less than 32 weeks are at their most vulnerable.

Every 1C decrease in temperature on admission to the NICU increases late onset sepsis by 11 per cent and the risk of death by 28 per cent.

Strategies developed to maintain thermal stability include a new method of wrapping the babies in polyethylene so they can still be examined without heat loss.

Polyethylene-lined bonnets stop heat escaping from the head.

Specialised heat controls are used during transfer from the operating theatre or birth unit to the NICU.
Antimicrobial Stewardship Ward Rounds – Attacking Broad-Spectrum Antimicrobial Use head On!

Westmead Hospital’s pharmacy and infectious diseases specialists combined forces to educate doctors on the appropriate use of broad-spectrum antimicrobials so patients don’t become susceptible to infections that are caused by resistant microorganisms while in hospital.

The program conducted on ward rounds has resulted in:

- An improvement in appropriate antimicrobial prescribing by 25 per cent; and
- An average saving of $44,703 per month, totalling $402,325 since rollout in August 2014 to June 30 2015.

By using a narrow-spectrum antimicrobial the infection is being targeted without causing unwanted side effects.

Inappropriate use of broad-spectrum antimicrobials is associated with healthcare associated infections and the emergence of antimicrobial resistance.

COLLABORATIVE TEAM

Old Habits Die Hard

eMEDs pharmacists Annie Chong and Jimmy Chen

Blacktown Hospital is leading the way with a facility-wide medication documentation program that will pave the road for electronic medicine management for all clinicians.

The medications reconciliation project developed six solutions to improve the quality of drug documentation with a focus on admission and discharge.

Solutions included providing ED with more information to establish the initial medication history; establishing roles and responsibilities of the ED and inpatient teams; ensuring the patient’s drugs are transferred with them to the ward in identifiable bags; providing every patient with a current, changed and ceased list of their medication on discharge; helping them understand their medication; and empowering them to take control of their prescriptions.

TRANSLATIONAL RESEARCH

KNEEd to Succeed – An Innovative Physiotherapy Program Following Total Knee Replacement

Physiotherapists at Blacktown and Mount Druitt hospitals have come up with a simple but effective solution to treat more patients following a knee replacement.

Physiotherapy is crucial within the first two weeks after a knee replacement to restore mobility and function.

It is the second most common reason a patient needs to see a physiotherapist, often delaying other patients’ treatment due to long waiting lists.

A group-based model of care where eight patients are seen together was developed and the feedback has been overwhelming with great patient satisfaction.

Patients like the group approach because they realise they are not alone and can share experiences.

The program provides high quality treatment based on current research to a greater number of people, significantly reducing waiting times for other patients.

LOCAL SOLUTIONS

Falls Prevention in a Challenging Neurosciences Unit

One of the biggest challenges in Westmead Hospital’s Neuroscience Unit is watching for patients who may fall.

The nature of the patient’s injury or illness makes them prone to falling and potentially further injury.

There were more than 2000 admissions to the unit last year.

To reduce the likelihood of toppling over staff assess patients weekly.

They have also allocated a special room with beds that can be lowered to the ground with concave mattresses and the room is staffed by a nurse 24/7.
The members of the WSLHD Board are appointed by the NSW Minister for Health for a term of up to four years.

WSLHD has seven Board committees:
• Health Care Quality Committee
• WSLHD Medical Staff Executive Council
• Medical and Dental Appointments Advisory Committee
• Finance, Performance and Assets Management Committee
• Research and Education Committee
• Audit and Risk Management Committee; and
• Aboriginal Health Services Committee

The committees 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.

**PROFESSOR STEPHEN LEEDER AO**
MD, PhD, FRACP, FFPH, FAFPHM, FRACGP (Hon)
CHAIRMAN

Stephen is Emeritus Professor of Public Health and Community Medicine at The University of Sydney. He directed the Menzies Centre for Health Policy, a collaborative centre between the Australian National University and The University of Sydney from 2005 to 2013. As well as chair of the WSLHD Board, Stephen is director of the WSLHD Research & Education Network.

He has a long history in public health research, educational development and policy. His key interests as a clinical epidemiologist have been asthma and cardiovascular disease. He has worked in the highlands of Papua New Guinea, and at Columbia University, New York, the Earth Institute and Mailman School of Public Health.

Stephen’s distinguished career in western Sydney began in 1986. He headed the Department of Community Medicine at Westmead Hospital for more than 10 years steering it in disease prevention, health service research, health economics and health promotion. He is a passionate advocate for integrating care in the community with hospital services and has advised Federal and State governments.

**PROFESSOR PETER ZELAS OAM**
MB, BS, FRACS, FRCS (ED), MIPH
DEPUTY CHAIRMAN

Peter is clinical dean of Blacktown Mount Druitt Clinical School of Western Sydney University having retired from a long career in surgery. He is committed to the provision of integrated high quality medical services across WSLHD and to improving access for patients. His interests include the fostering of community participation and engagement, supporting medical education and promoting strategies for disease prevention.

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

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

His work in transplantation has been recognised nationally and internationally. He is chairman of the Australian Bone Marrow Donor Registry and the Australian Cord Blood Bank Network; a member of the Australian Organ and Tissue Authority’s Advisory Council; past-president of The Transplantation Society; advisory member of the World Health Organisation’s Expert
Advisory Panel on 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 Custodian Group. He has more than 350 peer-reviewed publications and is editor-in-chief of the Transplantation Journal.

PAUL GIBSON
Paul is a businessman with a strong community voice. He represented the people of western Sydney in the NSW Parliament from 1988-2011. He was a passionate advocate for health service development, promoting the case for rebuilding Blacktown and Hawkesbury hospitals. A former first grade rugby league player, he continues to champion sport in western Sydney and beyond.

BRUCE TURNER* AM
As a lifelong resident of greater western Sydney, Bruce’s background spans commercial, merchant and central banking, and public administration.
He sits on the Institute of Internal Auditors (IIA) Australia Board, and is immediate past international chairman of the IIA Global Public Sector Committee. He is chairman of the audit and risk committees for the IIA, Office of Environment and Heritage (NSW), Western Sydney Parklands Trust, WSLHD, past chairman of NSW Premier & Cabinet and now an independent member.
He retired as chief internal auditor at 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.

ASSOCIATE PROFESSOR DEA DELANEY-TIELE
Dea is a very proud Dungutti woman born at the Burnt Bridge Mission, Kempsey, NSW, and has almost 25 years’ experience working within the Aboriginal Community Controlled Health Sector (ACCHS). She holds a Post Graduate in Health Management, a Masters in Public Health and is undertaking a Doctorate, Public Health at the University of New South Wales. She assisted in the establishment of the National Aboriginal & Torres Strait Islander Women’s Alliance as the chair and was also the chief executive officer. Dea headed the Population Health & Research Unit at the Aboriginal Medical Service, western Sydney. She was also the chief executive officer of the National Aboriginal Community Controlled Health Organisation in Australia from 2003-2010.

ADJUNCT PROFESSOR KATHY BAKER AM
Kathy chairs the WSLHD Health Care Quality committee of the Board. A registered nurse, Kathy is an adjunct professor with the University of Technology, Sydney and of Western Sydney University. Kathy was appointed as a Member in the General Division of the Order of Australia for service to the nursing profession through contributions to education and the promotion of clinical excellence. She is the nurse advisor at the Australian Commission on Safety and Quality in Health Care.

*Adjunct Professor Abby Bloom stepped down from the Board on December 31 2014. Bruce Turner commenced his term on January 1 2015.
Our Board

DR HADIA HAikal-MUKhtar
BSc (Hons), MB BS, FRACGP, Dip Ger Med, LLB (Hons), Grad Cert Health Prof Ed

Hadia is an academic and an experienced general practitioner who heads the Auburn Clinical School for the University of Notre Dame Australia. She holds degrees in medicine, science and law. Hadia has extensive experience in medical education and GP training as well as in medical regulation, having served on the Medical Board in Victoria and the Professional Services Review. Hadia migrated to Australia from Lebanon in 1969. She brings to the Board knowledge and experience in community healthcare, medical education and medical regulation and is committed to promoting healthcare responsive to the needs of western Sydney’s large multicultural community.

JANE SPRING
BEc (Hons), LLB, MPA, FAICD, FCIS, FGIA

A solicitor with extensive corporate governance experience. Jane was director of the NSW Centenary of Anzac program. She is currently the executive director Industry Development & Business Services with the NSW Department of Industry. 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. Her personal experience as a paraplegic of more than 20 years has given her an appreciation of the care provided to her by health professionals. It has made her a strong advocate for patients and the public hospital system.

PROFESSOR DIANA O’HALLORAN
MB BS, MPHEd, FRACGP, FAICD

Di is a general practitioner with a longstanding involvement in primary healthcare reform and the development of new service and care models including HealthOne, and Connecting Care. Di chairs the Western Sydney Primary Health Network, WentWest, which works collaboratively with the LHD to improve planning, coordination and integration of care in the community and across the hospital-community interface.

A conjoint professor in the Department of General Practice, Western Sydney University, Di is co-chair of the Agency for Clinical Innovation’s General Practice Advisory Group. She is a past board member of the Royal Australian College of General Practitioners and NSW faculty chair, and the past chair of the NSW General Practice Advisory Council.

Dr Andrew Pesce
MB BS, 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 2008-2009. His long association with Westmead Hospital began as an intern in 1984. In 1993 he was appointed to a staff specialist position in obstetrics and gynaecology and in 2004 he became a visiting medical officer, and was clinical director of Women’s and Children’s Health from 2007 to 2011.

EX-OFFICIO

The following ex-officio Board members participate in agenda items relating to their areas of expertise:

Danny O’Connor Chief Executive, WSLHD; Carrie Marr Executive Director, Organisational Effectiveness (rotating); Andrew Newton General Manager Westmead Hospital, and Auburn Hospital (rotating); Associate Professor Peter Klineberg Director Anaesthesia & Perioperative Medicine, Westmead Hospital (rotating); Professor Robert Denniss Conjoint professor of medicine, School of Medicine Western Sydney University; Clinical associate professor, Faculty of Medicine, University of Sydney (rotating).
Danny was appointed chief executive of WSLHD in January 2011. Accountable to the WSLHD Board, he is responsible for providing safe, equitable, quality healthcare to the people of western Sydney through strategic leadership and sound governance.

Under his management WSLHD is implementing multi-million dollar rebuilding and development projects, enhanced operations, performance, innovation and skills to deliver world-class health services. Danny is an ex-officio member of the WSLHD Board.

**Danny O’Connor**

**Chief Executive**

Appointed in August 2011, Kim is the executive medical director. She is responsible for clinical strategy and redesign of service delivery, promotion of innovation and evidence-based practice, medical leadership and engagement, and professional standards of practice.

**Dr Kim Hill**

MB BS, MHP, FRACMA, FAICD

**Executive Medical Director**

Appointed in February 2013, Belle is responsible for medico-legal support, policy and legislative compliance systems, workforce and human resources, corporate records, privacy, enterprise risk, workers compensation, work health safety, procurement, medical asset management and fleet services.

**Belle Mangan**

BN, MHSM

**Executive Director Corporate Governance**

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*As at June 30 2015*
Executive Leadership Team*

ANDREW NEWTON
RGN, MHH, GDPFA, BHlthSc (Nurs), DipAcc, GradCert (CritCare), GradCert (NursEd)
GENERAL MANAGER WESTMEAD HOSPITAL AND AUBURN HOSPITAL
Andrew is accountable for the performance of clinical operations. His responsibilities include overseeing facility and WSLHD strategic business plans, policy development, clinical service strategies and relationship management. He was appointed general manager of Westmead in December 2014, and Auburn Hospital in April 20151.

Andrew is overseeing a multi-million capital works program to rebuild Westmead Hospital working closely with staff, precinct partners and the community to ensure the redevelopment transforms the delivery of healthcare in western Sydney. Andrew is a rotating ex-officio member of the WSLHD Board.

NATALIE MCDONALD
EXECUTIVE DIRECTOR FINANCE
Appointed in March 20152, Natalie is responsible for the leadership and management of financial services and performance reporting. She is accountable for ensuring policies and controls are in place to safeguard WSLHD assets and finances.

CARRIE MARR
BSc (Nursing), DipEd, MSc (OrgCons)
EXECUTIVE DIRECTOR ORGANISATIONAL EFFECTIVENESS
Carrie is accountable for monitoring, evaluating and facilitating continual improvement of patient safety and clinical quality and excellence in each of the Local Health District’s healthcare services. She commenced in December 2013. Carrie is a rotating ex-officio member of the WSLHD Board.

RICHARD CHRYSTAL
RN, BHlthSc, Grad Dip HSM
EXECUTIVE DIRECTOR NURSING AND MIDWIFERY, AND DISASTER RESPONSE
Richard is accountable for the development, monitoring and reporting of all aspects of professional activities to optimise health outcomes provided by nurses and midwives in WSLHD. He was appointed to the role in June 2013.

He oversees the provision of community health services, and mental health services throughout the Local Health District. Richard is the Health Services Functional Area Coordinator (HSFAC) responsible for emergency management for WSLHD.

SUE-ANNE REDMOND
RN, GradCert (Oncology), GradCert (Pall Care), BHlthSc (Nurs), Grad Dip HSM, GAICD (Australian Institute of Company Directors)
GENERAL MANAGER BLACKTOWN AND MOUNT DRUITT HOSPITALS
Sue-Anne is responsible for the operational service delivery and performance of Blacktown and Mount Druitt hospitals; Population Health; Aboriginal Health; and Multicultural Health. Appointed in December 2014, she is overseeing the implementation of the BMDH Expansion Project.

* As at June 30 2015
1 Rod Gilroy was general manager Auburn Hospital July 2014 – April 2015
2 Leena Singh was executive director Finance from July 2014 – March 2015
Our staff are the enablers that help us fulfil our mission of providing a better health service for the people of western Sydney.

We inspire our employees to work within the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment to help us to continue our organisational and infrastructural growth now and into the future.

A total of 9570 full time equivalents (FTEs) comprising 11,855 individuals were employed by WSLHD in 2014-15.

The Workforce and Human Resources (HR) team oversees programs and systems that shape the framework of our corporate culture.

They provide HR services to managers and staff in the area of strategic human resources such as industrial relations, workforce infomatics, policy and education, recruitment, transactional services, staff scheduling (rostering), staff health and childcare.

WSLHD is committed to engaging with the community and consumers to guide planning, development, implementation and improvement of local health services.

We have developed a community and consumer engagement framework titled, Communicating, Listening and Responding.

The framework seeks to improve how staff meaningfully and consistently work with our communities to create services that are easier to access and better meet their needs.

Involving people at all levels in collaboration with staff in the redesign of clinical care enables us to better address the healthcare challenges posed by community, cultural diversity and socio-economic interfaces.

<table>
<thead>
<tr>
<th>Category</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scientific &amp; Technical Clinical Support Staff</td>
<td>383</td>
</tr>
<tr>
<td>Other Prof &amp; Para Professionals &amp; Support Staff</td>
<td>417</td>
</tr>
<tr>
<td>Other Staff</td>
<td>54</td>
</tr>
<tr>
<td>Oral Health Practitioners &amp; Support Workers</td>
<td>284</td>
</tr>
<tr>
<td>Nursing</td>
<td>4046</td>
</tr>
<tr>
<td>Medical</td>
<td>1268</td>
</tr>
<tr>
<td>Maintenance &amp; Trades</td>
<td>59</td>
</tr>
<tr>
<td>Hotel Services</td>
<td>424</td>
</tr>
<tr>
<td>Corporate Services &amp; Hospital Support</td>
<td>1637</td>
</tr>
<tr>
<td>Allied Health</td>
<td>998</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>9570</strong></td>
</tr>
</tbody>
</table>

*Contracted Full Time Equivalent information as at the 30th of June, 2015 by Treasury Code.

A three year business plan was developed in consultation with a range of stakeholders. The input of senior managers was sought to best determine how HR can provide an improved service that meets the needs of the organisation.

Programs have been developed with Organisational Development and Education and Training to enhance the employee journey through recruitment, orientation and induction and performance development.

Employee personnel files are being converted electronically, improving efficiencies and saving on storage costs.
Our Staff, Our Partners

KEY ACHIEVEMENTS

The innovative Get Involved internet site invites the public to participate in their area of interest to provide insights and ideas to improve health services.

User-friendly consumer engagement resources have been made available to staff through a dedicated portal.

Consumer participation on committees has increased from 9 to 40. There are 52 active consumer representatives.

The WSLHD Consumer Council was developed to provide leadership in helping us engage with different community perspectives across the LHD on key programs including the Westmead Redevelopment, integrated care, and multicultural health.

Ethics approval was granted for research to develop a validated tool measuring benefits and impact of consumer participation across WSLHD.

A program engaging undergraduate medical students with patients beyond hospital is set to commence at Western Sydney University Clinical School at Blacktown Hospital. It aims to provide a holistic context within which young doctors see the person behind the disease.

WSLHD is proud to be associated with many organisations including:
- Agency for Clinical Innovation
- Anglican Retirement Village
- Alan Walker Retirement Village
- Auburn City Council
- Blacktown City Council
- Bureau of Health Information
- Cancer Institute NSW
- Carers NSW
- Clinical Excellence Commission
- Department of Education
- Family & Community Services, NSW
- Health Consumers NSW
- Health Education and Training Institute
- Health Infrastructure
- HealthShare NSW
- Holroyd City Council
- The Hills Shire Council
- Justice Health and Forensic Mental Health Network
- Nepean Therapy Dogs
- Marrin Weejali Aboriginal Corporation
- NSW Kids and Families
- NSW Mental Health Commission
- NSW Ministry of Health
- NSW Health Pathology
- Parramatta City Council
- St Joseph’s Auburn, part of St Vincent’s Health Australia
- Southern Cross Care
- The Children’s Hospital at Westmead, part of the Sydney Children’s Hospitals Network
- The George Institute for Global Health
- The University of Sydney
- UnitingCare
- University of Notre Dame Australia
- Western Sydney University
- WentWest Primary Health Network
- Wesley Mission
- Western Sydney Medical Local
- Westmead Medical Research Foundation
- Westmead Millennium Institute for Medical Research (WMI)

The selfless commitment and dedication of our highly valued volunteers and fundraisers makes a special difference to those in our care.

WSLHD has more than 400 volunteers who work in our hospitals.

They assist in raising funds, and are engaged in patient, client and staff activities, forming a holistic approach to the quality of healthcare.

Westmead Hospital volunteers raised $127,972 in 2014-15.

The Westmead Medical Research Foundation brought in $852,092 for Westmead Hospital.

Monies are used to buy equipment and patient comforts.

The annual Wisteria Fete held at Cumberland Hospital has become an institution.

At Blacktown and Mount Druitt hospitals there are three volunteer groups:
- Blacktown Hospital Auxiliary Members
- Mount Druitt Hospital Auxiliary Members; and the
- Mount Druitt Volunteers’ Kiosk

Of all the most valued contributions is time. We are especially grateful to volunteers like Anthony Guiselli (pictured with Channel 9’s Deb Knight) who retired after donating more than 19,000 hours over 17 years at Blacktown Hospital.
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 NSW 2770
Ph: (02) 9881 1555 Fax: (02) 9881 1538

Cumberland Hospital (Mental Health Services)
1-11 Hainsworth St, Westmead NSW 2145
Ph: (02) 9840 3000 Fax: (02) 9840 3700

Westmead Hospital
Cnr Hawkesbury & Darcy Rds, Westmead NSW 2145
Ph: (02) 9845 5555 Fax: (02) 9845 6891

Community Drug Health Services
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) 9851 6200 Fax: (02) 9622 6265

Centre for Addiction Medicine Cumberland
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) 9881 8650 Fax: (02) 9851 8683

Fleet Street Clinic
4A Fleet St, North Parramatta NSW 2151
Ph: (02) 9840 3888 Fax: (02) 9840 3936

Merrylands Community Drug Health Counselling
14 Memorial Ave, Merrylands NSW 2160
Ph: (02) 9682 3133 Fax: (02) 9897 3313

Parramatta Community Drug Health Counselling
Jeffrey House
162 Marsden St, Parramatta NSW 2150
Ph: (02) 9843 3222 Fax: (02) 9891 2825

The Hills Community Drug Health Counselling
183 Excelsior Ave, Castle Hill NSW 2154
Ph: (02) 8853 4500 Fax: (02) 8853 4565

Community Health Services
Auburn Aged Day Service
Cnr Water St & Hargrave Rd, Auburn NSW 2144
Ph: (02) 8759 3899 Fax: (02) 9749 1825

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

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

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

Blacktown/Mount Druitt Sexual Assault Service
Cnr Blacktown Rd & Marcel Cres, Blacktown NSW 2148
Ph: (02) 9881 8700 Fax: (02) 9671 6360

Child Protection Counselling Service
Cnr Blacktown Rd & Marcel Cres, Blacktown NSW 2148
Ph: (02) 9881 8787 Fax: (02) 9881 8789

Carinya Aged and Ethnic Day Service
8 River Rd, Ernmitong 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

Doonside Community Health Centre
30 Birdwood Ave, Doonside NSW 2767
Ph: (02) 9881 8650 Fax: (02) 9831 8683

HealthOne Rouse Hill
The Terrace, Suite 1, 40 Panmure St, Rouse Hill NSW 2155
Ph: (02) 8853 4500

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

High Street Youth Health Service
65 High St, Harris Park NSW 2150
Ph: (02) 9687 2544 Fax: (02) 9687 2731

Hills Physical Disabilities Team
Jasper Road Public School
Jasper Rd, Baulkham Hills NSW 2153
Ph: (02) 9639 6801

Merrylands Community Health Centre
14 Memorial Ave, Merrylands NSW 2160
Ph: (02) 9682 3133 Fax: (02) 9897 3313

Mount Druitt Community Health Centre
Cnr Burran and Kelly Cl, Mount Druitt NSW 2770
Ph: (02) 9881 1200 Fax: (02) 9671 6360

Parramatta Community Health Centre
Jeffrey House
162 Marsden St, Parramatta NSW 2150
Ph: (02) 9843 3222 Fax: (02) 9671 6360

Rosewood Cottage Aged Day Service
22 Fullerger 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 1524 Fax: (02) 9881 1925

The Hills Community Health Centre
183 Excelsior Ave, Castle Hill NSW 2154
Ph: (02) 8853 4500 Fax: (02) 8853 4565

Western Area Adolescent Team (WAAT)
Mount Druitt Community Health Centre, Cnr Burran and Kelly Cl, Mount Druitt NSW 2770
Ph: (02) 9881 1230 Fax: (02) 9625 9110

Westmead Sexual Assault Service
Westmead Hospital, Grevillea Cottage, Westmead NSW 2145
Ph: (02) 9845 7940 Fax: (02) 9845 6832

Early Childhood Health Clinics
Auburn Early Childhood Centre
Norval St, Auburn NSW 2144
Ph: (02) 8759 4000

Baulkham Hills Early Childhood Centre
Old Northern Rd, Baulkham Hills NSW 2153
Ph: (02) 8853 4500

Blacktown Early Childhood Centre
40 Kildare Rd, Blacktown NSW 2148
Ph: (02) 9881 8650

Castle Hill Early Childhood Centre
Castle Grand Centre
9 Castle St, Castle Hill NSW 2154
Ph: (02) 9881 1200

Dean Park (William Dean) Public School
Yarramundi Ave, Dean Park NSW 2761
Ph: (02) 9881 1200

Dundas Early Childhood Centre
21 Sturt St, Telopea NSW 2117
Ph: (02) 9682 3133

Epping Early Childhood Centre
39 Bridge St, Epping NSW 2121
Ph: (02) 9682 3133

Ermington Early Childhood Centre
65 Spurway St, Ermington NSW 2150
Ph: (02) 9682 3133

Glendenning Public School
Armitage Drive, Glendenning NSW 2761
Ph: (02) 9881 8650

Granville Early Childhood Centre
2 Diamond Ave, Granville NSW 2142
Ph: (02) 9682 3133

Greystanes Early Childhood Centre
732 Merrylands Rd, Greystanes NSW 2145
Ph: (02) 9682 3133

Guildford Early Childhood Centre
Cnr Stimpson & O'Neill Sts, Guildford NSW 2161
Ph: (02) 9682 3133

Hassall Grove Public School
Buckwell Drive, Hassall Grove NSW 2761
Ph: (02) 9881 1200

Holy Family Centre
Luxford Rd, Emerton NSW 2770
Ph: (02) 9881 1200

*As at 30 June 2015

Western Sydney Local Health District
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIM</td>
<td>Accelerating Implementation Methodology</td>
</tr>
<tr>
<td>AHRTC</td>
<td>Advanced Health Research and Translation Centre</td>
</tr>
<tr>
<td>ACP</td>
<td>Aged Care Psychiatry</td>
</tr>
<tr>
<td>ACHS</td>
<td>Australian Council on Healthcare Standards</td>
</tr>
<tr>
<td>BMDH Expansion Project</td>
<td>Blacktown Mount Druitt Hospital Expansion Project</td>
</tr>
<tr>
<td>BMI</td>
<td>Body mass index</td>
</tr>
<tr>
<td>CBD</td>
<td>Central business district</td>
</tr>
<tr>
<td>CAMHS</td>
<td>Child &amp; Adolescent Mental Health Services</td>
</tr>
<tr>
<td>COPMI</td>
<td>Children of Parents with a Mental Illness</td>
</tr>
<tr>
<td>CEC</td>
<td>Clinical Excellence Commission</td>
</tr>
<tr>
<td>CORE</td>
<td>Collaboration, Openness, Respect and Empowerment</td>
</tr>
<tr>
<td>CMHTs</td>
<td>Community Mental Health Teams</td>
</tr>
<tr>
<td>CALD</td>
<td>Culturally and linguistically diverse</td>
</tr>
<tr>
<td>EMM</td>
<td>Electronic Medication Management</td>
</tr>
<tr>
<td>ED</td>
<td>Emergency department</td>
</tr>
<tr>
<td>ETP</td>
<td>Emergency Treatment Performance</td>
</tr>
<tr>
<td>HETI</td>
<td>Health Education and Training Institute</td>
</tr>
<tr>
<td>HCIS</td>
<td>Health Care Interpreter Service</td>
</tr>
<tr>
<td>HOPP</td>
<td>Healthy Older People Partnership</td>
</tr>
<tr>
<td>HSFAC</td>
<td>Health Services Functional Area Coordinator</td>
</tr>
<tr>
<td>HHD</td>
<td>Home haemodialysis</td>
</tr>
<tr>
<td>HASI</td>
<td>Housing Accommodation Support Initiative</td>
</tr>
<tr>
<td>HPV</td>
<td>Human papilloma virus</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>ICPMR</td>
<td>Institute for Clinical Pathology and Medical Research</td>
</tr>
<tr>
<td>LGA</td>
<td>Local Government Area</td>
</tr>
<tr>
<td>LHD</td>
<td>Local Health District</td>
</tr>
<tr>
<td>MRI</td>
<td>Magnetic resonance imaging</td>
</tr>
<tr>
<td>MLOs</td>
<td>Maternity liaison officers</td>
</tr>
<tr>
<td>MROs</td>
<td>Multi resistant organisms</td>
</tr>
<tr>
<td>NAIDOC</td>
<td>National Aboriginal and Islanders Day Observance Committee</td>
</tr>
<tr>
<td>NHMRC</td>
<td>National Health and Medical Research Council</td>
</tr>
<tr>
<td>NICU</td>
<td>Neonatal Intensive Care Unit</td>
</tr>
<tr>
<td>NGOs</td>
<td>non-government organisations</td>
</tr>
<tr>
<td>RAS</td>
<td>Rapid access and stabilisation</td>
</tr>
<tr>
<td>Separation</td>
<td>The formal process whereby an inpatient leaves a hospital or other district health service facility after completing an episode of care (eg discharge to home, another hospital or nursing home, or death)</td>
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<tr>
<td>SMHSOP</td>
<td>Specialist Mental Health Services for Older People</td>
</tr>
<tr>
<td>REACH</td>
<td>Recognise, Engage, Act, Call, Help is on its way: An initiative of the Partnering with Patients program that enables the patient, family or carer to escalate concerns about the condition of themselves or their loved ones while they are in hospital. REACH is a patient and family activated rapid response program</td>
</tr>
<tr>
<td>SIBR</td>
<td>Structured Interdisciplinary Bedside Rounds</td>
</tr>
<tr>
<td>SAU</td>
<td>Surgical Assessment Unit</td>
</tr>
<tr>
<td>WSLHD</td>
<td>Western Sydney Local Health District</td>
</tr>
<tr>
<td>Tertiary hospital</td>
<td>A hospital that provides healthcare from specialists in a large hospital after referral from primary care or secondary care</td>
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</tbody>
</table>