Dr Bu Balalla performing the first knee surgery at Auburn Hospital with Dr Hedra Eskender.
Excellent year and more to do

Building new hospitals and improving clinical services energises a community and health organisations. These advances allow good culture and governance to drive renewal of our workplaces, staff wellbeing and healthcare delivery.

In June 2019, the WSLHD Clinical Council was established to give clinical staff from across the district a stronger role in determining matters of material importance to the running of health services. The clinical council meetings have complemented the function of the WSLHD executive.

The WSLHD executive recruited new talent to bring a broader range of skills to the table. The executive focused on the need for stronger governance, sustained strategic planning and improving culture.

A concerted effort to increase staff participation in the annual People Matter survey was a cornerstone in the program of cultural change. A record number of respondents provided greater organisational insight into the challenges faced.

Three World Café forums preceded the survey, allowing 350 staff from across WSLHD to articulate ways in which culture and performance could improve. Working groups have now been established around central themes and will develop an action plan to inform a five-year program to improve culture.

It was also a year of infrastructure development. At Blacktown, the new Central Acute Services Building (CASB) for emergency, birthing, maternity, newborn care, women’s health, paediatrics, intensive care and perioperative services was handed over for hospital operational commissioning on 24 June, 2019. This new facility will future proof the ability of the district to service the health needs of the community.

The development of Blacktown and the evolution of that facility into the fifth largest hospital in the state continues apace.

The CASB is the biggest health infrastructure project in NSW. It was officially topped out in June 2019 by Premier Gladys Berejiklian, ushering in a bright new future for the Westmead campus and the Westmead health precinct.

Thousands of residents across north-west Sydney came closer to having world-class health services on their doorstep with the announcement in February 2019 of the site for the new Rouse Hill Hospital.

WSLHD staff have made important contributions to these developments but the strength of our partnerships must also be acknowledged. Health is not only at the heart of a community, it is also part of a network of government and non-government alliances and relationships that improve healthcare.

The tempo of work with the Sydney Children’s Hospital network and other Westmead precinct partners increased. Our relationships with Sydney and Western Sydney universities, University of Notre Dame at Auburn, and other academic and training partners strengthened. Our important work with Western Sydney Primary Health Network continued to provide vital collaborations with the primary health sector.

Relationships with the Aboriginal community strengthened through higher-profile participation in NAIDOC, Close the Gap and Reconciliation Week.

WSLHD was a leader in the western Sydney Refugee Health Coalition’s work to improve access to services for refugees and asylum seekers. The first African Health Summit was convened in Western Sydney in June 2019 to identify the health needs of African communities and to recommend priority focus areas to improve health outcomes and access to services.

Silver Chain Community Palliative Care Service continued to help our community with more than 900 people receiving care in the 2018/19 financial year.

One of the great health challenges in western Sydney is diabetes prevalence. The Western Sydney Diabetes Alliance grew to 120 members, increasing its ability to combat the condition.

Research, part of our DNA, attracted millions in funding. The Research and Education Network was deeply involved in clinical trials in cancer and haematology, supporting research in allied health and nursing, and lifting academic contributions in fields such as pharmacy and clinical education.

All the while we tried to listen more closely to what our patients and their families had to say. The use of the My Experience Matters survey tool in the acute sector to gather information was closely to what our patients and their families had to say. The use of the My Experience Matters survey tool in the acute sector to gather information was vital in making their experience better.

Spending wisely and investing astutely assisted in bringing the 2018/2019 end-of-year result back to a near-balanced position, a significant deficit correction in the space of two years. Certainly, demand for public health services is increasing. There is no doubt there is still work to be done.

We can look back on the 2018/2019 financial year as one characterised by strong performance and significant milestones. We can also look forward to the coming year with great anticipation.

Richard Alcock
Board chair

Professor Jeremy Chapman
Board deputy chair

Graeme Loy
Chief Executive
Left: Registered nurse Zahira Torres writing a message on a paper heart during National Palliative Care Week at Mount Druitt Hospital.
Who we serve

We deliver services to a diverse community drawn from a range of countries and different socioeconomic backgrounds. Here is a snapshot of some of this year’s patients, volunteers and community events.

Community spotlight

Youth Voices Pitch Day

Westmead Hospital was abuzz with activity in October 2018 as more than 30 high school students from western Sydney came together to pitch ideas on how to make their communities a healthier and safer place to live.

The positive atmosphere in the Cabaret Room at Westmead Hospital allowed constructive ideas to be discussed with both education and health professionals at the Youth Voices Pitch Day.

The event was an extension of the WSLHD Students As Lifestyle Activists (SALSA) program, which gives students a platform to be advocates for healthy environments in their neighbourhoods.

High schools involved in the event included Blakehurst, Chifley College Mount Druitt, Erskine Park, Rouse Hill and Rooty Hill.

Panellists were made up of renowned professionals from 7 News, WSLHD, Blacktown City Council, the Australian Medical Association and NSW Education.

“I love helping out here at the hospital. I do a lot of walking so it’s good for the health.”

Auburn Hospital volunteer Ivan Hamilton wheels a book and magazine trolley around the hospital.
Meet our Board

The members of our Board are appointed by the NSW Minister for Health for a term of up to four years.

Responsibilities of our Board and chief executive include:

- Improving local patient and population health outcomes and responding to issues
- Delivering services and monitoring the performance of WSLHD against measures in the local health district service agreement including an agreed budget based on annual strategic and operating plans
- Ensuring services are provided efficiently and responsibly
- Production of annual reports that are subject to state financial accountability and audit frameworks
- Maintaining effective communication with local and state public health stakeholders.
Our people matter

Committed staff represent the heart and soul of WSLHD and this year they embraced change.

WSLHD started its culture transformation journey this year with its first-ever People Matter World Café on 30 January. Following strong interest from staff, two more World Cafés were held – one on 27 February and one for medical staff on 27 March. Over the three days, 350 staff from across WSLHD contributed more than 600 ideas on how we can make working at WSLHD the best possible experience it can be.

The 2019 People Matter Survey had the highest response ever. This is an annual survey for NSW public sector employees. This year, almost 5000 (41%) of our staff shared their experience.

Together with the ideas gathered at the World Cafés, People Matter Survey feedback will be used to build a better culture at WSLHD.

A WSLHD Culture Change Strategic Framework has now been developed. Over the next year and beyond, eight People Matter Action Groups will address priority areas to improve the experience of our staff and create the best possible workplace: wellbeing, bullying and harassment; keeping people informed and celebrating success; job satisfaction; strategic planning; recruitment confidence; high performance; diversity and inclusion; and staffing numbers, workload and overtime.

Training in top form

The rate of staff participation in education and training has also increased with an additional 43 programs introduced, bringing our face-to-face offerings to 570 courses across WSLHD. This is supported by 1095 online learning modules, an increase of 265 modules on the previous year. Our focus continues to be on nurturing a positive and supportive workplace culture; this has seen the introduction of programs which include building resilience, emotional intelligence, coaching community practice, proactive risk management of workforce issues and positively resolving workplace conflict programs.

WSLHD is a registered training organisation for NSW Health and this year we had 136 graduates of our four nationally recognised qualifications on offer in leadership and management, project management, and health administration. We also commenced program delivery of the new Certificate IV in Training and Assessment, with 71 educators strengthening skills in this area.

HealthRoster, the statewide rostering system, was successfully implemented throughout WSLHD to replace Kronos, Proact and Romulus. The system paves the way for continuous improvements and means that rostering practices are standardised leading to improved accuracy. The project included the implementation of employee online, pay period confirmation and casual staffing management. In excess of 2000 staff received training. More than 900 people were supported in actively creating, managing and/or approving rosters and WSLHD is now rostering and paying more than 12,000 staff in 830 cost centres in the new system.
Our Executive

Back row
Blacktown and Mount Druitt hospitals acting general manager Ned Katrib
BBus (Hons), MPA
WSLHD director Finance Barry Mitrevski
BComm (Econ), DipAcc, MBA, CPA
WSLHD executive director Medical Services Dr Emma McCahon
MBBS, FRACP (Paed), MBA
WSLHD director Office of the Chief Executive Tiffany Sly
BAppPsych, MAppAnthropology
WSLHD acting executive director Integrated Care and Community Health Luke Felicetti
MHlthServMgt, BHlthSc
Westmead and Auburn hospitals general manager Brett Thompson
BSc (Nutrition), GradDip (Dietetics), MBA

Front row
WSLHD director Aboriginal Health Strategy Braiden Abala
BBehSc, MHlth&IntDev
WSLHD director Allied Health Jacqueline Dominish
BAppSc (Occupational Therapy), Cert IV (Education and Training), MHM
WSLHD executive director Mental Health Services Associate Professor Beth Kotze
MBBS, FRANZCP, FRACMA, Cert Child Psych, MMed (Psychotherapy), MHA (UNSW)
WSLHD chief executive Graeme Loy
MBA (Hlth/HlthAdmin/Mgt), MAICD
WSLHD director Nursing & Midwifery, and Clinical Governance Caroline Farmer
RN, Coronary Care Certificate, BHlthSc, MHSM, EMPA, GAICD

WSLHD director People and Culture Luci Caswell
DipAppSc (Nursing), GradCert (Emergency Nursing), MHA
WSLHD executive director operations Adjunct Associate Professor Robynne Cooke
RN, BN, GradDip Gerontology, MHSM, GAICD

Not featured
WSLHD acting director Redevelopment and Infrastructure Matt Sydenham
MBA (SGSM), DipBA (WSU), DipASc (USyd)
WSLHD acting director Corporate Communications Sia Anthopoulos
BComms (Public Relations)
WSLHD acting chief digital health officer Kieron McGarry
FBCS (Fellow, British Computer Society), CITP (Chartered Information Technology Professional) (UK)
Our Clinical Council

Our Clinical Council was established in May 2019 by the WSLHD Board and chief executive to provide advice on clinical matters affecting the district. It is co-chaired by the chief executive Graeme Loy and Associate Professor Michael Hollands. The council supports the Board and chief executive. Members include doctors, nurses, junior medical officers, allied health professionals and consumer representatives. Council attributes include clinical expertise, experience in the delivery of healthcare services and an interest in postgraduate education or in research.

Since its inception, the council has given advice on how health services at WSLHD might be best organised. In the future, co-chair A/Prof Michael Hollands expects the council may be asked for advice on the best use of the new buildings at Westmead and Blacktown, what clinical services should be prioritised in the budget and what new clinical services should be developed.
1 Westmead Hospital anaesthetist Ann Marie McCallum. 2 Westmead Hospital radiation oncology nurses Chin Lim, Sri Grey, Meg Hughes, Noeline Rozanc (rear) and Westmead Medical Research Foundation relationship manager Alison Whittaker with Christmas pamper packs for cancer patients. 3 Registered midwife Safa El-Dadoun at Westmead Hospital’s Eid feast festival in maternity. 4 Graduates of the 2018 clinical leadership program. 5 Stephen Brown and Karen Cousins from Westmead’s Cardiology Department chat to chief executive Graeme Loy. 6 WSLHD took top spot at the Golden Scalpel Games. 7 Palliative Care and Medical Oncology doctors show off their socks for Crazy Socks for Docs Day.

Contracted full time equivalent (FTE) data as at 30 June 2019 by Treasury Code. SOURCE: StaffLink Human Resource Information System.
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Right: Registered nurse Harmandeep Kaur at Blacktown Hospital.
Progress has been made in several areas including increased rates of vaccination among Aboriginal children and a decrease in hepatitis rates.

The most pressing health challenge is diabetes. Almost half of the adult population in the WSLHD is likely to be affected by diabetes or prediabetes and the mortality risk for diabetes is significantly higher than the state average.

Obesity is one of the main causes of type 2 diabetes, which represents about 90% of diabetes in Australia. More than 50% of the WSLHD population is overweight. WSLHD also has the lowest vegetable consumption in NSW with only 2.4% of residents aged 16 years and over eating the recommended daily intake of vegetables.

Western Sydney was the first LHD in NSW to carry out proactive testing for diabetes across EDs in Blacktown and Mount Druitt and more recently at 11 local general practices, supported by the Western Sydney Primary Health Network. WSLHD invests approximately $2 million annually on tackling obesity, including $1.5 million for diabetes prevention and management programs.

Other health issues that have a significant affect on residents of WSLHD include chronic obstructive pulmonary disease (COPD) and heart disease. COPD is an umbrella term for a group of progressive lung conditions including emphysema, chronic bronchitis and chronic asthma. The rate of people aged 65 years or more hospitalised for COPD stands at 1375.7 per 100,000. While similar to the NSW average, it is still an area of concern.
Hospitalisation rates for coronary heart disease and heart failure in both males and females are significantly higher in WSLHD than for the rest of NSW. There is also a significantly higher rate of female deaths from coronary heart disease compared to their state counterparts.

WSLHD has implemented the Integrated Chronic Care Program which provides a range of services to WSLHD residents including those with COPD and heart disease. The NSW Better Value Healthcare program for COPD (inpatient care) is also being implemented.

Potentially preventable hospitalisations (PPH) are significantly higher for chronic diseases in WSLHD (934.9 per 100,000) than for NSW (896.4 per 100,000).

As well as implementing the Integrated Chronic Care Program we are providing a range of services, including the Western Sydney Diabetes initiative, and our clinicians are visiting nursing homes to prevent ED presentations. We are also looking at how we will provide more care in the home and community.

**Making a difference**

The proportion of children in WSLHD who are fully immunised at five years has increased since 2010. In 2018, 94.2% of all five-year-old children were fully immunised, which is similar to the state average.

WSLHD continues to see major improvements in the vaccination coverage of Aboriginal children with 2018 showing the highest level of vaccination. There has been an increase of 15.9% in the proportion of Aboriginal children aged five fully immunised in the 10 years from 2008 to 2018. This builds on our work to Close the Gap. We now have a higher proportion of five-year-old Aboriginal children being vaccinated than non-Aboriginal children (97.8% and 94.1% respectively).

There has also been a small reduction in the number of hepatitis B notifications. The most recent statistics show that there were 507 notifications compared to 541 in 2015. The rate of 51 per 100,000 is still higher than the NSW average but has shown a decreasing trend since 2014.

Hepatitis C notifications for all ages are also decreasing with 273 notifications compared to 302 in 2012 (at a rate of 27.9 per 100,000 population compared to 34.5 per 100,000 in 2012).

The average incidence (new cases) of cancer in WSLHD is between 5% and 6% lower for females and males respectively compared to the NSW population. This trend has been consistent over the past decade.

The cancer mortality rate is also lower in WSLHD than for the NSW population. Among males, the mortality rates decreased by 18% in WSLHD compared to 13% in NSW from 2007 to 2016.

Overall mortality rates for males in WSLHD for potentially avoidable deaths, premature deaths, all cancers, melanomas, prostate cancers, all injuries, motor vehicle accidents and suicides are significantly lower than the rest of NSW.

Apart from a significantly higher rate of coronary heart disease deaths, the female death rate in WSLHD is also significantly lower for a range of key indicators, compared to the rest of NSW.
Keeping things balanced

This financial year we improved in the area of expenditure through the effective use of resources and improved purchasing processes.

WSLHD’s expenditure for 2018/19 was $1.8 billion with 68% consisting of salaries and wages for more than 10,000 full-time equivalent employees. A total of $77 million was spent with vendors in WSLHD postcodes. Own-source revenue contributed $283 million towards funding health services.

In 2018/19, WSLHD exceeded the value of activity purchased by NSW Health by 1.1% or more than 3000 National Weighted Activity Units (NWAU). This equates to approximately $14 million. A NWAU is a unit of measurement for health service activity which is used by state and Commonwealth governments to measure the efficiency of local health districts (LHDs) and hospitals. The NSW average cost per NWAU grew by 0.7% when compared to 2017/18, while WSLHD reduced the cost per NWAU by 2.1%.

This represents an increase in efficiency at WSLHD leading to improvement in the area of expenditure. In 2018/19, WSLHD was over budget in expenses by $5.1 million. This is significant progress from the previous financial year when WSLHD was $12.7 million over budget in expenses. These results were achieved despite a 4.5% increase in the number of acute episodes and 4.4% rise in the number of ED presentations.

Procurement initiatives continued to provide benefits to WSLHD. Savings valued at a total of $5 million were achieved in the purchasing of clinical and medical supplies and in the sourcing of corporate services. Clinical supplies are now being sourced at a less-expensive rate, allowing WSLHD to meet increased demand due to growth in population and a change in demographics.

The complete audited financial statements are published in the 2018/19 NSW Health Statutory Financial Report and are available on our website wslhd.health.nsw.gov.au

Note: Current NWAU version used to calculate activity prices
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Right: Auburn Hospital administration officer Maged Nessim.
We’re building on up

It’s been full steam ahead for the Westmead Redevelopment project with the Central Acute Services Building reaching a milestone and the launch of the Arts and Culture Strategy.

The Westmead Redevelopment project celebrated major milestones. The refurbishment program, due to transform more than 30% of clinical areas in Westmead Hospital by 2022, began Stage 2 in September 2018.

In June 2019, the new Westmead Central Acute Services Building (CASB) had its official topping out ceremony, which marked the building reaching its highest level of construction. NSW Premier Gladys Berejiklian attended the event and was joined by Treasurer Dominic Perrottet and Minister for Health and Medical Research Brad Hazzard. The building will include two EDs (one for adults and one for children), state-of-the-art digital operating theatres, inpatient beds, a centralised sterilising service and a pharmacy. The University of Sydney will also occupy space across 1.5 floors of the new hospital building. The construction of the CASB will be completed in mid-2020.

Other Stage 2 works that are in progress include:

- Expansion of the intensive care unit and administration area
- A new Centre for Adolescent and Young Adult Health
- An upgrade of the loading docks
- Refurbishment of the executive area
- A new retail link between Westmead Hospital and the Central Acute Services Building

The first stage of the latest iteration of the linkway runs through the heart of the Central Acute Services Building to ensure vital access between the adults’ and children’s hospital is maintained. The new iteration of the linkway enabled the temporary connection to be removed to allow for works to continue in the hospital’s forecourt.

Westmead Redevelopment’s Arts and Culture Strategy was launched in August 2018. Since then, the strategy has successfully attracted a $50,000 CreateNSW grant and a $50,000 youth opportunities grant. The CreateNSW grant was used to establish the ArtsLab@Westmead, a space for local artists, curators and cultural workers to build capacity for health arts projects. As part of the Arts and Culture Strategy, 14 arts projects were endorsed. To help select the artists to deliver these projects an eight-person peer assessment panel was created. After assessing the submissions, the panel made recommendations to the Westmead Redevelopment Arts and Culture Advisory Committee. So far, 12 of the arts projects have been commissioned and two of them are in final production. From December 2018 to January 2019, Stories and Structures – New Connections, an art exhibition that combined Indigenous artwork with images from cutting-edge microscopy, went on display in Westmead Hospital. All the artworks have been purchased to maintain the exhibition as a permanent collection.
Greater access to health services

In November 2018, Westmead Hospital’s Dermatology Department was successful in its bid for a share in a $10 million grant awarded by the Australian Cancer Research Foundation (ACRF). This will enable the department to install a state-of-the-art 3D imaging machine worth $469,400, which will significantly improve melanoma lesion identification and tracking. It will also reduce appointment times and healthcare costs. The current system takes 15–20 minutes to complete a scan whereas the new machine will complete a 3D whole body scan in one minute. It is estimated the machines will be able to provide 3000 examinations each year.

The Liver Wellness Outreach Service was established in December 2018 to provide education, screening and treatment for hepatitis C and B for local residents who are at risk of hepatitis and face challenges attending traditional healthcare settings due to homelessness, drug and alcohol issues, mental health, poverty and other barriers. The service uses a fully equipped mobile health van, which has been on the road since April 2019. The team visits Parramatta Mission on a monthly basis and engages in regular community events. More than 50 people have been screened for blood-borne viruses as a result of the van being available in the community and in excess of 200 people have visited the van as a result of health promotion activities at local events.

This service is a collaboration between Sexual Health, Drug Health, Needle and Syringe Program, Health Promotion and Pathology West. It is slowly building relationships with community groups to increase consumer awareness and confidence in the service.

The WSLHD Organ and Tissue Donation team, based in Westmead Hospital’s Intensive Care Services (ICS), has had an increase in the number of referrals made in the past 12 months. This is due to the introduction of compulsory notification to the donation specialist nurse of all planned end-of-life decisions that occur in the ED and ICS. WSLHD has also been involved in educating its staff through training workshops and the general community through DonateLife Week, the bstreetsmart forum and mass media. The WSLHD Organ and Tissue Donation Team has also introduced the Best Practice Guideline for Offering Organ and Tissue Donation in Australia. The guideline, distributed by The Australian Organ and Tissue Authority, provides the standard for offering donation and encompasses early identification of potential donors and the inclusion and presence of trained staff at family donation conversations.

For a full list of services, visit www.wslhd.health.nsw.gov.au/Westmead-Hospital/Our-Services

2018/19 WESTMEAD STATISTICS

One minute
Time to complete a 3D whole body scan with Westmead Hospital’s new 3D imaging machine

50+
People screened for blood-borne viruses through the mobile health van

200+
People visited by The Liver Wellness Outreach Service mobile health van
1. The team behind Westmead Hospital’s Specialist Management and Acute Rehabilitation Treatment program.
2. Westmead operating suite staff appreciation day.
3. Physiotherapists Krishni Jayawardana and Jonathan Young get into the State of Origin spirit.
4. Westmead Hospital midwives Deema Taha and Nisreen Zreika alongside a Ramadan display in the maternity ward.
5. Professor David Harris AM, Westmead Hospital’s clinical nephrologist, was awarded the Member of the Order of Australia on Australia Day.
6. Finance officer Hamida Ali and Leading Better Value Care program manager Faiza Wajahat with WSLHD chief executive Graeme Loy (centre).
7. Westmead Hospital celebrates its 40th birthday on 10 November, 2018 with Minister for Health and Medical Research Brad Hazzard (centre).
8. Fun on International Nurses Day.
Big steps for Auburn

We performed our first knee surgery, opened an osteoarthritis clinic and introduced a fast-track service in emergency.

In September 2018, the first knee joint elective surgery was performed at Auburn Hospital. This was the end result of a significant amount of planning. It involved developing a model of care for orthopaedic surgery; setting up pre-admission criteria as well as instructions for preparing for the operation, during the operation and after the operation; purchasing new equipment; liaising with the Hospital in the Home (HiTH) program; working with the LHD clinical product team in identifying the prosthesis and cost; sending staff to training at other facilities in the LHD; and working with a physiotherapist to develop a comprehensive plan for pre-operative and post-operative therapy.

The service consists of a team of three visiting medical officers, two surgical registrars who perform the surgery and are supported by theatre and skilled surgical nurses, two physiotherapists, a social worker and occupational therapist and dieticians.

Since then, Auburn Hospital has performed 38 successful knee joint surgeries. This is the first step in a planned program to introduce low-risk joint replacement services consistent within the high-volume short-stay hospital. The program will roll out to include hip joint, foot and ankle surgery along with a comprehensive pre-surgical physiotherapy conditioning program.

In May 2019, a new osteoarthritis clinic opened as part of the Osteoarthritis Chronic Care Program (OACCP) at Auburn Hospital. The clinic is a one-stop shop for people to receive intervention from a medical, physiotherapy and dietetic perspective at the one time and place rather than having to make individual appointments with different specialists. Under the new program, patients initially attend a clinic at Auburn Hospital and are subsequently followed up at three, six and 12 months to monitor their progress.

While the program is still in its early stages, based on patient feedback and demand it could be rolled out to other hospitals or community care centres within WSLHD.

In June 2019, a new model of care was opened at Auburn Hospital ED. The aim is to ensure patients with less serious illnesses and injuries are treated more quickly and safely. All patients are assessed upon presenting to the ED and are streamed based on the urgency and complexity of their needs. The new model of care, which has been operating at Westmead and Blacktown hospitals for two years, means less urgent and complex patients will no longer be waiting in the same queue as acute patients.

A new initiative at Auburn Hospital is helping Aboriginal patients feel more comfortable during their stay. A Welcome to Country video featuring Darug elder Greg Simms is now available to watch for free on all patient entertainment systems at the hospital. The initiative was the brainchild of Auburn Hospital surgical ward nurse unit manager Riki Richards, a proud Gadigal woman of the Eora nation.

For a full list of services, visit www.wslhd.health.nsw.gov.au/Auburn-Hospital/Our-Services

Left: Auburn Hospital nurse unit manager Riki Richards in front of the Welcome to Country video.
AUBURN HOSPITAL KEY ACTIVITIES 2018/19

29,021
EMERGENCY DEPARTMENT PRESENTATIONS

1478
BIRTHS IN HOSPITAL

7386
SURGERIES

5432
AMBULANCE PRESENTATIONS

1 Consumer partnerships manager Dr Coralie Wales (centre) is joined by consumer representatives and patients. 2 Midwife Lila Holman with Vika Afu and her fourth child, daughter Seini Losela Rass. 3 Auburn Hospital ED director Dr Romesh Singam (front) with his team (from left) Naresh Kc, Dr Khanh Nguyen, Keti Ristevska and Jeff Deray. 4 Auburn Hospital nurse unit manager Debra Smith and director of nursing and midwifery Kate Murphy with 2019 International Nurses and Midwives Day award winners (from left) Netsai Sibanda, Clyde Sy, Cheryl Frost, Bo Fu, Sue Kelly, Saba Tedlam, Sarah Tapp, Naresh Kc. 5 Auburn Hospital registered nurse Tracey Abraham with Santa. 6 General services leading hand at Auburn Hospital Barbra Chapman, acting director of nursing and midwifery Tanya Critchlow, student Alex Roberts and Kristina Roberts, afterhours nurse manager at Auburn Hospital. 7 Nurses Kuldip Grewal, Priya Narayan and Harry Ran with nurse unit manager Melelatai Maumalanga (second from right).
The outstanding work on the Blacktown and Mount Druitt Hospitals Expansion Project was the main focus of this year’s news and we’ve got the awards to prove it.

In the past year, the Blacktown and Mount Druitt Hospitals Expansion Project won six awards. The Mount Druitt Hospital Community Dialysis Centre won two awards – a Western Sydney Leadership Dialogue BOOMTOWN! Award and a Greater Sydney Planning Award (Highly Commended). AW Edwards, the contractor for the Blacktown Hospital Acute Services Building also won two awards – a Master Builders Association 1st Year Apprentice of the Year Award and Safety Innovation Award. Fugen Constructions won the Master Builders Association Health Building up to $10 million Award for the MRI Unit and theatre expansion at Mount Druitt Hospital. Jacobs Architects received a European Healthcare Design Award (Highly Commended) for the Clinical Services Building at Blacktown Hospital.

The new Acute Services Building at Blacktown Hospital was handed over for commissioning in June 2019 and is now opening in stages. The building will house emergency, birthing, maternity, newborn care, women’s health, paediatrics, intensive care and perioperative services. In preparation for the opening, 20 arts and culture projects were completed. This included a photo competition, installation of murals, a Darug welcome sculpture by Leanne Tobin, artworks by Angela Nashaat, a photographic partnership with Western Sydney Parklands, and a co-design car park mural concept created with art students from Blacktown Girls High School.

A video was created to showcase the construction employment opportunities delivered by the building for people under 25, Indigenous people, apprentices and other workers as part of a skills development program. Blacktown Hospital won the Premier’s Award for the Project RED initiative in November 2018. This project has significantly reduced the average time patients spend in the ED by 80 minutes.

Blacktown Hospital is establishing a new model of acute/general medicine to accelerate throughput in the ED. This unit will provide specialty training in general medicine and integrate other services such as HITH and post-acute care. The particular focus is on geriatric patients and streamlining their journey through the ED with a focus on hospital admission avoidance.

The Better Foundation, which supports Blacktown and Mount Druitt hospitals, donated close to $100,000 to establish an allergy clinic and multi therapies room at Mount Druitt Hospital, provide equipment for paediatrics and the special care nursery at Blacktown Hospital as well as funding training programs at Mount Druitt and Blacktown EDs.

Mount Druitt Hospital improves its service

In November 2018, the MRI machine at Mount Druitt Hospital was Medicare licensed. This makes the state-of-the-art imaging machine more accessible for all members of the community.

In June 2019, Mount Druitt Hospital’s Palliative Care Service celebrated a 21-year milestone of providing comfort and heartfelt care for patients at the end of their life. The service started with four beds in 1998 and treated mainly cancer patients. Over the years, the service has grown to 16 beds. It provides acute care, assessment and symptom control for end-of-life care and more than 400 patients spend an average of 10 days at the unit each year. It is housed in a nearby stand alone building on the Mount Druitt Hospital site, providing a safe and comforting environment for patients and families.

Mount Druitt Hospital was also meeting targets. The kiosk met 100% of NSW Health requirements for healthy food and drink. This was achieved by increasing healthy food options, having healthy portion sizes available and marketing healthy foods favourably. During 2018/19, Mount Druitt Hospital met 100% of its elective surgical targets for categories one, two and three.

For a full list of services, visit www.wslhd.health.nsw.gov.au/Blacktown-Mount-Druitt-Hospital/Our-Services

Above, from left: Blacktown Hospital’s director Emergency Medicine Associate Professor Reza Ali, deputy director of nursing Rola Tawbe, chief executive Graeme Loy, Whole of Health Program lead Leah Dawkins, director Business Analytics and Performance Luke Elias and ED nurse unit manager Camille Dooley celebrate Project RED’s win at the Premier’s Awards; volunteers at Mount Druitt Hospital’s National Palliative Care Week with palliative care volunteer coordinator Kylie Clark (second from left) and palliative care nurse educator Anne May (far right).
ED nurse unit manager Camille Dooley, Dr Marina Bahgat Wassif, clinical nurse consultant Helen Zaouk, director Emergency Medicine Associate Professor Reza Ali and director Business Analytics and Performance Luke Elias.

Aileen, Maria, Rola and Leah dress up for International Nurses Day.

ED staff Roseline, Zoe and Katelyn wearing festive scrubs.

Acute Stroke and Rehabilitation nurse unit manager Maria Maniago and acting deputy director of nursing Ces Aguilar wear pyjamas for End PJ Paralysis, a health campaign that aims to get patients out of their pyjamas and into day clothes.

Pregnant mothers Anne Marie Scerri, Arylin Yu and Becky Edosowman with NSW Premier Gladys Berejiklian in May 2019.

Blacktown Hospital’s physiotherapy team on April Falls Day.

Blacktown Hospital midwife Georgia Duff is also a competitive ice skater.

The B3Hub team celebrate the opening of their new activity-based working unit at Blacktown Hospital.
Mount Druitt Hospital volunteers: (front row from left) Eileen Mercies, Beryl Gardiner, Jean Prior, Jean Hitches and Dulcie Harrison; (back row from left) Gail Shadbolt, John Graham, Janice Graham, Mila Holzmann and Scott Graham.

The Health Information Record Service (HIRS) team at Mount Druitt Hospital celebrates 10 years with cake and balloons.

Blacktown and Mount Druitt hospitals’ security officer Jason Noonan.

Mount Druitt Hospital Children’s Ward nurse unit manager Kate Lowe.

Mount Druitt Hospital ED registered nurses Aman Dhanju and Harmanjot Kaur, clerical officer Narelle Hosking and ED registered nurse Joanna Le-Surf celebrate filling in their People Matter Surveys.

Mount Druitt Hospital’s support and palliative care enrolled nurse Belinda Saddington and registered nurse Sunila Nand celebrate the unit’s 21st anniversary.

2019 International Nurses and Midwives Day award winners from Blacktown and Mount Druitt hospitals.
OUR SPECIALTY SERVICES

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Left: Professor Stephen Yeung.
Mental Health

In an Australian first, a new program is being piloted at WSLHD to test how wearable e-health devices can improve the lives of young people with severe mental illness. The three-year unWired project is supported by a donation from The Balnaves Foundation. The funding has supported the establishment of key positions and purchasing of the wireless device technology. If proven successful, new technology developed by the project could revolutionise the care for young people with severe mental health disorders across Australia.

WSLHD obtained nearly $1.6 million in funding for five projects under the Mental Health therapeutic environment minor capital works program. The funding covers projects in acute Mental Health inpatient units across Cumberland, Blacktown and Westmead hospitals, ranging from improved sensory rooms and activity rooms to courtyard spaces. The funding also enabled a range of furniture, fixtures and equipment to be purchased for the redeveloped spaces. Early feedback indicates that the therapeutic environment has been improved for consumers, visitors and staff.

Project Air commenced in WSLHD in January 2019 with three Gold Card Clinics now open within WSLHD – at Parramatta, Blacktown and Cumberland. Gold Card Clinic treatment focuses on providing timely, accessible and evidence-based psychological intervention for people who frequently present to EDs, acute or inpatient services with symptoms such as emotional dysregulation, suicidal ideation or self-harming behaviour. The clinics assist consumers to manage their mental illness in community settings and avoid the need for an acute inpatient stay.

WSLHD has implemented an ED navigator service. The ED navigator project provides a trauma-informed approach to acute intervention in the ED for children, adolescents and youth experiencing acute mental health crises with concomitant complex needs. This innovative project aims to provide the right care at the right time in the right place. It links young people to support in the community and prevents non-urgent re-presentations to the ED while promoting suicide prevention and reduction of risk of self-harm.

Drug Health

This year, Drug Health participated in a promising trial of a new therapy for those with serious health issues related to the use of methamphetamine. The LiMA trial, which stands for Lisdexamfetamine in Methamphetamine, is a double-blind randomised control trial that is a multi-centre study over several sites in Australia. The trial is being offered at the Mount Druitt and Cumberland centres for Addiction Medicine. It is expected to continue for another 12 months and the research team is keen to recruit more subjects.

The Cumberland Centre for Addiction Medicine has been an important site for another multi-centre trial. This trial was looking at the use of a medication called Sativex for the treatment of heavy cannabis users. The results, which are very promising, were published in JAMA Internal Medicine Journal. They showed that the medication was well tolerated with few adverse events. Both groups in the parallel double-blind randomised clinical trial had improvements in health status. Patients given Sativex had a significant reduction in cannabis use overall compared to placebo.
Oral Health

The Oral Health team has achieved good results to bring down waiting times in some key areas. The waiting time for denture patients was reduced by about two months as the Oral Health Service issued an additional 103 vouchers to be taken to private dental practitioners. The Oral Health Service also scheduled an extra 24 general anaesthetic sessions between January and June 2019 to provide dental treatment to children, which resulted in a reduction in waiting time of approximately four months. These extra services were due to the Commonwealth National Partnership Agreement funding received in 2018/19.

Oral Health has also invested in a new X-ray machine, the SkyView 3D Cone Beam Computerised Tomography Unit (CBCT). One of the biggest advantages of the new unit is that it can be used with the patient lying down. This is especially beneficial for those with a disability who often experience claustrophobia and anxiety with the upright CBCT unit. It is now in the final stages of installation.

The service also implemented Titanium, a new electronic information system for Oral Health, which has been rolled out over the past 18 months across NSW by the Ministry of Health.

“At Oral Health, the waiting time for denture patients was reduced by about two months.”

Allied Health

In September 2018, Jacqueline Dominish joined WSLHD as the director Allied Health. In this role, she is a member of the executive team and provides the overarching strategic leadership and professional governance to the allied health workforce. Jacqueline has significant experience in statewide policy, workforce development, education and training specific to the 23 allied health professions employed by NSW Health.

Since commencing, she has undertaken a comprehensive horizons-scanning exercise to better understand the opportunities for the allied health workforce in WSLHD. Feedback and consultation occurred via a WSLHD-wide survey, strategic planning day and more than 50 one-on-ones with key leaders and executives. This information was vital in the development of the Allied Health Strategic Plan 2019–2022, which will set the direction for the allied health workforce in WSLHD over the next three years. This plan is in the process of being finalised for WSLHD executive approval.

In other exciting news, the Allied Health Research Inaugural Report was published. This documents achievements in allied health research with a particular focus on research funding success, enrolment of 24 allied health staff in higher-degree research programs, and peer-reviewed manuscript publications.

Above, from left: Local member for Riverstone Kevin Conolly, NSW Health Minister Brad Hazzard, nurse unit manager Camille Dooley, member for Seven Hills Mark Taylor, clinical nurse consultant Helen Zaouk, emergency medicine director Associate Professor Reza Ali, director Allied Health Jacqueline Dominish.
Aboriginal Health
Services a focus

Enhanced facilities for Aboriginal families

In 2018, WSLHD enabled the Aboriginal Health Hub to utilise a vacant building to allow the service to grow and enhance culturally safe and appropriate spaces for the local community.

An IT upgrade brought Aboriginal Health Services on par with the rest of the LHD. The additional space allocated to the Aboriginal Health Hub has also created an additional training room with new technology. Through this training room, WSLHD is delivering Respecting the Difference training in a culturally appropriate setting. An additional child and family clinic has also commenced operating from the Aboriginal Health Hub.

The Aboriginal Health Hub commenced the first Aboriginal-supported playgroup for Aboriginal and Torres Strait islander children who have disabilities or challenging behaviours. The service has assisted several families to successfully access the National Disability Insurance Scheme, housing, home modifications, dieticians, and have their social and emotional wellbeing needs met.

With the additional space and ongoing support for our Aboriginal Health Services, we have seen continued growth of the Aboriginal Maternal Infant Health Service (AMIHS). During 2018/19, the AMIHS program has provided services to more than 100 Aboriginal women who are pregnant or women who are pregnant with Aboriginal babies. The AMIHS program has seen success in the outreach midwifery service to support extremely vulnerable pregnant women who normally disengage from services. The AMIHS has supported these individuals to link with partner agencies, including Greater Western Aboriginal Health Service (GWAHS), Centrelink, Housing NSW, Aboriginal family circles, other Aboriginal health professionals, drug and alcohol support, smoking cessation and transportation for families to attend high-risk clinics.

Growth of the Budjery Manya Program

Once they have given birth, all clients are offered the option to participate in the Budjery Manya Program – (New Directions), a service focused on the Aboriginal community for families with children aged up to five years. In 2018/19, about 250 families residing in, but not exclusive to, the Mount Druitt/Blacktown areas accessed this program. The program co-ordinated weekly supported playgroups in three locations where approximately 10-18 families participate in each program. One of the playgroups is delivered in a women’s refuge and has assisted mothers with bonding and attachment.

Staff update

Aboriginal Maternal Infant Health Service midwife Jasmine Wannell was Midwife of the Year for both Integrated and Community Health and Blacktown and Mount Druitt hospitals.

WSLHD recruited an Aboriginal Health Education Officer to provide health interventions and prevention in partnership with community agencies and other services.

Three goals for Aboriginal health strategy

In May 2019, Braiden Abala was appointed as the director for Aboriginal Health Strategy. He has been charged with three main responsibilities for the coming year: growing and embedding Aboriginal and Torres Strait Islander Health Practitioners (ATSIHPs) into the health workforce; considering opportunities to improve the pipeline for Aboriginal students considering allied health professions; and establishing a talent pool for Aboriginal people seeking employment in WSLHD.

To increase the Aboriginal and Torres Strait Islander workforce, Braiden plans to collaborate with colleagues in WSLHD to improve the numbers of Aboriginal and Torres Strait Islander people working in the health system. Increasing the numbers of Aboriginal people working in health is important to improve the cultural capability of the health system, and to help close the gap in health inequalities between Aboriginal and Torres Strait Islanders and other Australian people.
Integrated and Community Health

At ICH we’ve partnered with many different departments to create positive outcomes for the patients and staff at WSLHD.

Throughout the year, six Rapid Access and Stabilisation Service (RASS) clinics established under the Western Sydney Integrated Care Program (WSICP) were evaluated. They have significantly improved the health outcomes of patients while simultaneously decreasing the burden on hospitals and increasing GP capacity to manage patients in the primary care setting. The cardiology, respiratory and diabetes RASS clinics at Blacktown and Westmead hospitals provide rapid access to specialists for patients with acute issues. A recent review, using data linkage and data matching to measure return on investment, revealed that RASS cardiology patients had a 20–40% reduction in ED presentations and an 18–30% reduction in unplanned hospital admissions over two years. RASS diabetes patients had a 30% reduction in ED presentations per annum.

In March 2019 we introduced nursing rotations between the Women’s and Newborn team at Westmead Hospital and the Child and Family Health Nursing Service, which is part of ICH. At present, two Transition to Professional Practice (TPP) graduates and two registered nurses are involved in the program. The nurses spend six months at each site. The program has exposed the nurses to different clinical areas and is giving them a greater understanding of the journey for families through both services. Planning for the 2020 program has commenced with the potential to expand it.

ICH underwent a review period between 25–27 June, 2019 by the Aged Care Quality and Safety Commission. This review is conducted every three years. ICH received a successful outcome, meeting all three standards with no recommendation. The review focused on Commonwealth Home Support Program services, which includes the Chronic and Complex Program, Multicultural Access Program and Dementia Access Program.

ICH has partnered with the Risk Management Unit to develop personal safety workshops for staff and managers. The proposed Community Based Risk Management Workshops are designed to improve the safety and wellbeing of staff who deliver services in community-based settings. The workshops will empower staff and educate managers to implement proactive prevention and dynamic risk management strategies. Workshops will roll out to all ICH clinical staff over the next 12 months.

The Centre for Population Health conducted mass vaccination clinics at both Westmead and Blacktown hospitals. These clinics had the dual purpose of trialling an important part of our WSLHD Pandemic Influenza Plan and increasing influenza vaccination rates in a year when the seasonal influenza epidemic occurred significantly earlier than in previous years.

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The priority populations stream assisted to lead the Western Sydney Refugee Health Coalition to improve access to services for refugees and asylum seekers. A key strategy was the Hello Doctor events, which were held in partnership with other health and social service providers, councils, settlement services and the Western Sydney Primary Health Network. Events have been held in Auburn, Blacktown and Mount Druitt across the year with significant numbers of consumers attending.
1 WSLHD Sexual Health nurse Tichaona Jaricha with WSLHD Youth Council members Shannen Twine and Lauren Moujalli.  
2 Supportive care clinical nurse specialist Alex Rudnitsky with patient Ping Zhu at the Hello Doctor initiative for newly arrived migrants and refugees in Blacktown.  
3 WSLHD Aboriginal Immunisation officer Joanne Cheatham at the healing walk during Reconciliation Week.  
4 Westmead Hospital’s Speech Pathology team Sarah Drake, Sophee Keegan, Grace Hardie, Katrina Moore, Joanne McAdam, Laura Foley, Lydia Natsis, Melissa Compton, Lyndal Holme, Jodi-Anne Gibson and Kirsty Niven.  
5 Clinical nurse educator Binoli Mehta, nurse unit manager Anaesthetics Alexandra Allen and senior operations assistant Sonier Talisayon at Westmead Hospital.  
6 The Multicultural Health program officers Abulla Agwa, acting team leader Mohamed Keynan, Murad Hossain and Carly Copolov.  
7 Stepping On coordinator Amanda Doring at the first WSLHD Seniors Health Expo for migrant and refugee communities.
INNOVATION
AND QUALITY

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Left: Registered nurses Hans Zabala and Jessica Dobson.
Research and Education Network

This year our department focused its support on super bugs research, clinical trials in cancer and haematology, supporting the growth of research in allied health and nursing and growing the academic contribution to pharmacy, preventive practice and clinical education.

**Laboratory**

A research team at Westmead Hospital and the Westmead Institute for Medical Research, led by Professor Jon Iredell, found that the use of bacterial viruses (bacteriophages) is an effective add-on to antibiotics, when an infection is so severe or so overwhelming that antibiotics alone wouldn’t suffice.

Harnessing viruses that attack bacteria may, one day, enable us to kill super bugs such as golden staph. With promising early results the next step is a comparative study.

**Clinical**

We are supporting more than 80 large clinical trials in cancer and haematology, and smaller ones in relation to pressure injuries and hip fractures. We are also trying to better understand the risk factors in the increasing rates of caesarean section and induction of labour.

**Allied health, pharmacy and nursing**

REN awarded 10 Kickstarter grants: four in allied health, two in pharmacy and four in nursing. REN supported several allied health research forums addressing network building and collaboration. These forums included allied health research in cancer; multidisciplinary approaches to neurodegenerative diseases; overcoming barriers to research; and forming collaborations in community and integrated care.

REN offers training in research grant writing and publication writing and, as a consequence, several health professionals applied for grants or submitted ethics applications to support the translation of research into practice.

**Funding**

Total research funding in the WSLHD in 2018/19 was $63 million – a 28% increase over 2017/18.

Other grants awarded included a $100,000 grant to support the Growing Little Language Learners program. This was a collaborative grant between...
WSLHD, preschools, local councils and the Faculty of Health Sciences academics. In addition, our nursing research fellow was awarded a National Heart Foundation Research Fellowship. REN has provided $50,000 to pilot projects this year, including programs studying:

• the role of maternal gut bacteria in gestational diabetes – looking for biomarkers in urine to detect placental dysfunction which might lead to pre-eclampsia in people with diabetes;

• health literacy education programs for new parents groups;

• whether or not abnormal heart structure, in patients with chronic kidney disease, is a marker of heart disease, and if the size and function of the left atrium determines the risk of blood clots in patients with atrial fibrillation; and

• portable technologies to detect previously undiagnosed retinal disease in eye clinic patients.

High-profile researchers recognised

WSLHD is proud to report that the Australian Academy of Health and Medical Sciences has elected, in recognition of their outstanding contributions to Australian health and medical research, three high-profile WSLHD researchers to Fellowship:

• Professor Stephen Leeder AO, director, REN, WSLHD;

• Professor Donald Nutbeam, Professor of Public Health, University of Sydney; and

• Professor Philip John O’Connell, director of Transplantation, Renal Unit, Westmead Hospital.

“Total research funding in the WSLHD was $63 million.”

Dr Waseem Hassan, a trainee in Emergency Medicine at Blacktown Hospital, won the Buchanan Prize, awarded for the highest score in an objective structured clinical examination – the first time the prize had been awarded at Blacktown Hospital.

Education

WSLHD trained more than 5500 nursing and midwifery, allied health, medical and dental students in 2018/19, more than 800 doctors in specialties, as well as students of engineering and design and information technology in conducting projects which support the changing health environment.

WSLHD introduced a new model for pharmacy placements, combining the “cascade of care” with research. This model, giving students experience in hospital pharmacy practice and innovation, will improve clinical care and increase research output.

There was a stronger academic focus in 2018/19 on pharmacy, clinical education and preventive practice, including:

• The inaugural joint Chair of Clinical Pharmacy at Westmead Hospital, Jan-Willem Alffenaar, working with pharmacists on personalised dosing strategies to reduce lengths of stay in hospital, prevent complications and optimise dosing;

• The new Professor of Clinical Education and REN director of Education, Peter Hockey, aiming to improve the quality of education and support for WSLHD clinicians;

• In preventive practice, a public health academic, Professor Ben Smith, co-funded by WSLHD and the University of Sydney, designing and testing models for avoiding non-essential hospital admission.

Workflow and staff resilience

Another educational focus for WSLHD in 2018/19 was on safety, including:

• teaching 10,000 staff clinical and life-support skills in simulated training;

• REN-supported perioperative services in major workflow changes, including changes to electronic medical records and electronic fluid management;

• developing a sustainable model for clinical supervisor training and capacity, to support reflective practice and increase professional skills; and

• training 48 nursing and midwifery staff as clinical supervisors, and 10 staff as trainers in clinical supervision.

WSLHD has supported nurses in their early professional years with a new TPP program. This aligns with contemporary evidence in fostering engagement and resilience.

A new perioperative nursing specialty program was delivered to recently graduated nurses, and to nurses who, having completed their TPP program, wanted to specialise in perioperative nursing.

WSLHD has supported culture change by equipping junior doctors with improved communication and feedback skills for coping with their extremely busy, high-pressure environment.
Digital Health and Patient Safety

In 2018/19, the following electronic medical record (eMR) modules were rolled out across WSLHD: Medication Management (eMEDs), Anaesthesia, Surgery, eFluids and Cardiology. This was the culmination of a three-year program to uplift digital eMR capability. In 2019–20, this work will continue with eMR Enhance Now. The uplift in eMR capability places WSLHD at the leading edge of eMR capability in NSW Health and is attracting significant interest both nationally and internationally.

WSLHD’s eMR Enhance team also built and implemented the First Warning system in 2018, which uses a computer algorithm to automatically scan ED patient data and immediately alert doctors when someone may be suffering from sepsis, a potentially deadly infection complication. This is a NSW Health first that significantly improves detection rates, an improvement of 20% over the traditional pathways.

We have delivered more than 2000 new computers and workstations on wheels. As well as this, there are 20,000 new network ports and 1000 new wireless access points in the district, primarily for the Blacktown Acute Services Building. This has improved network coverage to support medical devices and access to the eMR, as well as the delivery of free patient WiFi.

More than 160 workstations on wheels have been enabled to assist clinicians to access computers at the patient’s bedside. This ensures the most up-to-date information is available to treating clinicians and significantly decreases the length of time taken to order medications (through eMEDs). eMEDs is an electronic medication management system which improves quality, safety and effectiveness of medication management. It supports doctors, nurses and pharmacists as they prescribe, order, check, reconcile, dispense and record the administration of medications. It also reduces medication errors.

Another NSW Health initiative is digital operating theatres. These enable images and video to be captured directly into the eMR from theatre equipment. Previously, images would only be reported into the eMR via text, with images being retained on theatre equipment. With the addition of video and image capture a much more comprehensive and accessible medical record is stored for future reference and enables richer content for research activities and education and training where appropriate.

“Workstations on wheels have been enabled to assist clinicians to access computers at the bedside.”
Peak awards

Chief Executive Award

Supply, Storage and Administration of Medications (SSAM)

The aim of this project was to decrease the time spent locating medications during the morning medication round on a surgical ward by 25% by 31 December, 2018.

The project introduced a basket storage system in the medication room for non-impress medications as opposed to using bedside drawers for each patient. An innovative approach was taken including focus on patient quality and safety, system-based thinking and PDSA cycle. The storage system was then replicated across three more units.

Nurses saved an average of almost 60 minutes to complete the round. This improved overall morale. There is now extra space available on benchtops to prepare medications and patients are now less susceptible to medication risks as the ability to self-administer medications has been removed.

Board Chair Award

It Takes Two – A Partnership Approach Between WSLHD and Blacktown City Council

This project aimed to embed the Munch and Move (M&M) program in every Kids’ Early Learning Blacktown City childhood service by December 2018.

M&M is a NSW Health program aiming to reduce childhood obesity by 5% by 2025. A systems approach was used to foster change, including management commitment, working groups and training packages. This approach had not been used before by other council partnerships.

By December 2018, 100% of early childhood services had adopted the M&M program, an increase from 17% in July 2017. There were significant improvements to food menu compliance, staff training and policy compliance. Cooks reported children now enjoy more vegetables and food waste has reduced.

NewsLocal People’s Choice Award

Joining the I and MI in IMI: Muscle Matters!

The purpose of this project was to have 95% of long-acting antipsychotic injections administered correctly in the licensed muscle sites by nursing staff across Blacktown Mental Health Service including Community Mental Health teams within 12 months.

Injection technique is not often cited as a factor for patient relapse, however the literature demonstrates that drug concentration is altered if depot injection is administered at an unlicensed muscle site.

A baseline depot injection administration audit found only 83.6% of depot administrations were given correctly. After implementing all the strategies, a snapshot audit conducted in October 2018 demonstrated an improvement in correct administration compared to baseline.

Category winners

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<tr>
<th>Category</th>
<th>Project Name</th>
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<td>Keeping People Healthy</td>
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<td>Supporting our Teams</td>
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<td>Food for Thought: ‘Didn’t Think We Do Healthy in the West’</td>
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<td>Patient Safety First</td>
<td>Saving Lives: Priorities in Action</td>
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Right: WSLHD clinical governance stocktake workshops at WECC.
Into the future

We’re putting our Health Services Plan into action and continuing with our redevelopment projects at Westmead, Blacktown and Mount Druitt hospitals.

Health Services Plan

The WSLHD Health Services Plan: Growing Good Health in western Sydney to 2026 (HSP), launched late 2018, continues to guide the changes we are making to improve services for our growing local community. This includes care that is provided in the home, community, outpatient clinics and hospitals.

Work is progressing on the main recommendations of the HSP. This includes better linking all health services that are located across WSLHD. We have also started looking at healthcare services that we might be able to provide in the home and community, to make it easier for our patients and their carers to access care. Recent staff consultation supports our focus on continuing to improve the skills of our staff so that they can keep giving excellent and up-to-date healthcare.

One of the recommendations of the HSP is that we develop a detailed cancer services plan. In May 2019 we held a large worship which brought together clinicians, patients and carers to talk about the future of cancer services, marking the start of the project. We are very keen to hear from our staff, patients and their carers about what they think needs to change. We will provide many opportunities for anyone who would like to contribute to the plan.

“The Central Acute Services Building at Westmead will futureproof our provision of quality healthcare.”

New spaces, new services

The Blacktown and Mount Druitt Hospitals Expansion Project has enabled us to introduce new services and new ways of providing healthcare in fresh and modern spaces. The hospital celebrated the opening of the Acute Services Building this year, which included a new ED. Its expansion will continue with the refurbishment of the existing hospital building including the expansion of the imaging department (including MRI), ambulatory care and endoscopy.

The Central Acute Services Building (CASB) at Westmead, to be completed next year, will not only futureproof our provision of quality healthcare but will also house new services such as the NSW Infectious Diseases Unit.

The Westmead Redevelopment refurbishment program, currently in Stage 2, is transforming several clinical spaces. Some of the facilities under construction include a gastroenterology comprehensive care centre and an aged care comprehensive care centre.

An exciting and innovative aspect of the Ambulatory Care project involves working with the Sydney Children’s Hospitals Network to improve the care of adolescents and young adults with complex chronic conditions and/or disabilities. A dedicated area is being created, which is important for young people from The Children’s Hospital at Westmead and Westmead Hospital. Staff from both hospitals will work together in the new space.

Following construction completion of the CASB at Westmead, and once operational commissioning and “go live” has occurred, Stage 3 of refurbishment will begin. This will include the expansion of ambulatory care facilities, respiratory comprehensive care centre and upgrade to the existing theatres and recovery.
Glossary

ACRF  Australian Cancer Research Foundation
AMIHS  Aboriginal Maternal Infant Health Service
ANU  Australian National University
ATSIHPs  Aboriginal and Torres Strait Islander Health Practitioners
BMDH  Blacktown and Mount Druitt hospitals
BMDH Project  Blacktown and Mount Druitt Hospitals Expansion Project
CASB  Central Acute Services Building
CBCT  Cone Beam Computerised Tomography Unit
COPD  Chronic obstructive pulmonary disease
EDs  Emergency department/s
eFluids  Electronic fluid management feature of eMEDs
eMEDs  Electronic medications management
eMR  Electronic medical record
FTE/s  Full time equivalent/s
GWAHS  Greater Western Aboriginal Health Service
HITH  Hospital in the Home
HSP  WSLHD Health Services Plan: Growing Good Health in western Sydney to 2026
ICH  Integrated and Community Health
IMI  Intramuscular injection
M&M  Munch and Move
MDT  Multidisciplinary team
MH  Mental Health
LHD  Local Health District
MRI  Magnetic resonance imaging
NWAU  National weighted activity unit. NWAU is a measure of health service activity expressed as a common unit, against which the national efficient price (NEP) is paid. It provides a way of comparing and valuing each public hospital service (whether it is an admission, emergency department presentation or outpatient episode), by weighting it for its clinical complexity
OACCP  Osteoarthritis Chronic Care Program
PDSA cycle  Plan-Do-Study-Act (PDSA) cycle. Model for improvement and testing changes on a small scale
PPH  Potentially preventable hospitalisations
Project RED  Blacktown Hospital service redesign project
RASS  Rapid Access and Stabilisation Service
REN  Research and Education Network
RTO  Registered Training Organisation
SALSA  Students as Lifestyle Activists program
SSAM  Supply, Storage and Administration of Medications
TPP  Transition to Professional Practice
Uni SA  University of South Australia
UNSW  University of NSW
WSLHD  Western Sydney Local Health District
WSU  Western Sydney University
WSICP  Western Sydney Integrated Care Program

For more information about our services and partners, visit www.wslhd.health.nsw.gov.au
Theatre staff at Auburn Hospital prepare for a knee replacement surgery.