

# WSLHD Board Strategy Day

Thursday 17 September, 2020

The Board of Western Sydney Local Health District had its annual strategy day on Thursday 17 September, 2020. The Strategy Day is critical to setting the Board's strategic direction for the coming year. It is an opportunity to explore in greater depth strategic issues of relevance to the District.

The Board heard from the Chief Executive and various guest speakers on strategic issues and emerging trends, identifying related risks and opportunities for WSLHD. This included special guest Dr Aniss Chami, CEO Vitex Pharmaceuticals, who offered his insight into growth of private health related industry in Western Sydney throughout the day.

[Graeme Loy, Chief Executive, WSLHD](#)

## *Key Achievements and Strategic Priority Deliverables*

Graeme Loy, Chief Executive, presented on the District's key achievements of the previous financial year and the strategic priority deliverables for the coming year. These include completion of the Westmead CASB on time and finalising its operational model, strategic planning to optimise opportunities, bringing innovation and excellence to our operating environments, developing our future workforce and establishing best practice governance processes.

[Graeme Loy, Chief Executive, WSLHD](#)

## *The Horizon Group*

The Chief Executive gave the Board an overview of the District's Horizon Group and the work being carried out by each of the nine service streams. The group has proposed a range of ideas to harness the lessons learnt in managing the COVID-19 response and look to the future on how we can deliver our services in an efficient and progressive way. The Board resolved to support this work, noting the importance of culture, integration of care and services and the role of ensuring quality and safety when measuring outcomes.

[Dr Geoff Mifsud, Medical Director Hospital in the Home, WSLHD](#)

## *Integrated & Community Health: the Future*

Dr Mifsud described the challenges facing health systems with increasing service demand and the rising cost of health care. This gives rise to the need to look at integrated approaches to care and opportunities for creating a Western Sydney health system, bridging the gap between hospitals and the community. The ultimate goal is to provide people with the right care at the right time in the right place, recognising this may not be the hospital setting. The Board endorsed the strategy for integrated and community health and supports the ongoing exploration of the model, particularly as it relates to funding and workforce planning.

[Kim Curtain, Deputy Secretary Jobs, Investment and Tourism, NSW Treasury](#)

## *Westmead Health & Innovation District*

Ms Curtain spoke about the NSW Government's vision to transform the Westmead health and innovation precinct into an innovation district, noting its importance as one of the three lighthouse precincts for NSW. Ms Curtain emphasised the importance of working together across the private and public sectors to build the precinct and attract industry, particularly start-ups and research/health technology jobs growth. Ms Curtain highlighted the very positive impact that our management of COVID-19 has had on our international reputation as a preferred location for business in Asia and the Pacific. Ms Curtain's team is keen to work actively with the LHD to get the

vision right for the precinct to guide master planning and partner engagement. The Board is actively engaged in conversations with key stakeholders to support the success of the precinct and will continue to reach out and engage with partners, including Treasury, during this process. The Deputy Chair emphasised the need to open the precinct to new technologies and the potential of medicine to rapidly take these on board.

[Geoff Roberts, Chief Commissioner, Greater Sydney Commission](#)

*[Precincts for a post-COVID-19 Greater Sydney](#)*

Mr Roberts shared the state's economic blueprint driven by the innovation precincts. Mr Roberts noted the benefits of locating industry and research together to drive collaboration, innovation and commercialisation. The Westmead Innovation Precinct will have a global presence. Mr Roberts spoke of the priority to confirm a governance structure for the precinct and to develop the precinct in expectation of the global impact of our technology, research and the opening of the western Sydney Aerotropolis. The Board indicated its support for the Greater Sydney Commission in bringing together a complex array of stakeholders, noting the significant benefits of a united precinct. Mr Roberts emphasised the importance of developing a specialised identity for the precinct and identifying best practice precincts around the world as a guide to help forge that identity.

[Prof Roger Reddel, Chair, Westmead Research Hub Executive](#)

*[Why Westmead should be a leader in the genomic revolution](#)*

Prof Reddel described the two main drivers of national wealth and innovation as being the application of artificial intelligence and biotechnology, noting the science of genomics is at the intersection of these. Commercial investors are looking for platform technologies and for technologies with broad application. Investment in gene therapy in recent years has been sizeable, given its capacity to treat a number of rare illnesses with great precision. The Board noted the opportunity that development of an advanced manufacturing facility will have in attracting top tier talent which in turn will translate to better research outcomes.

[Dr Murray Wright, Chief Psychiatrist, NSW Health](#)

*[Mental Health Services into the Future](#)*

Dr Wright presented on the government's focus on improving mental health services. Key reform goals include early intervention, service devolution, better use of data and technology, suicide prevention and improved physical health care. Challenges facing the sector include increasing population and service demand, under-resourcing of community based services and the impact of the pandemic. Dr Wright emphasised the importance of working cohesively across federal, state and community services and noted that many of the challenges are common at all levels. There was robust discussion on how the Board and the District can support the management and staff of our Mental Health Service so they can continue to provide safe and effective care in a time of change.

[Next steps for the Board](#)

The Board expressed its support for where the District is heading, as articulated by the Chief Executive and Dr Mifsud in their presentations. The Board has asked that the District as a priority review the model for Hospital in the Home. The Board will ensure there is a strong, continuing relationship with Ms Curtain and her team, particularly around partnership opportunities for research innovation and jobs creation. In line with Mr Robert's presentation, there will be thought put into the identity for the precinct and what it will be known for globally. The Board reaffirmed the importance of a support network around the Mental Health executive team and staff as they navigate the changes and challenges ahead.