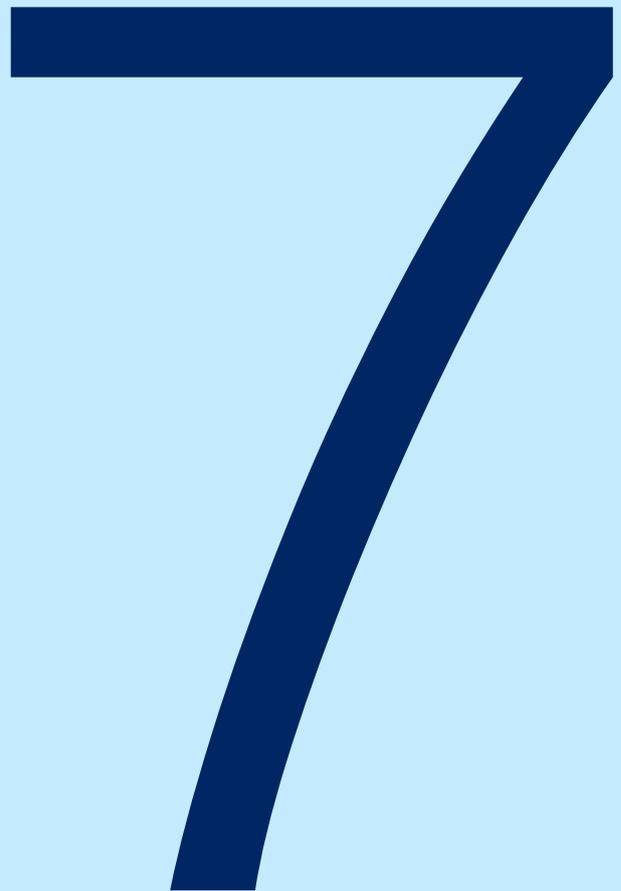

NSW Health Organisations



NSW Ministry of Health

1 Reserve Road, St Leonards NSW 2065
 Telephone: (02) 9391 9000
 Email: feedback@health.nsw.gov.au
 website: www.health.nsw.gov.au
 Business hours: 9am–5pm, Monday to Friday

Secretary Susan Pearce AM

(Biography on page 7)



Key Achievements

- Delivered world-class care, 365 days a year, 24 hours a day, across NSW, with a patient experience that is rated highly across a range of diverse measures that underscore the overwhelming confidence and trust in the health system.
- Ongoing implementation of Future Health, the NSW Health strategic roadmap that will guide NSW Health's approach to care. There has been a keen focus on action planning and measurement and governance frameworks to support our approach.
- Established the NSW Health System Advisory Council to inform frontline healthcare delivery and ensure the views and insights of healthcare professionals working across our system inform key state-wide priorities.
- Launched the 'Time for Care' initiative to reduce and streamline non-clinical and administrative work for frontline staff to free up more time for patient care.
- Release of the *Integrated Trauma Informed Care Framework: My story, my health, my future* which brings together elements of trauma-informed care and integrated care to support clients and their families and carers accessing NSW Health services.
- Delivered the Regional Health Strategic Plan 2022-2032 – a blueprint for the next decade of regional healthcare.
- The outstanding support and resilience of our people across the state during natural disasters, including severe weather events and major flooding.
- Significant ongoing investment in our current and future workforce, with a keen focus on education, training and development. NSW Health's activities include: cadetships; traineeships; increasing clinical placement capacity; providing undergraduate and post-graduate scholarship opportunities; offering rural-specific opportunities; funding placement grants; leadership development; mentoring; research grants; online training; and professional development.
- Collaborated with key stakeholders on multiple programs designed to Close the Gap and improve Aboriginal health outcomes with culturally appropriate care. Initiatives span: expanding our Aboriginal workforce; funding new multidisciplinary hub services including in regional and rural areas; the design of new alcohol and drug services, and delivering diversion programs in partnership with the Department of Communities and Justice.
- Established a Climate Risk and Net Zero Unit to underpin our goal of a climate-resilient and sustainable health system. The NSW Health Sustainable Futures Innovation Fund was also launched, with 17 staff-led projects now underway to improve patient care and reduce our environmental footprint.
- Protected the community and responded to ongoing public health issues, including Mpox, vaping and drug alerts, in addition to the ongoing management of COVID-19. NSW Health also took time to review its operational pandemic response in order to inform responses to future public health emergencies.
- eHealth NSW completed the state-wide roll-out of the electronic Medical Record (eMR) connect program, to support a digitally enabled health system.
- Progressed our Virtual Care Strategy and expanded virtual care to deliver a range of benefits from providing people more convenient access regardless of their location, including from their own homes; to opening up exciting new models of care including greater metropolitan and regional collaboration between clinicians and allied health professionals.
- Provided high-quality, evidence-based cancer information. The Cancer Institute NSW expanded eviQ; an online resource providing evidence-based, peer-reviewed cancer treatment protocols and information and uptake increased 36%.
- Expansion of the Regional Health Division Single Employer Model which allows local health districts to employ rural generalist trainees to work in local hospitals and general practices while completing their training. The innovative model helps attract doctors to work in regional, rural and remote hospitals to improve access to primary care and essential medical services in regional communities.
- Traditional paper-based parental vaccination consent moved online in January 2023 and within six months 85% of consent for school vaccinations was provided online.
- The NSW Sexually Transmissible Infections (STI) Strategy 2022-2026 was released in September 2022, with a new focus on equity and access to testing and treatment to safeguard the sexual health and wellbeing of everyone living in NSW.

- *Connecting, listening and responding: A Blueprint for Action – Maternity Care in NSW* was published in March 2023 and aims to ensure all women in NSW receive respectful, evidence-based and equitable maternity care that improves experiences and health and wellbeing outcomes.
- Health Infrastructure continued to progress the \$669.8 million Statewide Mental Health Infrastructure Program to support delivery of mental healthcare reform across NSW.
- The *Healthy Eating and Active Living Strategy 2022-2032* launched in September 2022 and outlines our approach to addressing overweight and obesity by enabling healthy eating and active living across the community.
- The whole of health planning to support the safe and successful delivery of internationally renowned events such as Sydney World Pride and VIVID.

Statutory health corporations

Agency for Clinical Innovation

1 Reserve Road, St Leonards NSW 2065
 Telephone: (02) 9464 4666
 Email: aci-info@health.nsw.gov.au
 Website: www.aci.health.nsw.gov.au
 Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Dr Jean-Frédéric Levesque

(Biography on page 11)



Year in review

This year, the Agency for Clinical Innovation continued to deliver outstanding, diverse, award-winning projects that enhanced the provision of clinical care across NSW.

The NSW Teletroke Service won two NSW Health Awards, and our Finding Your Way team were finalists for their shared decision-making model. The Patient Reported Measures team were also finalists in the prestigious Premier's Awards.

We published our new strategy which signals a change in how we work together and partner with clinicians, consumers, system leaders and innovators. We are focused on pushing the boundaries of innovation and projects that drive transformational change.

This year our governance structure changed from being board-governed to being a chief executive-governed organisation. I would like to thank the former Agency for Clinical Innovation Board who provided more than a decade of strong leadership and guidance to our organisation.

I am very proud of the overwhelmingly positive culture that our staff continue to foster, and I thank them for their dedication to the agency.

Key achievements

- Supported the adoption of *My rehab, my journey – Gadjigadji* in 35 sites across NSW, guiding clinicians and health staff to create a culturally safe environment for Aboriginal people in long stay hospital wards. Gadjigadji was co-designed with Aboriginal workforce and community, and improves experiences of care using clinical yarning, videos, artwork, stories and tools.
- Supported the implementation of Immune Effector Cell treatments, which modulate particular cells of the immune system to target infections or cancer. The standard frontline therapies for B cell haematological cancers are generally successful, resulting in a five-year relative survival rate of up to 90%, particularly in Australians up to 39 years of age.
- Launched a new Evidence Digest to share emerging, significant innovations that have the potential to change clinical practice and delivery. Editions of the digest covered artificial intelligence in health, alternative models of care, and digital tools and technology.
- Completed eight rounds of the Stroke Rural and Regional Mentorship Program, which supported the skill development of rural-based stroke clinicians. The program provided clinicians with rotations through high-volume metropolitan stroke centres and peer support from senior stroke clinicians.
- Implemented *Be Pain Smart*, an innovative model of care, online resource and training program aimed at reducing the impact of chronic pain for people living with a spinal cord and/or brain injury. Results from a sample of adult patients showed 75% reported clinically significant improvement in pain scores.
- Published 12 evidence-based guides, tools and resources to support clinicians and health services to improve elective surgery in NSW. The resources cover value-based surgery, enhanced recovery after surgery, rehabilitation, and same-day joint replacement surgery.

- Published a digital guide on *effective communication in neonatal services* to provide advice, tools and resources that enhance in-person and virtual communication with families and carers of babies in a neonatal intensive care unit or special care nursery.
- Launched the new look Innovation Exchange, an online platform to share and promote innovative projects taking place across NSW Health. The platform showcases local projects submitted by clinicians that can be adapted to suit healthcare challenges in other areas without the need to duplicate work.
- Published an interactive guide to support local health districts and community partners to deliver healthcare to refugee communities in regional NSW. The guide documents how districts have established trauma-informed and culturally safe services for people from refugee backgrounds and their learnings along the way.
- Continued to scale patient reported measures across health services, giving patients the opportunity to provide direct, timely feedback about their experiences. More than 77,000 surveys were completed by consumers and carers across 25 different patient cohorts.

Bureau of Health Information

1 Reserve Road, St Leonards NSW 2065

Telephone: 9464 4444

Email: BHI-enq@health.nsw.gov.au

Website: www.bhi.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Dr Diane Watson

Dr Diane Watson has led the establishment of three reporting agencies in Australia that use big data to drive decisions on healthcare provision nationally and locally. For more than 30 years, Diane has held senior management positions measuring, monitoring and reporting on the performance of healthcare systems to drive improvements in health, patient care and productivity. Diane was the inaugural Chief Executive Officer of the Victorian Agency for Health Information and the inaugural Chief Executive of the National Health Performance Authority.



Year in review

In 2022-23, the Bureau of Health Information further enhanced the value of its healthcare performance reporting to ensure it continues to inform improvements and strengthen accountability across the NSW Health System.

This was achieved by pursuing innovations and efficiencies that allowed quicker delivery of high-value insights into health services in areas that matter most to patients.

A major focus of this work was the NSW Patient Survey Program, with significant improvements to processing times that will allow the bureau to provide results sooner to healthcare professionals, system managers and policymakers.

The Bureau continued to ensure its reporting is aligned with health system priorities. This was achieved through the introduction of targeted questionnaire modules in areas such as ambulance services, elective surgery, virtual care and Aboriginal patient experiences, and new short-form reports to deliver high-value insights based on advanced analysis of the results.

The Bureau also responded again to the need for information related to the COVID-19 pandemic through major report series *Healthcare in Focus* and *Healthcare Quarterly*.

To ensure the full benefits of those initiatives are realised, in 2022-23 the Bureau embedded its ongoing program of information sessions with hundreds of key representatives across NSW Health, with attendees shown how to access and use the data to drive improvements to health services.

Key achievements

- Informed healthcare improvements by surveying more than 70,000 patients about their experiences with NSW public hospital and ambulance services, using advanced analytic methods to deliver high-value insights into health system performance.
- Delivered unique and high-value reporting on experiences that matter to Aboriginal people, based on feedback from thousands of Aboriginal adults admitted to hospital, through a bespoke survey module developed in partnership with the Centre for Aboriginal Health.
- Increased public access to important healthcare performance information through ongoing digital improvements with a 9% increase in web visits, and a 63% increase in media mentions.
- Improved timeliness of reporting on NSW Patient Survey Program results through innovations in sampling, data collection and delivery. The timelines for the Adult Admitted Patient Survey 2022 and Virtual Care Survey 2022 were reduced by nine and 15 weeks respectively.
- Increased awareness and use of Bureau of Health Information data to improve health services by presenting an ongoing program of information sessions to more than 800 senior executives, health system managers and clinicians.
- Delivered further insights into the performance of the health system during the pandemic by publishing *Healthcare in Focus* and four issues of *Healthcare Quarterly*, featuring detailed information about the activity and performance of NSW public hospital and ambulance services.

- Informed improvement by providing system managers and clinicians with updated information on mortality rates and risk-standardised 30-day mortality ratios for seven clinical conditions, and reported new analysis into excess mortality in *Healthcare in Focus*.
- Strengthened the NSW Patient Survey Program by introducing agile questionnaire modules on high-priority areas, including ambulance services, elective surgery and virtual care. This enabled publication of the first short-form *Insights Series* report on patients' experiences with ambulance services to deliver high-value insights.
- Continued to maximise the value and use of Bureau of Health Information data through data linkage and sharing, including bringing together concurrent admission episode information with survey results, and developing our secure data analytics environment, making data available to experts with the skills to produce high-value insights.
- Provided excellent governance and management to secure a sixth consecutive external audit with no management letter from the Audit Office NSW, and continued to perform strongly on the Employee Engagement and Culture Index scores.

Cancer Institute NSW

1 Reserve Road, St Leonards NSW 2065
 Telephone: (02) 8374 5600
 Email: information@cancer.nsw.gov.au
 Website: cancer.nsw.gov.au
 Business hours: 9am–5pm, Monday to Friday

Chief Executive Professor Tracey O'Brien

Professor Tracey O'Brien was appointed to the position of NSW Chief Cancer Officer and Chief Executive Officer of the Cancer Institute NSW in July 2022.



With a career of more than 25 years, Tracey has emerged as a globally recognised oncologist and researcher, actively engaged in the forefront of cancer care. Her consistent achievements in fostering collaboration and driving sector innovation have earned her immense respect.

Before her current role, Tracey was Director of the Kids Cancer Centre, Sydney Children's Hospital and Director of the Transplant and Cellular Therapy Program. Tracey has held numerous high-profile national and international leadership positions, including Advisory Chair, Cancer Australia; Vice Chair (Africa, Asia and Australasia) International Centre for Bone Marrow Transplant Research and Vice President of the Australian and New Zealand Children's Oncology Group.

In recognition of her exceptional contributions, Tracey was profiled in 2023 as one of the foremost women in paediatric cancer in the world by the International Society of Paediatric Oncology.

In 2019, she was named in the Australian Financial Review's prestigious Top 10 Women of Influence, winning the Innovation category.

In addition to her medical expertise, Tracey has a Master of Law (Health) and executive MBA, and serves as a Conjoint Professor in Clinical Medicine (University of New South Wales) and Honorary Professor in Science and Engineering (Macquarie University).

Tracey's research prowess is evident through her extensive body of work, including more than 130 scientific papers and six textbook chapters, with her research cited more than 4,500 times. Tracey remains committed to mentoring the next generation of clinician leaders and maintains an active clinical practice in cancer survivorship at Sydney Children's Hospital.

Year in review

Despite improving survival rates, cancer is a significant public health issue and cause of premature death for thousands of people in NSW.

The Cancer Institute NSW provides the strategic direction for cancer control across the state, driven by the goals of the *NSW Cancer Plan 2022-2027*:

- reduce inequity in cancer outcomes
- reduce the incidence of cancer
- increase cancer survival
- enhance quality of life and experience for people at risk of and affected by cancer.

The Institute collaborates with the health system, non-government organisations, community and researchers to develop and implement person-centred cancer control initiatives aligned with the NSW Cancer Plan. A focus is equitable outcomes for groups disproportionately affected by cancer, including Aboriginal and multicultural communities.

One in three cancers can be prevented through lifestyle changes. The Institute promotes healthy living and symptom awareness through public channels, including campaigns to promote cancer screening, and smoking and vaping cessation.

The Cancer Institute NSW works to improve value-based cancer care through data analysis, benchmarking and provision of support and information to health professionals and people affected by cancer.

Through investment in world-class research that fosters innovation and builds workforce capability, the Institute is reducing the burden of cancer for people in NSW.

Key achievements

- Improved person-centred cancer care by expanding the statewide model for collecting electronic patient feedback on health-related experiences and outcomes, which is now embedded in 70% of NSW local health districts.
- Increased cancer literacy and patient experience for multicultural communities through co-designed print, web and audio-visual resources on cancer prevention, screening, care and clinical trials in 38 community languages.
- Supported best practice cancer care by maintaining more than 1,100 evidence-based cancer treatment protocols, releasing an updated anti-cancer drug administration course, and producing the first international clinical guidelines on drug dosing in kidney dysfunction.
- Worked towards achieving equitable cancer outcomes and improving culturally safe and responsive care for Aboriginal people by embedding Aboriginal care coordinators in cancer services and partnering with the Aboriginal Health & Medical Research Council to deliver the NSW Aboriginal Cancer Primary Care Pathway.
- Reduced the impact of cancer on people with diverse genders and sexualities by partnering with ACON to deliver tailored anti-tobacco and cervical screening campaigns, plus eLearning for health professionals, to improve inclusive and safe care.
- Promoted early detection of breast, bowel and cervical cancers through the delivery of comprehensive screening programs with focused approaches for Aboriginal and multicultural communities.
- Delivered public health campaigns to reduce smoking rates, address vaping in young people, increase skin cancer protection behaviours and promote participation in cancer screening. Through driving positive behaviour change and keeping people well, these campaigns deliver a return of up to \$13.50 for every dollar invested.
- Achieved the highest screening year in the history of BreastScreen NSW, with nearly 372,000 people having a breast screen.
- Addressed smoking and vaping by supporting health professionals to offer brief cessation advice during antenatal, primary care and cancer treatment consultations, providing quit support services, and through public education campaigns.
- Invested \$24 million in cancer research and clinical trials to drive improvements in cancer care and survival.

Clinical Excellence Commission

1 Reserve Road, St Leonards NSW 2065

Locked Bag 2030

Telephone: (02) 9269 5500

Email: cec-spc@health.nsw.gov.au

Website: www.cec.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Adjunct Professor Michael C. Nicholl



Professor Michael Nicholl joined the Clinical Excellence Commission as Chief Executive in August 2022 after a distinguished 40-year clinical career spanning specialist obstetric and gynaecologist roles. He was also the Senior Clinical Advisor Obstetrics to NSW Health for 15 years. Michael is a leader of excellence in safety and quality in healthcare with a firm focus on NSW public health services.

His practical experience across operational and strategic issues, together with clinical academic expertise and insight into the broader quality and safety agenda in healthcare, place him in a select group of experts in healthcare risk and measurement.

He was the first obstetrician in Australia to become a fellow of the Australasian Association for Quality in Health Care, and has worked with the Australian Institute for Health and Welfare and the Australian Commission on Safety and Quality in Health Care on key patient safety issues.

In 2017 Michael won the NSW Government insurer (iCare – Treasury Managed Fund) NSW Public Sector Risk Leadership Award.

Year in review

The Clinical Excellence Commission has regained energy and reinvigorated foundational work in patient safety across the NSW Health System this year. It was rewarding to see staff, the organisation, and our significant programs make positive impacts on ensuring patient safety and clinical quality in NSW public hospitals.

Our ongoing collaborations with local health districts and specialty health networks have a focus of creating safer care and improved experiences for patients and their carers within all healthcare settings.

Organisationally, this has allowed us to strengthen and restate our commitment to leading and embedding safety and quality across the NSW Health System with important foundational work, including patient safety of older persons, maternity and neonatal safety, and ongoing rigour in the space of infection prevention and control.

This year has also been a crucial time to redouble efforts in culture and capability and we remain mindful of the clear links between staff wellbeing and patient safety.

It was also a year of forging ahead with exciting new healthcare improvements, including the NSW Medicines Formulary and collaborations with eHealth on the single digital patient record. It is a motivating time to be working in healthcare quality and safety, and witness the drive health workers have to realise gains in this space.

Key achievements

- Redesigned the infection prevention and control response and escalation framework for managing infections across healthcare facilities. This responded to the changing landscape, outlining new alert levels to determine measures for preventing and managing acute respiratory infections.
- Risk-assessed 828 patient and clinical safety issues notified by the Therapeutic Goods Administration and other agencies. These notifications covered diverse healthcare issues, including medical devices (627), medicines (123) and biological agents (78). The Clinical Excellence Commission noted an increase in serious notifications with 17 systemwide critical responses issued and 47 safety alert broadcasts shared.
- Established the Medical Device Governance Program to coordinate the implementation of the Therapeutic Goods Administration Medical Device Reforms with other NSW Health agencies and identified stakeholders to improve patient safety for medical devices.
- Developed comprehensive training and eLearning modules for staff involved in serious adverse event reviews to support new NSW Health investigating and reporting requirements. Nearly 500 staff engaged in fundamentals, methodologies, and team leader workshops.
- For the Safety Culture Framework, we led a symposium on Restorative Just Learning Culture and workshops on Introductory Restorative Skills with 130 participants from 15 local health districts and special health networks. We also published a *Guide to Co-developing Restorative Just Learning Culture*.
- Facilitated two statewide Maternity Leaders Forums and four NSW Paediatric Leaders Safety and Quality Forums, collectively engaging more than 160 senior medical, midwifery and nursing clinicians to foster stronger safety systems and leadership within each maternity service and paediatric unit.
- Supported local health districts and special health networks with transitioning to the new NSW Medicines Formulary for medicines initiated in hospitals. The formulary governs the procurement and use of pharmaceuticals to support optimum clinical governance, better value healthcare and improved patient outcomes.

- Created and implemented a suite of resources to support reflective practice and staff wellbeing. Reflecting on one's work is integral to the safety and quality of healthcare. Reflective practice transforms the human experience of caring.
- Developed the Safety and Quality Essentials Pathway evaluation plan and conducted the first Partnership Survey with 19 NSW Health entities. The plan guides measurement of the impact and value of the pathway in strengthening safety system capability.
- Established the first near real-time maternity intelligence system in the nation. Weekly updated data from all public birthing facilities are aggregated and available through the QIDS MatIQ platform to provide insights into the safety and quality of maternity care.

Health Education and Training Institute

1 Reserve Road, St Leonards NSW 2065

Locked Bag 2030

Telephone: 9844 6577

Email: heti-info@health.nsw.gov.au

Website: www.heti.nsw.gov.au and www.heti.edu.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Adjunct Professor Annette Solman



Annette Solman commenced as Chief Executive of the Health Education and Training Institute in June 2015. Annette is focused on strengthening relationships with health and academic partners to lead the development of innovative, contemporary evidence-based education and training for improved health outcomes that support the diverse NSW Health workforce needs.

Annette holds a Master of Nursing (Research), Bachelor of Health Science, Diploma in Health Science (Nursing) and is an Adjunct Professor at the University of Sydney and the University of Technology Sydney, and an Honorary Professorial Fellow at the University of Wollongong.

Year in review

Health Education and Training Institute (HETI) has continued to adapt the content and delivery of our education and training to serve the needs of the NSW Health workforce post pandemic.

Our world-class education and training resources available on the statewide learning management system My Health Learning continues to grow, while older resources are reviewed to be refreshed or retired.

Our mandate to provide leadership and management training for NSW Health included delivering the People Management Skills Program to more than 1,250 participants across NSW Health with a completion rate of more than 90%. This year, we reviewed, redesigned and piloted the Medical Leadership and Management program for Clinical Heads of Department, focusing on skills and knowledge directly applicable to the NSW Health context. A new stage three leadership course was designed and developed, and being delivered to our psychiatry workforce as part of the postgraduate course in psychiatry offered by HETI Higher Education.

To support the Premier's priorities, we developed the units of *Core Suicide Prevention* and *Engagement with people who may be suicidal* as training resources for NSW Health staff. We also prepared the Workplace Learning Proposal for implementation as part of the Zero Suicides in Care approach with the Mental Health Branch and Agency for Clinical Innovation.

Key achievements

- Developed a new pathway and e-learning modules for Between the Flags - Deteriorating Patient training in collaboration with the Clinical Excellence Commission.
- Developed the NSW Health Virtual Care Education Framework 2022-2026 in collaboration with the NSW Ministry of Health Virtual Care Taskforce.
- Developed a new website to support the expansion of the Rural Generalist Medical Training Program and for junior doctors to find rural opportunities for training.
- Developed and piloted the NSW Health General Manager Training Program.
- Delivered Financial Management Essentials training to staff from 31 NSW Health organisations.
- Facilitated clinical placements for 31,428 students with 59,034,493 student placement hours across NSW Health.
- Administered \$8.4 million in 28 scholarships and grants to 1,842 student recipients and a further \$0.7 million for Rural and Regional Scholarships to 232 student recipients on behalf of the NSW Ministry of Health to support upskilling NSW Health staff and clinical workforce recruitment.
- Allocated 1,090 medical students to NSW intern positions for clinical year 2023.
- Modularised the curriculum for post graduate qualifications in Applied Mental Health Studies to 50-hour units of study that qualify as microcredentials.
- Commenced preparations for the implementation of the new National Framework for Prevocational Medical Training in NSW.

Specialty health networks

Justice Health and Forensic Mental Health Network

1300 Anzac Parade, Malabar NSW 2036
 Telephone: (02) 9700 3000
 Email: JHFMHN-Admin@health.nsw.gov.au
 Website: www.justicehealth.nsw.gov.au
 Business hours: 8am–5pm, Monday to Friday

Chief Executive Wendy Hoey



Wendy Hoey is an experienced health leader and registered nurse, has a Graduate Certificate in Health Management and is currently studying a Master of Business Administration and Public Health at Torrens University.

Wendy has more than 20 years' experience in senior health management roles within the public sector. Prior appointments include Executive Director for Central Queensland Hospital and Health Service and Nursing Director for the Central Queensland Mental Health Service.

Wendy joined Justice Health and Forensic Mental Health Network as Executive Director of Clinical Operations in 2019, before being appointed Chief Executive in 2022.

Year in review

Justice Health and Forensic Mental Health Network (Justice Health NSW) provides safe, equitable and compassionate care to some of the most vulnerable patients across secure inpatient, custodial, court and community settings.

Our patient journey is of the utmost importance. With our 10-year strategic plan *Together for Healthier Tomorrows* in place, we are transforming our services to deliver a model of care that supports patients from initial reception and during their custodial sentence, all the way to release and reintegration into the community.

Throughout the year, Justice Health NSW has built on the solid foundations already in place to support increased collaboration, expansion of community partnerships to enhance care pathways, deliver new and innovative diversion and early intervention programs, and improve Aboriginal health outcomes in ongoing efforts to Close the Gap.

Our shared ambition is to impact the lives of our patients for the better. Our staff continue to illustrate unwavering dedication, champion change, and lead innovative research to tackle health inequalities in our patient population.

Key achievements

- Provided 3.98 million treatment events in NSW correctional settings in the 2022-23 financial year.
- Administered 6,673 COVID-19 vaccinations since July 2022 and 3,861 influenza vaccinations as part of the vaccination program, ensuring our patients have access to vaccination in line with community standards.
- Completed an organisational realignment with the establishment of a new executive leadership team. This includes the appointment of an inaugural Director Aboriginal Health to elevate the visibility of Aboriginal health and strengthen our Aboriginal workforce.
- Received funding to expand the Statewide Community and Court Liaison Service, which successfully diverts up to 2,300 people each year away from custody and into community-based mental health programs. In the next three years, the service will expand from 21 locations into a further 37 (36 Local Courts and the Surry Hills Police Cells) across NSW.
- Launched the Patient Health Information Portal on digital tablets in adult correctional centres following extensive collaboration with Corrective Services NSW. The portal contains vital health information, empowering patients to learn more about their health.
- Commenced expansion of drug and alcohol treatment pathways to people in custody and on remand – a direct outcome of the Special Commission of Inquiry into the Drug ‘Ice’. Two new pathway programs have been implemented statewide, including the Alcohol Treatment Pathway and Stimulant Treatment Pathway, to improve individual health outcomes.
- Delivered large-scale Hepatitis C testing through dried blood spot and point of care testing programs after receiving a \$581,000 funding. As a result, Hepatitis C rates in NSW prisons have decreased from 13-15% in 2017 to 6-8% in 2023.
- Embedded health clinicians in the newly established Dubbo Drug Court which offers a health intervention pathway for offender reform. This critical achievement increases participant access for those in regional and rural communities and aims to reduce drug dependence and break the cycle of offending.
- Delivered the patient self-referral phone line pilot increasing access and opportunity for patients to discuss health concerns directly with nursing staff instead of via a paper-based form.

- Pioneered the first epidemiological People in NSW Public Prisons study to leverage real-world, routinely collected data to investigate the health and service utilisation of adults in NSW public prisons. The study builds our capacity to utilise real-world, large-scale data to identify important trends in health and service utilisation needs of people in custody.

The Sydney Children’s Hospitals Network

Hawkesbury Road, Westmead NSW 2145

Telephone: (02) 9845 0000

Website: www.schn.health.nsw.gov.au

Business hours: 8am–5pm, Monday to Friday

Chief Executive Adjunct Associate Professor Cathryn Cox PSM



Cathryn Cox has extensive experience as a Senior Executive within NSW Health in relation to a wide range of health policy, planning, infrastructure, service development and strategic reform strategies and programs. Cathryn has been the Chief Executive of The Sydney Children’s Hospitals Network since August 2020. Her early role as a physiotherapist at Royal Prince Alfred Hospital paved the way for a long-term career in health and she remains committed to a health system that is focused on delivering outcomes that matter to patients and their families, and which delivers the experiences that our patients, families and our staff deserve.

Cathryn is passionate about the role of The Sydney Children’s Hospitals Network in providing world-class patient-centred care for children and young people and their families, as well as ground-breaking health research and its translation into clinical practice. Cathryn received a Public Service Medal in the 2018 Australia Day Honours awards. She is a member of a number of boards and an Adjunct Associate Professor at the University of Sydney

Year in review

The Sydney Children’s Hospitals Network, incorporating Sydney Children’s Hospital, Randwick, The Children’s Hospital at Westmead, the Newborn and Paediatric Emergency Transport Service, Bear Cottage and the Children’s Court Clinic, is the largest provider of paediatric health services in Australia.

In 2022-23, The Sydney Children’s Hospitals Network cared for 159,354 children with 58,984 hospital admissions to The Children’s Hospital at Westmead and Sydney Children’s Hospital, Randwick (excluding virtualKIDS); 105,734 emergency department presentations; and 1,109,085 occasions of service for

non-admitted patients. Bear Cottage, the only children's hospice in NSW, had 260 admissions and the Newborn and Paediatric Emergency Transport Service conducted 3,834 retrievals.

Following a successful trial at the Network, the virtualKIDS service was permanently established, providing care closer to home and helping keep children out of emergency departments. Almost 10,000 patients were cared for by the service.

We introduced our organisational improvement plan in response to feedback from staff, outlining our commitment to a positive and productive work environment. Following extensive consultation, we also launched the Network's *Strategic Plan 2023-27* – our roadmap for realising our aspirations as a world-leading health service for children, young people and their families. We also welcomed a record number of Junior Medical Officers to the Network.

Major capital works continued at Randwick and Westmead. After completing the detailed design phase involving extensive consultation, contractors have been procured for the principal works at both sites and construction is well underway on both sites.

Key achievements

- Pioneered ground-breaking clinical trials and research, including Australian-first trial for Diffuse Intrinsic Pontine Glioma, a world-first trial for ependymoma, an Australian-first study into Acute Lymphoblastic Leukaemia and led research into Spinal Muscular Atrophy.
- Our leading experts recognised for significant contributions to paediatric healthcare: Dr Sudarshini Ramanathan won the Premier's prize for Science and Engineering; Professor Ian Alexander awarded the 2022 Peter Wills medal; Dr Matthew Crawford AM recognised in the King's Birthday Honours; Professor David Isaacs awarded the Howard Williams Medal; Dr Frank Martin awarded the Marshall M Parks Silver Award.
- We progressed our commitment to achieving net zero by 2035 by developing a Net Zero Pathway project to measure our carbon footprint, identify carbon hotspots and establish a framework of actions. We also introduced the Decarbonising Cancer Care Program, which was a finalist at the 2022 NSW Premier's Awards.
- Recognised as leaders in our field: our emergency departments rated among the best in NSW in Bureau of Health Information Emergency Department Patient Survey.
- Launched Huddle for Change pilot project, aiming to better link young people with community-based services following discharge, ensuring they receive appropriate care once they leave the emergency department. The project aims to improve outcomes for young people

facing mental health and psychosocial challenges.

- Our fundraising partner, the Sydney Children's Hospitals Foundation, raised record-breaking funds at the 2023 Gold Dinner for the Kookaburra Centre, a ground-breaking Kids Complex Care Centre for children and young people.
- First paediatric heart transplant service in NSW announced, reducing the need for families to travel interstate for life-saving surgery.
- Unveiled prototype spaces for the hospital redevelopments at Randwick and Westmead which show the size, layout and functionality of clinical spaces and bedrooms and were developed in consultation with staff, our children and families, donors and consumer groups.
- Introduced leadership development opportunities through the development pathway for our Nursing Unit Managers, the Leading with Impact program with South Eastern Sydney Local Health District and Australian Graduate School of Management, and the Reflective Clinical Supervision program, aimed at developing understanding of complex human and ethical issues in the workplace.
- Instigated Parent and Carer Wellbeing Snapshots at Randwick and Westmead, collecting feedback on their experiences in the hospitals, which has led to improved refurbishment in parent and carer bathroom facilities and environmental audits of clinical spaces at Randwick.

St Vincent's Health Network

390 Victoria Street, Darlinghurst NSW 2010

Telephone: (02) 8382 1111

Email: svhn.ceo@svha.org.au

Website: svhs.org.au

Business hours: 9am–5pm, Monday to Friday

Chief Executive A/Professor Anthony M. Schembri AM

Anthony M. Schembri AM joined St Vincent's Health Network Sydney as Chief Executive Officer in 2014. He is a Board Director of the Central and Eastern Sydney Primary Health Network, the Garvan Institute for Medical Research, the Victor Chang Cardiac Research Institute, the St Vincent's Curran Foundation, the National Centre for Clinical Research of Emerging Drugs of Concern, Co-Chair of the Nursing Research Institute of the Australian Catholic University/St Vincent's and Councillor for Sydney Partnership for Health Education Research Enterprise. Anthony holds academic appointments with the University of New South Wales, University of Notre Dame Australia and the Australian Catholic University.



Year in review

The past year has been one of COVID-19 recovery for St Vincent's Health Network Sydney.

Having wound down all of our COVID-19 testing sites and vaccination clinics, St Vincent's achieved elective surgery access targets and delivered above 2018-19 activity levels by utilising contracted care models, increasing theatre capacity, developing 23-hour clinical pathways and utilising short stay models.

St Vincent's led preparations and readiness for World Pride Sydney, with an estimated 78,000 tourists coming to Sydney, predominantly concentrated in Sydney's inner city areas in close proximity to our health service. In response, we established the Pride Health Hub, providing free Mpox vaccinations, sexual health and HIV checks.

We were also formally recognised by NSW Health as a Health Innovation Precinct, and have commenced work to elevate the St Vincent's Sydney Health Innovation Research Precinct in collaboration with our partners – St Vincent's Clinic, St Vincent's Private Hospital Sydney, the Garvan Institute of Medical Research and the Victor Chang Cardiac Research Institute, to the benefit of all Australians.

Key achievements

- Opened a new state-of-the-art, hybrid trauma operating suite. The theatre houses the newest hybrid technologically available – Resuscitation with Angiography, Percutaneous Techniques and Operative Repair. The new theatre provides a one-stop-shop for treating the most critical trauma patients.
- Commenced a Mpox vaccination centre in response to the Communicable Disease Incident of National Significance as described by the Chief Medical Officer.
- Commenced a new Chronic Care Service for Aboriginal patients. The service supports Aboriginal patients living with chronic health issues, including cardiac disease, cancer, renal disease, diabetes and lung disease. Additionally, support is given to patients with other complex conditions affecting their health, including mental ill health, substance use and homelessness.
- Opened the Eating Disorders Outpatient Clinic to provide continuum of care for eating disordered patients upon discharge as well as people in the community who are not engaging with dedicated professional help for their disordered eating.
- Launched the inaugural St Vincent's Sexuality and Gender Diversity Strategy for Continuous Improvement to deliver healthcare service that is driven by equity, and a sense of belonging for all sexuality and gender diverse people who come into our care, as well as our colleagues.
- Discovered the biomarker responsible for cognitive decline in patients with Long COVID.
- Commenced a Walk-in Home and Housing Clinic in partnership with local non-government organisation partners, Way2Home. The service which includes Peer Support Workers and Aboriginal Health Workers provides support with pathways to permanent housing, case management and general health support for people sleeping rough.
- Implemented a remote patient monitoring and electronic medication management system enabling Hospital in the Home to be fully digitalised, facilitating rapid responses to changing priorities, while maintaining patient and clinical safety. The improved data sharing and medication management, provided clinical decision support tailored to Hospital in the Home, flexibility to patient or nurse-managed medication administration, and medication reconciliation.
- Conducted a major study detailing the impact of heat and hot weather on human health, particularly for older populations and for people sleeping rough. The published findings include practical strategies to mitigate the dangers of heat related presentations on our vulnerable communities.
- Performed an Australian-first heart valve replacement without invasive surgery. Done by instead threading a new valve through the patients' arteries, especially good news for patients otherwise too unwell to undergo complicated heart surgery.

Health administration corporation

NSW Ambulance

Balmain Road, Rozelle NSW 2039

Telephone: 9320 7777

Email: ambulance-communications@health.nsw.gov.au

Website: www.ambulance.nsw.gov.au

Business hours: 9am–5pm, Monday to Friday

Chief Executive Dr Dominic Morgan ASM



Adjunct Professor Dominic Morgan ASM has more than 30 years of ambulance experience across a broad range of roles in the areas of operations, clinical practice and leadership within ambulance services and the financial sector. After commencing his career in the banking industry, he transitioned to NSW Ambulance as a clinician and manager. Subsequently, he was appointed as Chief Executive Officer of Ambulance Tasmania in 2009 and returned to NSW Ambulance in 2016 as Chief Executive and Commissioner.

He is a board member and previous Chair of The Australasian Council of Ambulance Authorities, the peak body representing the ambulance sector in Australia and New Zealand and he has chaired a number of international sub-committees. He is also a member of the Ambulance Service Advisory Board.

Dominic has a number of professional affiliations, including adjunct professorship with the University of Technology, Sydney, as well as being a registered paramedic with Australian Health Practitioners Regulation Authority.

Dominic completed his PhD in 2018, undertaking a study into the factors that influence early access to defibrillation following out-of-hospital cardiac arrest. He also holds a Master of Business Administration, Bachelor of Health Science and a Diploma in Adult Education.

Year in review

It was an exciting year for NSW Ambulance, which was provided funding as part of the Strategic Workforce and Infrastructure Team Program.

The program supports the growing demand for services by providing funding for 2,128 more staff, vehicles and 30 new stations.

With the aim of improving performance and the safety and wellbeing of our staff, year one of the program saw more than 600 paramedics, educators, control centre and the Virtual Clinical Care Centre staff recruited and 28 new station locations announced. The draft Frontline Leadership Model and Rapid Response Model, which aim to strengthen leadership and improve management capability across frontline teams, were also released for consultation.

Despite COVID-19 and severe weather events, staff continued to work together to deliver excellence in care across NSW. The GoodSAM volunteer cardiac arrest responder app and the new monitor/defibrillator, the Corpuls3T were piloted. We also rolled out the LUCAS mechanical CPR device to every one of our frontline emergency ambulances. Five special operations team rescue paramedics and two specialist doctors were also part of the 72-member Disaster Assistance Response Team, who provided rescue and recovery support following the Türkiye earthquake.

Key achievements

- A total of 506 paramedics and educators, 73 control centre staff, and 40 full-time equivalent staff in the Virtual Clinical Care Centre, were recruited as part of Year One of the Strategic Workforce and Infrastructure Team. Twenty-eight new station locations were announced; enhanced rosters were implemented at 30 stations; and 83 vehicles were dedicated to supporting enhanced rosters. Following a review into the frontline management of staff, a consultation paper outlining a draft Frontline Leadership Model was also released.
- Stage 2 of the Rural Ambulance Infrastructure Reconfiguration program delivered new ambulance stations at Forster and Medowie. Rebuilt ambulance stations were delivered on new sites at Tumut, Casino, Tamworth and Coffs Harbour, and 17 major ambulance station refurbishments were completed.
- The Wellbeing Workshop program, designed to support the mental and physical health of the NSW Ambulance workforce was completed with more than 6,500 staff members completing the workshop since it began in 2018.
- Solar Photo Voltaic technology was installed at 70 ambulance stations. These installations saved NSW Ambulance \$271,000 in 2022-23. Solar panels and lithium batteries were installed in the entire fleet of emergency ambulances.
- The Service has developed a draft Consumer and Community Engagement Plan, a Patient Charter, and a Consumer Committee Framework. Each of these reflects the complex patient cohort and diverse needs of our patients and has been developed through more than 90 engagements with staff and consumers.

- The NEXTGEN induction course for clinical volunteers provides a scaffolded learning experience, allowing participants to commence practice under supervision, with a gradual increase in their clinical scope of practice.
- The *Next Normal: Workforce Strategy 2022-2026* was launched to respond to the pandemic and outline the approach to partnering and support for staff.
- A partnership was established with GoodSAM – a program that alerts community volunteers to nearby cardiac arrests. A pilot saw 1,249 staff members sign up as responders. Eight patients received CPR from GoodSAM responders, with one of them also receiving two shocks from a defibrillator prior to paramedics arriving.
- Across 11 local health districts, 26 new referral pathways went live. These included pathways to aged care services, community nursing and allied health, virtual care, COVID-19 and respiratory, urgent care and mental health.
- The Virtual Clinical Care Centre now provides 24/7 clinical support to the clinical workforce and clinical oversight of inter-hospital transfers scheduled to be transferred by road, ensuring patients are clinically assessed and transfer timelines are clinically appropriate. The Virtual Clinical Care Centre has proven to be capable of remote monitoring for low acuity patients during severe weather events. In periods of heightened demand, the Virtual Clinical Care Centre continues to monitor and call back patients.

Health Infrastructure

1 Reserve Road, St Leonards NSW 2065
 Telephone: 9978 5402
 Email: hi-info@health.nsw.gov.au
 Website: www.hinfra.health.nsw.gov.au
 Business hours: 9am–5pm, Monday to Friday

Chief Executive Rebecca Wark

Rebecca Wark is an experienced leader of major infrastructure projects and has been with Health Infrastructure in various roles since 2008, overseeing the development of some of the largest hospitals and public health services across the state.



Today, she is proudly leading the delivery of the largest health capital works portfolio in NSW.

Prior to Health Infrastructure, Rebecca worked on major projects across the public and private sectors. Her experience is multisector; her first public sector role was planning and delivering venues for the Sydney 2000 Olympics, and she has since delivered facilities in education, justice and health.

Rebecca has completed studies in landscape architecture and project management. She is a strong advocate for diversity in our workplace across all roles and acts as a mentor to young professionals in business and construction. She is also a Non-Executive Director of Royal Far West.

Year in review

This year Health Infrastructure celebrated 15 years of operations and service to the NSW Health system and its communities. We progressed our largest ever \$11.9 billion capital pipeline, delivering critical new and upgraded health facilities and services on time and budget at a time when the construction sector is facing unprecedented global challenges. Forty projects were completed in 2022-23, including the first dedicated Adolescent and Young Adult Hospice in Australia, the Coffs Harbour Hospital Expansion, and Tumut Hospital Redevelopment.

Our long-term focus is the legacy we leave in our communities and ensuring the ongoing sustainability of the infrastructure and health system as a whole. In 2022-23 we released our first *Sustainability Commitment and Strategy*, which articulates the priorities for embedding social, economic, and environmental considerations into our decision-making and delivery. We also launched the *Design Guide for Health: Spaces, Places and Precincts*, in collaboration with Government Architect NSW, to support the design of functional, welcoming and inclusive health facilities that contribute to the health and wellbeing of NSW communities.

I am immensely proud that we launched our inaugural *Reflect Reconciliation Action Plan*. This commitment acknowledges our unique opportunity to listen to and learn from Aboriginal peoples as we plan and design culturally safe health facilities across NSW. It provides a framework to build on our existing relationships and positive experiences working with Aboriginal communities to strengthen connections to place and improve access to health services.

Key achievements

- Delivered \$1.57 billion in the planning and construction of health facilities, including the completion and handover of 40 projects to local health districts. This included the Adolescent and Young Adult Hospice – the first facility of its kind in Australia providing respite and end-of-life care to 15 to 24-year-old patients with life-limiting illness.
- Embedding the statewide asset management framework to strengthen performance, efficiencies and capacities across the NSW Health asset portfolio.

- Completed 16 business cases for projects with a combined total value of \$3.6 billion and four investment decision documents for projects with a total value of \$595 million.
- Awarded \$1.8 billion of construction contracts across 30 projects/programs across NSW.
- Launched a *Sustainability Commitment and Strategy* to embed social, economic, and environmental considerations into decision-making and delivery.
- Conducted four Health Innovation Precincts Community of Practice sessions for health precinct practitioners, providing access to innovative speakers, opportunities to collaborate, share knowledge and outcomes.
- The Randwick Campus Redevelopment reached a major milestone with the completion of the Prince of Wales Hospital Acute Services Building, one of our largest health infrastructure projects in NSW.
- Updated procurement processes and tender schedules to embed whole-of-life principles and desired sustainability outcomes for capital project delivery.
- Formalised commitment to reconciliation through release of the inaugural Health Infrastructure *Reflect Reconciliation Action Plan*.
- Released the *Design Guide for Health: Spaces, Places and Precincts*, a collaboration with Government Architect NSW to support the design of functional, welcoming and inclusive health facilities that contribute to the health and wellbeing of NSW communities.

HealthShare NSW

1 Reserve Road, St Leonards NSW 2065
 Telephone: 9978 5402
 Email: HSNSW-CEoffice@health.nsw.gov.au
 Website: www.healthshare.nsw.gov.au
 Business hours: 9am–5pm, Monday to Friday

Chief Executive Carmen Rechbauer

Carmen Rechbauer has worked with HealthShare NSW since its inception in 2005 and was appointed to the Chief Executive role in 2018, making her responsible for leading the largest public sector shared services organisation in Australia.



She has been a senior leader in NSW Health for more than 25 years and has extensive operational experience, particularly in the planning and delivery of linen, food, and patient support services in complex public hospital settings.

In her role as Chief Executive, Carmen has focused on providing high-value shared services to the NSW Health System through increasing transparency, collaborating with system partners, embedding sustainable practices, and improving the patient experience through systemwide reform.

She holds a Master of Business Administration, has been recognised on the Top 50 Public Sector Women list for NSW, and is a past recipient of the Davidson Leadership Acceleration Program Scholarship.

Year in review

HealthShare NSW supports the NSW Health System by caring for patients, delivering high-value services, and operationalising important system reforms.

In 2022-23 we led implementation of key NSW Health Procurement Reform initiatives, SmartChain and DeliverEASE, which aim to deliver better care for patients, a better experience for clinical staff and improved procurement and supply chain practices.

We successfully managed Whole of Government Warehouse operations, issuing critical stock procured during the pandemic to all NSW Government Clusters, and halving the stockpile through innovative circular economy solutions.

In recognition of our sustainability efforts, we were awarded 'silver' status by the Department of Planning and Environment's Sustainability Advantage Recognition Scheme, making us the first NSW Health agency to achieve this maturity rating.

We are proud to have won the Recovery and Resilience category at the 2022 NSW Premier's Awards, for work undertaken by our Patient Transport Service teams during the pandemic.

We are also proud to have released our first Reconciliation Action Plan, and our *Disability Employment Strategy and Action Plan 2023-2025*. These plans support our culture of putting people first through meaningful connection, mutual respect and shared understanding, and underpin our efforts to provide staff with safe, equitable and dignified access to all aspects of their workplace.

Key achievements

- Launched three robotic process automation digital workers, Botley, ARnie and Stella to reduce the time taken to complete financial processes that were previously managed manually. In one example, Botley works alongside the Masterfile Maintenance Team checking vendor ABN details, reducing a manual process from six to two minutes per file.

- Achieved ‘silver’ status by the Department of Planning and Environment’s Sustainability Advantage Recognition Scheme, the first NSW Health agency to reach this maturity rating. This was achieved due to our work on a range of sustainability initiatives, including the EnableNSW equipment refurbishment program, completing a comprehensive baseline of our emission footprint, and achieving zero waste to landfill in a pilot food service reform program.
- Implemented and transitioned health entities to a centralised Commonwealth paid parental leave service, enabling consistent processes, improved governance and compliance resulting in fewer errors and faster payments.
- Implemented the new Texture Modified Foods statewide. The new products deliver excellent results for patients, with 80% of patients reporting an improved mealtime experience. Our range aims to provide meals that meet requirements for patients on a pureed diet that both taste and look good.
- Launched a new dispatching model in Patient Transport Service, meaning dispatchers are more available within business hours; on-road crews get a more consistent experience and build better relationships with the dispatchers for their area; and dispatchers better understand their geographical nuances and develop improved relationships with local health districts.
- Successfully piloted the Get My Assistive Technology system with two local health district sites, which supports a statewide model development.
- Developed innovative reporting hubs and improved organisational performance analytics, improving our ability, confidence and insights when making strategic and operational decisions.
- Turned 3,600 tonnes of expired sanitising wipes into sustainable floor tiles using technology developed by the University of New South Wales. The tiles will be used in a range of new hospital builds and other new government-funded infrastructure projects.
- Transformed more than 700 storerooms across 27 hospitals and trained more than 1,100 hospital staff as part of the DeliverEASE program.

NSW Health Pathology

Level 5, 45 Watt Street, Newcastle NSW 2300

Telephone: 4920 4000

Email: NSWPATH-info@health.nsw.gov.au

Website: www.pathology.health.nsw.gov.au

Business hours: 9am–5pm, Monday to Friday

Acting Chief Executive Professor Robert Lindeman February 2023 to June 2023



Professor Lindeman joined NSW Health Pathology in July 2016 and is a strong believer that public pathology is more effective when it functions as a single statewide service.

He was appointed Acting Chief Executive of NSW Health Pathology in February 2023. His substantive role is Director of Clinical Operations where he leads strategic planning and service improvements. He interacts daily with pathologists, the people who provide services in our laboratories and clinical and local health district partners.

He is a strategic thinker and enjoys responding to operational requirements and acting as an interface between clinical colleagues and local health districts.

He is also the Medical Lead for NSW Health Pathology’s Fusion program, a haematologist at the Prince of Wales Hospital and conjoint academic at University of New South Wales.

Tracey McCosker PSM July 2022 to February 2023



Tracey McCosker PSM has worked in the NSW public health system for almost 30 years and held the positions of Director of Finance, Director of Corporate Services, and Director of Clinical Services for the Hunter New England Local Health District.

Tracey was appointed Chief Executive of NSW Health Pathology in 2012 after developing a business model for an integrated statewide public pathology service.

In 2018, she was awarded an Australian Public Service Medal for her outstanding service to public health in NSW.

She has a Bachelor of Commerce (Newcastle University) and a Master of Business Administration (University of Southern Queensland). She is a member of the Australian Institute of Company Directors and a former board member for Life Without Barriers, a national not-for-profit organisation that provides out-of-home care and support services for children, refugees and people with disabilities.

Year in review

In November 2022, NSW Health Pathology marked 10 years as a statewide service, providing vital public pathology and forensic services to the people of NSW.

Just months later, we said farewell to our respected and warmly regarded founding Chief Executive Tracey McCosker PSM, who now leads the Hunter New England Local Health District.

Our people welcomed the easing of the pandemic after their tireless work on behalf of the people of NSW and let us refocus on transforming into a seamlessly connected statewide service.

We made big advances in our Fusion program to standardise technologies, processes and workflows that will deliver a new statewide laboratory information management system, an integral part of the ambitious Single Digital Patient Record program.

Our statewide NSW Public Health Pathology team worked with our laboratories and NSW Health to provide specialist testing for outbreaks and new emerging notifiable diseases, including Japanese Encephalitis, Mpox and more.

Our Forensic and Analytical Science Service provided expert scientific analysis for the NSW Drug Surveillance Strategy, informing community alerts about potentially deadly batches of illicit drugs, such as MDMA and potent opioids as part of efforts to help protect the community.

Key achievements

- Launched Collecting with Care, a training resource co-designed by collectors and patients for more than 1,300 NSW Health Pathology collectors that provided practical tips and advice on personalised patient care.
- Established a public pathology laboratory and collection service at Port Macquarie Base Hospital. It delivered point of care testing, a new Anatomical Pathology service hub and expanded onsite microbiology testing.
- Established expert Communities of Practice to standardise thousands of pathology tests and workflows as part of Fusion, our digital transformation initiative. More than 600 experts worked in 75 subgroups to standardise 38,979 items, with more to do.
- Developed and launched Pathworks, a mobile app that gives clinicians secure, timely and convenient access to laboratory results via laptops and mobile devices. It was piloted at Royal North Shore Hospital, North Shore Private Hospital and Port Macquarie Hospital and will be deployed statewide.

Launched the Forensic Medicine Information System, a fully integrated single-source-of-truth to manage coronial and non-coronial referrals across Forensic Medicine sites.

This delivered rapid and secure access to case information for all relevant forensic medicine people and external partners and improved timeframes and the experiences of bereaved families.

- Rolled out standardised instruments to replace transfusion equipment at 27 Western Sydney and rural and regional laboratories and signed a tender to replace chemical pathology and immunoassay equipment.
- Installed new robotic instruments as part of the Forensic and Analytical Science Service's Forensic DNA Robotic Replacement Project. This capitalised on technological advances and supported a critical shift in policing strategies towards intelligence-led policing and crime disruption.
- Partnered with eHealth NSW, HealthShare NSW and Health Infrastructure NSW to launch the Health Prototyping Centre. Ideas, designs and concepts were tested before products were built. Anatomical Pathologists examined augmented reality for supervision in specimen cut-up.
- Expanded technology and urine drug testing procedures to the Forensic and Analytical Science Service Drug Toxicology Unit to meet needs of expanded Drug Court NSW operation. Four liquid chromatography mass spectrometers capable of testing for up to 80 different drugs in minutes were used.
- Worked with Sydney Children's Hospitals Network to explore improvements to the delivery of paediatric pathology services across NSW and ensure patients and clinicians have access to timely and accurate results to support early diagnosis and treatment.

eHealth NSW

Tower B, Level 16, Zenith Centre 821 Pacific Highway, Chatswood NSW 2067

Telephone: 9880 3200

Email: EHNSW-eHealthCE@health.nsw.gov.au

Website: www.ehealth.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Dr Zoran Bolevich

Dr Zoran Bolevich has a background in medicine and business administration and has worked in senior health system management, health IT and data analytics leadership roles in Australia and New Zealand.

Leading a team of more than 2,500 staff, Zoran is focused on implementing the eHealth strategy for NSW Health, streamlining governance of key programs and activities, and developing a highly effective, customer-focused digital centre of excellence for NSW Health.



Zoran is well-recognised in the healthcare sector and information and communications technology industry for driving innovation and influencing rapid change across NSW Health. He is passionate about improving the health system through meaningful and effective use of digital technologies, data analytics, research and innovation, in partnership with patients, clinicians, health organisations, government and industry partners.

He represents NSW Health on the NSW Government's Information and Communications Technology and Digital Leadership Group and is a board member of the Australian Institute of Health and Welfare.

Previous roles include Director of Demand And Performance Evaluation at NSW Ministry of Health, and Executive Director, Health System Information and Performance Reporting. Zoran also oversaw the national health information strategy and architecture for New Zealand's Ministry of Health.

As well as a Doctor of Medicine, Zoran holds a Master of Business Administration and is a graduate of the Australian Institute of Company Directors, and Executive Fellow of the Australian and New Zealand School of Government.

Year in review

eHealth NSW is dedicated to transforming care delivery and experiences across NSW Health by providing secure, modern digital systems and infrastructure. Working in partnership with local health districts, specialty health networks and NSW Health organisations remains a key tenet of our work.

As we digitise healthcare, we all play a role in keeping our systems and information safe and secure. Non-technical measures, such as education, are critical. In February 2023 eHealth NSW launched a new Cyber Security Awareness training module for all NSW Health staff. Technical measures, like MedSync, enable virtual clinical collaboration so clinicians can share clinical information and images securely.

The Health Grade Enterprise Network new procurement approach for ICT networking infrastructure also strengthens virtual care capabilities. Our move to cloud adoption is delivering greater speed, and reliability to essential systems underpinning care delivery, such as cardiovascular imaging.

High-quality, integrated, accessible solutions promote digital system adoption. Involving consumers, our colleagues and industry partners is crucial in delivering systems that meet their needs and the needs of the health system. I'd like to thank everyone, including our staff, for their continued collaboration and efforts.

Key achievements

- Delivered the new NSW Health Enterprise Data Lake which is modernising the analytics capability and producing data-driven insights in NSW Health. The data lake consolidates data in near real-time, presenting a significant breakthrough for data science, machine learning, artificial intelligence and big data analytics.
- Progressed the Single Digital Patient Record program which will provide a secure, holistic, integrated view of the care a patient receives across the health system.
- Continued work on the Health Grade Enterprise Network to deliver reliable, consistent and robust infrastructure to future-proof our hospitals.
- Strengthened the security of operationally vital systems and the patient data they contain through the Essential Eight Maturity Uplift Program, as recommended by the Australian Cyber Security Centre. This program is a key foundational initiative in the Cyber Security Roadmap.
- Partnered with HealthShare NSW to deliver the whole-of-health SmartChain program from September 2022, to digitally transform supply chain and procurement systems across NSW Health facilities. This was a major milestone in the NSW Health Procurement Reform Program. SmartChain aims to simplify and digitise the source-to-pay process.
- Enabled online consent by parents and carers for school vaccinations through the Consent and Records Management for Immunisation system, which replaces the paper-based process. There were 106,503 online consent forms completed from the launch of the program in February until 30 June 2023.
- Opened the Health Prototyping Centre in August 2022, the first dedicated facility within NSW Health for the rapid testing of ideas, designs and concepts to support healthcare innovation, services and solution improvements in partnership with NSW Health Pathology, HealthShare NSW and Health Infrastructure.
- Developed the MedSync platform to help clinicians securely share clinical information, upload images and collaborate easily on the go. The platform was made available to more than 110,000 clinicians, supporting the delivery of virtual clinical collaboration across multiple settings statewide.
- Supported NSW Health staff 24 hours a day, seven days a week via the statewide Service Desk. Technical support was provided across more than 400 corporate and clinical applications. More than 500,000 calls for IT support were made to the State Wide Service Desk.
- Provided greater speed and reliability for IT and clinical services being used across NSW Health through the migration of 35% of eHealth NSW services to the cloud.

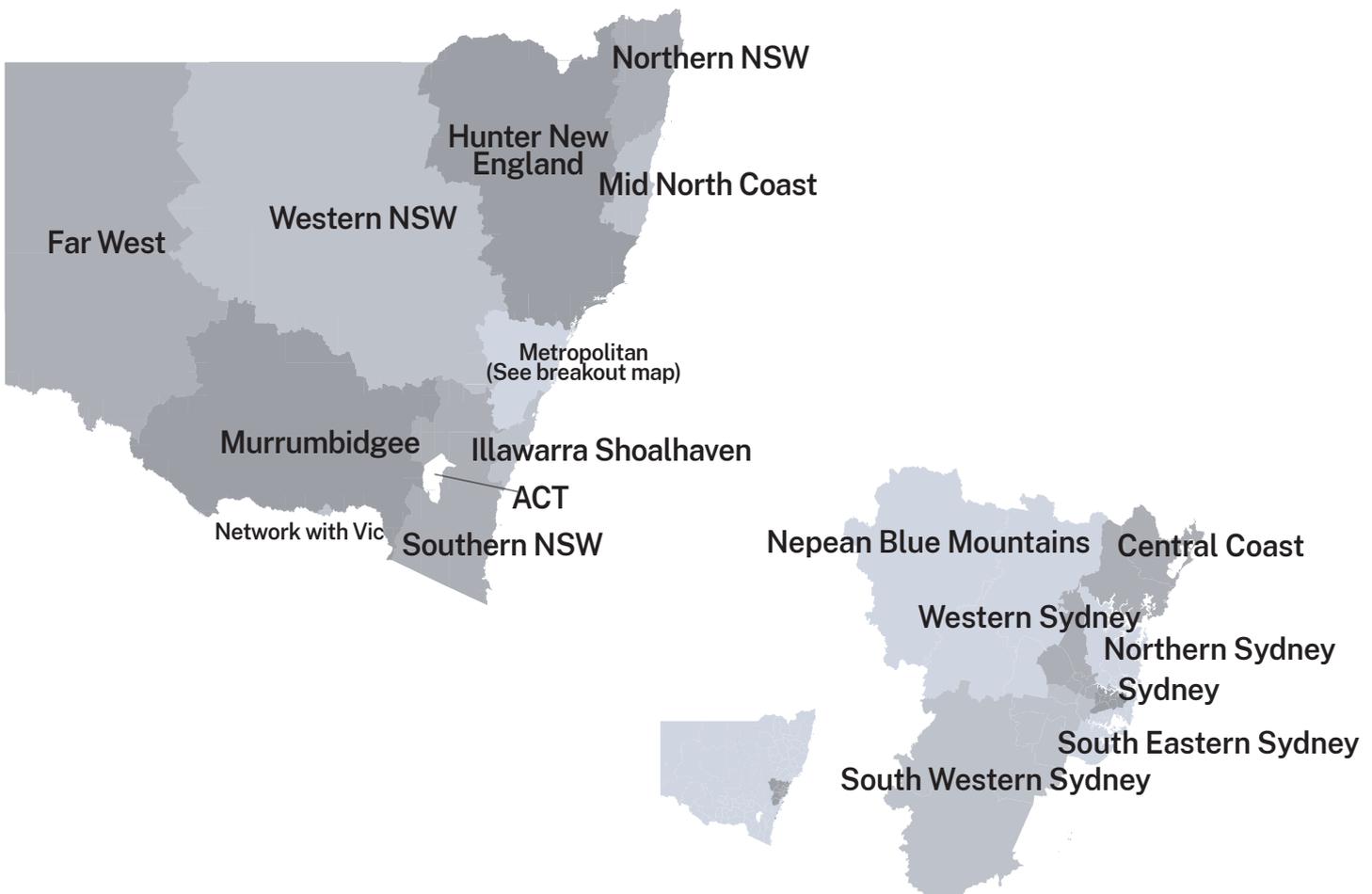
Local Health Districts

NSW Health's 15 local health districts cover metropolitan, regional, rural and remote areas across NSW, varying in both geographical size and population. Districts provide hospital, community and population-based healthcare services that meet the needs of their local community.

Providing a comprehensive range of medical specialties, the districts deliver in-hospital care, outpatient services, mental health services, child and family health services, oral health services, Aboriginal health services, and drug and alcohol rehabilitation.

Six local health districts cover the greater Sydney metropolitan regions, and nine cover rural and regional NSW.

Read on to discover each district's achievement for the year and visit their websites to find out more about the services they provide.



Central Coast Local Health District

Holden Street, Gosford NSW 2250

Telephone: 4320 2111

Email: CCLHD-Feedback@health.nsw.gov.au

Website: www.cclhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Scott McLachlan



Scott came on board as Chief Executive in November 2021, having held leadership roles in both private and public health systems across the past two decades. Raised in country NSW, he understands the highly complex landscape of the healthcare environment and the unique challenges of healthcare delivery in regional Australia. Scott is passionately motivated every day to lead improvements in health outcomes for the community through authentic engagement, strong collaboration with clinicians, strategic partnerships and fostering innovation. Scott was previously Chief Executive at Western NSW Local Health District for eight years.

Year in review

Central Coast Local Health District provided high-quality care to our community, working towards our vision of delivering exceptional and timely care in the right place, for every patient, every time.

We launched our Central Coast Health Care at Home program, a partnership with general practitioners, the Primary Health Network, residential aged care facilities and NSW Ambulance, to support people to receive care from community-based services as an alternative to hospital, where it is safe to do so.

Providing virtual care, aged care and a medically-led hospital in the home model, the program is delivering care where people need it while helping to free up capacity in our hospitals.

Our focus on timely access to care led to reduced wait times and meant that all of our patients had their planned surgery within the recommended timeframes for NSW.

Our staff continued to develop new ways to improve the patient experience and the care we provide, and we celebrated some of these outstanding achievements by our staff at our Caring for the Coast Awards night. A new approach to recruitment supported hiring managers in finding and retaining candidates, while wellbeing, peer support and mentoring programs were introduced to support and engage staff.

We thank our teams for their outstanding efforts, commitment and dedication.

Key achievements

- Implemented a range of pharmacy initiatives, including the NSW Medicines Formulary improving patient safety and achieving cost savings.
- Commissioned a new magnetic resonance imaging as part of the Wyong Hospital redevelopment and introduced a new mammography service to increase public access to medical imaging.
- Introduced the Cancer Services Rapid Assessment Unit providing cancer patients with an alternative, fast pathway to care in a familiar setting.

Central Coast Local Health District: Demographic summary

Size	Culture	Health challenges
194,949 km ²	11% Aboriginal or Torres Strait Islander background	Aboriginal health and wellbeing
Population size	6% born overseas	Chronic disease, including diabetes, cardiovascular disease, chronic obstructive pulmonary disease and cancer
27,994	4% speak a language other than English	Smoking during pregnancy
Projected to decrease to 24,326 by 2033	Barkandji, Wilyakali, Ngiyampaa, Muthi, Wadigali, Malyangaba and Wangkumara peoples are the traditional custodians of the land	Suicide
Age		Childhood vulnerability
17% aged 70+		
70+ age group predicted to increase to 23% by 2033		

- Progressed essential infrastructure projects including:
 - Collaborating with a diverse group of stakeholders to design and build an Aboriginal therapeutic cultural and outdoor therapy garden at headspace Lake Haven
 - Continuing works at Long Jetty Healthcare to deliver integrated community health services and an urgent care centre.
- Focused on environmental sustainability with the creation of a Net Zero Action plan and:
 - Completed a car park PV solar system which supplies around 13% of Wyong Hospital's electricity
 - Installed two electric vehicle charging stations at Gosford Hospital to support the rollout of electric vehicles.
- Implemented an Aboriginal Liaison Service at Gosford Emergency Department to support culturally appropriate care for our growing Aboriginal population.
- Launched Rapid Access to Care and Evaluation model, providing multidisciplinary care to facilitate early and supported discharge for elderly and frail patients accessing emergency department and not requiring inpatient admission.
- Delivered an innovative program of nurse-led opportunistic vaccination for patients, delivering more than 600 COVID-19 or influenza vaccines to vulnerable patients across 25 hospital wards, nine outpatient clinics and three community centres.
- Opened the co-designed, peer-led Safe Haven at Gosford Hospital, to provide compassionate care to those in suicide distress on the Central Coast.

Far West Local Health District

2-4 Sulphide Street, Broken Hill NSW 2880

Telephone: (08) 8080 1333

Email: FWLHD-Feedback@health.nsw.gov.au

Website: www.fwlhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive

Brad Astill

July 2022 to June 2023

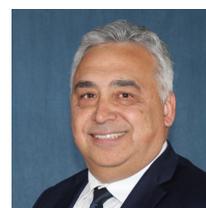
Brad Astill was appointed to the Chief Executive role in December 2022. Brad is a skilled and seasoned senior health manager with extensive expertise in overseeing a range of services, spanning from individual clinical departments to one of Australia's most expansive tertiary/quaternary health campuses. His proficiency lies in managing complex organisations, navigating activity-based funding systems, conducting operations analysis, and facilitating comprehensive reviews. Furthermore, Brad has considerable experience with clinical service benchmarking, performance evaluations and comparative assessments. He has previously acted in a number of senior executive roles in NSW local health districts, including as the Interim Chief Executive at Far West Local Health District.



Umit Agis

January 2020 to July 2022

Umit Agis was appointed to the Chief Executive role in January 2020. Umit's career in health service delivery spans more than 25 years, with the last 15 in senior management including executive roles at Country Health SA, and at Tasmanian Mental Health Services, Forensic Mental Health Services, Prison Health, Forensic Mental Health Services and the Drug and Alcohol Services.



Far West Local Health District: Demographic summary

Size	Culture	Health challenges
194,949 km ²	13.8% Aboriginal or Torres Strait Islander background	Aboriginal health and wellbeing
Population size	6% born overseas	Chronic disease, including diabetes, cardiovascular disease, chronic obstructive pulmonary disease and cancer
27,994	4% speak a language other than English	Smoking during pregnancy
Projected to decrease to 24,326 by 2033	Barkandji, Wilyakali, Ngayampaa, Muthi, Wadigali, Malyangaba and Wangkumara peoples are the traditional custodians of the land	Suicide
Age		Childhood vulnerability
17% aged 70+		
70+ age group predicted to increase to 23% by 2033		

Year in review

The focus for Far West Local Health District in 2022-23 was consolidating relationships and partnerships with internal and external stakeholders. In doing so, we have been able to provide increased services and staff development across the district.

The unique landscape in the Far West is host to some of the biggest outback festivals from the three-day Broken Hill Festival showcasing drag and disco to the red earth of the Mundi Mundi Bash – a remote three-day music and camping event showcasing some of the world's greatest artists. Our staff as part of their communities work as volunteers and professionals to support these great events and promote the communities.

The district has established two community advisory committees, the Carer Advisory Committee, and the Youth Health Advisory Committee. The committees will work in collaboration with district in a co-design model, providing a pathway for carers and young people to be a part of resource development, project planning and evaluating, and policy review.

We continued our focus on our people and capabilities. A key achievement during the year was the commencement of the inaugural partnership with Australasian College of Health Service Management Health Management Internship Program. The program offers committed, high-potential interns the opportunity to develop the skills, capabilities and knowledge required to start a career in managing the challenges and complexities of health service delivery across the district.

The district has worked together to ensure excellence in rural and remote healthcare was delivered to all our communities across Far West.

Key achievements

- Implemented My Emergency Doctor virtual medical services in the Broken Hill Emergency Department, Balranald Emergency Department and in Broken Hill community-based services such as Integrated Care and Community Nursing. The virtual medical service was tailored to non-urgent patient categories and in response to improve access of general practitioner service and primary healthcare. My Emergency Doctor is a telehealth model of care available to consumers.
- Hosted the Aboriginal Mental Health and Wellbeing Forum. With the theme of *Tune into Country*, the forum was well attended by people from across NSW. Day one was a full day of presentations, including from our first Aboriginal Trainee in the Violence, Abuse and Neglect Service NSW - Safe Wayz Clinician Violence, Abuse and Neglect Service.

- Completed the master planning phase of the \$10 million Broken Hill Hospital's emergency department upgrade.
- Based in Broken Hill, Rebecca Smith, Manager of integrated care for the district was awarded the Allied Health Leader of the Year at the 2022 NSW Health Excellence in Allied Health Awards.
- The release of the Safety and Quality Newsletter by the Clinical Governance Unit has successfully engaged healthcare professionals on patient safety and quality care, and empowered people to uphold the highest standards of patient care.
- The district has developed and implemented the *Far West LHD Nursing and Midwifery Career Pathways Guideline*. The pathways encompass tertiary qualifications with contextualised pathways linked to the *NSW Health Workforce Plan 2022-2032*, and other key workforce plans. *The Career Pathways Guideline* addresses the individual's career aspirations and requirements, to achieve their professional goals, while being supported holistically in our district.
- October 2022 marked the unveiling of the concept design of the Wentworth Health Service redevelopment, which showcased the plans for the new hospital's construction.
- The dedication to improving alcohol and other drug services was evident through increased investment from the Special Commission of Inquiry into the Drug 'Ice' Report. This funding allowed for the expansion of alcohol and other drug teams, particularly in the vital area of youth services, resulting in improved support and expertise for those in need.
- Virtual Nurse Assist is a very exciting new telehealth project implemented in collaboration with Sydney Local Health District this year. A highly skilled clinical nurse consultant provides virtual support to frontline nurses in the district who call a central number from any of the remote facilities in the Far West. The use of cameras and speakers in the room assists the virtual consultant to be able to see everything that is happening and the patient can be introduced to them as if they are in the room.
- Far West continues to maintain a high level of excellence in specialist palliative care service provision, with 98% of patients known to specialist palliative care dying in their preferred place. Palliative care funded refurbishments have occurred in Wilcannia and Balranald Multipurpose Services to ensure a room with a more home-like environment is available for palliative care patients and their families.

Hunter New England Local Health District

Lookout Road, New Lambton Heights NSW 2305
 Telephone: 4985 5522
 Email: HNELHD-SRC@health.nsw.gov.au
 Website: www.hnehealth.nsw.gov.au
 Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Tracey McCosker PSM From April 2023



Tracey McCosker, Chief Executive Hunter New England Local Health District, has worked in the NSW public health system for more than 30 years, starting as Business Manager for Hunter Area Pathology Service, and then in senior roles across the district's finance, corporate and clinical services.

In 2012, Tracey was appointed Chief Executive of NSW Health Pathology, leading the establishment of an integrated statewide public pathology service. In 2018, she was awarded an Australian Public Service Medal for outstanding service to public health in NSW.

Tracey has a Bachelor of Commerce from the University of Newcastle, and a Master of Business Administration from the University of Southern Queensland. She is a member of the Australian Institute of Company Directors.

Leading one of the largest local health districts in NSW, Tracey is committed to guiding an organisation that models respect and inclusion, fosters an innovative and cohesive workforce, and is focused on delivering high-quality patient-centred care.

Previous Chief Executive Michael DiRienzo From January 2011 to March 2023



Michael DiRienzo holds tertiary qualifications in commerce and economics. He held senior positions in a range of manufacturing organisations prior to entering the health field. Michael has extensive experience in senior management roles within health support services and was senior operational leader of the district's major referral hospitals prior to becoming Chief Executive in January 2011.

Year in review

Hunter New England Local Health District continued to deliver sustainable and equitable healthcare to almost one million people.

Our dedicated staff were at the centre of these efforts, helping to shape the future of health through their innovative thinking, commitment to new models of care, and focus on excellent patient outcomes.

Together we expanded telehealth services, ensuring a reliable alternative to onsite medical coverage, established more nurse practitioners, and increased our virtual kid's service to complement our face-to-face care and provide treatment to children from their homes.

Our steadfast commitment to build facilities that meet the future needs of our communities was accelerated with nine redevelopments in the planning stages or underway – including the \$835 million John Hunter Health and Innovation Precinct.

We also delivered 44 modular accommodation units featuring sustainable building practices, to encourage more health staff to our rural and regional areas and aligning to our commitment to be carbon and waste neutral by 2030.

Hunter New England Local Health District: Demographic summary

	Culture	Health challenges
131,785 km ²	9.1% Aboriginal or Torres Strait Islander background	Mental health conditions
Population size	15% born overseas	Kidney disease
950,298	5% speak a language other than English	Stroke
Projected to increase to 1,046,874 by 2033	The Kamilaroi, Gomilaroi, Geawegal, Bahtabah, Thungutti, Awabakal, Aniawan, Biripi, Worimi, Nganyaywana, Wonnarua, Banbai, Ngoorabul, Bundjalung, Yallaroi and Darkinung peoples are the traditional custodians of the land	Ear, nose and throat conditions
Age		Gastrointestinal disease
18% aged 70+		
70+ age group predicted to increase to 190,660 by 2033		

We continue to look at ways to further support and empower our staff through improved flexibility and wellbeing initiatives, alongside fostering a culture of constant learning and collaboration.

Key achievements

- Unveiled the first purpose-built Health Innovation Living Lab in the district, in partnership with the University of Newcastle.
- Introduced 44 sustainable accommodation units for visiting frontline health staff.
- Improved access to diabetes care in rural and regional areas with a \$12.4 million five-year partnership.
- Introduced mental health first responders in partnership with NSW Police and NSW Ambulance that provides 24/7 access to specialised triage services via virtual care.
- Announced Tamworth Hospital will be home to a new \$2 million positron emission tomography scanner.
- Commenced work on the first publicly funded residential eating disorders treatment centre in the state.
- Introduced My Emergency Doctor to provide virtual support.
- Launched our inaugural mobile dental van providing access to dental services for rural and remote communities that would otherwise be required to travel long distances.
- Introduced a virtual kid's service that supported 5,700 children in the past 12 months, reducing presentations to our emergency department.
- Increased our total number of nurse practitioners and transitional nurse practitioners to 85 across 20 subspecialties, the highest across NSW.

Illawarra Shoalhaven Local Health District

Suite 2, Level 2, 67-71 King Street Warrawong NSW 2502
 Telephone: 4221 6899
 Email: ISLHD-CEOffice@health.nsw.gov.au
 Website: www.islhd.health.nsw.gov.au
 Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Margot Mains

Margot Mains began her career as a nurse and held senior leadership roles in health in New Zealand and South Australia, before taking up the position of Chief Executive of the Illawarra Shoalhaven Local Health District in 2014. Margot has extensive health executive leadership and management experience at hospital and district level. She also holds a Bachelor of Laws. Margot has led the district through a significant period of change, including leadership reform and the COVID-19 pandemic, and has a strong focus on research.



Margot is a fellow of the University of Wollongong, admitted in recognition of her expertise and strategic leadership for improving health outcomes and connections across the Illawarra and Shoalhaven healthcare community.

Year in review

The district experienced its busiest year with demand for emergency services and inpatient care at their highest levels. The focus has been on developing strategies to improve access to services and flow of patients through our hospitals.

Illawarra Shoalhaven Local Health District: Demographic summary

Size	Culture	Health challenges
5620.2 km ²	5.2% Aboriginal or Torres Strait Islander background	Cancer
Population size	22% born overseas	Heart disease
Population size: 428,500	11.3% speak a language other than English	Injuries
Projected to increase to 502,678 by 2033	Dharawal and Yuin peoples are the traditional custodians of the land	Mental health
Age		Respiratory disease
14.7% aged 70+		
70+ age group predicted to increase to 17.9% by 2033		

This included ongoing enhancements to our virtual care capability and how we work with residential aged care facility providers to better support timely discharge for older patients who no longer need hospital-based care.

Learnings from our COVID-19 response have continued to inform service improvements, including the development and implementation of automated epidemiological reporting, upgrades to data and analytics platforms and e-waste reduction strategies to better support our digital systems.

Our pledge to Close the Gap for our Aboriginal communities was reconfirmed this year with the signing of a new Statement of Commitment to Aboriginal Health. We commenced the development of the Aboriginal Mental Health Implementation Plan and have progressed plans to elevate Aboriginal leadership.

Our staff have again continued to deliver outstanding services amidst the ongoing challenges faced by the health sector. We also celebrated important milestones including completion of a four-year project to redevelop Wollongong Hospital Children's Ward and the refurbishment of the Cardiology Unit.

Key achievements

- Significantly increased capacity to deliver virtual-based healthcare, including the establishment of a virtual hospital ward to enable post-discharge care in the home for almost 1,000 patients. The district has also enabled 150 clinical services to provide virtual consultation, review and care management for patients in rural and regional areas.
- Recognised by the Clinical Excellence Commission as one of the first NSW Health entities to deliver the inaugural Adept Applied Safety and Quality Program, aimed at developing capability to lead local safety and quality improvements. More than 20 participants graduated from the first cohort in the district.
- Implemented a nurse practitioner-led model of care at the Bulli Urgent Care Centre, better supporting a growing number of patients with lower acuity conditions. This has enabled the facility to treat twice as many presentations at Bulli compared to the previous year, while supporting the nearby Wollongong Emergency Department to better manage more serious and emergency presentations.
- Established a program to enable patients to leave hospital sooner following joint replacement surgery. At Wollongong, patients were able to be safely discharged after 1.45 days, down from 5.1 days, thanks to the use of virtual technology.
- Introduced initiatives to improve the health, wellbeing and safety of staff including the Colleague Wellbeing Program and the Lone Work Pilot, which uses an app to enhance safety for those working in the community.

- Reduced the total number of adult patients waiting for dental assessment and treatment by 63%.
- Engaged 339 early childhood educators for a Children's Health and Development Webinar Series aimed at improving the identification and early intervention of developmental delay in children.
- Opened the Shellharbour Hospital Psychiatric Emergency Care Centre in March 2022, with a new model of care to provide rapid mental health interventions.
- Launched a dedicated Hepatitis C mobile clinic, taking services on the road to remote settings for point of care assessment and treatment. The C Side Van visited 30 sites across the district in the first six months of operation.
- Progressed capital works projects across the district, including the Shoalhaven Hospital Redevelopment, the new Shellharbour Hospital and Integrated Services Project and associated improvement works at Bulli and Wollongong Hospitals.

Mid North Coast Local Health District

Morton Street Port Macquarie NSW 2444

Telephone: 1800 726 997

Email: MNCLHD-ConsumerRelations@health.nsw.gov.au

Website: www.mnclhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Stewart Dowrick



Stewart Dowrick began his career in healthcare administration at the then Children's Hospital at Camperdown in 1989. He moved to the Central Coast Area Health Service in 1993 and the Mid North Coast Area Health Service in 1999. Since 2000, he has held numerous executive positions with the Mid North Coast and North Coast Area Health Service and was appointed Chief Executive at the beginning of 2011. Stewart has a particular interest in health service partnership and service partners working together. He holds an Honorary Doctorate in Health Studies, and tertiary qualifications from the University of New South Wales, the University of Newcastle and the Australian Institute of Company Directors.

Year in review

The many achievements and milestones of the past year are testament to the resilience and resourcefulness of the Mid North Coast Local Health District team.

Fuelled by a drive to continually improve, the district has built on the strengths of its workforce and the robustness of its research to deliver health outcomes the people living on the Mid North Coast deserve.

Mid North Coast Local Health District: Demographic summary

Size	Culture	Health challenges
11,335 km ²	8.2% Aboriginal or Torres Strait Islander background	Ageing population with complex needs
Population size	13% born overseas	High rates of risky lifestyle behaviour and bio-medical risk: overweight/ obese, inadequate physical exercise, high blood pressure, high blood glucose, smoking rates, alcohol rates
229,771 Projected to increase to 245,694 by 2033	6% speak a language other than English Birpai, Dughutti, Gumbaynggirr and Nganyaywana peoples are the traditional custodians of the land	Mental Health conditions and Alcohol and other drug use
Age		Chronic disease
20% aged 70+		High rates of prostate, melanoma, breast, lung and colon cancer
70+ age group predicted to increase to 24% by 2033		

Embracing innovation and change, and fostering new and improved ways of delivering care, has helped the district deliver on its commitment of best practice healthcare.

In the past 12 months, the district has continued to forge valued partnerships, driving collaboration and growth, and laying the foundation for innovation inspired by the healthcare needs of our communities.

Helping the community and supporting local hospitals is something dedicated volunteers have been doing for decades. The return of all volunteers to their roles in the healthcare setting was celebrated by staff, patients and visitors.

The Mid North Coast Local Health District recognises the outstanding work of its 5,500 staff who provide health and support services to improve health outcomes of our patients, and clients. It is through their commitment and dedication that the remarkable accomplishments of the local health district are possible.

Key achievements

- Commenced construction of a \$21.5 million rooftop helipad project at Port Macquarie Base Hospital to provide patients with the most direct route to the emergency department and operating theatres.
- Launched the Mid North Coast Local Health District Strategic Plan 2022-2032 with a commitment to continually advancing and evolving to meet the needs of our community into the future.
- Transitioned the Nambucca Valley Dialysis Unit from a privately leased health clinic into the purpose-built facility at Nambucca HealthOne. The unit provides nurse-led haemodialysis to low-risk patients, operating six days a week.
- Launched a McGrath Breast Care Nurse position at Kempsey District Hospital focused on supporting Aboriginal patients and their families. This is a collaboration between the hospital, Mid North Coast Cancer Institute and the McGrath Foundation.
- Established the North Coast Youth Vaping Taskforce to protect young people from the harms of e-cigarettes. This is a collaboration involving the North Coast Population and Public Health Unit, Health Promotion team from Mid North Coast Local Health District and key stakeholders.
- Celebrated the completion of the \$194 million Coffs Harbour Health Campus Expansion Project and the opening of the Camden Haven HealthOne centre at Laurieton.
- Achieved recognition in the 2022 NSW Health Awards with the Words Matter Coffs Harbour Mental Health project receiving the People and Culture Award and members of the Mid North Coast stroke care team recognised as part of the award-winning Telestroke program. Port Macquarie social worker Jessica Trembath received the Allied Health Professional of the Year award at the annual NSW Allied Health Awards. Registered Nurse Rachael Roach was named joint winner of the New to Practice Nurse/Midwife of the Year in the 2022 Excellence in Nursing and Midwifery Awards.
- Celebrated the achievements of staff and volunteers at the 2022 Mid North Coast Local Health District Health Innovation Awards.
- Unveiled a community mural at Bowraville HealthOne depicting the story of Aboriginal women who walked for days to give birth at Bellingen Hospital. This project involved Aboriginal women spanning generations coming together to learn, create and heal.

- Prioritised sustainability initiatives to address climate change such as the installation of a large-scale battery energy storage system at Port Macquarie Base Hospital, the establishment of a district-wide Sustainable Healthcare Team and the development of a draft Sustainable Healthcare Implementation Plan.

Murrumbidgee Local Health District

Level 1, 193-195 Morgan Street Wagga Wagga NSW 2650

Telephone: 5943 2003

Email: MLHD-FeedBack@health.nsw.gov.au

Website: www.mlhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive

Jill Ludford

Jill Ludford leads a team of 5,000 staff who deliver healthcare across 47 health facilities in the Riverina Murray region. Having started her career as a clinician, Jill is passionate about improving access to essential healthcare in rural communities and advocates for building digitally enabled systems where hospitals and primary care are working as one. She is building an organisation known for ingenuity that explores rural issues and develops rural solutions.



Under Jill's leadership, the district has sponsored new models of patient care, improved patient experience and introduced staff wellbeing programs. Jill has strong links with the regional community and has fostered partnerships with a wide range of stakeholders, including non-government organisations, Aboriginal services and tertiary institutions.

Year in review

This year we have partnered with health and education providers and our local communities to design innovative and practical ways to provide our people with exceptional rural healthcare. We have invested in new models of care for improved access to care closer to home and expanded our approach to providing multidisciplinary care for people living with chronic disease.

With a focus on growing our own workforce, we have developed end-to-end training pathways for doctors and nurses, creating innovative pathways for local people to train and grow careers within our region.

Major capital projects across the district have reached important milestones, including the completion of the Wagga Wagga Base Hospital Redevelopment, completing the 10-year project. New redevelopment projects at Temora District Hospital and Finley Health Service have commenced, while the Griffith Base Hospital Redevelopment remains on track for its 2025 completion.

Our commitment to community engagement was recognised at the 2022 NSW Health Awards with our Wagga Wagga Local Health Advisory Committee Chair winning NSW Health's Volunteer of the Year Award.

I express my gratitude for the contribution and resilience of our dedicated staff, volunteers, partner organisations and our communities – we strive together for our people.

Key achievements

- National recognition was achieved for the Murrumbidgee Model – the first single employer model in NSW that increases the number of rural generalists in rural and regional areas. The single employer model provides a tailored, coordinated pathway for doctors wanting to become Rural Generalists during their training in public health facilities and general practitioner practices.

Murrumbidgee Local Health District: Demographic summary

Size	Culture	Health challenges
125,243 km ²	5.9% Aboriginal or Torres Strait Islander background	Mental Health
Population size	10.3% born overseas	Cancer
Population size: 248,087	7.5% speak a language other than English	Chronic Disease
Projected to increase to 259,233 by 2033	Wiradjuri, Yorta Yorta, Baraba Baraba, Wemba Wemba and Nari Nari peoples are the traditional custodians of the land	Obesity
Age		Death from road traffic accidents
15% aged 70+		
70+ age group predicted to increase to 49,835 by 2033		

- A Virtual Nurse Assist model was implemented to support the capability and growth of our early career workforce. Highly skilled clinical nurse consultants provide virtual support to frontline nurses across the district supporting them to provide safe clinical care in their emergency departments and on the wards of rural hospitals.
- New signage was installed at every healthcare service with a commitment to our consumers, Acknowledgement of Country and the NSW Health Apology to the Stolen Generations, as part of the district's commitment to creating a culturally safe and welcoming environment.
- The district has partnered with Concord Burns unit to deliver *Teleburns* – a model of care that connects consumers to medical specialists virtually. This initiative alleviates unnecessary travel to metropolitan areas while delivering effective burns treatment to consumers closer to home.
- Clinical yarning has been adopted as a patient-centred approach that finds common ground and creates a relationship for effective communication and enhances cultural safety for Aboriginal and Torres Strait Islander patients and their families.
- The Murrumbidgee School Based Traineeship Program provides a supported career pathway from school to work. The traineeships provide the opportunity for students to attain a nationally recognised vocational education and training qualification and their Higher School Certificate while gaining valuable work skills and experience through paid employment.
- Revolutionary technology has been adopted in oral health services to digitally test the dental unit waterlines, providing an immediate calibrated and reliable result, and freeing up dental chairs to be used for patients. Previous methods of testing waterlines for biofilms were time and labour intensive.
- Women have enhanced access to vital breast cancer assessment services, with a new BreastScreen Mobile Assessment service which enables women to receive follow-up tests closer to home, resulting in improved client satisfaction.
- Griffith Ophthalmology - Saving Sight is Our Vision, in partnership with Gordon Eye Clinic, St Vincent's Hospital and Foresight Australia, we have developed a public ophthalmology service with improved access to eye clinics and cataract surgery. The model of care has delivered streamlined referral and assessment and improved communication between providers.
- The Emergency to Community initiative aims to reduce the number of avoidable emergency department presentations for vulnerable consumers. A multidisciplinary team work with consumers who present frequently to emergency department to improve their treatment, self-management plans and quality of life in the community.

Nepean Blue Mountains Local Health District

Nepean Hospital Derby Street, Penrith NSW 2750

Telephone: 4734 2000

Email: NBMLHD-mail@health.nsw.gov.au

Website: www.nbmlhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive

Kay Hyman

Kay Hyman has proudly held the role of Chief Executive for 12 years. Kay is passionate about addressing health needs of the local health district's communities and Closing the Gap for Aboriginal health.



Nepean Blue Mountains Local Health District: Demographic summary

Size	Culture	Health challenges
9,179km ²	4.7% Aboriginal or Torres Strait Islander background	Cancer
Population size	20% born overseas	Circulatory Disease
387,316	14% speak a language other than English	Respiratory Disease
Projected to increase to 416,887 by 2033	Darug, Gundungarra and Wiradjuri peoples are the traditional custodians of the land	Injury & Poisoning
Age		Mental Disorders
11% aged 70+		
70+ age group predicted to increase to 64,584 by 2033		

Year in review

Our collaboration with patients, consumers, staff and stakeholders this year continues a long-standing tradition of working with our communities to help shape and deliver services.

This year we actively engaged consumer and patient groups to collaboratively address challenges and gaps in delivering services for people living with a disability, and our Aboriginal and culturally and linguistically diverse communities.

We embarked on an exciting new chapter of planning future clinical services in the Blue Mountains.

As a growing hub for innovation and research, we saw achievements in the use of artificial intelligence in patient care, robotic technology, laser therapy treatment, and gestational diabetes studies being trialled across Nepean Blue Mountains.

Sustainable healthcare remained a priority with support for staff-led initiatives as well as larger projects in carbon footprinting, helping to ensure a healthier, greener future for our community, patients and staff.

We also continued the focus on developing and engaging our staff through a dedicated staff feedback group to understand their ideas and the establishment of NBMLHD Pride, a growing network of allies for our diverse workforce and community.

Key achievements

- Achieved excellent outcomes in stroke rehabilitation at Blue Mountains District ANZAC Memorial Hospital.
- Involved consumers in a clinical redesign project to improve service engagement and health outcomes for Aboriginal clients following discharge from hospital.

- Opened the new Nepean Hospital Emergency Department.
- Established first partnership with NSW Ambulance to deliver maternity care training to paramedics.
- Continued clinical services planning for the Blue Mountains community.
- Received the highest possible rating for national quality measures at Portland Tabulam Health Centre.
- Launched additional free, safe and welcoming mental health support with Safe Haven, Penrith for people experiencing acute psychological distress and suicidal crisis.
- Maddison Williams named Aboriginal Allied Health Professional of the year; Julie Longson awarded NSW Credentialed Diabetes Educator of the year by Australian Diabetes Educators Association.
- Site of breakthrough trial using robotic laser therapy for prostate cancer treatment at Nepean Hospital.
- Awarded Silver for Climate Leadership in 2022 Climate Challenge Awards as part of the Health Care Climate Challenge initiative.

Northern NSW Local Health District

Crawford House Hunter Street, Lismore NSW 2480

Telephone: 6620 2100

Website: www.nnswlhd.health.nsw.gov.au

Business hours: 8:30am–5pm

Acting Chief Executive

Lynne Weir

February 2023 to June 2023

Lynne Weir commenced working in health as a nurse, undertaking her training in Sydney.



Northern NSW Local Health District: Demographic summary

Size	Culture	Health challenges
20,732 km ²	6.4% Aboriginal or Torres Strait Islander background	Poor health behaviours, such as risky alcohol consumption, smoking during pregnancy and physical inactivity
Population size	12.9% born overseas	Complex and chronic disease and ageing-related conditions
311,177	7.7% speak a language other than English	High cancer incidence and mortality
Projected to increase to 327,380 by 2033	Bundjalung, Githabul, Gumbaynggirr, and Yaegl peoples are the traditional custodians of the land	High rates of hospitalisation for type 1 diabetes, intentional self-harm, and illicit drugs, along with high rates of suicide
Age		
17.2% aged 70+		
70+ age group predicted to increase to 23.1% by 2033		

During her almost 40-year career, Lynne has held a number of clinical and management roles and has a Masters in Health Management.

Before moving to the Northern Rivers in 2013, Lynne was the Director Clinical Operations and acted as Chief Executive for Western NSW Local Health District.

Lynne became Executive Director of the Richmond/Clarence Health Services Group in 2013, and Director Clinical Operations in 2017.

Lynne was Acting Chief Executive, Northern NSW Local Health District for periods throughout the COVID-19 pandemic, and from February to June 2023.

Chief Executive Wayne Jones July 2022 to February 2023

(Biography on page 12)



Year in review

Services in Northern NSW returned to business as usual throughout 2022-23, as recovery from the 2022 floods continued.

BreastScreen NSW North Coast delivered screening to women in rural and remote communities through loan buses from other BreastScreen NSW services, following the loss of their mobile van in the 2022 floods. In early 2023, they received a refurbished bus to fully recommence the service. The screening participation rate for Aboriginal women was 47.4%, higher than state average of 44.6%.

Northern NSW Local Health District Oral Health services re-established a Primary School Mobile Dental Program, offering free dental care to remote and regional students. The Oral Health Service reduced patient waitlists by 62% and achieved 96% of the Dental Weighted Activity Unit target.

Public Health and Health Promotion teams established the North Coast Youth Vaping Taskforce to protect young people from the harms of e-cigarettes. Two successful community forums informed the development of a regional action plan to address youth vaping and strengthen our regulatory approach.

Public Health formalised its collaboration with Corrective Services (Clarence, Balund-a, Jabullum and Baryulgil and Malabugilmah Community correctional services) through a Memorandum of Understanding to enhance testing of sexually transmitted diseases and blood borne viruses in priority communities.

The district advanced its knowledge of climate health impacts, climate risk and net zero opportunities. In collaboration with Health Infrastructure, the new Tweed Valley Hospital will have more than one gigawatt of solar generation capacity, among other environmental features.

We have developed waste management capacity, and a comprehensive carbon assessment and net zero pathway for Lismore Base Hospital.

Research conducted in partnership with the University Centre for Rural Health and the Sax Institute produced a rapid review Evidence Check on the impacts of climate change on health and health services in Northern NSW.

Key achievements

- Founded the Rural Research Collaborative Learning Network, a rural-led initiative to provide high-quality research education to healthcare staff working in rural, regional and remote areas. The Network involves 10 NSW local health districts, Health Education and Training Institute and seven Queensland hospital and health services. So far there have been more than 2,200 registrations to attend sessions, 1,100 live session attendances and 740 online views of recordings.
- Improved Aboriginal staff engagement and patient experience, exceeding our Aboriginal workforce participation target, and providing culturally safe care settings through commissioned artworks at Lismore Base Hospital.
- Expanded the Emerging Leaders program to include aspiring allied health professionals, as well as nurses and midwives. There are now 60 staff in three cohorts attending the 12-month program with ongoing support from mentors, learning skills in four key areas of leadership including, self-development, relationships, systems and culture.
- Delivered the virtual care interpreter service, combining the principles of VirtualCare/Telehealth with the statewide interpreter service, offering end-of-bed service for culturally and linguistically diverse and AUSLAN patients, to enable virtual access to interpreter sessions for culturally and linguistically diverse patients with low levels of English proficiency.
- Implemented the Allied Health New Graduate program and established a Conjoint Allied Health Academic Researcher position.
- Developed the local health district's first Multicultural and Refugee Health Strategic Plan, and supported a regional Multicultural Forum to engage culturally and linguistically diverse communities and external stakeholders in shared decision-making and planning around culturally and linguistically diverse related health issues.

- Entered into a contractual alliance with Bond, Griffith and Southern Cross Universities and TAFE NSW to fund infrastructure construction for undergraduate education on the Tweed Valley Hospital site, and to create a long-term clinical placement and research relationship amongst the partners, supporting a pipeline of future clinical and non-clinical staff, and boosting research and quality assurance capability of the district in the long term.
- Implemented the Patient Flow Unit to improve coordination and communication of patient transfers, increasing the usage of patient transport service for clinically suitable patients, with a relative reduction in NSW Ambulance transfers. It has prevented unnecessary transfers through teleconferenced specialist consultations.
- Increased the maturity of Digital Health Governance to support the demand for, and the dependency on, digital health capabilities. Formed the Digital Health Clinical Advisory Group, and completed statewide and local ICT infrastructure and clinical system upgrades to enhance clinical service delivery and network resilience following the 2022 natural disasters, and the ICT commissioning initiatives for the new Tweed Valley Hospital.
- Implemented a criteria-led discharge model for elective joint replacements at Lismore Base Hospital, including interdisciplinary team collaboration to empower nursing staff to mobilising joint replacement patients ahead of discharge from the 23-hour ward on day one post-operation.

Northern Sydney Local Health District

Reserve Road, St Leonards NSW 2065
 Telephone: (02) 9462 9955
 Email: NSLHD-Mail@health.nsw.gov.au
 Website: www.nslhd.health.nsw.gov.au
 Business hours: 8:30am–5pm, Monday to Friday

Acting Chief Executive Lee Gregory November 2022 to June 2023



Lee was the Acting Chief Executive from November 2022. Prior to that, he was the Director of Operations for the district. He has been with Northern Sydney Local Health District for more than 30 years, holding many senior positions, including General Manager of Hornsby Ku-ring-gai Hospital, Director of Finance and Director of Operations.

Chief Executive Deb Willcox AM November 2017 to November 2022

(Biography on page 9)



Year in review

Taking care of the health and wellbeing of our patients and consumers is the cornerstone of what we do at Northern Sydney Local Health District. We cannot serve our community unless our people are healthy and well too. Ensuring our workforce is well supported is the key to delivering excellent healthcare.

The COVID-19 pandemic changed the way people work – employees' expectations evolved and along with flexible working, diversity, inclusivity and equity were increasingly what employees expected.

Northern Sydney Local Health District: Demographic summary

Size	Culture	Health challenges
900 km ²	0.5% Aboriginal or Torres Strait Islander background	Alcohol-related harm
Population size	41% born overseas	Vaping
958,777	34% speak a language other than English	Age-related conditions
Projected to increase to 1,029,552 by 2033	Darug, Guringai, Cammeraygal, Wallumedegal peoples are the traditional custodians of the land	Youth mental health
Age		Inadequate physical activity in children
13.2% aged 70+		
70+ age group predicted to increase to 16.4% by 2033		

We have shown our commitment to make the district a great place to work regardless of personal background or life experience.

We delivered programs that enhanced employment for Aboriginal peoples and people with a disability. Women in medical leadership was a key focus with some wonderful initiatives supporting female doctors to progress to senior clinical and leadership positions. We also delivered a range of activities to support culturally and linguistically diverse employees.

Our patients and communities we serve continued to be at the heart of our work and also our partners, whether that is through the design of services or through workshops to design the new Ryde Hospital.

Our staff should feel immensely proud of their achievements in delivering excellence in healthcare to our patients and community.

Key achievements

- Opened Australia's first young adult and youth hospice for people aged between 15 and 24. Built on the former Manly Hospital site, the hospice provides respite to families whose loved ones have a life-limiting illness.
- Royal North Shore Hospital's emergency department was a finalist in the NSW Premier's Awards for its domestic violence screening project.
- Launched the Diversity, Inclusion, Equity and Belonging Strategy to support and attract a diverse workforce.
- Established the Northern Sydney Long COVID Service to assist general practitioners manage patients in the community. In collaboration with the Northern Sydney Primary Health Network, the district also established a virtual care centre for general practitioners to seek advice on patients with COVID-19 and respiratory illnesses.
- Implemented the Real Time Patient Experience Survey to provide clinicians real-time assessment of a patient's experience.
- A group of anaesthetists from Royal North Shore Hospital were awarded funding, as part of the NSW Health Sustainable Futures Innovation Fund, to develop a device that will convert excess anaesthetic gases, a potent greenhouse gas, into a harmless biproduct.
- Opened Hornsby Ku-ring-gai Hospital's first renal dialysis unit as part of the NSW Government's \$265 million Stage 2 redevelopment of the hospital.
- Appointed three clinical research fellows to develop research capabilities and increase opportunities for research training. The positions were developed with the University of Sydney.

- Launched an eReferral system to simplify patient referrals. It allows general practitioners to submit electronic referrals to medical and surgical outpatient clinics at Royal North Shore Hospital, as well as the emergency department and Hospital in the Home services.
- A new purpose-built, six-bed psychiatric emergency care centre opened at Hornsby Ku-ring-gai Hospital. The short-stay mental health unit provides short stay assessment, close observation and treatment for stabilisation.

South Eastern Sydney Local Health District

Sydney Hospital and Sydney Eye Hospital

8 Macquarie Street, Sydney NSW 2000

Telephone: (02) 9540 7756

Email: SESLHD-Mail@health.nsw.gov.au

Website: www.seslhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Tobi Wilson

Tobi Wilson was appointed the Chief Executive in April 2019.

Tobi is an experienced, progressive health leader, with a passion for innovation in healthcare. Having started his career as a physiotherapist, Tobi has held leadership roles across Victoria, South Australia and NSW. Tobi has a proven track record of embracing technology to transform the delivery of health services.

In addition to his substantive position, Tobi holds a number of non-executive director positions across health and medical research organisations, including Chair and President of Health Roundtable, with more than 180 hospital members across Australia, New Zealand and the Middle East.

Year in review

Supporting our teams to thrive has been a priority in the past year, and it was exciting to see the 2022 Wellbeing Grants come to life.

The district has always taken a strong stand on Closing the Gap for our Aboriginal community. We celebrated culture and acknowledged the history of Aboriginal peoples by gathering across our facilities on many occasions to take part in cultural ceremonies, song, dance and yarning.

Our redevelopment teams continue to do terrific work as our expansive new hospitals move from plans to reality.



South Eastern Sydney Local Health District: Demographic summary

Size	Culture	Health challenges
468 km ²	42.3% born overseas	Diabetes
Population size	37.8% speak a language other than English	Hypertension
902,904	1.3% Aboriginal or Torres Strait Islander background	Cancer
Projected to increase to 1,002,560 by 2033	Dharawal, Gadigal, Wangai, Gweagal and Bidjigal peoples are the traditional owners of the land	Mental health
Age		Ageing population
11.6% aged 70+		
70+ age group predicted to increase to 14.9% by 2033		

As well as forging ahead with new services and buildings, making sure everyone has access to excellent healthcare, no matter what their background, is a bedrock of the district.

We are renowned for the way we care for communities well beyond our hospital wards. This was exemplified when we stepped in to help residents evacuate from their homes due to torrential rain.

Another milestone was the gradual return of our volunteers after a hiatus resulting from the pandemic. These unsung heroes make an enormous contribution.

A heartfelt thank you to each and every member of the South Eastern Sydney Local Health District community, for your tireless work and devotion in the past year.

Key achievements

- Prince of Wales Hospital Acute Services Building opened its doors to the public after more than seven years of design consultation, construction, planning and commissioning. The Acute Services Building will enhance the patient experience through new and improved technology, intuitive way finding and bright, open spaces.
- A surgical team at the Royal Hospital for Women became the first in Australia to perform a uterus transplant as part of a ground-breaking research trial.
- Staff celebrated, created awareness, and kept thousands of people safe and healthy during Sydney World Pride. Our Crown Street vaccination clinic was transformed into a temporary preventative health hub providing a range of free services such as STI and HIV tests.
- The Mental Health Virtual Centre was launched. This new site brings together a number of diverse mental health services, providing consumers with different options for their care, including virtual clinical services, face-to-face and online recovery education, physical health group programs and after-hours suicide crisis support.
- Researchers at the Royal Hospital for Women made a major breakthrough in the future diagnosis and treatment of endometriosis. In a world first, the team successfully grew tissue from all known types of endometriosis in a laboratory, allowing researchers to observe cell changes and compare how different tissue responds to different treatments.
- The NSW Telestroke Service reached an exciting milestone, treating more than 3,000 stroke victims across rural and regional NSW. The service is hosted by Prince of Wales Hospital and connects local doctors with specialised stroke physicians located hundreds of kilometres away in major hospitals via video consultations.
- Sutherland Hospital's magnetic resonance imaging service officially opened. The state-of-the-art facility was delivered as part of the hospital's Operating Theatre Complex redevelopment. The service has enabled faster care for inpatients as fewer need to be transferred to St George Hospital or private providers for their scans.
- The Festival of Care – an initiative designed to bring entertainment, joy and a sense of calm – launched at our hospitals.
- The opening of the children's playground and garden at St George Hospital completed a series of projects to transform various areas of the paediatric ward. The space was transformed in 2022 from a grant received from the Department of Infrastructure in collaboration with the Rotary Club of Hurstville. The project included a playroom, parents retreat and alfresco pirate ship playground in the children's ward. The garden provides patients, visitors, and staff a space to sit and enjoy the outdoors.
- The Kirketon Road Centre collaborated with Uniting to open a free clinic in Kings Cross, providing high-quality, compassionate medical care to people who use drugs. The service is an opportunity to integrate clinical, social and harm reduction services for clients who have difficulty accessing medical care.

South Western Sydney Local Health District

Liverpool Hospital (Eastern Campus)
Scrivener Street Warwick Farm NSW 2170
Telephone: 8738 6000
Email: SWSLHD-ESU@health.nsw.gov.au
Website: www.swslhd.nsw.gov.au
Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Amanda Larkin



Amanda Larkin has more than 25 years of experience in health service management, a Bachelor of Social Work, an Associate Diploma in Environmental Science, and an Honorary Doctorate from the University of New South Wales.

Amanda's extensive experience in health management and commitment to safe, high-quality care, as well as her passion to further develop health and education precincts across the district, places the region at the forefront of world-class healthcare.

Amanda serves as a board member of the Ingham Institute of Applied Medical Research, South Western Sydney Primary Health Network and Health Infrastructure, and as Chair of the Sydney Partnership for Health.

Year in review

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

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

During 2022-23, our focus was reinforcing our ties to those communities, ensuring we take the time to understand their different perspectives and health needs to adjust our models of care and tailor our services.

We formed the South West Sydney Multicultural Partnership in 2022. It aims to create better health outcomes and experiences for multicultural communities with formalised collaborations between the district and local multicultural organisations.

Our Aboriginal Health Services have established deep partnerships with local Aboriginal organisations, whose expertise in health and culture enable the delivery of culturally responsive care.

We launched the *South Western Sydney Local Health District Strategic Plan 2022-2027 Framework* to reach our vision of leading safe, sustainable care for healthier communities.

Key to our success will be to deepening engagement with the people of South Western Sydney, listening to their needs and co-designing care to support their health and wellbeing.

Key achievements

- Accelerated digital health projects throughout the district to transform the experience of staff, patients, consumers and carers. A range of projects to uplift digital capacity improves access to information and streamlines care.
- Introduced oral health specialist services, including oral surgery, paediatric dentistry and special needs dentistry.
- Opened the 12-storey clinical services building at Campbelltown Hospital, the centrepiece of the \$632 million stage two redevelopment.
- Partnered with the Department of Communities and Justice to establish a tier four specialist Mental Health service to improve outcomes for children and young people in out-of-home care.

South Western Sydney Local Health District: Demographic summary

Size	Culture	Health challenges
6,243 km ²	40% born overseas	Diabetes
Population size	48% speak a language other than English	Respiratory conditions
1,057,080	2% Aboriginal or Torres Strait Islander background	Circulatory diseases
Projected to increase to 1,193,520 by 2033	Cabrogal clan of the Darug Nation, peoples of the Dharawal and Gundungurra Nations are the traditional owners of the land	Mental health
Age		Malignant neoplasms (tumours)
10% aged 70+		
70+ age group predicted to increase to 156,844 by 2031		

- Opened the 16-bed Campbelltown Mental Health Rehabilitation Unit, which forms part of a statewide network of tertiary level services for people across NSW who are experiencing longer term mental illness. The unit was recognised with an international award for pioneering design work.
- Held the inaugural Greater Western Sydney Future Health Forum as an initiative of the Greater Western Sydney Health Partnership between South Western Sydney, Western Sydney and Nepean Blue Mountains Local Health Districts. The forum brought together decision makers, community representatives, researchers and care providers to discuss the health needs of Greater Western Sydney's communities.
- Reached the highest point of construction for stage one of the Liverpool Health and Academic Precinct, which will include a new emergency department.
- Worked towards Closing the Gap for Aboriginal communities to improve equity of outcomes by: redesigning the Aboriginal Child and Family Service to strengthen its cultural integrity and responsiveness; embedding new Aboriginal Health Worker roles in cancer services, community paediatrics and drug health; and establishing an Aboriginal Mental Health Transfer of Care team supporting Aboriginal inpatients and their families.
- Conducted translational research to enhance our understanding of one of South Western Sydney's biggest health challenges, diabetes. The Diabetes Obesity Metabolism Translational Research Unit has led a range of projects focusing on the diverse communities of the region. Projects included the Le Taeao Afua Samoan diabetes prevention program; and The Wollondilly Diabetes Programme: An Integrated Care for Diabetes and Treatment of Gestational Diabetes Mellitus Diagnosed Early in Pregnancy.

- Embedded the Transforming Your Experience Nursing and Midwifery Improvement Science Collective, which championed 51 multidisciplinary teams to engage in improvement projects in two years.

Southern NSW Local Health District

Peppertree Lodge Queanbeyan Hospital Campus
Collett Street Queanbeyan NSW 2620

Email: SNSWLHD-OfficeOfTheCE@health.nsw.gov.au

Website: www.snswlhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Margaret Bennett OAM

Margaret Bennett joined the district on 2 March 2020 after ten years as Chief Executive Officer of Northeast Health in Wangaratta, Victoria. Her broad clinical background includes senior executive roles in health and hospital services in NSW, Victoria and Western Australia, with a proven track record as an experienced, capable and successful leader.



Year in review

Recruitment, workplace culture and financial and environmental sustainability were the priority areas for Southern NSW Local Health District this year.

New and innovative recruitment and retention strategies included the Come to Southern marketing campaign, recruitment fair stalls, and partnership with overseas recruitment agencies. More than 80 nurses signed contracts to join the district from the United Kingdom in mid to late 2023. The largest cohort to date comprising 121 graduate nurses and midwives also joined the district this year.

Southern NSW Local Health District: Demographic summary

Size	Culture	Health challenges
44,534 km ²	5% Aboriginal or Torres Strait Islander background	Ageing population
Population size	20.6% born overseas	Obesity
219,267	7.1% speak a language other than English	Smoking including smoking during pregnancy
Projected to increase to 242,879 by 2033	Ngambri, Ngarigo, Yuin, Gundungurra, Ngunnawal peoples are the traditional custodians of the land	Alcohol consumption
Age		Mental health
16.1% aged 70+		
70+ age group predicted to increase to 20.3% by 2033		

A Closing the Gap strategy, Pride in Southern project, Elevate leadership program and Workplace Wellbeing Toolkits were created to improve workplace culture, inclusion and diversity in response to staff feedback provided in the 2022 Workplace Wellbeing Assessment and NSW People Matter Employee Survey.

The Strengthening Community Engagement review launched to explore new ways to achieve meaningful connections with consumers and community members.

Through planning, performance and partnership, the district made significant improvements in key performance areas, including elective surgery access performance, transfer of care times and emergency treatment performance and capture of National Weighted Activity Units.

Key achievements

- Launched Your Experience Matters patient survey across all sites in both paper and digital.
- Opened new magnetic resonance imaging service at Goulburn Hospital and new maternity ward and emergency department at Cooma Hospital.
- Launched Come to Southern recruitment campaign and hired 89 nurses through targeted overseas recruitment in the United Kingdom.
- Launched Strengthening Community Engagement review to improve and expand community engagement across the district.
- Achieved 365 days with no episodes of care which involved a seclusion event at South East Regional Hospital.
- Launched Pride in Southern program to improve inclusion and diversity and start work to achieve Rainbow Tick Accreditation.

- Achieved highest rate of Aboriginal breast screening in NSW through the Trusted Locals Encourage Screening project.
- Established Clinical Trial Support Unit to deliver outreach services as part of the Rural, Regional and Remote Clinical Trial Enabling Program, in partnership with Illawarra Shoalhaven Local Health District, Murrumbidgee Local Health District, ACT Health and Canberra Health Services.
- Launched Virtual Hub at Bombala Multipurpose Service and expanded Virtual enhanced Community Care program.
- Launched Connecting with Country program as part of the new Eurobodalla Regional Hospital project. A Cultural Burn was held onsite as well as regular Aboriginal community engagement events. A new Aboriginal Community Engagement role was created.

Sydney Local Health District

Level 11, King George V Building 83 Missenden Road, Camperdown NSW 2050

Telephone: 9515 9600

Email: slhd-esu@health.nsw.gov.au

Website: slhd.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive

**Dr Teresa Anderson AM
FIPAA, B.App Science
(Speech Pathology) PhD**



Teresa Anderson is the Chief Executive of Sydney Local Health District, one of the leading public health organisations in Australia. Teresa has more than 40 years of experience as a clinician and health service executive. She was appointed a Member of the Order of Australia (AM) in 2018 in recognition of her contribution to NSW Health and the community.

Sydney Local Health District: Demographic summary

Size	Culture	Health challenges
126 km ²	1.2% Aboriginal or Torres Strait Islander background	Insecure housing and homelessness
Population size	49% born overseas	Chronic conditions, such as cardiovascular disease, diabetes and obesity
740,000	46% speak a language other than English	Mental health
Projected to increase to 819,540 by 2036	Gadigal, Wangal, Bediagal People of the Eora Nation are the traditional custodians of the land	Infectious and communicable diseases, such as COVID-19, sexually transmitted infections and blood-borne viruses, Drug and alcohol use, nicotine and vaping
Age		
9.5% aged 70+		
70+ age group predicted to increase to 13.3% by 2036		

Teresa is a vice-president and fellow of the NSW Institute of Public Administration Australia, a member of six medical research, health and primary health network boards, and an active member of Sydney Health Partners Governing Council and Executive Management Group, an Advanced Health Research Translation Centre. Teresa has extensive experience in research governance and embedding quality research in health services.

She is passionate about developing people, programs and services to support and improve the health and wellbeing of the community.

Year in review

This year, Sydney Local Health District's culture of discovery has driven incredible advances in practice, research and new models of care for our patients and their loved ones. I am incredibly proud of the way our staff and services have emerged from the intensive pandemic response period to innovate services and apply learnings, to care for our communities.

We have cared for 1.5 million people in our outpatient services, and a further 81,900 patients treated with COVID-19. Almost 176,500 people attended our emergency departments, with 43,650 arriving by ambulance. There were more than 163,460 admissions and discharges at our hospitals and almost 43,160 operations were performed in our hospitals and through collaborative care arrangements. Close to 5,000 babies were born at Royal Prince Alfred Hospital and Canterbury Hospital.

Our services in our communities have continued to deliver excellent care close to people's homes, working in partnership with community to keep people healthy. We turned the district rainbow during Sydney WorldPride, highlighting our commitment to equity and inclusion. Our district achieved the highest results in NSW Health across every theme in the People Matter Employee Survey highlighting culture and engagement.

I would like to thank everyone who supports our work to make a difference for our community. Sydney Local Health District is *Ngurang Dali Mana Burudi*, 'a place to get better'.

Key achievements

- Officially opened the Radiation Oncology Unit and \$6 million positron emission tomography computed tomography in the new Concord Hospital Cancer Centre; completed and commissioned the \$1.2 million refurbishment of the new Short Stay Unit; launched the STRONG Program (Strength Training, Rehabilitation and Outreach Needs in Geriatric Medicine) and completed the new staff car park, which is the first phase of the \$32 million multistorey car park project for staff, patients and visitors at Concord Hospital.

- Celebrated the 140-year anniversary of Royal Prince Alfred Hospital, as designs were released for the \$750 million redevelopment, the largest transformation in the hospital's history.
- Celebrated 15 years of the Concord Centre for Mental Health, 10 years of the Living Well Living Longer integrated care program and the first anniversary of Naamuru, Parent and Baby Unit.
- Launched the Sydney Biomedical Accelerator Innovation Hub which is the first significant milestone of the \$650 million (including NSW Government contribution of \$150 million) Sydney Biomedical Accelerator Research Complex, a partnership between Sydney Local Health District, NSW Health and the University of Sydney.
- Developed Aboriginal cultural lounges at Concord, Canterbury and Sydney Dental Hospitals and launched the Jarjums Connections Project, to promote movement, mindfulness and Aboriginal culture to children, families and educators.
- Launched a dedicated education centre at Canterbury Hospital, while planning continues for the \$350 million redevelopment.
- Officially opened RPA HealthOne Green Square, a first of a kind health centre designed to improve people's access to healthcare services.
- Performed 1,000 cases of pelvic exenteration surgery at Royal Prince Alfred Hospital, which is recognised as the first hospital in the world to do so.
- Enhanced RPA Virtual Hospital models in collaboration with Far West Local Health District to include the Virtual Fracture Clinic, Virtual Midwifery Care and Virtual Nurse Assist, following the launch of Virtual Intensive Care Unit.
- Marked 30 years since the establishment of the Pozhet service for heterosexual people living with HIV/AIDS.

Western NSW Local Health District

7 Commercial Avenue, Dubbo NSW 2830

Telephone: (02) 6809 8600

Email: wswlhd-ce@health.nsw.gov.au

Website: www.wswlhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Mark Spittal

Mark Spittal was appointed Chief Executive in January 2022 and leads a passionate team committed to improving health outcomes for rural people through the delivery of high-quality care as close to home as possible.



Western NSW Local Health District: Demographic summary

Size	Culture	Health challenges
247,000 km ²	14.5% Aboriginal or Torres Strait Islander background	Aboriginal health and wellbeing
Population size	8% born overseas	Chronic disease prevention and management
284,240	6% speak a language other than English	Childhood vulnerability
Projected to increase to 300,006 by 2033	Barindji, Barrinbinja, Barundji, Gunu, Kamilaroi, Muruwari, Wailwan, Wiradjuri and ongaibon peoples are the traditional custodians of the land	Maternal and infant outcomes, especially smoking during pregnancy
Age		Mental health
14% aged 70+		
70+ age group predicted to increase to 17% by 2033		

Mark's extensive leadership experience, spanning more than three decades in healthcare both in Australia and overseas, has shaped his dedication to improving standards of patient care and clinical safety through innovation, collaboration and effective community engagement.

Mark is committed to addressing the needs of the district's proud Aboriginal communities by providing safe, culturally appropriate services, and to the continued development of services that meet the changing needs of the entire Western NSW population.

Year in review

The Western NSW Local Health District has a proud tradition of innovation and agility in providing healthcare to some of the most geographically and demographically diverse populations in the state.

This year, that spirit of innovation was demonstrated in key undertakings that support both our workforce and the health of our communities.

We developed a comprehensive people strategy containing a range of initiatives to grow and support our workforce.

We also laid the groundwork for more meaningful relationships between our network of services and the communities they provide care to.

We also continued to take the best advantage of technology to support care both at the bedside and virtually into hospitals and homes.

While innovation takes us forward, so too does the spirit of our people. In 2022-23, some of our communities were devastated by natural disasters. In response, we witnessed acts of bravery, kindness and generosity that are truly exceptional. In many cases, along with other emergency services, our healthcare teams – all too often the victims of these events themselves – showed themselves again to be at the heart of their community.

Key achievements

- Opened the Centre for Rural Education, Training and Simulation centre at Wellington, providing state-of-the-art classroom learning and simulated ward training to support the expansion of the clinical workforce in size and capability.
- Launched the district's first Allied Health Rural Graduate Program, which includes clinical rotations, clinical and peer supervision, mentoring and workshops in a two-year period. A total of 15 graduated clinicians in a range of allied health professions have started their career in the program.
- Launched the district's first Environmental Sustainability Strategy to guide our contribution to achieving the net zero emission target.
- Launched a mobile computed tomography scanner service to the northern communities of the district, providing increased computed tomography access to acute and post-acute services to closer to where people live.
- Launched remote falls monitors for Multipurpose Service residents, enabling the early detection of clinical deterioration and enhanced escalation pathways to reduce falls.
- Obtained accreditation by the Australian and New Zealand College of Anaesthetists to increase anaesthetic training at the Orange Health Service to a 24-month rotation to supplement that anaesthetic workforce.
- Established Safe Havens at Parkes and Dubbo to access mental health services as a safe and supported alternative to emergency departments.
- Launched the district's first Meaningful Engagement Strategy, with a focus on Aboriginal communities, to build and maintain engagement with our diverse and unique communities.

- Launched the district's second Reconciliation Action Plan, endorsed by Reconciliation Australia, to foster and guide collaboration between our teams and Aboriginal people.
- Increased cancer services availability closer to where people live with the installation of a positron emission tomography scanner at the Western Cancer Centre in Dubbo.

Western Sydney Local Health District

Hawkesbury Road, Westmead Hospital

Westmead NSW 2145

Telephone: 8890 9000

Email: WSLHD-OfficeOfTheCE@health.nsw.gov.au

Website: www.wslhd.health.nsw.gov.au

Business hours: 8:30am–5pm, Monday to Friday

Chief Executive Graeme Loy

Graeme Loy is the Chief Executive at Western Sydney Local Health District. In the past 15 years, Graeme has held many executive roles across the health sector, including Chief Executive of Northern Sydney Local Health District, Executive Director of System Management for the NSW Ministry of Health, Director of Operations at South Western Sydney Local Health District, Transition Manager at Sydney South West Area Health Service. He currently serves as board member for the Westmead Institute for Medical Research, NSW Ambulance, the Australian Institute of Health Services Management, Sydney Health Partners and Westmead Applied Research Centre Advisory Board.



Graeme has led the establishment of a leadership committee of high-profile executives from the Westmead Health Precinct, with the aim to bring a new vision for the precinct to life, exploring opportunities to collaborate with major global innovation partners in order to attract more research, investment and bright minds to the already internationally recognised Westmead.

Year in review

Throughout 2022-23, the district drove an agenda of impactful delivery, innovatively supporting patients, carers and staff.

In 2023, the completion of the Westmead Hospital Mother Baby Unit marked a milestone in maternal and infant care, designed with a focus on preserving the parent-infant relationship.

The implementation of a remote monitoring solution for cardiotocography traces and the introduction of the Westmead Emergency Department Tap-on/Tap-off Pilot further improved healthcare efficiency.

Supportive and palliative care unit at Auburn Hospital provided tailored care for patients with life-limiting illnesses, considering diverse cultural and religious needs.

The GradStart Program supported 520 new graduate nurses and midwives, reducing the district's vacancy rate and fostering a supportive learning environment.

Hospital in the Home in Integrated and Community Health tripled in size in the past 12 months, reaching its target of 100 in-patient acute beds in the home on 30 June 2023.

Digital enablement, strong clinician and executive engagement, remodelling of governance and a complete cultural focus on quality and safety right across the team has led to more patients being able to be treated in their home.

Western Sydney Local Health District: Demographic summary

Size	Culture	Health challenges
789 km ²	1.9% Aboriginal or Torres Strait Islander background	Cancer
Population size	49.9% born overseas	Cardiovascular disease
1,053,158	54.3% speak a language other than English	Diabetes
Projected to increase to 1,264,729 by 2033	Darug peoples are the traditional custodians of the land	Injury
Age		Respiratory disease
9% aged 70+		
70+ age group predicted to increase to 137,305 by 2033		

Westmead Health Precinct innovation office served to better connect Westmead with industry partners in Australia and around the world. Additionally, Human Experience week highlighted the power of community and diversity in healthcare.

Key achievements

- Construction of the new Westmead Hospital Mother Baby Unit was completed in February 2023, with operational go-live occurring in March 2023 and the first patient admitted in April 2023.
- Provided obstetricians with a capability to remotely monitor cardiotocography traces that measured the variability of a foetus heartbeat in a mother's womb, particularly during critical situations when clinicians in the hospital require immediate diagnosis and advice from a consultant.
- Implemented Single Sign On technology to automate the login process for Westmead emergency department staff to reduce the need for manual credential entry, improving operational efficiency, and strengthening security measures.
- The Auburn Hospital supportive and palliative care unit officially opened on 1 March 2023 to provide care for people with a life-limiting illness who require management of complex supportive and palliative or end-of-life care needs.
- Formed the Westmead Health Precinct innovation office to better connect Westmead with industry partners in Australia and around the world.
- Launched inTouch RACF Pathway in Integrated and Community Health in April 2022 to delivered better options of care for residential aged care facility residents. As of 30 June 2023, a total of 1,407 residential aged care facility patients had avoided an emergency department presentation through the inTouch RACF pathway.
- Hospital in the Home in Integrated and Community Health tripled in size in the past 12 months, reaching its target of 100 in-patient acute beds in the home on 30 June 2023.
- In 2023, the GradStart Program committed to support 520 new graduate nurses and graduate midwives spanned across the Auburn, Westmead, Blacktown and Mt Druitt Hospitals and Mental Health, Integrated and Community, Drug Health, and Maternity services.
- Launched Human Experience week for NSW Health. The theme this year was *All of Us: The Power of Community*, with the sub themes of *Love, Belonging and Healing*. The two events hosted by the district sought to encapsulate this theme, specifically focusing on Western Sydney's unique consumer/patient base.