

# Road to Renewal

SOUTHERN NSW

LOCAL HEALTH DISTRICT

YEAR IN REVIEW

2020-21



Health  
Southern NSW  
Local Health District





## Vision

Helping people  
lead healthy lives.

## Mission

Delivering healthcare  
that matters.

## Values

- Collaboration
- Openness
- Respect
- Empowerment

**FRONT COVER:**  
Cooma Health Service  
midwife Sarah Horneman  
with baby Jaxson, of Cooma

**CONTENTS PHOTO:**  
Gilberto Olimpio



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# About Southern NSW Local Health District

Southern NSW Local Health District (SNSWLHD) is responsible for the management of public hospitals and healthcare clinics and institutions throughout south-east NSW.

**It is one of 15 local health districts (LHDs) in the NSW health system.**

We deliver healthcare through locally-made decisions tailored to the needs of our peoples, and empower our clinicians and the community.

In 2020-21, our staff attended to more than 113,890 presentations in our emergency departments, 48,854 inpatient admissions, performed 13,795 surgeries and delivered 1379 babies.

Our network of hospitals and community services provide for the residents and tourists that populate 44,534 square kilometres of the State's vast south east and tablelands.

SNSWLHD encompasses seven local government areas (LGAs) in one of Australia's most geographically diverse natural environments, spanning the tablelands to the ACT, the Snowy Mountains, and the far south coast to the Victorian border.

It encompasses the Upper Lachlan, Goulburn Mulwaree, Yass Valley, Queanbeyan-Palerang, Eurobodalla, Bega Valley and Snowy Monaro LGAs, and incorporates the traditional lands of five Aboriginal nations of the Gundugurra, Ngunnawal, Ngambri, Ngarigo and Yuin peoples.

Strong tourism, agriculture and a large renewable energy sector characterise the LHD.

## OUR STAFF\*



**277.65**

| Allied Health



**99.17**

| Medical



**49.24**

| Other Prof &  
Para Professionals  
& Support Staff



**463.34**

| Corporate Services  
& Hospital Support



**1276.61**

| Nursing



**51.27**

| Scientific &  
Technical Clinical  
Support Staff



**110.67**

| Hotel Services



**31.07**

| Oral Health  
Practitioners &  
Support Workers



**2382.21**

| Grand Total



**23.44**

| Maintenance  
& Trade



**0.74**

| Other Staff



**3004**

| Number Of  
Individuals  
Employed

\*Payroll FTE information as at 13 June 2021. Source: Corporate Analytics

## Our Services

We are a major employer with 3000-plus staff many of whom are local to the communities they serve.

Doctors, nurses and allied health professionals account for 69 per cent of our workforce.

Our healthcare facilities are divided into three geographic networks across 15 sites enabling those in each region to get the right care at the right time and in the right place.

SNSWLHD has 12 public inpatient facilities including nine hospitals and three multipurpose services (MPS).

Our multipurpose services combine a range of health and aged care. Each MPS is tailored to meet the community's unique clinical needs.

Hospitals with higher level services are strategically connected to smaller facilities providing emergency and basic care.

SNSWLHD partners with ACT Health and major Sydney hospitals for those who require high-level specialist care.

## Our Community

SNSWLHD's population of more than 211,122<sup>1</sup> is seasonal surging to more than 5 million tourists each year attracted by the region's snowfields and idyllic coastal areas.

Visitors account for between 13-17 per cent of all our emergency department presentations annually.

The average age of our residents of 45.6 years is older than that for NSW at 38 years with coastal areas having a high proportion of elderly people while the peri-urban fringe around the ACT is growing, including families with young children.

As older people comprise an increasing proportion of the local population, new patterns are emerging marked by a greater number of seniors than children and youths, and a steady increase in the ratio of older people to those of working ages.

The forecasted impact on the health workforce and demand for healthcare services will be significant as people aged over 75 years use five times as many health services as those aged less.

Our Aboriginal population is younger and growing more quickly than any other demographic in our district with 45 per cent of our 8664-strong Aboriginal community<sup>2</sup> living on the south coast.

More than 26,240 residents were born overseas<sup>3</sup>, 11,000 speaking a language other than English at home with the highest proportion living in Queanbeyan.

Our local population is predicted to remain fairly stable overall, reaching 211,483<sup>4</sup> by 2036, although the portion of people aged 65 and older will continue to rise dramatically from 20 per cent to 30 per cent by 2036, an increase from 42,838 to 62,860 individuals.

1 211,122 residents - ABS Population by age and sex, regions of Australia, 2020

2 ABS Estimates of Aboriginal and Torres Strait Islander Australians, 2016

3 PHIDU Social Atlas of Australia, 2018

4 NSW Department of Planning and Environment, NSW state and LGA household projections, 2019





## Year at a Glance



ED presentations

**113,891**



Admissions

**48,854**



Surgeries

**13,795**



Births

**1379**

Source: Health Information Exchange (HIE) and Enterprise Data Warehouse for Analysis Reporting and Decisions (EDWARD).



## Our Health

The majority of LGAs in SNSWLHD are categorised as socially disadvantaged with the exception of the Yass Valley and Queanbeyan-Palerang regions.

There is a strong link between income and health and wellbeing.

People living in more disadvantaged communities are at greater risk of unhealthy lifestyle behaviours such as smoking, poor diet, lack of exercise, and risky alcohol intake leading to chronic diseases such as diabetes, heart attack, stroke and obesity.

A total of 69.7 per cent of adults and 27.6 of children are overweight or obese in our LHD with 11.6 per cent of adults having diabetes or high blood glucose.

As our population ages, the number of people diagnosed with cancer will increase by 64 per cent over the next decade.

Prostate and breast cancers are the most common, while lung cancer causes more deaths.

The rate of pregnant smokers in SNSWLHD is concerning at 14.1 per cent, 5.8 per cent higher than the State average. The overall rate of smokers is 16 per cent, higher than the NSW average at 14.4 per cent.

Rates of mental health illness, hospitalisation for mental distress and self-harm are higher in SNSWLHD than the rest of the State with younger residents aged 15-24 having high rates of admission for self-harm.



← Part of the original 1867 Cooma Hospital building

Queanbeyan Health Service's Dr Jeannie Ellis checks nurse Kate Gategood

Baby Douglas Hardwick, of Jembaicumbene, undergoes routine newborn hearing screening at Queanbeyan Health Service

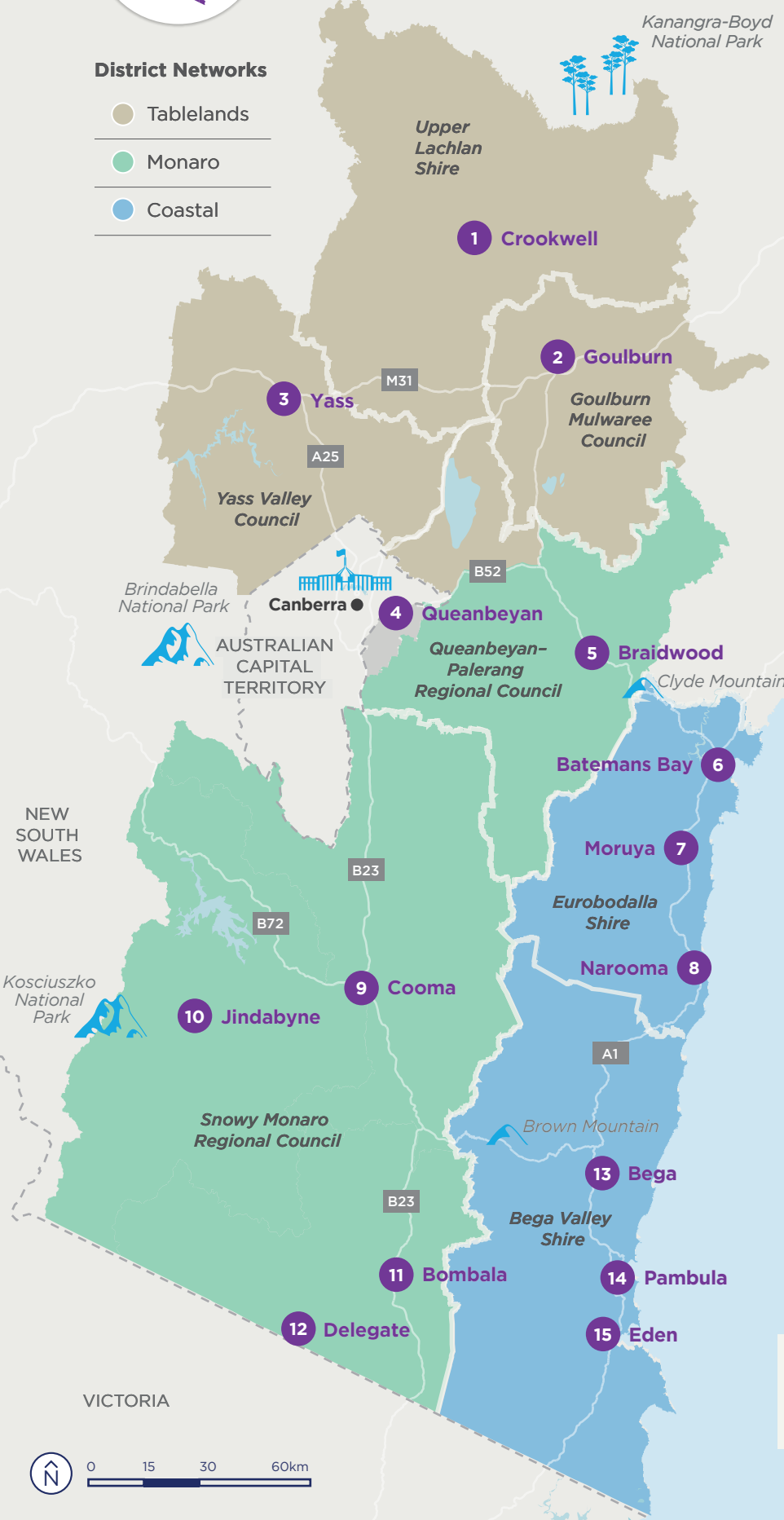






**District Networks**

- Tablelands
- Monaro
- Coastal



**Upper Lachlan Shire**  
1. Crookwell Health Service

**Goulburn Mulwaree Council**  
2. Goulburn Base Hospital  
2. Bourke Street Health Service  
2. Kenmore Hospital  
2. Chisholm Ross Centre

**Yass Valley Council**  
3. Yass Health Service

**Queanbeyan-Palerang Regional Council**  
4. Queanbeyan Health Service  
5. Braidwood Multipurpose Service

**Eurobodalla Shire**  
6. Batemans Bay District Hospital  
7. Moruya District Hospital  
8. Narooma Community Health

**Snowy Monaro Regional Council**  
9. Cooma Health Service  
10. Jindabyne HealthOne  
11. Bombala Multipurpose Service  
12. Delegate Multipurpose Service

**Bega Valley Shire**  
13. South East Regional Hospital  
14. Pambula District Hospital  
15. Eden Community Health Centre

Southern NSW Local Health District acknowledges the Aboriginal peoples who are the traditional custodians of the land and pays respects to Elders past and present.



## Financial Sustainability

SNSWLHD’s commitment to financial sustainability underpins our ability to provide a diverse range of public healthcare to the people of southern NSW.

**The COVID-19 pandemic headlined our financial result for the 2020-21 year with \$28.5 million received in State and Commonwealth funding towards the pandemic as we recorded 123,900 COVID-19 non-admitted patient visits.**

SNSWLHD continued to prioritise the response to the pandemic, rolling out the COVID-19 vaccination program at clinics throughout our region.

**The implementation of 12 efficiency improvement programs realised \$5.8 million in savings to our bottom line.**

The strategies focussed on procurement, labour costs including overtime, and theatre efficiencies.

Further efficiency improvement programs will be developed in 2021-22 improving the way and cost of doing business.

New services stemming from the 2019-20 *black summer* bushfire response were implemented with bushfire recovery clinicians and farmgate counsellors employed to address the needs of our community.

Our capital redevelopments continued to progress with the Braidwood Multipurpose Service opened by the NSW Deputy Premier and Member for Monaro John Barilaro. It is part of the NSW Government’s statewide \$297 million multipurpose service program.

Redevelopment commitments from the NSW Government include \$24.2 million for Cooma Health Service, \$8 million for Yass Health Service, \$165 million for Goulburn Base Hospital, and \$200 million to deliver a new Eurobodalla Health Service.

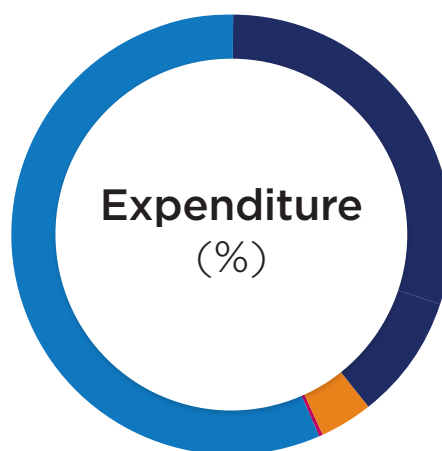
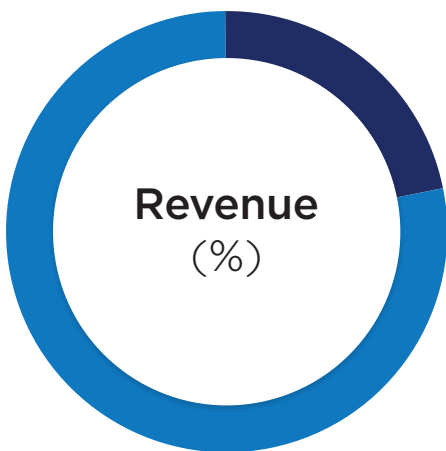
SNSWLHD’s expenditure for 2020-21 was \$507 million of which employee related expenses, including visiting medical officers (VMOs), made up 66 per cent.

We employ a range of medical, clinical, allied health and corporate staff to meet the needs of the community and our organisation.

A cultural redevelopment plan was launched to further empower and engage our staff to deliver high quality customer service and to meet community expectations.

Own-source revenue generated in 2020-21 was \$43.5 million and included patient fees and private health insurance revenue.

The complete audited financial statements are published in the 2020-21 NSW Health Statutory Financial Report and are available on our website [www.snswlhd.health.nsw.gov.au](http://www.snswlhd.health.nsw.gov.au)



## A Word from the Chair & Chief Executive



The 2020-2021 year saw Southern NSW Local Health District embrace the challenges of the past 12 months, and embark on a journey of renewal.

In partnership with our communities, as they continued to rebuild their lives from the devastation of drought, the **black summer** bushfires, and floods, we prepared to manage our response to the COVID-19 pandemic.



Focussing on the imperative for change, we set about reshaping our local health district to deliver the best available healthcare to the people of Southern NSW.

We restructured our organisation, embracing innovative models of care and technology to enable us to deliver efficient healthcare to the people we serve at the right time and in the right place.

Our transformation is underpinned by Elevate, our cultural framework, igniting a heightened level of passion and responsibility in our staff to realise continued excellence in rural healthcare.

The journey of renewal has called on the dedication of our committed staff as they have readjusted to new ways of doing business against the backdrop of the challenges of COVID-19.

In responding to the COVID-19 pandemic and ensuring our communities were constantly monitored, we conducted 82,644 COVID-19 tests and rolled out the first stage of our vaccination program to the most vulnerable, and those in essential services.

Through virtual care we continued to treat patients and clients, and access expert advice, enhancing patient safety.

Engagement and communication are key to ensuring our staff and community join us on our journey. Numerous consultation sessions and workshops captured ideas and feedback to move us forward.

We established medical leads throughout our local health district to give clinicians a stronger voice on how we can achieve the best health outcomes for patients.

We organised our facilities and services into three geographical clusters and two streams. The Monaro, Coastal and Tablelands networks have been designed with the needs of their communities at the fore.

Thirteen core district-wide clinical streams were developed to support consistency in high quality patient care and clinical outcomes throughout all our facilities.

We are acutely aware that while our landscape is showing strong signs of recovery from the **black summer** bushfires of 2019-20 and this year's floods, many in our community are on their own very personal journey of renewal.

Bushfire recovery clinicians deployed throughout Southern continue to provide support focussing on mental health and wellbeing.

The physical signs of renewal throughout our local health district can be seen in our \$400 million infrastructure program with projects completed or reaching exciting milestones as we rebuild to futureproof our health system.

In what has been a challenging year for our many volunteers, partner agencies and supporters, we are indebted to them for their tenacity to navigate the COVID-19 safety protocols to continue to support us.

Our valuable partnership with our 11 community consultation committees, based on openness about our challenges, trust and confidence, is critical in our journey to realise better healthcare for all.

**DR ALLAN HAWKE AC**  
CHAIR

**MARGARET BENNETT**  
CHIEF EXECUTIVE

# THE YEAR THAT WAS

## Our COVID-19 Response

SNSWLHD embarked on a journey of renewal during 2020-21 to elevate our performance in patient safety and quality, financial sustainability, and staff and community engagement.

**We reviewed and reorganised the way we do business while embracing a culture of *together as one* as we set a course to become a recognised leader in rural healthcare.**

As our communities and staff continued to deal with the aftermath of the **black summer** bushfires of 2019-2020, we too walked alongside them on the road to recovery to heal and support their mental and physical wellbeing.

All the while we continued to face the unique challenges brought about by the COVID-19 global pandemic as we set about protecting our community and staff.

### Our COVID-19 Response

The effects of the COVID-19 global pandemic on the healthcare landscape have been overwhelming.

Our response to the ongoing virus which continued to sweep the world remained in line with Commonwealth and NSW Health guidelines with the newly developed vaccines a key feature.

Since the first case was diagnosed in Australia on January 25 2020, there were 30,610 cases of COVID-19 reported nationally, including 910 deaths, and about 317 active cases as at June 30 2021<sup>1</sup>.

Of these, 5826 were in NSW where 54 people died from the highly contagious respiratory and vascular disease<sup>1</sup>.

During the same period 181,665,251 cases were reported globally across 236 countries claiming 3,941,411 lives<sup>2</sup>.

In SNSWLHD 25 cases were confirmed from 82,644 tests conducted by our COVID-19 testing clinics during the 2020-21 financial year, while our vaccination team immunised 2300 staff and administered 3853 Pfizer and AstraZeneca doses to eligible residents.

Immunisation coordinator Kym Bush was one of seven SNSWLHD staff first vaccinated during COVID-19 vaccination training at the Liverpool Hospital vaccination hub.



Kym and her team helped establish a Liverpool Outreach Clinic at South East Regional Hospital in Bega to start immunising those priority groups identified in phase 1a of the Australian Government’s vaccine rollout.

Phase 1a includes frontline healthcare workers, aged and disability care staff and residents, and quarantine and border workers.



**On March 2 2021, 120 SNSWLHD staff received their initial dose of the vaccine with** visiting medical officer and SNSWLHD Board member Dr Brian Tugwell, and Cooma Health Service frontline workers among the first to receive the vaccine.

Our COVID-19 vaccination team supported the Wollongong COVID-19 vaccination hub to run outreach clinics in Bega, Cooma, Goulburn and Braidwood.

We worked with ACT Health so staff and community members from Yass and Queanbeyan could receive their vaccine in Canberra.

This enabled people who qualified for phase 1b of the vaccine rollout to be immunised.

They included all healthcare workers, people aged 70 years and older, Aboriginal and Torres Strait Islander people aged 55 years and above, younger adults with an underlying medical condition or disability, and critical and high-risk workers such as emergency services personnel.

SNSWLHD reached an important milestone on April 19 when it received its own supply of AstraZeneca COVID-19 vaccine enabling our team to supply and coordinate the Southern Mobile Vaccination Clinic.

The mobile clinic operated at various sites throughout the district including Queanbeyan, Goulburn and Braidwood.

A further supply of the Pfizer COVID-19 vaccine in May enabled our vaccination team to operate a Pfizer hub at South East Regional Hospital.

By the end of June 2021, SNSWLHD’s COVID-19 vaccination clinics had administered 661 AstraZeneca doses to residents eligible for vaccination, at an average rate of 60 per week, and 3192 Pfizer doses, starting at about 200 per week increasing to 500 a week.

More than 2300 SNSWLHD staff had been vaccinated for COVID-19 by June 18, including 900 nurses, 300 allied health professionals and 400 medical staff.



SNSWLHD COVID-19 immunisation coordinator Kym Bush



*The extraordinary work of our public health unit and our COVID-19 planning, screening, testing and vaccination teams is to be commended during one of the most challenging periods in healthcare.*

**LEANNE OVINGTON, NURSE MANAGER, WORKFORCE AND PLANNING**



Dr Brian Tugwell was among the first Cooma Health Service frontline workers to receive the COVID-19 vaccine



- 1 Australian Government Department of Health
- 2 Pan American Health Organisation, WHO Digital Library (IRIS)

# Road to Renewal

We have embarked on a journey of review and renewal to enable us to build on delivering efficient best-in-practice healthcare to our rural communities.

**Embracing a new organisational culture called Elevate, we reconfigured the way we operate, establishing three networks, developing clinical streams, identifying medical leads, and utilising new technology and models of care.**



## elevate

*Together as One*

SNSWLHD launched Elevate in **March 2021** to build a strong, vibrant culture that drives change and lifts the performance of staff through the following nine principles.

### 9 Principles:



1



**Commit to excellence**

2



**Measure the important things**

3



**Build a culture around service**

4



**Create and develop great leaders**

5



**Focus on employee engagement**

6



**Build individual accountability**

7



**Align behaviours with goals and values**

8



**Communicate at all levels**

9



**Recognise and reward success**



Elevate helps staff develop agreed ways of working across the organisation, so consistency and accountability is improved in how services and care are delivered to patients and residents.

It enables staff to feel supported and valued.

Following the launch of Elevate at the March 2021 SNSWLHD leadership forum, the program was rolled out at launches in our three new geographical networks, and the two district-wide streams Mental Health and Drug & Alcohol, and Integrated Care and Allied Health.

A coaching workshop was designed for managers to help the teams they lead develop above-and-below-the-line behaviours.

Leader rounding has been introduced where leaders routinely visit their staff onsite to create proactive conversations.

## Our Networks

Over the past year we created a new operating structure to support service delivery through the establishment of three networks that align our health services into geographical clusters.

Each network encompasses a specific region to strengthen the links between local health services.

They have been designed with the needs of their particular communities at the forefront, enabling residents to get the right healthcare at the right time and in the right place.

Health services in each network have been integrated and strengthened to improve patient flows and referrals between hospitals and local services.

These partnerships streamline the flow of information and financing between services, allowing patients and communities to receive quality care closer to home and to live healthy lives.



The three networks are:

### Coastal

Launched on February 3, the Coastal Network brings together healthcare services across the south coast encompassing the Eurobodalla and Bega Valley shires taking in the tourist hotspots of Bateman's Bay, Merimbula, and Eden.

It features three acute hospitals and one sub-acute facility, that are supported by community health services in Batemans Bay, Narooma, Moruya, Bega, Pambula and Eden.

The Coastal Network's inpatient and outpatient services include obstetrics, surgery, acute inpatient, mental health, paediatrics, oncology, renal, and sub-acute rehabilitation.

**Meegan Connors was appointed General Manager of the Coastal Network.**

She is focussed on listening to the needs of the coastal communities, providing equitable access, and promoting clinical governance to maintain excellence in safety and quality.

A clinical services plan was commenced to inform services that need to be developed or introduced into the region based on identified healthcare needs.

Preparations commenced for national accreditation by the Australian Commission on Safety and Quality in Health Care scheduled for November 2022.

### Monaro

The Monaro Network was formed in November 2020 to serve the Snowy Monaro and Queanbeyan-Palerang regions.

Its facilities include Queanbeyan Health Service, Cooma Health Service, Jindabyne HealthOne and the Bombala, Delegate and Braidwood multipurpose services.

Monaro Network General Manager Nicola Yates oversees facilities that are unique to SNSWLHD.

They include the **busiest emergency department** located in Queanbeyan which had **23,584** presentations during the past year.



Workshopping our culture program Elevate, Virtual Care manager Chin Weerakkody (left), executive director Medical Services Dr Liz Mullins, district director Integrated Care and Allied Health Lou Fox, Integration and Partnerships manager Netty Swinburne Mephram, and Dr Ros Davis



Midwives Rebecca Bollen (left) and Jennifer Brandon-Baker at Queanbeyan Health Service

The Monaro Network caters for Australia's largest alpine town, Cooma.

Cooma Health Service serves the Snowy Monaro region, which sees a population influx each winter as seasonal workers and visitors flock to the snowfields.

On a smaller scale, Bombala Multipurpose Service caters for 1500 residents, with the majority being older.

Similarly, Delegate Multipurpose Service looks after a small town that has an ageing population of less than 500 residents.

The redevelopment of Braidwood Multipurpose Service, completed in 2021, is an example of the network's commitment to improve patient outcomes.

It features new inpatient rooms and facilities, as well as a dedicated emergency department so patients can receive timely care closer to home.

## Tablelands

The Tablelands Network covers the municipalities Goulburn-Mulwaree, Upper Lachlan, and Yass Valley, with hospitals in Yass, Goulburn, Crookwell and a community health service in Goulburn.

Tablelands Network General Manager Brian Bonham was appointed in February 2020 and is overseeing significant infrastructure programs as part of his role.

Redevelopment and investment have been shaping healthcare services in Yass, Crookwell and Goulburn to provide local communities with state-of-the-art accommodation designed to improve patient care and health outcomes.

They include implementing a closed collaboration model for Goulburn's intensive care unit (ICU) where patients are admitted under the full responsibility of a trained intensivist, unlike an open ICU where patients are admitted under the care of another attending physician with intensivists available for consultation.

A \$385,000 refurbishment of the palliative care service at Crookwell Health Service will provide greater access to care for local residents.

Once completed, the purposed-designed service will provide a home-like feel for the people who are at their end-of-life journey.

The space will bring more comfort and dignity to patients, while extra physical space being created for families and friends will support their loved ones.

## Our Clinical Streams

SNSWLHD has implemented 13 core clinical streams district-wide to support consistency in high quality patient care, quality clinical outcomes, strong governance of models of care and clinical practice throughout all our facilities.

### The 13 core clinical streams are:

1. Anaesthetics
2. Cancer
3. Children and Families
4. Drug and Alcohol
5. Emergency Medicine
6. General Practice
7. Intensive Care
8. Internal Medicine
9. Maternity
10. Mental Health
11. Radiology
12. Renal Medicine; and
13. Surgery



Under the guidance of medical and nursing leadership, five-year plans will be developed for each stream that align with the vision of our healthcare services plan.



## Medical Leads

The more engaged medical staff are, the better the healthcare organisation's performance, with substantial improvements in service delivery, patient care, and attraction and retention of medical staff.



To give clinicians a stronger voice on how we can achieve the best health outcomes for patients, **SNSWLHD recruited 11 district-wide medical leads.**

Each medical lead is an experienced clinician who is familiar with the challenges of their specialty area.

They represent anaesthetics, emergency medicine, general practice, gynaecology and obstetrics, intensive care, general medicine, mental health, paediatrics, renal medicine, and surgery.

Their expertise has best placed them to lead solutions and innovations within their respective specialty.

They are vital to solving clinical issues or designing new clinical systems for patients to experience quality healthcare.

In collaboration with specialist clinical nurse consultants, they advocate for best models of care.

Their aim is multifaceted, such as improving safety and quality of patient care, encouraging innovation, networking, and making the workplace rewarding to current and potential staff.

Their initial body of work focussed on creating safer clinical environments.

The scope and direction of their work will evolve as they look for where improvements can be made across our local health district.



*Our clinical streams ensure a standard of excellence across our sites, whilst allowing for local variations to best tailor care to our diverse community.*

**DR SAM TORMEY, SOUTH EAST REGIONAL HOSPITAL  
ED VISITING MEDICAL OFFICER**



South East Regional Hospital ED nurse unit manager Jodie Tresize (left), rural emergency and trauma clinical nurse consultant Louise Casey, Dr Stefanie Pidcock, Dr Jason Pascoe, Dr Nathan Dawe (front, centre) with NSW Telestroke Service's medical director Professor Ken Butcher and implementation officer Skye Russell



*Elevate has provided us with a common language and practices, and importantly has been key in building a culture of accountability.*

**SHANNAN CRAIG, RISK MANAGER, SNSWLHD  
GOVERNANCE, RISK AND AUDIT**



*Our network brings together health services that support our communities to be healthy and thrive across the south and far south coast region.*

**MEEGAN CONNORS, GENERAL MANAGER,  
COASTAL NETWORK**



**Dr Matt Shorthouse on  
duty at Queanbeyan  
Health Service**

# Bushfire Recovery

Already impacted by drought, the **black summer** bushfires of 2019-2020 that ravaged more than a third of our landscape not only left the visible scars of devastation but communities that are still rebuilding their lives and recovering from trauma.

The disaster was further compounded by the widespread one in 100-year flooding of parts of NSW in March 2021, only 13 months after the last of the embers were extinguished.

The Eurobodalla and Bega Valley shires were declared areas of natural disaster as rising waters engulfed properties, roads and infrastructure, swallowing wildlife and livestock, stranding others and forcing residents to evacuate their families, animals, and possessions to higher ground.



**Community connection is a strong indicator for recovery following disasters.**

Bushfire recovery clinicians deployed throughout SNSWLHD continued to provide support to those impacted throughout the year, focussing on the mental health and wellbeing of those living in bushfire and flood-affected areas.

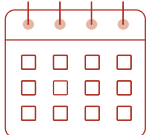
The five clinicians, located in the Eurobodalla, Bega and Snowy-Monaro regions, brought a richness of experience to the role with clinical backgrounds in nursing, psychology, social work and occupational therapy.



**More than 135 people registered for one-on-one care.**

To promote engagement with those in need, thousands of people had open access to chat with a bushfire clinician at community markets, family fun days, music events, community gatherings and recovery events.

Many people expressed feelings of grief and isolation, anxiety, depression and trauma.



**Our bushfire recovery clinicians supported more than 100 events** in the past year, led and organised in collaboration with community members, other bushfire recovery service partners, local councils, government, community and charitable organisations.

In June 2021, the NSW Treasurer, and the Minister for Mental Health, announced \$36.4 million in funding for mental health support for NSW regional and rural communities that have faced ongoing national disasters.

The package includes funding for response and recovery specialists to continue to provide outreach support during the ongoing recovery phase in SNSWLHD to June 2022.



*Building community resilience through connection has been increasingly important in the past 12 months with the additional impact of COVID-19 further isolating people and impacting their recovery from the fires..*

**DEB PLANT, DIRECTOR COMMUNITY MENTAL HEALTH AND DRUG & ALCOHOL SERVICES**

Bushfire recovery clinician Erin Evans (left) and John Jaensch, of Kiah, at a bushfire recovery community event

Floods followed the devastation of bushfire in Bombay, near Braidwood



**everything will be okay in the end.  
if it's not okay, it's not the end.**

# Mental Health and Drug & Alcohol

SNSWLHD Mental Health and Drug & Alcohol services introduced several initiatives to improve the care of clients and consumers.

**We provide community and inpatient care and treatment for children, adolescents, adults and older people throughout SNSWLHD in a range of settings including:**

- **Inpatient mental health care in Goulburn and Bega**
- **Community mental health services**
- **Community alcohol and other drugs services**
- **Special intervention and coordination programs**

**A clinical redesign project was established to reduce seclusion and restraint practices within our five declared emergency departments in SNSWLHD to provide a safer and improved experience for people who are experiencing mental illness.**

The initiative supports staff with the knowledge and skills they need to provide safe, evidence-based care.

The **seclusion room** was redesigned into a **safe assessment room** in the emergency department at Queanbeyan Health Service.

The refurbished space provides people presenting to ED with mental health issues a quiet and calm environment.

At South East Regional Hospital, a sensory room was designed to provide our mental health consumers the opportunity to have greater control with their care, and reduce the need for seclusion and restraint.

Stepping into the calm of the sensory room at South East Regional Hospital

Nurse Caroline Picton explores the sensory room at South East Regional Hospital



The room provides a positive, warm, calming and recovery-oriented therapeutic environment.

Sensory modulation has been demonstrated to be effective in assisting mental health consumers manage their distress when combined with clinical treatment.

It provides opportunities for consumer engagement in prevention and de-escalation strategies as well as offering nurturing, person-centred and sensory supportive environments to promote empowerment, self-organisation, relaxation, sensory awareness, communication, reality orientation, activity tolerance and general awareness of self, peers and the environment.

Towards Zero Suicide is the NSW Premier's priority program to reduce the suicide rate by 20 per cent by 2023.

Expansion of rural counselling will deliver new counselling positions specifically for people experiencing hardship in our rural and remote areas as part of the Towards Zero Suicide initiatives.

They will provide therapeutic support to people impacted by suicide, including safety planning and referrals and work with other local services to respond to the needs of the community and improve access to care.

Independent reviews of our drug and alcohol services, and our non-acute mental health services were conducted to inform how we can better meet the needs of our communities.

They provide the opportunity to refresh models of care and practices in line with national and international best practice.



# Aboriginal Health

Our commitment to improving and maintaining the health of our 8664-strong Indigenous populations is a key priority.

**SNSWLHD provides inclusive and collaborative Aboriginal health services throughout our hospitals, community centres and in people's homes.**

Working with key partners enables us to provide holistic services to meet the needs of Aboriginal clients to enhance their health and wellbeing.

Our Aboriginal Health programs target chronic disease, maternal, child and family health.

**Priority areas include reducing hospital readmissions, improving immunisation rates for children, and decreasing smoking in pregnant Aboriginal women.**

We have implemented strategies to improve the hospital experience of Aboriginal people and enhance links between acute and primary services to avoid unnecessary hospital presentations.

The Njindiwan Gudhu group in the Eurobodalla is a support system for vulnerable Aboriginal patients that have multiple presentations to hospital and require case management but are not linked to alternate programs.

Through this program our Aboriginal patients are referred to appropriate services to support their healthcare in the community.

Aboriginal Health worker Joseph Stewart (left), Aboriginal Health team leader Jo Donovan, and Bushfire Recovery clinician Jane Retalic with a recipe calendar developed as part of *Seeing Country Recover Through the Eyes of the Yuin People* project to understand the impact of the 2019-2020 *black summer* bushfires on Aboriginal people and their lands

Little Jayden Ellis, of Moruya, joins the *walk on country* at the site of the new Eurobodalla Health Service



Providing culturally safe spaces is an important feature in all our rebuilding programs.

We work with our local Aboriginal communities to ensure our new facilities reflect inclusiveness.

The \$165 million Goulburn Hospital and Health Service redevelopment includes an Aboriginal arts project that will highlight the cultural richness of the local Indigenous community.

An Aboriginal reference group will be established as a key response to the NSW Government's Connecting with Country framework for the new \$200 million Eurobodalla Health Service.

Local Aboriginal representatives held a **walk on country** on the site identified for the new facility, and participated in a design jam that will see the maternity unit located on the ground floor in recognition of **birthing on country**.

**Seeing Country Recover Through the Eyes of the Yuin People** was the first project in the district to explore and understand the impact of the 2019-2020 **black summer** bushfires on Aboriginal people and their lands.

The program was designed to assist the healing of the local Bega Valley and Eurobodalla Aboriginal people and foster interagency collaboration.

An innovative and collaborative co-design model engaged a suite of services delivered by several partners.

Our plan to establish an Aboriginal Health subcommittee of the SNSWLHD Board is testament to our commitment to improving and maintaining the health of our Indigenous populations.

The subcommittee will support the monitoring and implementation of Aboriginal health initiatives throughout our local health district.

SNSWLHD will support a project to understand the contribution of Aboriginal and Torres Strait Islander culture and wellbeing to health through routine monitoring using the What Matters 2 Adults survey in partnership with the Cancer Institute NSW, and Western NSW, Mid North Coast and South West Sydney local health districts.

Our People & Wellbeing directorate is working with the Aboriginal Health team to develop career pathways and opportunities for our Aboriginal workforce.

Our Aboriginal Nursing and Midwifery Cadetship program provides support and assistance to Aboriginal people studying an undergraduate nursing or midwifery degree at university.



*Providing good healthcare for Aboriginal people that is person-centred and supports their physical, social and emotional cultural and spiritual wellbeing is key to better outcomes.*

**JACKIE JACKSON, DIRECTOR ABORIGINAL HEALTH, AND PROUD WIRADJURI WOMAN**

Coastal Network Aboriginal Health worker, Ivan Goolagong



SNSWLHD Aboriginal Health worker Skyan Fernando



# Student Wellbeing

Our successful Wellbeing and Health In-reach Nurse (WHIN) Coordinator program in Cooma has been expanded to address the needs of local school children throughout SNSWLHD.

**The program is a partnership between NSW Health and the NSW Department of Education.**

WHIN coordinators are responsible for the identification of health, wellbeing and social needs of primary and secondary school students and coordinating early intervention, assessments, and referrals to appropriate services.

NSW Government funding for six WHIN positions in our LHD will see the program rolled out beyond Cooma to schools in Batemans Bay, Narooma, Goulburn, Eden and Queanbeyan.

The wellbeing nurse works closely with the school's wellbeing and learning and support teams and local health and social services to assist students and their families with a range of issues. These include mental health, social and behavioural support, physical health, and peer or family relationships.

Our Cooma-based WHIN program supported more than 60 students each school term in the past year, providing more than 300 interactions as well as small group activities including smoking cessation programs and sexual health education.



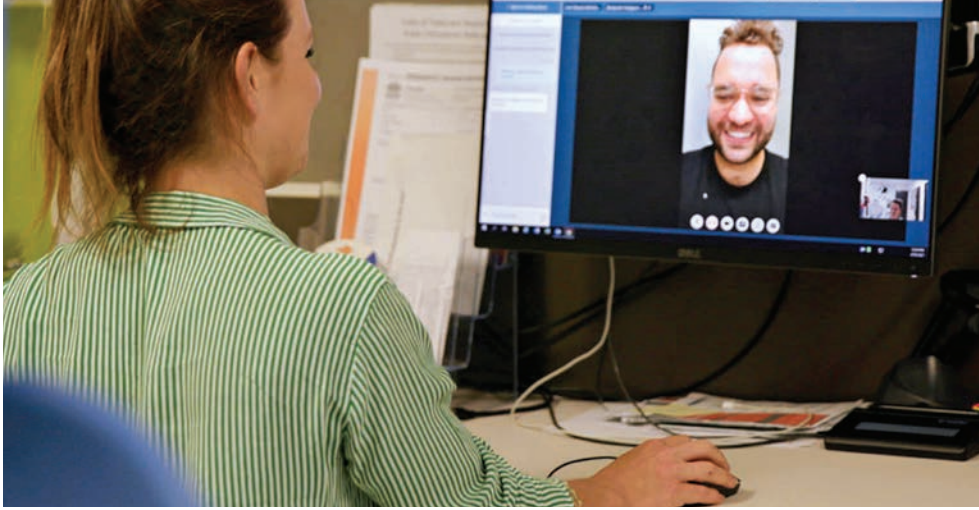
Cooma WHIN coordinator Nikki Rabbitte with Monaro High School student Charli Wiggins



*Our WHIN coordinator supported many students and families to access care for health and wellbeing needs that they otherwise would not have received, which led to less class time being missed due to illness.*

**JAMES ARMITAGE, PRINCIPAL, MONARO HIGH SCHOOL, COOMA**





Oral Health Quality and Information Systems clinical lead Lara Mayze during a video conference

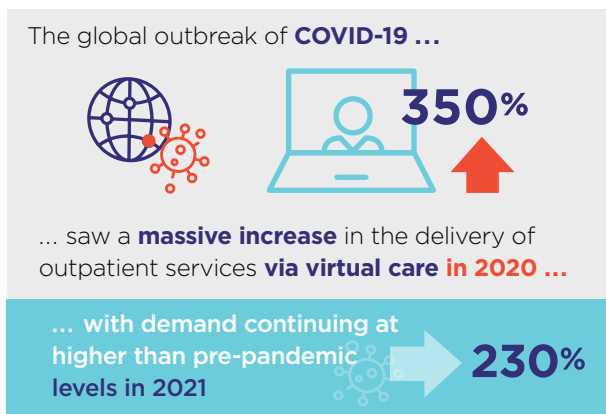
# Virtual Care

Virtual care, also known as telehealth, safely connects patients with health professionals to deliver care when and where it is needed.

**Telephone, videoconferencing, email and remote patient monitoring are examples of the technology used to support virtual care.**

Virtual care enhances access to health services and provides patients with more choice and flexibility about how and where they receive their care.

Patients receive a health care kit to check their blood pressure, blood oxygen levels and temperature which are sent wirelessly to the team for assessment via a small computer tablet.



### The virtual community care team:

- Enhances the sense of security for patients while reducing their feelings of isolation
- Assists people in home isolation to access the right level of care at home and reduce the impact on our hospitals
- Enables earlier identification if a patient does deteriorate
- Provides rapid and scalable monitoring of patients in their home following a diagnosis of COVID-19; and
- Assists with other illnesses after COVID.

**The program will be expanded to help manage patients with chronic disease.**

As one of five early adopters in the State, we implemented the critical care overbed camera network (CCON) in all our EDs, resuscitation bays, ICUs and maternity wards providing greater access to expert clinical care.

CCON provides a 24/7 live feed for the Critical Care Advisory Service (CCAS) and other specialists to view the patient and provide in-reach support to local clinicians.

We developed virtual community care for patients with COVID-19 who require intensive monitoring, but do not need to be in hospital.

The technology enables clinical teams to extend tailored patient care when required across a large geographic boundary.

The virtual community care team assesses the patient to determine the best treatment plan in collaboration with the patient's GP.



*The benefits of virtual care are significant and multi-faceted in rural regions, enabling us to deliver expert clinical care to our patients at the right time and in the right place.*

**CHIN WEERAKKODY, MANAGER VIRTUAL CARE**

# Our 2021 Quality Awards



The annual SNSWLHD Quality Awards recognise and celebrate innovation and commitment by our staff to ongoing improvement in the care and services provided to our communities.

**Improvements are inspired by feedback from our consumers and communities, and our staff who are constantly striving for excellence.**

Chief Executive Award winner, the COVID triage team, represented by clinical nurse consultant Rebecca Armstrong

Chief Executive Award winner bushfire recovery clinician Jane Retalic (far right)



This year, as part of our Elevate program, we introduced the Care and Kindness award, to reflect our commitment to building a positive workplace through valuing kindness, trust and respect.

The awards are open to all staff, volunteers and our many healthcare partners. This year there were 85 entries across 16 categories judged by board members, executive, senior staff and community representatives.

The winners of the two peak awards were:

## Board Chair Award

### Braidwood Multipurpose Service

**Old to new:** Collaborating with consumers to provide a seamless, patient-centred and unique experience in moving from an old, historic building into the new Braidwood Multipurpose Service.

Relocating older people from their familiar surroundings often causes stress and anguish. Braidwood MPS staff worked with families and the community to create a positive person-centred experience for residents transitioning to their new *home* to avoid relocation stress.

With the residents at the heart of planning, the move from old to new became a whole-of-community event involving gardening clubs, craft groups and local artists to incorporate residents' plants, artworks and items from the old building in a warm, friendly and welcoming environment.



## Chief Executive Award

There were two winners in this category:

**Jane Retalic**, bushfire recovery clinician, Mental Health and Drug & Alcohol

**Jane was employed as a bushfire recovery clinician during 2020** to reach out and support the local community at a time of high distress.

She demonstrated a remarkable commitment to improving the health and wellbeing of our communities on the road to recovery from the *black summer* bushfires. A robust advocate for evidence-based, community-led recovery initiatives, she played a pivotal role in many projects.

**COVID Triage Team: The voice on the end of the phone keeping the public safe through effective communication, support, education and testing facilitation, Integrated Care, SNSWLHD**

**The SNSWLHD COVID-19 triage phone line team** was formed in response to the pandemic in March 2020.

**They took more than 30,000 calls**, transforming patients' experience and knowledge about the virus.

Each person required direction, advice and consideration of their circumstances while navigating the difficult and unprecedented process of attending a COVID-19 testing clinic, isolating and receiving results. They provided reassurance, as well as offering support to those with vulnerabilities.

The team conducted symptom investigation, activity history, testing registration, and data system updates.

## Category Winners

### Transforming Patient Experience

The Dinosaurs Did It!!!, maternity services, Queanbeyan Health Service

### Delivering Integrated Healthcare

Oral Wellness Lifelong Aged Care Program, Oral Health Services, SNSWLHD

### Patient Safety First

Keeping pregnant women safe and close to home: Quantitative fetal fibronectin (fFN) testing, Nursing & Midwifery, SNSWLHD

### Keeping People Healthy

You CAN try this at home! Expanding the reach of a rural cardiac rehabilitation program, Eurobodalla Health Service

### People and Culture

Collaborating for Our Future, mental health inpatient unit, Goulburn Base Hospital

### Health Research and Innovation

Smoking Cessation During Pregnancy and Low Birth Weight, Population Health, Integrated Care, SNSWLHD

### Excellence in the Provision of Mental Health Services

No Wrong Door, Queanbeyan Health Service, and Community Mental Health and Drug & Alcohol

### Volunteer of the Year

Rhonda Crowe, volunteer, South East Regional Hospital

### Collaborative Staff Member of the Year

Katie Maher, emergency department clinical nurse specialist, Queanbeyan Health Service

### Outstanding Leadership Award

Judy Ryall, nurse manager, Leadership and Development, Nursing & Midwifery, SNSWLHD

### Outstanding Contribution to Improving Aboriginal Health

Seeing Country Recover Through the Eyes of the Yuin People, Aboriginal Health Service, Integrated Care, SNSWLHD

### Patient Safety Hero

Ljiljana Cvetkoska, emergency department clinical nurse specialist, Queanbeyan Health Service

### Care and Kindness Award

Jennifer Price, clinician, Older Persons Mental Health, Goulburn

### Agency for Clinical Innovation Award

The Dinosaurs Did It!!!, maternity services, Queanbeyan Health Service

For more detailed information on the winning projects visit:

<https://www.snswlhd.health.nsw.gov.au/getmedia/6d959fcd-4674-426c-bce3-c521d683e159/Quality-Awards-Booklet-2021>



Board Chair Award winner Braidwood Multipurpose Service in celebration as resident Ron Corby kicks up his heels with nurse Michelle Gorman

# Our Performance



Quality healthcare is care that is safe, effective, patient-centred, timely, efficient, and equitable.

Healthcare quality and patient safety are deeply connected.

**A safe and high-quality health system provides the most appropriate and best-value care, while keeping patients safe from preventable harm.**

Our solid performance coupled with innovative programs to realise continual improvement in safety and quality throughout our facilities were the hallmarks of the past financial year.

SNSWLHD achieved the majority of key safety and quality targets set for us by NSW Health.

## Safety Indicators

**We exceeded performance targets in the following key areas**



1 Hospital-acquired pressure injuries



2 Fall-related injuries in hospital



3 Healthcare associated infections



4 Hospital-acquired respiratory complications



5 Hospital-acquired venous thromboembolism



6 Hospital-acquired renal failure



7 Hospital-acquired medication complications



8 Hospital-acquired gastrointestinal bleeding



9 Hospital-acquired delirium



10 Hospital-acquired persistent incontinence



11 Hospital-acquired endocrine complications



12 Hospital-acquired cardiac complication



13 Third or fourth-degree perineal tears



14 Hospital-acquired neonatal birth trauma



## Timeliness and Accessibility Indicators



**Timeliness and accessibility** indicators are critical in formulating strategies to reduce wait times and harmful delays for patients and care providers.

Optimum healthcare must be timely, geographically reasonable, and provided in a setting where skills and resources are appropriate to the medical need.

Our elective surgery access **performance was strong** with 99.3 per cent of category one, or urgent cases, and 93.1 per cent of category two, or semi-urgent patients admitted within the clinically appropriate timeframes.



Transfer of care **met the required benchmark** with 90.3 per cent of patients transferred from ambulances to our hospitals within the 30-minute requirement.

## Effectiveness Indicators



**Effectiveness indicators** ensure we provide services and treatment based on evidence-based practice to all who could benefit and not to those who are unlikely to benefit.

They relate to care that is integrated to reduce fragmentation of healthcare service delivery and improve service effectiveness.

Our result for unplanned hospital readmissions within 28 days of discharge was 4.6 per cent of all admissions for 2020-21, achieving the target set for SNSWLHD of less than or equal to 4.9 per cent.

Our acute mental health readmissions within 28 days were 13.4 per cent to April 2021 against our NSW Health target of less than 13 per cent; and our mental health acute post-discharge community care follow up within 7 days was 74.1 per cent to April 2021 against the target of greater than 75 per cent set for us by NSW Health.



Queanbeyan Health Services midwives Jess Brack (left), Julia Wright, Rebecca Bollen, Jennifer Flaherty, and Lynlee Gallagher ham it up during a simulation exercise



Queanbeyan Health Service ED nurse Ratheesh Chandran

Queanbeyan Health Service midwife Josine Snoek



## Appropriateness Indicators



**Appropriateness indicators** are designed to ensure evidence-based care is provided by the right providers, to the right patient, in the right place at the right time.

There were significant improvements in our mental health seclusion rates with our acute seclusion rate per 1000 bed days decreasing to 1.8 to March 2021 against our NSW Health target of less than or equal to 5.1.

### Mental average hours of seclusion



NSW Health Target  $\leq 4.0^*$



Rate per 1000 bed days

## Patient-Centred Culture



**Patient-centred culture** fosters a trusted and respectful ethos that values a partnership between staff, patients and their families; and is responsive to patient needs and improves their experiences of care.

Measures of a positive patient-centred culture include the patient experience index (below) for which patients provide a rating for their overall care, staff performance, organised care, and if they would speak highly of care to family and friends.

The patient engagement index scores patient perception on information provision, involvement in decisions on care and discharge, and continuity of care.

Mental health consumer experience surveys promote two-way communication and importantly provide feedback on areas for improvement.

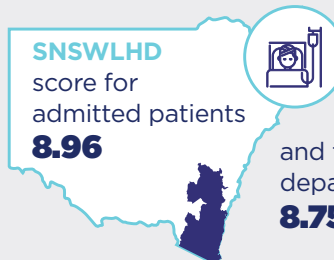
**Our performance was strong with 79 per cent** of mental health consumers scoring SNSWLHD as *very good* or *excellent* for January to March 2021, against the NSW Health goal of 80 per cent.



Baby Louie takes his *first steps* with a little help from physiotherapist Emily Heckendorf in the paediatric therapy gym at Queanbeyan Health Service



## Patient Experience Index



and for emergency department patients **8.75**

\* From October - December 2020



## Patient Experience and Engagement



**Safety and quality of care** can be improved by engaging with patients, family and carers to improve health outcomes, patient and staff experience, as well as safety and performance indicators.

A priority of the NSW Minister for Health is to promote a positive and compassionate culture that is shared by managers, frontline clinical and support staff.

This culture enables the delivery of safe, appropriate, high-quality care for our patients and communities.

Patient, family and carer experience is a major driver of improvement in SNSWLHD.

It is a central component of value-based healthcare and focuses on providing care that matters to patients.

Our daily interactions with patients, families and carers provide opportunities to learn how we can further improve our approach to the care and the services we provide.

We gather and analyse feedback from a wide variety of sources and involve our patients, consumers and carers in developing strategies to continually improve our services:

- The patient reported measures (PRMs) program is a key priority for NSW Health and SNSWLHD. It enables patients to provide direct, timely feedback about their health-related outcomes and experiences to drive improvement and integration of healthcare across NSW.

- Patient reported outcome measures (PROMs) and patient reported experience measures (PREMs) support patients and clinicians, and add value to their interactions.

PROMs help to assess and follow up a patient's clinical progress and PREMs evaluate a patient's experience. They are being used in aged care, and chronic and complex care throughout SNSWLHD and continue to be implemented in our Leading Better Value Care and Integrated Care initiatives.

- The Your Experience of Service (YES) survey for mental health consumers seeks comment on their care and how our services can be improved.

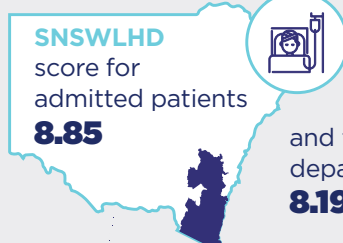
SNSWLHD's response rate for January to March 2021 for inpatient services was **67.1 per cent**, exceeding the State average by 27.3 per cent.



Cooma Health Service nurses Hailey Burnett (left), Lizzie Munro and Andrew Smith



### Patient Engagement Index



and for emergency  
department patients  
**8.19**

\* From October - December 2020



⬇ Nurse Gillian McIntosh at the COVID-19 mobile testing clinic in Moruya

⬆ Queanbeyan Health Service enrolled nurse Ritu Rani (left), with patient Anna Brown, of Queanbeyan



The 2021 SNSWLHD Quality Awards attracted five submissions in the Transforming Patient Experience category, illustrating the breadth of work being undertaken to promote collaboration between the patient and the healthcare team, and to improve health and health services.

The category winner was Queanbeyan Health Service's maternity services with their project **The Dinosaurs Did It!!!**



*Patient safety is the cornerstone of high-quality healthcare. At Southern, the patient is at the centre of our continuous improvement strategies.*

**MARGARET BENNETT, CHIEF EXECUTIVE, SNSWLHD**





📍 Queanbeyan Hospital nurse Sarah Fairweather tends to Rose Prophet, of Jerrabomberra

The team created an online platform for pregnant women to access care and information.

Incorporated into SNSWLHD’s website, it provides easily accessible and culturally appropriate information from making a booking to models of care, antenatal education options, virtual tours, frequently asked questions, links to evidence-based websites, and brochures in a range of languages.

The platform has been overwhelmingly successful with more than 99 per cent of women registering online at Queanbeyan Health Service. This has reduced the administrative workload, freed up phone lines and improved communication between expectant women and maternity services.

The success of the project has seen it rolled out throughout our local health district’s maternity services, and Murrumbidgee LHD has expressed interest in implementing the online service platform.



Dr Braden Bever receives the first dose of his COVID-19 vaccine at South East Regional Hospital

# Building the Future

We are meeting the healthcare needs of our communities with a multimillion-dollar building program.

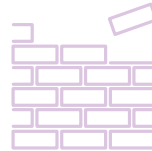
**SNSWLHD is upgrading hospitals and health services so we can provide for our growing and ageing population, while taking advantage of innovative ways to deliver healthcare priorities.**

Critical to our building and expansion projects is our partnership with our communities and stakeholders in the design of new models of care and facilities.

Consumers, students, community members, GPs, and other service providers have been involved in all aspects of the planning, design and delivery of capital works and major infrastructure across SNSWLHD.

We are committed to delivering the best available healthcare to meet current and future needs as well as protecting and improving the health and wellbeing of our people.

## Goulburn Base Hospital and Health Service



**The \$165 million Goulburn Hospital and Health Service redevelopment** is on track for completion in late 2021, and its doors are scheduled to open to patients in 2022.

The project will deliver enhanced services including emergency and medical imaging departments, an intensive care unit and operating theatres.

The build includes medical, surgical, paediatric and geriatric inpatient wards with designated palliative care beds, and a maternity and birthing suite.



*We have reached an exciting milestone at Goulburn. Our new fit-for-purpose clinical services building will continue to deliver high-quality healthcare for the Goulburn region into the future.*

**BRIAN BONHAM, GENERAL MANAGER,  
TABLELANDS NETWORK**



An additional \$15 million in funding for clinical services was announced by the NSW Government in its 2021-22 State Budget, building on the previous \$150 million allocation.

It will support future healthcare delivery to meet the needs of Goulburn residents and the surrounding community.

The new clinical services building reached its highest point of construction in September 2020 with NSW Premier Gladys Berejiklian joining NSW Health Minister Brad Hazzard and Member for Goulburn Wendy Tuckerman for a **topping out** ceremony to mark the milestone.

Images of the interior design, unveiled in April 2021, pay homage to the rich history of the Goulburn-Mulwaree region by incorporating familiar elements and links to the natural surroundings.

The interior design strategy supports relaxation and restoration, provides a sense of belonging and promotes healing with the aim to reduce stress for patients, family and staff.

It was developed in consultation with the patient and consumer project user group incorporating feedback from staff, local Aboriginal groups and the community.

As part of a heritage program, memories from staff and the community about their and their families' interactions with Goulburn Base Hospital were documented online to help shape how more than 2000 catalogued items will be displayed in the new four-storey clinical services building.

The façade of the new building, predominantly a combination of porcelain tiles, concrete, and metal cladding, was revealed in May 2021.

The redevelopment has been planned and designed in consultation with clinicians, staff, patient groups, local stakeholders, and the community.

## Eurobodalla Health Service



The \$200 million Eurobodalla Health Service project will deliver **a new, modern and purpose-built facility** to support the healthcare needs of the Eurobodalla Shire from Narooma to Batemans Bay.

Once completed the new hospital will deliver high-quality contemporary and accessible care close to home.



Glenda Jessop (left), June Russell, Loretta Parsley, Lynette Goodwin, Eva Smith with Aunty Beryl Brierley **walk on country**

### It will feature:

- An emergency department
- Surgical and operating theatres
- Day-stay surgical unit
- An ambulatory care unit for the community to access outpatient health services
- Increased capacity for chemotherapy
- Renal dialysis; and
- Education facilities

NSW Member for Bega Andrew Constance revealed the preferred site for the facility in December 2020.

Consultation with the community and consumers, local Aboriginal groups and key stakeholders, including Transport for NSW and the Eurobodalla Shire Council, assisted in identifying the location in south-east Moruya.

**The site acquisition process is scheduled for completion in August 2021.**

The project will bring hundreds of construction and health service jobs to the region.

The master plan for the hospital was finalised following endorsement from various stakeholders.

Planning and design of the new health service will be a collaborative process involving consultation with clinicians, staff, patient groups, local stakeholders and the community.

Design workshops comprising clinical leads and health service team members commenced in May 2021 to inform the concept design and the functional brief for each department.

The functional brief looks at the service description and scope as well as the operational relationships within the broader health service.

**An Aboriginal reference group** will be established as a key response to the NSW Government's Connecting with Country framework.



The aim of Connecting with Country is that everyone who is involved in delivering government projects commits to helping support the health and wellbeing of country by valuing, respecting, and being guided by Aboriginal people, who know that if we care for country it will care for us.

On June 23 the redevelopment team met with more than 15 representatives from the local Aboriginal community for an initial *walk on country* and design jam.

As the project progresses additional *walk on country* and design jams will realise a facility that responds to the needs of the community and creates a place of healing and wellbeing for all.

Aboriginal consultation will help shape the planning of the new hospital by informing and reviewing aspects of the project.

The maternity unit will be located on the ground floor in recognition of *birthing on country*.

Interim works at Moruya District Hospital will continue so it can meet demand during planning and construction of the new Eurobodalla Health Service.

The Moruya close observation unit (COU) refurbishment and the emergency department expansion progressed, with completion of the COU scheduled for August 2021.

## Braidwood Multipurpose Service



The new Braidwood Multipurpose Service (MPS) opened its doors to the community in **September 2020**.

Part of the NSW Government's \$297 million MPS program, it was completed in August 2020 and features health services co-located under one roof in therapeutic surroundings including:

- In-patient rooms designed to the latest models of care
- 37 single room residential aged care beds with activity rooms, and lounge and dining facilities
- Acute care beds
- An emergency department with dedicated ambulance entry; and
- X-ray services.

The NSW Deputy Premier John Barilaro officially marked the project completion milestone in April 2021.

Final works included demolishing the old hospital and building staff accommodation units, car parking, and landscaping outdoor areas.

Many features of the new health facility have been designed to provide therapeutic benefits for patients and visitors and include works by local Aboriginal artist Cheryl Davison.

The landscaping includes an Aboriginal motif inspired garden, residents' grounds, courtyards and a heritage garden featuring the old Braidwood District Hospital signage.

Local artwork was transferred from the old facility, including the hand-painted blinds and a heritage wall detailing the history of the MPS.

## Yass Health Service



The main works stage of the **\$8 million** Yass Hospital Redevelopment project was completed in September 2020.

The new health facility includes:

- A new ED with an additional treatment bay, providing 24-hour access to emergency care
- A dedicated ambulance entry point
- An increase in inpatient beds from 10 to 12
- X-ray services; and
- Improved community and allied health facilities.

Maintaining its rich connection with the community the building features a heritage timeline detailing the history of Yass Health Service.



## Cooma Health Service



The Cooma Hospital Redevelopment received a welcome funding boost bringing the project total to **\$24.2 million**.

The additional \$5.6 million was announced in the 2021-22 State Budget handed down on June 22 2020.

The COVID-19 pandemic forced a temporary suspension of works in July 2020 to enable the facility to retain its existing emergency department and provide additional inpatient beds in response to surge planning.

The Deputy Premier John Barilaro officially marked the commencement of the second phase and the contract awarded to Richard Crookes Constructions in April 2021.

The second phase of the Cooma Hospital Redevelopment will include a:

- New maternity department
- New ambulatory care centre
- Refurbished and expanded ED; and the
- Relocation of pathology and an expanded medical imaging department.

Due for completion in 2023, the project will deliver an increase in range of accessible health services to meet current and future healthcare needs of the local community.



*Connecting to country is feeling mother earth and connecting to your soul and this supports Aboriginal people's social and emotional wellbeing.*

**SHIRLENA GALLAGHER, TEAM LEADER FOR ABORIGINAL MATERNAL INFANT HEALTH SERVICES**

## Crookwell Health Service



The NSW Government committed **\$2.5 million** to upgrade Crookwell District Hospital.

Scheduled for completion in late 2021, the refurbishment includes:

- An improved ED with increased acute treatment space
- An upgraded minor procedures area
- Enhanced ward areas including patient rooms and bathrooms
- New medical equipment including electrocardiogram (ECG) machines, defibrillator and a transport ventilator
- A nurse-call system with greater capacity
- New floor coverings in the Hutton Wing
- Improvements to the Wellness Centre; and
- Painting works.

The first stage of early works was completed in August 2020 and included the Wellness Centre improvements featuring a new kitchen, wet areas, door widening and floor coverings.

The second stage of early works was completed in February 2021 with the relocation of administration offices to the upper floor of the hospital to enable main works to commence.

Main works, which include the refurbished ED, commenced in June 2021 with the contract awarded to Patterson Building Group.



*The uniqueness of our new building stems from the collaborative efforts of our special community and staff, and merges the friendly environment of the old with the new.*

**JENNIFER MITCHELL, NURSE MANAGER, BRAIDWOOD MULTIPURPOSE SERVICE**



The newly built Braidwood Multipurpose Service

Braidwood MPS physiotherapy unit

# Research & Education



Research can change the way healthcare professionals work, provide important information about disease trends and risk factors, outcomes of treatment, health and lifestyle interventions, patterns of care, and healthcare costs and utilisation.

**SNSWLHD undertook 14 new research projects during the past financial year in the areas of medical, allied health, nursing, and mental health, and drugs and alcohol.**

Findings of three of our studies were published, with another approved for submission for publishing.

There was an increase in locally developed projects to keep our communities healthy such as counselling, or brief interventions, for smoking cessation in pregnancy, and identifying frailty and its implications for physiotherapy.

### **SNSWLHD is a member of:**

- HealthANSWERS, a regional innovation to support partnerships between healthcare services, support agencies and major universities in the ACT and southern NSW; and the
- NSW Rural Health Research Alliance to support growth and development of research in the regions.



Nursing student  
Harsimran Sarkariarn  
at Queanbeyan  
Health Service



SNSWLHD is a recognised partner for RuralKidsGPS which aims to deliver equitable care to children in rural NSW.

Funded by NSW Health’s Translational Research Grant Scheme (TRGS), RuralKidsGPS is evaluating the impact, implementation and cost effectiveness of delivering care closer to home for rural children with complex health needs.

The Southern Regional and Remote Clinical Trials Hub was progressed as a collaborative with Murrumbidgee LHD, Canberra Health Services, and Illawarra Shoalhaven LHD.

It is one of three regional, rural and remote clinical trial support units to deliver increased and more equitable access to clinical trials for patients in rural, regional and remote NSW.

An application for a 2021 Rapid Applied Research Translation Grant (RART) to fund a musculoskeletal project looking at back pain, osteoarthritis and fall-related injury was submitted in collaboration with the Agency for Clinical Innovation and the University of Sydney.

RART is an Australian Government Department of Health initiative that encourages the collaboration of academic researchers and health service providers to improve healthcare delivery, services and systems sustainability.



**We conducted an observational study, in partnership with the University of Sydney, across SNSWLHD’s emergency departments and multipurpose services.**

It involved implementing and evaluating the evidence-informed emergency nursing framework **HIRAID**.

HIRAID encapsulates the complex and continuous process of nursing assessment in the ED, comprising the critical components of:

- History
- Identifying red flags
- Assessment
- Interventions
- Diagnostics, reassessment, and communication.

The validated framework supports emergency nurses in assessing and managing patients post triage.



**Mother and Child 2020**

**is a project demonstrating the ability of partnerships to support research across districts and services.**

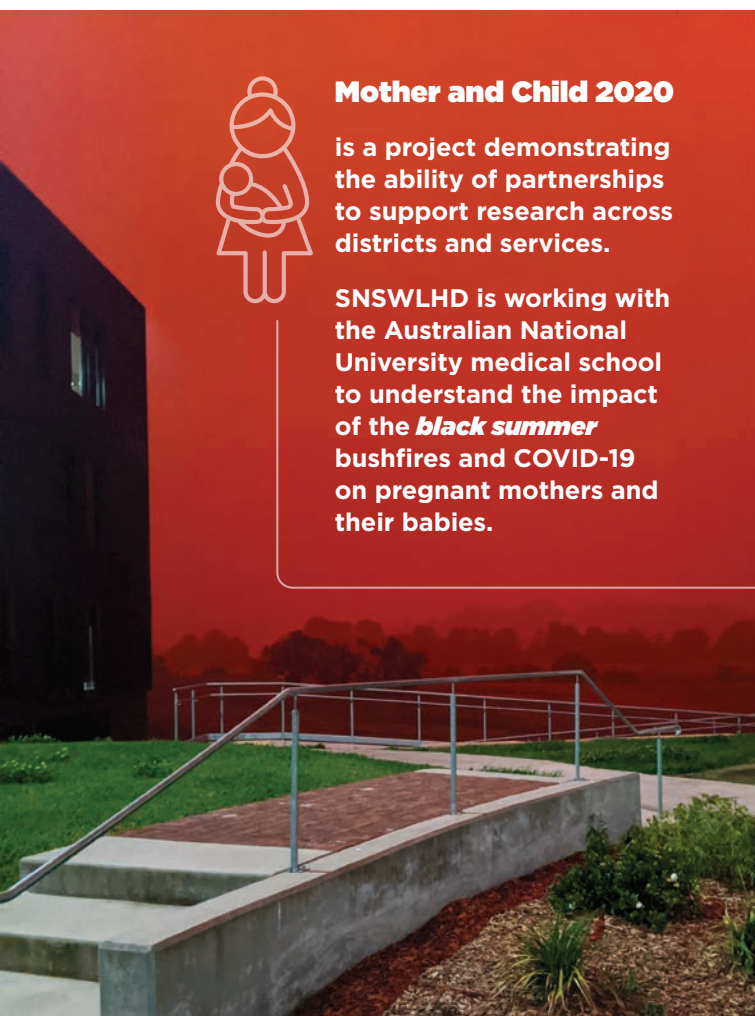
**SNSWLHD is working with the Australian National University medical school to understand the impact of the *black summer* bushfires and COVID-19 on pregnant mothers and their babies.**

Our nurses at South East Regional Hospital in Bega partnered with the University of Wollongong to investigate delirium in the acute care setting.

They developed and trialed a targeted protocol for postoperative delirium care in post anaesthetic care units.

The SNSWLHD Integrated Care team oversaw the Evaluation of the Domestic Violence Routine Screening in Emergency Departments Pilot at South East Regional, and Goulburn Base hospitals.

The early identification and intervention strategy promotes awareness of the health impact of domestic violence, asks questions about patients’ safety in relationships and the safety of their children, and provides information on relevant health services for victims.



An observational research project identifying frail people aged 65 years and older attending outpatient physiotherapy services at Goulburn Base Hospital will inform service redesign to conduct routine frailty screening.

Called **Identifying Frailty and its Implications for Physiotherapy Clinical Services in Regional NSW**, it developed an understanding of the relationships between frailty and known associated risk factors and outpatient physiotherapy services accessed by patients on the frailty spectrum.

The data revealed the proportionally high number of pre-frail patients, highlighting the need for potential early physiotherapy intervention to prevent the progression of frailty within the Goulburn community.

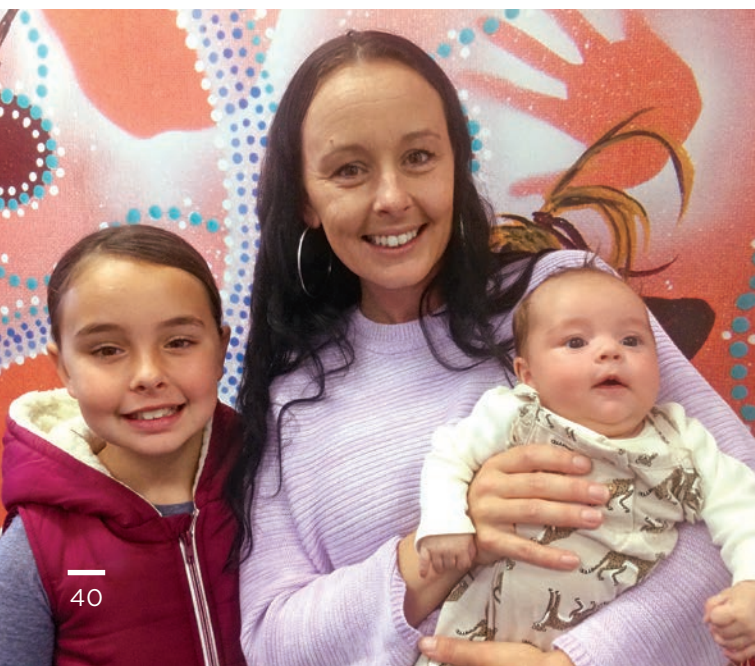
The study demonstrated the ability of physiotherapists to screen for frailty within existing skills and resources, making it cost effective.



**The Smoking Cessation During Pregnancy study in SNSWLHD suggested that mothers who stopped smoking by the second half of pregnancy were 44 per cent less likely to have low birth weight babies compared to those who continued smoking throughout pregnancy.**

Population Health's Quit4Bub research project partnered with SNSWLHD's maternity units, our Aboriginal Health portfolio, local Aboriginal medical services and Quitline NSW to better understand smoking in pregnancy in our region.

The two-phase project aimed to find out what works best to support pregnant women living in our region who smoke to stop smoking in the second half of their pregnancy. Recruitment for the second phase of the study is underway.



## Education

Healthcare is continually changing and it is imperative our staff stay up to date, not only with new practices and procedures but to refresh their previously learned skills.

Those who work in SNSWLHD are required to undertake extensive training, both mandatory and voluntary.

More than **3200** face-to-face sessions were conducted for our employees.

**Mandatory training** ranges from practical fire and evacuation, Aboriginal cultural awareness to clinical education to maintain and improve patient care and outcomes.

Apart from the traditional face-to-face sessions we provide online training modules.



Last year staff completed more than 1000 different courses, such as **What is Dementia, Handling Personal Health Information**, to specific clinical modules such as **Physiotherapy Management of Plagiocephaly**, also known as neonatal flat head syndrome.

As the largest component of our workforce, nurses undertake the majority of education and training.

The NSW Health eLearning system provides high quality, self-managed online learning and SNSWLHD's nurses and midwives completed 4600 My Health Learning modules during 2020-2021.

**A total of 46 graduate registered nurses commenced their GradStart programs**, undertaking placements in acute care, mental health, community care, and in our multipurpose services.



Quit4Bub research participant Allirra Lovelock, of Bodalla, with her children Crystal and baby Rhelma at the Gadhu Family Health Centre in Moruya



Cooma Health Service admin officer Sara White (left), Dr Steve Murdoch, maternity nurse unit manager Gemma O'Sullivan and ED nurse unit manager Joann Caldwell



We developed a suite of clinical learning pathways with the first, SNSWLHD General Nurse Pathway 1, launched on our internal professional development portal, My Health Learning.

A governance committee is overseeing the development of future clinical learning pathways in emergency nursing, intensive care, and community health.

A two-year project to develop and implement a clinical learning pathway for nursing staff to transition to close observation units was realised.

The increasing demand for ED nursing staff to be equipped with the First Line Emergency Care (FLEC) skill sets saw 20 participants complete the program and an additional 35 enrolling in the training.

Eight nurses from Goulburn Base Hospital's intensive care unit (ICU) rotated through Campbelltown and Liverpool hospitals' ICUs to increase their knowledge, skill and confidence in caring for mechanically ventilated patients.

In SNSWLHD's five maternity units, six registered nurses commenced a Graduate Diploma in Midwifery.

An Aboriginal cadet started their placement across the health district. The NSW Aboriginal Nursing and Midwifery Cadetship program provides support and assistance to Aboriginal people studying an undergraduate nursing or midwifery degree at university.

University of Canberra Bachelor of Midwifery students commenced with SNSWLHD, receiving clinical support in a range of continuity of care experiences in our maternity services. They included Perinatal Safety Education, Newborn Basic Life Support, Newborn Advanced Life Support, and the Safer Baby Bundle which addresses key areas where improved practice can reduce the number of stillborn babies.

SNSWLHD midwives participated in the Perinatal Safety Education pathways of Fetal Safety Education, and Maternal Safety Education which have been endorsed by the NSW Health Mandatory Training Standing Committee.



*Insights and knowledge provided by research today are part of our approach to reduce the impact of our greatest health problems, including diabetes, cancer, and heart disease.*

**DR LIZ MULLINS, EXECUTIVE DIRECTOR, MEDICAL SERVICES, SNSWLHD**



*Nurses have a duty to continue their education so they are up to date with medical advancements and new research. It also affords us broader career opportunities.*

**DONNA SKELLY, ACTING CLINICAL NURSE EDUCATOR, CROOKWELL HEALTH SERVICE**



# Partnering with Our Community

Accessibility is central to achieving the best healthcare outcomes for each individual.

**Healthcare is considered accessible when it is available at the right place and time, taking account of different population needs.**

This means the health services we provide need to be relevant, easily available to our communities, timely, high quality and safe.

For those receiving care, it must be clear as to what the next steps are and who will play a part in their journey to either recovery, managing a lifelong condition or to death.

To understand this, we look to the experiences of patients, families, carers and our community to help us design solutions so services are accessible, practical and make sense to those using them.

Establishing good relationships, being open about our challenges, building trust and confidence by involving people in the systems we build is key to designing better healthcare for all.

## Community Consumer Engagement

**Consumer engagement involves users and potential users of our services in decision making and design. This can be at an individual level around a person's own health, treatment and illness management, or at a health service level around service design, access, and quality of care.**

Engaging with stakeholders in our community helps us to understand what services and supports exist and what is needed.

SNSWLHD's network of 11 community consultation committees (CCCs) provide a community and consumer perspective on what matters to them, how to best deliver services within easy reach to all, and how to communicate what is available.

Each committee comprises community members, staff representatives, site executive and a board member.

Our CCCs are located in Bega, Bombala, Braidwood, Cooma, Crookwell, Eurobodalla, Delegate, Jindabyne, Goulburn, Queanbeyan and Yass.

For clients who utilise services in the area of Mental Health and Drug & Alcohol, we engage these consumers through our district-wide Consumer Participation Group.

When opportunities to create new models of care or improve existing services are identified, we work with former patients, families and carers who have a lived experience.

We connect with community groups and other service providers to enhance our knowledge of how we can work collaboratively and to connect with those in our communities who may not be aware of our services.

It is through these connections we are able to have a broader conversation with a focus on all the elements that enable better health outcomes such as appropriate housing and education.

At the facility level, our staff engage with patients, family members or their carers daily to understand their needs and their experience. These individual experiences lay the foundations for opportunity and change.

## Patient Journey Mapping



**Patient journey mapping allows us to visualise and get an overview of the patient or consumer experience during their entire care journey.**

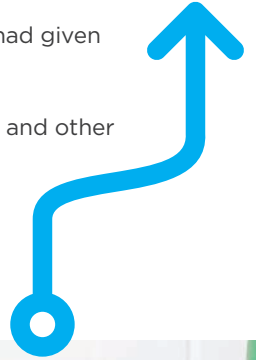
When mapping an individual's journey, we look at what is working, the opportunities for us to explore and the challenges that exist.

Those who participate in our program build a timeline of events to share their lived experience.

We look at the significant touch points of their journey and explore the **what-ifs** to inform changes resulting in better healthcare outcomes and experiences.

To better understand pre and post-natal journeys, we mapped the experience of mothers who had given birth in our hospitals in the past five years.

The results provided invaluable insights into how they accessed services through GPs, hospitals and other maternal care providers, what works, what is a challenge and the opportunities yet to be filled.



Patient Adam Eastern, of Bungendore, works through his pulmonary rehabilitation with Queanbeyan Health Service's allied health assistant Jeff Leveree



Volunteer Lorraine Symington (left) assists Claire Lupton during her rehabilitation session at South East Regional Hospital



## Building Better Facilities

Members of the Eurobodalla Community Consultation Committee took part in project user groups to inform the functional design of the Eurobodalla Health Service Redevelopment.

Along with staff their insights contributed to the early design phase of the new hospital.

## Health Awareness

Community consultation committee (CCC) members assist us in promoting community awareness and education.

Crookwell CCC led its community in a month-long men's health campaign with *Blue Up Crookwell*, highlighting prostate cancer.

Local businesses, community groups, schools and community members joined forces to *Blue Up* the town, draping it in blue to raise nearly \$5000 for the Prostate Cancer Foundation of Australia.

Crookwell CCC partnered with the local Lions club to hold a cake stall and wood raffles. Donation boxes were distributed throughout the town and surrounding area, and local schools, community groups and businesses engaged all raising a total of \$4478.

## Volunteers and Donors

SNSWLHD congratulates our long-serving patron of Goulburn Base Hospital Nerida Cullen who received the Medal of the Order of Australia (OAM) as part of the 2021 Queen's Birthday honours list.

A member of the Goulburn CCC since 2015, Nerida is also president of BDCU Goulburn Hospital Fundraising Inc.



**Volunteers are the heart of our organisation.**

**All with skills and talents that help us build and sustain our health services.**



Each person is dedicated to providing patients, their families and carers with support during what can often be a difficult time.

Volunteers assist patients through activities such as providing refreshments, administering pastoral care, supporting patient programs, coordinating book libraries, providing a mobile newsagency service and fundraising.

Importantly their interactions with patients and clients provide emotional wellbeing.

Their fundraising efforts help realise much-needed equipment and patient comforts.



Blue Up Crookwell, a Crookwell Community Consultation Committee health promotion and fundraising initiative, turned the town blue to highlight prostate cancer

Despite the impact of the COVID-19 global pandemic our committed teams of volunteers generously devoted more than **850 hours** of their time during 2020-21 in the following programs:



- Dementia and delirium
- Pink Ladies
- Pastoral care
- Oncology
- Renal
- Physiotherapy
- Children's ward
- Sub-acute rehabilitation unit
- Emergency department
- Outpatient fracture clinic
- Mental health inpatient unit
- Day surgery
- Administration support
- Hairdressing assistance
- Pottery and activities
- Rotary books
- Patient Transport for Health
- Tai chi
- Patient activity packs
- Emergency patient toiletries and clothing packs
- Palliative care
- Gardening
- Diversional therapy
- Hearing aid checker; and the
- Wellness Centre.



Queanbeyan Hospital Auxiliary members Penny Daniel (left) and Glenda Arton volunteer their time in the coffee shop at Queanbeyan Health Service



Goulburn Base Hospital student midwife Ainslie Humphries (left), BDCU Goulburn Fundraising Inc committee member Prue Riley, midwife Christine Rutter, and BDCU Goulburn Hospital Fundraising Inc president Nerida Cullen



Our hospitals and health services are the beneficiaries of the very generous community we serve.



We received more than **\$289,020** from their fundraising efforts during 2020-21.

Individuals and community groups throughout our vast region elect their local hospital as the focal point of their fundraising.

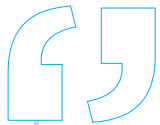
**Leigh Morely, the proprietor of Eurobodalla Toyota, remained unwavering in his continued support of the cancer care centre at Eurobodalla Health Service donating \$60,000 to assist patients.**



His annual donation funds patient gift packs, teddy message bears for out-of-area and palliative patients, children's books, petrol vouchers and in some cases urgent car repairs so patients can attend treatment.

Through bushfire and flood recovery, and a global pandemic, fundraising organisations such as the United Hospitals Auxiliaries and the BDCU Goulburn Fundraising Inc continued raising funds to support patient care and comforts. Items purchased as a result included:

- A gazebo for the rear courtyard of Yass Health Service for patients, visitors and staff to enjoy, thanks to Yass Auxiliary
- Vital sign monitors for South East Regional Hospital with funds raised by the Bega Hospital Auxiliary and the Tathra Auxiliary; and
- Observation monitors for Goulburn Base Hospital from the fundraising efforts of the BDCU Goulburn Fundraising Inc.



*The greatest reward of all is seeing the lives we touch through the difference that fundraising makes.*

**NERIDA CULLEN OAM, GOULBURN**



*Eurobodalla Toyota has given so much to the Eurobodalla Cancer Care Centre. The donations give patients added support during their treatment, often when they need it most.*

**TRACY BLAKE, EUROBODALLA CANCER CARE CENTRE NURSE UNIT MANAGER**



Bermagui Preschool children participate in SNSWLHD's Munch & Move program

Partnering with our community is integral to our Health Promotion programs.



## APPENDIX A

### SNSWLHD Board\*

The members of the SNSWLHD Board are appointed by the NSW Minister for Health and Medical Research. There are six board subcommittees that oversee specific areas of business including providing advice on the organisation's strategy, safety and quality of services, monitoring performance and compliance, ensuring major risks are identified and managed, and assisting the SNSWLHD Board in achieving its objectives.

The six board subcommittees are the:

- Health Care Quality Committee
- Performance Committee
- Audit & Risk Committee
- Medical and Dental Appointments Advisory Committee
- People and Wellbeing Committee; and the
- Community Engagement Committee.



One of the local stars of Population Health's *Kids Can Cook* video series, Lily McKellar, of Goulburn



**Dr Allan Hawke AC**  
PhD, FAICD(*life*), FIPAA, FIML  
Chair

Allan was appointed Chair of SNSWLHD in August 2017. He has deep roots in the region having been schooled in Queanbeyan prior to gaining a Bachelor of Science with first class honours and a PhD at the Australian National University. Allan has extensive experience at senior levels in the public and private sectors. He is also chairman of the Canberra Raiders and a council member of the Committee for Economic Development Australia (CEDA).



**Mark Harrison**  
B Bus (Accounting), Certified  
Internal Auditor Professional  
Deputy Chair

A board member since 2011 and deputy chair since 2013, Mark is a managing director with local management consulting firm Sententia Consulting. He has more than 25 years' experience specialising in audit, financial governance and risk advisory services. His work in healthcare includes public and private providers, primary care, hospital and Indigenous health services, aged care, policy and funding agencies, and the pharmaceutical industry. Mark chairs the Performance Committee, a subcommittee of the SNSWLHD Board.



**Dr Pavan Bhandari**  
MBBS (Hons) FRANZCP

A member of the board since 2011, Pavan has chaired the board's Health Care Quality Committee since 2012. He has worked as a psychiatrist in the LHD since 1998, and for the past 11 years has been the mental health clinical director of SNSWLHD's Mental Health and Drug & Alcohol service, and sits on the Medical Staff Executive Council.



**Margaret Lyons**

Margaret is a lawyer whose career spans strategic and corporate planning, audit, risk and financial management, compliance and governance. A Braidwood resident, she joined the board in January 2019, and is chair of Braidwood Multipurpose Service's Community Consultation Committee. Margaret's appointments have included chief operating officer of the Australian Government's Department of Health and Ageing, executive general manager of Government and Corporate Services at Austrade, and chief executive officer of the Northern Territory Attorney-General's Department.



**Russell Fitzpatrick**

Russell Fitzpatrick is a councillor on the Bega Valley Shire Council. He is a manager at Bobbin Transport Pty Ltd Pambula, chairman of Pambula Agricultural, Horticultural & Pastoral Society, and a board member of Pambula & District Community Bank® Branch of Bendigo Bank, and a director of the charity Sapphire Life Opportunities.



**Dr Ken Crofts**  
PhD, FCA, GAICD, FGIA, FCG (CGP), CIA, CRMA, PMIIA

Ken is an experienced non-executive director in the public and for-purpose sectors, chairing several audit and risk committees and was the inaugural chair of the YMCA Australia governance national leadership team. He has in-depth experience and knowledge in regards to performance reporting utilising business intelligence, data analytics and data visualisation.



**Professor Pru Goward**  
BA (Hons Econ)

Professor Pru Goward joined the board in February 2020. She held the seat of Goulburn from 2007 to 2019 in the NSW Legislative Assembly, serving as a minister in portfolios including Prevention of Domestic Violence and Sexual Assault, Family and Community Services, Mental Health, Medical Research, Women, and Planning.

Prior to entering politics, Pru was the sex discrimination commissioner and commissioner responsible for age discrimination with the Australian Human Rights and Equal Opportunity Commission.



**Narelle Davis**  
MM, Grad Dip in Public Administration, Grad Dip Community Nursing, RN, MAICD

Narelle was appointed to the board in January 2019. She is a board representative for the Cooma, Bombala and Delegate community consultation committees. Narelle worked for NSW Health for 35 years across a variety of management roles in regional and rural NSW, and is highly experienced in leading health facility redevelopments.



**Geoff Kettle**  
MAICD

Geoff was appointed to the board in 2015. He is a representative on the Goulburn and Crookwell community consultation committees, deputy chair of Endeavour Industries Goulburn, a member of the executive of the Goulburn Chamber of Commerce, the Australian Federal Police Former Members Association, a company member of Warrigal Care, and a former mayor of Goulburn Mulwaree Council.



**Elizabeth Hoskins**  
BA Bus Acctg Ec, CPA, GAICD

Beth Hoskins joined the board in 2017 and is a member of its Performance Committee and a board representative on the Goulburn Community Consultation Committee. An associate director with Boyce Chartered Accountants, she has long been involved in the not-for-profit sector through roles focussed on governance, strategy and implementing financial control systems. They include the Country Education Foundation of Australia, the Country Education Foundation of Goulburn & District, Country Universities Centre, and Beyond the Orphanage.





**Russell Schneider AM**  
GAICD

Russell has extensive experience in health funding and became a Member of the Order of Australia in 2008 for “services to the health care system as a contributor to the development and implementation of national policy”. He joined the board in 2011. His previous appointments included CEO of the Australian Health Insurance Association, director of the Hospital Contributions Fund (HCF), and trustee of the HCF Health and Medical Research Foundation.

## Acknowledgement

We recognise the commitment, dedication and stewardship of outgoing board member Dr Brian Tugwell who served from January 2015 to January 2021.



## Invitees

The following members of the SNSWLHD executive leadership team participated in agenda items relating to their area of expertise:

**Margaret Bennett**, chief executive (July 1 2020 - June 30 2021)

**Jude Constable**, district director Clinical Operations (July 1 2020 - August 3 2020)

**Julie Mooney**, director Nursing Midwifery & Clinical Governance (July 1 2020 - August 2 2020) and as acting district director Clinical Operations (August 3 2020 - October 26 2020), and as acting district director Operations (October 26 2020 - April 25 2021), and as district director Nursing Midwifery & Strategic Projects (April 26 2021 - June 30 2021)

**Tim Griffiths**, district director Operations (April 26 2021 - June 30 2021)

**Jen Spain**, manager Governance Risk and Audit (October 26 2020 - June 30 2021)

**Bronny Roy**, acting district director Finance (July 1 2020 - November 22 2020), and as district director Finance & Performance (November 23 2020 - June 30 2021)

**Andrew Elliott**, district director Information & Infrastructure (July 1 2020 - October 25 2020), and chief information officer (October 26 2020 - April 9 2021)

**Peter Leach**, acting chief information officer (April 9 2021 - June 30 2021)

**Dr David Dumbrell**, district director Medical Services (July 1 2020 - January 31 2021)

**Dr Liz Mullins**, district director Medical Services (February 1 2021 - June 30 2021)

**Dr Gregory Hollis**, chair Medical Leads (December 15 2020 - June 30 2021)

**Judy Ryall**, acting district director Nursing & Midwifery (August 3 2020 - January 10 2021)

**Leanne Ovington**, acting district director Nursing & Midwifery (January 11 2021 - April 25 2021)

**Tracey Elkins**, acting district director Clinical Governance (August 3 2020 - February 3 2021), and as acting district co-director Quality Safety & Patient Experience (February 4 2021 - June 6 2021)

**Linda Sorum**, district co-director Quality Safety & Patient Experience (June 7 2021 - June 30 2021)

**Dr Daniel Smith**, district co-director Quality Safety & Patient Experience (December 7 2020 - June 30 2021)

**Damien Eggleton**, district director Mental Health and Drug & Alcohol (July 1 2020 - June 30 2021)

**Lou Fox**, cluster general manager Ambulatory & Integrated Care (July 1 2020 - October 25 2020), and as district director Integrated Care & Allied Health (October 26 2020 - June 30 2021)

**Jill Adams**, district director People & Performance (July 1 2020 - October 25 2020), and as director People & Wellbeing (October 26 2020 - June 30 2021)

**John Casey**, chief people and wellbeing officer (April 13 2021 - June 30 2021)

**David Hohnke**, district director Media & Corporate Communications (July 1 2020 - December 18 2020)

**Vanessa Barratt**, manager Media & Communications (December 20 2020 - June 30 2021)

## APPENDIX B

# SNSWLHD Executive Leadership Team\*

The members of the SNSWLHD executive, individually and as a committee, support the Chief Executive to guide and coordinate the operations and performance of the local health district.

Their role as strategic leaders is to formulate and execute business strategies to produce desired results critical to the organisation.



**Margaret Bennett**  
Grad Dip Bus Admin, RN,  
RM, MAICD

### Chief Executive

Margaret was appointed SNSWLHD Chief Executive in March 2020. She provides strategic and operational leadership for the efficient and effective management of SNSWLHD to deliver innovative, safe, quality, patient-centred healthcare.

An accomplished clinician, Margaret's regional healthcare experience as a senior executive spans three states where she has successfully overseen complex transformations underpinned by her commitment to improve organisational culture and performance.

She believes robust consumer and community engagement positively impacts service delivery.



**Tim Griffiths<sup>1</sup>**  
BBus (Acc), PCertHSM,  
GCertComLaw, GradDipMLM, MBT,  
GAICD, AFCHSM

### Executive Director Operations

Tim commenced with SNSWLHD in April 2021 and is responsible for managing the operations across the LHD with a focus on ensuring the delivery of high quality, safe and efficient services for our communities.

Previously chief executive of Northeast Health Wangaratta, he has a strong and diverse leadership background in health, medical research, military, manufacturing and the not-for-profit sectors.

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



**Bronny Roy**  
B Bus (Acc), CPA

### District Director Finance & Performance

Bronny is responsible for managing financial operations, performance and procurement services for the LHD, ensuring the delivery of efficient and effective high quality and safe health services to patients and communities.

Bronny has more than 17 years' experience in financial services and more than 14 years in leadership positions in NSW Health.



**Jen Spain**  
CRO, CAE

**Manager Governance, Risk & Audit**

A risk and governance specialist with more than 20 years' experience, Jen manages the broad areas of organisational governance, risk management and internal audit for SNSWLHD.

She is responsible for the oversight and management of the governance, compliance and risk assessment frameworks, and fostering a risk intelligent organisational culture.



**Dr Liz Mullins<sup>3</sup>**  
MBBS, BScHons, FRACMA

**Executive Director Medical Services**

Liz oversees the medical workforce and clinical services across SNSWLHD and is responsible for clinical strategy, planning and redesign of service delivery, promotion of innovation, evidence-based practice, and professional standards of practice.

She is committed to ensuring high-quality person-centred care through the provision of clinical excellence and best practice.

Liz has an extensive background in clinical governance, health service management; education and continuing professional development.



**Lou Fox**  
B Health Sci (Occ Therapy), Dip Mgt, Grad Dip Education, EMPA

**District Director Integrated Care & Allied Health**

Lou has a deep understanding of the broader healthcare needs of the community having worked in senior clinical and managerial positions for the past 16 years in SNSWLHD.

Her role focuses on the provision of integrated, seamless, effective and efficient care that responds to all of a person's health needs across physical, mental and social health in partnership with the individual, their carers and family.



**Julie Mooney<sup>2</sup>**  
RN, Grad Dip (Health Policy and Management), M Sc (Mental Health), M Sc (Forensic Mental Health), Master Health Policy

**District Director Nursing, Midwifery and Strategic Projects**

Julie is accountable for the professional oversight of all nursing staff which makes up more than half of SNSWLHD's workforce.

She is the LHD's health services functional area coordinator (HSFAC) for emergency management.

A registered nurse, Julie's work in healthcare for the past 42 years spans executive, clinical and managerial roles.



**Dr Graeme Pickford**  
Chair Medical Leads

Graeme has had extensive experience working in rural NSW as a general practice (GP) physician, and as a GP visiting medical officer providing medical services in public hospitals.

He is responsible for promoting and supporting the full spectrum of medical staff throughout SNSWLHD to deliver safe, quality, best practice care and lead the development and enhancement of clinical, educational, and research activities.



**Damien Eggleton**  
Dip Health Sci (Nurs), MPAdmin, GAICD

**District Director Mental Health and Drug & Alcohol**

Damien is responsible for community and inpatient mental health, drug and alcohol services throughout SNSWLHD, and is the executive lead for bushfire recovery.

A registered nurse, Damien has more than 21 years' experience working in general and forensic mental health settings in rural and metropolitan NSW.

*\*As at June 30 2021*



### Linda Sorum<sup>4</sup>

RNRM, Master Nursing (Midwifery), Grad Dip Health Care Management (Quality & Safety)

#### District Co-Director Quality, Safety and Patient Experience

Linda joined the LHD in June 2021. A passionate quality and safety advocate, she is responsible for clinical governance working with the LHD executive leadership team to analyse, maintain and improve patient safety and clinical quality systems.

She is committed to working collaboratively to ensure excellence in patient-centred care.

Linda has extensive clinical and management experience and has worked in a range of senior clinical governance roles in the NSW Health system.



### Dr Dan Smith

FACEM, MBBS (Hons), B Eng (Hons), B Comm

#### District Co-Director Quality, Safety and Patient Experience

Dan is an emergency medicine specialist who in addition to his executive leadership role, provides clinical services to SNSWLHD.

He is committed to improving the quality and safety of clinical services through increased medical leadership throughout the LHD, and a renewed focus on fundamental quality activities.



### Jill Adams

#### District Director People & Wellbeing

Jill leads workforce strategy, employee engagement and operations with a focus on promoting staff wellbeing to achieve a healthy and resilient workforce.

With more than 21 years' experience in private and government sectors, she has a strong strategic and operational background, a proven track record in developing and implementing people and capability initiatives, and providing effective leadership and staff development.

- 
- 1 District director Clinical Operations July 1 - August 2 2020 Jude Constable; acting district director Clinical Operations August 3 - October 25 2020 Julie Mooney; acting district director Operations October 26 2020 - April 25 2021 Julie Mooney
  - 2 District director Nursing & Midwifery July 1 - August 2 2020 Julie Mooney; acting district director Nursing & Midwifery August 3 2020 - January 10 2021 Judy Ryall; acting district director Nursing & Midwifery January 11 - April 25 2021 Leanne Ovington
  - 3 District director Medical Services July 1 2020 - January 31 2021 Dr David Dumbrell
  - 4 Acting district director Clinical Governance July 1 - February 4 2021 Tracey Elkins; acting district co-director Quality, Safety and Patient Experience February 5 2021 - June 6 2021 Tracey Elkins

## APPENDIX C

# Location Directory\*

### Public Hospitals

#### Batemans Bay District Hospital

7 Pacific St, Batemans Bay NSW 2536  
Ph: (02) 4475 1500 Fax: (02) 4475 1678

#### Cooma Health Service

2 Bent St, Cooma NSW 2630  
Ph: (02) 6455 3222 Fax: (02) 6455 3396

#### Crookwell Health Service

15 Kialla Rd, Crookwell NSW 2583  
Ph: (02) 4837 5000 Fax: (02) 4837 5073

#### Moruya District Hospital

2-10 River St, Moruya NSW 2537  
Ph: (02) 4474 2666 Fax: (02) 4474 1566

#### Goulburn Base Hospital

130 Goldsmith St, Goulburn NSW 2580  
Ph: (02) 4827 3111 Fax: (02) 4827 3988

#### Pambula District Hospital

Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8200 Fax: (02) 6495 8280

#### Queanbeyan Health Service

Cnr Collett & Erin Sts,  
Queanbeyan NSW 2620  
Ph: (02) 6150 7000 Fax: (02) 6150 7226

#### South East Regional Hospital

4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9999 Fax: (02) 6491 9686

#### Yass Health Service

145 Meehan St, Yass NSW 2582  
Ph: (02) 6220 2000 Fax: (02) 6226 2944

#### Chisholm Ross Centre

165a Clifford St, Goulburn NSW 2580  
Ph: (02) 4827 3003 Fax: (02) 4827 3020

#### Kenmore Hospital

209 Taralga Rd, Goulburn NSW 2580  
Ph: (02) 4827 3303 Fax: (02) 4827 3446

### Multipurpose Services

#### Bombala Multipurpose Service

126-128 Wellington St,  
Bombala NSW 2632  
Ph: (02) 6458 5777 Fax: (02) 6458 5767

#### Braidwood Multipurpose Service

73 Monkittie St, Braidwood NSW 2622  
Ph: (02) 4842 9000 Fax: (02) 4842 9019

#### Delegate Multipurpose Service

15 Craigie St, Delegate NSW 2633  
Ph: (02) 6459 8000 Fax: (02) 6458 8156

### HealthOne

#### Jindabyne HealthOne

5 Thredbo Terrace, Jindabyne NSW 2627  
Ph: (02) 6457 1221 Fax: (02) 6457 1441

### Community Health, Mental Health, Drug & Alcohol Services

#### Community Health Central Intake

Ph: 1800 999 880  
Email: SNSWLHD-CommunityIntake@health.nsw.gov.au

#### Southern NSW Drug & Alcohol Service Intake

Triage  
Ph: 1800 011 511

#### Batemans Bay Community Health Centre

7 Pacific St, Batemans Bay NSW 2536  
Ph: (02) 4475 1620 Fax: (02) 4475 1680

#### South East Regional Hospital Community Health Centre

4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9800 Fax: (02) 6491 9688

#### Bourke Street Health Service

234 Bourke St, Goulburn NSW 2580  
Ph: (02) 4825 4111 Fax: (02) 4825 4803

#### Bungendore Community Health Centre

Majura St, Bungendore NSW 2621  
Ph: 1800 999 880

#### Cooma Community Health Centre

Victoria St, Cooma NSW 2630  
Ph: (02) 6455 3201 Fax: (02) 6455 3360

#### Cooma Community Mental Health

Victoria St, Cooma NSW 2630  
Ph: (02) 6455 3307 Fax: (02) 6455 3213

#### Gadhu Family Health Centre

10 River St, Moruya NSW 2537  
Ph: (02) 4474 1988

#### Eden Community Health Centre

Twofold Arcade, 146-150 Imlay St,  
Eden NSW 2551  
Ph: (02) 6496 1436 Fax: (02) 6496 1452

#### Goulburn Community Health Centre

Cnr Goldsmith and Faithful Sts,  
Goulburn NSW 2580  
Ph: (02) 4827 3913 Fax: (02) 4827 3128

#### Jerrabomberra Community Health Centre

25/31 Jerrabomberra Parkway,  
Jerrabomberra NSW 2619  
Ph: 1800 999 880



The Cooma Health Service redevelopment will see the current emergency department transformed into the maternity unit

**Karabar Community Health Service**  
12 Southbar Rd, Queanbeyan NSW 2620  
Ph: (02) 6150 7720 Fax: (02) 6299 7601

**Moruya Community Health Centre**  
2 River St, Moruya NSW 2537  
Ph: (02) 4474 1561 Fax: (02) 4474 1591

**Narooma Community Health Centre**  
Cnr Graham and Field Sts,  
Narooma NSW 2546  
Ph: (02) 4475 7200 Fax: (02) 4475 7225

**Pambula Community Mental Health Service**  
Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8315 Fax: (02) 6495 8322

**Yass Community Health Centre**  
145 Meehan St, Yass NSW 2582  
Ph: (02) 6220 2111 Fax: (02) 6226 2944

**Goulburn Community Mental Health Drug & Alcohol Services**  
130 Goldsmith St, Goulburn NSW 2580  
Ph: (02) 4827 3257 Fax: (02) 4827 3173

**Killard Centre**  
103 Crawford St, Queanbeyan NSW 2620  
Ph: (02) 6150 7820 Fax: (02) 6299 1426

**South East Regional Hospital Mental Health Service**  
4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9400 Fax: (02) 6491 9673

**Pambula Community Health**  
Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8350 Fax: (02) 6495 8353

## Oral Health Services

**Bega Dental Clinic**  
South East Regional Hospital  
4 Virginia Drive Bega NSW 2550  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Cooma Dental Clinic**  
Cooma Community Health  
Victoria St, Cooma NSW 2630  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Goulburn Dental Clinic**  
Goulburn Community Health  
Cnr Faithfull & Goldsmith Sts,  
Goulburn NSW 2580  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Moruya Dental Clinic**  
Moruya District Hospital  
River Rd, Moruya NSW 2537  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Pambula Dental Clinic**  
Pambula Community Health  
Merimbola St, Pambula NSW 2549  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Queanbeyan Dental Clinic**  
Queanbeyan Hospital  
Collett St, Queanbeyan NSW 2620  
Ph: 1800 450 046 Fax: (02) 6150 7910

**Yass Dental Clinic**  
Yass District Hospital  
Meehan St, Yass NSW 2582  
Ph: 1800 450 046 Fax: (02) 6150 7910

## BreastScreen NSW Services

**Queanbeyan Service Centre**  
Riverside Plaza, Suite 106, Level 1,  
131 Monaro St, Queanbeyan NSW 2620  
Ph: 13 20 50 Fax: (02) 6933 9236

**Bega Service Centre**  
South East Radiology  
16 Canning Street, Bega NSW 2550  
Ph: 13 20 50 Fax: (02) 6933 9236

**Moruya**  
South East Radiology  
11 Mirrabooka Ave, Moruya NSW 2537  
Ph: 13 20 50 Fax: (02) 6933 9236

**The mobile BreastScreen NSW van**  
regularly visits Jindabyne, Cooma,  
Bombala, Goulburn, Crookwell and Yass

## Other Services

**Aboriginal Maternal Infant Health Service (AMIHS)**  
Aboriginal Health Office  
Ph: 1800 249 645

**Southern Area Brain Injury Service**  
Bourke Street Health Service  
94 Bradley St, Goulburn NSW 2580  
Ph: (02) 4825 4911 Fax: (02) 4825 4921

**Queanbeyan Health Service Renal Unit**  
Queanbeyan Health Service campus  
26 Antill St, Queanbeyan NSW 2620  
Ph: (02) 6150 7320 Fax: (02) 6298 1045

**SNSWLHD Administration**  
Peppertree Lodge  
Queanbeyan Health Service campus,  
Cnr Collett and Erin Sts,  
Queanbeyan NSW 2620  
Ph: (02) 6150 7329 Fax: (02) 6150 7373



Inspiration for the floating graphics comes from local Aboriginal artists Rhianna Chapman, Nat Carroll and Alison Walker whose works hang throughout South East Regional Hospital



## APPENDIX D

### Abbreviations and Glossary

<b>ACT</b>	Australian Capital Territory	<b>fFN</b>	Fetal fibronectin testing is performed if a woman is 26 to 34 weeks pregnant and having symptoms of premature labour to determine potentially serious health complications of a preterm baby	<b>OAM</b>	Medal of the Order of Australia
<b>CCAS</b>	Critical Care Advisory Service			<b>Patient journey mapping</b>	A blueprint of all the touchpoints a patient goes through in their care in a healthcare facility
<b>CCC/s</b>	Community consultation committee/s			<b>PREMs</b>	Patient reported experience measures
<b>CCON</b>	Critical care overbed camera network	<b>FLEC</b>	First Line Emergency Care program	<b>PRMs</b>	Patient reported measures
<b>CORE</b>	NSW Health’s four values of collaboration, openness, respect, and empowerment	<b>FTEs</b>	Full time equivalent/s	<b>PROMs</b>	Patient reported outcome measures
<b>COU</b>	Close observation unit	<b>GP/s</b>	General practitioner/s	<b>RART</b>	Rapid Applied Research Translation Grant (RART), a Commonwealth Government initiative
<b>COVID-19</b>	Coronavirus is a contagious respiratory and vascular disease caused by severe acute respiratory syndrome coronavirus 2 (SARSCoV-2). First identified in Wuhan, China in 2019, it has caused an ongoing pandemic	<b>HIRAID</b>	The HIRAID framework is a continuous process of nursing assessment in the emergency department comprising history; identifying red flags; assessment; interventions; diagnostics; reassessment; and communication	<b>SNSWLHD</b>	Southern NSW Local Health District
<b>Design jam</b>	A collaborative brainstorming activity or event	<b>ICU</b>	Intensive care unit	<b>Topping out</b>	A time-honoured tradition that signifies the successful completion of the structural phase of a project, usually when the building reaches its highest point
<b>ECG</b>	Electrocardiogram. A recording of the electrical activity of the heart	<b>LGA/s</b>	Local government area/s	<b>VMO/s</b>	Visiting medical officer/s
<b>ESAP</b>	Elective surgery access performance	<b>LHD/s</b>	Local health district/s	<b>WHIN</b>	Wellbeing and Health In-reach Nurse
		<b>MPS</b>	A multipurpose service is a model of care specifically designed for regional and remote communities to provide coordinated delivery of health and aged care services	<b>YES</b>	Your Experience of Service survey





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