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Goulburn Base Hospital medical student Patrick Feeney listens to the chest of little Edward Butler from Marulan.

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Southern NSW Local Health District (SNSWLHD) is responsible for delivering public healthcare throughout regional south-east NSW.

VISION
Helping people lead healthy lives.

MISSION
Delivering healthcare that matters.

VALUES
Our CORE values are:
- Collaboration
- Openness
- Respect; and
- Empowerment.

In 2018-19, we attended to more than 117,000 presentations in our emergency departments, more than 51,500 inpatient admissions, performed nearly 15,000 surgeries and delivered more than 1500 babies.

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

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

We employ 2856 individuals across more than 20 sites making it one of the region’s largest employers with the majority of staff local to the communities they serve.

One of Australia’s most geographically diverse natural environments, SNSWLHD comprises seven local government areas (LGAs) spanning 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 it incorporates the traditional lands of four large Aboriginal nations of the Gundugurra, Ngunnawal, Ngarigo and Yuin peoples.

The LHD is characterised by strong tourism and agriculture industries and a large renewable energy sector.

Our Community
SNSWLHD’s population of about 207,000 balloons according to the season.

An influx of more than 4.2 million tourists each year are attracted to the region’s snowfields and pristine coastal areas.

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

The average age of our residents of 44 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 rapidly growing, including families with young children.

Clinical nurse consultant Emily Bunt (left), consumer advocate Robert Butch Young and nurse unit manager Kerry Fitzsimmons at the Chisholm Ross Centre in Goulburn.
As older people are making up an increasing share 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.

Of our 86,642-strong Aboriginal community, 45 per cent live on the south coast.

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

Our local population is predicted to increase to 250,150 by 2036 with an increase of 43,335 or 67 per cent of those aged 65 years and older.

Our Health

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 which lead to chronic diseases such as diabetes, heart attack, stroke and obesity.

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

Overweight and obesity in adults remain a challenge with 74 per cent of males and 52 per cent of females reporting a high body mass index in 2017. Diabetes affects 12 per cent of adults.

As the population ages, the number of people diagnosed with cancer has increased.

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

An estimated 64 per cent increase in the amount of new cancer cases between 2011 and 2031 is forecast for SNSWLHD.

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 admissions for self-harm.

Smoking rates overall in SNSWLHD have dropped during the past decade from 26 to 18 per cent in 2018.

Our Services

SNSWLHD has 14 public inpatient facilities comprising 11 hospitals and three multi-purpose services (MPS) that together operate as a network.

Our multi-purpose services combine a range of health and aged care. Each MPS is tailored to meet the community’s unique clinical needs into the future.

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 to accommodate local patients who require high-level specialist care.

1. 206,815 residents – ABS Population by age and sex, regions of Australia, 2017
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
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.
A WORD FROM
THE CHAIR & CHIEF EXECUTIVE

The Southern NSW Local Health District Year in Review reflects on our achievements and outlines operational goals for the year ahead.

At the outset, our performance depends on our people. To become and remain a high performing organisation, we must excel at innovation, with high levels of employee engagement and demonstrated fairness for our staff and the communities we serve.

We are committed to improving the capability of our workforce through the skills, qualifications and aspirations of our people. Our future plans are intended to ensure the continued provision of high quality, cost-effective and responsive services.

The 2018-19 period has signalled a greater focus on the engagement of our staff. This will help to attract and retain the people we need to provide the highest levels of services and support to the community. This includes a people-first culture which enables our staff to deliver consumer-centred healthcare services. We are committed to improving the experience of our patients.

In 2019, more than 63 per cent of our people completed the People Matter Employee Survey which provided an opportunity for all to have a say about their workplace and contribute their ideas for improvement.

Key highlights from the survey included 90 per cent of employees feeling that their work group strives to achieve patient satisfaction and 90 per cent having a clear understanding of what is expected of them.

Most said their job gives them a feeling of personal accomplishment and that people in their team treat each other with respect.

These are very pleasing results in their own right as well as providing a platform for further initiatives. For example, opportunities for improvement including communication around our future direction and improving management practices were identified.

The State Government and the NSW Minister for Health and Medical Research Brad Hazzard have been to the fore in addressing the needs of rural and regional NSW with extensive investment in infrastructure.

At the outset, our performance depends on our people. To become and remain a high performing organisation, we must excel at innovation, with high levels of employee engagement and demonstrated fairness for our staff and the communities we serve.

This includes $150 million for Goulburn Base Hospital and Health Service, $18.6 million to refurbish Cooma Health Service, $150 million for a new green fields health facility in the Eurobodalla, $2.6 million to refurbish Pambula District Hospital and $2.5 million for Crookwell Health Service, while funding for the Braidwood Multi-Purpose Service redevelopment is coming from the $300-million Statewide program of works to upgrade such facilities in rural and remote communities across NSW.
Providing accessible, quality and safe healthcare to local communities is our highest priority.

We demonstrated this commitment through achieving accreditation in December 2018 for three years against the 10 National Standards for Safety and Quality in Healthcare.

This independent verification of our performance from the Australian Council on Healthcare Standards is a key driver for continual improvement in safety and quality of which all our staff can be justifiably proud.

Our focus on clinical improvement and innovation during the year has resulted in work programs that have improved patient outcomes and increased our understanding of how people want their care delivered.

For example, the Leading Better Value Care program continues to deliver new models of care which provide more efficient and effective treatment to our communities by identifying the patient’s needs and adapting our services to meet those requirements.

The LHD’s progress throughout 2018-19 is pleasing and we look forward to building on these achievements into the future.

DR ALLAN HAWKE AC
CHAIR

ANDREW NEWTON
CHIEF EXECUTIVE
HEALTHCARE FACILITIES

GOULBURN BASE HOSPITAL & HEALTH SERVICE

Goulburn Base Hospital & Health Service (GHS) saw an increase in activity with more people treated in emergency, and undergoing elective surgery, and nearly 300 babies delivered over the past year.

GHS is a regional referral hub delivering healthcare to more than 37,000 people in the local community and neighbouring areas.

It encompasses Goulburn Base Hospital, Bourke Street Health Service, and Goulburn Community Health, and provides a range of services including 24-hour emergency, intensive care, maternity, paediatrics, renal dialysis, radiology, cardiac stress testing, community health, allied health, mental health, palliative care, cardiac and pulmonary rehabilitation, pathology, oncology and clinical education.

Mental health services are delivered on the hospital site in the Chisholm Ross Centre, and at the Kenmore psychiatric hospital located on the outskirts of Goulburn.

The $120 million Goulburn Hospital and Health Service Redevelopment will provide a fit-for-purpose facility that will continue to deliver high-quality healthcare for the region.

An additional $30 million was included in the State Government’s 2019-20 budget.

The redevelopment will deliver a new four-storey clinical services building featuring:
• Main entry and hospital reception
• Emergency department
• Medical imaging department
• Intensive care unit
• Operating theatres
• Day surgery and recovery areas
• Medical, surgical, paediatric, rehabilitation, and geriatric inpatient units
• Designated palliative care beds
• Maternity unit and birthing suite
• Ambulatory paediatric and antenatal clinics; and
• Additional on-site car parking.

Enabling works were finalised, with the extension to the community health building, demolition, new asset and waste sheds, and a new services trench completed.

The building site has been prepared for main works to start in the second half of 2019, with completion expected in 2021.

An arts and heritage program will build strong cultural connections to the new facilities as well as improve health and wellbeing outcomes for patients. The project team raised more than $11,000 through a silent auction to support the initiative.
Goulburn Base Hospital’s intensive care unit (ICU) has established relationships with Liverpool and Campbelltown hospitals to provide a more complex level of intensive care.

Linking to levels five and six ICUs gives nursing and medical teams greater access to education and day-to-day support, improving recruitment, retention and staff satisfaction. Importantly local patients will benefit from access to a higher level of ICU expertise closer to home.

Staff commenced training to support the implementation of eRIC, an electronic record for intensive care. eRIC enables downloading of meticulous observations directly from cardiac monitors, ventilators and dialysis machines, graphing results that are easily interpreted to improve clinical decisions.

We network with Canberra Hospital, from where the majority of our current junior medical officers (JMOs) are sourced on rotation.

GHS increased its focus on consumer engagement in the provision of services, including community participation in design and planning of the new hospital with two community forums, and invitations to participate in recruitment processes, and formal committees.

Pregnant women will receive antenatal, labour and postnatal care from a small dedicated group of midwives under the new midwifery-led model of care team.

The continuity of care model follows staff and community consultation, and will not only be more responsive to women, their needs and preferences while supporting informed choices but attract and retain midwives who are seeking roles with midwifery-led models.

Improvements to the palliative care service saw the introduction of a transitional nurse practitioner to deliver person-centred care incorporating diagnostic and treatment interventions; local GPs providing after-hours palliative care support for clients and their carers; hospital in the home and a palliative care after-hours helpline.

The innovations allow clients and their carers to be supported in their homes by palliative care nurses.

GHS patients benefit from new equipment including a portable ultrasound in ED, an AccuVein scanner for maternity, a RoMedic ReTurn standing aid to assist patients in the sub-acute rehabilitation unit, a body mass index (BMI) scale for paediatrics, an electronic examination table for sexual health and women’s health clinics, and a portable oxygen concentrator (POC) to provide oxygen therapy to palliative care clients who require greater oxygen concentrations than the levels of ambient air. The POC is available for loan.
Goulburn Community Health Centre continued to improve services for those living with a chronic disease with the introduction of a patient flow portal to identify clients who may benefit from extra community support and coordination.

An integrated care nurse works with clients requiring high levels of support, coordinating care with hospital services, their GP, other healthcare providers, family and community supports so they can regain or maintain physical, functional and cognitive abilities to either maintain or recover a level of independence to remain at home.

Project officers introduced programs to reduce patient falls in hospital and pressure injuries at Goulburn Base Hospital and Bourke Street Health Service.

Electronic medications management (eMEDs) was rolled out. The system increases patient safety by supporting doctors, nurses and pharmacists to prescribe, order, check, reconcile, dispense and record the administration of medicines.

Goulburn Community Health Service continued to work in partnership with several agencies, including Royal Far West, to deliver Healthy Kids Bus Stop, a comprehensive health assessment identifying children’s developmental issues in rural NSW before they start school.

The generosity of our 36 active volunteers enhance the patient experience. They provide a range of benefits from information and personal care packs to hairdressing, pastoral care, supporting dementia and delirium patients and fundraising.

More than $89,700 was donated by the local community and organisations throughout the year to assist in providing patient comforts and equipment to support the expansion of services.

Key donors include the BDCU Alliance Bank Goulburn Hospital Foundation, the Rotary Club of Goulburn Mulwaree, the Lions Club of Goulburn City, and the Goulburn Soldiers Club.

The BDCU helped fund a tympanometer to examine the middle ear and an audiometer to evaluate hearing acuity increasing service capabilities.

“I have a very special connection to this service. I lived across the road here in Goulburn and saw Bourke Street grow up brick by brick many years ago. I then came and worked in the kitchen for 17 years – my life is and has been all around this place. Janelle and the team are absolutely terrific, they care so much for each and every patient. They’re friendly and make you feel right at home as much as possible.”

TERESA BORTOLAZZO, RESIDENT AT BOURKE STREET HEALTH SERVICE
CROOKWELL HEALTH SERVICE

Our staff and local residents were buoyed with the announcement during the year of a multi-million-dollar refurbishment program at Crookwell Health Service which will see improved facilities.

The current 18-bed acute care hospital services 8000 residents that call the Upper Lachlan Shire home.

In June 2019 the NSW Government committed $2.5 million to refurbishing the hospital with planning to commence in the second half of 2019.

Upgrades will deliver improved:
- Emergency department with increased capacity
- Minor procedures area
- Wards
- Nurse call system; and
- New medical equipment, floor coverings, and major painting works.

The emergency department at Crookwell Health Service has telehealth links to Canberra and Sydney tertiary hospitals.

A rotating roster of local general practitioners ensures 24/7 coverage, and we initiated an emergency transitional nurse program to support and educate our ED nurses.

Our other services include community health, ambulatory care, a wellness centre, outreach pathology, radiology, physiotherapy, child and family health, occupational and speech therapy, social work, palliative care and dietetics.

We introduced outreach social work services and a juvenile mental health worker.

Crookwell Wellness Centre continued to build its clientele with 120 people registered for its various programs.

The Wellness Centre aims to prevent frequent preventable hospital readmissions by working with patients to prevent falls; encourages weight loss or gain; conducts post-acute and prehabilitation for hip and knee surgeries; assists chronic disease clients with pulmonary rehab; and provides sensory stimulation through exercise, yoga and tai chi classes, crafts and music.

Community donations and fundraising efforts saw more than $18,600 raised for the purchase of two bikes and a treadmill for our Wellness Centre, and equipment for physiotherapy and the wards to improve patient care and outcomes.

Our dedicated staff took part in the return-to-earn program which sees plastic water bottles provided to patients being recycled to raise funds.

Source: HIE and EDWARD NAP DataMart.

1. The process by which an episode of care for an admitted patient ceases
2. Comprises hospital and community health non-admitted patient services (occasions of service)
YASS HEALTH SERVICE

Yass Health Service, located 59km from Canberra, delivers healthcare to a rural population of nearly 17,000 people residing in the Yass township and surrounding southern tablelands.

Currently undergoing an $8 million redevelopment, Yass Health Service provides emergency care and medical imaging. Outpatient services include child and family health, immunisation, nursing, palliative care, sexual health and sexual assault, mental health, drug and alcohol and general counselling, physiotherapy, occupational therapy, speech pathology, diabetes education, dietetics, women’s health, Aboriginal liaison, and dental health.

Building works commenced in February 2019 with completion scheduled for 2020.

The redevelopment will further integrate community health, acute and emergency services to provide flexible and improved health service delivery and include a dedicated ambulance entry, an additional emergency department acute treatment bay, an increase from 10 to 12 inpatient beds, and improved community health facilities.

More than 74.8 per cent of the south east of NSW has been in drought or at the onset of drought, while the remaining 25.2 per cent is considered borderline.

A coordinator from our Rural Adversity Mental Health Program (RAMHP) has been linking people experiencing mental health problems to appropriate care, drought workshops, and educating our rural community, especially men, on mental health and wellbeing, informing them about programs, resources and services to support access and recovery.

Yass Health Service rolled out the electronic medications management system eMEDs in early 2019, and was the first site in the LHD to go completely live within 24 hours.

eMEDs enhances patient safety and modernises patient care by improving medication management in the hospital.

Source: HIE and EDWARD NAP DataMart.

1. The process by which an episode of care for an admitted patient ceases
2. Comprises hospital and community health non-admitted patient services (occasions of service)
Our focus on recruitment continued with the aim of securing permanent staff, eliminating the need for agency personnel. We have attracted new employees from Sydney and New Zealand.

Recognising the importance of succession planning, Yass-specific career pathways are being developed to offer staff support in acute care, chronic care, management or education.

Having trained staff available to recognise and manage deteriorating patients in a rural setting is important. Skype has been utilised for education programs conducted by NSW Health’s Agency for Clinical Innovation (ACI).

The Essentials of Care (EOC) program aims to enhance the experiences of patients, consumers, families, carers and staff involved in the delivery of care through the ongoing development of safe, effective and clinical workplace cultures.

Our EOC programs addressed communication between nursing and hotel services staff to ensure the safe ordering and delivery of food to all patients; and nursing handovers to improve confidentially, communication skills and efficiency within the team.

Staff expanded their utilisation of the electronic patient journey board including diet requests, handover sheets for shift changes and booking patient transport.

The electronic patient journey board delivers real-time information directly related to patient care, providing the care team with a clear view of every patient’s journey from anywhere within the hospital and the ability to update remotely from any computer.

The Bookham Hospital Auxiliary raised funds for three trauma beds for our ED.

And our staff took part in a Fiver for a Farmer Day, raising funds to support local drought-stricken farmers.

The hard work of the Yass Hospital Auxiliary ensured the provision of extra patient comforts. And local resident Barry Banks continued to volunteer his time providing spiritual and pastoral care to our inpatients.

“My wife went in with a cut finger that caused her severe pain. She also had to go back in for a fresh dressing. I just wanted to pass on our appreciation for the friendly and efficient service by all staff we encountered. They were really busy but kept their sense of humour and maintained their professionalism.”

SCOTT AND KAREN MATHESON, OF MURRUMBATEMAN, YASS HOSPITAL

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PHOTOS: Page 16: 1. Yass Health Service occupational therapist Kirsty Owen. 2. Yass Health Service outreach midwife Elizabeth Perks. 3. Mental health clinician Amy Senior (left) and Yass Health Service administrative officer Annette McIver. Page 17: 4. Midwives Celine Conrad (left) and Hannah Bird watch over mum Kirstin Wright and her baby Billy Gallagher, of Kiah, at South East Regional Hospital.
SOUTH EAST REGIONAL HOSPITAL

South East Regional Hospital (SERH) is our southernmost hospital. It is located in the Bega valley, 16km from the picturesque sapphire coast.

SERH caters for a community of 49,000 people which balloons to more than 85,000 with the influx of tourists during the holiday season.

Services include emergency and intensive care, acute care, emergency and elective surgery, sub-acute care, maternity and paediatrics. Mental health, chemotherapy and renal dialysis are provided on site, as are radiology, community nursing, dental care and allied health. Community health and outpatient clinics are delivered in the hospital and patients’ homes.

SERH places a particular emphasis on the contributions of staff with the majority residing in our community. Our employees are recognised through awards programs, and social activities.

We celebrate our Indigenous employees throughout the year but especially during NAIDOC week with a bush tucker flag-raising event.

PwC’s Perform methodology, designed to change behaviours and improve collaboration among clinicians, was implemented amongst our nurse unit managers to build capacity and capability. The result was an increase in the number of patients seen throughout the year in the right place at the right time for optimum health outcomes.

Our staff performed more than 4000 surgeries during 2018-19, an increase of 13 per cent from the previous year. We delivered 233 babies, and there were 105,878 non-admitted patient occasions of service.

Paediatrics services grew with the appointment of a director of paediatrics who conducts outpatient appointments for the entire Bega valley.

A continued and ongoing focus for SERH has been improving practices around patient observations.

Frequent patient observations and a clear and collaborative escalation process has ensured any deterioration in a patient is being picked up and acted on more quickly.
Simulation sessions conducted by our anaesthetics and intensive care staff improved expertise with the result that no patient has had a serious adverse event relating to deterioration in more than two years.

SERH has been working with the local primary health network (PHN), COORDINARE, to deliver pain management clinics, as well as building improved communication pathways between GPs and the hospital.

Our employees instigated a waste management and recycling group to work towards a more sustainable environmental footprint for SERH.

We continued to work with South East Arts to improve health and wellbeing as well as enhancing healthcare experiences for patients and their support networks through live music and the hanging of artworks.

Community Carers Accommodation South East Inc (CCASE) is a group of local voluntary service organisations and individuals who are passionate about onsite accommodation for carers of patients.

CCASE has raised more than $2 million in cash and kind to open the first two phases of a three-phase accommodation project.

Volunteers make an amazing difference to the experience of our patients.

On the SERH site we have 84 volunteers. Led by a dynamic coordinator they are allocated across almost all areas of the hospital carrying out duties ranging from pastoral care to providing social stimulation, tai chi classes and supporting exercise programs.

The SERH and the Tathra Ladies auxiliaries raised more than $60,000 for equipment items including a resuscitation dummy, a light to expose hard to find veins, call bells in the operating theatres. And through the combined efforts of the auxiliaries and the Commonwealth Bank Employees Association we purchased audiometry equipment, electric cots for paediatrics, and an outdoor setting for the oncology service.

Our staff took to the catwalk for the Ladies Auxiliary Fashion Parade, raising more than $2000.

**PHOTOS:**
Page 18: 1. The mental health nursing team at South East Regional Hospital. 2. Anaesthetist Dr Michael Haines. 3. Pharmacist Danielle Miller.
Page 19: 4. The team ready for duty at Pambula District Hospital.
PAMBULA DISTRICT HOSPITAL

Pambula’s 14-bed district hospital serves its local community through the provision of complementary services to those offered at South East Regional Hospital.

They include slow stream rehabilitation, maintenance, and palliative care, and since December 2018 the refurbished urgent care clinic (UCC) which has provided a valuable nurse practitioner-led service for walk-in patients with non-life-threatening clinical issues.

The community health centre adjacent to Pambula District Hospital (PDH) has benefitted from our refurbishment, with allied health staff integrating into the new exercise gym and consulting rooms.

The State Government invested $2.6 million to refurbish the hospital. Stage one, completed in October 2018, included a new main entry and reception, a refurbished assessment, treatment and care clinic, treatment spaces, bathroom facilities, and an exercise room.

The second and final stage, finished in June 2019, encompassed refurbished inpatient wards with updated fixtures, fittings and new carpet.

Most patients attending PDH are drawn from the population on the sapphire coast south of Tura Beach. In the busy tourist season an additional 30,000 people take advantage of the beautiful coast line, and attendances at the UCC increased in 2018-19 by up to 50 per day.

An evaluation of the nurse practitioner model of care in the UCC demonstrated overwhelming positive patient satisfaction and patient outcomes while delivering more services closer to home for the local community.

There was a 169 per cent increase in occasions of assessment and treatment in the UCC.

The Pambula Hospital Auxiliary raised more than $5000 for equipment including a drug fridge, and televisions to enhance the patient experience.

“Our 9-year-old daughter, Soph, has non-verbal, severe autism. Travelling away from home causes huge stress. Cynthia and Pip are both probably the most patient yet assertive people we are yet to meet. They treat Soph with such dignity. Ian was all about patient-first care. Everything was at Soph’s pace and his attention to detail was fantastic. Jeff is an absolute asset to the Bega valley. He’s providing detailed care and is knowledgeable about Soph’s other medical issues.”

LISA LEE, OF MERIMBULA, SOUTH EAST REGIONAL HOSPITAL

“My family and I cannot speak highly enough about this hospital. Our baby girl contracted influenza whilst on holiday and the care and support provided to her and us by all the staff was absolutely amazing. The staff were calm, confident and put our minds at ease during a very scary time. We honestly can’t thank them enough and will be eternally grateful for the unsung heroes of this place including the ambos.”

SHARI JEAN BURNHAM, OF PAMBULA BEACH, SOUTH EAST REGIONAL HOSPITAL
EUROBODALLA HEALTH SERVICE

Eurobodalla Health Service (EHS) is spread over three campuses, with two hospitals and a community health centre, located south of Ulladulla on the beautiful south coast of NSW.

Eurobodalla Community Health operates from all three campuses at Batemans Bay, Moruya and Narooma.

Moruya District Hospital is a 66-bed facility, and Batemans Bay District Hospital has 37 beds.

Both sites offer emergency services, inpatient acute medical, general surgery, palliative care, and hospital in the home.

Maternity, renal dialysis and inpatient rehabilitation are available at Moruya only.

In October 2018, the State Government announced the $150 million redevelopment of EHS.

A clinical services plan is being finalised with models of care designed around future population, innovation, viability, and sustainability. A key feature is a single location for hospital services to prevent duplication and to improve efficiency.

Extensive consultation with more than 400 people comprising staff, stakeholders and the local community will ensure the region’s healthcare needs are met into the future.

Following completion of the clinical services plan, the focus will be master planning, and formal development and consideration of a variety of solutions that meet the clinical requirements.

Master planning involves the development of a campus plan that identifies the key elements of a hospital such as clinical or acute services buildings, structures housing specialist care units, and ancillary or support services.

EHS employed more newly graduated nurses, known as transitional registered nurses (TRNs), in a rotational program designed to develop their skills, competence, and confidence in a variety of roles.

Source: HIE and EDWARD NAP DataMart. 1. The process by which an episode of care for an admitted patient ceases 2. Comprises hospital and community health
We are proud to be growing our skilled workforce. Supervisors involved in the TRN initiative noted their knowledge and skills also increased. The TRN program has been very successful with seven of eight TRNs choosing to work at Eurobodalla Health Service on completion of their first year.

Our pathology, occupational therapy and physiotherapy staff saw the benefits of staff rotations with higher rates of staff retention, motivation, understanding of clinical areas, and increased clinical and personal confidence.

We recognise that high rates of job stress, compassion, fatigue and burnout symptoms can negatively affect mental health and wellbeing of our staff.

The Eurobodalla community mental health drug and alcohol service established mindful wellbeing sessions for our managers.

The Eurobodalla Shire has the highest proportion of older residents in SNSWLHD.

Preventing falls while in our care has been a patient safety priority at Batemans Bay and Moruya district hospitals.

Systems to identify at-risk patients and implement individual care plans saw a more than 50 per cent reduction in inpatient falls per month.

We increased our acute care capacity by partnering with residential aged care facilities to cater for our older convalescing patients unable to weight bear. These patients return to hospital for review and discharge following their recuperation.

The Eurobodalla community contributes greatly to our health service with nearly 100 locals donating their time to consultation committees, hospital auxiliaries, palliative care, pastoral care, supporting our dementia and delirium patients, providing in-home respite and companionship for palliative clients and their carers, and organising our annual expo to promote health and wellbeing.

Moruya District Hospital United Hospital Auxiliary and the Batemans Bay District Hospital United Hospital Auxiliary raised more than $200,000 throughout the year for hospital equipment.

Eurobodalla Toyota provides $100 to cancer care from the sale of each new Toyota, raising nearly $22,000.

The community raised more than $12,000 through GoFundMe in memory of Dr Steve Murray for palliative care equipment and to enhance the comfort of patients. Dr Murray, who passed away in 2018, was a local GP and a visiting medical officer at Moruya District Hospital for more than 30 years.

**PHOTOS:** Page 20: 1. Clinical nurse specialist Mark Rogerson (left), nurse unit manager perioperative Jean Head, nurse Maxine Schumacher, and health and security assistant David Westman. Page 21: 2. Occupational therapist Tracey Rich (left), University of Canberra physiotherapy student Liam Hanna and nurse unit manager Rebekah O’Reilly. 3. Batemans Bay District Hospital visiting medical officers Dr Jay Kar (left) and Dr Himmat Moon.

“**I love the team cohesion, it’s like a really supportive family which allows us to do the best we can. There are some great career opportunities here and I am very lucky to have a great job in a great part of New South Wales.**”

NICOLE SAUNDERS, ADMINISTRATION SUPERVISOR, BATEMANS BAY DISTRICT HOSPITAL

“**I’m fortunate to do what I love doing in my hometown. I’ve been on the wards for six months and now in ED. I enjoy learning the clinical skills, seeing a variety of patients every day with a really supportive team who are always teaching me and helping me learn new things.**”

BRENDA-LEE THOMPSON, REGISTERED NURSE, BATEMANS BAY DISTRICT HOSPITAL
Queanbeyan Health Service celebrated 10 years since the redevelopment of the hospital on its current site during the year.

The celebrations, attended by NSW Deputy Premier John Barilaro and Queanbeyan-Palerang Regional Council mayor Tim Overall, marked a significant milestone in the hospital’s 172-year history.

Queanbeyan Health Service, located just a few kilometres from the ACT border, serves 60,000-plus residents in the Queanbeyan-Palerang LGA.

The hospital’s emergency department, the busiest in the LHD, treated 23,198 patients, while the maternity unit delivered the most babies with 528 births.

Our child and family health nurses forged links with Tresillian which opened in Queanbeyan in October 2018, providing comprehensive parenting support.

Those waiting to undergo surgery at the hospital were seen quicker with the number of patients on the waiting list decreasing by more than 50 per cent from 958 to 423 following productivity initiatives.

Time spent with patients on the ward increased with the implementation of a buddy team to streamline bedside handovers, resulting in improved patient safety and outcomes.

All medications are now prescribed electronically following the rollout in May 2019 of eMeds which replaced the national inpatient medication chart.

To improve Aboriginal culture in the hospital environment, our Aboriginal health team created an Indigenous garden at the hospital’s main entrance.

Source: HIE and EDWARD NAP DataMart. 1. The process by which an episode of care for an admitted patient ceases 2. Comprises hospital and community health
Our staff worked to decrease waste and improve sustainability in the hospital. Strategies included donating untouched food waste to the food rescue charity OzHarvest, and reducing plastic waste by giving patients one bottle of water which can be refilled from a filtered water source.

The success of our pilot project to reduce perineal tears during labour will be rolled out LHD-wide.

A best practice collaborative project with Canberra Hospital, and Women’s Healthcare Australasia saw third and fourth-degree perineal lacerations decrease from 3.5 per cent in 2016-17 to 2.02 per cent in 2018-19.

We celebrated the 20th anniversary of the pram-walk-talk and exercise group. Established as a post-natal depression health prevention initiative by child and family health nursing, it is sponsored by The Surgery at Jerra, Rotary Club of Jerrabomberra, and the Queanbeyan-Palerang Regional Council.

There are more than 30 volunteers working to make a difference at Queanbeyan Health Service, donating their valuable time and raising money. We received $82,712 in 2018-19 from fundraising and donations.

The NSW Minister for Health and Medical Research Brad Hazzard recognised the efforts of our hospital auxiliary presenting a $31,000 BiPAP machine on their behalf.

BiPAP helps patients who have trouble breathing by pushing air into the lungs. Demand for an extra machine resulted from an increase in the number and acuity of inpatients.


“I found the staff to be excellent - caring, skilled and professional. The experience from entering via the emergency department, through to the ward and then retrieval by Southcare was seamless. I felt I was in safe hands. The staff at this hospital should be congratulated.”

PATIENT JANE DOUGLAS, OF QUEANBEYAN, QUEANBEYAN HEALTH SERVICE
Cooma Health Service is the main hospital in the alpine region of NSW servicing 20,733 residents in the Snowy Monaro LGA.

The hospital experiences winter and summer peaks as about 3 million people flock to Kosciuszko National Park and surrounds each year for the snow, fishing, hiking and mountain bike riding.

Cooma Health Service provides support for Bombala and Delegate multi-purpose services and Jindabyne HealthOne.

Emergency, acute care, elective surgery, sub-acute care, maternity, mental health, drug and alcohol, chemotherapy and renal dialysis services are provided on site, as are radiology, pathology, community nursing, dental care and allied health.

Cooma Health Service is undergoing a $18.6 million redevelopment that will deliver a new maternity unit as well as expanded and improved spaces for emergency, radiology, pathology and ambulatory care.

An Aboriginal smoking ceremony marked the start of the main on-site works in May 2019. The build will be conducted in five stages to allow for the continuity of hospital services, with the first stage being a temporary emergency department. Completion is expected in early 2021.

Our local community is working alongside clinical and management staff to plan and develop a facility that will be aesthetically pleasing and clinically functional.

Our community health team introduced a program called the Snowy Hydro Wellbeing In Reach Nurse (WHIN) to provide targeted support to vulnerable students and families. The WHIN engages families, students, teachers and healthcare professionals, breaking down the barriers to deliver integrated care. At the centre is the
“The admittance department was friendly and efficient, explaining everything in detail. The nursing staff went out of their way to make me feel comfortable and relaxed. The doctor and anaesthetist explained the procedure, and afterwards made a point of telling me exactly what needed to be done in the future. In my opinion, the service and treatment provided is as good as, if not better than any hospital in Australia.”

PATIENT JOHN REES, OF COOMA, COOMA HEALTH SERVICE
JINDABYNE HEALTHONE

Jindabyne HealthOne is a unique design in healthcare delivery.

The award-winning purpose-built community health centre adjoins the Snowy River Health Centre, formerly known as the GP Super Clinic, bringing public and private healthcare under one roof.

The joint vision was realised following community consultation and research into evidence-based best practice. It provides the locals and tourists with integrated one-stop-healthcare.

Two years since it opened in 2017, services have expanded to meet increasing demand. Telehealth technology reduces the burden of travel for patients requiring some levels of specialist care.

The model of care allows GPs and community health workers to come together using a multidisciplinary team approach to better respond to people with complex needs requiring a range of allied health services.

It provides for the more than 4200 people living in the picturesque town of Jindabyne that overlooks Lake Jindabyne near the Snowy Mountains.

Primarily a service town for Australia’s highest ski resorts of Perisher, Thredbo and Charlotte Pass, it also attracts tourists to its lake for sailing, walking and trout fishing. Lake Jindabyne is one of the largest fresh water reservoirs in NSW.

PHOTOS: Page 26: 1-3. Jindabyne HealthOne is an award-winning purpose-built community health centre linking GPs, and our community and allied health clinicians under one roof. 4. Jindabyne HealthOne community health nurse Vicki Black. Page 27: 5. Registered nurses Elise Coppins (left), Kerry Platten, Darryn Griggs, endorsed nurse Ann McGrath, University of New England student nurse Richie Waye, registered nurse Caroline Evans (front, left) and administration officer Georgina Morvai. 6. University of New England student nurse Shikha Sharma (left) and Bombala Multi-Purpose Service visiting GP Dr Charles Chihumbiri.
MULTI-PURPOSE SERVICES

Multi-Purpose Services (MPS) are specifically designed for regional and remote communities in NSW to provide coordinated delivery of health and aged care. There are 64 MPSs in rural NSW.

SNSWLHD’s three MPS facilities provide urgent, acute, and residential aged care, respite and community health.

SNSWLHD is part of the State’s Living Well MPS collaborative that focuses on improving the life experience of aged care residents, and supporting staff to deliver a more homelike environment, enhancing the lifestyle, independence and wellbeing of each resident.

Braidwood MPS

Braidwood MPS provides services to the Braidwood township, located 60km inland from Bateman’s Bay, and the surrounding villages and outlying rural area.

Our community is diverse with significant growth in the number of older people.

We work with our local population, providing care across a broad spectrum from emergency to community care and residential aged care.

Braidwood MPS is in the midst of a redevelopment, involving numerous consultation sessions with staff and the community in an engaged planning process.

Construction on the new facility commenced in February 2019 with completion expected in 2020.

“Working at the Bombala MPS is a professionally satisfying experience. I get to fill a need in the community and also for the health service. The locals really appreciate what we do, which makes my job very fulfilling.”

DR CHARLES CHIHUMBIRI, GP VMO, AT BOMBALA MPS
Healthcare Facilities
SNSWLHD 2018-19 Year in Review

The redevelopment is part of the NSW Government’s $304 million multi-purpose service program of works to upgrade existing facilities in rural and remote communities.

The new building will enhance the sustainability, functionality and safety of primarily aged care services. Benefits include up-to-date acute in-patient beds, extra residential aged care beds supporting the concept of ageing in place, activity areas, lounge and dining facilities, a dedicated emergency department, and purpose-built staff accommodation for visiting clinicians.

An open day allowed the community to view the proposed redevelopment plans and ask questions to understand the scope of works. The event provided an opportunity to share our history, achievements and to provide information on our services.

We have been successful in fostering and growing our nursing team.

Staff implemented falls risk assessment and delirium screening in the emergency department with the support of the Clinical Excellence Commission.

Early recognition of patients with cognitive deficits ensures our nurses are better prepared to deal with various safety issues, especially around falls. Staff provided patients, their carers and families with a greater understanding of their falls risk, aiming to reduce readmissions from fall-related injuries.

Our community health programs continue to focus on falls reduction across the acute and aged care residential services.

Braidwood Monopoly, the brainchild of Braidwood Community Bank manager Nick Fry and Vladimir Bohdan from the Braidwood Hospital Auxiliary, has raised almost $30,000 since the launch of the board game in May 2019.

The Braidwood MPS will eventually be the beneficiaries of the initiative through the auxiliary which supports the MPS with the purchase of equipment and patient comforts to enhance services.

Our 40-strong group of volunteers enrich the lives of our clients keeping them connected to their local community. They assist our activity officers in providing stimulating activities, games, day trips or one-on-one care for our aged care residents, and transport community members to specialist medical, optical, and dental appointments locally and to neighbouring towns.

Bombala MPS

Bombala, located 90km south of Cooma near the Victorian border, is a rural town of about 1500 people, many of whom are elderly.

Bombala Multi-Purpose Service’s 18-bed facility delivers emergency and acute care, community health and residential aged and respite care.

Source: HIE and EDWARD NAP DataMart. 1. Excludes residential aged care separations and residential aged care beds days. 2. The process by which an episode of care for an admitted patient ceases. 3. Comprises hospital and community health
The MPS prides itself on providing a homelike environment for all patients including home-cooked meals.

Fulltime visiting medical officers replaced the various locum doctors that could only be accessed when available.

In June 2019 electronic medication ordering was implemented for all patients and residents increasing the safety and accuracy of medication management.

During the past year Bombala Hospital Auxiliary raised funds for numerous items from wheelchairs and training equipment for staff.

The MPS received $14,948 in fundraising and donations.

Delegate MPS

The border town of Delegate has a mainly older population of 450 people. The small rural town is nestled among grazing properties 11kms from Victoria.

The team at the 13-bed Delegate Multi-Purpose Service (MPS) delivers residential and respite care, community health services and a low acuity emergency department.

The small facility allows staff to provide ongoing individualised care to respite and residential clients in a homelike environment and build strong relationships with families and carers.

Delegate MPS introduced nurse delegated emergency care (NDEC) in the emergency department in early 2019. NDEC provides timely, quality care for patients presenting to ED in rural and remote areas with low risk, low acuity conditions.

The NDEC model safely and effectively cares for people with less urgent illnesses or injuries that sometimes wait for lengthy periods within an ED.

PHOTOS:
Page 28: 1. Braidwood Multi-Purpose Service resident Bill George (left), activities officer Iona Harris, and Mary Harrison, of Braidwood. Page 29: 2. University of New England student nurse Tika Basyal (left) and registered nurse Shirley Hilzinger. 3. Nurse Jane Slade and Braidwood MPS resident Jonna Sorensen. 4. Acting senior nurse manager Heather Fairfax (left) and registered nurse Georgina Clarke.

“The level of care here is magnificent. Everybody is so kind, caring and genuinely concerned for you - it's beautiful. I'm an ex-nurse, so I know when it's good, and here it is very good!”
PATIENT RUTH ALLAN-MEYER, OF BOMBALA, BOMBALA MPS

“The care at the Bombala MPS is great. The staff are caring and compassionate and make you feel at ease. We're lucky to have the facility and these people in our community.”
PATIENT PETER COATES, OF GLENGOWER, AT BOMBALA MPS
One in five people aged 16-85 in Australia will be directly affected by mental illness. SNSWLHD provides a comprehensive range of services to assist people experiencing mental illness or disorders.

Specialist mental healthcare is delivered in community and inpatient settings across the LHD.

Community mental health services are provided to people who experience acute conditions or disorders. When management in the community is no longer feasible, inpatient care is provided.

Our inpatient services include acute adult, specialist mental healthcare for older people, short-stay acute units, non-acute rehabilitation and forensic rehabilitation.

Child and adolescent mental health services (CAMHS) are provided through our community mental health centres and those who require inpatient services are transferred to nearby CAMHS inpatient units.

Community mental health teams are located in Batemans Bay, Bega, Cooma, Goulburn, Moruya, Queanbeyan and Yass.

Our inpatient units are in Goulburn at the Chisholm Ross, David Morgan, and Ron Hemmings centres, and in Bega at the South East Regional Hospital.

SNSWLHD, in collaboration with Illawarra Shoalhaven Local Health District and COORDINARE, the South Eastern NSW Primary Health Network, developed a Regional Mental Health and Suicide Prevention Plan for south eastern NSW.

The strategy focuses on services and options for people in the community and seeks to cover the spectrum of local mental health and suicide prevention needs from prevention to acute care.

It recognises the importance of considering different ways in which integrated services and care can be achieved ranging from better communication between providers through to shared delivery of services.

The project has seen the establishment of a more collaborative and informed way of working and effective utilisation of resources, preventing duplication.

We continued to focus on creating a safe and nurturing workplace for our staff, consumers and carers.
In collaboration with the University of Wollongong, we held a series of person-centred care leadership workshops for senior managers and clinical leaders working in our mental health, drug and alcohol services.

We are committed to working in partnership with our consumers and carers. Led by people who have a lived experience of mental illness, we commenced a review of the safe assessment rooms in our emergency departments.

And we are working closely with our emergency department staff and mental health consumers to improve the care of those with mental illness presenting to our emergency departments requiring acute support.

We collaborated with mental health consumers, carers and other stakeholders to ensure admission into and discharge from our mental health inpatient units promotes a positive recovery.

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

A total of 78.5 per cent of mental health consumers scored SNSWLHD as very good or excellent.

More than 75 per cent of mental health issues develop before a person turns 25. We established a Youth Wellbeing Network in the Queanbeyan region to:
- Gain a shared understanding of services available and gaps that exist
- Build ongoing partnerships, and improved wellbeing pathways for youth; and
- Support service planning and capability building across youth services.

The relationship between mental illness and drug and alcohol misuse is complex and often linked with almost 75 per cent of people accessing mental health services having misused drugs and alcohol.

It is estimated 90 per cent of consumers undergoing drug and alcohol treatment live with mental illness.

Our drug and alcohol service provides counselling, treatment, withdrawal management and opioid replacement therapies for those with problematic substance use.

We worked in collaboration with primary care providers, volunteer and not-for-profit services to:
- Increase access to treatment services, including increased addiction medication services
- Increase access to, and compliance with, pharmacotherapy for drug dependence
- Increase intervention with high-risk groups
- Decrease the risk of overdosing; and
- Strengthened partnerships.

In line with the National Drug Strategy 2017-2026, SNSWLHD’s drug and alcohol services will continue to use a harm minimisation approach to reduce the harms associated with problematic substance use.

The Drug and Alcohol Clinical Redesign project, conducted in partnership with COORDINARE and the Agency for Clinical Innovation, aims to improve the client experiences of services with a focus on timely access, evidence-based treatment and pathways to ongoing care and support in the community.

We commenced solutions to improve triaging of referrals, and standardising treatment pathways and models for collaborative, step-down care through partnerships with general practitioners and community services.

And we are ensuring priority populations, such as pregnant women and Aboriginal clients, receive care when they need it.

Mental health consumer advocate Sandra Morgan.
COMMUNITY HEALTH

Southern NSW Local Health District provides a range of specialist services to assist people with their healthcare needs in the community.

Health promotion, child and family nursing, and allied health services are provided at home and in clinics.

We assisted more than 70,000 people in the region during 2018-19.

Timely Access to Care

The new community health central intake service processed more than 30,000 referrals in its first 12 months.

There were more than 8800 phone calls from GPs, healthcare providers, patients and family members. On average calls were answered within three minutes.

A review highlighted improved communication across the team and successful streamlining of referrals to community health services.

Referring or accessing care is via the toll-free phone number 1800 999 880 or emailing SNSWLHD-CommunityIntake@health.nsw.gov.au

Enhancing Emergency Counselling and Care

In May 2019 SNSWLHD launched the emergency department social work service with two additional staff members starting in Goulburn and Bega. They work with the ED teams helping people who may be experiencing violence, abuse or neglect, providing crisis counselling and follow up, and ensuring they are referred to the most appropriate service for ongoing support.

Coordinating Support for Chronic and Complex Patients

Community health teams meet each week to plan the best support for people living with complex health needs such as diabetes, respiratory and cardiac conditions.

New computer systems quickly identify people with chronic conditions when they present to hospital enabling our community team to coordinate services before the patient leaves hospital. We work with the patient’s GP.

Two integrated care nurse specialists were employed to work with clients who require a high level of coordination, focussing on achieving identified health goals chosen by the client. They coordinate integrated healthcare across hospitals, general practice, community care and allied health services to better meet the needs of these patients.

During 2018-19 the team at Goulburn redesigned the way frequent service users are identified in the ED. They work with general practice, NSW Ambulance, Goulburn Base Hospital, community health and community mental health, participating in fortnightly meetings to improve referrals and coordination of care.

WE ASSISTED >70,000 PEOPLE IN THE REGION DURING 2018-19

THE NEW COMMUNITY HEALTH CENTRAL INTAKE SERVICE PROCESSED >30,000 REFERRALS IN ITS FIRST 12 MONTHS

THERE WERE >8800 PHONE CALLS FROM GPs, HEALTHCARE PROVIDERS, PATIENTS & FAMILY MEMBERS
Southern NSW Integrated Care Strategy

In partnership with COORDINARE South Eastern NSW Primary Health Network, we developed the Southern NSW Integrated Care Strategy.

The vision of the strategy is Healthy Together: Working with Our Community to Support Health and Wellbeing across Southern NSW.

Four health priorities were identified:
1. Aboriginal health
2. Chronic conditions
3. Mental health, drug and alcohol and suicide prevention; and

The strategy outlines the commitment of both organisations to work together to integrate healthcare and to enhance person-centred healthcare delivery.

Partnering with Schools to Improve Wellbeing

SNSWLHD received funding from Snowy Hydro Limited to establish a specialist nurse position in the Cooma region.

The Wellbeing Health In Reach Nurse (WHIN) helps student wellbeing by providing incidental counselling, assisting with referrals to service providers, and working with students, parents and carers to ensure the health and wellbeing support enables students to achieve their best in school.

The WHIN commenced in 2018-19, working closely with Monaro High School, Cooma Public School, and Cooma North Public School, providing assistance to 425 students and their families.

The successful pilot program was selected to present at the NSW Health’s 2019 NSW Youth Health Showcase Report to demonstrate effective partnerships between public healthcare and schools.

Building Local Solutions

The Goulburn Local Solutions Grants, a SNSWLHD funding initiative, supported 15 projects involving 20 partnerships that addressed healthy lifestyle. Programs included a play forum, canteen food safety training, cooking and gardening workshops, school canteen upgrades and a Koori cook-off.

PHOTOS: 1. Munch & Move fun at the Gunning Early Learning Centre. 2. iFace painter Naomi Jeffrey, of Goulburn, gets community health counsellor Serena Scarlett into the spirit of the Goulburn play forum. 3. Health promotion’s Natania Copp at Goulburn Base Hospital’s open day.

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>CLIENTS SEEN*</th>
<th>OCCASIONS OF SERVICE</th>
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<tr>
<td>Complex, Aged and Chronic Care</td>
<td>37,867</td>
<td>71,292</td>
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<td>Child and Family Health</td>
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<td>Integrated Violence Prevention Response Service</td>
<td>5125</td>
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*Service events are an indicator of clients seen and are not a count of individual patients. The number is an aggregate count, not from an individual patient report. Source: iPM; EMR Cerner.
ABORIGINAL HEALTH

SNSWLHD is committed to improving the health and wellbeing of our Aboriginal communities.

Our programs saw breast feeding rates improve, smoking during pregnancy decrease, and a decrease in unplanned hospital readmissions in the past year.

The number of Aboriginal women smoking during pregnancy decreased by 11.4 per cent and Aboriginal child immunisation rates at one year of age increased to 94.4 per cent and 96.1 per cent at four years of age.

We operate in partnership with Aboriginal people to achieve the highest level of health possible for individuals, families, and communities.

Our Aboriginal health services provide support across all our healthcare facilities and in the homes of our Indigenous clients.

We work across the community and with other service providers to support and improve the healthcare of our Aboriginal families, respecting cultural values and beliefs.

Many of our initiatives target specific groups of the Aboriginal community. We provide maternal health, child and family health, chronic disease management and allied health services.

Goulburn community mental health developed a women’s Aboriginal healing circle where women meet as a group weekly to share personal stories in a culturally safe, sensitive and respectful manner.

Community engagement activities during 2018-19 included NAIDOC events, National Aboriginal & Torres Strait Islander Children’s Day, Aunty Jean’s Mini Olympics for elders and those with or at risk of chronic disease, breast screening for Aboriginal women, and an arts-as-therapy group for Aboriginal women to support each other’s social and emotional wellbeing.

A boys-to-men group was established for Aboriginal men to encourage and share cultural knowledge with Aboriginal boys and to enhance their social and emotional wellbeing.

The Aboriginal health team at Queanbeyan Health Service has increased the awareness of, and access to, culturally appropriate spaces and services. The layered approach includes mapping and engagement with stakeholders, targeted education among staff, and bringing Aboriginal culture into the hospital environment.

Our Aboriginal health staff work in close collaboration with non-government organisations to provide and support clients with chronic disease or maternal/infant health issues.

Work progressed on a formal memorandum of understanding with local Aboriginal medical services.

“Aboriginal health means not just the physical wellbeing of an individual but the social, emotional and cultural wellbeing of the whole community in which each individual is able to achieve their full potential thereby bringing about the total wellbeing of their community.”

PHOTOS: 1. SNSWLHD health challenge team, led by Queanbeyan Aboriginal health worker Skyan Fernando (centre, front), took out second place in the NSW Knockout Health Challenge losing a combined 119kg! 2. Eden Djambji’s Health Group share a yarn while prepping lunch. 3. SNSWLHD Australian Indigenous Mentoring Experience (AIME) worker, Flic Waipuka Clark, gets the quit for new life (QFNL) message out to our Indigenous communities.
POPULATION HEALTH

Population Health seeks to improve health and wellbeing by protecting and promoting the health of people living in our community.

It aims to reduce illness and hospitalisation by providing a wide range of preventative activities that address underlying causes of acute and chronic illness.

Student Vaccination

Year 7 school children were immunised against the human papilloma virus with 66.4 per cent of boys and 69.4 per cent of girls completing the two-dose course. And 3431 students in years 10 and 11 were offered the meningococcal vaccine at 26 high schools in SNSWLHD. In year 10 the uptake was 66.2 per cent, and year 11, 61.4 per cent.

Tobacco Control

We worked with maternity services and Aboriginal health to reduce smoking during pregnancy. Culturally appropriate cessation support was offered to expecting women as part of their routine care.

NSW Health’s smoke-free healthcare policy was implemented at all our sites to reduce the risks associated with tobacco use by patients, staff and visitors.

Tobacco legislation enforcement saw tobacco seizures and prosecutions following inspections of retailers for compliance with displays and warnings, smoke-free areas, and sales to people under 18 years of age.

Healthy Older People

Tai chi classes were extended into smaller communities bringing the total to 60 classes delivered weekly by 46 community volunteers in six LGAs. The program, designed to improve balance and reduce falls is popular with older people.

Stepping On falls prevention courses designed to improve strength and balance were conducted for older people who have had a fall or are at risk.

Healthy Children

Children are healthiest if they stay within a certain weight range as they grow. Youngsters who present to any of our services in SNSWLHD have their growth assessed as part of clinical practice.

We offer the Go4Fun program to children 7-13 years who are above a healthy weight. Go4Fun is a free 10-week healthy lifestyle initiative.

Munch & Move® aimed at promoting healthy habits, is active in 76 early childhood centres and preschools throughout SNSWLHD.

To celebrate the program reaching its 10-year milestone, we published Our Little Book of Big Munch & Move® Ideas.

The book developed with input from local childcare centres and preschools contains a collection of resources and ideas to embed healthy eating and active play.

Munch & Move supports the healthy development of children from birth to five years by promoting physical activity, healthy eating and reduced small screen time.

Many early childhood centres and preschools in the LHD celebrated 10 years of Munch & Move. A video was filmed at Braidwood Preschool to showcase the program to stakeholders on social media.

We engaged 57 schools in the Live Life Well @ School program. A collaborative between NSW Health and public and private primary schools, it provides resources and professional learning opportunities for teachers to promote healthy eating and physical activity to students.

Our local schools increased their healthy food and drink options for students through the healthy school canteen strategy.
The program aims to give students a taste for healthy foods and to make the healthy choice, the easy choice.

It addresses school canteens to support healthy growth and development of students.

Food safety supervisor training, menu check support, working one-to-one with canteen supervisors and infrastructure grants in Goulburn have increased the momentum to implement the strategy.

**Healthy Eating, Active Living**

More than 530 people were referred for one-to-one support to reach healthy lifestyle goals through the Get Healthy Information & Coaching Service® and Get Healthy in Pregnancy program.

The Get Healthy Information & Coaching Service® is a free telephone service staffed by qualified health coaches aimed at supporting adults to make lifestyle changes regarding healthy eating, physical activity, reducing alcohol consumption and reaching and/or maintaining a healthy weight.

Get Healthy in Pregnancy is a free, confidential information and telephone coaching program for pregnant women in NSW aged 16 years and older. It assists callers to foster healthy lifestyle choices that benefit them and their family.

All sugar-sweetened beverages were removed from all SNSWLHD facilities. And we are increasing the availability of healthy options to make the healthy choice an easy choice for our staff and visitors through the healthy food and drink in NSW health facilities framework.

**Environmental Health & Disaster Preparedness**

Environmental health officers worked closely with our seven local councils, and water supply authorities to ensure safe drinking water was delivered to the region.

The environmental health team completed a program for testing warm water systems to ensure early detection of risk for legionella.

Communicable Disease Surveillance

SNSWLHD’s public health unit received 2696 infectious disease notifications, many of which were influenza. Staff worked with the community to minimise the transmission of infectious diseases.

**Collaborative Dental Services**

Dental staff partnered with our Aboriginal health team and schools applying fluoride varnish to teeth and education to Aboriginal children at high risk or who do not have access to fluoridated water at home.

**PHOTOS:**
... ensure we are delivering today, planning for tomorrow and designing the future.
INNOVATION & QUALITY

Innovation is crucial to the continuing success of any organisation. Encouraging and embracing new ideas and ways of doing business leads to improved patient safety and quality, and efficiencies that allow finite resources to be utilised in other areas.

DIGITAL HEALTH

Australia is at the beginning of a new era of digital healthcare and in NSW, SNSWLHD is embedding technological upgrades to better cater for our community.

Our digital solutions are consistent with statewide, national and international agendas, which will see increased democratisation and personalisation of healthcare.

During the past 12 months, we equipped our facilities with the infrastructure, 24-hour support and clinical solutions to ensure we are delivering today, planning for tomorrow and designing the future of digital healthcare for SNSWLHD.

Electronic Medical Records

The electronic medical records (eMR) team continued the journey to a digital environment, converting forms and assessments from paper to electronic versions within the eMR application to allow prompts, alerts and tasks to guide clinical decisions to deliver quality patient care.

We developed two renal observations segments for peritoneal dialysis and haemodialysis enabling renal clinicians to document results electronically. Clinicians can see at a glance how their patients are tracking.
Integration improvements between the patient administration system (PAS) and eMR, saw National Disability Insurance Scheme (NDIS) alerts flow into eMR to capture the patient’s status providing clinicians with one source of accurate and current information. A carer package that enhances patient contacts and personal details has improved the quality of patient information available in the eMR.

Continuity of care in a digital age is critical. The clinical applications reliability improvement (CARI) program was completed, increasing the reliability and availability of essential clinical applications, migrating all eMR domains to the government data centre, and providing eMR disaster recovery within hours via an alternative secure, stable platform.

Whole of Hospital Image Storage

Fast access to all data at the right time and right place for all our clinicians impacts outcomes. Planning is underway to incorporate all patient imaging and results in a single repository.

The picture archiving and communication system (PACS) will integrate with the electronic medical record giving clinicians faster access to all imaging. It will allow comparisons of imaging and results from separate departments within the one application.

The initial focus has been on our digital operating theatre imaging with electrocardiographies (ECGs) and other patient imaging to follow next year.

Electronic Medication Management

Electronic medication management (eMeds) systems increase patient safety by supporting doctors, nurses and pharmacists to prescribe, order, check, reconcile, dispense and record the administration of medicines.

eMeds replaces paper medications charts with electronic charts. By the end of the 2019 calendar year all facilities in SNSWLHD will be using eMeds.

My Health Record

Except for those people who choose to opt out, our systems now automatically send patient discharge summaries and medication lists to My Health Record giving all providers involved in a patient’s care a detailed picture to make decisions, diagnose and provide treatment.

Patient and Guest Wi-Fi

Free Wi-Fi for patients and visitors is being rolled out throughout the LHD with uptake popular in our larger facilities. The second phase will include our smaller sites next year.

PHOTOS: 1. Braidwood Multi-Purpose Service resident Patrick Hynes. 2. South East Regional Hospital food supervisor Christine Long (left) and food services assistant Frenzy McCormack. 3. South East Regional Hospital nurses Hayley Galvin (left) and Ashleigh Mawhinney. 4. Chisholm Ross Centre nurses Akhil Narayanan Nair (left) and Viji Prakash. 5. Moruya District Hospital’s Dr Liz Nguyen.
The annual SNSWLHD Quality Awards recognise and celebrate innovation and commitment to quality improvement.

Projects are inspired by feedback from our consumers and communities to improve the care delivered.

All employees, volunteers and our many partners in the delivery of healthcare are welcome to enter.

There were 54 entries across 17 categories judged by board members, executive and senior staff. The winners of the six peak awards were:

**Volunteer of the Year**

**Beryl Harris, South East Regional Hospital**

Beryl was recognised for 34 years of exceptional volunteering in a variety of fields including establishing the Pink Ladies. Despite being diagnosed in 1999 with breast cancer and undergoing surgery, chemotherapy and radiotherapy, Beryl continued to volunteer in the oncology unit.

**Staff Member of the Year**

**Jenny Flaherty, Queanbeyan Health Service**

Clinical nurse educator Jenny Flaherty has a wealth of knowledge regarding maternity services and is an invaluable member of the maternity team providing exemplary care towards all women and their families. Highly respected with a strong work ethic, she facilitates learning, and acts as a conduit between the midwifery and medical teams.

**Staff Excellence – Collaborative Leader of the Year**

**Jennie Keioskie – Rural Adversity Mental Health Program (RAMHP), SNSWLHD**

Jennie Keioskie has been the RAMHP coordinator for SNSWLHD for more than seven years. Her dedication and understanding of the community’s needs has enabled her to link more than 850 people to care since 2016.

**Collaborative Team of the Year**

There were two winners in this category:

**Never Tear Us Apart, Queanbeyan Health Service**

The maternity unit multi-disciplinary team at Queanbeyan Health Service reduced the rate of perineal lacerations through a collaborative project with Canberra Hospital, and Women’s Healthcare Australasia. Third and fourth-degree perineal lacerations decreased from 3.5 per cent in 2016-17 to 2.02 per cent in 2018-19.

**Improving Care for Patients with Traumatic Chest Injuries, SNSWLHD Critical Care Services**

Guidelines and training were implemented to standardise practice for traumatic chest injuries to improve care with results showing no adverse outcomes in the target cohort since December 2018.

Patients as Partners: Gabrielle Mulcahy (left), Tim Leggett, Anne Francis, Joanne Brown, and Robert Young from Mental Health, Drug & Alcohol.

© Patients as Partners: Gabrielle Mulcahy (left), Tim Leggett, Anne Francis, Joanne Brown, and Robert Young from Mental Health, Drug & Alcohol.
Women in Health – Aboriginal and Torres Strait Islander

Kimberley Green, Goulburn Community Mental Health

Kimberley developed a women’s Aboriginal healing circle where women meet as a group weekly to share personal stories in a culturally safe, sensitive and respectful manner. The pilot was developed in collaboration with a local mental health clinician and Aboriginal health worker.

Women in Health

Caroline Cook, nurse practitioner, diabetes, SNSWLHD

Caroline established a diabetes service in SNSWLHD where she conducts quarterly clinics for communities with no access to endocrinology services.

She developed a health referral pathway for diabetes services in collaboration with the primary health network COORDINARE, and established a communities of practice network for all diabetes educators within SNSWLHD to provide clinical support and guidelines for high quality evidence-based diabetes care.

Category Winners

A Safe and Healthy Workplace

Code Black: Empowering Staff, South East Regional Hospital

Patients as Partners

There were two winners:

CardioRespiratory Team, Goulburn Base Hospital & Health Service

Using the Voice of Consumers and Carers to Influence Change and Promote Owned Recovery, SNSWLHD Mental Health Drug & Alcohol

Delivering Integrated Healthcare

Using Beds Better – The Right Bed for the Right Patient, Eurobodalla Health Service

Patient Safety First

Leading Better Value Care: Preventing Falls and Delirium, Moruya District Hospital, and Braidwood Multi-Purpose Service

Keeping People Healthy

Preventative Model of Care for Adult Patients, Moruya Public Dental Clinic

Supporting Our People

There were two winners:

Key Health Worker Accommodation Project, Goulburn Base Hospital & Health Service

Mindful Wellbeing for Managers, Eurobodalla Health Service

Health Research and Innovation

CTPA: A Continuous Quality Improvement Project While Becoming Australia’s Best, South East Regional Hospital

Excellence in the Provision of Mental Health Services

Together We Will Influence,

SENSW Regional Plan – NSW’s first Regional Mental Health and Suicide Plan, SNSWLHD, Illawarra Shoalhaven Local Health District.

Agency for Clinical Innovation Award
Code Black: Empowering Staff, South East Regional Hospital

Chief Executive Award
CardioRespiratory Team, Goulburn Base Hospital & Health Service

Board Chair Award
Code Black: Empowering Staff, South East Regional Hospital

Section 5

OUR PEOPLE

As one of the largest organisations in south-east NSW and the tablelands, SNSWLHD provides an abundance of employment opportunities for our population and those looking to escape to the country.

OUR STAFF

We employ 2856 individuals across more than 20 sites with the majority local to the communities they serve.

Doctors, nurses and allied health professionals account for about 70 per cent of the workforce.

Our mission is to ensure we provide safe, responsive healthcare services that meet the needs of the community.

During the year, we continued to promote a people-first culture to enable our staff to deliver high-quality consumer-centred healthcare.

SNSWLHD’s executive leadership team took a proactive approach to improve workplace culture with visits to all sites to reinforce our zero tolerance to bullying.

The annual NSW People Matter Employee Survey provides an important opportunity for all employees to have a say about their workplace and to help make our local health district a better place in which to work.

In 2019 almost 1800 employees, or 63 per cent participated, which was one of the highest response rates in the NSW Health system.

The results are being used to develop action plans to address workplace culture issues.

In SNSWLHD the majority of respondents stated their job gave them a feeling of personal accomplishment and that people in their team treated each other with respect.

The survey identified several opportunities for improvement including communication around the organisation’s future direction and improving change management practices. While we have taken some initial steps to improve these areas, further work will be undertaken in 2020.

We established the fitness passport initiative as part of our employee wellbeing program.

The fitness passport is a corporate health and fitness scheme for staff and their families designed to inspire regular exercise.

Bombala Multi-Purpose Service hospital assistant Tony Bailey.
It allows access to a wide range of local health and fitness providers.

Staff performance and development were key priorities. We revised all our performance review resources, and promoted ongoing learning and development opportunities to all staff.

The Clinical Excellence Commission’s (CEC’s) clinical leadership curriculum supports leaders in the workplace to develop outstanding leadership skills through the foundational and executive clinical leadership programs.

Two SNSWLHD employees successfully completed the CEC’s Executive Clinical Leadership Program and 10 graduated from the Foundational Clinical Leadership Program.

SNSWLHD continued to focus on improving employment opportunities for Aboriginal people.

To increase our Aboriginal workforce and to improve the quality of services and supports provided to our Indigenous communities, we developed and implemented an Aboriginal workforce action plan.

As a result, there were 76 Aboriginal employees working in SNSWLHD in 2018-19, representing 2.8 per cent of our workforce. And six additional school-based trainees commenced their traineeships across several of our sites.

Respecting the difference training is designed to give staff the necessary knowledge and skills to interact positively with our Indigenous communities to improve healthcare. We continued to provide face-to-face training with more than 150 sessions being delivered since 2016.

VaxLink was rolled out across the LHD in May 2019 enabling NSW Health to capture and maintain vaccination details for all employees to ensure compliance with regulatory standards.
Our People

PHOTOS: Page 46: 1. South East Regional Hospital nurse Jessica Leggatt (left), Dr Angela Alessandri and nurse Beth Dixon. Page 47: 2. Care navigator Carolina Perez (left) and nurse Maggie-Rose Thompson showing their footy colours at Queanbeyan Health Service. 3. Braidwood Multi-Purpose Service hospital assistants Shannon Harrison (left) and Debbie Hodgson and site supervisor Joy Thistleton. 4. Acting nurse unit manager Joanne Gowland (left) and nurse Jeff McDonald from Goulburn Base Hospital. 5. Bega Aboriginal health team leader Jo Donovan with Aboriginal health worker Nev Simpson from Grand Pacific Health in Bega. 6. Bourke Street Health Service nurses Abdelhamid Elshweikh (left) and Richard Lee. 7. Nurse Susan Judd. 8. Yass Health Service nurses Lyn Green (left), Barbara Burleigh and Lynley Butler. 9. Bourke Street Health Service food and patient support service assistant Dannielle Gegg. 10. Queanbeyan Health Service administrative officer Nada Matijevic (left) and clinical nurse specialist Judy Redpath. 11. Bateman’s Bay District Hospital health and security assistants Peter Fantella and Sharon Emerson. 12. South East Regional Hospital clinical nurse educator Julieann White and emergency department chief medical officer Dr Nathan Dawe.
Our People
SNSWLHD 2018-19 Year in Review

The members of the SNSWLHD Board are appointed by the NSW Minister for Health and Medical Research for a term of up to five years.

There are four board committees that oversee specific areas of the 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 goals and objectives.

They are the:
• Health Care Quality Committee
• Performance Committee
• Audit & Risk Committee; and the
• Medical and Dental Appointments Advisory Committee.

Dr Allan Hawke AC
PhD, FAICD, 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 and a PhD at the Australian National University, Canberra. Allan has extensive experience as a senior public servant and diplomat. He is the current chairman of the Canberra Raiders rugby league football club, a nonexecutive director of Lockheed Martin Australia, and a member of the board of governors of the Committee for Economic Development Australia (CEDA).

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

A board member since 2011, Mark Harrison became deputy chair in 2013. Mark is a managing director with Protiviti, a global management consulting firm. He has more than 25 years’ experience specialising in audit, financial, governance and risk advisory services spanning publicly listed companies to government agencies. 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 committee of the board.

*As at June 30 2019
Dr Brian Tugwell
MBBS, FRACGP, GradDip Anaesthetics, GradDip Tropical Medicine and Hygiene

Brian has been a general practitioner visiting medical officer at Cooma Health Service since 1997, having completed his registrar training in the town. He previously worked as a GP registrar in northern NSW and as district medical officer in East Arnhem Land, NT. He is a registrar supervisor with GP Synergy and teaches medical students from the Australian National University during their placement at Cooma Health Service. Brian joined the SNSWLHD Board in 2015 and is a board representative on the Cooma Community Consultation Committee.

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 Multi-Purpose Service’s Community Consultation Committee. Margaret’s appointments have included chief operating officer of the Australian Government’s Department of Health and Ageing, and executive general manager of Government and Corporate Services at Austrade. She lived in the Northern Territory for 20 years, five of which saw her as chief executive officer of the Attorney-General’s Department.

Dr Kenneth Crofts
PhD (Accounting), GradDip App Corporate Governance, GradCert Public Sector Mgmt, GradDip Info Sys, M Ec (Accounting), B Bus (Accounting), FCA, CIA, CRMA, PMIIA, GAICD, PGIA, ICSA, MCSE

Ken is a highly skilled senior executive in governance, finance, audit and risk in the public and for-purpose sectors. He has had extensive involvement in board and non-executive director positions with a particular focus on audit, risk and finance committees. Specific highlights include inaugural chair of the YMCA Australia governance national leadership team, and prequalification as an independent member of both the NSW and Federal governments’ Audit & Risk committees. Ken is a member of the SNSWLHD Performance Committee, as well as Audit & Risk Committee.  

*As at June 30 2019
Our People
SNSWLHD 2018-19 Year in Review

Elizabeth Hoskins
BA Bus Acctg Ec, CPA, GAICD

Beth Hoskins joined the SNSWLHD Board in 2017. She 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 had a long-term involvement in the not-for-profit sector through her 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.

Geoffrey Frost
BEc BSc (Hons)

Geoff joined the board of SNSWLHD in 2013. He is a member of the Health Care Quality Committee and a board representative on the Yass, Queanbeyan, Crookwell and Braidwood community consultation committees. Geoff is in his third term as a Yass Valley councillor and is president of the Yass Valley Branch of Can Assist. Until 2016 he was a regional research leader with the Commonwealth Bureau of Infrastructure, Transport and Regional Economics.

Russell Schneider AM
GAICD

Russell has extensive experience in health policy. He joined the board in 2011 and is its regular representative for the Joint Strategic Alliance Group with the South Eastern NSW Primary Health Network, COORDINARE. Previous appointments included independent non-executive director of the Hospital Contributions Fund (HCF), member of its Audit and Risk Management Committee, trustee of the HCF Health and Medical Research Foundation, and independent director of Manchester Unity.

*As at June 30 2019
Diana Williams

Diana brings a wealth of project management, governance and financial skills to SNSWLHD. She joined the board in 2015. Diana is a member of the Health Care Quality Committee, and is a board representative for several of the LHD’s community consultation committees. She spent the past seven years of her 37-year public sector career in the senior executive service of the Federal Attorney-General’s Department where her roles included planning for the management of natural and manmade disasters.

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 Sporting Complex, Pambula Agricultural, Horticultural & Pastoral Society, and a board member of Pambula & District Community Bank® Branch of Bendigo Bank.

Narelle Davis

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

*As at June 30 2019
Dr Pavan Bhandari  
MBBS (Hons) FRANZCP

Pavan is a psychiatrist and is the mental health clinical director of the LHD’s mental health, drug and alcohol service, a position he has held for more than 10 years. Pavan is the SNSWLHD’s Executive Medical Staff Council’s representative on both the SNSWLHD board, and the Health Care Quality Committee which he chairs. Having worked in the LHD for more than 20 years, Pavan is passionate about the integrity of clinical safety and quality systems and clinical risk management. He joined the board in 2011.

Geoff Kettle  
JP, MAICD

Geoff was appointed to the board in 2015 and is a representative on the Goulburn Community Consultation Committee. A community and stakeholder engagement consultant, he is proactive in the local community. Geoff is chair of the board of Endeavour Industries Goulburn Inc, a member 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.
Andrew Newton  
FCHSM, RGN, MHM, GDP, BHlthSc (Nurs), DipAcc, GradCert (CritCare), GradCert (NursEd)  
Chief Executive  

Andrew was appointed chief executive in November 2017. He is responsible for delivering safe and quality healthcare services to south-east NSW through strong leadership, governances and partnerships. Andrew has significant experience in health service delivery across NSW, strategic and operational leadership, and in capital development and implementation.

Jude Constable  
Dip Nurs, RCompN, BN, PG Cert HSc (Adv Mental Health), MBA (Dist)  
District Director Clinical Operations  

Jude joined SNSWLHD in July 2018 and was appointed in January 2019. She is responsible for leading and managing the clinical operations of the LHD across a broad spectrum of health settings with a focus on ensuring the delivery of high quality, safe and efficient health services for patients and communities. Jude has more than 25 years experience in health leadership and management in a wide range of metropolitan and rural settings in NSW and New Zealand.

Andrew Elliott  
BInfTech, MMgmt, SAPBI, GAICD  
Chief Information Officer, and Acting District Director Information & Infrastructure  

Andrew leads information communications technology (ICT) across two geographically challenging LHDs – Southern NSW, and Murrumbidgee, incorporating 90 sites. In the second half of 2018-19, he led a new directorate encompassing planning, data analytics, infrastructure redevelopment, asset maintenance and ICT. Prior to entering public health in 2016, his work, predominately in the private sector, included large scale rollouts of systems, applications and new technology in a global arena, covering industrial manufacturing and education.

As at June 30 2019

*As at June 30 2019
Mukunthan Ganeshalingam§
MBA(Exec), MAICD, CPA and BAcc
Acting District Director Finance

Mukunthan Ganeshalingam joined SNSWLHD in March 2019 and is responsible for financial management and the supply chain. He has held senior leadership roles in the private and public sectors in banking and in healthcare across several jurisdictions over the past two decades.

3. Director Finance and Corporate Services from July 2018 - March 2019 was Colin Weeks. The position was revised with Mukunthan Ganeshalingam appointed acting district director Finance March 2019.

Virginia Cater
RN, RM, RNDD, BHSc (Nursing), MHM, Dip HRM
District Director People & Performance

Virginia provides leadership in strategic development, management and coordination of workforce strategies and services to support the local health district’s objectives. She has a strong operational background and is an experienced senior manager who has held clinical and management positions in the public and private sectors and in metropolitan and rural health services. Her major interest is in strategic and operational clinical recruitment and performance management.

David Hohnke
MBA, GAID, DipCRB, Cert IVTAE
District Director Media & Corporate Communications

David leads the media and communications strategy and operations across the LHD. His portfolio encompasses community engagement and volunteers. A senior manager and strategist, David has more than 20 years of experience in high profile roles in the media, corporate and public sectors including education, engineering and not for profits. A respected leader, communicator and journalist, he brings resilience, creativity and precision to the organisation.

*As at June 30 2019
Dr Dennis Pisk
MBBS, MHA, FRACMA
District Director Medical Services

Dennis leads the medical workforce for the local health district and is responsible for medical leadership and engagement. His vast experience spans 40 years in medicine with the past 30 specialising in medical administration in rural and metropolitan hospitals and local health districts in NSW, interstate and overseas.

Cherie Puckett
RGN, MN, BSc Nursing, Dip Nursing Sc, Grad Cert Adv Practice, Dip BM
District Director Mental Health and Drug & Alcohol, Palliative Care, Renal, Cancer and Breast Screening

Cherie is accountable for the operational performance of mental health, drug and alcohol, cancer, palliative care, renal and breast screening services. She is a registered nurse with 30 years of experience in private and public healthcare, community and aged care in management and education roles. Her leadership and clinical skills complement her operational responsibilities to support the delivery of safe and quality care to the SNSWLHD community.

Julie Mooney
RGN, RPN, Grad Dip (Health Policy and Management), M Sc (Mental Health), M Sc (Forensic Mental Health)
District Director Nursing & Midwifery, and Clinical Governance

Julie is accountable for the professional oversight of the nursing workforce and responsible for establishing, directing and managing clinical governance to promote and support patient safety and excellence. A registered nurse, Julie’s work in healthcare for the past 38 years spans executive, clinical and managerial roles across a range of disciplines.

*As at June 30 2019
We actively encourage communities and organisations to partner with us to deliver the best available care and plan for the future.
Our local health district does not have a tertiary-level hospital. We rely on our partnership with ACT Health to provide a range of specialty treatments for cancer and renal services, and critical care.

St Vincent’s Hospital Sydney delivers pain management services to our patients via telehealth technology. And their specialist staff provide valuable education and mentoring to our clinicians and GPs.

The South Eastern NSW Primary Health Network COORDINARE, the Australian National University, Canberra University and the Katungul Aboriginal Corporation Regional Health and Community Service provide opportunities for innovative approaches to the way we deliver services.

Eurobodalla Health Service works with Katungul to provide a range of integrated care to Aboriginal communities from eye health to conditions such as chronic disease and otitis media.

The dementia and delirium volunteers program gives emotional support to affected inpatients and their carers as well as one-on-one practical assistance. It is a multi-partnership with the Commonwealth Department of Health, the Cognitive Decline Partnership Centre, the University of Sydney, the Agency for Clinical Innovation, consumers, carers and volunteers.

NSW Health Pathology, eHealth NSW, HealthShare, Health Infrastructure, ACT and Sydney tertiary referral hospitals, and Western Sydney, and South Western Sydney local health districts all support SNSWLHD.

We greatly value and are committed to working in partnership with our stakeholders to improve and grow our health services and actively encourage communities and organisations to partner with us to deliver the best available care and plan for the future.

Community Consultation Committees

Community and consumers are a vital link in shaping our local healthcare services. Their advocacy and leadership bring about change.

Our collective purpose is to provide the best available care now and plan for the future.
Our patient-centred approach means we treat each person respectfully. Involving patients, families, carers and community members in our governance, quality and safety processes and in how we design services is central.

They build trust and integrity and inform the way we plan and deliver services that are accessible and appropriate.

Patients, families, carers and community members providing a consumer voice collaborate with our staff from participating in project groups to governance and steering committees, as well as providing daily feedback that assists us to improve services.

Their contribution influences the design of our multi-million-dollar redevelopment projects. Consultation for each project has been extensive, with more than 3000 interactions with community, consumer and industry representatives.

SNSWLHD has a network of 11 community consultation committees (CCCs) that bring the community voice to the table.

A mix of community members, staff representatives, site executive and board members comprise each CCC. They advocate for patients, families and carers.

CCCs, located in the Bega valley, Bombala, Braidwood, Cooma, Crookwell, Eurobodalla, Delegate, Jindabyne, Goulburn, Queanbeyan and Yass, actively engage with their local communities to establish what is important to them.

The Eurobodalla CCC holds an annual health expo to showcase services. In Delegate a free mental health first aid course gave community leaders the skills and knowledge to support people struggling with their mental health.

Other CCC activities included health information sessions on topics such as stroke, advanced care planning, and My Health Record; the Landmark Trade Day providing health checks for farmers; exhibitions at community events to promote local health services; and speaking at community forums.

Volunteers and Donors

The selfless commitment and dedication of our highly valued volunteers and fundraisers makes a special difference to those in our care.
Volunteers provide joy, comfort and support to patients, families, carers and staff. They participated in 20 programs, improving the patient experience and supporting staff across our hospitals, community health, mental health and outreach services.

Our volunteers donated tens of thousands of hours assisting and providing a myriad of support from falls prevention activities, to spiritual care, assisting in the dementia and delirium program, gardening, providing arts programs, socialising and transporting patients.

Staff welcome the contribution and difference they make to the health service environment enabling our clinicians to better focus on the care needs of acutely unwell patients.

Volunteers assisted our mental health consumers to develop trust, friendship, respect and hope in a dedicated inpatient mental health program at South East Regional Hospital.

More than 50,000 volunteer hours was spent raising more than $607,000 during the past year through events such as trivia nights, dancing competitions, and sausage sizzles.

The work of 210 health service volunteers, 12 hospital auxiliaries, private benefactors, community and service organisations such as local Rotary and Lions clubs, the Monaro Committee for Cancer Research, local businesses, the Commonwealth Bank Employees Association, the BDCU Alliance Bank Goulburn Hospital Fundraising Committee Inc, and the New Born Intensive Care Foundation have contributed valuable time and money to their local health services, enhancing patient comforts and purchasing equipment.

A local knitting group, known as the south coast knitters, provided hand-knitted and crocheted blankets and beanies to the oncology unit, medical ward, sub-acute rehabilitation unit, and toys for the emergency department at South East Regional Hospital.

Goulburn Rotary Club teamed up with Goulburn Base Hospital to establish a book rotation program for patients, their families and carers.

“Partnerships are essential, enabling us to provide patient-centred services and to identify and plan for improvements that meet community expectations.”

JUDE CONSTABLE, DISTRICT DIRECTOR, SNSWLHD CLINICAL OPERATIONS

“The compassion and dedication of our volunteers and the generosity of our donors is an inspiration. Their selfless acts of kindness support our staff, patients and their families. I thank them for their ongoing contribution to our organisation.”

ANDREW NEWTON, CHIEF EXECUTIVE, SNSWLHD

PHOTOS:
Page 58: 1. Acting director of nursing and midwifery at Goulburn Base Hospital Ann Arthur (left), chair of the BDCU Alliance Bank Goulburn Hospital Fundraising Committee Inc Nerida Cullen, nurse unit manager of Goulburn’s sub-acute rehabilitation unit Leanne Rayner, patient Ron Cullen, physiotherapist Alison Cook, and BDCU Alliance Bank Goulburn Hospital Fundraising organiser Prue Martin. 2. SNSWLHD major capital works communications manager Rebecca Bergman (left), consults with Marjorie Feilen, of Mount Darragh and Gayle Smallman, of Delegate on the Yass Hospital Redevelopment. 3. Eurobodalla Health Expo is an opportunity to showcase our health services to the community. Page 59: 4. Rebecca and Edward Butler from Marulan at Goulburn Base Hospital. 5. Dementia and delirium volunteer Ellen Seaman, of Goulburn.
APPENDIX A

OUR ORGANISATION*

SOUTHERN NEW SOUTH WALES LOCAL HEALTH DISTRICT

Office of the Chief Executive

Chief Executive
Andrew Newton

Manager Internal Audit
Colin McDowell

Clinical Operations

District Director Clinical Operations
Jude Constable

Northern Cluster

Cluster General Manager
Denis Thomas

Director Medical Services
Dr Sunil Adusumilli

Chief Pharmacist
Alice McKellar

Manager Medical Imaging
Jens Loberg

Project Lead Goulburn Hospital and Health Service Redevelopment
Kerry Hort

Goulburn Base District Hospital
Acting Director Nursing & Midwifery
Cheryl Tozer

Acting Deputy Director Nursing & Midwifery
Sylvia Fitzgerald

Administration Services Manager
Kate Rice

Acting Nurse Unit Manager Emergency Department
Joanne Gowland

Acting Nurse Unit Manager Theatre
Julie Gear

Manager Patient Support Services
David White

Nurse Unit Manager Medical Ward
Helen Caddey

After Hours Nurse Managers
Larissa Manning
Lisa Best
Ann Arthur
Mary-Ann Hunt
Chris Paull

Nurse Unit Manager Sub-Acute Rehabilitation Unit
Leanne Rayner

Nurse Unit Manager Maternity and Paediatrics
Liz Simpson

Nurse Unit Manager Surgical Ward
Rebecca Moon

Acting Nurse Unit Manager Intensive Care Unit
Rhys Paddison

Nurse Unit Manager Renal
Tracy Sampson

Acting Nurse Manager Community Health
Lauren Robinson

Acting Allied Health Manager
Jeremy Gilchrist

Infection Control Officer
Beth Henson

Bourke Street Health Service
Senior Nurse Manager
John Gale

Nurse Unit Manager Marian Unit
Jenelle Crooks

Acting Manager Southern Area Brain Injury Service, incorporating Southern Area Spinal Cord Injury Service
Levi Hick

Nurse Unit Manager Oncology Unit
Marissa Blackwell

Batemans Bay District Hospital technical assistant Sharon McGlinchey.

*As at June 30 2019
### Manager Transitional Aged Care Program
Michelle Tozer
Volunteer Coordinator
Katherine Lee

### Braidwood Multi-Purpose Service
Senior Nurse Manager
Patricia Hemler

### Crookwell Health Service
Acting Senior Nurse Manager
Debbie Hay

### Yass Health Service
Acting Health Service Manager
Nicola Barnes

### Bega Valley Cluster
Cluster General Manager
Wendy Hubbard
Director Nursing & Midwifery
Nicole Tate
Director Medical Services
Dr Elizabeth Mulins
Manager Allied Health
Duane Kelly

### South East Regional Hospital
Acting Nurse Manager South East Regional Hospital
Cathy Boyle
Nurse Manager Hospital in the Home and Community
Wendy Grealy
Nurse Manager Perioperative Services
Lucie Phelan
Director General Surgery
Associate Professor Allen-John Collins
Acting Director Anaesthetics
Dr Nathan Oates
Director Obstetrics & Gynaecology
Dr Glen Davies
Acting Nurse Unit Manager Emergency Department
Kreya Eves
Nurse Unit Manager Critical Care
Maree Gurton
Nurse Unit Manager Medical Ward
Sarah Little
Acting Nurse Unit Manager Paediatrics
Cynthia Lloyd
Nurse Unit Manager Surgical Ward
Roxanne Edwards-Maguire
Acting Nurse Unit Manager Maternity
Hannah Bird
Nurse Unit Manager Renal
Kate Stewart
Nurse Unit Manager Sub-Acute Rehabilitation Unit
Wendy Kelland
Nurse Unit Manager Inpatient Mental Health Unit
Gavan Pinne
After Hours Nurse Managers
Sharon Martin
Janelle Finnerty
Linda MacGregor
Vanessa Humphreys
Stuart Humphries
Manager Physiotherapy
Christopher Cheung
Manager Occupational Therapy
Linda McCormack
Manager Speech Pathology
Pauline Mendes
Coordinator Transitional Aged Care Program
Amanda Wilson
Manager Medical Imaging
Ralph Dixon
District Health Information Manager (Southern)
Robyn Lunt
Manager Pharmacy
Euna Huang
Manager Pathology
Mark Carroll
Support Services Manager
Cara Steiner

### Pambula Health Service
Acting Nurse Manager
Kellie Jurd
Nurse Unit Manager
Mitzi Hyland

### Eurobodalla Cluster
General Manager
Lisa Kennedy
Acting Director of Medical Services
Dr Arnel Polong
Director of Nursing & Midwifery
Leanne Ovington
Acting Nurse Manager Community Nursing
Edwina Fynmore
Allied Health Manager
Catherine Barkley
Acting Deputy Director Nursing & Midwifery, and Nurse Manager Moruya District Hospital
Ruth Snowball
Nurse Manager Batemans Bay District Hospital
Lisa Wilson
Nurse Unit Manager Batemans Bay District Hospital Ward
Rebekah O’Reilly
Nurse Unit Manager Moruya District Hospital Surgical Ward
Jim Herford
Nurse Manager Perioperative Services
Marie Loudon
Nurse Unit Manager Perioperative Services
Jean Head
Nurse Unit Manager Critical Care
Sharon Howell
Nurse Unit Manager Renal
Linda Cox
Nurse Unit Manager Sub-Acute Rehabilitation
Jason Mook
Midwifery Unit Manager
Claudia Stevenson
Director Emergency Department
Dr Kirsty Dunn
Sessional VMO Anaesthetics
Dr Kirryn Lowe
Staff Specialist Surgery
Dr Neilson Wright

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*As at June 30 2019*
Nurse Unit Manager Oncology
Tracy Blake

Physiotherapy Head of Department
Gretchen Buck

Occupational Therapy Head of Department
Lisa Reade

Speech Pathology Head of Department
Miriam Staker/Sharon Newman

Medical Imaging Manager
Phil Carter

Chief Pharmacist
David Quinn

Team Leader Transitional Aged Care Program
Kerr Carrmichael

Finance and Business Manager
Ben Wright

Monaro Cluster
Cluster General Manager
Nicola Yates

Queanbeyan Health Service
Director Nursing & Midwifery
Acting Health Service Manager
Kassandra Packwood

Director Medical Services
Dr Sunil Adusumilli

Director Emergency Department vacant

Cancer Services Manager
Nick Wilcox

Acting Nurse Unit Manager Emergency Department
Peter Biro

Nurse Unit Manager Inpatient Unit and Close Observation Unit
Kassandra Packwood

Acting Nurse Unit Manager Maternity
Fiona Burge

Nurse Unit Manager Theatre
Della Trute

Nurse Unit Manager Renal
Barbara Harvie

Nurse Unit Manager Community Nursing Health and Oncology
Dorothy (Dot) Nicholson

Acting Allied Health Manager
Lois Skotnicki

Cooma Health Service
Acting Health Service Manager
Rhonda Stewart

Director Medical Services
Dr Liz Mullins

Acute Services Manager
Sasha Berryman

Nurse Unit Manager Emergency Department
Dylan Bradbery

Nurse Unit Manager Theatre
Elizabeth Hill

Nurse Unit Manager Inpatient Unit
Anja de Ruijter

Nurse Unit Manager Renal
Lyn Nichols

Nurse Unit Manager Community Nursing Health and Oncology
Kirsten Herbert

Allied Health Manager
Fay Fox

Jindabyne HealthOne
Allied Health Manager
Fay Fox

Bombala Multi-Purpose Service
Senior Nurse Manager
Heather Fairfax

Director Medical Services
Dr Liz Mullins

Nurse Manager
Tania Cuzner

Delegate Multi-Purpose Service
Senior Nurse Manager
Heather Scoope

Director Medical Services
Dr Liz Mullins

Mental Health, Drug & Alcohol
District Director Mental Health, Drug & Alcohol (MHDA)
Cherie Puckett

Clinical Director Mental Health
Dr Pavan Bhandari

Clinical Director Drug & Alcohol
Dr Ken Curry

Manager Mental Health Inpatient and Access Services
Senior Mental Health, Drug & Alcohol Nurse
Tim Leggett

Acting Manager Community Mental Health, Drug & Alcohol Services
Fiona Beston

Mental Health, Drug & Alcohol Governance Manager
Gabrielle Mulcahy

MHDA Strategic Coordinator Consumer Participation
Anne Francis

MHDA Business Partner
Stuart Horner

Nurse Manager Goulburn Mental Health Inpatient Services
Kerry Fitzsimmons

Nurse Manager Bega Mental Health, Drug & Alcohol Services
Fiona Burns

Mental Health, Drug & Alcohol After Hours Nurse Managers
Rosemary Weston
Rose Roberts

MHDA Policy and Clinical Redesign
Melissa Keith

Aboriginal Mental Health, Drug & Alcohol Clinical Leader
Stephen Young

Eating Disorders Coordinator
Monique Perkins

Perinatal Infant Mental Health Coordinator
Brendan Cook

Drug & Alcohol Strategic Coordinator
Danielle Neves

Nurse Unit Manager Chisholm Ross Centre
Peta Kleinig

Acting Nurse Unit Manager South East Regional Mental Health Inpatient Services
Gavan Pinne

*As at June 30 2019
Appendices
SNSWLHD 2018-19 Year in Review

Nurse Unit Manager Ron Hemmings Centre
Joanne Brown

Nurse Unit Manager Psychogeriatric Unit and Dementia Support Unit
Anna Smith

Mental Health Nursing Professional Development Program Coordinator
Joanne Graham

Triage and Emergency Care Support Manager
Fiona Keddie

Team Manager Cooma MHDA
Kira Van Klink

Team Manager Eurobodalla MHDA
Jodie Quinnell

Team Manager Bega MHDA
Erin Evans

Acting Team Manager Goulburn MHDA
Natasha Hutchinson

Team Manager Queanbeyan, and Yass Mental Health, Drug & Alcohol Services
Yvonne McAviney

Manager Aboriginal Health
Jackie Jackson

Manager Aged and Chronic Care
Anka Radmanovich

Coordinator Health Pathways
Catherine Barkley

Manager Integrated Care
Karla Calleja

Manager Integrated Violence Abuse and Neglect
Gemma Evans

Manager Population Health
Lorraine Dubois

Manager Oral Health MLHD and SNSWLHD
Sue Winders

Chief Dental Officer MLHD and SNSWLHD
Neville Heer

Manager Women’s Health, Child Youth and Family
Annie Flint

Acting Manager Allied Health, Northern Cluster
Jeremy Gilchrist

Manager Allied Health, Eurobodalla Cluster
Kathryn Harris

Manager Allied Health, Queanbeyan
Vivienne Barker

Manager Allied Health, Cooma
Fay Fox

Manager Allied Health, Bega Valley Cluster
Duane Kelly

Community Nurse Manager, Northern Cluster
Gillian Eccleston

Community Nurse Manager, Eurobodalla Cluster
Ruth Snowball

Community Nurse Manager, Bega Valley Cluster
Maria Wilson

Community Nurse Manager, Queanbeyan
Dorothy Nicholson

Community Nurse Unit Manager, Cooma
Julie Spring

Aboriginal Health Team Leader, Tablelands Northern and Monaro Clusters
Richard Shipp

Aboriginal Health Team Leader, South Coast Bega Valley and Eurobodalla Clusters
Joanne Donovan

Aboriginal Health Team Leader, Child and Family Programs Gadhu Family Health
Shirlena Gallagher

Nursing, Midwifery & Clinical Governance

District Director Nursing, Midwifery & Clinical Governance
Julie Mooney

Nursing & Midwifery
Nurse Manager Leadership & Development
Judy Ryall

Nurse Manager Clinical Practice
Dot Hughes

Nurse Manager Workforce & Policy
Kay Morris

Clinical Governance
Director Patient Safety and Compliance
Tony Robben

Director Quality Strategy and Improvement
Tracey Elkins

Manager Accreditation & Risk
Simone Blay

Medial Services

District Director Medical Services
Dr Dennis Pisk

Chair Medical & Dental Appointments Advisory Committee
Dr David Dumbrell

Director Pharmacy
Gabrielle Couch

Director Critical Care
Dr Trish Saccassan-Whelan

Director Trauma vacant

*As at June 30 2019
Acting Manager Medical Workforce
Melissa Ellis

Information & Infrastructure
Chief Information Officer, and Acting District Director Information & Infrastructure
Andrew Elliott
Application Support Team Leader
Tanyia John
eMR Team Leader
Rebecca Woods
RIS PACS Administrator
Laurence Walker
Corporate Information Manager
Karla Calleja
Integration Officer
Robert Schultz
Operations Manager
Ben Roberts
eHealth Implementation Lead SNSWLHD
Peter Leach
ICT Project Manager
Louise Tan
General Manager Assets
Peter Lawrence
Manager Performance Analysis & Casemix
Lisa Mill
Manager Health Service Planning
Kristi Payten

SNSWLHD Redevelopment
Senior Management
Acting District Director Information and Infrastructure
Andrew Elliott
General Manager Assets
Peter Lawrence
Cooma Health Service Redevelopment
Monaro Cluster General Manager
Nicola Yates
Acting Monaro Cluster General Manager
Matthew Stephenson
Eurobodalla Health Service Redevelopment
Eurobodalla Health Service General Manager Lisa Kennedy

Goulburn Base Hospital & Health Service Redevelopment
Northern Cluster General Manager
Denis Thomas
GHHSR Project Lead
Kerry Hort
Pambula District Hospital Refurbishment
Bega Valley Cluster General Manager
Wendy Hubbard
Yass Health Service Redevelopment
Crookwell Health Service Refurbishment
Braidwood Multi-Purpose Service Redevelopment
Northern Cluster General Manager
Denis Thomas

Finance
Acting District Director Finance
Mukunthan Ganeshalingam
Acting General Manager Financial Operations
Patrick Niven
General Manager Financial Management
Glenn Cooper
General Manager Supply Chain & Transport
Gary Wright

People and Performance
District Director People and Performance
Virginia Cater
General Manager Organisational Development & Safety
Brigid Ryan
General Manager Professional Workforce
Violet Taylor
General Manager Workplace Relations
Wendy Atkins
Manager Redesign & Innovation
Judith Hallam

Media & Communications
District Director Media & Corporate Communications
David Hohnke
Manager Ministerial Liaison
Estelle Blackburn
Manager Community Engagement
Renata Sheehan

Major Capital Works Communications Manager
Rebecca Bergman

Individuals & Teams Celebrated
Australia Day Honours 2019
Dianne Layden, OAM, Crookwell Health Service Community Consultation Committee, for service to the community of Crookwell
Greg Seaman, OAM, Crookwell Health Service volunteer driver, for services to the community of Crookwell
Dr Sujon Purkayastha, OAM, for services to medicine as an obstetrician and gynaecologist, Goulburn Base Hospital
Kevin Grainger, OAM, SNSWLHD Community Representative Council, for services to the community of Queanbeyan
Queanbeyan Palerang Regional Council NAIDOC Trainee of the Year
David Thomas, Aboriginal mental health trainee
Queanbeyan Palerang Regional Council NAIDOC Inspirational Woman of the Year
Skyan Fernando, Aboriginal health worker

2018 Pan Pacific Masters Games Medalists
- Bronze for netball, Lou Fox, cluster general manager, Ambulatory and Integrated Care
- Bronze for hockey, Lisa Kennedy, cluster general manager, Eurobodalla
- Bronze for dragon boating:
  - Carolyn Dwyer, Eurobodalla Community Health
  - Jan Baker, Eurobodalla theatre nurse
  - Sue Seath, Eurobodalla Community Health nurse
  - Jodie Quinnell, team leader Eurobodalla Community Mental Health, Drug & Alcohol Service

Monaro Service Award
Anja De Ruijter, Cooma Health Service inpatient nurse unit manager, in recognition for her work and the difference she makes to the lives of others.

2019 ACHPER International Conference Academic Poster Award
Emma Woolley, Population Health, for Integrating Healthy Eating & Children’s Literature in Early Childhood Education & Care poster

*As at June 30 2019
SNSWLHD 2019 Quality Award Winners

Volunteer of the Year
Beryl Harris, South East Regional Hospital

Staff Member of the Year
Jenny Flaherty, Queanbeyan Health Service

Staff Excellence — Collaborative Leader of the Year
Jennie Keioskie, SNSWLHD Rural Adversity Mental Health Program

Collaborative Team of the Year
Never Tear Us Apart
Queanbeyan Health Service: Jenny Flaherty, Fiona Burge, Emma Mann, Jennifer Brandon Baker, Jacqui Daniels, Josine Snoek, Janine Turnbull, Gail McGeoch, Nicola Hall, Sonia Nisbett, Vanessa Ward, Jessie Brack, Karen Bamford, Jo Bellani, Vanessa Morris, Stephanie Walker, Alina Baldoeck, Bronwyn Maher, Dr Peter Davis, Dr John Azyour, Dr Martina Mende, Dr Jeannie Ellis, Dr Sarah Jensen, Dr Amy Daly, Dr Geetha Mathew, Dr Tom McGuire

Improving Care for Patients with Traumatic Chest Injuries
SNSWLHD, Critical Care Services: Louise Casey, Dr Trish Saccasan-Whelan, Vivienne Chapman, Joanne Dungey

Women in Health — Aboriginal and Torres Strait Islander
Kimberley Green, Goulburn Community Mental Health

Women in Health
Caroline Cook, SNSWLHD, nurse practitioner, diabetes

A Safe and Healthy Workplace
Code Black: Empowering Staff
South East Regional Hospital: Allyson Johnston, Annette Nichols

Patients as Partners
CardioRespiratory Team
Goulburn Base Hospital & Health Service: Jane Cotter, Sharon Eilers, Rachel Davis

Using the Voice of Consumers and Carers to Influence Change and Promote Owned Recovery
SNSWLHD Mental Health, Drug & Alcohol: Gabrielle Mulcahy, Tim Leggett, Anne Francis, Joanne Brown, Robert Young

Delivering Integrated Healthcare
Using Beds Better — The Right Bed for the Right Patient
Eurobodalla Health Service: Brigid Crosby, Jim Herford, Jason Mook

Patient Safety First
Leading Better Value Care: Preventing Falls and Delirium
Moruya District Hospital, and Braidwood Multi-Purpose Service: Nicola Follett, Judy Ryall, Glenda Ralph, Catherine Bateman, Loren De Vries, Jim Herford, Jason Mook, Jennifer Mitchell, Trena O’Shea, Melissa Smith, Michelle Allan

Improving Care for Patients with Traumatic Chest Injuries
SNSWLHD, Critical Care Services: Louise Casey, Dr Trish Saccasan-Whelan, Vivienne Chapman, Joanne Dungey

Keeping People Healthy
Preventative Model of Care for Adult Patients
Moruya Public Dental Clinic: Dr Aravinthan Bhrarathy, Lara Mayze

Supporting Our People
Kay Health Worker Accommodation Project
Goulburn Base Hospital & Health Service: Kerry Hort, Deb McGuffike, Liz Clarke, Pam Keys, Kayla Keys, Gary Wright, Tero Korpinen, Kate Rice, Cassie Skelly, Andrew Woolner, Katie Hannaford, Steve Oakman, Peter Murphy

Mindful Wellbeing for Managers
Eurobodalla Health Service: Jocelyn Pfitzner, Doug Skipper, Loyd Murray, Tina Le

Health Research and Innovation
CTPA: A Continuous Quality Improvement Project While Becoming Australia’s Best South East Regional Hospital: Grant Bryant, Ralph Dixon, Jennifer Leary, Huw Vittin, Danny Ovenden, Jeff Howlett, Brendan Pottie

Excellence in the Provision of Mental Health Services
Together We Will Influence, SENSW Regional Plan – NSW’s first Regional Mental Health and Suicide Plan
SNSWLHD: Cherie Puckett, Zoe Harris, Anne Francis
ISLHD: Julie Carter, Gerard Duck, Irene Constantinidis
COORDINARE: Andrew Gow, Alison Bradley, Abhijeet Ghosh, Tim Heffernan, Colleen Krestensen

Agency for Clinical Innovation Award
Code Black: Empowering Staff
South East Regional Hospital: Allyson Johnston, Annette Nichols

Chief Executive Award
Space: CardioRespiratory Team
Goulburn Base Hospital & Health Service: Jane Cotter, Sharon Eilers, Rachel Davis

Board Chair Award
Code Black: Empowering Staff
South East Regional Hospital: Allyson Johnston, Annette Nichols

Community Consultation Committees
Bega
Chair, Ann Mawhinney
Jason Lewington
Jennifer Dessen
Sharon Tapscott

Bombala
Chair, Chris Philbrick
Anna Vincent
Geraldine Dyer
Marjone Feilen

Braidwood
Chair, Margaret Lyons
Bente Hart
Charlotte McClure
Dave Nelson
Jennifer Sutherland
Judit Kovacs
Keith Lyons
Frank Judge
Warren Barr
Karen Carns

Cooma
Chair, Sue Litchfield
Cathy Gray
Chris Reeks
Lorraine McGregor
Kay Anderson
Lee Evans
Maria Linkenbagh
Patricia Scheele

Crookwell
Chair, Jo Agostini
Dianne Layden
Darian Cameron
Pam Kensit
Lynne van Veen
Beryl Croker

Delegate
Chair, Rhonda Linehan
Dr Deb Foskey
Gail Smallman
John Judge
Peter Jeffreys
Charles Burton
Gloria Cotterill

*As at June 30 2019
**APPENDIX B**

**OUR PARTNERS***

SNSWLHD is committed to working in partnership with key organisations, the community and consumers in decisions about planning, delivering and evaluating healthcare leading to better quality, safety and patient outcomes.

We were proud to be associated with many organisations during 2018-19 including:

- Aboriginal Health and Medical Research Council
- ACON
- ACT Health
- Agency for Clinical Innovation
- Alzheimer's Australia
- Anglicare
- Australian Apprenticeships
- Australian Breastfeeding Association
- Australian Catholic University
- Australian College of Applied Psychology
- Australian College for Emergency Medicine
- Australasian College of Health Service Management
- Australian College of Nursing
- Australian Dental Association
- Australian Health Practitioner Regulation Agency
- Australian Medical Association
- Australian Men's Shed Association
- Australian National University
- Australian Salaried Medical Officers' Federation
- Avondale College of Higher Education
- Banksia Villages Limited
- Batemans Bay District Hospital United Hospital Auxiliary
- Batemans Bay Rotary Club
- Bega High School
- Bega Valley Shire Council
- BDCU Alliance Bank Goulburn Hospital Fundraising Inc
- Bond University
- Bookham Hospital Auxiliary
- Braidwood Community Bank
- Braidwood Hospital Auxiliary
- Braidwood Preschool
- Bureau of Health Information
- Calvary Public Hospital, Bruce Campus
- Canberra Hospital
- Canberra Institute of Technology
- Cancer Council Australia
- Cancer Institute NSW
- Carestream
- Catholic Healthcare Maranatha Lodge
- Centre for Rural and Remote Mental Health
- Cerner Corporation
- Charles Darwin University
- Charles Sturt University
- Clinical Excellence Commission
- Cognitive Decline Partnership Centre
- Cooma Hospital Auxiliary
- Cooma North Public School
- Cooma Public School
- Commonwealth Bank Employees Association
- Commonwealth Department of Health
- Community Carers Accommodation South East Inc
- COORDINARE, South Eastern NSW Primary Health Network
- Country Women's Association of NSW
- CQUniversity
- Deakin University
- Dell
- Dementia Australia
- Directions
- Dry July Foundation
- Eden Marine High School
- eHealth NSW
- Estia Health Dalmeny
- Eurobodalla Family Support Service Inc
- Eurobodalla Shire Council
- Eurobodalla Toyota
- EveryMan Australia
- Flinders University
- Flourish Australia
- Fresh Hope Care
- Goulburn Community Garden Incorporated
- Goulburn High School
- Goulburn High School Parents and Citizens Association
- Goulburn Mulwaree Council
- Goulburn Soldiers Club
- Goulburn West Public School P&C Association
- Grand Pacific Health
- Griffith University
- Gunning District Community & Health Service
- Gunning Early Learning Centre
- Hansen Yuncken
- headspace
- Health Care Complaints Commission
- Health Consumers NSW
- Health Education Training Institute
- Health Infrastructure
- Health Services Union
- HealthShare NSW
- Housing NSW
- Hutchinson Builders
- Illawarra Retirement Trust
- Illawarra Shoalhaven Local Health District
- Institute of Health and Nursing Australia

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*As at June 30 2019*
• IRT Crown Gardens Aged Care Centre
• IRT Dalmeny Aged Care Centre and Retirement Village
• IRT Moruya Aged Care Centre and Retirement Village
• Jacq Hackett Consulting
• James Cook University
• Jindabyne Medical Practice
• Johnstaff Projects
• Justice Health and Forensic Mental Health Network
• Karabar High School
• Katungul Aboriginal Corporation
• Regional Health and Community Services
• KinCare Health Services
• Lions Club of Goulburn City
• Mental Health Commission of NSW
• Merimbula Home Nursing Service
• Microsoft Corporation
• Mission Australia
• Monaro Committee for Cancer Research
• Monaro High School
• Moruya Cancer Carers
• Moruya District Hospital United Hospital Auxiliary
• Moruya High School
• Muddy Puddles
• Mulwaree High School
• Mulwaree High School P&C Association
• Murrumbidgee Local Health District
• Narooma Rotary Club Inc
• National Disability Insurance Scheme
• Newborn and Paediatric Emergency Transport Service
• New Born Intensive Care Foundation
• NSW Ambulance
• NSW Department of Communities and Justice
• NSW Department of Education
• NSW Department of Premier & Cabinet
• NSW Department of Primary Industries
• NSW Health Education Centre Against Violence
• NSW Health Pathology
• NSW Family Referral Service
• NSW Industrial Relations Commission
• NSW Kids and Families
• NSW Ministry of Health
• NSW Police Force
• NSW Police Force Academy
• NSW Nurses and Midwives’ Association
• NSW Volunteering
• Opal Denhams Beach
• One Door Mental Health
• Orienteering ACT
• OzHarvest
• Pambula Hospital Auxiliary
• Pambula Men’s Shed Inc
• PCYC Goulburn
• Perisher Medical Centre
• Project Coordination (Australia) Pty Ltd
• Queanbeyan Hospital Auxiliary
• Queanbeyan-Palerang Regional Council
• Reconciliation Australia
• Richard Crookes Constructions
• Rotary Club of Goulburn Mulweree
• Rotary Club of Jerrabomberra
• Rotary Club of Moruya
• Rotary Club of Pambula Inc
• Royal Australian College of Surgeons
• Royal Far West Children’s Health Scheme
• Schizophrenia Fellowship NSW
• SDN Brighter Futures Batemans Bay
• SDN Brighter Futures Moruya
• Snowy Hydro Limited
• Snowy Monaro Regional Council
• Snowy River Health Centre
• Southcare
• South Coast Careers College and Adult Ed Community College
• South East Arts Inc
• South Western Sydney Local Health Network
• Southern Cross University
• Stroke Foundation
• St Vincent’s Hospital, Sydney
• TAFE NSW
• Tathra Ladies Auxiliary
• The Albion Centre
• The Australian and New Zealand College of Anaesthetists
• The Australian Commission on Safety and Quality in Healthcare
• The Australian Council on Healthcare Standards
• The Glen Residential Care Service
• The Goulburn Agricultural, Pastoral and Horticultural Society Incorporated
• The Hume Police District
• The Manor – Batemans Bay Retirement Village
• The Royal Australasian College of Medical Administrators
• The Royal Australian and New Zealand College of Obstetricians and Gynaecologists
• The Royal Australian and New Zealand College of Psychiatrists
• The Royal Australian College of General Practitioners
• The Royal Australasian College of Physicians
• The Surgery at Jerra
• The University of Newcastle
• Thredbo Medical Centre
• Tresillian
• TSA Management Pty Limited
• Uniting Care
• United Hospital Auxiliaries of NSW
• University of Canberra
• University of New England
• University of New South Wales
• University of Tasmania
• University of Technology Sydney
• University of Wollongong
• Upper Lachlan Shire Council
• Western Sydney Local Health District
• Western Sydney University
• Women’s Healthcare Australasia
• Yass & District Garden Club
• Yass Hospital Auxiliary
• Yass Landcare Community Nursery
• Yass Valley Council
• Youth Justice NSW

**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) 6452 2117

**Crockwell Health Service**
19 Kialla Rd, Crockwell NSW 2583
Ph: (02) 4837 5000 Fax: (02) 4832 2099

**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 Dve, Bega NSW 2550
Ph: (02) 6491 9999 Fax: (02) 6491 9689

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

*As at June 30 2019*
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 3335

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

Braidwood Multi-Purpose Service  
73 Monkittee St, Braidwood NSW 2622  
Ph: (02) 4842 2566 Fax: (02) 4842 2054

Delegate Multi-Purpose 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 2074 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  
Ph: 1800 809 423

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) 6492 9620

Bermagui Community Health Service  
Community Centre Building  
Bung St, Bermagui NSW 2546  
Ph: (02) 4475 7200

Bourke Street Health Service  
234 Bourke St, Goulburn NSW 2580  
Ph: (02) 4823 7800

Bungendore Community Health Centre  
Majura St, Bungendore NSW 2621  
Ph: (02) 6150 7531

Cooma Community Health Centre  
Victoria St, Cooma NSW 2630  
Ph: (02) 6455 3307

Gadhu Family Health Centre  
10 River St, Moruya NSW 2537  
Ph: (02) 4474 1978

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 3111

Jerrabomberra Community Health Centre  
25/31 Jerrabomberra Parkway, Jerrabomberra NSW  
Ph: (02) 6150 7531

Karabar Community Health Service  
12 Southbar Rd, Queanbeyan NSW 2620  
Ph: (02) 6124 3700

Moruya Community Health Centre  
10 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 Health Centre  
Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8300

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

Goulburn Community Mental Health Service  
Springfield House, 130 Goldsmith St, Goulburn NSW 2580  
Ph: (02) 4827 3257 Fax: (02) 4827 3173

Killard Centre  
103 Crawford St, Queanbeyan NSW 2620  
Ph: (02) 6299 1725 Fax: (02) 6299 1426

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

South East Regional Hospital Mental Health Service  
4 Virginia Drive, Bega NSW 2550  
Ph: (02) 6491 9400 Fax: (02) 6491 9682

Pambula Health Service  
Merimbola St, Pambula NSW 2549  
Ph: (02) 6495 8200

Oral Health Services  
Moruya Dental Clinic  
Moruya District Hospital, River Rd  
Moruya NSW 2537  
Ph: 1800 450 046

Pambula Dental Clinic  
Pambula Community Health, Merimbola St, Pambula NSW 2549  
Ph: 1800 450 046

Cooma Dental Clinic  
Cooma Community Health, Victoria St, Cooma NSW 2630  
Ph: 1800 450 046

Queanbeyan Dental Clinic  
Queanbeyan Hospital, Collett St, Queanbeyan NSW 2620  
Ph: 1800 450 046

Yass Dental Clinic  
Yass District Hospital, Meehan St, Yass NSW 2582  
Ph: 1800 450 046

Goulburn Dental Clinic  
Goulburn Community Health, Cnr Faithfull & Goldsmith Sts, Goulburn NSW 2580  
Ph: 1800 450 046

BreastScreen NSW Services  
Queanbeyan Service Centre  
Riverside Plaza, Suite 106, Level 1, 131 Monaro St, Queanbeyan NSW 2620  
Ph: 13 20 50

Bega Service Centre  
South East Regional Hospital, 4 Virginia Drive, Bega NSW 2550  
Ph: 13 20 50

Moruya  
South East Radiology, 11 Mirrabooka Ave, Moruya NSW 2537  
Ph: 13 20 50

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

*As at June 30 2019*
Other Services

Aboriginal Maternal Infant Health Service (AMIHS)
Aboriginal Health Office
Ph: 1800 249 645; (02) 5943 2391

Southern Area Brain Injury Service
Bourke Street Health Service
234 Bourke St, Goulburn NSW 2580
Ph: (02) 4823 7911 Fax: (02) 4821 9165

Queanbeyan Hospital Renal Unit
Queanbeyan Hospital Campus,
Antill St, Queanbeyan NSW 2620
Ph: (02) 6150 7320 Fax: (02) 6150 7373

SNSWLHD Administration
Peppertree Lodge,
Queanbeyan Hospital Campus,
Collett St, Queanbeyan NSW 2620
Ph: (02) 6150 7329 Fax: (02) 6150 7373

APPENDIX D

ABBREVIATIONS AND GLOSSARY

ACHSM Australasian College of Health Service Management

ACI Agency for Clinical Innovation, a pillar of NSW Health

ACT Australian Capital Territory

ANU Australian National University

APRA Australian Prudential Regulation Authority

Aunty Jean’s Good Health Program
A weekly program that supports Aboriginal people in education on health conditions, healthy food preparation, and to participate in gentle exercise sessions

BDCU Alliance Bank
A customer-owned bank based in regional NSW, Headquartered in Bowral, it is part of the Alliance Bank Group with Bendigo and Adelaide Bank

BFHI Baby Friendly Health Initiative

BIPAP Bilevel positive airway pressure. Similar to a CPAP machine, it is a non-invasive form of therapy for sleep apnoea patients

BMI Body mass index

CAMHS Child and adolescent mental health services

CARI Clinical applications reliability improvement project

CCASE Community Carers Accommodation South East Inc

CCC/s Community consultation committee/s

CEC Clinical Excellence Commission

CEDA Committee for Economic Development Australia

Cerner A supplier of health information technology solutions, services, devices and hardware

CHOC Community health and outpatient care electronic medical record

COORDINARE South Eastern NSW Primary Health Network

COPD Chronic obstructive pulmonary disease

CORE NSW Health’s four values of collaboration, openness, respect, and empowerment

ECG/s Electrocardiograph/ies

ED Emergency department

eMEDs Electronic medications management

eMR/EMR Electronic medical record

EOC Essentials of care framework

eRIC Electronic record in intensive care

ETP Emergency treatment performance

FTE/s Full time equivalent/s

GHHSR Goulburn Hospital and Health Service Redevelopment

GHS Goulburn Health Service. GHS encompasses Goulburn Base Hospital, Bourke Street Health Service, and Goulburn Community Health Service

GP General practitioner

HCF Hospital Contributions Fund

HETI Health Education Training Institute

HIE NSW Health Information Exchange

ICT Information communications technology

ICU Intensive care unit

Integrated care

Integrated care involves the provision of seamless, person-centred care across different health settings, focused on preventing illness and deterioration

iPM Software that provides a single patient index that has the ability to link patient activity across health service providers, provide standardised data definitions and reference values and standardised activity reports

ISLHD Illawarra Shoalhaven Local Health District

JMOs Junior medical officers

LGA/s Local government area/s

LHD Local health district

MHDA Mental Health, Drug & Alcohol

MLHD Murrumbidgee Local Health District

MPS A multi-purpose service is a model of care specifically designed for regional and remote communities to provide coordinated delivery of health and aged care services

NDEC Nurse delegated emergency care
A nurse practitioner is a registered nurse who has satisfied the requirements of the Nursing and Midwifery Board of Australia (NMBA) to be endorsed in accordance with the Health Practitioner Regulation National Law Act. Endorsement allows them to initiate diagnostic investigations, prescribe medications and make referrals.

Pambula District Hospital

National Aboriginal Community Controlled Health Organisation is the peak body representing 144 Aboriginal community-controlled health services across the country on Aboriginal health and wellbeing issues.

National Aborigines and Islanders Day Observance Committee

A middle ear infection

Picture archiving and communication system

Patient administration system

Primary health network

Portable oxygen concentrator

Pricewaterhouse Coopers

Rural Adversity Mental Health Program

South East Regional Hospital

Specialist mental health services for older people

Statewide Management Reporting

Southern NSW Local Health District

Highly specialised healthcare, often for inpatients and on referral from a primary or secondary health professional. It includes complex medical or surgical procedures.

A transitional registered nurse is a newly graduated registered nurse in a transition program designed to equip them with the skills and confidence to excel in nursing.

Urgent care clinic

A statewide system that enables health agencies to record vaccination information and compliance status for staff.

Visiting medical officer

Wellbeing In Reach Nurse is a registered nurse who provides a range of support and coordination with the aim of contributing to improved education, health, and wellbeing outcomes for children, young people and families.