CARING FOR OUR COMMUNITY
Southern NSW Local Health District
2017-18 Year in Review
SNSWLHD

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FRONT COVER:
Nurses Trudie Turner (left) and Leah Croker discuss dialysis treatment with renal patient John Lang, of Crookwell.
Midwife and nurse Emma Mann with mum Nicola Hall and baby Phoebe, of Queanbeyan.
VISION
Helping people lead healthy lives.

MISSION
Delivering healthcare that matters.

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

ABOUT US

Southern NSW Local Health District (SNSWLHD) delivers public healthcare to the regional communities that populate 44,534 square kilometres of the State’s vast picturesque southeast and tablelands.

We serve one of Australia’s most geographically diverse natural environments comprising seven local government areas (LGAs) spanning tablelands to the ACT, the Snowy Mountains, and the breathtaking far south coast to the Victorian border.

One of 15 local health districts (LHDs) in the NSW health system, SNSWLHD encompasses the Upper Lachlan, Goulburn Mulwaree, Yass Valley, Queanbeyan-Palerang, Eurobodalla, Bega Valley and Snowy Monaro LGAs.

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

We employ nearly 3000 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.

Demography

SNSWLHD’s population of 207,000 is home to the four Aboriginal nations of the Gundungurra, Ngunnawal, Ngarigo, and Yuin peoples.

Our average age of 44 years is older than that for NSW at 38 years with coastal areas having a high proportion of older people while the peri-urban fringe around the ACT is rapidly growing, including families with young children.

Of the 7000-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 total population is predicted to increase to 231,000 by 2026 with a 37 per cent rise in those aged 65 years and older.
There have been improvements in the health of our residents with potentially preventable hospitalisations due to chronic diseases decreasing, and rates of smoking down.

Overweight and obesity remain a challenge, with 74 per cent of males and 52 per cent of females reporting a high body mass 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.

In our older population there is an increasing rate of fall-related injury hospitalisations.

Mental illness hospitalisations are increasing with younger residents aged 15-24 having high rates of admissions for self-harm.

Goulburn Mulwaree, Eurobodalla, and Bega Valley LGAs have greater levels of socioeconomic disadvantage, and higher levels of poor health, disability and health risk factors such as smoking.

To help address these issues, SNSWLHD partners with government and non-government agencies including COORDINARE South Eastern NSW Primary Health Network, Katungul Aboriginal Corporation, local schools and councils, and ACT Health.
A WORD FROM THE CHAIR

The SNSWLHD Year in Review provides an opportunity to reflect on our results while looking to the future.

Health is important to all Australians, and is of particular interest to those within our local health district who are acutely aware of the challenges involved in providing safe, quality care throughout a diverse section of NSW.

As always, our success relies on many people who make a difference in a wide variety of roles and settings. It is the hard work and dedication of our staff that allows us to provide the range and quality of health services to those in need from our larger regional referral and district hospitals to the multipurpose facilities and community health centres.

In recognising that people are our greatest asset, we renewed our focus in 2018 on the SNSWLHD Quality Awards. This allowed us to highlight the outstanding, innovative work of our staff, while sharing in their success.

The awards attracted 58 submissions from across the local health district, the highest number in recent years, demonstrating the quality and breadth of work taking place.

The projects highlighted the dedication and creative thinking of staff, working as individuals or as teams, often in their own time, to make a difference in the quality of care we provide.

Several category winners progressed to the NSW Health Awards finals to compete for State honours.

The annual People Matter Employee Survey saw several important improvements, with the overall response rate from the workforce up 9 per cent to 71 per cent in 2018.

"The hard work and dedication of our people is key to providing the range and quality of health services to our community."

DR ALLAN HAWKE AC, CHAIR

Other pleasing results included a 6 per cent increase in satisfaction in employee engagement and workplace culture indicating staff are feeling more valued and positive about sharing lessons learnt, and believe they are treated respectfully.

We will be looking to build on these results, improving communication with senior managers, performance and development, organisational renewal, and leadership in the year ahead.

Providing safe, quality healthcare to the people of south-east NSW involves improving our facilities.

The past 12 months has seen planning, and in some cases, construction phases start at several sites as part of our capital works redevelopment program.
They include the $120 million redevelopment of Goulburn Hospital and Health Service, $18.6 million upgrade of Cooma Hospital, $8 million overhaul of Yass Hospital, $1.6 million refurbishment of Pambula Health Service, and a redeveloped Braidwood MultiPurpose Service.

Meanwhile Snowy Mountains residents celebrated the opening of the $2.5 million Jindabyne HealthOne facility in July 2017, which saw the collocation of local private and public health services.

The NSW Government provided $500,000 to review Eurobodalla Health Service’s clinical services plan to determine the future healthcare needs of our local community. There was extensive consultation with residents, clinicians and healthcare staff. The overwhelming interest was tantamount to the care locals have for their health services.

We look forward to another successful 12 months ahead with our staff and the community as we continue to provide the highest quality patient-centred healthcare throughout our local health district.
Patient Naomi Cross, of Berridale, and ED clinical nurse specialist Dylan Bradbury at Cooma Hospital.
Goulburn Base Hospital & Health Service (GHS) is a regional referral hub delivering healthcare to more than 37,000 people in the local community and neighbouring areas.

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

The hospital and health services provide 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 Goulburn Base Hospital site is undergoing a $120 million redevelopment which will include a four storey clinical services building. The past year saw enabling works commence with the relocation of the Community Mental Health service from Lady Grose House which will be demolished to make way for the new construction.

Additional clinical resources have been recruited to enable more patients to be treated closer to home.

Surgical services have been expanded to include urology, and additional orthopaedic surgeons enable patients requiring major joint replacement to undergo surgery locally.

DELIVERING HEALTHCARE TO MORE THAN 37,000 PEOPLE

1. Nurses Jocelyn McClean (left) and Kerry Ennis with mum Kimberley Rosevear and daughter Luna, of Goulburn. 2. Manager medical imaging Northern Cluster Jens Loberg, and CT senior radiographer Northern Cluster Adrian Firman with patient Thelma Evans, of Crookwell. 3. Midwife Jane Turnidge with Goulburn mum Megan Burgess and her new bub.
**Enhanced linkages from Goulburn Base Hospital to the neighbouring smaller facilities of Crookwell and Yass district hospitals, and Braidwood MultiPurpose Service have improved access for local communities especially to allied health and community nursing and inpatient and outpatient services.**

The redesign of Goulburn Base Hospital buildings has seen a review of service models that will result in long-term improvements.

There have been steady improvements in performance especially around access to elective surgery, with waiting times reducing, and increased numbers of procedures being performed, while maintaining a low rate of complications.

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

**Linkages with major NSW hospitals are being developed to secure JMOs in general medicine and orthopaedic surgery. A formal network with Liverpool Hospital will support the enhancement of intensive care.**

Kerry Hort, program lead, Goulburn Redevelopment Project, was named a 2018 Local Woman of the Year for her services to health. The awards are part of the NSW Women of the Year Awards.

Staff enjoy a positive work environment through consultation and opportunity. They are encouraged to act in senior roles and participate in the development of the new hospital.

Residential accommodation for staff has been upgraded.

The generosity of the local community and organisations assists with providing patient comforts and equipment.

Our key supporters 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 foundation received a NSW Premiers Award for its outstanding fundraising efforts which have secured more than $350,000 over the past eight years.

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**The redesign of buildings at Goulburn Base Hospital will see long-term improvements to our services**

Physiotherapist Stefan Hese assists patient Herbert Wise, of Goulburn.
South East Regional Hospital (SERH) is a purpose-built facility situated on the outskirts of Bega, in the picturesque Bega Valley.

The $187 million hospital, now in its second year of operation, is growing according to the needs of its regional population.

It provides a range of healthcare to the 49,000 residents who call the Bega Valley Shire home.

The hospital comprises 48 acute care beds, 6 intensive care beds, 10 sub-acute beds, a 4-bed maternity unit, a 4-bed paediatric unit, 3 operating theatres and a busy emergency department (ED).

Chemotherapy and renal dialysis are housed on the site, as is radiology, community nursing, dental, hospital in the home, and allied health services. Outpatient clinics are supported by clinical specialists.

A total of 3.6 per cent of Bega residents self-identify as being Aboriginal or Torres Straight Islander.

The hospital played a pivotal role during the Tathra bushfires which destroyed 1000 hectares claiming 69 homes, 30 caravans and cabins, and severely damaging 39 houses.

Tathra residents were evacuated 17km west to Bega as the fires raged for two days on March 18 and 19.

A control centre was set up at SERH. Staff provided practical and emotional support to fire victims.

Tathra is home to 20 per cent of health staff, three of whom lost their homes in the blaze.

During the year SERH:
- Opened a 10-bed sub-acute and rehabilitation unit (SARU), and six on-site units to accommodate carers
- Introduced nurse practitioners (NPs) into palliative care and the ED. NPs are accredited to initiate diagnostic investigations, prescribe medications and make referrals
- Implemented a medical reform strategy, replacing locums with salaried staff

Smoke from the Yankees Gap Road bushfire at Bemboka fills the air over the Bega Valley at South East Regional Hospital.

John Blankenstein visits what’s left of his parents-in-law’s home after the Tathra bushfires. © Karleen Minney - Fairfax Syndication.
Engaged South East Arts in a structured program designed 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; and

Introduced free Wi-Fi.

SERH is committed to making a difference to patients and consumers. It improved patient engagement in their care to reduce variation in treatment for those with chronic lung disease.

Anaesthetic and ICU staff provided simulation training to their colleagues for medical emergencies, and speech pathologists received additional education in swallowing assessments and children’s behaviour through Commonwealth grants.

In the pursuit of excellence, safety and quality initiatives included the implementation of more frequent patient observations so any deterioration can be identified as early as possible and quickly acted on; the introduction of ward-based education in the treatment of complex acute cases, reducing the number of patients being flown out for care; purchasing special beds and mattresses that lower to the floor and are slightly concave to minimise roll-outs and prevent falls; and a better process of reviewing incidents to implement preventative action.

Pricewaterhouse Coopers (PwC) was commissioned to work with nurse unit managers to improve systems so patients were attended to more quickly, in the right place and at the right time throughout their hospital journey, freeing up capacity to treat more people.

The support of volunteers and fundraisers has a significant impact on staff and patient morale and resources.

SERH has 84 volunteers with 40 inductees during the past financial year. Led by a dynamic coordinator they are allocated across almost all areas of the hospital carrying out duties from pastoral care to providing social stimulation, tai chi classes and supporting exercise programs.

Community Carers Accommodation South East successfully raised funds and secured grants to provide on-site accommodation for carers of patients.

The Bega Hospital and Tathra Ladies auxiliaries raised more than $100,000 for equipment including ED trolleys, special pressure relieving mattresses, and chairs to suit heavier patients or visitors.

The Canberra Newborn Intensive Care Foundation donated $10,000 towards the education of midwives.

The Commonwealth Bank Employees associations from four local towns donated $40,000 to benefit the care of children and adults with cancer.

The Bega Valley Motorcycle Expo painted the children’s ward balcony and provided toys for play areas.

11,720 Separations*

29,625 Total bed days

105,252 Hospital non-admitted patient services (occasions of service)

17,836 ED presentations

239 Births in hospital

3898 Ambulance presentations

3511 Surgeries

Source: HIE and EDWARD NAP DataMart.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.
EUROBODALLA HEALTH SERVICE

The Eurobodalla Shire has the largest Aboriginal population in SNSWLHD.

Meaning land of many waters, Eurobodalla also has the highest proportion of older residents.

Eurobodalla Health Service provides a regional network to the needs of its community that includes Batemans Bay and Moruya hospitals, and community health centres at Batemans Bay, Moruya and Narooma.

Moruya Hospital offers emergency services, inpatient acute medical and general surgery, inpatient rehabilitation and palliative care, maternity, hospital in the home, and renal care.

Batemans Bay Hospital is a 31-bed facility with emergency, inpatient acute medical, inpatient day-only surgery, hospital in the home and palliative care.

Eurobodalla Community Health provides a range of allied health and community nursing services.

Mental health clients can be seen across a range of settings including community health centres, in hospital, or in their homes.

Eurobodalla Health Service performs well in the proportion of patients leaving the emergency department within four hours. At Moruya Hospital 79 per cent of patients spent less than four hours in ED, compared to the NSW average of 74 per cent. At Batemans Bay Hospital 89 per cent spent less than four hours, despite a 3 per cent increase in presentations.

And both hospitals achieved 100 per cent for patients receiving surgery within the clinically recommended time frames.
During the past year, Eurobodalla Health Service completed a clinical service plan for its future ensuring a service that is culturally appropriate and inclusive, integrated across all disciplines, underpinned by population needs, and has a range of emergency, inpatient and ambulatory models with no duplication.

Following significant refurbishment, in-hospital CT and ultrasound became available at Moruya Hospital 24/7.

To be more responsive to community needs, Eurobodalla successfully recruited dental officers, physiotherapists, an emergency department director and an emergency medicine specialist.

The number of nurses increased in response to demand including a nurse practitioner in palliative care.

Eurobodalla Cancer Care Service received Dry July funding to design and implement an innovative group model to improve patient empowerment, self-management and linkages to health and community services. Called Connections, it is the first professionally-led psychoeducational group empowering patients to take a more active role in their healthcare and decision-making and strengthening links to health and community networks.

A major aim was to address access to appropriate healthcare and community services in and outside the region which compounds patient distress and sense of isolation. Through the integration of allied and community health services there is now a proactive approach to patients.

The Dry July-funded Cancer Care Art Therapy Program encourages patients to explore what they would like to work on as a therapy session evolves. Clients look creatively at the emotional toll cancer has had on their lives. One patient reported that despite 3.5 years of cancer treatments she hadn’t accessed any external emotional support and the program helped her sort out the “important things in life”.

The Silent 12 initiative improves the quality of life for patients at risk of re-admission as well as their healthcare experience and addresses medical and psychosocial needs.

Emergency department staff have immediate access to patient-specific care plans and the ability to implement timely planned care. For those admitted to the program there were reductions in:
- ED presentations from 223 to 50 (77 per cent)
- Admissions from 154 to 32 (79 per cent); and
- Total days in hospital reduced from 234 to 22 (a 90 per cent decrease).

Volunteers provide excellent support for patients throughout the Eurobodalla Health Service.

Moruya and Batemans Bay hospitals’ auxiliaries raise significant funds to improve patient comfort and care.

Palliative care volunteers support Eurobodalla residents during their end-of-life-phase. And pastoral carers volunteer many hours in the hospitals.

The Eurobodalla Community Consultation Committee provides an important link between the community and the health service ensuring the needs of the consumer are met.

**We are planning for the needs of our population, ensuring services are culturally appropriate**

*The process by which an episode of care for an admitted patient ceases, including ED only separations.*
Queanbeyan Hospital & Health Service is located just a few kilometers from the ACT border and serves more than 59,000 residents in the Queanbeyan-Palerang region.

Queanbeyan Hospital’s emergency department is the busiest in the LHD treating more than 21,000 patients during 2017-18, an 11 per cent increase.

The maternity unit was voted the third best in NSW, and was one of two units in the State to achieve Baby Friendly Hospital Initiative accreditation from the Australian College of Midwives for a fourth consecutive three-year-term.

Surgical services operated on more patients, treating 2295 people.

The Queanbeyan Hospital Auxiliary is a permanent presence, running the cafeteria, and a pop-up market to raise money.

In 2017-18 the auxiliary purchased more than $120,000 in new equipment including a BipAP machine, a non-invasive form of therapy for sleep apnoea patients.

A range of community health services are provided from the hospital and the community health center at Karabar.

Community nursing manager Dot Nicholson was part of the successful team in the SNSWLHD 2018 Quality Awards winning the Partnering with Patients category for the Video Observed Treatment Supervision (VDOTS) initiative.

An innovative and patient-centred approach, it reduces the impact on tuberculosis sufferers who require daily medication supervision.

VDOTS enables the patient and clinician to link by video to observe the patient take their medication.

1. Dental assistant Emily Pech (left) and dentist Kamini Tiwari attend to Lisa Wilkin from Queanbeyan. 2. Nurse Melissa Collins and Dr Imants Rubenis.

Source: HIE and EDWARD NAP DataMart.

*The process by which an episode of care for an admitted patient ceases, including ED only separations.
Cooma Hospital & Health Service

Located in the largest town in Australia’s pristine alpine region, Cooma Hospital & Health Service provides for the Snowy Monaro region with nearly 21,000 residents.

Between June and October Cooma’s population increases to 32,000-plus as seasonal workers and visitors flock to the snowfields.

Situated just 118kms south of Canberra, Cooma Hospital & Health Service provides a range of services including minor surgery, maternity, renal and oncology enabling residents to receive much-needed healthcare closer to home.

It is one of the major employers in the district.

Cooma Hospital had 10,866 presentations to its emergency department during the year. A total of 1615 arrived by ambulance. Of all ED presentations 87.4 per cent were treated within four hours of arrival.

The refurbished operating suite opened in April 2018. During the works, an on-site mobile theatre ensured surgical services continued.

Supported by a team of dedicated, highly skilled local general practitioners, who provide a range of medical services to the hospital, staff continue to strive to achieve excellence in the provision of rural health care.

The emergency department’s nurse unit manager Joann Caldwell was a key player in the 2018 SNSWLHD Quality Awards Collaborative Team of The Year which achieved emergency treatment performance targets through a collaborative and peer support approach to improving care.
YASS DISTRICT HOSPITAL

Yass District Hospital is undergoing an $8 million redevelopment, enhancing healthcare services available to the nearly 17,000 people living in the town and surrounding rural areas.

The hospital 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 & alcohol and general counselling, physiotherapy, occupational therapy, speech pathology, diabetes education, dietetics, women’s health, Aboriginal liaison, and dental health.

The hospital continually bettered or met NSW Health’s best practice guidelines in identifying deteriorating patients and initiating medical assessment and treatment early resulting in less rapid response calls; and quickly detecting sepsis and administering antibiotics.

The Sister Alison Bush AO Mobile Simulation Centre delivered onsite education enhancing the emergency and communication skills of staff.

Falls prevention strategies included risk assessments, interventions, and education.

The Stepping On program was introduced to prevent falls, encourage active living and maintain independence for older people. Participants learned about strength and balance exercises, safe footwear, medication management, vision, nutrition, moving safely in the community and reducing hazards in the home.

Yass was the SNSWLHD pilot for Healthy Kids Bus Stop initiative.

The comprehensive health screening program for children three to five years aims to identify developmental issues and provide a pathway to care for children to support their transition to school.

Source: HIE and EDWARD NAP DataMart.
Yass and Goulburn allied health and nursing clinicians conducted 313 assessments on 70 children with 99 follow-up referrals.

The Yass Child and Adolescent Mental Health Service recognised a gap in service provision for low to moderate mental health issues.

Working with Yass High School, a series of workshops aimed to improve prevention and early intervention, and positive mental health and wellbeing.

Yass District Hospital is supported by its Community Consultation Committee whose members provide a direct link to the people it serves holding health information sessions throughout the year such as stroke awareness.

Regular community consultation on the redevelopment provided valuable feedback even down to the colour scheme which will be based on the region’s Indigenous history.

The Yass Hospital Auxiliary purchased a bilirubin monitor to test for jaundice in newborns to eliminate unnecessary transfers to Canberra for phototherapy if it is not required.

CROOKWELL DISTRICT HOSPITAL

Nestled in the picturesque town of its namesake, Crookwell District Hospital is an 18-bed acute care facility 43km north of Goulburn Base Hospital.

Its emergency department has telehealth links to Canberra and Sydney tertiary hospitals.

A rotating roster of local general practitioners ensures 24/7 coverage.

Serving the Upper Lachlan Shire with a rural population of 7586, Crookwell provides pathology and radiology services, physiotherapy, community and child and family health nursing. Outreach services from Goulburn include occupational and speech therapies, social work, dietetics and midwifery.

There were 5247 presentations to Crookwell’s ED.

The Wellness Centre programs focussed on reducing preventable hospital admissions from chronic diseases and falls.

Crookwell District Hospital has five committed volunteers who generously give of their time, assisting and supporting nursing staff by providing companionship to vulnerable at-risk inpatients.

Four volunteers provide pastoral care to inpatients and staff in times of need.

The Crookwell District Hospital Auxiliary raised more than $12,000 during the past financial year, of which $10,000 was invested in equipment to support and improve patient care, including new beds and an emergency trolley for ED and a simulation doll for training nursing staff.

The community consultation committee developed a unique personal resource for the community raising $6000. Booklets were designed to record an individual’s or family’s personal financial, legal and other key information in the event of their death so their next of kin or family friend can finalise their affairs.

Public fund raising efforts focussed on patient care equipment such as a spirometer for the chronic obstructive airways disease rehabilitation program conducted by physiotherapy services.

1. Wellness Centre manager Heather McDonald (left) and nurse Deborah Webb with client Julie Cleland, of Crookwell. 2. Keith Moreing and Ollie Murphy, of Bombala.

Our volunteers generously provide companionship to vulnerable inpatients
A MultiPurpose Service (MPS) is a model of care designed for regional and remote communities 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, and community health.

We aim to ensure each client receives the best possible service according to their needs through our practice of open communication between the patient or resident, their families and MPS staff.

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

Staff are continually educated to ensure they remain competent and current with clinical skills in emergency care and dementia.

**Bombala MPS**

Bombala, located in southern NSW, 57km from the Victorian border has a population of 1500, the majority of whom are older.

Situated an hour’s drive south-west from Cooma, the MPS provides emergency and acute inpatient care, community health and residential care. The local GP is collocated on site.

The MPS maxim is *residents do not live in our workplace, we work in their home.*

Staff utilise tele and video health medical advice to provide emergency care when no doctor is available locally.

**Braidwood MPS**

Braidwood MPS is a 32-bed facility providing an integration of hospital and community health and aged care services.

Slated for redevelopment, the building program includes new inpatient rooms and facilities and a dedicated emergency department.

Braidwood MPS caters for the diversity of the needs of its local catchment which has a growing older population.

Staff are flexible and respond to individual situations, and the changes of the Commonwealth Aged Care Services Reforms.

The MPS is working with community health and local GPs to improve community recognition of the antecedents of falls, and the importance of prevention.

A review of the residents’ dining experiences has helped inform the planning and meal delivery model which will maintain a cooked-fresh food service in the new facility.

Night staff have been introduced to Narbethong House, a low-level aged care hostel.

The National Framework for Documenting Care in Residential Aged Care services assists staff with evidence-based processes and professional care practice.

Pain in Residential Aged Care Facilities: Management Strategies, developed by the Australian Pain Society, are being implemented to improve the quality of life of long-term residents. ➤
Valuable partnerships have been forged with volunteer pastoral carers and the local chapter of the Australian Men’s Shed Association.

Braidwood MPS is grateful for the support of 40 volunteers who assist activity officers in providing stimulating programs, games, day trips or one-on-one assistance for our aged care residents, enhancing and enriching their lives and keeping them connected to their local community.

Several volunteers transport community members to specialist medical, optical, and dental appointments locally and to neighbouring towns.

Delegate MPS
Delegate is a small farming and forestry town 7kms north of the Victorian border with an ageing population of less than 500 residents. The MPS provides mainly residential care and community health services.

It has a triage service for emergency care and is supported by telehealth to Canberra and Cooma for medical advice and referrals. The emergency assessment service catchment includes parts of Victoria.

Generous locals volunteer their time to transport residents to appointments.

THE PAMBULA HOSPITAL AUXILIARY RAISED MORE THAN $16,000

A partnership was developed with the Pambula Men’s Shed onsite. The Australian Men’s Shed Association, funded by the Federal Department of Health, aims to improve health and wellbeing reducing the number of men who are at risk from preventable health issues that may emanate from isolation.

The Pambula Hospital Auxiliary raised more than $16,000.

Staff promote a respectful work culture. A peer-led program acknowledges those who go above and beyond the call of duty.

1. It’s all smiles for patient Pam Stephens, of Berrambool, and nurse Anita Pease.
Physiotherapist Jacquie Tong puts Margret Thompson, of Goulburn through her paces.
MENTAL HEALTH, DRUG & ALCOHOL

SNSWLHD provides specialist mental healthcare in inpatient and community settings.

Inpatient services include acute adult, specialist mental health services for older people (SMHSOP), non-acute rehabilitation, short-stay acute, and forensic rehabilitation.

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

Our demographic profile is different from metropolitan areas, and the communities within our LHD vary from each other.

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

Consumer advocates are employed to bring their lived experience of mental illness to our organisation and support our consumers at a systemic and personal level.

Located at Goulburn, Queanbeyan, Cooma and Bega, our advocates assist consumers, helping to ensure their views and wishes are heard by staff.

Consumer advocates assist with monthly consumer groups to discuss service development, implementation and evaluation. Consumers are encouraged to attend in person or via videoconference.

We are working towards improving client engagement for drug and alcohol service planning and evaluation.

A mobile device policy was introduced to encourage clients to maintain relationships while they are inpatients.

The Regional Mental Health Plan was developed in collaboration with our primary health network COORDINARE and Illawarra Shoalhaven LHD.

A nurse-led activities program for patients was initiated at Chisholm Ross Centre in Goulburn.

Our acute units saw the introduction of computers on wheels, increasing ease and accessibility to patient medical records and reducing paper forms.

SNSWLHD recorded the lowest average length of stay in NSW.

Psychogeriatric services were reviewed to increase access for people out of area.

A structured process for regular meetings between consumers and health service staff to better engage consumers in their care, known as consumer care rounding, was introduced.

Work on a Suicide Prevention Action Plan in collaboration with COORDINARE commenced.

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.

SNSWLHD, in partnership with COORDINARE and the Agency for Clinical Innovation, is redesigning services to enable appropriate access throughout the LHD.

We aim to increase access to treatment, compliance with pharmacotherapy for drug dependence, intervention with high risk groups; decrease the risk of overdoses; and strengthen our collaborative partnerships.

During the past year we assigned three drug and alcohol clinical leads to improve access to our services.

90% OF CONSUMERS UNDERGOING DRUG AND ALCOHOL TREATMENT LIVE WITH MENTAL ILLNESS

75% OF PEOPLE ACCESSING MENTAL HEALTH SERVICES HAVE MISUSED DRUGS AND ALCOHOL

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75% OF PEOPLE ACCESSING MENTAL HEALTH SERVICES HAVE MISUSED DRUGS AND ALCOHOL
COMMUNITY HEALTH

We provided 600,000 nursing and allied health service consultations in our community health clinics and people’s homes during 2017-18.

The launch in April of our Community Health Central Intake Service, which ensures residents are referred to the most appropriate service, was successful with staff responding to more than 6000 contacts in the first eight weeks.

In partnership with the South Eastern NSW Primary Health Network, COORDINARE, we are educating health professionals on community-based services.

Four GPs were employed to work with hospital and general practice staff to improve the way we support people.

We are developing ways of sharing information electronically, as well as improving care coordination for those with complex healthcare needs.

To improve our support for families, SNSWLHD is participating in the international pilot program Maternal and Early Childhood Sustained Home Visiting where child and family health nurses see families with newborns on 25 or more occasions. In some cases the home visits start before the baby is born, and continue until each family has all the supports in place to promote the health and development of mums, families and their children.

Our aged care teams introduced programs to focus on patient preferences and goals during our care delivery. Patient reported outcome and experience measures identify what is important to individuals and families.

South East Regional Hospital physiotherapists, with the University of Canberra, run a student-led neuro-rehabilitation clinic providing 700 consultations each year to those with neurological conditions, as well as valuable learnings to 20 physiotherapy students.

The physio team has incorporated volunteers into the falls and balance program as session leaders for maintenance exercise groups. The initiative has boosted falls prevention in the community.

Our oral health team worked with the Bega Valley Shire, the NSW Ministry of Health and the Australian Dental Association to extend water fluoridation in the Bega Valley Shire.

The past year saw electronic oral health records replace the paper-based system.

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INDIVIDUAL CLIENTS SEEN

<table>
<thead>
<tr>
<th>Service</th>
<th>Clients Seen</th>
</tr>
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<tbody>
<tr>
<td>Complex, Aged and Chronic Care</td>
<td>41,293</td>
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<tr>
<td>Child and Family Health</td>
<td>26,279</td>
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<td>Integrated Violence Prevention Response Service</td>
<td>3829</td>
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<table>
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<tr>
<th>OCCASIONS OF SERVICE</th>
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<tr>
<td>71,169</td>
</tr>
<tr>
<td>34,491</td>
</tr>
<tr>
<td>5887</td>
</tr>
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</table>
ABORIGINAL HEALTH

We work with individuals, families and community groups to improve the health and wellbeing of all Indigenous peoples, ensuring cultural values and beliefs are central to the way we work across the community.

Aboriginal Health Services provide support in all healthcare settings throughout SNSWLHD.

Gadhu Family Health Service delivers antenatal, postnatal, child and family, and allied health for women carrying an Aboriginal baby, children aged 0-5, and their families.

We refer to our environment as Kooriganic, meaning connected and in touch with our families’ health and culture. Families are transitioned seamlessly between services without having to re-tell their stories.

Aboriginal child immunisation increased to 95 per cent across SNSWLHD.

In collaboration with Eurobodalla Shire Council and SNSWLHD Aboriginal health, the Wangganga women’s arts as therapy group held two highly successful exhibitions.

Improving the health of Aboriginal people at risk of or living with chronic disease is an ongoing focus.

Weekly Aunty Jean’s programs support Aboriginal people in education on health conditions, healthy food preparation, and to participate in gentle exercise sessions. The program culminates in an annual mini Olympics with counterparts from Illawarra Shoalhaven and Murrumbidgee local health districts.

Men’s and women’s health days increased community awareness of the interface between healthy living and cultural practices.
POPULATION HEALTH

Population Health makes a difference to the entire community.

SNSWLHD encourages and assists healthy lifestyle changes at a personal level, and creates an environment that supports healthier living.

Dedicated programs range from early childhood to older people.

Public health interventions prevent and manage diseases through the surveillance of cases and initiatives to sustain healthy communities and environments.

To keep our residents healthy we engage with the community and a range of partners. Our partners help to localise statewide projects and deliver innovations.

Healthy Children’s Initiative

We worked with 137 primary schools, long day care centres, preschools and family day care services. During Vegetable Week and the Big Vegie Crunch 5221 students from 26 schools participated.

Healthy Eating, Active Living

Our team supported health professionals to refer 420 adults to the Get Healthy Information and Coaching Service and the Get Healthy in Pregnancy Service.

Immunisation

Community Health staff delivered 23,582 childhood vaccines. A total of 1878 year 7 children were offered HPV vaccine (an 80.3 per cent uptake), and 3030 children in years 11 (63.8 per cent) and 12 (70.9 per cent) were offered the meningococcal vaccine at our 25 high schools.

Environmental Health & Disaster Preparedness

Bega Valley Shire Council was supported to fluoridate its drinking water.

Communicable Disease Surveillance

The public health unit received 3295 infectious disease notifications with the majority being influenza. Staff worked with the community and our health facilities to minimise the transmission of infectious diseases.

Collaborative Dental Services

Town water supplies are fluoridated to help protect against dental decay. Gadhu Family Health, and dental services worked collaboratively to provide education and awareness of the Lift the Lip program to our rural Aboriginal families on preventing tooth decay.
BUILDING THE FUTURE

Pambula nurse manager Kelly Jurd.
SNSWLHD is addressing the healthcare needs of our rural communities with more than $150 million of capital investment in infrastructure.

Planning for enhanced service delivery and improved patient experiences have been the focus for 2017-18.

Partnering with our local communities has been critical in the planning and design of facilities and new models of care.

Consultation for each project has been extensive to ensure our residents continue to receive excellent care into the future.

There have been more than 2000 interactions with community, consumer and industry representatives on the Goulburn Hospital and Health Service Redevelopment (GHHSR).

**Goulburn Hospital and Health Service Redevelopment**

The $120 million GHHSR project will deliver a fit-for-purpose facility enhancing the delivery of high-quality healthcare.

Early works commenced in April 2018 with State significant development planning approval sought.

Scheduled for completion in late 2021, GHHSR includes a four-storey clinical services building incorporating a new:
- 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 with designated palliative care beds
- Maternity unit and birthing suite; and
- Ambulatory paediatric and antenatal clinics.

The works will provide for more on-site car parking, and an extension to the community health building.

**Cooma Hospital Redevelopment**

Funding for the redevelopment of Cooma Hospital increased to $18.6 million following the NSW Government’s announcement in June of an additional $8.6 million.

PHOTOS: Artist’s impression of Goulburn Hospital and Health Service.
In addition to the expanded emergency department and improvements to inpatient care facilities, the project will now deliver:

- A new maternity unit
- New ambulatory care centre including consulting and treatment rooms
- Expansion of the medical imaging department; and the
- Relocation of an enhanced pathology department.

The scope allows for improved design and new models of care. Construction is expected to commence in early 2019.

Yass Hospital Redevelopment

The $8 million project is being funded as part of the statewide $300 million MultiPurpose Service (MPS) program of works to upgrade existing facilities in several rural and remote communities.

It comprises:

- A dedicated ambulance entry point
- An additional emergency department treatment bay
- An increase in inpatient beds from 10 to 12; and
- Improved community health facilities.

Construction, set to start in late 2018, will further integrate community health, acute and emergency services to provide flexible and improved healthcare.

Braidwood MPS

The new MPS will enhance the sustainability, functionality and safety of health and aged care services in Braidwood. Additional benefits include:

- New inpatient rooms
- Improved aged care facilities that promote the concept of ageing in place
- A dedicated ED; and
- New staff accommodation.

The main works tender is due to be awarded in late 2018, pending planning approvals.

Pambula Health Service

Pambula Health Service is undergoing a $1.6 million upgrade with a new main entry and reception area scheduled for completion in July 2018.

Stage 1B will see the refurbishment of the assessment, treatment and care clinic enhancing patient privacy with two new treatment spaces and bathroom facilities, the addition of a clean store area for medical supplies, an exercise room for inpatients and the community, and consulting rooms for specialist, medical and other health practitioners. Works are due for completion in late September 2018.

Stage 2, slated to start in September, will see the addition of an accessible toilet, parents’ room, and a kids’ corner adjacent to the new waiting area.

Eurobodalla Clinical Services Plan

A $500,000 commitment to update the Eurobodalla Health Service Plan was announced in October 2017 to address and review the appropriateness of services in the region.

The health service spans three campuses located in Batemans Bay, Moruya and Narooma.

Consultation with the community, clinicians and health staff throughout the development of the plan aims to ensure the region’s healthcare needs are met into the future.
PATIENT SAFETY & INNOVATION

ED and theatre nurse Katie Maher, of Queanbeyan.
PATIENT SAFETY

People who use our services are entitled to receive the best and safest standards of care possible.

A range of systems is in place to maintain best practice and to continuously improve the way in which clinicians provide care to patients and clients.

SNSWLHD has been preparing for national accreditation from the Australian Commission on Safety and Quality in Health Care.

Independent assessors will visit each of our healthcare sites to ensure they meet the National Safety and Quality Health Service Standards.

Key Initiatives

- SNSWLHD developed its first Safety and Quality Account in late 2017. The document provides information on the safety and quality of care we deliver. It measures performance in the past year, what was achieved, and areas for improvement.

- Understanding what matters to our community assists us to make changes. In 2017-18 we introduced Indigenous patient experience surveys; used free Wi-Fi at South East Regional Hospital to collect feedback from patients, families and carers; introduced patient experience trackers in oral health clinics; initiated direct dialogue between executive, staff and patients; and established consumer participation groups in the Mental Health, Drug & Alcohol Service.

- We implemented the Leading Better Value Care program to improve health outcomes and the experience for patients.

- The past year has seen the introduction of eight new or improved models of care for:
  - Chronic obstructive pulmonary disease (COPD)
  - Chronic heart failure
  - Renal supportive care
  - Diabetes high-risk foot services
  - Diabetes inpatient management
  - Osteoarthritis chronic care
  - Osteoporotic re-fracture prevention; and
  - Prevention of falls in hospital.
The annual SNSWLHD Quality Awards recognise and celebrate the remarkable commitment and ingenuity of our staff.

In many cases consumers and families inspire the projects and are part of the innovations that then become nominations for quality awards.

All employees, volunteers and partner agencies are encouraged to participate.

A total of 53 entries were received across 15 categories. The winners of the five peak awards were:

Volunteer of the Year
Tai Chi Leaders Program – Population Health
Tai chi is employed to reduce the risk of falls. More than 600 people in 22 towns participate each week in the sessions led by 37 volunteers.

Staff Member of the Year
Gill van Mastrigt, Delegate MultiPurpose Service
Gill has a strong work ethic, putting residents’ needs and safety first. Through his long-standing experience as a chef, he provides support and guidance to staff in food preparation and presentation and goes above and beyond for residents. His approach to ensuring patient safety is commendable.

Staff Excellence – Collaborative Leader of the Year
Robert Butch Young, mental health consumer advocate, Mental Health, Drug & Alcohol Service
Butch works tirelessly to support consumers who are admitted to inpatient psychiatric units. He provides individual and group support, including managing a meeting for consumers each morning. Butch has overseen the development of a thriving activities program and single-handedly established a library for the units.

His commitment and dedication is unsurpassed, and he openly shares his lived experiences to assist others.

Collaborative Team of the Year
Once More Unto the Breach – Monaro Cluster
The Monaro Cluster was formed in January 2017, bringing four hospitals and four very different emergency departments together as a team who were required to meet a target of 86.7 per cent emergency treatment performance (ETP). A weekly ETP breach meeting was introduced bringing emergency doctors and nurse managers together with management to examine breach data as to why patients were staying longer than four hours in ED. A multidisciplinary team worked collaboratively to significantly improve the ETP and patient satisfaction.

Women in Health – Aboriginal and Torres Strait Islander
Skyan Fernando – Queanbeyan Hospital and Health Service
An Aboriginal health worker and educator, Skyan is involved in a wide range of services that deliver care to local Aboriginal families, and supports staff in their work with Aboriginal people.

She developed several women’s health programs to promote and educate Aboriginal women on the supports available to them in health and the community.

Women in Health – Aboriginal and Torres Strait Islander
Skyan Fernando – Queanbeyan Hospital and Health Service
An Aboriginal health worker and educator, Skyan is involved in a wide range of services that deliver care to local Aboriginal families, and supports staff in their work with Aboriginal people.

She is actively involved as a representative or member of many community initiatives to improve services for the Aboriginal population.
Category Winners

Partnering with Patients
Four Minutes, Anywhere, Anytime: Video Observed Treatment Supervision (VDOTS), Queanbeyan Hospital & Health Service

Delivering Integrated Health Care
A Palliative Care Bereavement Model, SNSWLHD

Patient Safety First
Mrs Dean’s Story, Population Health

Keeping People Healthy
A Person-Centred Approach to Keeping People Healthy and at Home, Crookwell Hospital

Supporting Our People
Supporting Our Managers, SNSWLHD Mental Health, Drug & Alcohol Service

Health Research & Innovation
Developing a Standard Approach to Managing Central Venous Access Devices, SNSWLHD

Golden Angels — Enhancing Dementia and Delirium Acute Care, SNSWLHD

Excellence in the Provision of Mental Health Services
Managing Risk by Co-Design: Introducing Personal Electronic Device Access in Acute Mental Health Units, SNSWLHD Mental Health, Drug & Alcohol Service

Agency for Clinical Innovation Award
Four Minutes, Anywhere, Anytime: Video Observed Treatment Supervision (VDOTS), Queanbeyan Hospital & Health Service

Managing Risk by Co-Design: Introducing Personal Electronic Device Access in Acute Mental Health Units, SNSWLHD Mental Health, Drug & Alcohol Service

Chief Executive Award
Never Stop Quitting: Empowering Mental Health Consumers to Quit, South East Regional Hospital

Board Chair Award
Supporting Our Managers, SNSWLHD Mental Health, Drug & Alcohol Service

FOR MORE INFORMATION ON THE WINNING PROJECTS VISIT

1. Collaborative Team of the Year: Delegate MultiPurpose Service nurse manager Heather Scroop (left), Monaro Cluster general manager Nicola Yates, Cooma acting health service manager Rhonda Stewart, Queanbeyan emergency department nurse unit manager Heather Fairfax, Cooma emergency department nurse unit manager Joann Caldwell and SNSWLHD chief executive Andrew Newton.

2. Women in Health – Aboriginal and Torres Strait Islander: Aboriginal health manager Jackie Jackson (left) with winning Aboriginal health worker Skyan Fernando.

3. Volunteer of the Year: Cooma executive director People and Performance Virginia Cater (left) with volunteers Hamidah Dahlan-Cameron, Peter McLaren, Dorothea Bilbow, Maureen Ryan, and Judith Reid.

4. Staff Excellence – Collaborative Leader of the Year: Executive director SNSWLHD Nursing & Midwifery, and Clinical Governance executive director Julie Mooney with awarded SNSWLHD mental health consumer advocate Butch Young.
Patient food services’ Trina Kreti, of Queanbeyan.
Information technology is critical to the advancement and overall quality of healthcare delivery.

It increases patient safety, decreases medical errors and strengthens the interaction between patients and healthcare providers.

A shared service between Southern NSW and Murrumbidgee local health districts, the information technology unit covers 90 individual sites across two geographically challenging regions.

Key initiatives in SNSWLHD included:

• A review of medical records that remain on paper. Paper-based records contribute to a hybrid record of paper-based and electronic, which can create delays in viewing past medical treatments and outcomes as part of a clinical review

• My Health Record/HealtheNet which now has information from pathology and medical imaging results automatically populating the portal. It will ultimately provide further information for the patient at their fingertips as well as to their supporting health network

• A new electronic information system across the LHD for oral health and maternity services further digitising patient records and providing secure, accessible patient information to clinicians when required

• Optimising our electronic medical record (eMR) which has been a major initiative, providing training and development by clinicians, for clinicians at every site throughout the LHD

• Electronic medication management which is the single largest change in terms of electronic medical records and patient safety for SNSWLHD. Scheduled for roll-out in late 2018, the system build, which has involved our clinicians, has been complex

• Guest and patient WiFi which was implemented in our two largest hospitals at Bega and Goulburn. The service is free for general internet usage, with the ability to pay for increased bandwidth for movies and video; and

• The redevelopment of the SNSWLHD website in consultation with internal and external stakeholders. The website is the digital front door to our LHD, the services we provide, and the opportunities that exist to engage with us.
Nurse Tamara Beasley, of Bega.
We are one of the largest employers in the south east and tablelands.

OUR STAFF

Southern NSW Local Health District provides numerous employment opportunities for members of the community and those who relocate to benefit from the diverse regional lifestyle.

The LHD is one of the largest employers in the south east and tablelands. During 2017-18 the workforce comprised nearly 3000 individuals totalling 2243 full time equivalents (FTEs) across more than 20 sites.

Our mission is to deliver healthcare that matters.

Strategies to improve workplace culture include defining behaviour expectations in performance and development plans.

SNSWLHD’s CORE values are collaboration, openness, respect and empowerment created by employees to inspire positive interactions in the workplace.

CORE Chat, a program empowering staff to take responsibility for identifying practical solutions for workplace challenges, was rolled out.

Our staff are invested in their workplace. Several employees have up to 50 years of service, with the average being eight years.

Staff turnover reduced from 19 per cent in 2016-2017 to 7 per cent in 2017-2018 due to several strategies including those that promote a sustainable work-life balance.

The SNSWLHD Work Health Safety & Wellbeing Framework 2018-22, finalised after extensive consultation, demonstrates our commitment to maintaining a safe and healthy working environment for employees, patients and visitors.

More than 1740 staff were vaccinated against influenza.

The Innovate Reconciliation Action Plan (RAP) was developed, providing a framework for our organisation to support national reconciliation.

It includes practical actions that will drive SNSWLHD’s contribution to reconciliation internally and in the communities in which we operate.

There were 220,516 occasions of online training; nine staff graduated from the Clinical Excellence Commission’s (CEC) Foundational Clinical Leadership Program; 90 per cent of employees completed Respecting the Difference training; and 2528 staff undertook the Acts of Kindness program.
1. (page 38) Dr George Chimpanda (left), community health nurse Debra Bailey, and endorsed enrolled nurse Robyn Sproates from Yass District Hospital.

2. (page 39) Clinical nurse consultant Margaret Pickford (left), social worker Kellie McLaughlin and mental health consumer advocate Sandra Morgan.

3. ANU medical student Rachael McCormick and Hilary McArthur at South East Regional Hospital, Bega.

4. Food and Patient Support Services’ Debra Hodgson, Susan Stuart and Lorna Apps.

5. Nurses Igor Lutsker, Katrina White, Michele Cooke, and Tamara Francis in the Goulburn Base Hospital operating theatre.


7. Student registered nurse Clancy Morrison at Pambula.

8. Administration supervisor Nicole Saunders at Batemans Bay District Hospital.

9. Resident Enid Stewart with health support services Lilianne Ber at Delegate MultiPurpose Service.


11. Dr Vimbai Kapuva with nurses Leah Lloyd and Anna Witt at Yass District Hospital.

12. VMOs Dr Justin Sissing and Dr Johanna Kovats at Crookwell District Hospital.
The members of the SNSWLHD Board are appointed by the NSW Minister for Health 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:
• Health Care Quality Committee
• Performance Committee
• Audit and Risk Committee
• Medical and Dental Appointments Advisory Committee

**Invitenees**
The following invitees participate in agenda items relating to their areas of expertise: Andrew Newton, chief executive SNSWLHD, and Julie Mooney, executive director Nursing & Midwifery and Clinical Governance.

*As at June 30 2018

**Jenny Symons served as chair of the SNSWLHD Board from July - August 2017.
Dr Brian Tugwell  
MBBS, FRACGP, GradDip Anaesthetics, GradDip Tropical Medicine and Hygiene  

Brian has been a general practitioner visiting medical officer in Cooma 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 in Cooma. Brian joined the SNSWLHD Board in 2015 and is a board representative on the Cooma Community Consultation Committee.

Elizabeth Hoskins  
BA Bus Acctg Ec, CPA  

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 honorary roles that focus 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.

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

Ken is a highly skilled senior manager 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. Ken has been a member of eight audit, risk or finance committees, chairing three. Specific industry experience includes an Australian Prudential Regulation Authority (APRA) regulated credit union, community housing, and public sector boards and committees. Ken is a member of the SNSWLHD Performance Committee, and Audit and Risk Committee.
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.

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.

Geoff Kettle

Geoff was appointed to the SNSWLHD Board in 2015 and is its representative on the Goulburn Community Consultation Committee. A self-employed community and stakeholder engagement consultant, he is proactive in the local community. Geoff is a former mayor of Goulburn Mulwaree Council, a member of the Goulburn Chamber of Commerce, the International Police Association, and the Australian Institute of Company Directors. He is chair of the board of Endeavour Industries Goulburn.
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.

Dr Pavan Bhandari  
MBBS (Hons) FRANZCP

Pavan is a psychiatrist and is clinical director of the LHD’s Mental Health, Drug & 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.

Russell Schneider  
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.
Our Executive Leadership Team*

The members of the SNSWLHD executive, individually and as a committee, support the chief executive to lead, direct, coordinate and control the operations and performance of the local health district.

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

Andrew Newton*
RGN, M HM, GDPA, B HlthSc (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, governance and partnerships. Andrew has significant experience in health service delivery across NSW, strategic and operational leadership, and in capital development and implementation.

Andrew Elliott
B InfoTech, MMgmt, SAPBI

Chief Information Officer
Andrew leads all facets of information communications technology across two geographically challenging local health districts – Southern NSW, and Murrumbidgee, incorporating 90 sites. Prior to entering public healthcare in 2016, Andrew’s 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.

1. Janet Compton was chief executive from July - August 2017. Julie Mooney was acting chief executive from August - November 2017
2. Michelle Arrowsmith was the executive director Clinical Operations until June 2018

Graeme Sloane was the executive director Clinical Governance and Organisational Effectiveness to January 2018

*As at June 30 2018
Colin Weeks
BCompt, MAICD
Executive Director Finance and Corporate Services
Colin is responsible for the financial management and compliance of SNSWLHD, and corporate services. His strong commercial and financial background includes senior financial roles across a range of industries over the past 26 years. The past 15 years have seen him focus on the health sector in executive financial management positions in New Zealand and Australia. He holds a Bachelor of Accounting Science and is a member of the Australian Institute of Company Directors.

Cherie Puckett²
RGN, MN, BSc Nursing, Dip Nursing Sc, Grad Cert Adv Practice, Dip BM
Director Mental Health and Drug & Alcohol
Acting Executive Director Clinical Operations
Cherie is accountable for the operational performance of mental health, drug & alcohol, cancer, palliative care, renal and breast screening services. Cherie is a registered nurse with 30 years of experience in private and public health, community and aged care in management and education roles. Her leadership and clinical skills support her operational responsibilities.

David Hohnke
MBA, DipCRB
General Manager Media & Corporate Communications
David leads the media and communications strategy and operations across the LHD. The position encompasses patient experience and community engagement. A senior manager and strategist, David has more than 20 years’ 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.
Julie Mooney  
RGN, RPN, Grad Dip (Health Policy and Management), M Sc (Mental Health), M Sc (Forensic Mental Health)

Executive 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.

Dr Dennis Pisk  
MBBS, MHA, FRACMA

Executive 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.

Virginia Cater  
RN, RM, RNDD, BHSc (Nursing), MHM, Dip HRM

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.
OUR PARTNERS, OUR SUPPORTERS

Volunteers Cherie Buchert (left) and Anna Hutchinson, of Moruya.
SNSWLHD is committed to working in partnership with community members, consumers and key organisations in decisions about planning, delivering and evaluating healthcare leading to better quality, safety and patient outcomes.

Strong established relationships with organisations such as the South Eastern NSW Primary Health Network COORDINARE, the Australian National University, Canberra University, NSW Health agencies, ACT and Sydney tertiary referral hospitals, and the Katungul Aboriginal Community Corporation and Medical Service provide opportunities for new approaches to service delivery.

SNSWLHD is unique in that it does not have a tertiary level hospital and relies on the ACT for several specialties such as cancer, renal and critical care.

Western Sydney Local Health District provides highly specialised palliative care to our residents. The program provides professional development for our clinicians and local GPs.

We have partnered with St Vincent’s Hospital, Sydney for pain management services. The initiative delivers multidisciplinary pain management clinics to patients by telehealth technology.

The program links our clinicians and GPs with specialist staff who provide education, support and training enabling early intervention and best practice treatment to reduce the burden of pain for individuals.

Our close relationship with COORDINARE has and will continue to realise many shared initiatives including HealthPathways.

HealthPathways is an online health information portal for GPs. It is used in patient consultations to support better linkages between the patient’s family doctor and our services. More than 400 HealthPathways have been developed to assist local GPs.

Eurobodalla Health Service partners with Katungul Aboriginal Corporation to meet the medical needs of the Aboriginal community including integrated team care for chronic disease, eye health, and otitis media.

Our award-winning dementia and delirium volunteers program, providing one-on-one practical assistance and emotional support for affected inpatients, is the result of 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.

Patients, families, carers and community members are integral to the way we shape and grow our local health services.

We actively encourage communities across the LHD to partner with us to assist in delivering the best available care now and plan for the future.

Their contribution is essential, enabling us to provide services that are patient-centred and improvements that meet community expectations.

They guide the local health district in designing healthcare that is most appropriate for the communities within our region.
Taking a patient-centred approach to healthcare means we treat each person respectfully.

Involving patients, families, carers and community members in our governance, quality and safety processes and in the way we design care and services is central.

They inform our models of care enabling healthcare that is accessible for all.

**Community Consultation Committees**

Eleven community consultation committees (CCC) bring the community voice to the table to continually improve service delivery.

They advocate for patients, families and carers as well as ensuring their community has safe and timely access to public healthcare services.

Membership of the CCCs is a mix of residents, staff representatives, site executive and board members.

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

Their involvement and influence is significant from service and facility redesign to holding health expos, developing resources such as a booklet to record an individual's or family's personal financial, legal and other key information in the event of their death so their next of kin or family friend can finalise their affairs.

The Crookwell CCC identified the need for a community mental health outreach worker for its youth and raised the funds to support the service in the Upper Lachlan Shire.

**Volunteers and Donors**

SNSWLHD recognises the generosity of those who tirelessly give of themselves providing patient comforts, and raising funds to make a difference.

Our volunteer workforce donated their time to support individual sites in a wide range of areas including falls prevention, spiritual care, and garden maintenance.

More than 60 volunteers, 12 hospital auxiliaries, community and service organisations such as local Rotary and Lions clubs, businesses, the Commonwealth Bank Employees Association, and the BDCU Alliance Bank Goulburn Hospital Fundraising Committee Inc, and the New Born Intensive Care Foundation contributed valuable time and money to their local health services, raising funds for patient comforts and equipment.

More than 40,000 volunteer hours was spent raising more than $500,000 during the past year through events such as trivia nights, dancing competitions, and sausage sizzles.

Local businesses, service organisations and the community raised $1 million for carers' accommodation at South East Regional Hospital. The past financial year saw the completion and handover of phase one of the project.

The home away from home was named Booraja House following consultation with the Bega Local Aboriginal Land Council and Bega Valley Shire Council.

The name incorporates mind, body and soul and the past present and future, representing three circles.

Following an application by Bega Lions Club to the Lions Clubs International Foundation, a grant of $130,000 towards phase two of the development was announced in January.

1. Clinical nurse educator Danny Ferrara and student nurse Alyse Ayling.
2. Doctors David Clark (centre) and Harry Irving instruct medical students Rachael McCormick (left) and Hilary McArthur.
3. Dementia and delirium volunteer Ellen Seaman, of Goulburn.
4. Project manager Chris Ball at Booraja House.

© Alasdair McDonald - Bega District News.
Health information clerks Tamara Hone (left) and Jan De Vries, Queanbeyan.
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

Manager Accreditation & Risk
Simone Blay

Clinical Operations

Acting Executive Director Clinical Operations
Cherie Puckett

Northern Cluster

Cluster General Manager
Denis Thomas

Acting Director Medical Services
Dr Simrat Sachdev

Acting Chief Pharmacist
Dang Nguyen

Manager Medical Imaging
Jens Loberg

Project Lead Goulburn Hospital and Health Service Redevelopment
Kerry Hort

Goulburn Base Hospital
Acting Director Nursing & Midwifery
Cheryl Tozer

Acting Deputy Director Nursing & Midwifery
Peter Leach

Administration Services Manager
Kate Rice

Nurse Unit Manager Emergency Department
Ainslie Tozer

Acting Nurse Unit Manager Theatre
Chloe Barnes

Manager Patient Support Services
David White

Nurse Unit Manager Medical Ward
Helen Caddie

After Hours Nurse Manager
Larissa Manning

Nurse Unit Manager Sub-Acute Rehabilitation Unit
Leanne Rayner

Nurse Unit Manager Maternity & Paediatrics
Liz Simpson

Nurse Unit Manager Surgical Ward
Kerry Sebo

Acting Nurse Unit Manager Intensive Care Unit
Rebecca Moon

Nurse Unit Manager Renal
Tracy Sampson

Acting Nurse Manager Community Health
Vanessa Chapman

Acting Infection Control Officer
Lauren Hogan

Bourke Street Health Services
Senior Nurse Manager
John Gale

Braidwood MultiPurpose Service
Senior Nurse Manager
Patricia Hemler

Coomabell Health Services
Senior Nurse Manager
Mona Timo

Yass Health Services
Acting Health Service Manager
Pauline Murtagh

Monaro Cluster

Cluster General Manager
Nicola Yates

Acting Director Medical Services
Dr Simrat Sachdev

Queanbeyan Health Service
Director Nursing & Midwifery
Acting Health Service Manager
Harry Williams

Director Emergency Department
Dr Daniel Smith

Cancer Services Manager
Nick Wulcox

Nurse Unit Manager Emergency Department
Heather Fairfax

Nurse Unit Manager Inpatient Unit and Close Observation Unit
Kassandra Packwood

Nurse Unit Manager Maternity
Amanda Sibley

Nurse Unit Manager Theatre
Della Trute

Nurse Unit Manager Renal
Barbara Harvie

Cooma Hospital & Health Service
Acting Health Service Manager
Rhonda Stewart

Acute Services Manager
Kirsti Dixon

Nurse Unit Manager Emergency Department
Joann Caldwell

Nurse Unit Manager Inpatient Unit
Anja de Ruyter

Nurse Unit Manager Renal
Lyn Nichols

Nurse Unit Manager Community Nursing Health and Oncology
Kirsten Herbert

Bombala MultiPurpose Service
Senior Nurse Manager
Rhonda Stewart

Nurse Manager
Julie Mann

Delegate MultiPurpose Service
Senior Nurse Manager
Rhonda Stewart

Nurse Manager
Heather Scroope

*As at June 30 2018
**Eurobodalla Cluster**

Cluster General Manager  
Lisa Kennedy

Director Medical Services  
Dr Belinda Doherty

Director Nursing & Midwifery  
Leanne Ovington

Acting Deputy Director Nursing & Midwifery/Nurse Manager Moruya  
Andrea White/Chris Wood

Nurse Manager Batemans Bay  
Lisa Wilson

Nursing Unit Manager Batemans Bay Ward  
Rebekah O’Reilly

Nursing Unit Manager Moruya Surgical Ward  
Jim Herford

Nursing Manager Perioperative Services  
Marie Loudon

Nursing Unit Manager Perioperative Services  
Jean Head

Nursing Unit Manager Critical Care  
Sharon Howell

Nursing Unit Manager Acting Renal  
Linda Cox

Nursing Unit Manager Sub-Acute Rehabilitation  
Jason Mook

Midwifery Unit Manager  
Claudia Stevenson

Director Emergency Department  
Dr Kirsty Dunn

Sessional VMO – Anaesthetics  
Dr Kirryn Lowe

Nurse Manager Community Nursing  
Ruth Snowball

Nursing Unit Manager Oncology  
Tracy Blake

Chief Physiotherapist  
Gretchen Buck

Senior Occupational Therapist  
Lisa Reade

Senior Dietitian  
Anna Jolly

Medical Imaging Manager  
Phil Carter

Senior Speech Pathologist  
Miriam Staker/Sharon Newman

Chief Pharmacist  
David Quinn

Coordinator Transitional Aged Care Program  
Kerri Carmichael

Finance and Business Manager  
Ben Wright

---

**Bega Valley Cluster**

Cluster General Manager  
Wendy Hubbard

Director Medical Services  
Dr Rodney Lambert

**South East Regional Hospital**

Director Nursing & Midwifery  
Nicole Tate

Director General Surgery  
Associate Professor Allen-John Collins

Director Anaesthetics  
Dr Graeme Gibson

Director Obstetrics & Gynaecology  
Associate Professor Allen-John Collins

Director Emergency Department  
Kreya Eves

Nurse Unit Manager Critical Care  
Maree Gurton

Nurse Unit Manager Medical Ward  
Tracey Kelley

Nurse Unit Manager Paediatrics  
Shannon Mead

Nurse Unit Manager Surgical  
Amy Bennett

Nurse Unit Manager Maternity  
Hannah Bird

Nurse Unit Manager Hospital in the Home  
Wendy Grealy

Acting Nurse Unit Manager Renal  
Chloe Bennett

---

**Ambulatory & Integrated Care Cluster**

Cluster General Manager  
Lou Fox

---

*As at June 30 2018*
Director Public Health MLHD and SNSWLHD
Tracey Oakman

District Advisor Dietetics
Lyn Lace

District Advisor Occupational Therapy
Claire Blewett

District Advisor Physiotherapy
David Schmidt

District Advisor Social Work
Sharon Mildwater

District Advisor Speech Pathology
Andrea Cuadra

District Allied Health Educator
Megan Kurtz

Rural Allied Health Assistant Coordinator
Jenni Devine

Manager Aboriginal Health
Jackie Jackson

Manager Aged and Chronic Care
Anka Radmanovich

Coordinator HealthPathways
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, Queanbeyan
Dorothy Nicholson

Community Nurse Unit Manager, Cooma
Julie Spring

Aboriginal Health Team Leader, Tablelands
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

Mental Health, Drug & Alcohol
Director Mental Health, Drug & Alcohol
Cherie Puckett

Clinical Director Mental Health
Dr Pavan Bhandari

Clinical Director Drug & Alcohol
Dr Ken Curry

Manager Mental Health Inpatient Services
Tim Leggett

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

Mental Health, Drug & Alcohol Governance Manager
Gabrielle Mulcahy

Strategic Coordinator Consumer Participation
Anne Francis

MHDA Manager, Policy & Clinical Redesign
Melissa Keith

Aboriginal Clinical Lead
Steve Young

Nurse Unit Manager Chisolm Ross
Peta Kleinig

Acting Nurse Manager Mental Health Inpatient Services, Kenmore
Joanne Brown

Nurse Unit Manager Ron Hemmings Unit
Emily Bunt

Eating Disorders Coordinator
Monique Perkins

Team Manager Cooma Mental Health Drug & Alcohol
Kira Van Klink

Clinical Lead Child & Adolescent Mental Health, Eurobodalla
Jodie Quinlern

Nurse Manager MHDA, Bega
Fiona Burns

Nurse Unit Manager Psychogeriatric Unit and Dementia Support Unit
Anna Smith

Acting Triage and Emergency Care Support (TECS) Manager/Psychologist
Chantel Ashkar

Business and Information Manager MHDA
Stuart Horner

Nursing, Midwifery & Clinical Governance
Executive Director Nursing, Midwifery & Clinical Governance
Julie Mooney

Nursing & Midwifery
Acting Nurse Manager Leadership & Development
Judy Ryall

Nurse Manager Initiatives & Projects
Dot Hughes

Manager Nursing Workforce & Policy
Kay Morris

Cancer Services Manager
Nick Wilcox

*As at June 30 2018
Clinical Governance
Deputy Director Clinical Governance
Tony Robben
General Manager Quality Systems
Tracey Elkins

Medical Services
Executive Director Medical Services
Dr Dennis Pisk
Chair Medical & Dental Appointments Advisory Committee
Dr David Dumbrell
Director Pharmacy
Gabrielle Couch
Director Critical Care
Dr Trish Saccasan-Whelan
Director Trauma
Oran Rigby
Acting Manager Medical Workforce
Mellissa Ellis

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

Finance & Corporate Services
Executive Director Finance & Corporate Services
Colin Weeks
General Manager Financial Operations
Anupam Malhotra
General Manager Financial Management
Glenn Cooper
General Manager Supply Chain & Transport
Gary Wright

Information Services
Chief Information Officer
Andrew Elliott
Application Support Team Leader
Tanya John
eMR Team Leader
Rebecca Woods
Radiology Information System-Picture Archiving and Communication System Laurence Walker
Corporate Information Manager
Genevieve Doyle
Integration Officer
Robert Schultz
Operations Manager
Ben Roberts
Risk Manager & Security
Maria Lo Bartolo
eHealth Implementation Lead SNSWLHD
Katie Jefferson
ICT Project Manager
Louise Tan

Media & Communications
General Manager Media & Corporate Communications
David Hohnke
Media Manager
Penny Sills
Manager, Ministerial Liaison
Estelle Blackburn
Manager Community Engagement
Renata Sheehan
Major Capital Works
Communications Manager
Rebecca Bergman

SNSWLHD Redevelopment
Senior Management
Executive Director Nursing, Midwifery & Clinical Governance
Julie Mooney

Cooma Hospital Redevelopment
Monaro Cluster General Manager
Nicola Yates

Goulburn Hospital and Health Service Redevelopment
Northern Cluster General Manager
Denis Thomas
GHHSR Project Lead
Kerry Hort

Yass Hospital Redevelopment
Braidwood MultiPurpose Service Redevelopment
Northern Cluster General Manager
Denis Thomas

Individuals & Teams Celebrated
NSW Women of the Year Awards
2018 Local Woman of the Year
Kerry Hort, program lead, Goulburn Hospital and Health Service Redevelopment, for her services to Goulburn and Crookwell health sectors

Eurobodalla NAIDOC Employee of the Year
Jodie Rose-Cotter, Aboriginal health worker, Building Strong Foundations

Eurobodalla NAIDOC Trainee of the year
Nakia Morton-Stewart, school-based trainee

National Institute for Dementia Research Australian Dementia Forum
Cath Bateman, SNWSLHD dementia clinical nurse consultant, and Annaliese Blair, Mental Health, Drug & Alcohol psychologist for Best Poster Presentation

NSW Premier’s Award
BDCU Goulburn Hospital Foundation for outstanding fundraising efforts

ACT Quality Award
One Patient One Record
The ACT and Southern NSW renal network. SNSWLHD team: Linda McCorriston, Cherie Puckett, Andrew Elliott, Gabrielle Couch, Robyn Lunt

*As at June 30 2018
SNSWLHD 2018 Quality Award Winners

Volunteer of the Year
Tai Chi Leaders Program
SNSWLHD Population Health: Hamidah Dahlan-Cameron, Peter McLaren, Sue Hinson, Judith Reid, Maureen Ryan, Gayle Cross, Diane Johnston, Dorothea Bilbow, Jacqui Van Weel, Margaret Croker and Ruth Doggett

Staff Member of the Year
Gill van Mastrigt, Delegate MultiPurpose Service

Staff Excellence – Collaborative Leader of the Year
Robert Butch Young, mental health consumer advocate, Mental Health, Drug & Alcohol Service

Collaborative Team of the Year
Once More Unto the Breach
Monaro Cluster: Nicola Yates, Harry Williams, Rhonda Stewart, Heather Fairfax, Joann Caldwell, Heath Scroope, Dr Daniel Smith, Dr Deepak Puri

Women in Health – Aboriginal and Torres Strait Islander
Queanbeyan Hospital and Health Service: Skyan Fernando

Partnering with Patients
Four Minutes, Anywhere, Anytime: Video Observed Treatment Supervision (VDOTS)
Queanbeyan Hospital & Health Service: Dot Nicholson, Denise Smillie, Catherine McKenna, Queanbeyan community nursing team

Delivering Integrated Health Care
A Palliative Care Bereavement Model
SNSWLHD: Judy Ryall, Kristy Wilson, Linda McCroriston, Melissa Mudie, and Sherri-Leigh Bayliss

Golden Angels - Enhancing Dementia and Delirium Acute Care
SNSWLHD: Cath Bateman, Annaliese Blair, Katrina Anderson, Maria Zylinski, Peter Davis, Brigid Crosbie, Kirsten Herbert, Chantelle Tiskins

Excellence in the Provision of Mental Health Services
Managing Risk by Co-Design: Introducing Personal Electronic Device Access in Acute Mental Health Units
SNSWLHD Mental Health, Drug & Alcohol Service staff, volunteers, consumers: Anne Francis, Robert Butch Young, Tim Leggett, Dr Pavan Bhandari, Peta Kleining, Joanne Brown, Anita Bizotto, Gabrielle Mulcahy

Agency for Clinical Innovation Award
Four Minutes, Anywhere, Anytime: Video Observed Treatment Supervision (VDOTS)
Queanbeyan Hospital & Health Service: Dot Nicholson, Denise Smillie, Catherine McKenna, Queanbeyan community nursing team

Managing Risk by Co-Design: Introducing Personal Electronic Device Access in Acute Mental Health Units
SNSWLHD Mental Health, Drug & Alcohol Service staff, volunteers, consumers: Anne Francis, Robert Butch Young, Tim Leggett, Dr Pavan Bhandari, Peta Kleining, Joanne Brown, Anita Bizotto, Gabrielle Mulcahy

Chief Executive Award
Never Stop Quitting: Empowering Mental Health Consumers to Quit
South East Regional Hospital: Anita Bizzotto, Dr Tanya Ahmed, Erin Evans, Clancy Tucker, mental health inpatient unit staff

Board Chair Award
Supporting our Managers
SNSWLHD Mental Health, Drug & Alcohol Service: Gabrielle Mulcahy, Danielle Hansen, and Netty Swinburne Mepham

Community Consultation Committees
Bega
Chair, Ann Mawhinney
Jason Lewington
Colin Dunn
Jennifer Dessen
Sharon Tapscoot

Bombala
Chair, Chris Philbrick
Anna Vincent
Geraldine Dyer
Simone Hillyer
Trudie Joseph
Tracey Romans

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

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

Crookwell
Chair, Jo Agostini
Dianne Layden
Jo Marshall
Joyce Edwards
Pam Kensit

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

Eurobodalla
Chair, Brad Rossiter
Blanca Coffey
Christine Smith
Leah Milton
Linda Brown
Robyn Miller

*As at June 30 2018
Our Healthcare Facilities

Your Healthcare Facilities

Organisations during 2017-18 including:

- Alzheimer's Australia
- Anglicare
- Arts Health Institute
- Aspire4Life
- Australian Breastfeeding Association
- Australian College for Emergency Medicine
- Australian Dental Association
- Australian Health Practitioner Regulation Agency
- Australian Medical Association
- Australian Men's Shed Association
- Australian National University
- Australian Salaried Medical Officers' Federation
- Bega Valley Shire Council
- BDCU Alliance Bank Goulburn Hospital Fundraising Inc
- Bureau of Health Information
- Calvary Public Hospital, Bruce Campus
- Canberra Hospital
- Cancer Council Australia
- Cancer Institute NSW
- Capital Health Network
- Castie's Place
- Charles Sturt University
- Clinical Excellence Commission
- Cognitive Decline Partnership Centre
- Commonwealth Department of Health
- Community Options Australia Ltd
- COORDINARE, South Eastern NSW
- Primary Health Network
- Dementia Australia
- Directions
- eHealth NSW
- Eurobodalla Shire Council
- Everyman
- Goulburn Mulwaree Council
- Grand Pacific Health
- Gunnin Early Learning Centre
- Health Care Complaints Commission
- Health Consumers NSW
- Health Infrastructure
- Health Services Union
- Health Education Training Institute
- HealthShare NSW
- Housing NSW
- Hutchinson Builders
- Illawarra Shoalhaven Local Health District
- Jindabyne Medical Practice
- Joint Investigative Response Task Force
- Justice Health and Forensic Mental Health Network
- Karralika
- Katungul Aboriginal Community Corporation and Medical Service
- KinCare
- Monaro Committee for Cancer Research
- Murrumbidgee Local Health District
- Newborn and Paediatric Emergency Transport Service
- NSW Health Pathology
- NSW Ambulance
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Premier & Cabinet
- NSW Department of Primary Industries
- NSW Industrial Relations Commission
- NSW Juvenile Justice
- NSW Kids and Families
- NSW Mental Health Commission
- NSW Ministry of Health
- NSW Police Force
- NSW Nurses and Midwives' Association
- NSW Volunteering
- Pershier Medical Centre
- Queanbeyan-Palerang Regional Council
- Royal Australian College of Surgeons
- Royal Far West Children's Health Scheme
- Schizophrenia Fellowship NSW
- Snowy Monaro Regional Council
- Southcare
- South East Arts Inc
- South Western Sydney Local Health District
- Stroke Foundation
- Stroke Recovery Association
- St Vincent's Hospital, Sydney
- TAFE NSW
- The Australian Commission on Safety and Quality in Healthcare
- The Australian Council on Healthcare Standards
- The Australian and New Zealand College of Anaesthetists
- The Royal Australian College of General Practitioners
- The Royal Australian and New Zealand College of Obstetricians and Gynaecologists
- The Royal Australian and New Zealand College of Psychiatrists
- The Royal Australasian College of Medical Administrators
- The Royal Australasian College of Physicians
- The University of Sydney
- Thredbo Medical Centre
- Tresillian
- United Hospital Auxiliaries of NSW
- Uniting Care
- University of Canberra
- University of Wollongong
- Upper Lachlan Shire Council
- Warrigal Care
- Western Sydney Local Health District
- Yass Valley Council

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 2017-18 including:

- ACT Health
- Agency for Clinical Innovation
- Albion Centre, South East Sydney LHD
- Arts Health Institute
- Aspire4Life
- Australian Breastfeeding Association
- Australian College for Emergency Medicine
- Australian Dental Association
- Australian Health Practitioner Regulation Agency
- Australian Medical Association
- Australian Men's Shed Association
- Australian National University
- Australian Salaried Medical Officers' Federation
- Bega Valley Shire Council
- BDCU Alliance Bank Goulburn Hospital Fundraising Inc
- Bureau of Health Information
- Calvary Public Hospital, Bruce Campus
- Canberra Hospital
- Cancer Council Australia
- Cancer Institute NSW
- Capital Health Network
- Castie's Place
- Charles Sturt University
- Clinical Excellence Commission
- Cognitive Decline Partnership Centre
- Commonwealth Department of Health
- Community Options Australia Ltd
- COORDINARE, South Eastern NSW
- Primary Health Network
- Dementia Australia
- Directions
- eHealth NSW
- Eurobodalla Shire Council
- Everyman
- Goulburn Mulwaree Council
- Grand Pacific Health
- Gunnin Early Learning Centre
- Health Care Complaints Commission
- Health Consumers NSW
- Health Infrastructure
- Health Services Union
- Health Education Training Institute
- HealthShare NSW
- Housing NSW
- Hutchinson Builders
- Illawarra Shoalhaven Local Health District
- Jindabyne Medical Practice
- Joint Investigative Response Task Force
- Justice Health and Forensic Mental Health Network
- Karralika
- Katungul Aboriginal Community Corporation and Medical Service
- KinCare
- Monaro Committee for Cancer Research
- Murrumbidgee Local Health District
- Newborn and Paediatric Emergency Transport Service
- NSW Health Pathology
- NSW Ambulance
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Premier & Cabinet
- NSW Department of Primary Industries
- NSW Industrial Relations Commission
- NSW Juvenile Justice
- NSW Kids and Families
- NSW Mental Health Commission
- NSW Ministry of Health
- NSW Police Force
- NSW Nurses and Midwives' Association
- NSW Volunteering
- Pershier Medical Centre
- Queanbeyan-Palerang Regional Council
- Royal Australian College of Surgeons
- Royal Far West Children's Health Scheme
- Schizophrenia Fellowship NSW
- Snowy Monaro Regional Council
- Southcare
- South East Arts Inc
- South Western Sydney Local Health District
- Stroke Foundation
- Stroke Recovery Association
- St Vincent's Hospital, Sydney
- TAFE NSW
- The Australian Commission on Safety and Quality in Healthcare
- The Australian Council on Healthcare Standards
- The Australian and New Zealand College of Anaesthetists
- The Royal Australian College of General Practitioners
- The Royal Australian and New Zealand College of Obstetricians and Gynaecologists
- The Royal Australian and New Zealand College of Psychiatrists
- The Royal Australasian College of Medical Administrators
- The Royal Australasian College of Physicians
- The University of Sydney
- Thredbo Medical Centre
- Tresillian
- United Hospital Auxiliaries of NSW
- Uniting Care
- University of Canberra
- University of Wollongong
- Upper Lachlan Shire Council
- Warrigal Care
- Western Sydney Local Health District
- Yass Valley Council

*As at June 30 2018
APPENDIX C
LOCATION DIRECTORY*

Public Hospitals

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

Cooma Hospital
Bent St, Cooma NSW 2630
Ph: (02) 6455 3222  Fax: (02) 6452 2117

Cooma District Hospital
19 Kialla Rd, Cooma NSW 2583
Ph: (02) 4837 5000  Fax: (02) 4832 2099

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

Queanbeyan Hospital
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) 6492 9620

Yass District Hospital
145 Meehan St, Yass NSW 2582
Ph: (02) 6220 2111

Chisholm Ross Centre
Cnr Faithful & Clifford Sts, Goulburn NSW 2580
Ph: (02) 4827 3003

Kenmore Hospital
209 Taralga Rd, Goulburn NSW 2580
Ph: (02) 4827 3303

MultiPurpose Services

Bombala MultiPurpose Service
Wellington St, Bombala NSW 2632
Ph: (02) 6458 5777  Fax: (02) 6458 5767

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

Delegate MultiPurpose Service
15 Craige 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

South East Regional Hospital Community Health Centre
4 Virginia Drive, Bega NSW 2550
Ph: (02) 6492 9620

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

Bourke St 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 1566

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

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

Chisholm Ross Centre
Cnr Faithful & Clifford Sts, Goulburn NSW 2580
Ph: (02) 4827 3003

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

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

*As at June 30 2018
Our Healthcare Facilities

Specialty Services

Building the Future

Patient Safety & Innovation

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

Queanbeyan Hospital Renal Unit
Queanbeyan Hospital Campus, Antill St, Queanbeyan NSW 2620
Ph: (02) 6150 7320  Fax: (02) 6298 1045

SNSWLHD Administration
Peppertree Lodge, Queanbeyan Hospital Campus, Collett St, Queanbeyan NSW 2620
Ph: (02) 6150 7999  Fax: (02) 6150 7373

APPENDIX D
ABBREVIATIONS AND GLOSSARY

ACT
Australian Capital Territory

AMIHS
Aboriginal Maternal Infant Health Service

ANU
Australian National University

APRA
Australian Prudential Regulation Authority

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

CAMHS
Child and adolescent mental health services

CCC
Community consultation committees

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

CT
Computed tomography

ED
Emergency department

eMR/EMR
Electronic medical record

ETP
Emergency treatment performance

FTE
Full time equivalent

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

GP
General practitioner

HCF
Hospital Contributions Fund

HETI
Health Education Training Institute

HIE
NSW Health Information Exchange

ICT
Information and communication technology

ICU
Intensive care unit

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
PHOTOGRAPHY

David Hohnke, general manager, Media & Corporate Communications, SNSWLHD.

Board and Executive portraits, Sean Davey.

Nurse Melanie Bradley.

BACK COVER:
Perioperative nurse manager Lucie Phelan and anaesthetist Dr Brendan Smith.