

Sydney South West Area Health Service

Year in Review 2008/09



Head Office

Liverpool Hospital (Eastern Campus)
Elizabeth Street, Liverpool NSW 2170

Mailing Address

Locked Mail Bag 7017
Liverpool BC 1871

Telephone: 61 2 9828 5700

Fax: 61 2 9828 5769

Email: sswahs.esu@sswahs.nsw.gov.au

Website: www.sswahs.nsw.gov.au

Hours of operation: 8.30am – 5.00pm Monday - Friday
For further introductory details see map on page 4.

Contents

Chief Executive's message	2	Tresillian Family Care Centres	21
Locations	4	Community Health.....	22
Purpose and goals.....	5	Allied Health	23
Health service profile.....	6	Drug Health services	24
Highlights	8	Mental Health services	26
Selected activity levels and useful links	9	Department of Forensic Medicine.....	27
Balmain Hospital	10	Nursing and midwifery services	28
Bankstown-Lidcombe Hospital	11	Oral Health Services	30
Bowral and District Hospital	12	Population Health	31
Camden and Campbelltown Hospitals	13	Capital works.....	32
Canterbury Hospital	15	Organisational chart.....	34
Concord Repatriation General Hospital	16	Executive	36
Fairfield Hospital	17	Teaching and Training Initiatives, Staff profile	37
Liverpool Hospital	18	Area Community Participation	38
Royal Prince Alfred Hospital	19	Area Health Advisory Council.....	39
Karitane.....	20	Volunteers and Donations.....	40
		Fundraising and Sponsorship.....	41

Chief Executive Year in Review



2008-09 has been another exciting year for Sydney South West Area Health Service (SSWAHS) with the commencement and completion of a number of programs, one of the largest of which is the work underway as part of *Caring Together*, the Government's response to Commissioner Garling's Inquiry into healthcare in NSW.

SSWAHS formed four high level implementation teams to coordinate the implementation of the *Caring Together* recommendations. Some key achievements to date include:

- Executive Medical Directors appointed at each facility
- Best practice induction for overseas qualified doctors and nurses
- Allied Health Coordinators appointed at each facility
- Enhancement of the pharmacy workforce
- Casual medical staff training and education
- Elimination of mixed gender based rooms

SSWAHS continued its capital works program in 2008-09. The largest project is the Liverpool Hospital \$390 million Stage 2 redevelopment which has progressed well over the past year and is on schedule. Stage 2 Phase 1 involves the construction of a new clinical services building which, once completed, will accommodate additional inpatient, critical care, ambulatory care, procedures and diagnostic services and includes extensions to the education facilities of the Hospital. This redevelopment will provide Liverpool Hospital with critical infrastructure to support its growing population base to 2016 and beyond.

Construction commenced on the Royal Prince Alfred Hospital (RPA) Stereotactic Unit with installation and commissioning of the Stereotactic machine to commence early in the new financial year. Completion of the project will provide the vital link between surgical intervention and state-of-the-art radiation treatment, significantly improving patient outcomes for this cohort of patients.

Construction of the Redfern Community Health Centre continued throughout the year and it is expected that staff will begin relocating to the Centre in late 2009. This project brings together several community services in one location providing an integrated service to the local community.

The refurbishment of the Bowral Children's Ward was completed this year.

The eight bed ward has two single isolation rooms for the care of children with infectious diseases and an interview and clinic room to accommodate the Hospital's paediatric outreach programs. Parents now have designated areas with good amenities for respite, relaxation and so they can be close to their children.

The Area Health Service welcomed \$46.9 million in funding from the Commonwealth to build the Ingham Health Research Institute (IHRI). The Institute will be the premier research facility for Sydney's south west. The IHRI will not only lead to improvements in the health of the people in the Area, it will also contribute more broadly to knowledge about health, medicine and health services in Australia and internationally.

Lifeshouse at RPA also received \$100 million towards a new cancer centre. It will operate in partnership with SSWAHS with its strategic directions also aligned with the priorities of The Cancer Institute NSW. It will be an integrated cancer centre where cancer services will be provided by Lifeshouse, cancer-specific research will be undertaken and education will be delivered in conjunction with RPAH and the University of Sydney.

To assist in setting the direction of the Area Health Service and to plan the way in which we deliver care into the future, a number of clinical service plans were developed and/or refined throughout the year including:

- The Obesity Plan which is currently being implemented. One of the initiatives outlined in the Plan is Bariatric Surgery which is currently being piloted at Concord Hospital. Metabolic clinics are also in operation at RPAH, Concord and Campbelltown Hospitals.
- The Maternity Services Plan has been finalised and implementation is underway.
- Implementation of the Community Health Plan is continuing. A Central Community Health Intake has been established.
- The Area's Mental Health Service Plan 2007 – 2016 was endorsed by the NSW Health Mental Health and Drug and Alcohol Office in late 2008.

In 2009, SSWAHS officially launched its Youth Health Plan. The Plan focuses on the health needs of the disadvantaged minority and focuses on improving prevention and early intervention - focusing on mental health, drug health, tobacco, injury, nutrition, physical activity and sexual health.

The Plan focuses on improving service access, referral pathways and the quality of care for people with chronic illness, who are Aboriginal, from non-English speaking backgrounds, homeless or in Out-of-Home Care.

SSWAHS established a Workplace Giving Program (WGP) with the idea that a small contribution of a dollar a week from staff could make a big difference. In its first year the WGP sent \$6,000 each to two worthwhile health-related causes - *Medicins Sans Frontieres* and Fred Hollows Foundation.

This financial year, SSWAHS formed a unique link with the Greater West Area Health Service. The link enhanced relationships between clinicians and administrators at the most populous Area Health Service in the state with the biggest geographic Area Health Service in the state creating useful links between city and bush.

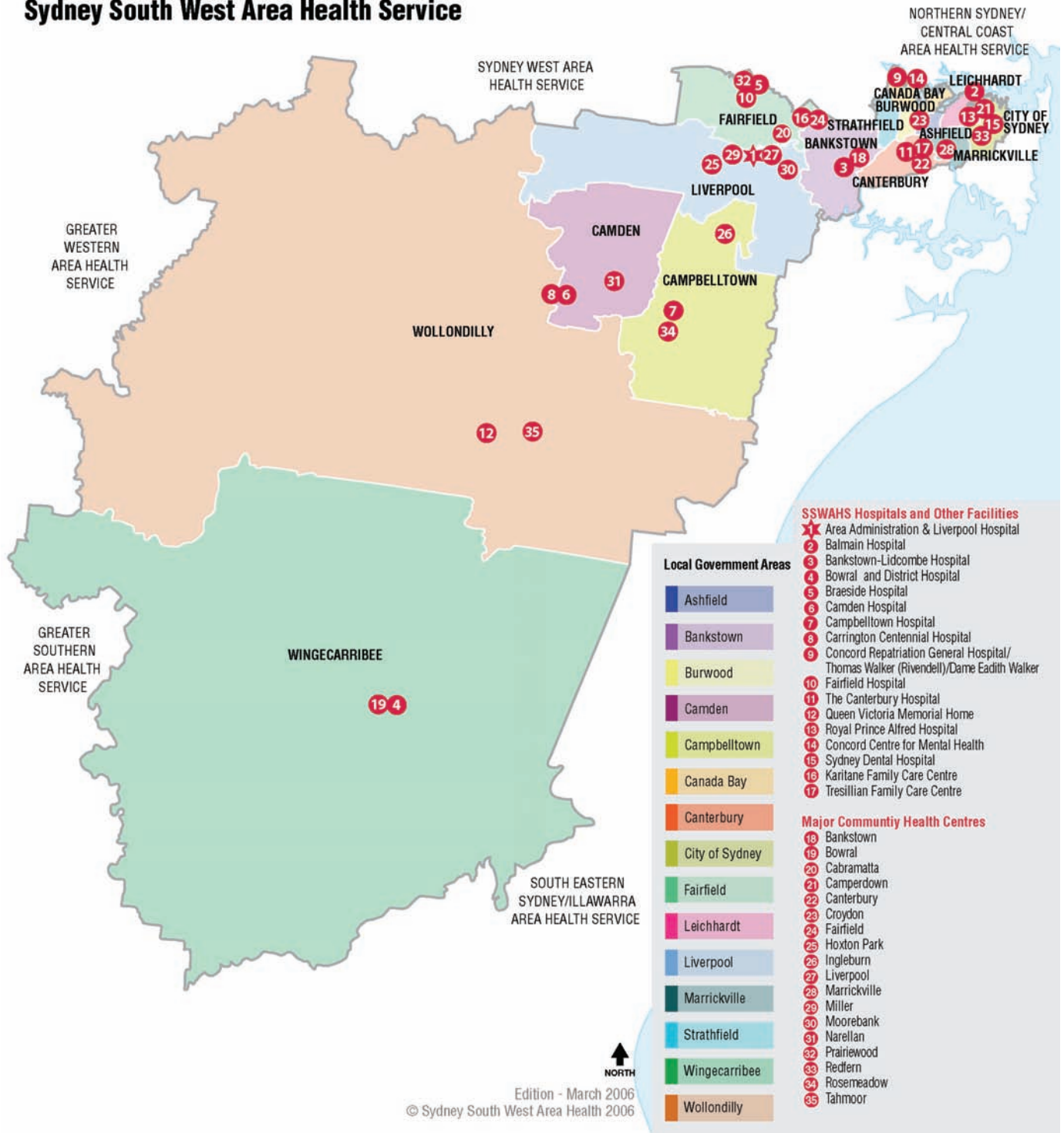
Once again I would like to take this opportunity to thank all the staff and volunteers for their continuing hard work, dedication and commitment throughout the year.



Mike Wallace
*Chief Executive, Sydney South West
Area Health Service*

Locations

Sydney South West Area Health Service



Purpose and Goals

SSWAHS has included NSW Health's vision

Healthy People – Now and in the Future into its own strategic plan – *A New Direction for Sydney South West Health Service Strategic Plan towards 2010*.

Our vision is underpinned by four goals and seven strategic directions.

The four goals are:

- to keep people healthy
- to deliver high quality health services
- to provide the health care people need
- to manage health services well.

The seven strategic directions are:

- make prevention everybody's business
- create better experiences for people using the health system
- strengthen primary health and continuing care in the community
- build regional and other partnerships for health
- make smart choices about the costs and benefits of health services and health support services
- build a sustainable health workforce
- be ready for new risks and opportunities.

Our values are:

- justice
- integrity
- reflectiveness
- respect
- conviction
- flexibility.

SSWAHS is currently reviewing its values statement in response to *Caring Together: The Health Action Plan for NSW*.

For further information about SSWAHS and NSW Health visit the NSW Health Annual Report 2008-09 at www.health.nsw.gov.au/pubs/2009/annualreport09.html



Leading technology: the Intraoperative MRI scanner assists neurosurgeons during complex surgery



Child's play: one of Bowral Hospital's littlest patients

Health Service Profile



Sweet treat: making a fruit rocket at the launch of the Obesity Plan

Sydney South West Area Health Service (SSWAHS) was formed as a legal entity on 1 January 2005 and is currently the most populous area health service in NSW, with approximately 20 per cent of the NSW population residing within its borders. SSWAHS covers a land area of 6,380 square kilometres and in 2006 had an estimated residential population of 1,342,316 residents.

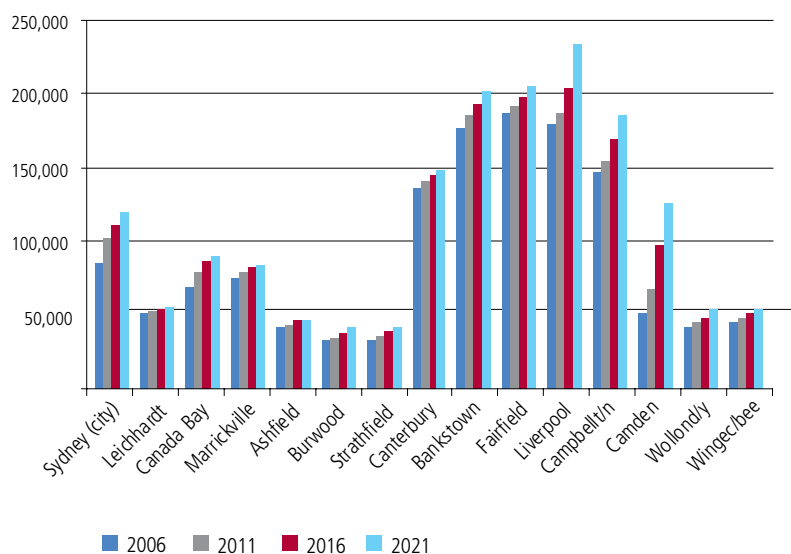
With areas projected for both substantial new land release for residential development and medium density urban infill, SSWAHS continues to be one of the fastest growing regions in the State.

Its population is projected to increase by 16 per cent over the next ten years, reaching 1.5 million people by 2016. In the decade 2010-2020, the population in SSWAHS can expect to increase by 24,000 people per annum.

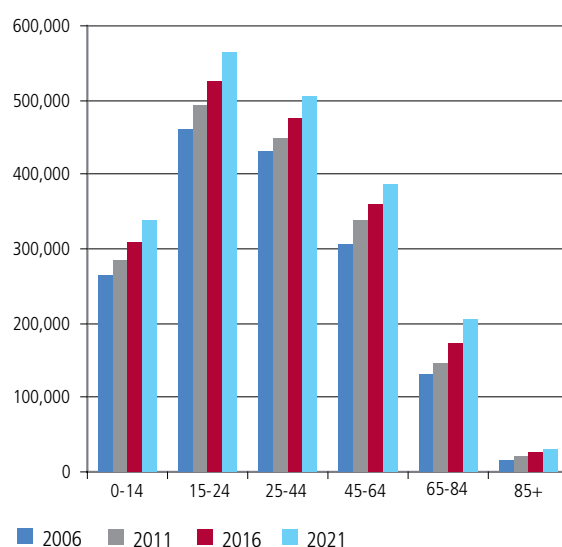
SSWAHS is comprised of the following 15 Local Government Areas (LGAs):

- City of Sydney (part)
- Ashfield
- Canada Bay
- Fairfield
- Camden
- Leichhardt
- Burwood
- Canterbury
- Liverpool
- Wollondilly
- Marrickville
- Strathfield
- Bankstown
- Campbelltown
- Wingecarribee

Population growth for SSWAHS LGAs 2006-2021



SSWAHS population projections by age 2006-2021



Source: Department of Planning and State-wide Services Branch NSW Health, March 2009



A healthy start: taking steps towards an active lifestyle

Population Characteristics

- SSWAHS is the most ethnically diverse area health service in Australia, with 40 per cent of the population speaking a language other than English at home. A high proportion of new migrants to Australia, including refugees, choose to settle in Sydney's south west.
- There is considerable variation between LGAs in the proportion of the population identifying as Aboriginal, which is highest in Campbelltown, Wollondilly, Marrickville and Liverpool.
- SSWAHS has some of the most disadvantaged communities in NSW. A total of nine suburbs in SSWAHS are among the 30 most disadvantaged suburbs in the state and in the 15 most disadvantaged suburbs in metropolitan Sydney (Socio-Economic Indexes for Areas 2006 Australian of Bureau Statistics).
- The Area's population is also growing by around 20,000 births per annum, representing more than 22 per cent of all births in NSW. SSWAHS contains areas with some of the highest fertility rates in the state, with some suburbs well above the state average of 1.81 births per woman, including Bankstown (2.16), Canterbury (2.07), Camden and Liverpool (2.05), and Campbelltown (1.93) (Australian of Bureau Statistics, 2007).
- There are approximately 260,000 children (aged 0 to 14 years) who account for 20 per cent of the SSWAHS population.
- LGAs with the highest proportion of people aged 85 years and over are Ashfield, Burwood, Wingecarribee and Strathfield. Area-wide, there are almost 16,000 people over the age of 85 (1.0 per cent of the population). Hospital data indicates that SSWAHS residents over the age of 65 years used 48 per cent of all acute hospital bed days for SSWAHS residents in 2008-09 (NSW Health Flow-Info V10.0 2010).

The number of people aged 65 years and over is projected to increase by 36 per cent by 2016, when they will represent 13 per cent of the SSWAHS population.

Table 1: Current and projected population growth in SSWAHS

YEAR	2006	2011	2016
TOTAL	1,342,316	1,447,390	1,559,596

Source: Department of Planning and State-wide Services Branch NSW Health, March 2009

Highlights

Liverpool Hospital Redevelopment

The \$390 million Stage 2 redevelopment of Liverpool Hospital continues to progress. Once complete, Liverpool Hospital will be the largest tertiary health facility in the state.

Funding for IHRI building announced

The Commonwealth announced \$46.9 million in funding to construct a purpose built, state-of-the-art medical research facility for people living in Sydney's south west. The Ingham Health Research Institute (IHRI) will provide a platform for world class research.

Youth Health Plan

The *SSWAHS Youth Health Plan 2009-2013* highlights some of the enormous challenges faced in improving the health of young people in Sydney's south west including mental disorders, binge drinking, obesity, smoking and chronic disease. The Youth Health Plan has 74 strategies for action including increasing prevention and early interventions and improving access to health services.



*An orange a day:
SSWAHS encourages
a healthy diet from
an early age*

Clean Hands Save Lives at SSWAHS

SSWAHS has launched a hand hygiene awareness campaign, reminding visitors and patients about the importance of washing their hands. Bacteria can be brought in and out of hospitals unknowingly and while usually harmless they can sometimes make already sick people even sicker. While visiting someone in hospital a quick and easy way to avoid spreading germs is by using the gels provided.

State first Obesity Plan

SSWAHS became the first area health service in the state to launch a plan to tackle overweight and obesity in the community. The number of people who are overweight or obese has more than doubled in the past 20 years. Already 50 per cent of adults in NSW are overweight or obese. Encouraging people to eat healthier foods, drink less soft drink, watch less television and exercise more are some of the ways SSWAHS aims to curb the concerning increase in people who are overweight or obese.

SSWAHS recognised at Health Awards

Each year the NSW Minister for Health recognises the outstanding contributions and achievements of workers from across the NSW Health System. In 2008, SSWAHS picked up six awards including the Best Overall Performance by an area health service as well as the Director General's Award.

Selected Activity Levels

Reports which monitor hospital activity and performance

against targets and indicators are published monthly and quarterly by NSW Health.

These reports include figures relating to ambulance services, emergency departments, admitted patients and waiting times.

Visit Monthly Hospital Performance Reports at

<http://www.health.nsw.gov.au/reports/reports.asp>

Visit NSW Health Quarterly Hospital Performance Report at

<http://www.health.nsw.gov.au/resources/>

Useful links

Additional information about SSWAHS can be found at the websites listed below:

- Financial overview <http://www.sswahs.nsw.gov.au/media/AGM/StatRep0809.pdf>
- Health Service locations at http://www.sswahs.nsw.gov.au/annual_rep.htm
- NSW Health Annual Report <http://www.health.nsw.gov.au/pubs/2009/annualreport09.html>
- Research http://www.sswahs.nsw.gov.au/annual_rep.htm



*In training:
HSC students
participating in the
Vocational Education
and Training (VET)
program at
Fairfield Hospital*



Balmain Hospital

General Manager: Ann Kelly

Balmain Hospital continues to provide an important role for aged care services and rehabilitation.

The Hospital offers the General Practice Casualty for the treatment of minor illnesses and injuries. It also provides clinics in diabetes, continence, homoeopathy and acupuncture. The Centre for Strength Training Rehabilitation Outreach Needs Geriatric (STRONG) Medicine provides resistance training for older persons.

Pulmonary Rehabilitation commenced in August 2008 in response to the Respire Clinical Redesign. Balmain Hospital Physiotherapy Service was approached to commence pulmonary rehabilitation clinics. Classes of the *Inner West Inspirations* commenced mid August 2008.

The General Practice Casualty changed its hours in May 2009 and now provides treatment for minor illnesses and injuries from 8am to 10pm seven days a week.

Ambulatory care commenced at Balmain Hospital in May 2009 as a co-located clinic within General Practice Casualty.

The Ambulatory Care Clinic is open every day from 7:30am to 9:00pm to care for conditions such as cellulitis and pneumonia when daily IV antibiotics are required, deep venous thrombosis anticoagulation and acute complex wounds dressing.

Patient referrals continue to increase. The main patient referrals are from local GPs and Royal Prince Alfred Emergency Department and wards.

During November 2008 Balmain Hospital was selected to take part in a Short Notice Australian Council on Health Care Standards (ACHS) Accreditation Survey Pilot conducted by the Australian Commission on Safety and Quality in Health Care.

In March 2009 Balmain Hospital established its first International Nurses Day Committee which invited the community and local organisations to support the event and give recognition to the tremendous contribution of Balmain Hospital's nursing staff.

The Ladies Auxiliary continued to raise monies to assist in providing equipment for patient care. Donations to Balmain Hospital in 2008-09 surpassed \$20,000.



Caring for the aged: Balmain Hospital offers many kinds of rehabilitative services including speech pathology

Bankstown-Lidcombe Hospital



General Manager: Mark Shepherd

Bankstown-Lidcombe Hospital is a principal referral hospital specialising in gastroenterology and liver services, aged care, allied health, cancer centre, critical care, diagnostic services, drug and alcohol services, medical services, mental health, outpatient clinics, general surgical services, obstetrics and gynaecology and paediatrics.

The Hospital has more than 100 volunteers who generously donate their time to work in the many wards and departments of the Hospital.

In 2009 development of the Aged Care Day Hospital progressed with the opening of the new Aged Care offices for aged care staff. When finalised, it will provide a comprehensive one-stop-shop for aged care outpatient services in the Bankstown area.

A Magnetic Resonance Imaging (MRI) Unit was approved by the Commonwealth Department of Health and Ageing. This Unit produces a three-dimensional computer image of vital organs, muscles and nerves to reveal a range of conditions that are otherwise undetectable. It will be used in cancer diagnosis and treatment; muscular skeletal injuries; neurology and neurosurgery and in cardiology.

An eight bed Emergency Medical Unit (EMU) was opened near the Emergency Department in April 2009, providing additional clinical space and services for the assessment and management of patients with low-risk conditions.

The Hospital implemented *Managing Key Deliverables*, a pilot quality improvement program focussed on basic care elements including falls, infection control, clinical care coordination and customer service. Staff monitored their monthly performance figures and saw improvements, particularly in the reduction of falls.

Bankstown became the first hospital in the state to introduce confocal endomicroscopy. The new technology allows real time microscopic examination of individual cells within the gastrointestinal tract. It allows doctors

to better examine the bowel for precancerous and cancerous changes and also to better determine the extent of a cancerous spread during surgery.

Endoscopic Bronchoscopic Ultrasound (EBUS) was also introduced, which is designed to more accurately locate potentially cancerous lung lesions for biopsy. It also improves the chances of successfully biopsying lesions. EBUS is a tertiary service and referrals have started from many hospitals within SSWAHS.

The Hospital is developing an ano-rectal physiology laboratory which will assist patients in bowel function following surgery.

The ophthalmology service will be developed with a specialty paediatric clinic.



Ready for action: a day surgery nurse



Bowral and District Hospital

General Manager: Denis Thomas

Bowral and District Hospital (B&DH) continues to provide a wide range of services, including general medical, obstetrics and gynaecology, paediatric, general surgery, orthopaedics, ophthalmology, geriatric and emergency services.

The Short Stay Unit has been relocated alongside the Emergency Department. The Unit treats patients undergoing surgery who require day-only care. It has been purpose-built and includes a nurses' station, direct access to the Emergency Department and toilet/shower facilities for disabled patients. It also incorporates facilities for renal dialysis patients.

The High Dependency Unit has also been refurbished with new bathrooms/toilets, staff/visitor kitchen and treatment area.

Work continues on the new Children's Ward. The BDCU Children's Foundation has been instrumental in raising funds to support the fit-out of the Children's Ward, with many individuals and groups contributing. The new Ward will provide a fun, modern, child friendly environment for young patients and their families.

New medical staff appointments included a Hospitalist ward-based doctor and an Advanced Trainee in Paediatrics.

BD&H was named Best Performing Major Rural District Hospital at the 2008 NSW Health Awards.

A mural designed and painted by local young people was unveiled at the Centre of Youth. The Centre, which is on the grounds of B&DH, assesses, treats and manages an array of adolescent mental health issues. The mural project provided a therapeutic intervention for local young people.

B&DH is privileged in having three auxiliaries. These are Bowral (President Roslyn Taylor), Moss Vale (President Sandra D'Adam), and Burrawang / Wildes Meadow (President Jenny Gair).

The Community Participation Network is closely engaged in projects addressing patient satisfaction with the service and facilities at the Hospital.



Little stars: the new children's ward will provide a fun, friendly environment

Camden and Campbelltown Hospitals and Queen Victoria Memorial Home



General Manager: Amanda Larkin

Campbelltown and Camden Hospitals provide a diverse range of networked services for the Macarthur community including intensive care, cardiology, maternity, gynaecology, oncology, paediatrics, palliative care, respiratory and stroke medicine, surgery and emergency medicine and aged care services. The Network also includes the one hundred bed Queen Victoria Memorial Nursing Home.

In the last financial year the Clinical Services Plan for Macarthur was completed, outlining the services required for the region until 2020 and providing a framework for the capital redesign program.

In October 2008 Camden and Campbelltown Hospitals received two NSW Health Awards:

- *Be Ready for New Risk and Opportunities* – Reducing the Risk by Moving Clinical Handover to the Bedside
- *Director General's Encouragement Award* – The Deteriorating Patient – Improving Identification and Management.

The *Essentials of Care* project commenced in the General Medical Ward in 2009 to engage staff and patients in the discussion about ways to improve fundamental aspects of nursing care.



*Closing the Gap:
Campbelltown hosted
SSWAHS' 2009 Close the
Gap day event.*



Camden and Campbelltown Hospitals and Queen Victoria Memorial Home

Following donations from the 24Hour Fight Against Cancer, the Hospital opened an alternative therapy room in the Cancer Therapy Centre aimed at improving the wellbeing and quality of life for people living with cancer.

Breast cancer patients now also have access to a dedicated McGrath Breast Care Nurse. The nurse provides physical, psychological and emotional support for women diagnosed with breast cancer and their families from the time of their diagnosis and throughout their treatment.

Community Representatives continue to make a valuable contribution, participating in the development of a Transport Access Guide (TAG) for Campbelltown Hospital in partnership with Campbelltown City Council and local bus companies. Representatives also worked on initiatives aimed at improving hand hygiene.

In other events, the new paediatric garden was officially opened in partnership with the Kids of Macarthur Health Foundation, and the Network farewelled Reg Lord as Professor of Surgery, with Neil Merritt appointed to this important role.

There was a high uptake of Aboriginal traineeships at Campbelltown Hospital, and Camden Hospital was chosen as one of twenty pilot sites in Australia for an Australian Council on Healthcare Standards Short Notice Survey.



Farewell: Reg Lord retired as Professor of Surgery at Campbelltown Hospital



Oh what a night: Campbelltown was recognised twice at the NSW Health Baxter awards.



Acting General Manager: Graeme Angus

Canterbury Hospital opened in 1929 with 28 beds and in 2009 celebrated 80 years of providing care to the local community.

Services provided at Canterbury Hospital include general medicine, surgical, maternity, paediatric, high dependency, emergency, aged care and palliative care. The Hospital also provides an antenatal shared care and obstetric early discharge program for new mothers and a surgical day procedure unit.

In December 2008 an Acute Pain Management Service was established. The model of care is a shared medical and nursing service which provides individualised treatment for patients requiring acute pain management or post operative pain management. Since the service began it has recorded a number of achievements including the introduction of a standardised pain measurement scale and education for staff.

In 2009 the *Better Communication* initiative was established. This included the regular meeting of a committee that identified communication issues and put strategies in place to rectify these issues. An example of this is education to improve staff communication skills. A question and answer forum was hosted by leaders with skills in communication.

Patient presentations to the Emergency Department continue to increase as did the number of births at the hospital.

In late 2008 Ms Claire Harris was appointed as the Director of Nursing and Midwifery Services, Ms Harris was previously the Operational Nurse Manager at Canterbury Hospital.

Mr Gary Miller, General Manager at the hospital for many years, was seconded to the position of Acting General Manager at Concord Hospital.

As part of International Nurses Day celebrations, two registered nurses were awarded the Kevin Stewart Professional Development Scholarship. The Scholarship is an annual award to assist nurses and midwives in furthering their professional development in areas relevant to nursing and midwifery.

The Hospital has an active volunteer service which continues to raise money and provide assistance to the patients and staff of Canterbury Hospital.



Concord Repatriation General Hospital

Acting General Manager: Gary Miller

Concord Repatriation General Hospital (CRGH) is a principal referral facility and a teaching hospital of the University of Sydney, offering a comprehensive range of specialty and sub-specialty services.

Concord Hospital was awarded the 2008 Baxter Award for Best Performing Principal Referral and Specialist Hospital in NSW. The award compares the Hospital's performance to eight other tertiary referral hospitals in NSW.

Concord Hospital was the pilot site for an integrated electronic clinical handover (eClinical) which had been developed by SSWAHS.

In January 2009, The Bernie Banton Centre was officially opened. The Centre houses the Asbestos Diseases Research Institute which is the world's first stand-alone research facility dedicated to asbestos-related disease. The Centre will also accommodate the expanding ANZAC Research Institute.

In April 2009, Kalparrin celebrated 20 years of care. The centre provides people with dementia a program of physical and cognitive activities which aim to help them retain living skills, encourage independence and provide social interaction.

The Blood Collection Facility has had a state-of-the-art upgrade and the Burns Unit also received enhancement funding to allow the opening of an additional bed to bring the capacity of the unit up to 10 beds.

The Pharmacy and Nuclear Medicine Departments were awarded first and third places respectively in the 2009 SSWAHS Quality Awards for their entries *Implementing Electronic Medication Management in an Acute Teaching Hospital and Compassion and ALARA*; which is an innovative prescription guide aimed at improving patient experience.

Nursing has implemented a number of initiatives including *take the lead*, *Essentials of Care (EOC)* and *Shared Care*. *Shared Care* is a team-based nursing model designed and implemented at Concord Hospital. The model sees teams of nurses treating patients providing support and training for less experienced staff.

Concord Hospital continues to enjoy strong support from its local community. There was more than \$990,000 in donations and fundraising activities this year including Opera Night at Rivendell and the annual carols and lighting of the tree. The Volunteer Service continues to grow providing valuable assistance to patients.



On the front foot: Karitane celebrated 20 years of caring for people with dementia



General Manager: Anthony Schembri

Fairfield Hospital is an acute general hospital providing a wide range of hospital and community-based health services including acute care in medicine, surgery, obstetrics, paediatrics, geriatrics, rehabilitation and emergency medicine within the Fairfield Local Government Area.

Fairfield Hospital celebrated its 20th anniversary on its current site. The first born baby at Fairfield Hospital, Natalie Sultana, and midwife Vicki Beckswith returned to celebrate the milestone.

The Fairfield Renal Dialysis Outpatient Unit was officially opened in July 2008. In April 2009 the Hospital's patron, the Hon. Gough Whitlam QC AC, officially opened the new Whitlam Joint Replacement Education Centre. The Education Centre features a 100 seat auditorium, meeting rooms and office space to facilitate meetings and education sessions.

The Operating Theatres received enhancement funding which was utilised to upgrade equipment. The new equipment purchased included four operating theatre tables and theatre lights, four bi-spectral anaesthetic monitors, a vascular ultrasound machine, four arthroscopes and camera facilities. The cardiac monitoring systems in Emergency, High Dependency / Coronary Care Unit and the Operating Suite have also been replaced.

The Hospital won the NSW Health Award for best performing major metropolitan hospital for 2008.

At the 2008 SSWAHS Quality Awards, the hospital received:

- first prize for Build Regional and other Partnerships for Health for *PAMPER – Preventing Adverse Medication Presentations in the Emergency Room*

- third prize for Make Smart Choices about the Costs and Benefits of Health Services for *Effectiveness of Diabetes Group Education programs*.
- SSWAHS Encouragement Hand Hygiene Award for *Varied approaches to encourage staff and public to hand hygiene*.

Paediatric services have been enhanced through the introduction of nitrous oxide sedation for children as an option for minimising pain and anxiety.

The creation of a four bed Acute Post Operative Unit within the existing Orthopaedic Ward has seen the number of patients requiring admission to the High Dependency Unit post operatively decrease from 21 per cent to 11 per cent.

Disabled car parking bays have increased from 5 to 16.

Fairfield Hospital continued to be supported by the local community, receiving more than \$40,000 from donations and fundraising activities.



Blue ribbon event: Margaret and Gough Whitlam officially open the new Whitlam Joint Replacement Education Centre.



Liverpool Hospital

General Manager: Glenda Cleaver

Liverpool Hospital is the major tertiary referral hospital for Sydney's south west and is networked with other hospitals within SSWAHS.

The Hospital provides a comprehensive range of high level clinical services, including: medical, surgical, emergency medicine, intensive care, oncology, mental health, women's health and newborn care. The Hospital is a major trauma centre for NSW. There is a strong commitment to teaching and research across a wide range of disciplines within the Hospital.

Liverpool Hospital is undergoing a \$390 million transformation. Many staff are involved in design planning for the Stage 2 Redevelopment, which includes an extension of the existing Clinical Services Building, a multi level car park on the Eastern Campus, an elevated road and separate pedestrian bridge that will link the Eastern and Western campus over the railway.

The construction of the new Clinical Services Building is well underway with scaffolding, formwork, reinforcement and concrete continuing for the second and third floors of the suspended structure. The basement, ground and first floor structures are complete. Design development and decant planning for the refurbishment of the existing Clinical Services Building is also progressing.

At completion of Phase 1 the redeveloped Liverpool Hospital will be established as a 855 bed facility and include 23 Operating Theatres, 60 ICU beds, a major new Ambulatory Care Centre and a Diagnostic and Treatment Centre.

The Nursing-led Ambulatory Haematology Unit commenced in 2008. The establishment of this Unit enables the extension of Haematology Services in areas such as therapeutic plasma exchange, peripheral blood stem cell collection, white cell reduction, and red blood cell exchange.

Liverpool Hospital submitted three projects to the Australian Council of Healthcare Standards (ACHS) 2009 Quality Improvement Awards. The Renal Department won the Clinical Excellence and Patient Safety Category for their project Dialysis access flow measurement: Early intervention through early detection which aims to improve the care and comfort of renal dialysis patients.

In 2008-09 Liverpool Hospital submitted seven projects to the SSWAHS Quality Awards and won first prize in the following categories: *Improving Patient Experience*, *Improving Primary Health Care in the Community*, and *Building the Health Workforce*. Liverpool Hospital also won second prize in *Building the Health Workforce* and third prize in the *Create Better Patient Journeys* category.



Clean hands save lives: the glitterbug machine lights up areas of the hands that haven't been washed properly

Royal Prince Alfred Hospital (RPA)



Executive Director: Ken Cahill

Royal Prince Alfred Hospital (RPA) is a major metropolitan tertiary referral hospital and a principal provider of specialist healthcare. It is one of the leading medical teaching hospitals in Australia. It is a major teaching hospital of the University of Sydney.

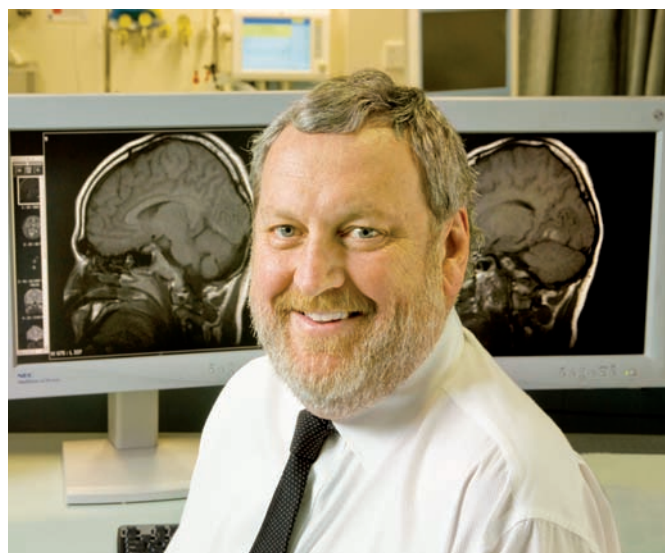
The Hospital provides a wide range of services including:

- the National Liver Transplantation Unit
- Renal Dialysis and Transplant Service
- emergency, major trauma and intensive care services
- cardiology and cardiothoracic surgery
- medical imaging
- women and children's health
- the Institute of Rheumatology and Orthopaedics
- respiratory medicine
- cancer services including the melanoma unit, Breast Cancer Institute and the Sydney Cancer Centre.

RPA Hospital initiated a retrieval service for patients which proved to be essential during the Pandemic (H1N1) 2009 influenza. The service is for patients with otherwise terminal respiratory failure, using a machine called ECMO (Extra-Corporeal Membrane Oxygenation). ECMO continuously pumps blood from a patient through a membrane oxygenator, which removes carbon dioxide and adds oxygen, thereby supporting the patient's heart and lungs, while treatment for the underlying illness takes place.

An Emergency Medicine Simulation Centre was developed to make simulation education readily available to staff. Since February, 546 nurses and 411 medical officers have participated in courses which focus on the recognition and treatment of the deteriorating patient, advanced life support and crisis resource management skills.

RPA has introduced the Clinical Emergency Response System (CERS) enabling staff to identify the deteriorating patient early and have access to senior medical staff



Swine flu fighter: SSWAHS Director of Intensive Care Services Robert Herkes and his team cared for patients throughout the Pandemic (H1N1) 2009 influenza.

to assist in early management and intervention. Since the introduction of CERS there has been a reduction in cardiac arrests, improved escalation of the deteriorating patient and increased staff confidence in managing the unwell patient in a ward environment.

RPA participated in an international clinical trial on the effects of early intervention in stroke. Stroke is the second leading cause of death in Australia and the leading cause of disability. The IMSIII trial is a randomised, open-label multi-centre acute stroke trial which essentially compares the gold standard of treatment in ischaemic stroke namely intravenous Thrombolysis (rtPA) versus intravenous rtPA and a combination of intra-arterial rtPA and interventional management.

The dedicated RPA volunteer service continues to grow. Currently 108 volunteers provide services to most wards and departments throughout the hospital. Due to their constant fundraising efforts, valuable equipment has been donated during the year.

Chairman Board of Directors: Michael Coffey Chief Executive Officer: Robert Mills



Circle of love: Karitane enhances parenting knowledge, skills and confidence

Karitane is an affiliated health organisation staffed by child and family health professionals to enhance parenting knowledge, skills and confidence.

Karitane operates from four sites across Sydney - Carramar, Fairfield Heights, Liverpool and Randwick. Services include: a Residential Unit, seven day Careline, Toddler Clinic, Linking Families Programs (volunteer and professional home visiting), a perinatal mood and anxiety disorders unit (Jade House), two Family Care Centres (FCC), a statewide training and peer support service for Foster Carers (Connecting Carers NSW) and an Education and Research Unit.

In 2007-08 Karitane became the lead agency in the statewide program *Connecting Carers NSW*, delivering education, peer support and advocacy for foster, kinship and relative carers. In 2008-09 regional coordinators were appointed who now provide services throughout the state and a training package has been developed for local coordinators. A 1300 number provides 24 hour support, while a new website assists carers in accessing information about support and events in their local area.

The completion of a new head office at Carramar has created more space for clinical and education services.

Enrolments in Australia's first Masters course in Child and Family Health exceeded expectations with nurses across the country upgrading their qualifications. The course is a partnership between the University of Western Sydney and Karitane with the Karitane Education team developing the study modules for the course.

The Karitane Toddler Clinic has been invited to join the Parent-Child Interaction Therapy (PCIT) International Advisory Panel and is implementing the *Toddler Biology and Behaviour* research project with the University of Sydney.

The Karitane *Linking Families* program now provides professional home visiting for adolescent mothers in addition to volunteer home visiting and supported playgroups. Families are engaged in the antenatal period and provided with ongoing home visiting support, including facilitating links to other resources and services, until their child reaches two years of age.

A juvenile justice program was awarded first prize in SSWAHS' Quality Awards for 'Developing Partnerships for Health'. The pilot project *Adolescent Mothers in Custody – Linking to a New Future* aimed to provide universal education and targeted interventions to improve mothers' understanding and sensitivity to the needs of children, build positive parent-child relationships and promote positive life choices for the young women upon release.

The Karitane Parenting Confidence Scale (KPCS) continued to be in high demand with requests from services and clinicians across Australia as well as programs in Turkey, Singapore, United States and United Kingdom. The KPCS is a helpful tool which evaluates programs and assesses levels of parenting confidence.

Tresillian Family Care Centres

General Manager: David Hannaford
President of Council: Sandra Littlewood

Tresillian's strength lies in educating, supporting and empowering parents in the early years of their child's life. Tresillian is the largest child and family health service of its kind in Australia. It is a tertiary level service with three Residential units. These are complemented by three second tier Day Stay units and two Outreach units. A 24 hour Parents Help Line and a weekday online advice service (Messenger Mums) are provided as primary level services.

Parents turn to Tresillian for a variety of reasons. The most common issues relate to infant sleep and settling, establishing and maintaining breastfeeding. Many parents also require professional help with complex mental health problems such as postnatal depression. Tresillian health professionals are all specialists in Child and Family Health. Staff include nurses, social workers, psychologists, paediatricians and psychiatrists.

More than 200 health professionals from a range of disciplines attended a symposium developed by Tresillian.

Led by psychologists Professor Louise Newman and Dr Sarah Mares, the symposium was called *Working with high risk families: skills to stay afloat* and discussed a range of issues including early recognition of risk factors in infancy and early childhood.

Tresillian's involvement in the Commonwealth-funded *MyTime* initiative has expanded to 15 groups statewide. *MyTime* is a national initiative designed to help parents and carers interact with others who understand the demands and rewards of caring for children with a disability.

Tresillian's nursing staff were invited to appear on a pilot television series titled *New Idea*. Shown on Channel 7, it commenced in June 2009 and was broadcast at 3pm weekdays.

Guthrie Child Care Centre's June Boissery EN, (Mothercraft), celebrated 40 years with Tresillian. June began her career with Tresillian at our Petersham Centre in 1955.



*A good start in life:
Tresillian supports
mums and bubs.*

Community Health

Acting General Manager: Katherine Moore

Community Health offers services for the community

including: child and family, community nursing and specialist services including sexual assault, sexual health, multicultural health, women's health, community nutrition, HIV/AIDS and youth health. These services are delivered across SSWAHS from 32 major community health centres and a range of small community outreach clinics.

Community Health opened three more nurse-led Chronic Acute Post Acute Care (CAPAC) Clinics. The new clinics are located in the Community Health Centres at Croydon, Hoxton Park and Marrickville. Clients can make an appointment to see a nurse at a clinic as an alternative to home visiting by the Community Health nurses for treatments such as wound care and intravenous therapy.

The Sexual Health Service developed and launched a new resource for general practitioners (GPs) on chlamydia testing. Chlamydia Practice Tips aims to assist GPs working with young people to improve screening and clinical care for chlamydia.

A number of Community Health Centres were renovated including Five Dock Early Childhood Centre, Narellan Community Health Centre and Bigge Park Centre.

The Fairfield Multicultural Health Service received a 2009 Multicultural Health Communication Award for its resource Frequently asked questions – BreastScreen NSW in English and Croatian.

The Aboriginal Maternal Infant Health Service was implemented to improve the health and development of Aboriginal children in Macarthur. The primary aim of this program is to *Close The Gap* by improving child health and development outcomes for Aboriginal children through early engagement of families. Midwives and Aboriginal Health Workers provide antenatal care and education to mothers of Aboriginal children. Child and Family nurses and Aboriginal Health Workers then continue home visiting vulnerable families until the child is two years old.



On yer bike: the Miller Aboriginal Men's group were recognised with an Australian Bicycling Achievement Award for their Miller Aboriginal Cycling Project which provides local men with a healthy way to travel around Sydney's south west.

The Community Health intranet site went live becoming a useful source of information for staff. The site covers all the major Community Health Centres, services available, Occupational Health and Safety information and links to relevant forms and policies.

Another exciting initiative was the opening of medical clinics for refugee and newly arrived young people in Fairfield and Liverpool. In partnership with the NSW Refugee Health Service, the medical clinics provide comprehensive medical and nursing assessment, psychosocial assessment, access to oral health services, counselling, health education and group work. The clinics also provide hearing and vision testing, immunisation, pregnancy testing, advice on contraception as well as sexual health screening and education.

Allied Health Services



Acting Area Director: Kay Axford

Allied Health in SSWAHS includes physiotherapy, social work, podiatry, psychology, speech pathology, nutrition and dietetics, occupational therapy, orthoptics, orthotics. Allied Health aims to provide services which respond to client needs and improve the patient's journey through the health care system. This is achieved by working in partnership with clients and their families to optimise physical and psychosocial function and to develop healthy life skills.

The Statewide Eyesight Preschooler Screening Program (StEPS) was implemented targeting preschools and child care centres to offer all four-year-old children free vision screening. After eight years of age, some childhood vision problems cannot be treated and the child will have poor vision for the rest of their lives. Early intervention and treatment allows for much better outcomes. Orthoptists are providing ongoing training, evaluation and clinical support for Tresillian, Karitane and SSWAHS community health nurses.

A falls prevention initiative has been introduced at Bankstown Hospital by the orthoptic service for new patients aged 65 years and over. Patients are offered screening with the QuickScreen tool which predicts falls risk. Patients with a moderate to high fall risk are referred back to their GP for further assessment and management.

The occupational therapy team developed new fact sheets on home modifications and aged care for patients with dementia.

A Pulmonary Rehabilitation Group Program was implemented at Balmain Hospital by the Physiotherapy Unit. This exercise and education program is suitable for patients with respiratory and chronic diseases such as Chronic Obstructive Pulmonary Disease (COPD).

The weekly supervised strength and endurance training, combined with a home exercise program improves exercise capacity, quality of life and reduces breathlessness.

The Ingham Health Research Institute granted \$200,000 to the Physiotherapy Unit at Bankstown-Lidcombe Hospital for a series of research projects to optimise rehabilitation outcomes for patients.

SSWAHS Speech Pathology hosted four advanced clinical practice education activities. Speech pathology staff developed additional skills including implementing current evidence in improving speech skills in children and in the assessment of swallowing skills. These new skills will support staff in providing improved patient services in swallowing assessments and speech disorders.

The Social Work Unit consolidated its student work experience program making an allied health placement experience possible at any SSWAHS site.

Social work is contributing to a clinical redesign program which is focussing on chronic illness management in Aboriginal and Torres Strait Islanders. It has also developed three service directories and a pamphlet together with the Aboriginal Health Unit.

Nutrition and Dietetics, in conjunction with Food Services, developed a Nutrition Policy for SSWAHS. Nutrition and Dietetics also worked with the Centre for Applied Nursing Research to write a Patient Feeding Policy for SSWAHS. Both policies have been endorsed by Area Clinical Council.

The Psychology network has established a new individual supervision/consultation arrangement and peer consultation groups. This workforce development initiative provides improved monitoring of professional competency and improved workforce utilisation to ensure delivery of patient care services are safe, effective and appropriate to client needs.

Drug Health Services

Director: Karen Becker

Drug Health Services (DHS) aims to minimise harms associated with drug and alcohol use. It provides services across 22 sites including hospitals, community health centres and through outreach.

Key programs include:

- counselling
- court diversion programs such as Magistrates Early Referral Into Treatment (MERIT) and Adult Drug Court
- harm minimisation (including Needle Syringe Programs)
- hospital consultation and liaison services
- perinatal and family drug health services
- community outreach
- opioid treatment program (methadone and buprenorphine clinics)
- specialist medical clinics
- inpatient withdrawal management (detoxification)
- inpatient rehabilitation
- outpatient withdrawal management
- tobacco cessation clinics.

During 2008-09 two thirds of new patients receiving services from DHS presented with alcohol related concerns, followed by opioids, then cannabis. Two thirds of patients were male and half were aged between 26 and 40 years. Most patients initially sought the support of counselling services before engaging other drug health services.

Consultation and Liaison (C&L) services have been expanded to Campbelltown, Concord, Liverpool and RPA Hospitals. C&L teams provide expert drug and alcohol advice and/or clinical care to people in hospital, especially within emergency departments. They also train general hospital staff in drug and alcohol issues.

The most commonly managed substances are alcohol (57 per cent) and opioids (26 per cent).

Perinatal and Family Drug Health Services are now available at Bankstown and Campbelltown Hospitals. The service has also been extended to provide treatment planning and case review for any family (with children up to 16 years old) experiencing substance use issues. The service maintained birth weight benchmarks (>2.7kgs) for babies of patients.

The harm minimisation program aims to prevent and manage blood borne viruses (BBV) – hepatitis B and C and HIV/AIDS – among injecting drug users. By offering a Needle Syringe Program, the Redfern Primary Health Service can also offer other services to injecting drug users who do not generally engage with public or primary health care. This year the Service registered 103 new patients and conducted 157 pathology tests including blood, pregnancy and sexual health testing. Additionally 169 patients began hepatitis B vaccinations. Staff are also active in health promotion campaigns such as Overdose Awareness and World Aids Day.

Aboriginal health is an ongoing priority for DHS. Aboriginal people have poorer health than other Australians and drugs and alcohol are significant contributors. Although Aboriginal people represent only 1.1 per cent of the SSWAHS population they represent 8 per cent of patients across the Drug Health Program. At RPA where there is a dedicated model of care, 37 per cent of patients identify as Aboriginal. DHS is pleased with this high level of participation as this group can be hesitant to engage with an area health service.

During 2008-09 the National Drug and Alcohol Research Institute funded the development of an innovative alcohol brief intervention project for Aboriginal people.

While urban Aboriginal people are more likely to be abstainers than non-Aboriginal people, among those who do drink there are high rates of heavy drinking. The project has tailored World Health Organisation resources on risky drinking, alcohol guidelines, the benefits of reduced consumption and ways of cutting down or stopping. Group members are offered confidential feedback on their alcohol consumption.

The inner west Magistrates Early Referral into Treatment (MERIT) team has been successfully relocated to within a cluster of drug health services at RPA. MERIT is an effective three month court-based pre-plea program aimed at diverting offenders of non-violent drug-related crime into treatment. The move has allowed better communication and patient flow between opioid treatment providers, counselling services, Mental Health Services and Aboriginal support services.

Five Opioid Treatment Programs across SSWAHS are conducting the largest ever survey of sexual health issues for women in opioid substitution treatment in Australia, with over 200 women having been assessed.

Liverpool Drug Health Services are a lead site in the development of the ATOP (Australian Treatment Outcome Profile) – an important monitoring tool for patients in substance abuse treatment.

Mental Health Services

Clinical Director: Dr Victor Storm

The Area Mental Health Service (AMHS) provides clinical inpatient and community-based services which include perinatal, child and adolescent mental health services, early intervention, acute assessment and treatment, rehabilitation, community support, consultation/liaison, dietary disorders, and older persons' psychiatry. It also conducts extensive education, training and research activities.

The AMHS has inpatient facilities at Campbelltown, Liverpool, Bankstown, Concord and Camperdown. Community mental health services are co-located with other community health services at a large number of facilities across SSWAHS, ensuring clients have access to a range of specialist health services when required.

Since October 2008, an holistic and innovative GP-run clinic has operated within the Marrickville Community Health Centre for mental health clients who live in the community and do not have their own GP. People with mental illness often have poor physical health with higher rates of mortality and reduced life expectancy. These clients are referred to the GP clinic by SSWAHS mental health staff for health checks, preventative care and management of chronic disease.

An innovative program that provides emotional support and guidance to Indigenous parents was recognised at the *NSW Health Aboriginal Health Awards*. The *Boomerangs Parenting Program* combines existing parenting techniques with the ancient wisdom of Aboriginal culture. The Program lasts 12 weeks and is for parents of children from eleven months to school age. It uses a group style of learning to provide parent education, therapy and support to empower families to explore, strengthen and make decisions for positive parenting outcomes.

The AMHS has conducted several community forums for the general public and specific forums for GPs providing



A mental health registered nurse

information and answering questions about services and resources. The public forums were well attended with around 150 people at each event.

Waiting times for child and adolescent emergency mental health assessments decreased significantly following the relocation of a Child and Adolescent Clinical Nurse Consultant (CNC) to Campbelltown Hospital. The Hospital's Emergency Department has 200 child and adolescent presentations a year. The new CNC role has improved care planning for patients and families while reducing the clinical load on psychiatric registrars. Registrars can now provide more time to inpatients.

Preparations have begun to establish the Mental Health Telephone Access Line. Once established, people in need of mental health assistance will be able to ring a single phone number anywhere in NSW and be connected with a mental health clinician.

Department of Forensic Medicine

General Manager: Mark Patterson

The Department of Forensic Medicine (DOFM) offers a high quality service to the Coroner, the Courts of New South Wales and other clients by providing world standard impartial opinions, expert training and research facilities.

DOFM provides forensic medicine services to the NSW State Coroner and statewide support to forensic medicine practitioners in all areas of autopsy-based and clinical forensic medicine.

The facility is a forensic medicine educational body for undergraduate and postgraduate students in NSW including medical and paramedical workers. It also actively pursues research in relevant disciplines.

DOFM's expertise includes State and National disaster investigations, in particular, Disaster Victim Identification. DOFM expertise also includes aviation medicine, bereavement counselling, medical investigation of crime scenes, pre-trial and trial advice, provision of second opinions and presentation at medico-legal seminars.



On the case: a forensic pathologist examines a microscopy slide of brain tissue



Nursing and Midwifery Services

Director: Kerry Russell

Nursing and Midwifery Services manage the standard of nursing and midwifery care across the Area Health Service. This encompasses recruitment and retention of staff, education, clinical practice and research for a workforce of approximately 10,000 nurses and midwives.

SSWAHS has established a committee to oversee the development, implementation and evaluation of Practice Development across the Area. Practice Development is a systematic approach to delivering person-centred care that encompasses the needs of patients, families

and staff. It is a continuous process of developing the principles of inclusiveness, respect for each other, valuing individual contributions and connecting – the basic values of nursing and midwifery.

SSWAHS has also implemented the NSW Health program *Essentials of Care (EOC)* in 26 units across nine facilities. Developed in response to feedback from patients, EOC's major focus is developing clinical environments that empower patients, their families and health professionals to work together. Using a Practice Development approach, it aims to improve fundamental aspects of care, such as hygiene, nutrition, comfort and communication. SSWAHS will continue to roll the program out to other units next year.

As at June 30, 198 nursing/midwifery unit managers (N/MUM) had attended workshops on *Facilitating Critical Communication in Leaders* and *Lean Thinking and Leadership* as part of the *take the lead* project. The Project aims to facilitate the role of the N/MUM in the provision of highly co-ordinated care at the ward/unit level and as a result, improve patient and carer experiences. *Caring Together – The Health Action Plan for NSW* identified the *take the lead* project as a key strategy in addressing some of recommendations of the Garling Inquiry.

The Centre for Education and Workforce Development (CEWD) now offers the nationally recognised Advanced Diploma in Nursing for Endorsed Enrolled Nurses (EEN). This provides EENs with the opportunity to study in a specialty clinical area and develop a career pathway into specialised areas, such as Mental Health and Parentcraft.

CEWD continues to deliver Vocational Education and Training (VET) to local high school students with either



Bandages and more: SSWAHS employs approximately 10,000 nurses and midwives who play an invaluable role in the area health service

Nursing and Midwifery Services



a Certificate III in Aged Care or Certificate III in Health Services Assistance. Eighty per cent of students have continued nursing with SSWAHS and a further ten per cent have continued in allied health professions. CEWD is currently working with the Board of Studies to develop a Higher School Certificate subject to be known as Human Services.

In partnership with The University of Tasmania (UTAS), SSWAHS continues to offer opportunities for staff to undertake post graduate study. In 2008-09, 157 nurses enrolled in Graduate Certificates or Diplomas in Nursing for a range of clinical specialties. There were up to 50 enrolments for The Masters of Clinical Supervision and Clinical Leadership. The Masters is the first of its kind in Australia, an interprofessional program which provides accessible and flexible education options in a wide range of leadership and supervision environments. A professional doctorate is currently under development with UTAS.

SSWAHS continues to provide the highest number of clinical placement days in NSW. A Clinical Placement unit has been established which streamlines placement requests, improves capacity and monitors clinical support for students. A website provides information for students, education providers and the wider community (www.sswahs.nsw.gov.au/sswahs/ccpu/).

Wounds Sydney South West is the formalisation of a network of key hospital and community clinicians and educators involved in the management of wounds. The Network has developed 12 policies and guidelines with competency-based assessment and audit tools to standardise care for pressure ulcers across SSWAHS and reduce duplication.

SSWAHS continues to employ the largest number of Nurse Practitioners in NSW across a range of specialties.



Remote control: a nurse uses a patient lift

Innovations in delivery of care include:

- The Aged Care Triage service which aims to provide triage, access, advice and links to health services within SSWAHS for residents of residential aged care facilities and their GPs.
- The Comdiab program which involves community health and general practice nurses working together to run groups on diabetes education, management and lifestyle alternatives.
- Bankstown Hospital's T3 project which aims to improve emergency department triage key performance indicators (KPIs).
- RPA's Intensive care services which implemented a Cluster Nursing Model that improved staff satisfaction and retention.



Oral Health Services

Area Clinical Director: Clinical Associate Professor Sameer Bhole Acting General Manager: Chris Leahy

Sydney South West Oral Health Services (SSW-OHS)

provide general and specialist dental services to eligible patients within the Area at Sydney Dental Hospital (SDH) and 16 community-based dental clinics.

SDH is a major teaching facility which has relationships with the Universities of Sydney, Newcastle, NSW and the Sydney College of TAFE for the education and training of dental officers, dental specialists, dental technicians, dental prosthetists and the Bachelor of Oral Health degrees.

All 16 community oral health clinics plus five Specialist Departments at Sydney Dental Hospital have now been equipped for digital radiography.

We have commissioned a new Paediatric Dentistry Sedation Unit with new chairs, plumbed nitrous oxide, fully equipped emergency response kit and digital radiography using Phosphor Storage Plate (PSP) technology.

The Department of Special Care Dentistry was equipped with a Diaco hydraulic lift and recliner so that wheelchair-bound patients can receive dental care without having to be moved out of their wheelchair.

SSW-OHS also focused on Oral Health Promotion and continued its work in the statewide Early Childhood Oral Health Program (ECOH). ECOH is a community-based, early intervention program integrating dental, medical and dietary service delivery to pre-school aged children.

SDH, in partnership with Westmead Centre for Oral Health, continues in conducting the NSW International Dental Graduate Program (N-IDG). N-IDG is designed to assist overseas dental graduates in passing the Australian Dental Council registration exam process and won the

NSW Premier's Silver Award in the category Delivering the Plan/Workforce with the submission *Addressing the Rural Dental Workforce Shortages*.

Other achievements include:

- partnership with the Department of Community Services (DOCs) for their clients
- EQuIP periodic review conducted with all previous recommendations completed
- increased patient access to general anaesthetic with theatre sessions commencing at Campbelltown
- student rotation in Ingleburn, Bankstown, Bowral, Fairfield and Marrickville.

NSW Health funding and a collaboration with the University of Sydney Faculty of Dentistry has led to a substantial increase in the number of dental chairs at the Ingleburn Community Oral Health Clinic. This has enhanced patient care and student placement in an outer metropolitan setting.

Funding from the Commonwealth, the University of Sydney and the Continuing Education Committee of the Faculty of Dentistry, University of Sydney, has led to the construction of a state-of-the-art pre-clinical simulation technique laboratory. This has increased the capacity of the Simulation Clinic on the fifth floor of SDH from a forty-unit training site to a fully-integrated training facility of 55 training units with digital radiography and integration to the University's intranet.

Population Health



Director: Associate Professor Peter Sainsbury

Population Health delivers innovative and evidence-based programs aimed at improving the health of the people of SSWAHS, reducing inequalities and addressing service gaps.

Population Health incorporates the Health Promotion Service, the Public Health Unit, the Research, Evidence Management and Surveillance Service, the HIV/AIDS and Related Programs Unit, the Multicultural HIV/AIDS and Hepatitis C Service, and the Centre for Health Equity Training, Research and Evaluation.

The Arabic tobacco control project, a community and social marketing intervention with the Arabic-speaking community in SSWAHS, resulted in a decrease in the prevalence of smoking from 26 per cent to 20 per cent. This was greater than the general decline in NSW.

The *Cycling Connecting Communities* project was a successful community project in Fairfield and Liverpool aimed at promoting cycling and physical activity. Results showed a significant increase in use of the bicycle paths and a 10 per cent increase in cycling among beginners.

Pandemic H1N1 Influenza (human swine influenza) was first identified in April 2009. Widespread transmission of the virus occurred across all continents. During the public health 'delay' and 'contain' responses from 28 April to 17 June 2009, SSWAHS Public Health Unit managed 91 confirmed cases, 322 suspected cases which were subsequently excluded by laboratory testing and 223 contacts who were placed in quarantine. The epidemic peaked in early July.

Activities in the beauty industry such as ear-piercing, waxing and cuticle cutting pose a low risk of transmission of blood borne viruses such as hepatitis B and skin pathogens such as *Staphylococcus aureus*. In collaboration with 19 local councils, SSWAHS Public Health Unit completed an audit of 375 beauty premises. There was variation in practice around disinfection and sterilisation. A number of industry education initiatives are underway to reduce the risk of infection.

The goal of improving access to hepatitis C treatments by people from culturally and linguistically diverse (CALD) backgrounds was addressed in a Commonwealth-funded project which developed a treatment and self-management resource for people with chronic hepatitis C. *Living Well with Hepatitis C* is being distributed nationally in Plain English and 10 priority community languages.

The population of SSWAHS is increasing rapidly through a combination of greenfield developments on the south west fringe of Sydney, urban infill developments in existing suburbs and regeneration projects in disadvantaged areas. Population Health has been working closely with several local councils, Housing NSW and Landcom to influence planning to promote the development of healthy urban environments.

Population Health is a partner in a consortium led by the Faculty of the Built Environment, UNSW, that successfully tendered for a \$1.5 million grant from NSW Health to establish the NSW Research and Workforce Development Program on Healthy Built Environments. This five-year program will develop a research agenda around the built environment and health and develop the capacity of health staff to respond to challenges that the built environment poses to human health.



Go for two and five: stock up on two fruit and five vegetables a day



Capital Works



Construction zone: putting a walkway in place at Liverpool Hospital

SSWAHS continued to progress an ambitious capital works program in 2008-09.

Bankstown-Lidcombe Hospital

Pathways Home Project

The Project will provide the Hospital with a new two-storey Aged Care Office building with elevated covered linkways and a refurbished Aged Care Ward. Phase 1 of the Project was completed at the end of May with Phase 2 on target for completion by end of July 2009.

CT Scanner

A new CT Scanner has been purchased for Bankstown Hospital. The new unit will improve diagnostic services at the facility.

Bowral Hospital

Paediatric and Day Stay Unit

Clinical Information was relocated to provide space for the new Day Stay Unit adjacent to the Emergency Department. The new Unit area was renovated and is now fully operational. Relocation of the Day Stay Unit created more space for the Paediatric Unit. Refurbishment of the Paediatric Unit is on schedule to be completed by August 2009.

Camden Hospital

Broughton House

Planning has begun for the Dementia Day Care Centre and design development is expected to commence in July 2009.

Liverpool Hospital

Stage 2 Redevelopment

The Redevelopment is the largest single project underway within SSWAHS and will provide Liverpool Hospital with critical infrastructure to support its population base to 2016 and beyond. Once complete it will accommodate additional inpatient, critical care, ambulatory care, diagnostic and treatment services.

It will also include extensions to the Hospital's education facilities. Concurrent with the redevelopment will be the construction of a new multistorey car park, vehicle and pedestrian rail overpass plus a new link road to Warwick Farm railway station and the Hume Highway. Construction is well underway and design development for the new facility is significantly progressed.

Operational Policy and Procedure Working Groups have commenced to develop and revise existing policies for use in the new buildings.

Redfern

Community Health Centre

In 2009 redevelopment of the heritage listed former Redfern Courthouse and Police Station began. Basement, ground and first floor slabs are complete and the final second floor slab is nearly complete. It is anticipated that the project will be completed by November 2009. The new centre will co-locate several community-based services including mental health services, community nursing and drug and alcohol services.

Capital Works



Royal Prince Alfred Hospital

Laboratory Services

Stage 2B and C of the redevelopment are in the final phases. Stage 2B comprises the refurbishment of the four-storey heritage Victoria Pavilion to accommodate laboratories and a new outpatient pharmacy. Demolition of levels five and six is complete and construction is progressing. Building 94 is now complete and relocation of Anatomical Pathology from the Victoria Pavilion is about to begin. Stage 2C comprises miscellaneous works transferred from Stage 1 including King George V external works, car park link and Missenden Road traffic management.

Stereotactic Radiosurgery Project

A two-storey extension is being added to the existing Radiation Oncology Unit to accommodate a new Stereotactic radiosurgery Unit. The Unit will include a bunker at the first floor level, offices, meeting room, reception, planning rooms, nurses station, waiting areas and storage areas. Installation of the stereotactic machine is to commence in July. The equipment will provide a highly effective, non invasive method of delivering precise radiotherapy to a variety of benign and malignant cranial lesions. High doses will be delivered directly to the site of the lesion whilst minimising damage to surrounding tissue, which will improve patient outcomes.

North West Precinct

Tenders were invited in June for a Project Director Planning for the RPA North West Precinct Project. An appointment is expected in early July. The project will provide space for services currently housed off-site including Drug and Alcohol, and Sexual Health services. The relocation of services will improve access for patients.

Lifehouse at RPA

Planning is underway for the construction of the Lifehouse at RPA building. Construction of the integrated cancer care facility will be managed by the Sydney Cancer Foundation and assisted by SSWAHS.



Heritage listed: the former Redfern Courthouse and Police Station is being redeveloped into a community health centre.

Sydney Dental Hospital

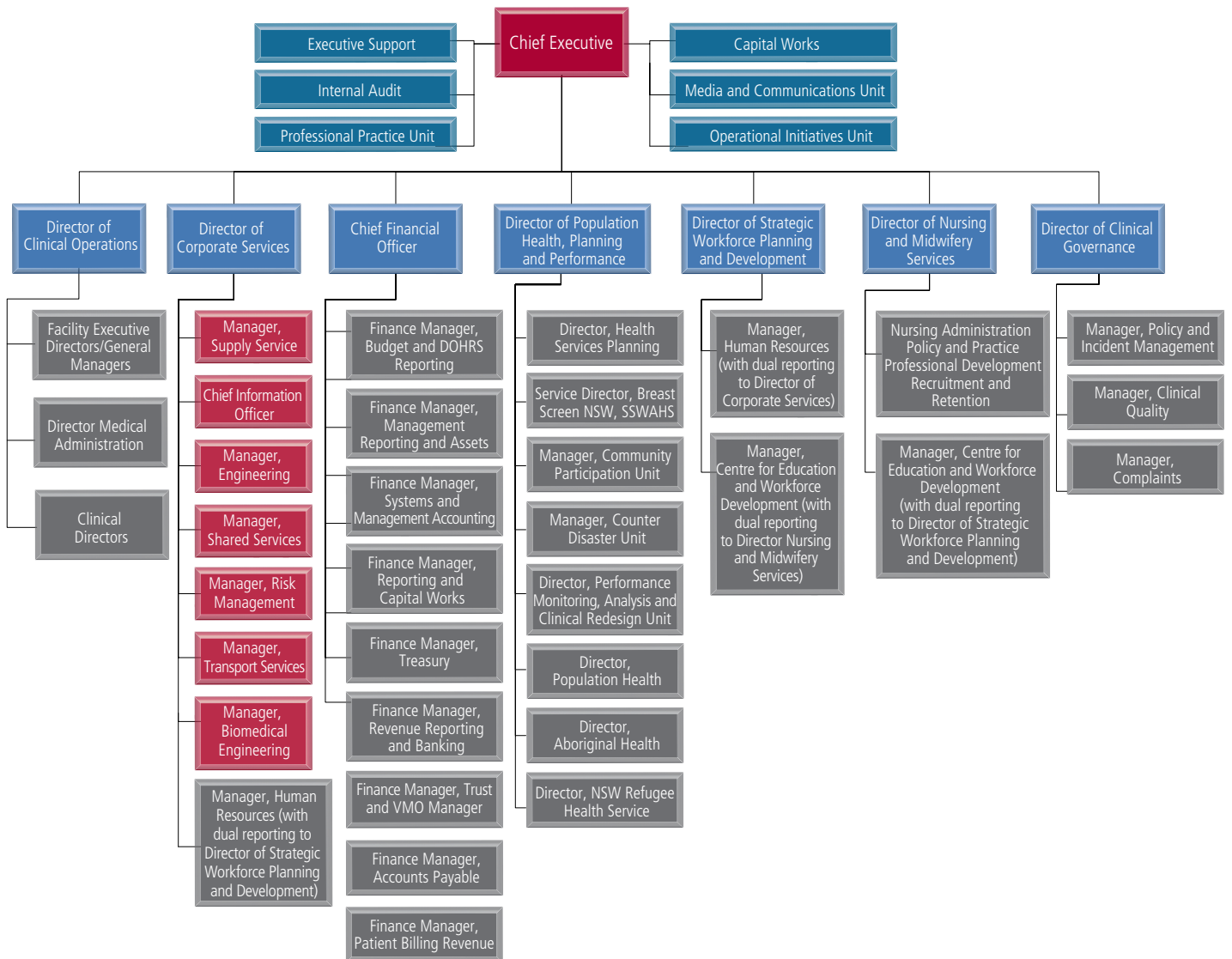
Digital cameras and computers to enhance existing radiology equipment have been purchased.

SSWAHS Information Management and Technology Division (IM & TD)

Medical imaging implementation

The roll out of the Picture Archiving and Communication System (PACS) continued at Fairfield and Liverpool hospitals.

Organisation Chart





Mike Wallace

Chief Executive

The Chief Executive is accountable for the overall corporate governance, performance and strategic planning of the organisation. The Chief Executive reports directly to the Director-General of NSW Health. All second tier positions report to the Chief Executive.



Dr Teresa Anderson

Director of Clinical Operations

The Director of Clinical Operations (DCO) is responsible for all clinical and operational services and the major capital works programs within Sydney South West Area Health Service. The DCO is responsible for formulating and overseeing the development and integration of healthcare services across the many clinical groups that make up Sydney South West. General Managers and Area Clinical Directors report to the Chief Executive through the DCO.



Paul Gavel

Director of Strategic Workforce Planning and Development

The Director oversees the Area's workforce development, workforce planning and strategic workforce management processes.



Dr Maree Bellamy

Director of Clinical Governance

The Director is responsible for improving and optimising the performance of health systems and the provision of clinical care. She provides analysis and feedback with a focus on clinicians and administrators taking joint responsibility for the quality of care delivered by SSWAHS. She also manages individual performance issues and complaints, analyses how to improve the systems supporting care delivery, advises and supports clinical operations through recognising and managing clinical risk.



Kerry Russell

Director of Nursing and Midwifery Services

The Director of Nursing and Midwifery services is responsible for the administration and management of nursing and midwifery services across SSWAHS. This includes the development and implementation of nursing policy and practice, professional development and recruitment and retention issues.

Executive

Dr Greg Stewart

Director of Population Health, Planning and Performance

The Director is responsible for developing the strategic directions of the Area through:

- healthcare services and population health planning
- measuring and improving performance across the Area, specifically through the Clinical Services Redesign Program
- managing a range of Area-wide services including the Area Community Participation Unit, BreastScreen SSWAHS, and the Area Counter Disaster Unit
- management of the statewide Refugee Health Service.

The position is responsible for the overall direction of Aboriginal health services and population health services including health protection, health promotion, health surveillance and intelligence, and healthy urban planning and development.



Jan Whalan

Director of Corporate Services

The Director of Corporate Services manages a diverse portfolio which includes information technology, finance, shared corporate services and Area Health Service corporate services such as engineering, fleet, legal, workforce and risk management, complex investigations, procurement, tendering and contract management.



Candy Cheng

Chief Financial Officer

The Chief Finance Officer is responsible for the management of the SSWAHS financial resources through the development and implementation of financial management systems for budget control and performance measurement. The chief finance officer also provides prompt and appropriate advice to the chief executive and senior executive on budget and finance matters.



Corryn McKay

Director of Media and Communications

The Media and Communications Unit provides an important link between the AHS and the community. It is responsible for promoting the strategic direction of SSWAHS by delivering positive health messages around the work being carried out within SSWAHS for the benefit of patients, staff and the wider community. These messages include progress on capital works projects, clinical initiatives, health promotion and cutting edge research and technology.



Teaching & Training Initiatives, Staff Profile



The Centre for Education and Workforce

Development (CEWD) is a centre of excellence for the education and training of the SSWAHS health workforce. In 2008-09, CEWD provided in excess of 311 courses including clinical, non-clinical and e-learning programs, totalling more than 92, 000 separate occasions of service.

CEWD is the primary delivery site of the NSW Health Registered Training Organisation (RTO) and has delivered more than 70 per cent of all Nationally Recognised Training conducted through the RTO. In 2008-09 responsibility for the management of the NSW Health RTO was delegated to SSWAHS by the Director-General in recognition of SSWAHS' significant contribution to the NSW Health RTO.

Other significant initiatives include:

- Establishment of a centralised Clinical Placement Unit (CPU). The CPU has significantly increased clinical placement capacity within SSWAHS, making SSWAHS the leading Area Health Service in terms of provision of student placements.
- Partnership with the University of Tasmania (UTAS). SSWAHS, in partnership with UTAS, continues to offer many unique opportunities for staff to undertake postgraduate qualifications. More than 120 staff from various clinical professions are currently enrolled in postgraduate programs with UTAS.
- The Master of Clinical Supervision and Clinical Leadership is the first of its kind in Australia. It provides accessible and flexible education options for clinicians in a wide range of leadership and supervision environments through collaborative, multidisciplinary and work-based learning projects.
- Graduate Certificates/Diplomas in Nursing are also available in numerous specialty streams and aim to facilitate the development of critical thinking within the context of the chosen clinical specialty.
- Group Clinical Supervision for Health Professionals Program. This program was introduced to support health care professionals and improve clinical practice by providing the structure for reflective practice. The Program accredits group clinical supervisors and links these supervisors with groups requiring clinical supervision. In 2008-09 there were 87 supervisors actively involved in the Program and 77 group clinical supervision groups running.

- Establishment of the Transition into Mental Health Program. This program includes workshops and online learning activities that aim to enable students to develop and consolidate specialist mental health nursing skills by working with individuals, families, significant others and consumers experiencing mental health concerns.
- Traineeships continue. More than 200 trainees are now working in SSWAHS whilst undertaking various qualifications including Business Administration, Sterilisation, Pharmacy and Dental Assisting. Thirty-two of these trainees are Aboriginal and/or Torres Strait Islander people.
- VET in Schools continues. 56 students graduated from this program with a HLT32507 Certificate III in Health Services Assistance qualification, 80 per cent of which have been retained in the SSWAHS nursing workforce. More than 100 students have enrolled in this qualification for 2010, with Liverpool Hospital now joining the training hospitals.
- Programs available online have increased to 23, making education and training programs more accessible to SSWAHS staff.

Number of full-time equivalent (FTE) staff employed by SSWAHS as at 30 June 2009

SYDNEY SOUTH WEST AHS	JUNE 08	JUNE 09
Medical	1,848	1,957
Nursing	7,325	7,235
Allied Health	1,597	1,614
Other Professionals and Para-professionals	618	610
Oral Health Practitioners and Therapists	321	318
Corporate Services	547	520
Scientific and technical clinical support staff	1,266	1,252
Hotel Services	1,470	1,435
Maintenance and Trades	196	195
Hospital support workers	2,217	2,212
Other	96	91
Total	17,501	17,439
Frontline staff: medical, nursing, allied health, other health professionals, oral health practitioners and scientific and clinical support staff as a proportion of all staff	74.1	74.5

Source: Health Information Exchange and Health Service local data

Area Community Participation Unit

The SSWAHS Community Participation Unit (CPU) continued to develop strong partnerships between the Area Health Service, consumers and the Sydney South West community. It has a commitment to building a culture across the entire health service which works with communities to improve health care services.

Local people contribute by representing the community at a local hospital level, a strategic Area-wide level (Sydney South West Consumer/Community Council) and on other Area-wide projects and committees. Local Community Participation Networks also help provide a link between the Area Health Service, the local non-government agencies and the wider community.



Community spirit: Bowral Hospital community representatives

The CPU works closely with the Area Health Advisory Council on joint projects, initiatives and issues such as the Advance Care Directives Forums. In 2008-09 the Forums were rolled out at various locations across Sydney's south west. The Forums encouraged staff, family members and patients to discuss end-of-life care earlier rather than later, in the event the patient is unable to make their own decisions later.

A third revised version of the *Community Participation Framework* was published and is available on the SSWAHS website at http://www.sswahs.nsw.gov.au/SSWAHS/Community/pdf/CP_Framework.pdf. It is used to inform and train staff.

Community representatives participate locally in a wide variety of committees such as Patient Flow, Demand Management, Workforce Development, Complaints Management, Patient/Carer Experience, Policies, Multicultural Health and EQuIP.

Projects the representatives contributed to in 2008-09 include: Transport Access Guides, hand hygiene, survey design and implementation, facility signage, Clinical Redesign, Emergency Department reviews, Close the Gap/ Sorry Day Aboriginal Health initiatives and campaigns, Liverpool Cancer Therapy garden, Bankstown Feeding program and Bowral Hospital garden upgrade project.

Area-wide committees include: Clinical Quality Council, cancer, diabetes, ethics, infection control, planning committees - disability, obesity, youth, carers, maternity services, carers, Aboriginal health, drug health, patient liaison, Healthy Hospitals and Oral Health..

SSWAHS Area Health Advisory Council

Chair Professor: Jeremy Wilson

The Area Health Advisory Council (AHAC)

continued to ensure that health consumers, local communities and clinicians had a strong voice in health decision-making in SSWAHS.

The Council also began to oversee the implementation of *Caring Together: The Health Action Plan for NSW*, providing feedback on the Area Health Service's progress and joining key implementation working parties to provide input.

During 2008-09 the Council provided the Chief Executive with advice on a range of SSWAHS initiatives including the development of a new *Youth Health Plan*, *Maternity Services Plan* and plan for combating overweight and obesity within the Area. It has also advised on the Macarthur Clinical Services Plan. The Plan will enable SSWAHS to develop strategies for managing the anticipated health demand that will result from the South West Growth Centre's population boom.

AHAC also provided feedback on new and existing SSWAHS initiatives including the Aged Care Triage Service, SSWAHS Health Language Services, the Sydney South West Implementation Program in partnership with general practice, and in a range of Aboriginal health initiatives.

The Council continued to implement its work plan which has prioritised advance care planning tools to help improve end-of-life care decisions, building partnerships to improve the health of Aboriginal people and strengthening SSWAHS' partnerships with general practice, non-government and other organisations.

In 2008-09 AHAC made site visits to Bowral and District Hospital, Camden Hospital, Marrickville Community Health Centre, Liverpool Hospital, Tharawal Aboriginal Medical Service, Campbelltown Hospital and Concord Hospital.

Visit the SSWAHS website for more information including a list of council members, minutes of all meetings and activity updates.



Volunteers and Donations

Volunteers

SSWAHS is fortunate to work with hundreds of volunteers.

These dedicated people devote their time and talents to serve and assist patients, their families and friends. Volunteers come from diverse walks of life and their importance in providing a warm sense of community cannot be overestimated.

SSWAHS volunteers are involved in a wide range of activities including fundraising, welcoming and guiding patients and their visitors around the facilities, organising social functions, operating gift stores and visiting patients throughout the hospitals.

The many pastoral workers and visitors who provide spiritual comfort to those in need are greatly appreciated as are the many community groups who visit on special occasions throughout the year.

Although every contribution is special, there were some standout contributions during 2008-09. Canterbury Hospital had an increase in community donations for the weekly volunteer stall (baby clothes, handmade craft items, books and clothing) and it has become more profitable over the past financial year.

Two volunteers from Karitane received awards for their services to volunteering.

Donations

Thank you to the following individuals and organisations for providing \$5,000 or more in support during 2008-09.

- 24 Hour Fight Against Cancer
- Abbott Australia
- Actelion Pharmaceuticals
- Asbestos Diseases Foundation
- Bankstown Hospital Auxiliary
- Barnwell Park Golf Club
- Jessie Bartos
- Bayer Australia Ltd
- Belford Productions (Alan Jones)
- Judith Beswick
- Blue Ladies
- Bowral Crafts Unlimited
- Bowral Hospital Auxiliary
- Breakfast Point Rotary Club
- Bulldogs Leagues Club
- Burwood Rotary Club
- Burwood Sub-branch
- Archibald Rawson Burch
- Campbelltown Ladies Golf
- Can Assist (Wingecarribee)
- Canada Bay Club (Western Suburbs Soccer Club)
- Cancer Patient Care
- Canterbury Hurlstone Park RSL
- City of Canada Bay Council
- Clayton Foundation
- Conexion Event Management
- Alan Cook
- ClubsNSW
- Nance A De Cairos
- Cath Don
- Drummoyne Rotary Club
- Enfield Sub-Branch RSL
- Fairfield Hospital Auxiliary
- Fairways Fundraising Group
- Freda Jane Gamble
- The Gidget Foundation
- C V Helby
- Johnson & Johnson
- Kids of Macarthur Health Foundation
- Bill Kritharas, Jenny Manetas and Leon Bombotas
- James Kropp
- Lions Club of Yagoona
- Margaret Micheletti
- Masons and Masonelles
- ninemsn
- NSW Dept Ageing & Disability
- Estate Robina O'Donnell
- Paul Wakeling Motors Wheels for Life
- Estate Norman Payne
- Ursula Peters
- Phillip Bushell Foundation
- Rotary Club of Padstow
- J W Scott and K A Scott
- N J Simpson
- St Johns Park Bowling Club Ltd
- Sydney & Metro Ex POW
- Estate Thelma Towell
- Shirley Trinh
- Smithfield RSL
- Southern Highlands Renal Appeal
- Unison Pty Ltd
- United Hospital Auxiliary
- Western Metro District Council
- Wig Library
- Alexandra Williamson

Fundraising and Sponsorship



Bankstown Hospital

The Hospital runs daily stalls with a variety of products including jewellery, clothing, kitchenware and books. A percentage of the stall proceeds are donated to the Hospital.

The Hospital auxiliary runs a fortnightly stall with all proceeds going to the Hospital. It has also organised a number of other fundraising activities including the Christmas raffle.

Bowral and District Hospital

The Hospital is privileged in having three auxiliaries providing support to great effect: Bowral, Moss Vale and Burrawang / Wildes Meadow.

Many individuals and groups have supported Berrima District Credit Union (BDCU) Children's Foundation in raising funds for the refurbishment of the Paediatric Unit.

Concord Hospital

A number of fundraising activities were held in 2008-09 including opera night at Rivendell, a degustation dinner, 1920's fashion show and the annual carols and lighting of trees.

Karitane

The third annual *Day in the Sand* Karitane Charity Golf Day raised \$14,000. Gold sponsors were FireSec (Austcoms Group Pty Ltd), Fowler Homes, Mounties, Kane Construction, NRMA, Liverpool Catholic Club, Alliance Recruitment, ADM Financial Services and McDonalds. Karitane would also recognise the many companies that donated prizes to make the event successful.

Karitane has received sponsorship from Johnson & Johnson for the development and printing of the Karitane Parenting Information Brochures.

Curash sponsored the development of the *Women as Mothers* Train-the-Trainer manual and Karitane Service Information Brochure while Medela sponsored the Karitane breastfeeding brochure.

Liverpool Hospital

The Hospital held ten fundraising events during 2008-09 which raised a total of \$60,075. The biggest event was a dinner organised by the local Vietnamese community which raised \$20,830 for the Obstetrics and Gynaecological Service. Other events included the Food Services Christmas Fair, a BBQ for the Children's Ward and a concert organised by a patient for Cancer Services.

Tresillian Family Care Centres

Tresillian is extremely grateful to major sponsor, Johnson & Johnson, who continues to provide support wholeheartedly. Johnson & Johnson donated \$100,000 to ninemsn's *Messenger Mums* enabling Tresillian nurses to provide online advice to thousands of parents during the year. This funding was in addition to the \$50,000 that Johnson & Johnson donates annually to support the Parents Help Line 1800 number.

ninemsn continues to generously provide the technical support for the *Messenger Mums* service.

Bounty sponsors the printing and production of Tresillian's corporate brochure, while Bayer Australia Ltd continues to support the Parent Tip Sheets. Kimberly-Clark sponsors the printing and production of the newsletter, *The Tresillian Crier*.

The Gidget Foundation has raised more than \$100,000 for a scholarship to be awarded annually to a Tresillian nurse to study adult mental health. The first recipient completed her course in December 2008. The successful recipient in 2009 is undertaking a Graduate Certificate in Adult Mental Health at the NSW Institute of Psychiatry in Parramatta.

