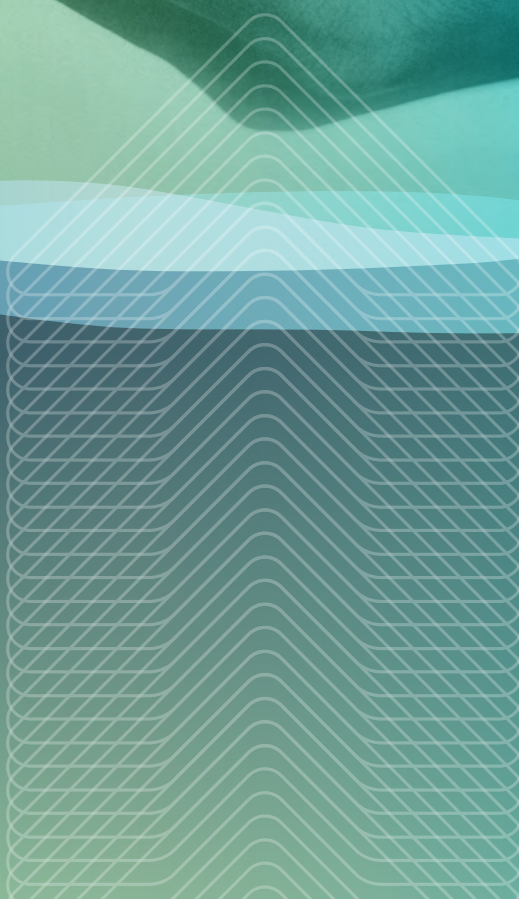
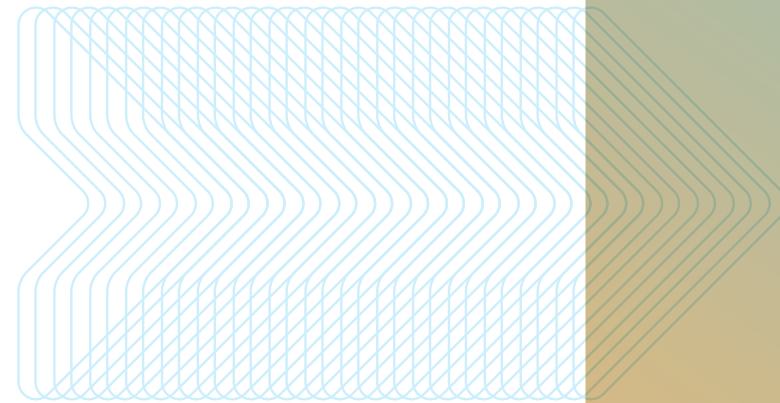




CHANGING LANDSCAPES

ANNUAL
REVIEW
2019/20





WentWest acknowledges the Darug people as the First Nations peoples and the traditional custodians of the land on which we work. We pay our respects to Elders, past, present and future and extend that respect to all Aboriginal and Torres Strait Islander people within Western Sydney.

WELCOME

WELCOME TO THE 2019-2020 WENTWEST YEAR IN REVIEW: CHANGING LANDSCAPES

2019/2020 has been a year of immense change and evolution for WentWest, the Western Sydney Primary Health Network (WSPHN). We have drawn deeply on our values of equity and creativity to actively overcome barriers and challenge convention, as we continue to transform primary care to build a healthier Western Sydney.

The vision of our new CEO, Ray Messom, has ignited change both within the organisation and through our partnerships and programs. We have streamlined many aspects of the business, from innovations across practice development and the reimagining of commissioning to the roll-out of an intuitive data warehouse platform, modern website and new finance system.

In partnership with Western Sydney Local Health District (WSLHD), we successfully bid on a new Collaborative Commissioning initiative, designed to deliver value-driven, outcome-focused and patient-centred health care.

We faced our most significant health care challenge of all, with COVID-19 and the continuous pressures that come with managing an ongoing pandemic. Our immediate response enabled

the crucial distribution of personal protective equipment to frontline health care workers, the establishment of several respiratory clinics in partnership with the WSLHD, and the facilitation of critical communications with practices through weekly webinars and the development of COVID-19 HealthPathways in record time.

As the pandemic continued to evolve, we rolled out trials of the Hospital in the Home (HITH) program for acute cases of COVID-19 to reduce the impact on hospitals and emergency departments.

Overseeing health conditions of low to medium risk patients was managed remotely through the shared care platform, CareMonitor, ensuring top-level cover for patients with close monitoring, whilst freeing up hospital beds for those with more critical needs.

WentWest employees quickly adapted to working from home, then readjusted to new requirements as we returned to the office, and we continue to explore flexible working arrangements to adjust to the changing circumstances.

We would like to thank everyone for their support this year and we look forward to continuing to progress our health care and systems, to deliver better health outcomes for Western Sydney.

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CHAIR'S WELCOME

2020 has been a year of extremes, with many people and communities suffering serial disasters. Amidst the ongoing suffering, we can at least appreciate that – unlike many other countries, Australia has not had to bear the full impact of an out of control pandemic.

The COVID-19 pandemic has been the most substantial health event of the century. The sector has seen great challenges, changes and transformations over an incredibly short period of time, and in ways we would not have thought possible. WentWest rose to the pandemic challenge, as did the Western Sydney Local Health District, numbers of our GP Leaders and many others. Daily updates, respiratory and drive-through clinics, distribution of equipment,

new COVID-19 models of care and much more were all delivered efficiently and at speed.

In parallel, our core work continued apace: identifying and addressing community health needs through innovative co-design and deepening partnerships, steadily growing our commissioning capacity to ensure patient access, service quality and provider capabilities remain at the forefront of everything we do.

Our Mission remains to lead integrated care towards better health, equity and empowerment for our Western Sydney communities and the health professionals who care for them. The theme of this year's Year in Review is 'Changing Landscapes', which seems an apt term for the substantial changes we have seen in the past 12 months, not only as a result of the pandemic, but also in relation to our continuing efforts to realign the health system towards a value-driven, integrated approach based on value for money and the needs of individuals and communities.

I hope this Year in Review gives you an overview of the year's endeavours and how we are on the way to achieving our goals. So many people have contributed to the gains made over the last year – first and foremost, our CEO, Ray Messom, who joined the organisation in July of last year.

Ray's skilled and thoughtful leadership has been critical to the organisation's capacity to navigate the challenges of COVID-19 while continuing to deliver on core responsibilities and championing long-term health system reform and the evolution of PHNs.

Also invaluable are the many consumer and community groups involved in advisory roles and co-design processes; the members of our Clinical and Consumer Councils; our GP Leaders Group, our partners and collaborators; and of course, WentWest's wonderful staff.

Sincere thanks also to our Board members who bring their diverse expertise to bear on the strategic directions, evolution and continuing oversight of the organisation.

DI O'HALLORAN AO
Chair, WentWest (WSPHN)

CEO'S WELCOME



What a year it has been! Not only have I had the pleasure of leading a passionate team, dedicated to lasting health system reform, but I have also been incredibly proud of the way WentWest has risen to the COVID-19 pandemic challenge.

Our experience with COVID-19 has reinforced our belief that we are 'one system' here in Western Sydney. As we mobilised as one to meet the crises of the day, it was heartening to see health professionals across sectors and organisations working together to deliver innovative and responsive health care to our community.

PHNs played a significant role in Australia's emergency response to bushfires and floods and continue to play an essential role in the unfolding pandemic. Whether it be through the distribution of PPE to general practices, supporting new telehealth services, enabling general practice to provide in-home care for mild and moderate cases or supporting assessment and testing of respiratory symptoms in the community, the passion and dedication of providers across Western Sydney has been so inspiring. In fact, this passion to do things differently has allowed us, with Western Sydney Local Health District (WSLHD), local Councils, general practices, and the Department of Health, to build and open

COVID-19/Respiratory Clinics in Blacktown, Mount Druitt, Riverstone, Castle Hill, Merrylands and Carlingford.

Working with other PHNs we have published numerous COVID-19 HealthPathway resource packages in record time effectively integrating care in real time as best practice pathways evolved. In fact, access to HealthPathways reached an all-time high at the peak of the first wave with 12,555-page views in April alone – a 12.8% increase on the previous year. Communications were pivotal to our response with often daily updates, customised for general practice, providers, community and staff through diverse delivery mechanisms. We supported our staff by allowing all teams to work from home and will never turn back as we currently transition everyone to individualised flexible working arrangements and rolling out our new Health and Wellbeing Program. We are committed to delivering a better experience for our staff and our stakeholders.

Strategic commissioning in WentWest continues to grow, with an emphasis on provider engagement and co-designing services with consumers and the wider community. This past year, over \$30M has been put back into the Western Sydney community via our commissioned contracts. Our support of general practice and allied health continues to expand with our practice support teams reaching out to more health professionals than ever. Our

Health Intelligence Unit is also playing a key role in delivering what matters to consumers – outcomes and value – as we are committed to measuring the impact of everything we do.

We have been successful in our bid to lead the ground-breaking Collaborative Commissioning Program from the NSW Ministry of Health. In collaboration with WSLHD, we have articulated multiple models to integrate care and alleviate ED and hospital demand for low acuity patients requiring urgent care and for patients requiring cardiology care that can be effectively managed in the community. Our partnerships with the WSLHD, the Sydney Children's Hospital Network and many others are continuing to break new ground as we look to scale many of the successful innovative models of care we have piloted. Thanks also to the support of the Clinical and Consumer Councils for their ongoing commitment.

As we take stock of all we have achieved during a challenging year, I look forward to leading WentWest into the 'new normal'. I am fortunate to be surrounded by a team that is focused, resolute and enthusiastic about supporting the community to achieve the best possible outcomes. Finally, I would like to express my thanks to the Senior Management Team and Board for their support during my first year in the role. In particular, I would like to thank Professor Di O'Halloran as the Chair, for her guidance, assistance and strategic insights.

RAY MESSOM
CEO, WentWest (WSPHN)

OUR VISION

Healthier communities, empowered individuals, sustainable primary health care workforce and system.

OUR MISSION

Working in partnership to lead better system integration and coordination, strengthening equity and empowerment for Western Sydney communities and the people who care for them.

OUR VALUES



EXCELLENCE
Be the best we can be



LEADERSHIP
Inspire action



RESPECT
Understanding others



EQUITY
Actively overcome barriers



CREATIVITY
Challenge convention

STRATEGIC FOCUS

- Value-based Primary Care
- Social Determinants of Health
- Collaborative Commissioning
- Person-centred Care
- Evaluation and Research
- A Regional Commissioner Model
- An Engaged and Empowered Workforce
- Lead Regional Health Reform

HEALTH PRIORITIES

- Aboriginal Health
- Aged Care
- Alcohol and Other Drugs
- Child and Family
- Chronic Conditions
- Mental Health
- Population Health

QUADRUPLE AIM



QUALITY AND POPULATION HEALTH

- Improved health outcomes
- Equity of access
- Reduced disease burden



PATIENT EXPERIENCE OF CARE

- Reduced waiting times
- Improved access
- Patient and family needs met



SUSTAINABLE COST

- Cost reduction in service delivery
- Reduced avoidable or unnecessary hospital admissions
- Return on innovation costs invested
- Ratio of funding for primary:acute care



IMPROVED PROVIDER SATISFACTION

- Sustainability and meaning of work
- Increased clinician and staff satisfaction
- Teamwork
- Leadership
- Quality improvement culture

CONSUMERS & COMMUNITY



Delivering quality health care needs and services to the Western Sydney community is at the core of what we do at WentWest (WSPHN). We are committed to listening and learning from our diverse and passionate community to develop, implement and review the health care services our communities need to thrive.

ABORIGINAL HEALTH

With one of the largest Aboriginal and Torres Strait Islander populations in Australia, WentWest (WSPHN) is proud of our commitment to providing culturally appropriate health care services to communities to improve overall health and health outcomes.

Our dedicated Aboriginal Health Liaison Officer continues to work closely with key local organisations and providers, to identify and prioritise the specific needs and services required to strengthen the health and wellbeing of our Aboriginal and Torres Strait Islander communities. The cultural awareness training events for health professionals has helped to increase cultural respect and understanding across primary health services in our region.

The Integrated Team Care (ITC) program improves the health outcomes of individuals with chronic health conditions, through access to culturally appropriate primary and secondary care services, education and financial support for accessing appointments, aids and equipment. It's been a year of transition for the ITC program and following a successful open tender exercise, the program is transferring from an in-house service to a community-based operation and will be known as Western Sydney ITC.

Our Too Deadly for Diabetes commissioned program continues to be a great success, achieving positive results in reversing type 2 diabetes in Aboriginal communities across Western Sydney. This 10-week exercise, nutrition, education and positive behaviour support program creates a sense of community, a belief that change is possible, and supports participants to lose weight, gain confidence and reduce their use of medication (diabetes, blood pressure, cholesterol). Over the year, the program has supported 158 participants to achieve a combined weight loss of 969kg, resulting in an estimated saving



Above - Girls playing.



Left - 2019 NAIDOC Blacktown Council Event.

of \$354,000 through reduction in medication and medical appointments. During 2019, our teams (Burbaga Burawa, meaning 'rise up and rise above' in Darug) have twice won the NSW Health Aboriginal Knockout Health Challenge and always placed in the top three.

AGED CARE

Improving the health and wellbeing of our aging population is an important priority for WentWest (WSPHN). Falls among older people and reducing the burden of preventable hospitalisations is a critical area of concern in Western Sydney.

Our ongoing falls prevention initiative through the Still Standing commissioned program aims to improve strength, balance and mobility for seniors. Facilitated by accredited exercise physiologists, the medium intensity group exercises and at-home exercise programs has shown a 50% reduction in falls by participants since the program's inception.



Above - The importance of family time.

Aboriginal Health Statistics



\$2.4M+
INDIGENOUS HEALTH
FUNDING



157
GPs ATTEND
CULTURAL TRAINING

Funding of \$2.4m has supported indigenous mental health services across 12 contracts, and the ITC program. Of the 454 people in the ITC program in 2019/20, 260 were new referrals. This 60% new referrals demonstrates how the service promotes self-management and independence.

Over the year, Cultural Awareness training has been delivered to 157 GPs and other health care staff via in-person and virtual sessions. There were 10 Cultural Induction sessions for WentWest (WSPHN) staff and 47 staff members participated in Cultural Awareness and Cultural Safety sessions.

Aged Care Statistics

195
INDIVIDUALS RECEIVED INITIAL ASSESSMENTS AND EXERCISE PRESCRIPTIONS

140
ENROLLED PARTICIPANTS ATTENDED EIGHT OR MORE SESSIONS

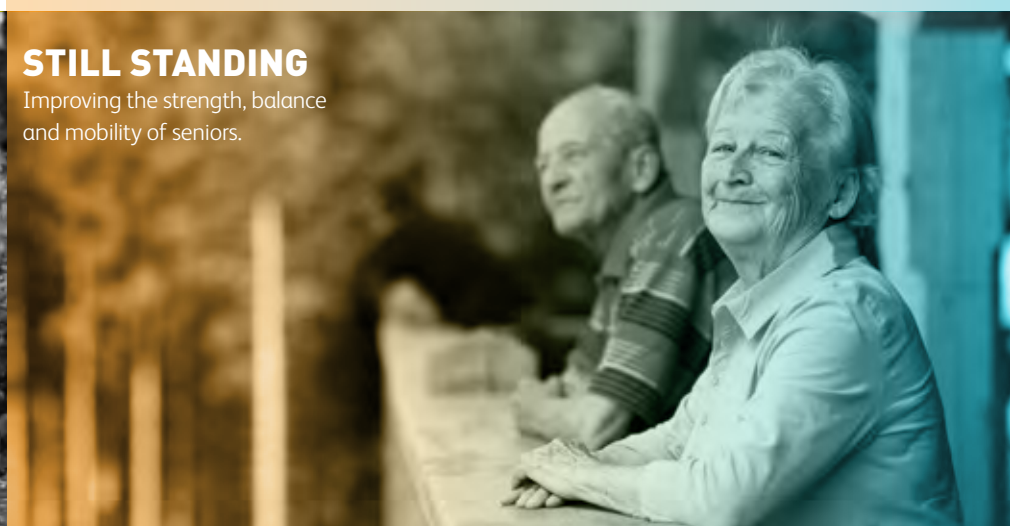
27%
OF PARTICIPANTS RATED THEIR CONFIDENCE IN MOBILITY AS 'ABOVE AVERAGE' OR 'GOOD' AFTER THE PROGRAM IN 2019

93%
OF PARTICIPANTS THAT COMPLETED THE PROGRAM IN 2018 REPORTED THAT THEY HAD NOT HAD A FALL SINCE THEIR INITIAL ASSESSMENT.



STILL STANDING

Improving the strength, balance and mobility of seniors.



Above - An elderly couple relax in Blacktown.

CHILD AND FAMILY

Our work within child and family health care focuses on improving and addressing early childhood development across Western Sydney. The first two thousand days of life are critical to a child's brain development, meaning experiences during this time can impact their physical, emotional and social outcomes into childhood and throughout the remainder of their lives.

Our collaborative approach with the community, families and primary health providers, enables us to develop and implement effective, integrated systems that increase the health and wellbeing of families and ensures children reach their full potential regardless of where they live.

Right - Our focus is on improving and increasing the health and wellbeing of families in the Western Sydney community.

THRIVE@5 IN DOONSIDE

The Thrive@5 in Doonside initiative offers a range of collaborative programs that educate families and address the social, language, literacy and motor skill development of children from birth to five years, creating a positive foundation for future growth and learning.

Tiny Tots Talking, Rhyme Time, Paint Doonside REaD, Books For Bubs, Mini Tots Soccer, Little Possums and Healthy Minds Network help support children reach their full potential and start school thriving.



MINI TOTS SOCCER

Mini Tots Soccer, incorporating Rhyme Time, aims to prepare children aged three to five years with school readiness skills in a fun, social, non-threatening environment. Rhyme Time introduces children to reading through listening and educates parents on the importance of reading to children at home. Mini Tots Soccer allows children to improve their social and motor skills through the benefits of physical activity. In response to COVID-19, sessions moved online with the release of eight weekly videos for children, parents and carers to participate from home. The videos contained a Mini Tots Soccer training segment, a Rhyme Time segment, and a child development segment providing advice for parents.

LITTLE POSSUMS

Helping the lives of children in Doonside.

BOOK PROGRAMS

The Paint Doonside REaD initiative aims to improve early literacy outcomes in children by providing community reading boxes at over 28 locations across the Doonside community. The free books encourage parents to read, talk, sing and rhyme with their children. In response to COVID-19, Blacktown Area Community Centre adapted by promoting free e-books for children.

LITTLE POSSUMS PROGRAM

Connect Child and Family Services continue to provide the Little Possums Program - a play therapy, mentoring and advocacy service for children who have experienced trauma. The program works in two primary schools and has expanded into Doonside High School this year. During the COVID-19 lockdown period, Connect Child and Family Services reached out to families involved in Little Possums to:

- Provide families with a comprehensive list of services to contact for financial support, food supplies, distress.
- Provide families with clear and concise information about COVID-19 for both adults and children.
- Provide families with a list of strategies for stress management using home environment and community parks and reserves that are safe.
- Provide outreach to the families with food supplies and supplies of activities for the children.

COVID-19 saw seven families who had previously exited the program re-engage due to an increased need for support.

R Top - A family relax at home after the immunisation of their child.

R Middle - Children attending the Mini Tots Soccer and Rhyme Time at Blacktown.

R Bottom - Little Possums encourages families to exercise together in the park.

TINY TOTS TALKING

Tiny Tots Talking is a Thrive@5 in Doonside initiative which placed a speech pathologist into three early childhood environments in Doonside with the goal to support high quality, language stimulating environments. The Tiny Tots Talking project improves identification and early access to speech pathology services for developmentally vulnerable children.

An area of focus was upskilling educators and resourcing them. Professional development improved teacher confidence and the application and embedding of the formal education programs for individual children and group interactions.

IMMUNISATION BIKE COMPETITION

Now in its ninth year, the highly successful Immunisation Bike Competition continues to raise awareness and increase childhood immunisation rates across Western Sydney.

In partnership with local general practices, every child who received their 12-month, 18-month or four-year-old immunisation at participating practices, between October 2019 and January 2020, entered a draw to win one of 24 bikes and a helmet.

This year's campaign saw 55% (191) of Western Sydney general practices participate, collectively immunising 2,843 children. The continued increase in participating practices has now seen more than 12,900 children immunised since the inception of the program in 2011.

Child and Family Statistics



12,900+
CHILDREN IMMUNISED
SINCE 2011 VIA THE
IMMUNISATION BIKE
COMPETITION



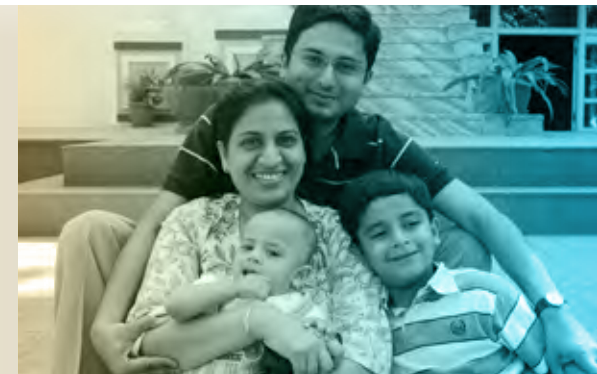
63
CHILDREN ATTEND
MINI TOTS SOCCER
AND RHYME TIME

Term 3 of 2019 saw 63 children attend Mini Tots Soccer and Rhyme Time at Crawford Public School. Blacktown Area Community Centres (BACC) saw 43 families attend over the two terms it was run at Doonside Community Centre.



349
FAMILIES ENGAGE
WITH THE MINI TOTS
SOCCER AND RHYME
TIME PROGRAM

For Term 2, 2020, the Mini Tots Soccer team created eight videos so families could continue the program at home with a reach of 3,567 and 349 families engaging with the program.



MENTAL HEALTH

Mental Health support services and programs continue to be an area of priority for WentWest (WSPHN). This year we launched the Western Sydney Mental Health and Suicide Prevention Regional Plan. It outlines a three-year action plan for WentWest (WSPHN) and Western Sydney Local Health District, to ensure our communities can access quality, timely and affordable mental health care suited to their needs.

Allison Kokany Consumer Scholarship

First launched in 2018, WentWest (WSPHN) continues the search for mental health advocates for Western Sydney through the Allison Kokany Consumer Scholarship. The scholarship assists individuals who can advocate for mental health based on a lived experience, providing a critical voice and perspective of what it is like living with, supporting, or caring for someone with a mental health condition.

Below - Our three-year Mental Health and Suicide Prevention Plan brochure.



Psychiatric Liaison Service

In partnership with Flourish Australia, we continue to support general practice teams and GPs to provide the provision of consultant psychiatry liaison support within primary care. Aligned with the Patient Centred Medical Home and Health Care Homes models, the service develops a support network for patients and practices through bulk-billed consultations, provides education and training for practice staff and assists with peer workforce, all without cost to the patient or practice.

CALD Mental Health Literacy and Suicide Prevention

Now in its second year, the culturally and linguistically diverse (CALD) commissioned service NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS), focuses on delivering psychoeducation and lifestyle/wellbeing group interventions for cultural groups including Hazara, Tamil, South Sudanese and Arabic community members.

The holistic and systemic approach of the program aims to foster a positive recovery environment for refugees by identifying signs of distress, developing coping strategies and supportive relationships, breaking social isolation and reducing the stigma with seeking mental health support.

Bilingual Support Worker Program

We continue to connect CALD individuals and families from Auburn and surrounding areas with mental health services, through the provision of two bilingual staff at the Auburn One Door Bilingual Mental Health Support Service.

This service program focuses on strengthening coordination, referral pathways and connections between the local community, health professionals and other community services. These connections facilitate better mental health services tailored to individuals, increases the understanding of mental health and breaks down social stigma.

The program also works with the Western Sydney Recovery College to deliver inclusive, collaborative workshops to specific CALD communities to increase knowledge, skills and awareness of mental health.

Hospital to Home

In partnership with One Door Mental Health, the Hospital to Home program supports individuals leaving acute care units to successfully reintegrate into the community, to reduce the risk of re-admission and to reduce the risk of suicide.

Individuals are often at their most vulnerable when leaving hospital and the program allows qualified support workers to collaborate with individuals and their families to identify the specific needs of the person to live well in their community. Services range from providing emotional support, to connecting them with family, friends and carers, GPs and rehabilitation services, as well as practical assistance such as transportation to appointments, budgeting and paperwork.

The program has been highly successful in suicide prevention, improving health outcomes, reducing isolation and improving engagement with support and service networks.

Perinatal Service

WentWest (WSPHN) has commissioned three Perinatal Service sites in Western Sydney at Blacktown, Mount Druitt and Stanhope Gardens which are run by St John of God, Raphael Services. The Perinatal Service provides families in the perinatal and infancy stages with specialist mental health care, psychiatric assessment, counselling and support to parents experiencing mental health problems in relation to fertility, prenatal testing, pregnancy grief and medication.

headspace

WentWest (WSPHN) has commissioned three headspace services in Western Sydney, at Mount Druitt, Parramatta, and Castle Hill. With more than 75% of mental health issues developing before the age of 25, this early intervention program for young people aged 12-25, provides tailored and holistic support for individuals, families and carers. They provide information and support on mental health, physical or sexual health, drugs and alcohol, counselling services, employment and education.

headspace

Early Psychosis Program

headspace - Early Psychosis Program is a recovery-based service designed for young people who have experienced an early episode of psychosis or are at risk of developing psychosis.

The holistic approach supports young people and families through their recovery with education, employment and relationships. Delivered at Mount Druitt and Parramatta, support includes specialist clinical case managers, peer support and family workers who work with young people and their families to achieve their individual goals.

Youth Severe Mental Health Services

New in 2019 and sitting between headspace and the headspace - Early Psychosis Program, this service assists young people aged 12-25, who have, or are at risk of, developing severe mental illness to be supported in the primary care setting.



Above - Mental Health headspace Forum.

Below Top - Mental Health Matters Report launch.

Below Middle - WSPHN addressing the needs of mental health in Western Sydney.

Below Bottom - Taking an active role in the development of a Mental Health and Suicide Prevention Plan.

Mental Health Statistics



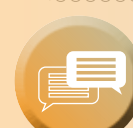
6,559

PAGE VIEWS, 1469 USERS, AND 1905 TOTAL SESSIONS OF MINDGUIDE, HELPING THE COMMUNITY NAVIGATE MENTAL HEALTH INFORMATION AND SERVICES



838

PHONE CALLS FOR INTAKE AND ASSESSMENT COUNSELLING SERVICES



252

COUNSELLING AND SUPPORT SESSION PHONE CALLS



22,142

PSYCHOLOGICAL SESSIONS FUNDED



3,635

CLIENTS REFERRED TO PSYCHOLOGICAL SERVICES



114

REGISTERED MENTAL HEALTH PROFESSIONALS OFFERING SERVICES IN 30 DIFFERENT LANGUAGES



Above - Picture of Allison Kokany.

ALCOHOL AND OTHER DRUGS

Commissioning services that contribute to moving our community towards a life that is drug addiction-free is at the core of our work in the Alcohol and Other Drugs (AOD) priority area.

We promote partnerships with non-government organisations and WSLHD to provide support, counselling and services to clients that have a substance addiction or misuse issue. Our programs assist a range of key priority groups including Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, older people and youth, people who are homeless and those engaged with the justice system.

Our two five-part video series on living with alcohol dependency continued to help community members understand the effects and signs of alcohol dependency and the steps required to seek help with nearly 500 views.

CHRONIC CONDITIONS

WentWest's (WSPHN) approach to the prevention and management of chronic disease in the region comes through several initiatives, focused around educating the community and providing better coordination and integration of services.

We continue to work with the WSLHD



to support health professionals and their patients to access effective treatments and resources to lower the prevalence of hepatitis and diabetes in our region.

Our partnerships on exercising and healthy eating have successfully adapted to online formats during 2020, as we continue to deliver these essential services.

Above - Patient-led GP walking groups in Western Sydney.

Below - Immunisation against hepatitis B for children.



BEATING DIABETES TOGETHER

Now in its sixth year, our Western Sydney Diabetes (WSD) initiative continues to strive towards reducing the burden diabetes presents to our region. A range of prevention and management strategies aim to slow the progression of the disease, reduce at-risk populations and increase the proportion of the population that are healthy.

More than 110,000 patients across Western Sydney were routinely screened in 2019 with the HbA1c test. This early detection initiative improves the management of diabetes and pre-diabetes in the community, ensuring people can access the supports they need to begin to address both medical and lifestyle changes.

Our Joint Specialist Case Conferencing (JSCC) service continues to strengthen, having expanded to most general practices across Western Sydney. Another integral initiative helping to manage and prevent diabetes is the patient-led GP walking groups which encourage physical activity and movement. This is an early example of social prescribing, where people access non-clinical solutions as alternatives to medication and clinical interventions to help improve management of chronic health conditions.

POPULATION HEALTH

The introduction of The Change Program has been a great success in assisting GPs to manage adults living with obesity. This weight management program provides GPs with practical support and self-management strategies for patients to improve nutrition, physical activity and psychological and behavioural approaches.

Refugee Health continues to be an area of priority for WentWest (WSPHN), as we build strong relationships with the community and local service providers, to improve equity and access to health care for some of our most marginalised residents.

2019 saw the creation of a dedicated Refugee Health Coordinator who will contribute to the expansion of this

priority area into 2021. Alongside our Mental Health Literacy project, we are excited by the opportunities to improve access to self-management and culturally safe and accessible solutions for the physical and mental health needs of our diverse community.

BETTER HEALTH OUTCOMES FOR PEOPLE EXPERIENCING OR AT RISK OF HOMELESSNESS

An innovative collaboration between WentWest (WSPHN), Healthily, Marrin Weejali Aboriginal Corporation, Mission Australia, Salvation Army, Parramatta Mission, Evolve Housing, Western Sydney Local Health District and local councils is trialling the use of tailored digital health and wellbeing packages sent via SMS by outreach services to people at risk of or experiencing homelessness.

The Digital Health Toolkits have been developed to address five priority health areas including mental health, infectious disease, oral health, chronic disease and alcohol and other drugs.

Using the GoShare platform, the Toolkits are sent to a client's mobile phone by their outreach worker. Each Toolkit includes relatable lived experience videos, animations, culturally appropriate, helpful resources and links to local services relevant to the needs of the client and catering to their health literacy. A specially tailored COVID-19 information package was also developed to provide support during this critical time.



Above - A collaboration to assure better health for the homeless.

POPULATION HEALTH

Introducing The Change Program - assisting GPs in managing adults living with obesity.



Alcohol and Other Drugs Statistics

163
CLIENTS SUPPORTED IN THE COMMUNITY RESTORATIVE CENTRE PRISON TRANSITION PROGRAM

2,489
CLIENTS RECEIVED EPISODES OF CARE THROUGH WESTERN SYDNEY SUBSTANCE MISUSE PROJECT AT MARRIN WEEJALI

491
CALD CLIENTS RECEIVED ENHANCED REHABILITATION SERVICES WITH DAMEC

282
CLIENTS WITH CO-OCCURRING MENTAL ILLNESS SUPPORTED

1,148
CLIENTS RECEIVED THERAPEUTIC ARRANGEMENTS WITH CLINICIANS FOR THE COMMUNITY RESILIENCE PROJECT WITH BAABAYN ABORIGINAL CORPORATION



GENERAL PRACTICE & PRIMARY CARE DEVELOPMENT

The central objective of the General Practice and Primary Care Development team is to transform primary care across Western Sydney to achieve a healthier community. Their goal is to deliver high-quality support to general practices, facilitate the adoption of Primary Health Network programs and to build the capacity and competency of primary care across Western Sydney.

AFTER HOURS

The Western Sydney After Hours program aims to educate the community on the provision of after hours primary health care services, to reduce the impact on Emergency Departments. It ensures residents get access to the right care, in the right place, at the right time, and identifies and addresses gaps in the after hours service offering across the region.

This year, the after hours service known as Hospital in the Home (HITH) was developed as a pilot. Hospital in the Home (originally known as Westmead on Wheels) is a collaborative project between WentWest (WSPHN), WSLHD and NSW Ambulance for a specific region around Westmead Hospital and was established to provide acute care for patients in their homes who would ordinarily present to the emergency department for their conditions. The project reached five Residential Aged Care Facilities (RACFs) and 55 General Practitioners and will grow next year to be region-wide.



Above Top - Doctors use telehealth to reach patients during COVID-19.

Above Bottom - Primary care nurse education event.

PATIENT CENTRED MEDICAL HOME (PCMH)

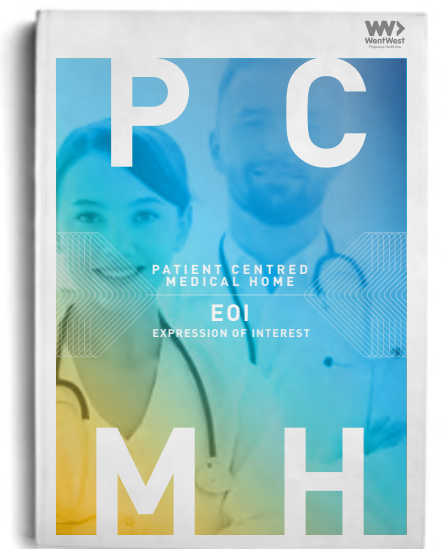
Evolving and transforming primary health care to be patient-centred, comprehensive, coordinated and committed to the highest levels of quality and safety are the guiding principles of the PCMH model.

Supporting practices through this transformation are the 10 Building Blocks of High Performing Primary Care. The foundational elements of engaged leadership, data-driven improvements, patient registration and team-based care are the first steps to creating quality general practices of the future.

The PCMH model provides practices

with comprehensive education, access to and integration of patient support programs, a range of digital health tools, guidance on quality improvement, and a dedicated practice facilitator.

With eight practices already on their PCMH journey, we are committed this year to increasing this number. This will be supported by an expanded program with an enhanced level of support. Our goal is to continue partnering with all practices in transforming primary care. The expansion program will see an enhanced level of support and an exciting suite of programs and services introduced to continue the transformation of primary care in Western Sydney.



Above - PCMH program EOI brochure.

HEALTH CARE HOMES

WentWest (WSPHN) is one of 10 PHNs across Australia to trial the Health Care Homes program. Aimed to provide better patient-centred coordinated, integrated and tailored care for people living with chronic diseases such as diabetes, heart and lung conditions, Western Sydney has over 1,300 patients from 17 practices enrolled in the program. The trial initiative is scheduled to run until June 2021 and will provide critical insights into the provision of primary care services for the future. Health Care Home practice delegates as well as WSPHN facilitators attended the Health Care Homes forum in October 2019.

Two new community of practice groups have been established. Health Care Homes community of practice and nurse community of practice events are held regularly allowing for networking and information sharing.

INTEGRATED CARE

The Integrated Care program, in partnership with the Western Sydney Local Health District (WSLHD), continues to evolve towards integrated

care becoming standardised for all stakeholders.

Patients with complex needs have a dedicated Care Facilitator partnered with General Practice to help navigate the care system and receive the appropriate health care services. Patients who are lower risk benefit from access to a wide range of services and self-management supports.

Above Right and Below - The Health Care Homes program provides patient-centred coordinated, integrated and tailored care.



WESTERN SYDNEY
GENERAL PRACTICE
PHARMACIST PROGRAM

Now in its fourth year, the General Practice Pharmacist Program is aligned with our PCMH principles and is based on a collaborative, patient-centred primary care model.

The program integrates the General Practice Pharmacist (GPP) into practices to work as part of the patient care team. It aims to improve health outcomes by reducing adverse drug events and polypharmacy, as well as educating both patients and clinical staff on the safety of medications.

This year started with one of our GP Pharmacists travelling with the WentWest study group to visit PCMH practices in the USA. Several excellent ideas emerged from that trip which have helped further expand the utilisation of GP Pharmacists in their practices. As pioneers of this innovative, specialised pharmacist role, a number of our GP Pharmacists have been invited to assist with educating and training the first cohort of students entering the University of Technology's post graduate training program for future GP Pharmacists.

HEALTHPATHWAYS

The HealthPathways online clinician decision support tool continues to provide frontline workers with trusted, precise and up-to-date guidance on the assessment, management and appropriate referral pathways on a range of conditions.

Developed in collaboration with local GPs, nurses and medical experts from the WSLHD and Sydney Children's Hospitals Network, our dedicated HealthPathways team continually localise and review pathways to verify they remain safe and clinically relevant. This ensures our health professionals maintain a top level of service, and patients continue to receive the highest quality care.

The team have published over 500 localised Western Sydney pathways to the dedicated website, which has received more than 133,819 page views in the last 12 months.



Above - Westmead Breast Cancer Institute HealthPathways event.

HEALTH INTELLIGENCE
UNIT

Dedicated to improving the services and condition of care for the Western Sydney community, our Health Intelligence Unit (HIU) provides trusted insights through data collection and the interpretation of impact-based analytics.

After the successful establishment of a shared platform for de-identified acute and primary care data and the integration of external and internal data sources that was created in collaboration with WSLHD, the shared platform now contains data from both primary and acute care. The team is progressing towards the next step of local linkage utilising a Statistical Linkage Key (SLK), linking data from acute, primary care and commissioned services. This will provide a system-wide view of a patient's journey, providing health providers with a unique view to further enhance patient management.

An exciting opportunity for HIU, was progressing the creation of artificial intelligence (AI) and machine learning (ML) for predictive data modelling for selected chronic conditions.



Above - The HIU team at WentWest.

Right - The Collaborative Pairs collective.

COLLABORATIVE PAIRS

Collaborative Pairs Australia is a partnership between the Consumer Health Forum of Australia (CHF) and the King's Fund UK. The program offers consumers and service providers the opportunity to work collaboratively to lead change in person-centred health care, services and systems.

The highlight of the year was the completion of the first cohort of Collaborative Pairs leadership training with four pairs participating in the program in late 2019.

Also this year, CHF engaged the University of New South Wales, The University of Canberra and Curtin University to conduct an independent evaluation of the Collaborative Pairs Australia National Demonstration Trial. The purpose of the evaluation was to assess the effectiveness and applicability of the program in the Australian context and inform future implementation of the program. The evaluation found the Collaborative Pairs program is relevant and acceptable in the Australian context and demonstrates a positive impact on some participants in terms of new skills, thinking and approaches to communication, collaboration and partnership.



HEALTHPATHWAYS

508

TOTAL NUMBER OF
HEALTHPATHWAYS



6,490

NUMBER OF HEALTHPATHWAYS
USERS



133,819

NUMBER OF PAGE VIEWS OF
HEALTHPATHWAYS ONLINE



8,001

NUMBER OF PAGE VIEWS OF
COVID-19 HEALTHPATHWAYS ONLINE



COVID-19 PATHWAYS

2,166

NUMBER OF PAGE VIEWS OF COVID-19
INITIAL ASSESSMENT & MANAGEMENT



1,178

NUMBER OF PAGE VIEWS OF
COVID-19 REFERRALS



773

NUMBER OF PAGE VIEWS OF
COVID-19 INFORMATION



OTHER PATHWAYS

817

PAGE VIEWS OF ANTENATAL
FIRST CONSULT



511

PAGE VIEWS OF DIABETIES
EDUCATION AND SUPPORT



426

NUMBER OF PAGE VIEWS OF
REFERRAL FORMS



WENTWEST SNAPSHOT

1M+

WESTERN SYDNEY
POPULATION



66%

WOMEN IN SENIOR
MANAGEMENT
ROLES



202

EVENTS HELD AT
WENTWEST



\$32M+

SPENT ON
COMMISSIONED
SERVICES AND
GRANTS



321*

DIABETES PATIENTS
REACHED THROUGH
DIABETES CASE
CONFERENCING



5,630

CLIENTS REFERRED
INTO PRIMARY
MENTAL HEALTH
CARE SERVICES



423

NUMBER OF
PRACTICE NURSES
IN WESTERN
SYDNEY



\$24.3M

SPENT ON MENTAL
HEALTH SERVICES



2,843

CHILDREN
IMMUNISED
THROUGH
IMMUNISATION BIKE
COMPETITION



137

REGISTRARS IN
GENERAL PRACTICE



394*

GPS ATTENDED
ONGOING
EDUCATION



\$2.7M

ALCOHOL AND
OTHER DRUGS
SERVICES
COMMISSIONED



294*

COMPUTERISED
PRACTICES



316,370

TOTAL PATIENT
RECORDS LINKED
(ACROSS THE THREE
PHASES)



249

ACCREDITED
PRACTICES TO
RACGP STANDARDS



69%

GROWTH OF
WENTWEST SOCIAL
MEDIA (LINKEDIN)



728

OUTGOING GP
HELPPDESK CALLS



347

NUMBER OF
GENERAL
PRACTICES IN
WESTERN SYDNEY



52

NEW HEALTH
PATHWAYS
LOCALISED AND
PUBLISHED



4,094

PRACTICE
SUPPORT VISITS
TO GP PRACTICES



* Impacted by COVID-19

SECTOR ENGAGE MENT & PARTNER SHIPS

Sector engagement and industry partnerships with consumers, community groups, health professionals and industry bodies are a critical element of our Quadruple Aim ambition. We continue to foster and grow partnerships that are enduring, strategic, ground-breaking and dedicated toward creating an efficient and sustainable health care system.

CONSUMER ENGAGEMENT

WentWest (WSPHN) is committed to enabling Western Sydney consumers and the community to have a say in their health care and health care system.

WentWest (WSPHN) continues to engage community and consumers in several ways, including:

- Needs assessments identify the health concerns of the community and addresses them through commissioned services.
- Consumer Advisory Council which forms part of our governance structure.
- CommunityHQ our online portal for engaging consumers in feedback on projects and services.
- Governance with consumers engaged in steering committees, reference groups and commissioning processes.
- The Allison Kokany Consumer Scholarship provides professional development opportunities for the next generation of mental health advocates for Western Sydney.



THE SIX CRITICAL SUCCESS FACTORS OF THE CONSUMER ENGAGEMENT ACTION PLAN

1. Comprehensive consumer input in governance, service delivery, needs assessments and commissioning.
2. Consumers inform continuous improvement in health services.
3. Consumers are supported, skilled and resourced to contribute to improving health outcomes.
4. Aboriginal and Torres Strait Islander people have true and meaningful consumer and community engagement across WentWest (WSPHN).
5. Staff are supported, skilled and resourced to work collaboratively with consumers and community members.
6. WentWest (WSPHN) has strong partnerships with community and consumer groups.



PEER

In partnership with Sydney University and Western Sydney University, we continue our Partnership for Education, Evaluation and Research (PEER) program. The longstanding collaboration represents our shared commitment to promote, support and coordinate innovation in primary health care delivery, teaching and research in Western Sydney.

WENTWEST (WSPHN) CONSUMER ADVISORY COUNCIL

The council is charged with bringing the consumer voice to WentWest (WSPHN) activities and assisting in working towards a patient-centred system of primary health care that delivers better health outcomes.

WENTWEST (WSPHN) CLINICAL COUNCIL

The WentWest (WSPHN) Clinical Council informs the creation of locally relevant clinical pathways that align with national priorities and improve quality, cost-effectiveness, timeliness of patient care and reduce avoidable hospitalisations.

Advice and feedback are provided quarterly from local clinicians via the GP Leaders Group, Allied Health Leaders Group and the local GP Associations of Blacktown, Mount Druitt and The Hills.



Above - WentWest Alliance meeting.

PARTNERS

Our remarkable community of stakeholders and partners continues to grow in strength and commitment and we are incredibly grateful for their support.



Health
Western Sydney
Local Health District



**Better Health
Together**
Western Sydney Integrated Care Program



COMMISSIONING



At WentWest (WSPHN), commissioning refers to a continuous cycle of developing and implementing health services based on a rigorous process of planning, procurement, monitoring and evaluation to strengthen and support integrated primary care in Western Sydney.

A NEW APPROACH TO COMMISSIONING

Our vision is to be a leading PHN in commissioning with a decision-making process that stakeholders understand and trust. Our outcomes-based commissioning approach provides a way of paying for services based on rewarding the outcomes that are important to the people using them, and not simply on organisational activity or performance. The model aims to achieve better outcomes through more integrated, person-centred services and ultimately provide better value health services.

COMMISSIONING PRINCIPLES:

1. Deliver clear process and governance systems to enable innovation.
2. Work with subject matter experts for intelligence gathering and analysis.
3. Collaborate with service providers and encourage continuous service improvement.
4. Design for cultural competency through community and consumer engagement.
5. Design and evaluation is data-informed and person centred.

THE WESTERN SYDNEY PRIMARY HEALTH NETWORK COMMISSIONING FRAMEWORK

The Western Sydney Primary Health Network Commissioning Framework is designed to improve health outcomes for the community, address identified needs for target groups and areas and enable, enhance and evaluate service delivery.

Based on the National PHN Commissioning Model, the framework is delivered through a three-phase process under which all commissioning activity and decision-making takes place.

- Strategic Planning involves undertaking assessment of population needs, collaboration with partners and annual planning.
- Procuring Services involves designing and contracting services and shaping the structure of supply to address gaps and strengthen service delivery.
- Monitoring and Evaluation involves managing performance and evaluation of contract holders and determining effectiveness of program delivery.

ENHANCING OUR APPROACH TO COMMISSIONING

At the start of 2020, a new Senior Director, Strategic Commissioning position commenced to champion and lead our strategic commissioning vision. This critical role develops collaborative partnerships, integrates commissioning best practice, advances vital strategic initiatives and fosters a resilient and innovative commissioning team.

The launch of a Commissioning Manual will improve our process, productivity and accountability to commissioning, providing more substantial services and better patient outcomes. The manual covers every stage of the commissioning cycle, from conducting needs

assessments through to developing and implementing health services based on a rigorous process of planning, procurement, monitoring and evaluation and decommissioning redundant services.

Below - The Commissioning Framework Manual.



WESTERN SYDNEY PRIMARY HEALTH NETWORK COMMISSIONING FRAMEWORK



COLLABORATIVE COMMISSIONING



Collaborative Commissioning is a whole-of-system approach designed to enable and support the delivery of value-driven, outcome-focused and patient-centred health care in the community. The innovative nature of this initiative also allowed us to provide a unique Western Sydney Response-Rapid Response: Care in the Community for COVID-19.

Below - Graeme Loy and Ray Messom signing the Collaborative Commissioning agreement.

COLLABORATIVE COMMISSIONING MODEL

Collaborative Commissioning leverages the principles of the Quadruple Aim by developing pathways of care tailored to the community's needs. It aims to incentivise local partnerships for integration across the entire continuum of care, embedding local accountability to deliver value-driven, outcome-focused and patient-centred health care.

In partnership with Western Sydney Local Health District (WSLHD), we have been successful in our joint proposal to the NSW Ministry of Health for three new models of care: Cardiology in the Community, Value Based Urgent Care and Rapid Response: Care in the Community for COVID-19. The models are being co-designed by GPs, specialists and consumers.

They are supported by the Patient Centred Collaborative Commissioning Executive, co-chaired by our Chief Executive Officer, Ray Messom and the Chief Executive of WSLHD, Graeme Loy. To achieve the vision of collaborative commissioning, it is imperative that there is a significant investment in primary care to design, enable and support the delivery of value-based health care in the community.

Patient Centred Medical Homes play an integral role in progressing these new models of care. Evidence from around the world shows that practices operating as a true patient centred medical home are well positioned to deliver and support the changes required across the broader health system to deliver the right care, in the right place, at the right time. The opportunity to invest in primary care transformation in Western Sydney has never been greater.

Specifically, the Western Sydney Partnership will develop a new approach to the following:

- Urgent Care in Western Sydney aims to address low acuity (triage Category 4 and 5) ED admissions by providing timely, quality care in general practices following an assessment of their presenting needs via a Central Intake Phoneline. These practices would be equipped with the capability and infrastructure to support a specified list of what would usually be low acuity presentations at ED. After the presentation is appropriately consulted, the patient would undergo a similar process to being discharged from hospital, and care transferred back across to their regular primary care provider, utilising appropriate clinical governance methods and a shared care platform.

- The Cardiology in the Community model aims to embed this model within PCMHs across Western Sydney, delivering care for PCMH and cardiology patients in the primary health care setting with appropriate access to and support from acute and community care sectors. The aim is to increase screening and risk assessment of high-risk patients both in the community and in general practice. Appropriate referral pathways, consultation processes, digital health enablers to allow remote monitoring and shared care platforms to integrate the patients care across the health care neighbourhood are essential for the success and viability of this model of care.

- The Care in the Community and COVID-19 Response team will provide clinical management, monitoring and care coordination for vulnerable and identified high risk residents in Western Sydney as well as those with specific conditions which lend themselves to effective, safe and appropriate care in the community (rather than in an acute setting). It will also coordinate the comprehensive care for confirmed COVID-19 positive patients in the community.



COLLABORATIVE COMMISSIONING

One Western Sydney health system team (WentWest and WSLHD) bringing innovation to life.

The aim is to deliver the right care, at the right time and in the right place.



COVID-19 RESPONSE



The COVID-19 pandemic presents the most significant health event of the century. Our immediate response to this global health crisis was to draw on our values of Leadership and Equity to deliver a robust support system for the Western Sydney community. Through a radically transformed health care system, we focused on delivering specific and culturally appropriate resources and communications to reduce the risk and spread of the virus and manage pressures on the health care system.

In collaboration with Western Sydney Local Health District (WSLHD) we removed organisational and professional barriers allowing innovative platforms such as CareMonitor and Western Sydney HealthPathways to be repurposed to respond to the needs of the region.

A dedicated COVID-19 package was developed in record time through HealthPathways to provide general practices and frontline health professionals a single source of truth during the peak of the pandemic. The pathways have been accessed more than 8,000 times by 1,900 health care professionals across a range of topics such as telehealth, practice preparation and assessment, management and referral of patients.

We worked in collaboration with the WSLHD, local councils, general practices and government health departments to secure existing or newly developed infrastructure to establish multiple COVID-19 testing clinics as well as three GP-led respiratory clinics across the Western Sydney region in record time. Designed to relieve pressure on emergency departments, the clinics assess suspected cases of COVID-19, influenza and pneumonia and provide early testing and treatment to patients.

Our Practice Development Team provides support to general practices in the region, particularly in relation to the Government's mask distribution process, supporting practices in their COVID-19 response and implementing the telehealth model of care.

With the information and advice landscape changing daily, clear and efficient communications with GPs and health professionals was paramount to implementing best practice health care. We transitioned our events online and created new channels to reach GPs with the implementation of SMS alerts, a daily updated webpage, daily email newsletters and dedicated weekly COVID-19 webinars.

Below - WentWest made sure frontline health care professionals were masked up.



As the pandemic evolves, we continue to explore ways to deliver further system enhancements, by leveraging the integration of existing services and to co-commission value-based, patient-centred care post-pandemic.

Ensuring our staff, stakeholders and partners stay informed about the latest COVID-19 news, we have rolled out several new platforms and channels;

GP Update was created as a dedicated channel to deliver up-to-date COVID-19 information to our GP network across Western Sydney. From March to June we sent out 62 GP Updates containing 288 articles to 897 subscribers.

10 new COVID-19 HealthPathways were developed in a matter of weeks.

10 new COVID-19 webpages on the WentWest website:

- COVID-19 Home page
- COVID-19 GP-led Respiratory Clinics
- COVID-19/Flu Clinics
- COVID-19 Pathology Collection Centres
- HealthPathways COVID-19 Response Package
- Business Continuity for Practices
- COVID-19 MBS Telehealth
- GP Webinars
- Mask Request Form
- GP Update Subscription Form



Above - Life in a COVID-19 world.



COVID-19 Response Statistics



20
COVID-19 TESTING CLINICS
(INCLUDING GP-LED
RESPIRATORY CLINICS)
OPENED IN RECORD TIME



33,000
HEALTHPATHWAYS PAGE
VIEWS



260,450*
SURGICAL MASKS
DISTRIBUTED TO GPs AND
FRONTLINE HEALTHCARE
PROFESSIONALS



10,660*
P2 MASKS DISTRIBUTED
TO GPs AND FRONTLINE
HEALTHCARE
PROFESSIONALS

* Up to 30th June 2020

PEOPLE & CULTURE



In a year of great change, once again, WentWest's greatest asset are its people. Enthusiastic, committed and dedicated to transforming primary health care and improving health outcomes across Western Sydney, they are continuously striving for quality and making a difference. This year our staff have wholeheartedly embraced a new way of remote working due to the COVID-19 shutdown, and have worked tirelessly to continue with their daily tasks as well as the added demand of COVID-19 workloads. They also continued with their commitment to our Reconciliation Action Plan journey and they were integral to the development of our new Strategic Plan.

STRATEGIC PLANNING DAY

Acknowledging the importance of whole of team input, our annual Team Development Day was held in October 2019 at Oatlands House with a focus on developing our new Strategic Plan. After initial planning by the Senior Management Team, the whole of WentWest joined us for a valuable day of discussion and connection as we looked towards the future.

With the theme of 'Inspire, Impact, Ignite, Imagine, Influence and Innovate', the day gave us a great opportunity to share some exciting opportunities for WentWest to grow and expand our support for our community, partners, and the patients/consumers we serve as well as work together on our new Strategic Plan.



Above - Our new Employee Manual.

Below - The WentWest People and Culture team.

RECONCILIATION ACTION PLANS – REFLECT AND INNOVATE

WentWest (WSPHN) has a strong history of collaborating with the Aboriginal and Torres Strait Islander communities within our region, working together to identify gaps in services relating to health and closing the gap. We are proudly based in an area with one of the largest urban Aboriginal and Torres Strait Islander populations in the country. Our Reconciliation Action Plan Working Group collaboratively developed our Reconciliation Action Plan, Reflect which was endorsed by Reconciliation Australia and successfully completed in late 2019.

IMPLEMENTING RECONCILIATION

After taking the time to ensure RAP Reflect is imbedded in the organisation, we will turn our attention towards the

Reconciliation Action Plan, Innovate. An Innovate RAP outlines actions that work towards achieving our unique vision for reconciliation. Commitments within this RAP allow us to be aspirational and innovative in order to help us gain a deeper understanding of our sphere of influence and establish the best approach to advance relationships with Aboriginal and Torres Strait Islander

reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Below - The WentWest RAP Reflect team.



TEAM DAY

Images from the team Management Day at Oatlands House



COVID-19 RESPONSE –
ENSURING THE SAFETY OF
OUR TEAM

The health and safety of our workforce is of the upmost importance to us. To help navigate the changing workplace environment over the past few months we created a WentWest COVID-19 Safe Guidelines document to help keep our employees safe at work during the pandemic. We also ensured we met the requirements to register as a COVID Safe workplace and developed a Return to the Office (R2O) three-phased plan to gradually reintroduce staff and stakeholders back into WentWest’s office space. Our Senior Management and WHS team constantly monitor the situation and are ready to respond to any new developments during this challenging time.


Below - The R2O brochure designed to inform staff and stakeholders of the safety policy for returning to the WentWest offices.




People & Culture Statistics


20%
INTERNAL STAFF MOVEMENTS
ACROSS THE ORGANISATION


8.7%
ABORIGINAL AND TORRES STRAIT
ISLANDER EMPLOYEES


66%
OF FEMALES IN OUR SENIOR
MANAGEMENT TEAM


44%
OF FEMALES ON OUR BOARD

COVID-19
RESPONSE

Working remotely to ensure the health and safety of our team.



CAREER SPOTLIGHT

MARIA PIPICELLA

Maria has worked at WentWest for eight years across several key projects from almost the very beginning when we were a Division of General Practice through to a Medicare Local. She first joined the organisation in a Quality Improvement Project Officer role, and over time has been promoted a number of times, evolving with the organisation. She was promoted to lead the Digital Health Team with responsibility for the My Health Record Opt-Out initiative. At the time, in this initiative, we were the top performing Medicare Local (the pre-cursor to PHNs), thanks to Maria’s dedication. Maria was so giving of her time and knowledge, something she continues to do to this day.

When we began to explore the possibility of looking to implement the PCMH model Maria did a huge amount of work developing and adapting resources to assist with the training and development of interested practices - many of which are still in use today.

In her role as Digital Health Manager she drove the implementation and communication plans, she partnered with the Digital Health Agency, sourced presenters and identified Clinical

Champions across pharmacy, allied health and primary care – these champions were instrumental in driving this initiative and represented Western Sydney on a national scale. She was also instrumental in establishing a multi-media approach to education, held small group learning sessions, whole of in-practice training sessions

collaboratively with Marketing and Communications teams at both a regional and national level. Over the years Maria has dedicated herself to professional development and has embraced leadership training. One of our most successful campaigns, the WentWest Bike Competition was Maria’s brainchild back in Division days.

“Maria just gets it! She believes in why we are here and do what we do...she embodies each and every value of our organisation.”

Jane Assange
Director
Primary Care Transformation
and Integration

and more – fast forward to today where it’s the norm, she was ahead of the times! She was across funding agreements, driving the reporting and recruitment of the digital health team supporting pharmacists, allied health and primary care in the registration, uptake and utilisation of the My Health Record. There was also a significant consumer awareness campaign, again Maria led this, recruiting consumer representatives and coordinating this

She brought that with her to WentWest and continues to go from strength to strength. When we were looking for a Practice Development Team Leader/Coach – Maria was our first choice, without question. We offered her the role and as a natural mentor, she has been instrumental in building what many agree is a wonderfully cohesive, healthy and happy Practice Development Team.

MARKETING COMMUNICATIONS & EVENTS

The Marketing, Communications and Events team are committed to delivering clear, concise and educational brand collateral. Engaging WentWest's diverse audiences through a range of communication channels and facilitating a calendar of educational and industry events. The team also rose to the challenge of COVID-19 by rolling out new communications channels and online events platforms to ensure our stakeholders remain engaged and informed during this challenging time.

MARKETING & COMMUNICATIONS

NEW WEBSITE

This year we launched a new website with our audience of health professionals, community members and stakeholders in mind. The new website was a complete restructure and redesign, creating a fresh look with easy to navigate pages showcasing our commissioned services, partnerships and commitment to the health needs of the region.

NEWSLETTERS

To complement the new website, we redesigned our Weekly Update to be a collaborative newsletter for all health professionals in Western Sydney that provides the latest health updates for general practices, allied health professionals and pharmacy staff. The Weekly Update features topical articles, events, commissioned services and our work in the community.

Left - The WentWest Marketing, Communications and Events team.

WENTWEST STORIES PROJECT LAUNCHED

An exciting project for us this year was the launch of our WentWest Stories Project. This project allows us to share the stories behind the services we commission, giving us the opportunity to highlight the real impact and life-changing moments for community members who have accessed these services.

COVID-19 RESPONSE

COVID-19 communications quickly became an integral part of the team's work from early March as we navigated the changing landscape for health professionals and community members.

A new COVID-19 section within our website was developed which provided regular updates, information and resources to Western Sydney.

We also introduced a daily newsletter to GPs that has dedicated COVID-19 information for their practices and patients. SMS and direct emails to practices were also used for urgent health updates.

EVENTS

ONLINE EVENTS PLATFORM

An exciting transition for Events was moving to an online events registration platform this year which allowed a seamless transition from event promotion through to attendance. The new platform communicates with our new website and database and provides an easy-to-use reminder service for upcoming events. Since implementing the platform, event and training attendance has steadily increased.

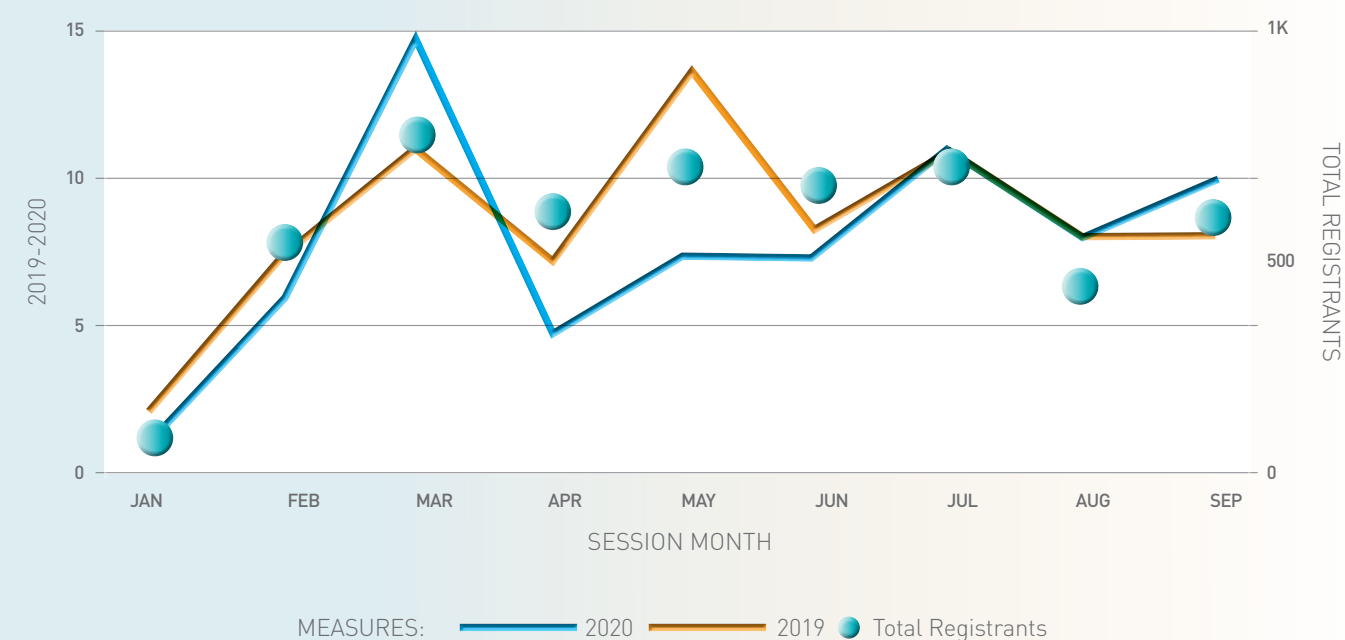
COVID-19 RESPONSE

The structure and delivery of our events and training changed overnight with COVID-19 social distancing measures being introduced. We immediately transitioned upcoming events and training to online webinars and identified new topics, including hosting a series of GP COVID-19 webinars that were specifically designed for GPs in our region.

Below - Online event webinars and Zoom meetings during COVID-19.



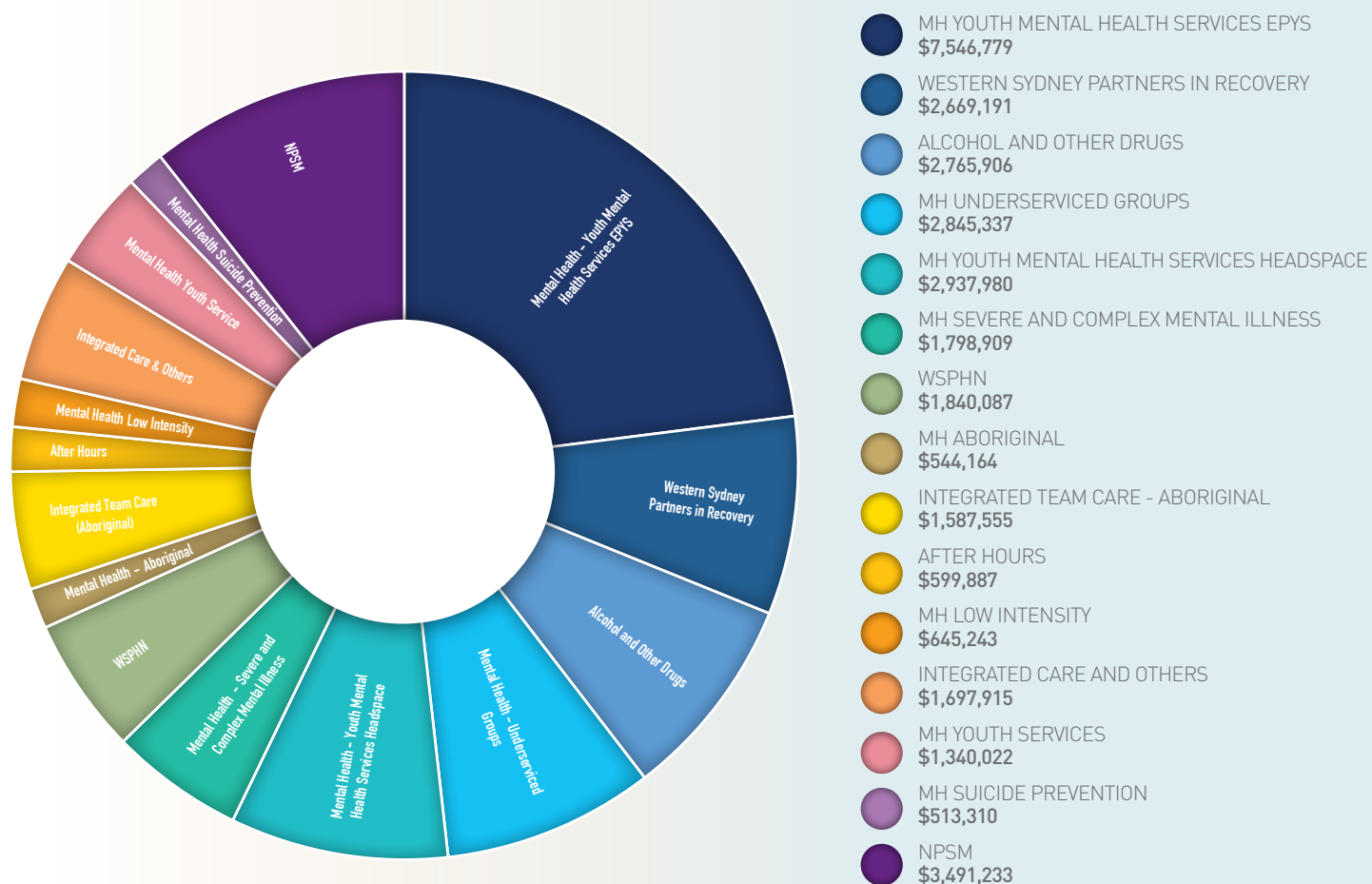
EVENT & REGISTRANTS TREND



FINANCE QUALITY & IT



WENTWEST (WSPHN)
COMMISSIONED CONTRACTS AND GRANTS EOFY 2019



Finance, Quality and IT are integral to strengthening WentWest platforms, systems and business architecture to provide a strong platform for us to pursue our Quadruple Aim.

QUALITY

WentWest (WSPHN) continues to hold certification of the ISO 9001:2015 Quality Management System standard; and now prepares for re-certification in early 2021. A major focus has been re-development of a three-yearly internal audit schedule, focused on organisational processes, WHS practices, ergonomic assessments, and financial processes and practices.

IT

With the implementation of technological elements and components, WentWest (WSPHN) is much more adequately protected and streamlined. By implementing effective technological equipment and tools, as well as technological office remote workplace management, WentWest (WSPHN) ensures its staff optimal workplace productivity and reliability.

FINANCE

WentWest (WSPHN) has completed a successful financial external audit by Deloitte with no non-compliance with the applicable laws and regulations, no uncorrected misstatement, and no disclosure deficiencies.

A SharePoint Purchase Order project commenced to enhance control and approval process of our procurement system for implementation in mid-2020.

Below - Our Finance team at WentWest.



WENTWEST (WSPHN) LIMITED
REVENUE AND COMMISSIONED CONTRACTS



WSPHN BOARD



This year has also seen change within our Board, with the departure of Russell Taylor and the appointments of Lindsay Cane, David Rowlands and Steven Adams. WentWest thanks Russell for his valuable contribution over the years and welcomes Lindsay, David and Steven.



CONJOINT PROFESSOR DIANA O'HALLORAN AO

Qualifications: MB BS, FRACGP, MHPed, FAICD

Experience and expertise: Diana has a background in General Practice, medical education, strategic planning, policy development and health system redesign. She is a member of the Western Sydney Local Health District Board, the immediate past Chair of the NSW&ACT PHN Council, immediate past Co-Chair of the Agency for Clinical Innovation's General Practice Advisory Group, and a member of the RACGP's NSW&ACT Faculty Board. Diana is a Conjoint Professor, Department of General Practice, University of Western Sydney, a past RACGP and GPET Board member, and a past Chair of the NSW General Practice Advisory Council. Diana has a long involvement in initiatives intended to build strong, integrated and equitable primary health care.

Special responsibilities: Board Chair.

Ex-officio member of Finance Audit and Risk Management Committee, Governance and Nomination Committee.



PROFESSOR TIM USHERWOOD

Qualifications: BSc, MD, MB BS, FRCGP, FRACGP, FRCP, FAICD, DMS

Experience and expertise: Tim is Professor of General Practice and Head, Westmead Clinical School, Faculty of Medicine and Health, The University of Sydney; Honorary Professorial Fellow at the George Institute for Global Health; and a clinical academic at Westmead Hospital. Tim practiced in community-controlled Aboriginal health for almost 20 years. He was Chair of the General Practice and Primary Care Committee of the Medical Benefit Schedule Review. He chairs the Clinical Intervention Advisory Panel of NPS MedicineWise. Tim has a strong record in research and education. He has published over 180 refereed research papers on a variety of topics relating to chronic disease and primary care. He has led a wide range of initiatives in medical education and has chaired AMC accreditation teams for several Australasian medical schools and colleges.

Special responsibilities: Deputy Chair.



ANNE-MARIE FEYER

Qualifications: BA (Hons) PhD GAICD

Experience and expertise: Anne-Marie Feyer has more than 30 years' experience in public health research and policy, with experience spanning private and academic sectors. As a Senior Partner at PricewaterhouseCoopers, she established the Firm's Health Advisory Practice. Prior to joining PwC in 2001, Anne-Marie held senior academic appointment in public health in Australia and New Zealand. Currently, Anne-Marie works independently at the interface between research and policy, working with several health research centres and state/territory health departments. She chaired the Health Workforce Taskforce, led the state-wide evaluation of the Chronic Disease Management Program in NSW and co-led the Independent Review of Medical Intern Training for AHMAC. She is currently an advisor to the Ministry of Health Integrated Care Strategy.

Special responsibilities: Chair, Governance and Nominations Committee.



MS MARY (CAROLINE) LAMB

Qualifications: BA, LLB, GAICD, MBioethics, Solicitor

Experience and expertise: Caroline has more than 30 years' experience as a corporate and commercial lawyer and as a senior executive in a number of private and public sector organisations. She has served on several boards and has consulted to boards on corporate governance and board performance. Caroline is a community member of the Board and has a special interest in bioethics and medical regulation. She is also a Council Member for Australian Professional Standards Council.

Special responsibilities: Member, Finance, Audit and Risk Management Committee Member, Governance and Nomination Committee.



DR WALID JAMMAL

Qualifications: MB BS (Syd), Dip Child Health, FRACGP, MHL

Experience and expertise: Walid Jammal is the principal GP in a well-established general practice in suburban Sydney, where he supervises GP registrars and medical students. His experience spans paediatrics, men's health, medico-legal matters and quality and safety control in general practice. Walid is a Clinical Lecturer at Westmead Clinical School, University of Sydney; Conjoint Senior Lecturer, School of Medicine at Western Sydney University. He has a keen interest in health economics and models of care in general practice, especially the Patient Centred Medical Home framework. He and his practice have been leaders in the Commonwealth's Health Care Home initiative and the NSW Integrated Care Demonstrator project. He is heavily involved in health reform, being appointed as co-chair of the Commonwealth's Primary Care Reform Steering Group.

Special responsibilities: Member of Finance Audit and Risk Committee.



MR ALAN ZAMMIT AM

Qualifications: BBus, ALGA, FCPA, FAICD, FWSU

Experience and expertise: Alan has had an executive career spanning over 50 years in urban, regional and community development. He has extensive experience as a professional non-executive director, Board chair and chair and/or member of Finance, Audit and Risk Management Committees spanning multiple sectors including property, funds management, education, health, government and not-for-profit.

Special responsibilities: Chair, Finance Audit & Risk Management Committee. Member of Governance and Nomination Committee.



MR RUSSELL TAYLOR AM (RESIGNED 30 OCTOBER 2019)

Qualifications: MBA, GradDipPSM(UTS) GradDipArts(ANU), FARL, FAIM, MAICD

Experience and expertise: As a senior, respected Indigenous leader, Russell has extensive experience in corporate governance and change management and a long history of leadership and advocacy, with particular passions for social welfare and education. He is a member of several boards across Australia including the Aboriginal and Torres Strait Islander Healing Foundation and the NSW Biodiversity Conservation Trust, Deputy Chair of the Batchelor Institute of Indigenous Tertiary Education and Chairperson of the Aboriginal consulting firm, The Burbangana Group. He has previously been CEO of both The Australian Institute of Aboriginal and Torres Strait Islander Studies (1997-2003 and 2009-2016) and NSW Aboriginal Housing Office (2003-2009). In 2015 Russell was made a Member (AM) of the Order of Australia in the 2015 Queen's Birthday Honours for 'significant services to the community as a cultural leader and public sector executive in the field of Indigenous Affairs', in 2016 was awarded the inaugural UTS Indigenous Australian Alumni Award and in 2018 was awarded NAIDOC Male Elder of the Year.

Special responsibilities: Member, Finance Audit & Risk Management Committee.



MS LINDSAY CANE AM

Qualifications: B Pty, BSc, MHPed GAICD

Experience and expertise: Lindsay is an experienced Company Director, CEO and industry leader in NFPs, charities, sporting organisations and private sector businesses. She holds Directorships with WentWest, the Society of Hospital Pharmacists Australia (SHPA) and the Confederation of Australian Sport (CAS) and was previously CEO and Director of Netball Australia, the Australian Physiotherapy Association (NSW) and a Director of the Australian Masters' Games. Lindsay's experience spans the health, sport, government and corporate sectors in leadership, governance, organisational transformation and business development. Her NED skills include strategy development; systems reform; communication and relational skills; corporate and clinical governance, advocacy, and risk management. Lindsay was awarded a Member of the Order of Australia in 2019 and was voted CEO of the Year in 2019. She was previously a NSW finalist in Telstra's Businesswoman of the Year.

Special responsibilities: Member of Governance and Nominations Committee.



ADJUNCT ASSOCIATE PROFESSOR DAVID ROWLANDS

Qualifications: BSc(Computer Science), BEc(Hons), GDBA, FAIDH, GAICD, CHIA

Experience and expertise: David is one of Australia's most senior health informaticians, whose work on digital health is grounded in health service and system executive management experience. He is a national and international leader in health informatics, a health system/service strategist and a change agent, with extensive international consulting experience. He is author of "A Practitioner's Guide to Health Informatics in Australia", the pre-eminent text for Australia's Certified Health Informatician program; and author of Australia's guidelines for protecting patient safety during the introduction of e-health. He is a member of the WHO Roster of Digital Health Experts. Exec Consultant, Digital Health at JP Consulting. David is also a director of the Australasian Institute of Digital Health.

Special responsibilities: Member of Finance Audit and Risk Committee.



STEVEN ADAMS

Qualifications: FAICD

Experience and expertise: Steven is a senior professional with a background in Engineering, Construction, Defence Industry, Vocational Education, Health and Community Enterprises. He has widely diversified skills across Industry, Government and Community and is highly respected for his commitment and ethical approach to engagement of all parties across these sectors. As he is often states, his success and ambition are underpinned by his trade, community and SME experiences. Steven brings over 30 years' experience as a chairperson and non-executive director serving on a number of community boards and private companies across a range of sectors and industries and has chaired a range of sub-committees. Steven's current appointments as an Independent Director on the boards of Hunter Primary Care Ltd and the Lloyd McDermott Rugby Foundation, plus former appointments with Empowered Communities, NSW Indigenous Chamber of Commerce and Engineers Without Borders Indigenous Advisory Board brings an understanding and working knowledge of the federal health reforms currently being implemented nationally such as Closing The Gap initiatives, Primary Health Network and E-Health.

Special responsibilities: Member of Finance Audit and Risk Committee.

GOVERNANCE STRUCTURE



**A²⁰
R²⁰**

CHANGING LANDSCAPES

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